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## SUMMARY

Extensive experience in private and public sectors of electric utility industry, encompassing policy development, regulation, contract negotiation / administration, financial management, planning, and budget formulation

- Results-oriented leader with strong managerial, analytical, and interpersonal skills
- Innovative strategic thinker and problem-solver
- Adept negotiator / facilitator
- Specialist in restructuring commercial business relationships

## WORK EXPERIENCE

**2005 To Present** **Eshbach Consulting, LLC** **Eugene, Oregon**

*Single member, privately-owned electric utility consulting firm offering consulting services regarding utility contracts, rates, regulatory proceedings, and electric utility industry restructuring to utilities in California and Pacific Northwest.*

**Principal**

*2005 to present*

Founded, and as managing member, direct firm. Responsible for day to day operations and policy decision making. Provided comprehensive negotiation expertise and represented clients' interests in proceedings before Federal Energy Regulatory Commission (FERC).

- Represented Pacific Gas and Electric Company's (PG&E) interests as member of team that restructured critical long-term business relationship between PG&E and City and County of San Francisco.
- Served as member of team that resolved, in a FERC settlement forum, multi-party dispute among PG&E, PacifiCorp, Bonneville Power Administration (BPA), California Independent System Operator (CAISO), and California Public Utility Commission, over future operation of California-Oregon AC Intertie.

**1997 To 2005** **Pacific Gas & Electric Company** **San Francisco, California**

*One of nation's largest investor-owned combination electric and gas utilities, serving 15 million people in 70,000-square-mile service area in northern and central California.*

**Manager, Transmission Contracts Management**

*2004 to 2005*

Managed section of 20 employees responsible for 1) administering, settling, renegotiating, and managing company's existing transmission contracts; 2) negotiating new transmission interconnection agreements; 3) negotiating, administering, and settling wholesale distribution service agreements; and 4) negotiating successor agreements to existing contracts that were terminating.

- Secured comprehensive settlement with Western Area Power Administration, replacing 35-year old commercial arrangement with one fully compatible with new market structure, eliminating \$50 million in future subsidies.

- Transformed under-performing billing and settlements unit (responsible for annual accounts receivable of \$200 million) into motivated, high-performing, Sarbanes-Oxley compliant team.

***Manager, Contracts Regulation***

*2001 to 2004*

Managed regulatory cases at FERC to secure approval for full recovery of certain PG&E costs related to California's electric industry restructuring. Eliminated shareholder exposure by amending rate schedules to recover full costs of services provided. Monitored company's compliance with FERC standards of conduct for electric transmission service providers.

- Participated in development of business and regulatory strategies that guided terms and conditions contained in new inter-business line agreements, developed as part of company's reorganization plan to allow it to emerge from Chapter 11 bankruptcy.
- Served as case manager for filing with FERC the new agreements that would establish company's transmission business line as a stand-alone transmission company, separate from the state regulated utility.

***Manager, Transmission Contracts / Restructuring***

*1997 to 2001*

Managed section of 7 employees responsible for PG&E's business relationship with its wholesale transmission customers, including administration of existing long-term contracts. Developed strategy for restructuring these contracts to make them compatible with California's newly restructured electric utility industry. Provided leadership in establishing collaborative working relationship between PG&E and California's new electric transmission system operator to ensure that PG&E's existing contracts would be fully honored.

- Led resolution of operational and contractual issues concerning California's major high-voltage transmission lines, eliminating potential \$30 million annual shareholder exposure.
- During West Coast energy crisis of 2000 - 2001, led separate negotiations with CAISO, and with PG&E's wholesale transmission customers, to ensure that excess energy supply from these customers would be made available to meet California's emergency supply shortages.

***1967 To 1997***

***Bonneville Power Administration***

***Portland, Oregon***

*Nation's largest federal power marketing agency, which markets half of electricity used in Pacific Northwest and operates three quarters of region's high-voltage transmission lines.*

***Transmission Finance Manager***

*1994 to 1997*

Developed transmission business unit's financial policies and guidelines, including capital investment decision criteria and transmission facilities' asset management procedures. Facilitated development of public policy and process to implement sale of 105 of BPA's distribution substations (valued at \$1 million to \$12 million each). Fully addressed interests of utilities wanting to buy substations and ensured full market value to BPA. Chaired committee recommending sales and acquisitions of transmission facilities.

- Formulated budget of \$300 million per year, including \$150 million capital program tied to targeted results.
- Successfully formulated first comprehensive, strategic business plan for newly established transmission business unit with \$5 billion asset base.

***Director, Division of Finance and Budget***

*1991 to 1994*

Managed division of 70 employees, responsible for ensuring BPA's financial integrity, protection of assets, and establishment and oversight of BPA-wide financial planning, budget, and program management policies. Responsibilities included 1) accurately projecting financial requirements and determining adequate revenue levels to recover costs; 2) successfully managing investment, borrowing, and cash flow requirements; 3) performing agency-wide planning and program evaluation; and 4) allocating and monitoring use of internal resources - both dollars and personnel - for entire agency. Participated in oversight of budgetary justifications and presentations to U.S. Congress, Office of Management and Budget, and Department of Energy.

- Managed successful development of BPA's first 10-year Financial Plan.
- Administered \$200 million annual benefit program established by federal statute, working closely with Pacific Northwest state public utility commissions and region's investor-owned utilities.

***Director, Division of Contracts and Rates***

*1984 to 1991*

Managed division of 120 employees responsible for 1) development of BPA's wholesale power and transmission rates, 2) negotiation and administration of all wholesale power sales contracts and transmission contracts, 3) development of key transmission access policies and rate design policies, and 4) oversight of development and implementation of BPA's wholesale power marketing strategy. Managerial decisions required consideration of broad spectrum of critically sensitive factors such as public, industry, utility, and governmental impacts.

- Represented BPA in responsible official capacity before U.S. Congress, Federal Energy Regulatory Commission, and state public utility commissions.
- Successfully managed BPA's 1985, 1987, and 1989 wholesale power and transmission rate cases. Rates were designed to ensure recovery of annual revenue requirement of over \$2 billion.

***Senior Staff/ Supervisor, Power Rates Branch***

*1977 to 1984*

Held progressively more responsible positions within Power Rates Branch, eventually becoming first line supervisor of 20 employees. Served as key expert witness on cost allocation and rate design policy matters in 1981 wholesale power and transmission rate proceeding.

***Computer Programmer / Analyst, Division of Power Supply*** *1967 to 1977*

Developed computer application programs that supported planning, scheduling, and after-the-fact billing for electric power generated at federal hydroelectric projects that are part of the Federal Columbia River Power System. Developed an understanding of coordination and operational requirements of marketing electric power from complex, multi-owner hydroelectric river system.

## EDUCATION

“Corporate Financial Strategy” graduate course

Kellogg Graduate School of Management, Northwestern University, Evanston, IL – 1992

“Leadership Development” graduate course

University of Maryland, College Park, MD – 1984

Bachelor of Arts in Mathematics *cum laude*

(Minor in Economics)

Portland State University, Portland, OR – 1967

3.8 GPA