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IDAHO PUBLIC UTILITIES COMMISSION

BEFORE THE IDAHO PUBLIC UTILITIES COMMISSION

IN THE MATTER OF IDAHO POWER )  
COMPANY'S APPLICATION FOR )  
APPROVAL OF ITS CAPACITY ) CASE NO. IPC-E-13-21  
DEFICIENCY TO BE UTILIZED IN )  
THE COMPANY'S SAR METHODOLOGY. )  
\_\_\_\_\_ )

IDAHO POWER COMPANY

DIRECT TESTIMONY OF

TAMI WHITE

1 Q. Please state your name and business address.

2 A. My name is Tami White and my business address  
3 is 1221 West Idaho Street, Boise, Idaho 83702.

4 Q. By whom are you employed and in what capacity?

5 A. I am employed by Idaho Power Company ("Idaho  
6 Power" or "Company") as the Senior Manager of Rate Design  
7 in the Regulatory Affairs Department.

8 Q. Please describe your educational background.

9 A. I earned a Bachelor of Business Administration  
10 degree in Accounting from California State University,  
11 Stanislaus. I have attended various electric utility  
12 courses, including "Electric Utility System Operation," a  
13 course offered through Professional Training Systems, Inc.,  
14 and "Overview of System Operations" presented by the  
15 Western Electricity Coordinating Council.

16 Q. Please describe your work experience with  
17 Idaho Power.

18 A. I began my employment with Idaho Power in 1999  
19 as a Financial Analyst in the Company's Delivery Finance  
20 Support area where I provided accounting and financial  
21 support services to the Delivery Business Unit. In 2005, I  
22 was promoted to Finance Team Leader where I was responsible  
23 for leading a group of Financial Analysts, Accountants, and  
24 Accounting Specialists in providing accounting and  
25 financial support services to the Operations Business Unit.

1 I was responsible for all aspects of the monthly accounting  
2 closing process for the Operations Business Unit and for  
3 the monthly billing and settlements processes for  
4 transmission sales and purchases, wholesale energy  
5 transactions, Public Utility Regulatory Policies Act of  
6 1978 (PURPA) transactions, large special contracts, and  
7 joint use transactions. While working in Operations  
8 Finance Support, I was involved in the development of the  
9 Company's Federal Energy Regulatory Commission ("FERC")  
10 Open Access Transmission Tariff ("OATT") formula rate for  
11 transmission services.

12 In October of 2010, after 11 years in finance, I  
13 accepted a position as Manager of FERC and Regional Affairs  
14 in the Regulatory Affairs Department. In this position, I  
15 was responsible for managing regulatory activities, such as  
16 the preparation and filing of Idaho Power's OATT rates for  
17 transmission service, supervising participation and  
18 settlement negotiations of Bonneville Power Administration  
19 rate cases, and creating analyses that form the basis for  
20 Idaho Power's FERC regulatory strategy.

21 In January of 2012, I was promoted to Senior Manager  
22 of Rate Design. As Senior Manager of Rate Design, I  
23 oversee the Company's rate design activities, such as  
24 regulatory ratemaking and compliance filings, tariff

25

1 administration, and the development of various pricing  
2 strategies and policies.

3 Q. What is the purpose of your testimony in this  
4 proceeding?

5 A. The purpose of my testimony is to provide the  
6 Idaho Public Utilities Commission ("Commission") with an  
7 update regarding the actual enrollments in the Company's  
8 three demand response ("DR") programs for the 2014 season.

9 Q. Were you involved, on behalf of Idaho Power,  
10 in Case No. IPC-E-13-14 regarding the continuation of the  
11 DR programs?

12 A. Yes. I provided testimony in that proceeding  
13 describing the public workshop process undertaken in the  
14 case and the agreement ("DR Settlement Agreement") that was  
15 signed by Idaho Power, Commission Staff, the Idaho  
16 Irrigation Pumpers Association, Inc., the Idaho  
17 Conservation League, the Snake River Alliance, EnerNOC,  
18 Inc., and Mike Seaman, (collectively referred to as the  
19 "Signing Parties") that addressed and settled certain  
20 aspects of the operation of Idaho Power's demand response  
21 programs. My testimony in that proceeding provided an  
22 overview of the public workshops and the issues discussed,  
23 expressed Idaho Power's support for the DR Settlement  
24 Agreement, and recommended that the Commission adopt the DR  
25 Settlement Agreement without material change or condition,

1 which it did in Order No. 32923 on November 12, 2013. I  
2 have attached as Exhibit No. 1 to my testimony a copy of  
3 the Commission-approved DR Settlement Agreement.

4 Q. What prompted the public workshop proceedings  
5 that ultimately led to the DR Settlement Agreement?

6 A. In December of 2012, Idaho Power filed a  
7 request in Case No. IPC-E-12-29 with the Commission for  
8 authority to temporarily suspend two of its three demand  
9 response programs (A/C Cool Credit and Irrigation Peak  
10 Rewards). The request for suspension was prompted by the  
11 lack of near-term, peak-hour deficits identified in the  
12 peak load and resource balance analysis prepared for the  
13 2013 Integrated Resource Plan ("IRP") and Idaho Power's  
14 desire to take prompt and prudent steps to avoid some of  
15 the expenses associated with the programs in years where  
16 the peak load and resource balance analysis does not show a  
17 need. During the suspension, the Company was able to serve  
18 loads with existing resources and work with stakeholders  
19 through a collaborative workshop process to evaluate and  
20 identify the best long-term optimization for continuation  
21 of these programs.

22 Q. Could you summarize the DR Settlement  
23 Agreement?

24 A. Yes. The DR Settlement Agreement provides for  
25 the continued operation of Idaho Power's demand response

1 programs in a manner that is cost-effective and  
2 operationally beneficial to the electric system, and within  
3 the parameters that the Company and Signing Parties agreed  
4 upon. The DR Settlement Agreement requires the Company to  
5 utilize existing DR resources and equipment and accept all  
6 existing and some new DR participants. The DR Settlement  
7 Agreement refers to "approximately 400 MW of potential  
8 demand response capacity" and the existing DR resources  
9 provided 438 megawatts ("MW") of participation in 2012.

10 The DR Settlement Agreement discusses six high-level  
11 demand response concepts that are to guide Idaho Power in  
12 the implementation of its DR programs. These high-level  
13 concepts are listed in Section 4.a of the DR Settlement  
14 Agreement. The Signing Parties agreed on the value as set  
15 forth in Section 6 of the DR Settlement Agreement.

16 Signing Parties also came to agreement on the design  
17 of the DR programs as described in Section 7 for the A/C  
18 Cool Credit program, Section 8 for the Irrigation Peak  
19 Rewards program, and Section 9 for the FlexPeak Management  
20 program of the DR Settlement Agreement.

21 The DR Settlement Agreement allows the Company to  
22 leverage the investment in existing DR infrastructure to  
23 continue the operation of a cost-effective resource. The  
24 DR Settlement Agreement aims to maintain participation in  
25 the DR programs for a time in the future when they are

1 truly needed while minimizing ongoing costs to Idaho  
2 Power's customers. The additional program modifications  
3 make the programs more flexible, reliable, and useful  
4 because of the ability to respond with shorter notice to  
5 program participants. Ultimately, keeping the DR programs  
6 viable will help Idaho Power to provide its customers  
7 reliable service in times of extreme weather and water  
8 conditions.

9           The DR Settlement Agreement will maintain existing  
10 DR programs, equipment, and participation by providing an  
11 opportunity for all current program participants to  
12 continue to participate if they choose. Through this  
13 settlement, the Company will be able to utilize the  
14 investment that Idaho Power's customers have made in the  
15 existing equipment in the field.

16           The DR Settlement Agreement provides DR programs  
17 that are scalable and flexible. As the need identified in  
18 future IRPs changes, Idaho Power can more easily add DR  
19 capacity, and will maintain a minimum capacity of DR on its  
20 system.

21           The DR Settlement Agreement increases flexibility  
22 for the Company's system by reducing the amount of advance  
23 notification required for program participants and  
24 implementing a fixed and variable incentive design for two  
25 of the three DR programs. The DR Settlement Agreement also

1 provides for the inclusion of three dispatch events in the  
2 fixed incentive structure that will ensure the programs are  
3 used and ensure program participant engagement.

4 Q. Is the DR Settlement Agreement working as  
5 envisioned?

6 A. Yes. The Company has current participation in  
7 the programs that is meeting prior levels and at reduced  
8 costs to customers.

9 Q. Has the Company enrolled any participants in  
10 the DR programs for the 2014 season?

11 A. Yes. As of April 24, 2014, Idaho Power has DR  
12 program participants enrolled to provide a maximum load  
13 reduction at generation level of approximately 403 MW.  
14 This includes 34 MW from the A/C Cool Credit program, 40 MW  
15 from the FlexPeak Management program, and 329 MW from the  
16 Irrigation Peak Rewards program.

17 The enrollment period for the Irrigation Peak  
18 Rewards program began in March and the participants were  
19 asked to respond by April 4, 2014. Idaho Power has,  
20 through April 24, 2014, received the majority of the  
21 enrollments from eligible participants and the Company does  
22 not expect the enrollments to change significantly from the  
23 329 MW.

24 The level of load reduction provided by the A/C Cool  
25 Credit and Irrigation Peak Rewards programs varies







**BEFORE THE  
IDAHO PUBLIC UTILITIES COMMISSION  
CASE NO. IPC-E-13-21**

**IDAHO POWER COMPANY**

**WHITE, DI  
TESTIMONY**

**EXHIBIT NO. 1**

**DEMAND RESPONSE PROGRAMS  
SETTLEMENT AGREEMENT**

This settlement agreement ("Settlement Agreement" or "Agreement") is entered into by and among the following participants to the demand response workshops: Idaho Power Company ("Idaho Power" or "Company"), the Staff of the Idaho Public Utilities Commission ("Staff"), the Idaho Irrigation Pumpers Association, Inc. ("IIPA"), the Idaho Conservation League ("ICL"), the Snake River Alliance ("SRA"), EnerNOC, Inc. ("EnerNOC"), and Mike Seaman. These entities and individuals are collectively referred to as the "Parties," and individually as a "Party," to the Agreement.

WHEREAS, when, in late 2012, the Load and Resource Balance Analysis performed during the development of Idaho Power's 2013 Integrated Resource Plan showed no peak-hour capacity deficit until 2016, Idaho Power filed for changes to its A/C Cool Credit program, Irrigation Peak Rewards program, and FlexPeak Management program (collectively "DR Programs") in Docket Nos. IPC-E-12-29 and IPC-E-13-04;

WHEREAS, following the temporary suspension of the A/C Cool Credit program and Irrigation Peak Rewards program in 2013 and contract changes for the FlexPeak Management program, the Parties attended a series of five workshops ("DR Workshops") for all interested parties and stakeholders to discuss how the Company includes demand response ("DR") in its Integrated Resource Plan ("IRP"), how it calculates cost-effectiveness of DR, the purpose of DR, Idaho Power's DR Programs and design, and settlement options for Idaho Power's DR Programs in 2014 and beyond;

WHEREAS, these DR Workshops occurred in Case No. IPC-E-13-14, were noticed in Docket UM 1653, and were attended by parties to both dockets, as well as members of the public and other stakeholders;

WHEREAS, UM 1653 followed the workshop process in Case No. IPC-E-13-14 in an effort to allow all interested Idaho and Oregon parties and stakeholders to collectively provide input and agree upon Idaho Power's DR Program details; and

WHEREAS, throughout the course of the DR Workshops, the Parties reached agreement on certain aspects of Idaho Power's DR Programs.

NOW THEREFORE, in consideration of the mutual promises set forth herein, the sufficiency of which is hereby acknowledged, the Parties agree as follows:

1. **Recitals.** The above-stated recitals are incorporated and made a part of this agreement to the same extent as if the recitals were set forth in full at this point.

2. **Public Interest.** This Agreement is a fair, just, and reasonable compromise of contested issues and its acceptance by the Idaho Public Utilities Commission ("IPUC" or "Commission") would be in the public interest. The Agreement and its acceptance by the Commission will reasonably resolve the issues related to Idaho Power's DR Programs. Therefore, the Parties recommend that the Commission approve the Agreement and all of its terms and conditions without material change or condition pursuant to IPUC RP 274.

3. **Term.** This Agreement shall be in effect beginning on the date it is approved by the Commission and shall apply to Idaho Power's DR Programs for 2014 and beyond until a change occurs in Idaho Power's system operations or cost-effectiveness of a DR Program that would warrant reevaluation of the Agreement's terms. In such event, Idaho Power will consult

its Energy Efficiency Advisory Group (“EEAG”) and then make an appropriate filing at the Commission. Similarly, a party to this Agreement, may petition the Commission to open a docket to reevaluate the terms of this Agreement if Idaho Power experiences a change in system operations or the cost-effectiveness of a DR Program so warrants.

4. **Concepts.** The Parties and workshop participants agreed that the following overarching demand response concepts should guide Idaho Power’s implementation of its DR Programs:

- a. The Company must:
  - i. Use existing demand response resources when possible. This includes using, to the extent possible, current demand response equipment owned or available to Idaho Power and participating demand response customers, which currently represents approximately 400 megawatts (“MW”) of potential demand response capacity.
  - ii. Include demand response offerings for all three customer classes (residential, commercial/industrial, and irrigation).
  - iii. Keep costs as low as possible.
  - iv. Reevaluate the value calculation as the IRP changes.
  - v. Take a long-term outlook. In order to have viable demand response programs in the long term, the programs must continue in the short term.
  - vi. Calculate the avoided cost used for demand response by using the avoided capacity cost of a 170 MW single cycle combustion turbine (“SCCT”) multiplied by the effective load carrying capacity (“ELCC”), measured over 20 years, plus the corresponding deferred energy savings for 60 program hours.

vii. Strive for consistency in dispatch requirements across DR Programs.

b. Uses for demand response beyond reducing peak loads may be: load following, non-spinning operating reserves, improved reliability during emergency situations, and flexibility to address delays in building new supply-side peaking resources. The workshop participants broke into small groups and discussed the possibilities of load following and reserves. Based upon these workgroup findings, Idaho Power will investigate the feasibility of using demand response as operating reserves and make a determination on feasibility by the end of the 3<sup>rd</sup> quarter of 2014. If Idaho Power determines that a pilot is feasible, it will create a proposal and work with Staff and other interested stakeholders to develop a pilot program.

c. This Agreement applies only to Idaho Power's Demand Response Programs, and the concepts are not applicable to any of the Company's other DSM Programs.

5. **Resource Size.** The minimum size of the deferred resource used for the value calculation is 170 MW. It is appropriate for Idaho Power to incur and recover costs based on deferring this resource.

6. **Value.** The annual value of demand response is equal to the levelized annual cost of the minimum size deferred resource, measured over a period of 20 years, plus the corresponding deferred energy savings for 60 program hours. As of the date of this Agreement, the calculation leads to an annual value of \$16.7 million dollars for the entire DR Program portfolio. The demand response value calculation shall include this value even in years when the IRP shows no peak-hour capacity deficit. The annual value calculation will be updated with

each IRP based on changes that include, but are not limited to need, capital cost, or financial assumptions.

7. **A/C Cool Credit Program.** Idaho Power will implement the A/C Cool Credit program in a manner consistent with the tariff Schedule 81. A true and correct copy of the tariff is attached to this Agreement as Attachment 1 and is incorporated herein as if set forth in full at this point.

a. **Participants.** Participants are residential customers who are presently enrolled in the program and have a load control device installed. All paging devices installed at current participants' residences will be replaced with AMI-compatible devices, with the goal of completing replacement in time for the 2014 program season. Idaho Power will not actively promote the A/C Cool Credit program to solicit new participants through marketing tactics, but will accept new participants in this program who request to participate, regardless of whether they were previously participants in the program. In order to use existing equipment, Idaho Power will contact and attempt to recruit customers who move into a home that already has a load control device installed. If a customer enrolls in the A/C Cool Credit program at a residence that has a paging device, the load control device will be replaced with an AMI-compatible device. Idaho Power will also attempt to recruit participants who change residences to a location that does not have a load control device. An A/C Cool Credit program load control device will remain in place unless a customer requests the load control device be removed.

b. **Program Details.** The A/C Cool Credit program will be available from June 15 through August 15, Monday through Friday, excluding holidays. Each dispatch event will last no longer than four hours for each participant. Dispatch events will not occur more

than 15 hours per week or 60 hours per season. In the event of a system emergency, demand response capacity from the A/C Cool Credit program will be available for immediate dispatch. Idaho Power will conduct a minimum of three dispatch events per season. No advanced notice to participants is required prior to executing each dispatch event. Participants, with advance notice, may opt out of two events per season.

c. Incentive. Participants will receive a fixed incentive of \$15 for the season, which will be issued as a credit on one or more of the participant's monthly bills for the program months.

d. Program Size. If participation in the A/C Cool Credit Program changes, Parties to this Agreement may file an application to modify the program as set forth in Section 3.

8. Irrigation Peak Rewards Program. Idaho Power will implement the Irrigation Peak Rewards program in a manner consistent with the tariff Schedule 23. A true and correct copy of the tariff is attached to this Agreement as Attachment 2 and is incorporated herein as if set forth in full at this point.

a. Participants. Participation is limited to past Irrigation Peak Rewards service locations where an active, working load control device exists as described in more detail in Attachment 2. The Company will not actively market the Irrigation Peak Rewards program as described in more detail in Attachment 2.

b. Program Details. The Irrigation Peak Rewards program will be available from June 15 through August 15, Monday through Saturday, from 1:00 p.m.-9:00 p.m., excluding holidays. Each dispatch event will last no longer than four hours for each

participant. Dispatch events will not occur more than fifteen (15) hours per week or sixty (60) hours per season. In the event of a system emergency, demand response capacity from the Irrigation Peak Rewards program will be available for immediate dispatch. Idaho Power will conduct a minimum of three dispatch events per season. Participants with Interruption Option 3 will be given at least four hours advanced notification. There will be no notification required for participants with Interruption Options 1 and 2. Participants may opt out of an event. An opt-out fee of \$5.00 per kilowatt ("kW") per event will apply for the first three events and \$1.00 per kW per event for subsequent events. The opt-out fee will not exceed the total bill credit for the program season.

c. Incentive. Participants will receive a fixed incentive in the form of a demand and energy component which is approximately \$16 per kW per season, as set forth in more detail in Attachment 2. The fixed incentive shall include the above-mentioned three minimum dispatch events. If Idaho Power conducts dispatch events in the Irrigation Peak Rewards program in addition to the three minimum dispatch events, Participants will receive a variable incentive of \$0.148 (or \$0.198 for the 9:00 p.m. option) per kWh as set forth in more detail in Attachment 2, which, with the realization rate included, results in a cost to Idaho Power of approximately \$0.22 per kWh.

9. **FlexPeak Management Program.** Idaho Power will implement the Flex Peak Management program using the following design parameters.

a. Participants. Idaho Power will not actively seek to expand the capacity of the FlexPeak Program. Participants are industrial and large commercial customers.

b. Program Details. The FlexPeak Management program will be available from June 15 through August 15, Monday through Friday, from 2:00 p.m.-8:00 p.m., excluding holidays. Each dispatch event will last up to four hours per participant within the available program hours. Dispatch events will not occur more than 60 hours per season. In the event of a system emergency, demand response capacity from the FlexPeak Management program will be available. Idaho Power will conduct a minimum of three dispatch events per season. There will be two hours advanced notice to participants.

c. Incentive. A fixed and variable incentive structure may be appropriate, as long as the variable portion is low enough that it does not prevent the program from being dispatched. If a variable and fixed incentive structure is used, a minimum of three dispatch events will be included in the fixed incentive. The variable incentive will be paid to participants if Idaho Power conducts dispatch events in the FlexPeak Management program for more than the three minimum dispatch events.

10. Confidentiality. As provided in RP 272, other than any testimony filed in support of the approval of this Agreement, and except to the extent necessary for a Party to explain before the IPUC its own statements and positions with respect to the Agreement, all statements made and positions taken in negotiations relating to this Agreement shall be confidential and will not be admissible as evidence in this or any other proceeding.

11. Commission Procedure. The obligations of the Parties under this Agreement are subject to the Commission's approval of this Agreement in accordance with its terms and conditions and upon such approval being upheld on appeal by a court of competent jurisdiction. The Parties will submit this Settlement Agreement to the Commission and

recommend approval in its entirety pursuant to RP 274. Parties shall support this Agreement before the Commission, and no Party shall appeal a Commission order approving the Agreement or an issue resolved by the Agreement. If this Agreement is challenged by any person not a party to the Agreement, the Parties to this Agreement reserve the right to file testimony, cross-examine witnesses, and put on such case as they deem appropriate to respond fully to the issues presented, including the right to raise issues that are incorporated in the settlements embodied in this Agreement. Notwithstanding this reservation of rights, the Parties to this Agreement agree that they will continue to support the adoption of the terms of this Agreement.

If the Commission rejects any part or all of this Agreement, or imposes any additional material conditions on approval of this Agreement, each Party reserves the right, upon written notice to the Commission and the other Parties to this proceeding, within 14 days of the date of such action by the Commission, to withdraw from this Agreement. In such case, no Party shall be bound or prejudiced by the terms of this Agreement, and each Party shall be entitled to seek reconsideration of an IPUC Order, file testimony as it chooses, cross-examine witnesses, and do all other things necessary to put on such case as it deems appropriate.

No Party shall be deemed to have agreed that any method, theory, or principle of regulation or cost recovery employed in arriving at this Agreement is appropriate for resolving any issues in any other proceeding in the future.

**12. Entire Agreement.** This Agreement and its attachments constitute the entire agreement between the Parties regarding the subject matter hereof. There are no oral or written

understandings, representations, or commitments of any kind, express or implied, which are not expressly described in this Agreement.

13. **Severability.** If, after Commission approval of this entire Agreement without modification, any immaterial term or provision of this agreement that is found to be void, prohibited, or unenforceable by local, state, or federal law shall be ineffective only to the extent of such prohibition or unenforceability without invalidating the remaining provisions of this Agreement. Upon a determination that any material term or provision is void, prohibited, or unenforceable by local, state, or federal law, the Parties shall negotiate in good faith to modify this Agreement to maintain the original intent of the Parties without such material provision.

14. **No Third-Party Beneficiaries.** No right or obligation contained in this Agreement shall inure to the benefit of any person or entity not a Party or successor or assign of a Party.

15. **Counterparts.** This Agreement may be executed in counterparts and each signed counterpart shall constitute an original document.

[signature page follows]

DATED this \_\_\_ day of September 2013.

**Idaho Power Company**

By Theresa Drake  
Theresa Drake  
Customer Relations & Energy Efficiency  
Manager

**Idaho Public Utilities Commission  
Staff**

By \_\_\_\_\_  
Karl Klein  
Deputy Attorney General

**Idaho Irrigation Pumpers Association,  
Inc.**

By \_\_\_\_\_  
Sid Erwin  
Vice President of IIPA

**Idaho Conservation League**

By \_\_\_\_\_  
Benjamin J. Otto  
Attorney for Idaho Conservation  
League

**Snake River Alliance**

By \_\_\_\_\_  
Ken Miller  
Clean Energy Program Director

**EnerNOC, Inc.**

By \_\_\_\_\_  
Melanie Gillette  
Director, Regulatory Affairs

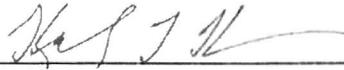
By \_\_\_\_\_  
Mike Seaman  
Idaho Power Customer

DATED this 30<sup>th</sup> day of September 2013.

**Idaho Power Company**

**Idaho Public Utilities Commission  
Staff**

By \_\_\_\_\_  
Theresa Drake  
Customer Relations & Energy Efficiency  
Manager

By   
Karl Klein  
Deputy Attorney General

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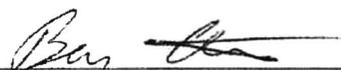
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**Snake River Alliance**

**EnerNOC, Inc.**

By \_\_\_\_\_  
Ken Miller  
Clean Energy Program Director

By \_\_\_\_\_  
Melanie Gillette  
Director, Regulatory Affairs

By /s/ Mike Seaman  
Mike Seaman  
Idaho Power Customer

**CERTIFICATE OF SERVICE**

I HEREBY CERTIFY that on the 29<sup>th</sup> day of April 2014 I served a true and correct copy of the DIRECT TESTIMONY OF TAMI WHITE upon the following named parties by the method indicated below, and addressed to the following:

**Commission Staff**

Kristine A. Sasser  
Deputy Attorney General  
Idaho Public Utilities Commission  
472 West Washington (83702)  
P.O. Box 83720  
Boise, Idaho 83720-0074

Hand Delivered  
 U.S. Mail  
 Overnight Mail  
 FAX  
 Email [kris.sasser@puc.idaho.gov](mailto:kris.sasser@puc.idaho.gov)

**J. R. Simplot Company**

Peter J. Richardson  
Gregory M. Adams  
RICHARDSON ADAMS, PLLC  
515 North 27<sup>th</sup> Street  
Boise, Idaho 83702

Hand Delivered  
 U.S. Mail  
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