Exhibit No.:

Issues: Corporate Allocations, Payroll and

Payroll Taxes, Employee Benefits,

Incentive Compensation, Miscellaneous Expenses

Witness: Lisa K. Hanneken

Sponsoring Party: MoPSC Staff
Type of Exhibit: Direct Testimony

Cana No. CR 2007 0003

Case No: GR-2007-0003

Date Testimony Prepared: December 15, 2006

MISSOURI PUBLIC SERVICE COMMISSION UTILITY SERVICES DIVISION

DIRECT TESTIMONY

OF

LISA K. HANNEKEN

UNION ELECTRIC COMPANY d/b/a AMERENUE

CASE NO. GR-2007-0003

Jefferson City, Missouri December 2006



BEFORE THE PUBLIC SERVICE COMMISSION

OF THE STATE OF MISSOURI

In the Matter on Union Electric d/b/a AmerenUE) for Authority to File Tariffs Increasing Rates for) Case No. GR-2007-0003 Gas Service Provided to Customers in the) Company's Missouri Service Area.				
AFFIDAVIT OF LISA K. HANNEKEN				
STATE OF MISSOURI)) ss. COUNTY OF COLE)				
Lisa K. Hanneken, of lawful age, on her oath states: that she has participated in the preparation of the foregoing Direct Testimony in question and answer form, consisting of pages to be presented in the above case; that the answers in the foregoing Direct Testimony were given by her; that she has knowledge of the matters set forth in such answers; and that such matters are true and correct to the best of her knowledge and belief.				
Hanneken Lisa K. Hanneken				
Subscribed and sworn to before me this H day of Wellaker Dely				
Low M Charte				
TONI M. CHARLTON Notary Public - State of Missouri My Commission Expires December 28, 2008 Cole County Commission #04474301				

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1	DIRECT TESTIMONY	
2	OF	
3	LISA K. HANNEKEN	
4	UNION ELECTRIC COMPANY	
5	d/b/a AMERENUE	
6	CASE NO. GR-2007-0003	
7		
8	Q. Please state your name and business address.	
9	A. Lisa K. Hanneken, 9900 Page Avenue, Ste. 103, Overland, Missouri 63132.	
10	Q. By whom are you employed and in what capacity?	
11	A. I am a Utility Regulatory Auditor IV for the Missouri Public Service	
12	Commission (Commission).	
13	Q. Please describe your educational background.	
14	A. In July of 2001, I earned a Bachelors degree in Accounting from Webster	
15	University in St. Louis. In December of this year, I will complete my Masters of Business	
16	Administration with an emphasis in Accounting at Maryville University, St. Louis.	
17	Q. Please describe your work background.	
18	A. In August 1989, I began employment with Rinderer's Union Drug as a	
19	pharmacy technician and bookkeeper. Beginning in June of 1997, I was employed by	
20	Bucklick Creek, Inc. as the head of accounting and office manager. During 2000, I completed	
21	an internship at the Internal Revenue Service (IRS) as an auditor of small corporations and	
22	businesses. In September 2001, I commenced employment with the Commission's	
23	Staff (Staff).	

- 1 Q. What is the nature of your duties at the Commission?
 - A. I am responsible for assisting in the audits and examinations of the books and records of utility companies operating within the state of Missouri.
 - Q. Have you previously filed testimony before this Commission?
 - A. Yes, please refer to Schedule 1, attached to this direct testimony, for a complete listing of testimony I have filed, including the related case numbers and issues involved.
 - Q. Did you make an examination and analysis of the books and records of Union Electric Company d/b/a AmerenUE (UEC or Company) in regards to matters raised in this case?
 - A. Yes, in conjunction with other members of the Staff. I specifically examined the Company's workpapers and testimony, the Company's response to Staff data requests, minutes of the Board of Director's, portions of the Company's general ledger and trial balances, as well as the Company's Cost Allocation Manual (CAM). I also examined testimony, workpapers and Commission Report And Orders from recent rate proceedings involving the Company.

EXECUTIVE SUMMARY

- Q. What matters will you address in your direct testimony?
- A. I am addressing corporate allocations; payroll and related taxes; employee benefits; additional compensation; and other miscellaneous adjustments. Staff is proposing an adjustment to reduce the allocations received from Ameren Services Company (AMS) to reflect an ongoing level of expense. In addition, Staff annualized payroll, payroll taxes and employee benefits to reflect an ongoing level. In regards to additional compensation, Staff has

- 1 removed some of the incentive payments related directly to earnings per share (EPS), as this
- 2 expense should be borne by the shareholders who benefit from increased Company earnings.
- 3 Staff also removed expenses related to a bonus plan, which given the information provided, it
- 4 is unclear whether this plan actually provides any ratepayer benefit or increased productivity.
- 5 Additionally, Staff made disallowances of miscellaneous Company costs that provide no
- 6 direct benefit to the ratepayer.

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- Q. Please list the adjustments you are sponsoring.
- A. I am sponsoring the following list of adjustments:

9	Adjustment Area Adjustment Number(s)
10	Corporate Allocations S-12.11
11	Employee Benefits S-12.10
12	Incentive Compensation P-42.1, R-36.1, S-6.3, S-6.4, S-6.5, S-7.2, S-7.3,
13	S-7.4, S-8.2, S-8.3, S-8.4, S-9.2, S-9.3, S-9.4,
14	S-10.2, S-10.3, S-10.4, S-11.2, S-11.3, S-11.4
15	S-12.2, S-12.3, S-12.4
16	Miscellaneous Expense S-8.7, S-9.8, S-10.5, S-11.5, S-12.12
17	Payroll S-6.2, S-7.1, S-8.1, S-9.1, S-10.1, S-11.1, S-12.1
18	Payroll Taxes S-15.2, S-15.3, S-15.5

TRAINING AND EXPERIENCE

- Q. What knowledge, skill, experience, training or education do you have in these matters?
- A. Through the accounting classes, training and internships required for my educational degrees, as well as my previous work experience, I have obtained a broad working knowledge of accounting. In addition, I regularly attend continuing professional education seminars and classes. From the review of workpapers and other information from this and previous rate cases, as well as researching the Commission's orders, I have acquired knowledge of my assigned issues related to UEC and other companies. Since joining the

1	Commission Staff, I have assisted with and directed audits and examinations of the books and				
2	records of utility companies operating within the state of Missouri. I have also conducte				
3	audits of small water and sewer companies in conjunction with the Commission's sma				
4	company rate increase procedure. Furthermore, I have received and continue to receive				
5	training and guidance from the experienced senior auditors at the Commission.				
6	CORPORATE ALLOCATIONS				
7	Q. Please describe Ameren Services Company (AMS) and its relationship to				
8	UEC.				
9	A. AMS is a subsidiary of Ameren Corporation (Ameren) and provides a variety				
10	of support services to Ameren and its subsidiaries such as administrative, management,				
11	engineering and construction. UEC receives services from AMS and is billed monthly for the				
12	services it is provided.				
13	Q. Please explain how the billing to UEC is determined.				
14	A. **				
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16					
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23					

Direct Testimony of Lisa K. Hanneken

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	Q.	Does the amount billed to each affiliate company change if a new company
initi	ates billi	ng or if an existing company is no longer billed?
	A.	**
-		

		**
	Q.	During the test year were any companies added or removed from AMS's
alloca	ation pro	ocess?
	A.	****
	Q.	What effect did this have on UEC's allocations?
	A.	**
		**
	Q.	Were there any companies added to the number receiving AMS services that
affect	ted the	allocation percentages?
	A.	**
	**	
	Q.	Did Staff take this change into account when analyzing the AMS billed
amou	nts for	the test year?
	A.	**

Q.

1 2 3 **PAYROLL** 4 Q. Please explain the different components of Staff's payroll adjustment. 5 Staff annualized payroll to recognize the wage increases for both union and A. 6 non-union Company employees. Non-union employees can be divided into two parts: 7 management employees, and the Ameren Leadership Team (ALT) which encompasses upper-8 level managers, directors, and officers. 9 Q. Please explain the methodology you employed to determine annualized 10 payroll. 11 A. The Staff's annualization of the Company's actual labor dollars for the test 12 year ending June 30, 2006, reflects the adjustments for any incentive compensation 13 disallowed, the adjustment to the allocation of AMS costs and all incurred wage increases. 14 Q. Please discuss Staff's adjustment related to the change in the corporate 15 allocation percentage. 16 A. In order to reflect the impact of Staff's adjustment to the corporate allocation 17 percentage discussed previously, Staff removed the amount of labor associated with its 18 adjustment S-12.11 from the test year labor dollars less any incentive compensation. Once all 19 adjustments were made to Company's test year payroll levels, Staff then applied the overall 20 wage increase percentage to determine its payroll annualization adjustment. By doing this 21 Staff calculated an increase on only the labor dollars it believes represent an ongoing level. 22

How was the wage increase percentage determined?

A. The Staff weighted the various union and non-union labor increases that occurred during the test year by the associated amount of payroll for each group to calculate an average wage increase percentage.

Since different unions received different wage increases at different effective dates, to properly determine the non-management portion of the wage increase percentage the Staff requested the amount of labor by union in Data Request 355. The Company objected to this

requested the amount of labor by union in Data Request 355. The Company objected to this request, therefore Staff utilized the information it received in response to Staff Data Request 405, which included a listing of the number of employees by labor union, as a basis for separating non-management payroll by union. While this data did not allow Staff to precisely calculate the non-management payroll by union, it was the only information available to make

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Regarding the Company's management and ALT employees, Staff was able to obtain the amount of test year labor related to each group. Based on the Staff's calculation of payroll by union and non-management group and the application of the associated wage increase percentages and effective dates, Staff calculated the total weighted average wage increase percentage as 2.80%. This overall wage increase percentage was applied to the allowed test year payroll, as previously determined, to calculate Staff's annualized labor adjustments S-6.2, S-7.1, S-8.1, S-9.1, S-10.1, S-11.1, and S-12.1 in the amount of \$7,746,082; \$7,402,425 related to electric and \$343,657 related to gas. These calculations resulted in an annualized

- and normalized on-going level of labor expense for the Company of \$284,546,659; 2 \$271,922,672 related to electric and \$12,623,987 related to gas.
 - **PAYROLL TAXES**

- Q. Please explain the Staff's Payroll tax adjustments.
- A. This adjustment represents the Staff's annualization of Federal Insurance Contributions Act taxes (FICA), State Unemployment Tax (SUTA) and Payroll Earnings Tax (PET).
 - Q. How did Staff annualize the FICA tax for its adjustment S-15.2?
 - A. Staff analyzed the relationship of test year payroll to the amount of test year FICA to develop an overall FICA percentage. The Staff then applied this percentage to the amount of Staff's annualized and normalized payroll to arrive at the annualized amount of FICA tax.
 - Q. How did Staff annualize the level of SUTA?
 - A. In addition to Missouri, the Company is required to make payments to various other States where their employees work. These amounts reflect an on going level of tax and are not an adjusted. In Missouri, the Company is not currently required to pay SUTA. However, because Missouri has received Federal loans, it is requiring Missouri corporations to pay their share of the related interest. Therefore, Staff analyzed the Company's test year SUTA expenses for Missouri to determine an ongoing level.

Staff discovered that the Company had not allocated any expense for SUTA to its gas operations, although it did capitalize amounts related to SUTA for both gas and electric. In addition, Staff found an accrual that was made prior to the test year, but was reversed during the test year related to the possible loss of federal credits, which did not take place. Therefore,

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- 1 in addition to reflecting the removal of the accrual reversal in order to normalize the test year, 2 Staff's adjustment S-15.5 utilizes the latest known and measurable interest payment to 3 annualize the Company's SUTA amount. These calculations resulted in the ongoing level of 4 SUTA payments, which Staff then allocated to both the Company's electric and gas 5
 - Q. Please explain Staff adjustment S-15.3 related to PET.

operations utilizing the Company's electric/gas ratio.

Since Staff did not have an exact amount of employees and salary amounts to A. calculate the PET, Staff utilized the test year ratio between the amount of payroll and the amount of PET to determine an annualized ongoing level of PET.

EMPLOYEE BENEFITS

- Q. Please explain the Staff's adjustment S-12.10 related to employee benefits.
- Staff analyzed the Company's test year records for health, dental, optical, A. 401K matching, and long-term disability. Staff found that while some items such as medical increased during the test year due to new contracts, the Company's 401K matching amounts actually decreased. Based on the most recent data available, Staff annualized the amounts related to these various employee benefits as a basis for its adjustment.

ADDITIONAL EMPLOYEE COMPENSATION

- Q. Please discuss the compensation received by employees in addition to their normal payroll during the test year.
- A. During the test year the Company had two programs in place for its gas operation employees through which an employee could earn above their normal pay. The two

1	programs were called the Employee Performance Incentive Plan (PIP), and Exceptiona		
2	Performance Bonus Plan (EBP).		
3	Q. Is Staff aware of any other additional compensation plans related to gas		
4	operations?		
5	A. The Staff is currently unaware of any; however, they have requested this		
6	information through Staff Data Request 410. Should the Company provide Staff with any		
7	information that indicates the Company has other programs, Staff will analyze the data in		
8	receives to determine whether or not an adjustment should be made.		
9	Q. Please discuss the terms "business line" and "individual performance," as		
10	contained in the descriptions of some of these plans.		
11	A. The term "business line" refers to the various functions of the company, such		
12	as production and distribution, and functionally related areas such as human resources.		
13	"Individual performance" relates to the job performance of each individual employee and is		
14	evaluated by the manager of the function to which each individual employee is assigned.		
15	Q. Please discuss the Company's EBP.		
16	A. The Company's Exceptional Performance Bonus **		
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19	**. At the end of the year this account is trued-up to		
20	match the accrual with actual pay outs. **		
21			
22	**		
23	Q. What types of activities are considered for this bonus?		

1	A. In response to Staff's Data Request 50.1, the Company listed storm or plant		
2	outage coverage, work that achieves extraordinary results, or completion of special		
3	assignments as the criteria to be awarded a bonus.		
4	Q. How did Staff treat EPB?		
5	A. The Company has not provided Staff with enough specific information		
6	regarding performance measures or detailed award criteria to determine whether this plan		
7	actually provides any ratepayer benefit or increased productivity; therefore, in the absence of		
8	sufficient information to make this determination, through adjustments S-6.5, S-7.4, S-8.4, S-		
9	9.4, S-10.4, S-11.4, and S-12.4, Staff has excluded the EPB awarded in the test year. If the		
10	Company is able to provide more detailed information regarding this plan, Staff will review		
11	its position considering this information.		
12	Q. Please describe the Company's PIP program.		
13	A. The Company has three separate incentive plans that are encompassed by PIP:		
14	1) **		
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18	2) **		
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12	Q.	Please discuss how the AIP incentives are awarded.
13	A.	**
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16	-	
17		**
18	Q.	What are these KPIs?
19	A.	At this time, Staff has not received specific data from the Company regarding
20	the KPIs rela	ated to PIP. Even though Staff understands from conversations with the Company
21	that they inc	lude such items as financial goals, safety goals, customer satisfaction goals, etc.,
22	Staff does no	ot know specifically what these goals are or how they apply to each business line.
23	Q.	How are the AMIP incentives awarded?
24	A.	**
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Direct Testimony of Lisa K. Hanneken

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1	Q. Please describe Ameren's EIP.				
2	A. **				
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8	**				
9	Q. In past cases, has the Commission set minimum standards for an incentive				
10	compensation plan to qualify for inclusion in the cost of service?				
11	A. Yes. In its Report And Order in Case Nos. EC-87-114 and EC-87-115, Union				
12	Electric Company, the Commission stated:				
13 14 15 16	At a minimum, an acceptable management performance plan should contain goals that improve existing performance, and the benefits of the plan should be ascertainable and reasonably related to the plan. (29 Mo. P.S.C. (N.S.) 313, 325.)				
17	In several cases, the Commission has indicated that if the incentive plan is based on				
18	superior employee performance that enhances ratepayer benefit, such as areas related to safety				
19	and O&M expenses, it should be included in Staff's calculations. On the other hand, plans				
20	based on financial goals such as earnings per share and net income are aligned with				
21	shareholder value enhancement and have no direct correlation with ratepayer benefit. As well,				
22	outside influences not under the employees' control could have an impact on the financia				
23	goals, such as weather and interest rates.				
24	In addition, in the Southwestern Bell Telephone (SWB) Case No. TC-89-14, the				
25	Commission agreed with Staff that incentives based on goals related to non-regulated				

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subsidiaries and non-Missouri portions of SWB should not be included in the Staff's amounts stating that "achieving the goals of SBC and unregulated subsidiaries is too remote to be a justifiable cost of service for Missouri ratepayers". 29 Mo.P.S.C. (N.S.) 607, 627 (June 20, 1989). These principles remain reasonable to consider in the current utility environment. Q. What is the Staff's opinion of EPS as a basis for determining incentive compensation? A. EPS is influenced by a myriad of factors completely outside of the control of the company's employees. For example, significantly warmer than normal summer temperatures can drastically increase the level of earnings for an electric company. In addition, other items like reductions in interest rates or tax changes can significantly increase earnings. These increases in earnings do not reflect improved management performance or efficiency that should be rewarded. Therefore, it is entirely inappropriate to pass the costs of such profit-driven awards onto the ratepayers. Additionally, by utilizing the EPS for Ameren Corporation, any changes in EPS caused by another subsidiary could determine whether or not UEC employees will receive an incentive. If for some reason another subsidiary's performance reduces the overall EPS to a level below the threshold, the employees of UEC, even though they meet their goals, would not be awarded an incentive. Q. Do the AIP, AMIP, and EIP meet the criteria for an acceptable incentive plan as described above? A.

**		
The Staff believes that it is difficult, if not impossible, to ascertain what the impact of		
any individual's performance was in relation to the level of EPS for any given year. EPS is		
affected by the efforts of employees not involved in Missouri electric operations. Any		
benefits from achieving a given level of earnings per share are simply too remote to Missouri		
ratepayers. Indeed, increased earnings per share, upon which all increases in the level of		
incentive plan funding are based, may actually cause a reduction in the quality of service to		
Missouri ratepayers if the Company cuts costs to achieve higher earnings. **		
** The Staff believes that there is insufficient evidence to connect incentive		
compensation expense for a particular group of employees to a direct benefit to Missouri		
ratepayers or the Company's overall EPS performance.		
Q. Has the Commission provided more recent guidance with regard to using		
financial performance in awarding incentive compensation packages?		

1	A.	Yes. In the 2004 Missouri Gas Energy case, GR-2004-0209, the Commission					
2	stated:						
3 4 5 6 7 8 9	Those financial incentives seek to reward the company's employees for making their best efforts to improve the company's bottom line. Improvements to the company's bottom line chiefly benefit the company's shareholders, not its ratepayers. Indeed, some actions that might benefit a company's bottom line, such as a large rate increase, or the elimination of customer service personnel, might have an adverse effect on ratepayersthe shareholders that benefit from that plan should pay the costs of that plan. 12 Mo.P.S.C.3d 581, 606-07.						
11	Given this guidance and using the logic that improvements to Ameren's bottom line chiefly						
12	benefit the shareholders, not UEC's ratepayers, the Staff has proposed that all expenses						
13	relating to UEC's AIP, AMIP and EIP be borne by the shareholders, rather than UEC's						
14	ratepayers.						
15	Q.	During the test year did the amount of incentive compensation based on EPS					
16	exceed normal levels?						
17	A.	**					
18							
19							
20		** -					
21	Q.	Given this, how did Staff treat the Company's incentive plans?					
22	A.	First, Staff made an adjustment to normalize the amount of PIP in the test year					
23	(S-6.3, S-7.2, S-8.2, S-9.2, S-10.2, S-11.2, S-12.2), then through adjustments S-6.4, S-7.3,						
24	S-8.3, S-9.3, S-10.3, S-11.3, S-12.3 Staff removed the remaining amount of the AIP, AMIP						
25	and EIP from the test year expense level **						
26	*	** which does not meet the criteria set forth by the Commission.					

- Q. How did Staff treat the amounts of these awards that were capitalized for each type of plan?
 - A. Staff made adjustments to remove the amounts related to the Company's AIP, AMIP, and EIP in the plant balances and reserve amounts.
 - Q. How did Staff calculate adjustments P-42.1 and R-36.1 in regards to the capitalized portion of incentive compensation?
 - A. Since the Staff does not believe the cost of these plans should be borne by ratepayers, no amount of compensation from these plans should be recognized in rates by including the capitalized amount in the Company's plant accounts. Therefore Staff removed the incentive compensation that was capitalized from 2002 to the end of June 2006 from its plant in service. Since Staff was unable to allocate the total amount to specific plants accounts, Staff applied a composite depreciation rate, based on the Company's current rates, to calculate the total amount of related accumulated depreciation in the plant reserve. A composite rate based on the Staff's proposed depreciation rates was used to remove the annualized depreciation expense related to this disallowance.
 - Q. Why did you only consider amounts capitalized since January 1, 2002?
 - A. Staff requested all available historical data from the Company and was provided with information from this time period. Staff would have analyzed any prior data had it been made available to them.

MISCELLANEOUS EXPENSE ADJUSTMENTS

Q. Please explain your adjustments S-8.7, S-9.8, S-10.5, S-11.5, and S-12.12 regarding miscellaneous expenses.

- A. After analyzing several of the Company's accounts, Staff has removed \$471,026 (\$450,771 electric, \$20,255 gas) of expense related to various miscellaneous items. This amount includes items such as \$251,615 related to Christmas decorations for the Ameren building, \$29,476 for an ALT Christmas party at the Marriott, as well as amounts for entertainers, wine and gifts, sporting events, toy trucks for Chamber of Commerce fundraising auctions, promotional giveaways and other items.
 - Q. Why did Staff remove the above items?
- A. Staff has removed these items because the expenses do not provide any benefit to the ratepayer. For example, if AMS wishes to provide the Ameren Leadership Team with a \$50,000 Christmas party, \$29,000 of which was paid for by UEC, this expense should be borne by the shareholders not the ratepayers, as the ratepayer does not benefit by it.
 - Q. Were there other items included in the miscellaneous adjustment?
- A. Yes, also included in this amount was \$36,000 related to a regulatory attorney and \$29,303 related to a former employee hired for legal assistance.
 - Q. Please discuss the adjustment related to these amounts.
- A. Regarding these individuals, Staff has not been provided currently or in past cases with any supporting data that indicates what additional benefit these individuals supply to the ratepayers. While hiring former employees to provide services to a company is common practice, in some arenas it is also common to see past employees hired as consultants simply as a gesture of gratitude for past service. In the Company's most recent electric case involving rates (Case No. EC-2002-01) Staff requested information regarding the regulatory attorney; the Company responded to part of the question by saying the Company did not keep specific

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records related to the services provided and objected to producing any documentation of items worked on by the regulatory attorney.

The Staff has requested the Company provide some type of data to show the necessity of retaining these consultants. Staff feels that the Company currently has several employees with varying degrees of experience and expertise to perform these services. The Staff will reconsider these items at such time additional data is provided by the Company.

- Q. Does this conclude your testimony in this case?
- A. Yes, it does.

CASE PROCEEDING PARTICIPATION

LISA K. HANNEKEN

PARTICIPATION	TESTIMONY	
COMPANY	CASE NO.	ISSUES
Laclede Gas Company	GR-2002-356	<u>Direct</u> - Cash Working Capital, Rate Case Exp./PSC Assessment, Advertising, Misc. Expense
Missouri American Water Company	WR-2003-0500	<u>Direct</u> – Rate Base and Related Expenses, AFUDC, Dues and Donations, Waste Disposal Expense, Storage Tank Lease Expense, Deferred Maintenance Expense, Transportation Expense, Insurance Other Than Group, Cost of Depreciation Study Expense
Missouri American Water Company	WR-2003-0500	Surrebuttal – AFUDC, Dues and Donations, St. Joseph Waste Disposal Expense, Transportation Expense, Property Taxes
Fidelity Telephone Company	IR-2004-0272	<u>Direct</u> - Rate Base and Related Expenses; Insurance Other Than Group; Miscellaneous Other Taxes
Atmos Energy Corporation	GR-2006-0387	<u>Direct</u> – Corporate Allocations and Expenses, Payroll and Payroll Taxes, PSC Assessment, Taxes Other, Legal Fees

HANNEKEN SCHEDULE 2 DEEMED HIGHLY CONFIDENTIAL IN ITS ENTIRETY