

1 **BEFORE THE PUBLIC UTILITY COMMISSION**
2 **OF OREGON**
3 UM 1355

4 In the Matter of

5 THE PUBLIC UTILITY COMMISSION OF
6 OREGON Investigation into Forecasting Forced
7 Outage Rates for Electric Generating Units

STAFF’S OPENING BRIEF

8 **1. Introduction**

9 The Public Utility Commission (Commission or PUC) opened this docket to
10 explore issues surrounding the topic generally known as “forced outage rates.”¹ More
11 specifically, in opening this generic docket the Commission stated that it sought “...the
12 most accurate forecast of forced outages at the relevant plants.” Staff has proposed a
13 method for calculating the forced outage rate for coal-fired units that meets the criteria of
14 increased accuracy. Staff’s method relies on objective industry information to define an
15 outlier and is demonstrably superior to the method proposed by PacifiCorp. Staff
16 recommends that the Commission adopt its forced outage rate method or, in the
17 alternative, adopt the method proposed by Industrial Customers of Northwest Utilities
18 (ICNU).

19 **2. Procedural Background**

20 The parties filed opening testimony in this docket on April 7, 2009, followed by
21 reply testimony on May 13, 2009. Throughout testimony, parties raised various issues in
22 this investigation and were able to resolve most of them. With regard to Portland General
23 Electric (PGE) and Idaho Power, the parties have filed two stipulations that resolved all
24 issues in UM 1355 including the adoption of the Collar as currently proposed by staff.
25 Under a third stipulation between the parties and PacifiCorp, all issues have been

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¹ See PUC Order No. 07-015; Staff/100, Brown/6-7.

1 resolved, or transferred to Docket UE 207², except for the following: (1) eliminating
2 outlier forced outage rates for coal units in the simple four-year average forced outage
3 rate forecasting methodology; (2) minimum deration of a thermal facility in PacifiCorp’s
4 GRID model³; and (3) the heat rate curve adjustment. With regard to these three issues
5 staff, ICNU, and PacifiCorp filed supplemental testimony.

6 Staff’s opening brief will address these issues in the order set forth above.
7 For these remaining issues, staff asks the Administrative Law Judge (ALJ) and the
8 Commission to adopt its recommendations concerning the Collar mechanism, and
9 ICNU’s proposed adjustments associated with the minimum operating capacity and heat
10 rate curve of a unit.

11 **3. Brief Overview of Forced Outage Rates**

12 A forced outage is an unplanned failure that causes an immediate shutdown of a
13 generating unit.⁴ Forced outage rates are calculated by dividing the total number of hours
14 of forced outages by the total hours that a unit is available for operation. *Id.* The forced
15 outage rate is key for ratemaking purposes, particularly for a low-cost resource such as a
16 coal-fired power plant. In the calculation of test period power costs, the forced outage
17 rate determines the availability of a low-cost unit to produce power. The longer these
18 units are forecasted to be out of service, the more the utility will substitute higher-cost
19 resources in its power cost model to calculate the rates it will charge its customers for
20 service. Therefore, it is important that the forecasted forced outage rate for the test
21 period be as accurate as possible.

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25 planned maintenance outages. Additionally, the heat rate curve-minimum deration is a proposed monetary
26 adjustment in UE 207.

³ The terms “deration” and “de-rate” refer to a reduction in the net available capacity of a generating unit.
For example, if a generating unit has a net available capacity of 100 MW, but due to necessary
maintenance, the unit’s net available capacity is reduced to 80 MW, this reduction in available capacity is
known as a “de-rate” or a “deration.” See Staff/100, Brown/10 at footnote 7.
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1 **4. Adjusting forced outage rates for extreme/outlier events**

2 *A. Staff's proposed "Collar" method*

3 An extreme outage event (or outlier) is a very long plant outage that falls outside
4 its normal operation.⁵ Including such an event, or its resulting forced outage rate, in the
5 calculation of a simple four-year average will inappropriately skew the results. It is
6 statistically unlikely that an abnormal outage year will be repeated every four years.⁶
7 Staff/100, Brown/18; ICNU/300, Falkenberg/1. All parties agree that to make the
8 forecasted forced outage rate more accurate and a better predictor, adjustments for
9 extreme outage events should be made. *See also* Commission Order No. 07-446 at 19-21
10 (discussing the Commission's concern with inclusion of extreme events).

11 Staff's proposed solution to the extreme outage issue is to include an adjustment
12 to the forced outage rate calculation, referred to as either a "Benchmark" or "Collar"
13 mechanism. Staff witness Kelcey Brown describes her proposed Collar mechanism in
14 her submitted testimony. Staff's Collar mechanism uses North American Electric
15 Reliability Corporation (NERC) data for plants of comparable fuel type and size to
16 determine when a yearly forced outage rate for a unit should be considered to be an
17 outlier. Using the NERC data and four years worth of information provides numerous
18 advantages. Primarily, it provides a much larger data set, which leads to increased
19 precision and decreased variation from year to year, thus producing a more consistent and
20 accurate result.

21 Staff proposes a two-step process. First, a generating units calendar year forced
22 outage rate is calculated using the parties' agreed-upon forced outage rate methodology.
23 *See* PacifiCorp Partial Settlement Agreement, Appendix A at Paragraph I (setting forth
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25 ⁵ *See* Staff/100, Brown/18.

26 ⁶ Pursuant to the parties' stipulation, PacifiCorp will continue to use the four-year historical average approach, modeled on a weekday/weekend basis. *See* PacifiCorp Partial Settlement Agreement, Appendix A at Paragraph I.

1 the agreed-upon methodology). Then, using the comparable NERC plant data by size
2 and fuel type, the 10th and 90th percentile outage values are calculated using an approach
3 described in Ms. Brown’s testimony.⁷ If the unit’s yearly forced outage rate is less than
4 the 10th percentile value or greater than the 90th percentile value, then the 10th percentile
5 value or 90th percentile value is substituted for the actual yearly value for purposes of
6 calculating the four-year rolling average. *Id.*

7 With only four years of data being used in the simple four-year rolling average, it
8 is important that these four years reflect values that are likely to occur. Staff has
9 proposed its Collar methodology consistent with the Commission’s goal of attaining the
10 most accurate method in forecasting, and additionally, addressing the Commission’s cited
11 reservations in including outage events that are abnormal and cause concern with respect
12 to normalized ratemaking practices. Therefore, staff recommends that the Commission
13 adopt staff’s Collar mechanism.⁸

14 *B. PacifiCorp’s criticisms of staff’s Collar mechanism are unfounded and unpersuasive*

15 In supplemental testimony, PacifiCorp witnesses criticized staff’s Collar
16 mechanism. PacifiCorp witness Godfrey criticizes staff’s Collar mechanism on three
17 counts: (1) the NERC data used to calculate the discrete probability distribution is “non-
18 verifiable;” (2) Staff inappropriately established the 10 and 90 percent collar boundaries
19 based on “visual interpretation” rather than rigorous statistical analysis; and (3) Staff
20 wrongly compares one year of actual plant data to a four-year Collar when Staff should
21 be comparing four years of plant data to the Collar.⁹

22 PacifiCorp witness Duvall presents five additional criticisms of staff’s Collar
23 proposal: (1) it will decrease the accuracy of the forced outage rate forecast because it

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25 ⁷ See Staff/300, Brown/2-3; Staff/200, Brown/8-9; Staff/100, Brown/18-19.

26 ⁸ Staff notes that while ICNU prefers its own Collar-type mechanism, it finds staff’s approach
“reasonable.” ICNU/300, Falkenberg/2.

⁹ See PPL/102, Godfrey/1.

1 relies upon NERC data rather than actual plant performance data; (2) the Collar may
2 apply when it should not and fail to apply when it should; (3) the Collar fails to account
3 for PacifiCorp’s lack of a Power Cost Adjustment Mechanism (PCAM); (4) the Collar
4 reduces the Company’s net power cost recovery without any demonstration that the
5 outages are imprudent; and (5) the Collar is actually a form of unapproved performance-
6 based ratemaking (PBR).¹⁰

7 Staff and ICNU responded and rebutted each of PacifiCorp’s criticisms in their
8 respective supplemental testimony.¹¹ In response to Mr. Duvall’s criticism about the use
9 of NERC data rather than actual plant data, staff explained that it relied on four years of
10 NERC industry data because it provides a comparable and much larger data set to
11 calculate the 90/10 percentile boundary values and is superior to using one year’s worth
12 of actual plant data.¹² Staff argued that, for example, looking at four-years of NERC
13 data for coal-fired generating plants between 500-599 MW in size gives 372 data points
14 to use to set the Collar’s 90/10 percentiles.¹³ PacifiCorp’s alternative proposal would
15 yield only one data point for each year of actual plant data.¹⁴ So, for this example, for a
16 plant with a 20-year operating history, PacifiCorp’s Collar method would be based upon
17 20 data points as opposed to the 372 data points under Staff’s method.

18 Staff explained in detail why its Collar method that uses multiple data points is
19 superior’s to PacifiCorp’s alternative proposal. PacifiCorp’s limited data set can create
20 erratic results on a year-to-year basis. Ms. Brown illustrated this in her confidential
21 testimony, by showing Colstrip with a XX outlier level and Craig 2 with a YY percent
22 outlier level.¹⁵ Using the data-rich NERC data set produces a more accurate and

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24 ¹⁰ See PPL/405, Duvall/2-3, 12.
25 ¹¹ See Staff/300; ICNU/300, 301, 302 and 303.
26 ¹² See Staff/200, Brown/9-10.
¹³ *Id.*
¹⁴ See PPL/102, Godfrey/8-10; Staff/300, Brown/16.
¹⁵ See Staff/300, Brown/17, Lines 1-13 (confidential information not reproduced in this brief).

1 consistent indication of outlier years than does PacifiCorp’s actual historic plant data set.
2 PacifiCorp’s historic plant information is extremely limited. Further, for some plants,
3 the necessary information is simply lacking.¹⁶ Staff demonstrated that its method is
4 superior to PacifiCorp’s. At the same time, both proposals are superior to the currently-
5 used “simple four-year average” approach.¹⁷

6 Turning to Mr. Godfrey’s claim that the NERC data is non-verifiable and
7 unreliable, NERC asserts that its data is both reliable and verifiable and supports the
8 usefulness of its data.¹⁸ PacifiCorp has not shown why the assertions by NERC,
9 supporting the veracity of its data, are suspect or false. *See also* ICNU/300,
10 Falkenberg/4-5 (showing PacifiCorp’s reliance on NERC data for various purposes in
11 prior dockets).

12 PacifiCorp further criticized staff for relying solely on plant size and fuel type to
13 select the proper NERC data. Staff witness Brown explains that her selection of the
14 NERC peer group was appropriate because it served to increase the sample size, leading
15 to more precise results.¹⁹

16 Mr. Godfrey attacks staff’s Collar as suspect because the 90/10 percentile values
17 are based upon staff’s “visual interpretation.”²⁰ Staff analyst Brown explained that
18 economists commonly rely upon visual interpretation of data, as illustrated by their
19 frequent use of graphs. Ms. Brown shows that using a visual interpretation of the data
20 presented in graph form is a reasonable and robust method to set the 90/10 percentile
21 values.²¹

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24 ¹⁶ See Staff/300, Brown/8.
25 ¹⁷ See Staff/300, Brown/3-4.
¹⁸ See Staff/300, Brown/8-9.
26 ¹⁹ See Staff/300, Brown/10.
²⁰ See PPL/102, Godfrey/5.
²¹ See Staff/300, Brown/5-6.

1 Mr. Godfrey asserts staff's Collar mechanism, which consists of four years of
2 data, should not be compared to one year of actual plant data. Instead, Mr. Godfrey
3 claims that to avoid a mismatch of data, the comparison should be four years of plant data
4 to the four-year Collar.²² In response, staff analyst Brown explains that comparing the
5 90th and 10th percentile values to the four-year average is not the point of the mechanism.
6 The purpose of the Collar is to exclude outlier years from the simple four-year average.²³
7 PacifiCorp validates this approach by comparing its calculated outlier levels using 20
8 years worth of data and comparing this to one year of actual plant data.

9 Turning back to Mr. Duvall's list of five criticisms, his claim is staff's Collar
10 mechanism applies when it should not and does not apply when it should.²⁴ Mr. Duvall
11 supports this claim based upon work done by Mr. Godfrey.²⁵ In response to the criticism
12 that the Collar mechanism applies when it should not and does not apply when it should,
13 Ms. Brown showed that PacifiCorp incorrectly applied staff's Collar mechanism. As a
14 result, the foundation for the company's criticism is flawed.²⁶ However, if a unit were to
15 consistently fall below the worst ten percent of its peer group, staff is open to discussing
16 with the company reasons for that performance and possible solutions.²⁷

17 In the response to the argument that PacifiCorp does not have a PCAM and a
18 collar should therefore not be applied, staff explains it did not tie the need for the Collar
19 mechanism in any respect to the existence of a PCAM. The need for the Collar is to
20 increase the accuracy of the forced outage rate methodology. This purpose exists apart
21 from, and independent of, PacifiCorp's ability to use a PCAM.

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24 ²²See PPL/102, Godfrey/ 1, 6-7.

25 ²³ See Staff/300, Brown/7.

26 ²⁴ See PPL/405, Duvall/3, 7-8.

27 ²⁵ See PPL/405, Duvall/5-7.

²⁶ See Staff/300, Brown/13 and accompanying footnote 14.

²⁷ See Staff/300, Brown/14.

1 Further, in response to the concern that staff’s Collar mechanism may function
2 to “deny recovery of prudent costs” (PPL/405/Duvall/10), staff explained that the forced
3 outage rate is used in PacifiCorp’s TAM. The TAM, in turn, is a forward-looking
4 automatic adjustment clause that allows the company to update its variable power costs.²⁸
5 The Collar serves to improve the accuracy of the forced outage rate forecast for a
6 forward-looking power cost recovery model. In contrast, a prudence review looks back
7 at the reasonableness of utility decision-making using a standard of what did the utility
8 know, or should have known, at the time it made its decision. Accordingly, PacifiCorp’s
9 claim that using the Collar mechanism in a forward-looking manner is the same as
10 conducting a prudence review is not true.

11 PacifiCorp criticized staff’s collar method as a form of performance based
12 ratemaking. Staff responds points out that the sole purpose of the Collar is to increase the
13 accuracy of the forced outage rate methodology. The forced outage rate methodology is
14 employed to forecast the likelihood that a forced outage at a plant for the time period
15 under review will occur in the future.²⁹ Thus, the Collar is not being proposed, or used,
16 to set performance goals for the Company’s generating units.³⁰

17 For all these reasons stated, PacifiCorp’s criticisms of staff’s Collar mechanism
18 are unpersuasive and unfounded.

19 *C. PacifiCorp’s alternative proposal, while an improvement over the current method, is*
20 *inferior to Staff’s Collar mechanism*

21 PacifiCorp proposes an alternative to staff’s Collar mechanism.³¹ As described by
22 staff, PacifiCorp’s proposal involves two steps. First, the company identifies outage
23 events that are greater than 28 days. Those days that are beyond the 28th day are removed
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25 ²⁸ See Staff/300, Brown/14-15.

26 ²⁹ See Staff/100, Brown/4-6.

³⁰ See Staff/300, Brown/13.

³¹ See PPL/102, Godfrey/8-11; PPL/105; PPL106; PPL/405, Duvall/13-16.

1 and replaced with prior period information. Second, PacifiCorp calculates a confidence
2 interval using the mean of the data and the standard deviation. It then uses this mean and
3 two standard deviations to determine the 95th percent confidence level that a forced
4 outage rate will occur.³²

5 Both staff and ICNU analyzed the new proposal and explained why it is inferior
6 to staff's proposal and to ICNU's alternative proposal. Staff has already discussed these
7 shortcomings in this brief in the text under Section 2(B), *infra*.³³ But, staff would like to
8 emphasize again that staff's Collar mechanism, ICNU's new approach, and PacifiCorp's
9 new proposal are all superior to the currently used "simple four-year average" approach.
10 Finally, Staff will not repeat ICNU's critique of PacifiCorp's new proposal, but the
11 relevant testimony is found at ICNU/300, Falkenberg/3, 5-13, 14.

12 **4. Heat rate curve and minimum operating capacity adjustments**

13 Staff supports ICNU's recommendation that PacifiCorp adjust the heat rate curve
14 of its thermal facilities so that "...it produces the same heat consumption at the derated
15 maximum and minimum capacities as the unit would actually experience in normal
16 operations."³⁴ Currently, in its Grid model, when PacifiCorp derates the maximum
17 capacity of a unit for forced outages, it also reduces the corresponding heat rate at that
18 unit (as if the unit is actually less efficient than it is at operating maximum). ICNU
19 rightly points out that the derating of a unit for forced outages in the GRID model should
20 have no effect on the unit's conversion efficiency. Underscoring ICNU's point, PGE's
21 model makes no such adjustment to the heat rate of a derated unit. In its recommendation
22 Staff is not attempting to address the issue of the technical application of this concept in
23

24 ³² See Staff/300, Brown/16.

25 ³³ Staff adds to its prior discussion that it performed an analysis in response to PacifiCorp's assertion that
26 its new proposal is superior, in part, because it takes into the account the age of generating units. See
PPL/102, Godfrey/2. Staff's analysis showed Mr. Godfrey's claim is not supported by the company's own
factual information. See Staff/300, Brown/11-12.

³⁴ See Staff/300, Brown/18; ICNU/100, Falkenberg/55.

1 the Company GRID model. Staff is willing to work with PacifiCorp, ICNU, and CUB to
2 properly implement this concept in GRID.

3 Staff also supports ICNU's recommendation that the minimum operating capacity
4 of a unit be adjusted to reflect the correct availability rating.³⁵ Currently, Pacific does not
5 adjust the minimum operating capacity of a unit for forced outages. As a result, the
6 GRID model overstates the minimum operating capacity of a unit. PGE makes such an
7 adjustment, as described by Mr. Falkenberg, and PacifiCorp should as well. Again, for
8 clarity, staff is not attempting to address the issue of the technical application of this
9 concept in the Company GRID model. Staff is willing to work with PacifiCorp, ICNU,
10 and CUB to properly implement this concept in GRID.

11 **5. Conclusion**

12 For the reasons stated, staff requests the ALJ and the Commission adopt its
13 recommendations for the remaining issues in this docket.

14 DATED this 16th day of September 2009.

15 Respectfully submitted,

16 JOHN R. KROGER
17 Attorney General

18 

19 Michael T. Weirich, #82425
20 Assistant Attorney General
21 Of Attorneys for Staff of the Public
22 Utility Commission of Oregon

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³⁵ See Staff/300, Brown/18-21.

1 **CERTIFICATE OF SERVICE**

2 I certify that on September 16, 2009, I served the foregoing Staff's Opening Brief upon
3 all parties of record in this proceeding by delivering a copy by electronic mail and by mailing a
4 copy by postage prepaid first class mail or by hand delivery/shuttle mail to the parties accepting
5 paper service.

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6 calculating the four-year rolling average. *Id.*

7 With only four years of data being used in the simple four-year rolling average, it
8 is important that these four years reflect values that are likely to occur. Staff has
9 proposed its Collar methodology consistent with the Commission’s goal of attaining the
10 most accurate method in forecasting, and additionally, addressing the Commission’s cited
11 reservations in including outage events that are abnormal and cause concern with respect
12 to normalized ratemaking practices. Therefore, staff recommends that the Commission
13 adopt staff’s Collar mechanism.⁸

14 *B. PacifiCorp’s criticisms of staff’s Collar mechanism are unfounded and unpersuasive*

15 In supplemental testimony, PacifiCorp witnesses criticized staff’s Collar
16 mechanism. PacifiCorp witness Godfrey criticizes staff’s Collar mechanism on three
17 counts: (1) the NERC data used to calculate the discrete probability distribution is “non-
18 verifiable;” (2) Staff inappropriately established the 10 and 90 percent collar boundaries
19 based on “visual interpretation” rather than rigorous statistical analysis; and (3) Staff
20 wrongly compares one year of actual plant data to a four-year Collar when Staff should
21 be comparing four years of plant data to the Collar.⁹

22 PacifiCorp witness Duvall presents five additional criticisms of staff’s Collar
23 proposal: (1) it will decrease the accuracy of the forced outage rate forecast because it

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25 ⁷ See Staff/300, Brown/2-3; Staff/200, Brown/8-9; Staff/100, Brown/18-19.

26 ⁸ Staff notes that while ICNU prefers its own Collar-type mechanism, it finds staff’s approach
“reasonable.” ICNU/300, Falkenberg/2.

⁹ See PPL/102, Godfrey/1.

1 relies upon NERC data rather than actual plant performance data; (2) the Collar may
2 apply when it should not and fail to apply when it should; (3) the Collar fails to account
3 for PacifiCorp’s lack of a Power Cost Adjustment Mechanism (PCAM); (4) the Collar
4 reduces the Company’s net power cost recovery without any demonstration that the
5 outages are imprudent; and (5) the Collar is actually a form of unapproved performance-
6 based ratemaking (PBR).¹⁰

7 Staff and ICNU responded and rebutted each of PacifiCorp’s criticisms in their
8 respective supplemental testimony.¹¹ In response to Mr. Duvall’s criticism about the use
9 of NERC data rather than actual plant data, staff explained that it relied on four years of
10 NERC industry data because it provides a comparable and much larger data set to
11 calculate the 90/10 percentile boundary values and is superior to using one year’s worth
12 of actual plant data.¹² Staff argued that, for example, looking at four-years of NERC
13 data for coal-fired generating plants between 500-599 MW in size gives 372 data points
14 to use to set the Collar’s 90/10 percentiles.¹³ PacifiCorp’s alternative proposal would
15 yield only one data point for each year of actual plant data.¹⁴ So, for this example, for a
16 plant with a 20-year operating history, PacifiCorp’s Collar method would be based upon
17 20 data points as opposed to the 372 data points under Staff’s method.

18 Staff explained in detail why its Collar method that uses multiple data points is
19 superior’s to PacifiCorp’s alternative proposal. PacifiCorp’s limited data set can create
20 erratic results on a year-to-year basis. Ms. Brown illustrated this in her confidential
21 testimony, by showing Colstrip with a XX outlier level and Craig 2 with a YY percent
22 outlier level.¹⁵ Using the data-rich NERC data set produces a more accurate and

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24 ¹⁰ See PPL/405, Duvall/2-3, 12.

25 ¹¹ See Staff/300; ICNU/300, 301, 302 and 303.

26 ¹² See Staff/200, Brown/9-10.

¹³ *Id.*

¹⁴ See PPL/102, Godfrey/8-10; Staff/300, Brown/16.

¹⁵ See Staff/300, Brown/17, Lines 1-13 (confidential information not reproduced in this brief).

1 consistent indication of outlier years than does PacifiCorp’s actual historic plant data set.
2 PacifiCorp’s historic plant information is extremely limited. Further, for some plants,
3 the necessary information is simply lacking.¹⁶ Staff demonstrated that its method is
4 superior to PacifiCorp’s. At the same time, both proposals are superior to the currently-
5 used “simple four-year average” approach.¹⁷

6 Turning to Mr. Godfrey’s claim that the NERC data is non-verifiable and
7 unreliable, NERC asserts that its data is both reliable and verifiable and supports the
8 usefulness of its data.¹⁸ PacifiCorp has not shown why the assertions by NERC,
9 supporting the veracity of its data, are suspect or false. *See also* ICNU/300,
10 Falkenberg/4-5 (showing PacifiCorp’s reliance on NERC data for various purposes in
11 prior dockets).

12 PacifiCorp further criticized staff for relying solely on plant size and fuel type to
13 select the proper NERC data. Staff witness Brown explains that her selection of the
14 NERC peer group was appropriate because it served to increase the sample size, leading
15 to more precise results.¹⁹

16 Mr. Godfrey attacks staff’s Collar as suspect because the 90/10 percentile values
17 are based upon staff’s “visual interpretation.”²⁰ Staff analyst Brown explained that
18 economists commonly rely upon visual interpretation of data, as illustrated by their
19 frequent use of graphs. Ms. Brown shows that using a visual interpretation of the data
20 presented in graph form is a reasonable and robust method to set the 90/10 percentile
21 values.²¹

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24 ¹⁶ See Staff/300, Brown/8.
25 ¹⁷ See Staff/300, Brown/3-4.
26 ¹⁸ See Staff/300, Brown/8-9.
¹⁹ See Staff/300, Brown/10.
²⁰ See PPL/102, Godfrey/5.
²¹ See Staff/300, Brown/5-6.

1 Mr. Godfrey asserts staff's Collar mechanism, which consists of four years of
2 data, should not be compared to one year of actual plant data. Instead, Mr. Godfrey
3 claims that to avoid a mismatch of data, the comparison should be four years of plant data
4 to the four-year Collar.²² In response, staff analyst Brown explains that comparing the
5 90th and 10th percentile values to the four-year average is not the point of the mechanism.
6 The purpose of the Collar is to exclude outlier years from the simple four-year average.²³
7 PacifiCorp validates this approach by comparing its calculated outlier levels using 20
8 years worth of data and comparing this to one year of actual plant data.

9 Turning back to Mr. Duvall's list of five criticisms, his claim is staff's Collar
10 mechanism applies when it should not and does not apply when it should.²⁴ Mr. Duvall
11 supports this claim based upon work done by Mr. Godfrey.²⁵ In response to the criticism
12 that the Collar mechanism applies when it should not and does not apply when it should,
13 Ms. Brown showed that PacifiCorp incorrectly applied staff's Collar mechanism. As a
14 result, the foundation for the company's criticism is flawed.²⁶ However, if a unit were to
15 consistently fall below the worst ten percent of its peer group, staff is open to discussing
16 with the company reasons for that performance and possible solutions.²⁷

17 In the response to the argument that PacifiCorp does not have a PCAM and a
18 collar should therefore not be applied, staff explains it did not tie the need for the Collar
19 mechanism in any respect to the existence of a PCAM. The need for the Collar is to
20 increase the accuracy of the forced outage rate methodology. This purpose exists apart
21 from, and independent of, PacifiCorp's ability to use a PCAM.

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24 ²²See PPL/102, Godfrey/ 1, 6-7.

25 ²³ See Staff/300, Brown/7.

26 ²⁴ See PPL/405, Duvall/3, 7-8.

27 ²⁵ See PPL/405, Duvall/5-7.

²⁶ See Staff/300, Brown/13 and accompanying footnote 14.

²⁷ See Staff/300, Brown/14.

1 Further, in response to the concern that staff’s Collar mechanism may function
2 to “deny recovery of prudent costs” (PPL/405/Duvall/10), staff explained that the forced
3 outage rate is used in PacifiCorp’s TAM. The TAM, in turn, is a forward-looking
4 automatic adjustment clause that allows the company to update its variable power costs.²⁸
5 The Collar serves to improve the accuracy of the forced outage rate forecast for a
6 forward-looking power cost recovery model. In contrast, a prudence review looks back
7 at the reasonableness of utility decision-making using a standard of what did the utility
8 know, or should have known, at the time it made its decision. Accordingly, PacifiCorp’s
9 claim that using the Collar mechanism in a forward-looking manner is the same as
10 conducting a prudence review is not true.

11 PacifiCorp criticized staff’s collar method as a form of performance based
12 ratemaking. Staff responds points out that the sole purpose of the Collar is to increase the
13 accuracy of the forced outage rate methodology. The forced outage rate methodology is
14 employed to forecast the likelihood that a forced outage at a plant for the time period
15 under review will occur in the future.²⁹ Thus, the Collar is not being proposed, or used,
16 to set performance goals for the Company’s generating units.³⁰

17 For all these reasons stated, PacifiCorp’s criticisms of staff’s Collar mechanism
18 are unpersuasive and unfounded.

19 *C. PacifiCorp’s alternative proposal, while an improvement over the current method, is*
20 *inferior to Staff’s Collar mechanism*

21 PacifiCorp proposes an alternative to staff’s Collar mechanism.³¹ As described by
22 staff, PacifiCorp’s proposal involves two steps. First, the company identifies outage
23 events that are greater than 28 days. Those days that are beyond the 28th day are removed

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25 ²⁸ See Staff/300, Brown/14-15.

26 ²⁹ See Staff/100, Brown/4-6.

³⁰ See Staff/300, Brown/13.

³¹ See PPL/102, Godfrey/8-11; PPL/105; PPL106; PPL/405, Duvall/13-16.

1 and replaced with prior period information. Second, PacifiCorp calculates a confidence
2 interval using the mean of the data and the standard deviation. It then uses this mean and
3 two standard deviations to determine the 95th percent confidence level that a forced
4 outage rate will occur.³²

5 Both staff and ICNU analyzed the new proposal and explained why it is inferior
6 to staff’s proposal and to ICNU’s alternative proposal. Staff has already discussed these
7 shortcomings in this brief in the text under Section 2(B), *infra*.³³ But, staff would like to
8 emphasize again that staff’s Collar mechanism, ICNU’s new approach, and PacifiCorp’s
9 new proposal are all superior to the currently used “simple four-year average” approach.
10 Finally, Staff will not repeat ICNU’s critique of PacifiCorp’s new proposal, but the
11 relevant testimony is found at ICNU/300, Falkenberg/3, 5-13, 14.

12 **4. Heat rate curve and minimum operating capacity adjustments**

13 Staff supports ICNU’s recommendation that PacifiCorp adjust the heat rate curve
14 of its thermal facilities so that “...it produces the same heat consumption at the derated
15 maximum and minimum capacities as the unit would actually experience in normal
16 operations.”³⁴ Currently, in its Grid model, when PacifiCorp derates the maximum
17 capacity of a unit for forced outages, it also reduces the corresponding heat rate at that
18 unit (as if the unit is actually less efficient than it is at operating maximum). ICNU
19 rightly points out that the derating of a unit for forced outages in the GRID model should
20 have no effect on the unit’s conversion efficiency. Underscoring ICNU’s point, PGE’s
21 model makes no such adjustment to the heat rate of a derated unit. In its recommendation
22 Staff is not attempting to address the issue of the technical application of this concept in
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24 ³² See Staff/300, Brown/16.

25 ³³ Staff adds to its prior discussion that it performed an analysis in response to PacifiCorp’s assertion that
26 its new proposal is superior, in part, because it takes into the account the age of generating units. See
PPL/102, Godfrey/2. Staff’s analysis showed Mr. Godfrey’s claim is not supported by the company’s own
factual information. See Staff/300, Brown/11-12.

³⁴ See Staff/300, Brown/18; ICNU/100, Falkenberg/55.

1 the Company GRID model. Staff is willing to work with PacifiCorp, ICNU, and CUB to
2 properly implement this concept in GRID.

3 Staff also supports ICNU's recommendation that the minimum operating capacity
4 of a unit be adjusted to reflect the correct availability rating.³⁵ Currently, Pacific does not
5 adjust the minimum operating capacity of a unit for forced outages. As a result, the
6 GRID model overstates the minimum operating capacity of a unit. PGE makes such an
7 adjustment, as described by Mr. Falkenberg, and PacifiCorp should as well. Again, for
8 clarity, staff is not attempting to address the issue of the technical application of this
9 concept in the Company GRID model. Staff is willing to work with PacifiCorp, ICNU,
10 and CUB to properly implement this concept in GRID.

11 **5. Conclusion**

12 For the reasons stated, staff requests the ALJ and the Commission adopt its
13 recommendations for the remaining issues in this docket.

14 DATED this 16th day of September 2009.

15 Respectfully submitted,

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18
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23 Utility Commission of Oregon

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28 ³⁵ See Staff/300, Brown/18-21.