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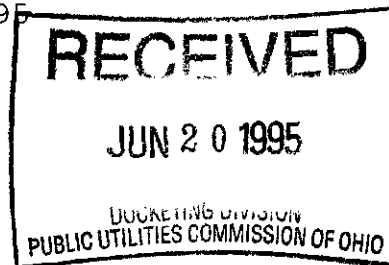
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June 19, 1995



VIA OVERNIGHT MAIL

Public Utilities Commission of Ohio  
Docketing Division  
180 East Broad Street, 10th Floor  
Columbus, OH 43215

Re: Case No. 94-1698-EL-ECP  
Centerior Energy Corporation

Dear Sir or Madam:

Please find enclosed, for filing in connection with the above-referenced case, 15 copies of the following:

1. The June 19, 1995 Supplemental Written Testimony of Charles E. Mann.
2. Revised pages 3-4, 16-17, 20-21, 23-27, and 29-30 of the June 10, 1995 Written Testimony of Charles E. Mann, which are to be substituted for, and which replace, the same pages in the testimony as originally filed.
3. Revised Mann Exhibit 4, which is to be substituted for, and which replaces, Exhibit 4 filed under seal with Mr. Mann's June 10, 1995 Written Testimony. This revised exhibit is being filed under seal.

Very truly yours,

Woody N. Peterson

Enclosures

Case No. 94-1698-EL-ECP

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JUN 20 1995

DUCKETING DIVISION  
PUBLIC UTILITIES COMMISSION OF OHIO

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BEFORE  
THE PUBLIC UTILITIES COMMISSION OF OHIO

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In the Matter of the Two-Year Review of  
Centerior Energy Corporation's  
Environmental Compliance Plan Pursuant  
to Section 4913.05, Revised Code.

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SUPPLEMENTAL WRITTEN TESTIMONY

OF

CHARLES E. MANN

JUNE 19, 1995

1 Q: What is the purpose of your supplemental testimony?

2 A: As I understand it, Centerior is asking the Commission to  
3 leave in effect its pre-approval to switch to medium sulfur  
4 coal at Eastlake 5 and Ashtabula 5, but has not yet made a  
5 final decision as to whether to implement such a fuel switch  
6 when its current Ohio high sulfur contract expires in late  
7 1997. Originally, I was not certain what process Centerior  
8 would use to make this decision. The recent depositions of  
9 Mr. Kovach and Mr. Hoag have given me more information about  
10 this. I now believe that there is even more reason to be  
11 concerned that Centerior, if left to its own devices, may  
12 not arrive at a prudent decision.

13 Q: Could you summarize your conclusions?

14 A: Yes. Briefly, they are:

- 15  
16 ➤ A decision to implement a fuel switch before it is  
17 required for compliance is essentially a decision -- and  
18 a risky one -- to invest in allowances for possible  
19 future use. Yet Centerior did not make the initial and  
20 fundamental calculation it should have made to evaluate  
21 this proposed investment: the cost per ton of SO<sub>2</sub>  
22 removed, which is the same as the cost of creating an  
23 allowance.

- 1       ➤ This failure to do this essential first calculation is  
2       only one example of the deficiencies in Centerior's  
3       decision-making process. That process did not include  
4       looking in depth at all the factors relevant to  
5       assessing the prudence of this investment in allowances,  
6       particularly the uncertainties inherent in the  
7       assumptions on which the proposed investment is based,  
8       and those facing the industry in general.
- 9       ➤ Given Centerior's special circumstances (such as  
10      competitive pressures, high rates, and present and  
11      future loss of load), a thorough analysis of these  
12      factors is especially important.
- 13      ➤ The weaknesses in Centerior's decision-making process,  
14      the riskiness of the investment, and the adverse impacts  
15      of an imprudent fuel switch decision on Centerior, the  
16      ratepayers, the Ohio coal industry, and the State of  
17      Ohio, all lead me to believe that it would be unwise to  
18      give Centerior permission to decide on its own whether  
19      to fuel switch in 1997 or later. Instead, before  
20      finalizing such a decision in the future, Centerior  
21      should return to the PUCO and seek approval at that time  
22      to make whatever fuel switch Centerior then believes it  
23      can demonstrate would be prudent.
- 24  
25

1 Q: Given the way Centerior looked at decisions thus far, is it  
2 reasonable to expect that it has made or would make a  
3 prudent decision now or in 1997, such that it should be  
4 given the "flexibility" to decide on its own whether to fuel  
5 switch?

6  
7 A: I agree in most respects with making the decision in late  
8 1997. Centerior apparently intends to reserve some  
9 flexibility to re-examine the decision on its own between  
10 now and 1997. But, the process for such re-examination as  
11 described by these two witnesses appears not to meet the  
12 standard of prudence.

13 Moreover, the flexibility that Centerior desires seems to be  
14 one-sided. As I understand it, approval of the ECP Review  
15 filing could give Centerior a leg up in justifying the fuel  
16 switch in later EFC proceedings. If the decision is made  
17 improperly, it has serious repercussions for others besides  
18 Centerior. Obviously, ratepayers would be affected. Even  
19 if some costs were found later to be imprudent (and even if  
20 some costs were ultimately disallowed), the decision would  
21 already likely have been made, and a new contract for lower  
22 sulfur coal secured. After the fact review could not  
23 address the concerns of the state of Ohio and Ohio's native  
24 coal industry. There will be significant impacts on other  
25 parties if Centerior makes a poor decision.

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1 From what I have reviewed previously regarding Centerior's  
2 ECP filing, and more recently in depositions, there appear  
3 to be basic procedural and substantive shortcomings which  
4 make reliance on Centerior's decision-making ability  
5 troublesome.

6 **Q: What procedural concerns do you have regarding Centerior's**  
7 **decision making regarding this fuel switch?**

8  
9 **A:** If one wants to preserve flexibility, the logical first  
10 question one should ask is "What policies and procedures  
11 are in place to guarantee coming up with an appropriate  
12 decision?" From what I have seen, Centerior's policies and  
13 procedures do not provide the necessary level of assurance.

14 **Q: Can you given an example of this problem?**

15 **A:** Yes. A particularly illustrative example of Centerior's  
16 present compliance decision-making was described by  
17 Mr. Hoag. In the Fall of 1994, Centerior had to decide  
18 whether to continue burning 3.8 pound coal at Avon Lake for  
19 the first quarter of 1995, instead of switching to 1.2 pound  
20 coal right away. The decision Centerior reached was to  
21 purchase 12,600 allowances to get the allowance bank back to  
22 the "proper level established," and to compensate for the  
23 allowances consumed by delaying the switch to 1.2 pound coal  
24 for three months. It is unclear from the depositions  
25 whether Centerior kept any analysis or back-up documentation

1 of this decision. It is also unclear which allowance price  
2 forecast was provided to analyze the decision, and who  
3 actually made the decision.

4 **Q: Did Centerior properly evaluate this decision?**

5  
6 A: No. Centerior seemed to use a very simple, one-dimensional  
7 calculation to evaluate this decision. Centerior calculated  
8 a discounted net present value of medium and low sulfur  
9 alternatives. The results of this calculation were then  
10 discussed by a group which included Centerior's fuel  
11 procurement manager, SO<sub>2</sub> allowance manager, and systems  
12 planning manager. Senior executives of the company were  
13 apparently not consulted. Because the desired allowance  
14 bank was set at a predetermined level, the decision was  
15 simply "a fuel procurement decision".

16 It is unclear whether the working group of mid-level  
17 managers responsible for updating the ECP would be the same  
18 group given the responsibility for making such compliance  
19 decisions in the future.

20 **Q: Does Centerior appear to have the policies and procedures in**  
21 **place that it needs to make the correct decision about fuel**  
22 **switching in 1997?**

23  
24 A: No. In a desire to be "flexible", Centerior anticipates  
25 re-evaluating the fuel switch at Eastlake 5 and Ashtabula 5

1       sometime between now and 1997. However, Centerior does not  
2       appear to have policies and procedures in place to arrive at  
3       a sound decision. It is presently unclear how and when  
4       decisions are made, and little documentation or analysis  
5       supporting a decision appears to be retained. Mr. Hoag  
6       agreed that it would be difficult for any intervenor in a  
7       future proceeding to determine how and why a particular  
8       decision was made. This is particularly troubling, since  
9       I understand that any Centerior decision to fuel switch in  
10      1997, if approved in this proceeding, would not have to pass  
11      the hurdle of prudence before it is implemented.

12   **Q: What substantive concerns do you have regarding Centerior's**  
13   **evaluation of a fuel switch?**

14   **A:** Not only is the procedural process by which Centerior would  
15   make such a decision unclear, but the analysis Centerior  
16   would conduct to arrive at such a decision is also unclear.  
17   Centerior does not appear to have a clear approach to  
18   evaluating decisions, nor is it clear what Centerior's  
19   decision-making criteria are.

20  
21   As evidenced by the ECP filing and other subsequent  
22   information in the depositions, Centerior does not appear  
23   to make the appropriate analysis -- it falls short both in  
24   basic economic analysis and in the evaluation of risk and  
25   other decision criteria.



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1 Q: In what respects are Centerior's decision criteria  
2 insufficient?

3 A: A decision to implement a fuel switch early is simply a  
4 decision to invest in allowances for future use. As such,  
5 it is an investment with some degree of risk.

6  
7 Centerior apparently has not made the first basic  
8 calculation regarding the fuel switch in Phase I that should  
9 be made -- the cost per ton of SO<sub>2</sub> removed (which is the  
10 same as the cost of creating an allowance). The cost per  
11 ton of SO<sub>2</sub> removed for Eastlake 5 and Ashtabula 5 combined  
12 is \$102 under Centerior's assumptions about coal prices  
13 (\$9.0 million NPV cost of the fuel switch/88,594  
14 allowances).

15 Using the price at which Ohio Valley would sell high sulfur  
16 coal to Centerior, the cost per ton of SO<sub>2</sub> removed would be  
17 more on the order of \$144 (\$14.5 million NPV cost of the  
18 fuel switch/101,250 allowances). The cost to create an  
19 allowance, in that case, would be higher than the current  
20 \$135 cost of allowances. If Ohio Valley's high sulfur  
21 prices are more accurate, Centerior would in effect be  
22 paying a \$1 million premium for this fuel switch. Centerior  
23 never made this calculation.  
24  
25

1 Q: Did Centerior consider buying allowances as a least cost  
2 measure?

3 A: No. It does not appear that Centerior considered buying  
4 allowances now. Centerior does not appear to have squared  
5 its compliance plan with the "keep costs down" mission of  
6 its allowance manager, Mr. Hoag. Rather, it relied on a  
7 "free" allowance forecast to analyze the plan, and had no  
8 sense of whether the forecast was in the high, low or middle  
9 of the range.

10 Q: Has Centerior shown that it can structure a proper analysis  
11 of its proposed investment in allowances?  
12

13 A: No. Centerior has not demonstrated that can structure how  
14 such an investment decision would be made, or understand how  
15 sensitive such an investment decision is to minor changes in  
16 assumptions. Rather, Centerior appears to view this fuel  
17 switch as merely a "fuel procurement decision", which does  
18 not place it in its proper context. Thus, Centerior  
19 basically freezes the level of its projected allowance bank  
20 and then makes a fuel cost decision. The size of the bank  
21 is considered to be static. While Centerior seemed  
22 satisfied with its ECP as developed, it did not know what  
23 effect a lower or higher allowance forecast would have on  
24 its plan.  
25

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1 Q: Did Centerior properly analyze the impact of uncertainties  
2 on its decision to fuel switch?

3 A: No. Centerior does not adequately evaluate the effect of  
4 uncertainties on the prudence of a fuel switch decision.  
5 Instead, Centerior's decision process is based on a single,  
6 simple measure of economic benefits. Thus, Centerior  
7 proposes to commit \$9 to 14.5 million NPV of customer funds  
8 to make a 10 year investment in SO<sub>2</sub> allowances without  
9 asking any of the following questions:

- 10  
11 ➤ Is the investment risky?
- 12 ➤ How large an investment does Centerior already have in  
13 allowances being held for future use?
- 14 ➤ Does the pay-off come quickly enough so that there is  
15 a reasonable chance that the ratepayers who pay will  
16 benefit?
- 17 ➤ Given the uncertainties associated with allowance prices  
18 and the pressures to hold down Centerior's costs, does  
19 it make sense to make a large investment in allowances  
20 which will not be used for many years?
- 21  
22 ➤ Does the switch have an undesirable effect on the Ohio  
23 coal industry which is tolerable given the economic  
24 benefit?
- 25

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1 Q: Should Centerior have addressed these questions?

2 A: Yes. As covered in my prior testimony, an investment in the  
3 SO<sub>2</sub> allowance market is risky. Moreover, a delay in the  
4 payoff associated with this investment is a distinct  
5 possibility.

6  
7 For example, Centerior did not examine the effect of  
8 uncertainties such as the variability in its own load  
9 forecast. Centerior's 1994 Long Term Forecast Report showed  
10 a +8% to -22% range of uncertainty in its load forecasts.  
11 This risk is not symmetrical, and the downside is more  
12 likely than any upside.

13 If Centerior's more pessimistic forecast is accurate,  
14 Centerior would never use the allowances conserved by the  
15 fuel switch in Phase I. A 22% decrease in load starting  
16 in the year 2004, for example, would result in roughly  
17 50,000 tons fewer SO<sub>2</sub> emissions per year. Not only would  
18 Centerior never use the incremental allowances from the  
19 switch, but its bank would continue to grow.

20 Even a more modest decrease in load could have this effect.  
21 A 10-15% decrease in Centerior's load starting in 2004 would  
22 have the effect of delaying indefinitely the use of any  
23 allowances conserved by this Phase I switch.  
24  
25

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1 Q: Can you further explain why Centerior's proposed investment  
2 in allowances could be imprudent?

3 A: Yes. Another illustration may help make this point more  
4 concretely. Centerior projects allowances prices to be \$840  
5 by the year 2015. By investing \$144 per allowance created  
6 in today's dollars (assuming Ohio Valley coal prices and a  
7 10.5% discount rate), Centerior would in effect be paying  
8 \$1,060 for an allowance in the year 2015 if these allowances  
9 are not used until then for compliance. The level of  
10 uncertainty in Centerior's future load growth, and the  
11 potential for early retirements and/or repowerings at  
12 several of Centerior's existing fossil units, make this  
13 possibility not all that unlikely. In that case,  
14 Centerior's investment in 1997 would result in a significant  
15 loss in the future. Centerior would in effect be paying  
16 over \$200 per allowance too much for the 100,000 allowances  
17 conserved by the switch. In other words, the investment  
18 would lose \$20 million 20 years from now.

19  
20 Q: Could an examination of these issues change the decision  
21 Centerior should make?

22 A: Probably it would. As explained in my previous testimony,  
23 the market price of SO<sub>2</sub> allowances is quite uncertain. The  
24 only justification for, or benefit of the millions of  
25 dollars that Centerior proposes to invest in a fuel switch

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1 in order to preserve allowances is the projected increase in  
2 allowance prices. The uncertainty of future (after  
3 year 2007) allowance prices is such that there is a  
4 significant probability that the investment could lose money  
5 for Centerior's customers.

6 Even a delay of just a few years in the time that Centerior  
7 would use the allowances produced by the proposed switch  
8 could make the investment a loser. Centerior's own long  
9 term forecast analysis indicates that the real uncertainties  
10 are of at least this magnitude.

11 **Q: Is there anything wrong about Centerior waiting until 1997**  
12 **to see if it is then cost effective to switch?**  
13

14 **A:** In the abstract, no. But it is my understanding that  
15 Centerior does not seek that type of flexibility. Instead,  
16 Centerior wants to have PUCO approval now to be able to fuel  
17 switch in 1997 in its sole discretion, without Commission  
18 reexamination of the prudence of that decision when it is  
19 made. Given the deficiencies in Centerior's planning and  
20 decision-making processes, and the fact that it today  
21 appears cheaper to buy allowances now and continue to use  
22 Ohio coal at least to the end of Phase I at Eastlake 5 and  
23 Ashtabula 5, instead of switching away from high sulfur  
24 coal, it would not be prudent to give Centerior a blank  
25

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1 check now to decide to fuel switch in its sole discretion in  
2 1997 or later.

3 Q: Does it make sense to give Centerior pre-approval of its  
4 switch now?

5  
6 A: No. There is no adequate decision process in place. Also,  
7 Centerior's own position appears to be that it should decide  
8 later whether it is prudent to fuel switch. If that is the  
9 case, then the decision whether to approve the switch should  
10 be made later, when Centerior believes it can demonstrate  
11 that it is prudent to switch.

12 Q: Are there additional reasons why Centerior should seek  
13 approval at a later date for its switch?

14 A: Yes. Today's information (especially the current prices of  
15 allowances and the price at which Ohio high sulfur coal  
16 could be brought today for the September 1997-December 1999  
17 period) indicates that it is not "least cost" to switch.  
18 In addition, Centerior does not appear to have a solid  
19 decision-making process in place that would assure that it  
20 would make the right decision about switching, if left to  
21 its own devices without PUCO review of the prudence of the  
22 switch.

23  
24 Q: Does this conclude your supplemental testimony?

25 A: Yes.

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JUN 20 1995

DOCKETING DIVISION  
PUBLIC UTILITIES COMMISSION OF OHIO

Case No. 94-1698-EL-ECP

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BEFORE  
THE PUBLIC UTILITIES COMMISSION OF OHIO

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In the Matter of the Two-Year Review of  
Centerior Energy Corporation's  
Environmental Compliance Plan Pursuant  
to Section 4913.05, Revised Code.

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WRITTEN TESTIMONY

OF

CHARLES E. MANN

JUNE 10, 1995

REVISED PAGES - JUNE 19, 1995



1 Q: What are your summary answers to those questions?

2 A: My conclusions, on which I elaborate later in my testimony,  
3 are:

4  
5 ➤ Using the coal prices offered by Ohio Valley (which take  
6 advantage of favorable rail rates to Centerior), and  
7 assuming the high and lower sulfur coal sources are  
8 otherwise comparable, it would be cheaper for Centerior  
9 to continue to use high sulfur coal in Phase I and buy  
10 allowances today than to switch away from Ohio coal in  
11 1997.

12 ➤ Since there is no least cost advantage from switching  
13 away from Ohio coal in 1997, if the Ohio policies of  
14 promoting the use of Ohio coal, avoiding adverse  
15 socioeconomic impacts resulting from reduced use of Ohio  
16 coal and preserving diversity in coal sources are to be  
17 given any effect, Centerior should not receive approval  
18 for its proposed fuel switch.

19 ➤ Even under Centerior's own assumptions, its fuel switch  
20 would result in a substantial and risky up-front  
21 investment of millions of ratepayer dollars, for at  
22 best a modest return years down the road, if all of  
23 Centerior's assumptions are correct (which they likely  
24 are not) and if its belief that changes in the electric  
25

1 utility industry essentially can be ignored for purposes  
2 of its 1995 ECP is well-founded (which it is not).

3 ➤ Centerior's request for pre-approval of an investment  
4 now of millions of ratepayer dollars for a possible  
5 payoff years away is risky. For a utility in  
6 Centerior's circumstances, facing intense competitive  
7 pressures and an eroding customer base, the overall goal  
8 should be to keep costs down whenever it is reasonably  
9 possible to do so. In this context, that means not  
10 making an investment unless the projected benefits from  
11 that investment are substantial, and reasonably certain  
12 to occur. The benefits of Centerior's proposed switch  
13 clearly do not meet that test.

14 ➤ The risk and the uncertainty of the benefit of  
15 Centerior's proposed investment in a 1997 fuel switch  
16 are compounded by the fact that any benefit would be  
17 realized relatively far into the future. The longer the  
18 time period between the investment and any return, the  
19 greater the odds that the assumptions on which the  
20 investment is based will be proved wrong. This is  
21 particularly true here, given the recent changes in the  
22 industry and in Centerior's own circumstances, and the  
23 potential for quite dramatic future changes.  
24  
25

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1 allowance price assumptions: slight changes tilt the  
2 analysis and decisions.

3 I have reviewed Centerior's coal price assumptions and can  
4 comment here in very broad terms. Assumptions regarding the  
5 relative prices of high, medium and compliance coal have  
6 changed over the last three years. However, Ohio high  
7 sulfur coal is likely to continue to be significantly less  
8 expensive than 2.5 pound coal delivered to either Eastlake  
9 or Ashtabula. Using Centerior's assumptions about coal  
10 prices, Centerior would in effect be paying roughly  
11 \$12.6-20.3 million (or \$9.0-14.5 million NPV, discounted  
12 back to 1995) over the 2-1/4 year period after  
13 September 1997 to accomplish this fuel switch during  
14 Phase I. (See Mann Revised Exhibit 4).

15 Our general criticism pertaining to allowance forecasts  
16 applies to coal prices as well. Since 1992, coal prices  
17 have surprised many observers, given their expectations in  
18 1992. We would have expected that Centerior would have  
19 evaluated its options across a broader range of assumptions  
20 about likely coal prices, and in particular the economies of  
21 high sulfur coal versus lower sulfur coal, independent of  
22 the movement in allowance prices.  
23  
24  
25

1 Q: Did Centerior examine a sufficient number of scenarios?

2 A: No. Centerior looked at too few compliance scenarios in its  
3 analysis. By assuming a constant bank of allowances for all  
4 compliance alternatives, Centerior provides no analysis  
5 comparing the option of banking allowances to the option of  
6 purchasing of allowances, either now or later.

7  
8 Since over one million tons per year of Ohio high sulfur  
9 coal will be burned at Eastlake 5 and Ashtabula 5 until late  
10 1997, it would seem logical for Centerior to have evaluated,  
11 at a minimum, a case utilizing the current coal mix until  
12 the end of Phase I. In ECP Case 8, for example, Centerior  
13 considered the use of a 6.0 pound coal at Ashtabula 5 in  
14 lieu of 2.5 pound coal. For Phase I, the net present value  
15 difference was only \$3 million, indicating that the  
16 economics of this alternative could be very close. It was  
17 not clear from the material provided how this case was  
18 developed, but the result seems to indicate that the option  
19 should not have been readily dismissed. Moreover, at  
20 Eastlake, Centerior did not consider the continued use of  
21 any Ohio high sulfur coal at all.

1 competitive marketplace could force the retirements of some  
2 of Centerior's units.

3 Additionally, new clean coal technologies, many under  
4 development by the State of Ohio, the U.S. Department of  
5 Energy and others, are improving dramatically. Recently,  
6 for example, GE demonstrated a very low cost ammonia  
7 scrubber technology at a coal-fired facility. The effects  
8 on Centerior could be much more cost-effective approaches to  
9 compliance with the continued use of in-state Ohio high  
10 sulfur coal.

11 **Q: What conclusions do you reach in light of these deficiencies**  
12 **in Centerior's analysis?**  
13

14 **A:** Centerior did not draw the correct conclusions from its  
15 compliance analysis because it was too narrow and limited in  
16 scope.

17 In this proceeding, Centerior is asking for approval to  
18 continue implementing its current Phase I strategy of  
19 switching away from Ohio high sulfur coal to medium sulfur  
20 coal at Eastlake and Ashtabula in late 1997. Centerior  
21 anticipates spending \$12.6-20.3 million of ratepayer dollars  
22 (\$9.0-14.5 million NPV) in additional coal costs over that  
23 2-1/4 year Phase I period to make the switch. Additionally,  
24 the allowances conserved by this early switch would not be  
25

1 used for compliance until 12 years from now, roughly 2007 to  
2 2009 (see Mann Exhibit 5).

3 The presumed benefit of spending this amount of money early  
4 is premised entirely on assumed prices for high sulfur coal  
5 which exceed Ohio Valley's prices, and even then is  
6 primarily a function of Centerior's allowance price  
7 forecast, which indicates a savings of perhaps \$5 million  
8 in today's terms.

9 But, these benefits would arise only if Centerior declines  
10 to purchase coal at the prices quoted by Ohio Valley, and  
11 only if Centerior's view of the future proves correct a  
12 decade later. Equally importantly, these same benefits  
13 could be obtained by purchasing allowances at today's prices  
14 without displacing any additional Ohio coal at any time  
15 during Phase I.  
16

17 Moreover, Centerior's analysis assumes that allowances will  
18 increase in price from \$160 per allowance in 1995 to \$550 in  
19 2007. Centerior never fully examined whether implementing  
20 these switches for the balance of Phase I was appropriate,  
21 and could be deferred until sometime later in Phase II if  
22 necessary. Centerior's compliance plan is thus not robust  
23 under the more complete and thorough analysis called for in  
24 this proceeding. In that context, a decision to switch away  
25

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1 customer base when the allowances are actually used for  
2 compliance. Any continuation of the current erosion of  
3 Centerior's rate base, coupled with the likelihood that  
4 Centerior might have difficulty holding on to current  
5 customers with high electricity rates in a more competitive  
6 marketplace, make this mismatch with ratepayers more likely.

7 **Q: What investment will Centerior be making by switching during**  
8 **Phase I?**

9  
10 **A:** The investment consists of the higher fuel cost that  
11 Centerior must incur to use mid or low sulfur coal, compared  
12 to the cost of using high sulfur coal over the 1997-1999  
13 period. The use of lower sulfur coal increases the number  
14 of allowances that Centerior will have banked by the end of  
15 1999. The pay-off consists of avoiding the purchase of  
16 allowances in 2007-2009, at prices which Centerior has  
17 projected to be higher than present. The benefit of the  
18 investment depends entirely on the projected increase in  
19 allowance prices. There is no other reason to do it.

20 **Q: Does the investment appear to have an attractive rate of**  
21 **return?**

22 **A:** No, the rate of return is not particularly compelling.  
23 Return on investment is calculated by comparing the  
24 expenditure, at the time the investment is made, to the  
25 gains or savings in future years. The "internal rate of  
26 return" (the annual

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1 compound percentage discount rate at which the present value  
2 of the benefits equals the initial investment) of this  
3 investment is roughly 14%.

4 Centerior uses a discount rate of 10.5% in analyzing the  
5 economics of various compliance options. This discount rate  
6 is Centerior's "official" estimate of its cost of capital.  
7 Putting aside the question whether the current estimate of  
8 cost of capital is too high or too low, it is certainly not  
9 so precise as to preclude a conclusion that the proposed  
10 investment is roughly a break-even proposition.

11 **Q: Are there other ways of evaluating whether this investment**  
12 **is attractive?**

13  
14 **A:** Yes. This investment has a very long pay-off period.  
15 Ratepayers would not see any benefit from this investment  
16 until at least 2007-2009. In the meantime, ratepayers get  
17 no use or benefit. Investments with such a long lag between  
18 cost and benefit are usually risky, since so much can change  
19 over time. A small swing in the cost of the fuel in Phase I  
20 or, more likely, in  
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1 the value of the allowances in 2007-2009, could wipe out the  
2 benefits of the investment.

3 Q: Should the risk of the investment be considered in  
4 evaluating it?

5  
6 A: Yes, particularly since there is substantial risk in  
7 investing in SO<sub>2</sub> allowances.

8 This is so for several reasons. First, allowance prices  
9 will significantly increase charges to Centerior's customers  
10 for the last 2-1/4 years of Phase I, for a speculative  
11 return. Second, Centerior's projected increase in allowance  
12 prices -- on which this return is premised -- is quite  
13 uncertain, since allowance prices are market-driven and  
14 influenced by many factors beyond Centerior's control.  
15 These factors include: changes in EPA regulations, changes  
16 in coal production and transportation costs in different  
17 regions, changes in national demand for electric power, and  
18 new emission control technologies, to mention only four  
19 factors out of at least a dozen.

20 The uncertainty in the allowance market is illustrated by  
21 the extent to which current prices are below the  
22 expectations which most market participants had several  
23 years ago. For example, Centerior's 1992 ECP projected 1995  
24 allowance prices to be about \$300, while Centerior's latest  
25

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1 projection for 1995 is \$160 (nearly 50% lower) and the  
2 current market price is around \$135 for cash purchases.

3 Another important risk factor is the date on which Centerior  
4 would actually need the allowances which would result from  
5 the proposed fuel switch. For example, any significant  
6 erosion of Centerior's customer base due to increased  
7 competition in the electric power industry would stretch out  
8 the time required to recoup the investment. To illustrate  
9 this sensitivity, I need only point out that changes in  
10 assumptions between Centerior's 1992 and 1995 ECPs about  
11 system operation resulted in a five-year extension of the  
12 time at which allowance purchases (or a scrubber) would be  
13 needed, even assuming a higher level of consumption of high  
14 sulfur coal in the 1995 plan.

15  
16 **Q: Is further sensitivity analysis called for with respect to**  
17 **this proposed investment?**

18 **A:** Definitely. If we look at Centerior's projected costs of  
19 the fuel switch (\$9.0 million NPV) compared to purchasing  
20 allowances at current prices of \$135, the benefit begins to  
21 erode. (See Mann Revised Exhibit 4).

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1 If we take into account the price for Ohio high sulfur coal  
2 offered by Ohio Valley, the premium paid for Centerior's  
3 fuel switch would be more on the order of \$20.3 million  
4 (\$14.5 million NPV).

5 If we further consider the opportunities presented by  
6 current allowance prices, Centerior's investment in a  
7 Phase I switch would result in a loss of almost \$1 million.  
8 Using Ohio Valley's offered prices and current market prices  
9 of allowances at \$135, Centerior could achieve a \$1 million  
10 savings by buying allowances today and securing the lower  
11 coal prices from Ohio Valley today. In effect, this option  
12 would be lower cost than Centerior's current "least cost"  
13 plan.

14 **Q: How and when would ratepayers see the benefits, if any, of**  
15 **this investment?**

16  
17 **A:** Any savings would occur about 12 years from now, or  
18 approximately 10 years after the investment is made. In the  
19 period between 1997-1999 (when the higher fuel costs would  
20 be incurred) and 2007 (when the allowances might be needed  
21  
22  
23  
24  
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1 Given the inherent riskiness in this investment, and the  
2 likelihood that savings will never be realized by rate  
3 payers, it does not seem reasonable to make the investment.  
4 It is contrary to any strategic focus on keeping costs of  
5 generating electricity low with the expectation of a  
6 changing utility industry.

7 **Q: Has Centerior sufficiently demonstrated when a switch away**  
8 **from Ohio high sulfur coal might be warranted?**

9  
10 **A:** No. As I stated previously, Centerior has not conclusively  
11 demonstrated any benefit in switching away from Ohio high  
12 sulfur coal anytime during Phase I.

13 The inherent shortcomings in Centerior's analysis,  
14 particularly its failure adequately to address changes in  
15 its generation needs in the future, leave open the question  
16 whether or not further reductions in emissions will be  
17 required. It is thus difficult to conclude when and if a  
18 switch away from Ohio coal could be justified. Of course,  
19 Centerior could return to the PUCO at some future date if it  
20 believes it can then demonstrate that a fuel switch at  
21 Eastlake and Ashtabula has become prudent.

1 Q: Does Centerior's proposed fuel switch appear to be least  
2 cost?

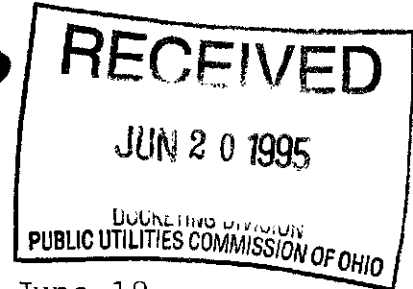
3 A: No. Using the coal prices offered by Ohio Valley (which  
4 take advantage of favorable rail rates to Centerior), and  
5 assuming that high and lower sulfur coal sources are  
6 otherwise comparable, it would be cheaper for Centerior to  
7 continue to use high sulfur coal in Phase I and buy  
8 allowances today than to switch away from Ohio coal in 1997.  
9

10 Q: Has Centerior adequately demonstrated in its 1995 ECP that  
11 a 1997 switch away from high sulfur coal should be approved  
12 today as a prudent decision?

13 A: No, it has not. As I have said, Centerior should have based  
14 its request for pre-approval of its 1997 fuel switch on a  
15 demonstration that properly considered least-cost issues,  
16 risks, the consequences of matching costs to customers, and  
17 the impact on the Ohio coal industry and the State. It did  
18 not do so.

19 In addition, Centerior should have evaluated its proposed  
20 switch in the context of the issues facing Centerior today  
21 and uncertainties in the market. Again, it failed to do so.  
22  
23  
24  
25

CERTIFICATE OF SERVICE



The undersigned hereby certifies that on June 19, 1995, he caused to be served by overnight mail, one copy each of (1) Supplemental Written Testimony of Charles E. Mann dated June 19, 1995, (2) revised substitute pages to the Written Testimony of Charles E. Mann dated June 10, 1995, and (3) (served upon counsel for Centerior only) revised Exhibit 4 to the Written Testimony of Charles E. Mann, upon:

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