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I am a retired senior engineering manager who worked for Southern Co. I am amazed at how poorly APS is managed. We live in the Village of Oak Creek (a subdivision of Sedona). In the 6 years that we have lived here we have lost power numerous times. Every time we lose power APS comes out (in a couple of hours), fixes that problem and goes home. Within a short period of time another problem develops and we go through the same routine. The outages are obviously due to degraded cables and equipment that needs to be replaced on a wholesale basis instead of piecemeal, which in the long run is more expensive. Additionally APS's rates are ridiculus. This again is most probably due to poor management. Southern Co. has 6 nuclear units with an average production cost of probably less than \$0.05/kw. How does Palo Verde compare to that? Southern Co. imports coal for their fossil units primarily from the west (Wyoming for example) yet their production costs are in the 3 to 4 cent per kw range. I don't see how you can justify any rate increases for APS until they straighten out their management problems. Sincerely, Jim Heidt

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