

BEFORE THE NEW MEXICO PUBLIC REGULATION COMMISSION

IN THE MATTER OF THE APPLICATION)
OF NEW MEXICO GAS COMPANY, INC.)
FOR APPROVAL OF REVISIONS TO ITS)
RATES, RULES, AND CHARGES PURSUANT)
TO ADVICE NOTICE NOS. 70 AND 71)
)
NEW MEXICO GAS COMPANY, INC.)
)
Applicant.)

Case No. 18-_____-UT

DIRECT TESTIMONY AND EXHIBIT

OF

RYAN A. SHELL

February 26, 2018

**DIRECT TESTIMONY OF
RYAN A. SHELL
NMPRC CASE NO. 18-_____ -UT**

1 **Q. PLEASE STATE YOUR NAME, BUSINESS ADDRESS, AND POSITION.**

2 **A.** My name is Ryan A. Shell. I am President of New Mexico Gas Company, Inc.
3 (“NMGC” or the “Company”) and have held this position since January 2015. My
4 business address is 7120 Wyoming Blvd NE, Albuquerque, NM 87109.

5

6 **Q. PLEASE BRIEFLY DESCRIBE YOUR BUSINESS EXPERIENCE AND**
7 **EDUCATIONAL BACKGROUND.**

8 **A.** From 1989 to 1997, I worked as a Certified Public Accountant at BDO Seidman LLP,
9 a national accounting and consulting firm. From 1997 to 2009, I worked in various
10 financial roles at SEMCO Energy, Inc., a natural gas local distribution company with
11 operations in Michigan and Alaska. In 2009, I joined NMGC and served as Vice
12 President of Finance, Controller and Treasurer prior to becoming President in January
13 2015.

14

15 I have a Master’s of Business Administration from the University of New Mexico and
16 a Bachelor’s Degree in Accounting from Oakland University. My professional
17 experience and education are described in more detail in NMGC Exhibit RAS-1.

18

19 **Q. HAVE YOU PREVIOUSLY TESTIFIED BEFORE THE NEW MEXICO**
20 **PUBLIC REGULATION COMMISSION (“NMPRC” OR THE**
21 **“COMMISSION”)?**

22 **A.** Yes, please refer to NMGC Exhibit RAS-1.

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1 **Q. WHAT IS THE PRIMARY PURPOSE OF YOUR TESTIMONY IN THIS**
2 **CASE?**

3 **A.** I am the chief policy witness for the Company. The primary purpose of my testimony
4 is to describe the current business conditions faced by the Company and introduce key
5 elements of this case. Specifically:

6 - In Section I of my testimony I provide a brief description of the Company and the
7 business environment in which it operates;

8 - In Section II, I identify the Company’s revenue request and describe the primary
9 causes or “drivers” for this rate case;

10 - In Section III, I introduce the Company’s rate design proposals;

11 - In Section IV, I provide an update on the status of the economic development
12 initiatives undertaken with NMGC’s shareholder money as provided for in the
13 Emera Stipulation in NMPRC Case No. 15-00327-UT; and

14 - In Section V, I introduce the other Company witnesses in this case. Those
15 witnesses are subject-matter experts in various areas and will discuss the details of
16 the Company’s proposed base rate increase and other proposals.

17

18 **I. DESCRIPTION OF NMGC**
19 **AND ITS CURRENT BUSINESS ENVIRONMENT**

20
21 **Q. UNDER WHAT BASE RATES DOES NMGC CURRENTLY PROVIDE GAS**
22 **UTILITY SERVICE TO ITS CUSTOMERS?**

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1 **A.** NMGC provides gas utility service under base rates established by the Commission in
2 NMPRC Case No. 11-00042-UT (the “2011 Rate Case”). The rates approved in the
3 2011 Rate Case went into effect on February 1, 2012.

4
5 **Q.** **PLEASE BRIEFLY DISCUSS NMGC’S CURRENT OPERATIONS.**

6 **A.** NMGC provides gas utility service to customers in New Mexico. The Company
7 currently has approximately 715 employees and serves approximately 524,000
8 customers throughout New Mexico. Approximately 92% of the Company’s customer
9 base is comprised of residential customers and approximately 7% are commercial and
10 industrial gas sales service customers. Less than 1% of NMGC’s customers are on-
11 system transportation service customers.

12
13 Because its business involves only the delivery and sale of natural gas, and gas is
14 commonly used by customers to heat their homes and businesses, the Company’s
15 business is seasonal, with the bulk of its revenues and earnings realized during the
16 winter heating season which typically runs from October through April each year
17 (“heating season”). The Company typically incurs losses during the non-heating
18 season of each year.

19
20 **Q.** **PLEASE BRIEFLY DESCRIBE THE CHANGES IN NMGC OWNERSHIP**
21 **THAT HAVE OCCURRED SINCE NMGC’S LAST RATE CASE**
22 **CONCLUDED.**

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1 **A.** In July 2013, in NMPRC Case No. 13-00231-UT, NMGC, Continental Energy
2 Systems, LLC (“Continental”), and TECO Energy, Inc. (“TECO”) filed an Application
3 for, among other things, approval of the sale of all New Mexico Gas Intermediate,
4 Inc.’s (“NMGI”) stock, to TECO. NMGI is the sole shareholder of NMGC’s stock,
5 so a sale of NMGI’s stock to TECO was effectively a sale of NMGC to TECO. In
6 May 2014, TECO, Continental, NMGC and several intervenors entered into an
7 Acquisition Stipulation (the “TECO Stipulation”) for approval of the sale of NMGI’s
8 stock to TECO. The TECO Stipulation was certified by the hearing examiner and
9 approved by the Commission. On September 4, 2014, TECO closed on the purchase
10 of NMGI’s stock. A few of the key provisions of the TECO Stipulation, as certified,
11 include:

- 12 • NMGC agreed that there would be no future rate impact due to the acquisition
13 premium arising from or recognized in the transaction;
- 14 • NMGC would not seek a rate increase to be effective prior to December 2017,
15 at the earliest;
- 16 • NMGC agreed to engage in economic development opportunities for the state
17 including exploration of an economic development rate;
- 18 • NMGC agreed to various post-closing and financing provisions, including
19 maintenance of a post-closing equity ratio, restrictions on dividend payments,
20 and a requirement that NMGC would not seek an equity ratio in its next rate case
21 in excess of 54%, among other provisions;

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- 1 • NMGC would become an operating company of TECO and would be integrated
2 into TECO’s group of companies through use of a joint services company called
3 TECO Services, Inc. (“TSI”);
- 4 • NMGC agreed to maintain at least 650 full-time positions over the first three
5 years of operations, and maintain substantially comparable wages, benefits and
6 other terms and conditions of employment;
- 7 • NMGC agreed to return a portion of the cost savings resulting from adoption of
8 the shared services model to customers through bill reduction credits; and
- 9 • NMGC would collaborate with Staff and interested parties to develop a Cost
10 Allocation Manual (“CAM”) to simplify review of cost allocations in rate cases.

11

12 In October 2015, in NMPRC Case No. 15-00327-UT, NMGC, TECO, Emera Inc.
13 (“Emera”), Emera US Holdings Inc., and Emera US Inc. (“Emera US”) filed an
14 Application for approval of the merger between Emera US and TECO. In April 2016,
15 the parties in the case entered into an Unopposed Acquisition Stipulation (the “Emera
16 Stipulation”) for approval of Emera US’s merger with TECO. The Emera Stipulation
17 superseded the TECO Stipulation. In June 2016, the Emera Stipulation was approved
18 by the Commission, and on July 1, 2016, the merger between Emera US and TECO
19 was consummated. Key provisions of the Emera Stipulation included but are not
20 limited to the following:

- 21 • Continuation of most of the provisions of the TECO Stipulation including:
- 22 ▪ Continuation of the limitation on pass through of any acquisition premium;

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- 1 ▪ Continuation of the restriction on rate increases;
- 2 ▪ Continuation of bill reduction credits of \$4 million annually through June
- 3 2018; and
- 4 ▪ Continuation of the post-closing and financing commitments in the TECO
- 5 Stipulation;
- 6 • A commitment that in its next rate case (this case), NMGC would use a historic
- 7 test year for the purpose of determining rates;
- 8 • A commitment to at least 675 full-time positions for three years after closing as
- 9 well as continuation of the other employment protection provisions of the TECO
- 10 Stipulation;
- 11 • Emera’s commitment to make contributions for economic development
- 12 initiatives in New Mexico including \$5 million for economic development, \$10
- 13 million for infrastructure expansion, \$5 million for an expanded pipeline to
- 14 Mexico, and increase community contributions for three years;
- 15 • Agreement to continue to operate under the CAM and collaborate on changes to
- 16 the CAM;
- 17 • Agreement to control and review intercompany services and related charges,
- 18 show a preference for local services, if consistent with good governance
- 19 practices, and to the extent possible, use direct charges for intercompany
- 20 services; and
- 21 • Agreement to establish an NMGC board of directors with local representation
- 22 and diversity.

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1 **Q. PLEASE BRIEFLY DISCUSS MANAGEMENT AND GOVERNANCE UNDER**
2 **EMERA’S OWNERSHIP.**

3 **A.** The Emera transaction closed on July 1, 2016, and NMGC has been operating under
4 Emera since then. I can report that NMGC is operating well under Emera’s business
5 model. Let me update you on a few things:

6 • First, as promised in the Emera Stipulation, a local Board of Directors has been
7 appointed and has been meeting quarterly since mid-2017. The NMGC Board has
8 six New Mexico members – a majority of the Board – and is very engaged in
9 business governance.

10 • Emera’s well-established business model places great emphasis on local
11 management, and the management team that was in place at the time of the
12 transaction essentially remains in place with a few additions. Ed Kacer has moved
13 from Vice President of Operations and Engineering to Vice President of Strategy
14 and Special Projects, Tom Bullard has moved from Director of Engineering to
15 Vice President of Engineering, Gas Management and Technical Services, Ray
16 Sanchez has moved from North Central Regional Manager to Vice President of
17 Operations, and Scott Hastings has joined us from Emera as Vice President of
18 Finance. Several other changes have taken place at the business director and
19 manager level and I think our local management team is as strong as ever.

20 • NMGC’s commitment to its employees and customers, and to customer service
21 has been reinforced by Emera’s business model. All the provisions of the Emera

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1 stipulation relating to employees and customers have been complied with and the
2 Company continues to focus on all aspects of operations and customer service.
3 • Finally, NMGC’s commitment to safety has been reinforced by Emera’s focus on
4 safety and the companies are working together to enhance and complement
5 NMGC’s record of customer and employee safety.
6

**II. REQUESTED REVENUE INCREASE AND
RATE CASE DRIVERS**

7
8
9
10 **Q. WHAT IS THE REVENUE INCREASE THAT NMGC IS REQUESTING IN
11 THIS CASE?**

12 **A.** NMGC is requesting a revenue increase of approximately \$8 million based on a
13 proposed overall weighted average rate of return of 7.65%, including a requested
14 return on equity (“ROE”) of 10.20%. This proposed annual revenue increase is based
15 on a historical year ending September 30, 2017 (the “Base Period”), adjusted as
16 necessary to make these historical costs appropriate for use in revising NMGC’s base
17 rates. NMGC Witness Hastings discusses those adjustments in detail in his testimony.
18 NMGC Witness McKenzie discusses the proposed ROE in his testimony.
19

20 **Q. PLEASE EXPLAIN WHAT IS DRIVING THIS RATE CASE.**

21 **A.** As explained below and by other NMGC witnesses, the primary factor creating the
22 need for this base rate increase is capital investments made by the Company since the
23 2011 Rate Case to maintain and improve its transmission and distribution systems and
24 related assets. These capital investments along with the associated depreciation and

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1 property taxes have increased the Company’s revenue requirement. In contrast, as
2 NMGC Witness Hastings explains, the Company’s operating expenses are relatively
3 flat since the last rate case.

4
5 We are also addressing federal tax reform in this rate case. The recently enacted
6 federal tax reform has positively impacted this case by reducing the Company’s
7 revenue requirement by approximately \$9.6 million. In other words, a \$9.6 million
8 benefit to customers due to tax reform is reflected in the Company’s \$8 million
9 revenue request. Absent the benefit of tax reform, the Company’s revenue request in
10 this case would have been \$17.6 million rather than the \$8 million the Company is
11 seeking. The Company’s revenue request is discussed in this Section and then in
12 greater detail by NMGC Witness Hastings in his testimony.

13
14 Equally as important, NMGC is proposing changes to its rate design to better recover
15 its revenue requirement and help ensure customers are not overpaying or underpaying
16 for gas utility service. As discussed in Section III below and further by NMGC
17 Witnesses Hastings, Kacer, and Yardley, NMGC’s current rate design is leaving the
18 Company under-earning against a reasonable ROE, subject to inconsistent and
19 uncontrollable revenue and earnings swings, and unable to reasonably budget and
20 prepare for and control costs and expenses.

21

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1 **Q. PLEASE DISCUSS SOME OF THE SIGNIFICANT CAPITAL**
2 **INVESTMENTS NMGC MADE SINCE THE 2011 RATE CASE.**

3 **A.** NMGC regularly invests in plant and equipment to maintain and improve service to
4 customers. It makes these investments on its own initiative and in response, in whole
5 or in part, to regulation and/or legislation or some combination of all three.

6
7 Between the 2011 Rate Case and this rate case, investments totaling approximately
8 \$250 million were made to maintain and improve the Company's gas transmission and
9 distribution system and related assets. The investments include projects such as
10 continued work on the Santa Fe Mainline, the Rio Puerco Looping Project, the Pilar
11 Reroute Project, right-of-way renewals, and transmission and distribution pipeline
12 integrity management programs. Many of the pipeline integrity management-related
13 investments are related to federal mandates. NMGC Witness Kacer discusses the
14 technical aspect of these projects in more detail.

15
16 **Q. PLEASE BRIEFLY DESCRIBE CHANGES IN NMGC'S OPERATING**
17 **EXPENSES SINCE THE LAST RATE CASE.**

18 **A.** As detailed in NMGC Witness Hastings' testimony, the Company's operating
19 expenses include: operating & maintenance ("O&M") expenses, depreciation and
20 amortization, taxes other than income taxes, and corporate income taxes. As he
21 discusses, some of these expenses have increased while others have decreased since

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1 the 2011 Rate Case. On a combined basis, the Company's operating expenses have
2 declined slightly since the 2011 Rate Case.

3
4 The Company's O&M expense has decreased since the Company's 2011 Rate Case.
5 Significantly, these O&M expenses include all inter-company allocations. The
6 Company is proud of its cost control measures over the last 7 years, and believes that
7 the shared-services model, and becoming part of a larger family of companies, with
8 shared expertise, has contributed to this. While the details for these O&M numbers
9 are provided by NMGC Witness Hastings in his testimony and exhibits, let me state
10 that the Company is ever mindful that O&M expenses directly impact the bills of our
11 customers. We know that for many New Mexicans, utility bills make up a large
12 portion of their monthly expenses. The Company continually strives to contain, and
13 where possible reduce, O&M expenses and economically utilize shared services from
14 affiliates.

15
16 **Q. PLEASE BRIEFLY DESCRIBE THE COMPANY'S EFFORTS TO MINIMIZE**
17 **EXPENSES AND CONTROL INTER-COMPANY CHARGES FROM**
18 **AFFILIATES.**

19 **A.** Inter-company charges and allocations are in O&M expenses. NMGC is very aware
20 of its obligation to comply with the provisions of the CAM and the provisions in the
21 Emera Stipulation dealing with inter-company allocations from TSI. NMGC believes
22 that these provisions and the shared services model are prudent, effective, and

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1 beneficial to NMGC customers. In this context, NMGC continuously evaluates ways
2 to control and minimize the amount of inter-company allocations while at the same
3 time, attempting to control local O&M costs while showing a preference for work to
4 be performed in New Mexico. A proper balance is beneficial to NMGC's customers.
5 NMGC meets with TSI to ensure that services provided and charges for the services
6 are prudent and reasonable.

7
8 **Q. PLEASE PROVIDE SOME EXAMPLES OF THE SERVICES PROVIDED BY**
9 **TSI TO NMGC.**

10 **A.** The services that TSI provides are primarily services that TSI is uniquely, or
11 practically, best situated to provide to NMGC. Let me give two examples that I think
12 are illustrative:

13 - Cybersecurity: TSI has a first-rate cybersecurity department and they have been
14 providing advice and support to NMGC in this area. As we all know, cybersecurity
15 is a very specialized field and one that benefits from high expertise of employees
16 in the area. By relying on TSI's expertise in this field I am confident that we are
17 receiving high-quality services that could not be economically replicated in New
18 Mexico. Additionally, the hardware and facilities in Florida are excellent, and
19 could not be economically replicated in New Mexico. TSI provides these same
20 services to other Emera affiliates, and this is a prime example where shared
21 services benefit all Emera companies.

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1 - Procurement: Being part of a shared services organization allows us to procure
2 materials and services in larger quantities and this allows us and all other Emera
3 affiliates to be more efficient. For example, in 2016 NMGC utilized TSI's
4 economies of scale for the purchase and delivery of the pipe and related materials
5 to be used in the Rio Puerco Looping Project. By leveraging the purchasing power
6 of Peoples Gas (a division of TECO) and NMGC, NMGC was able to save
7 approximately \$4.3 million. Obviously, this lower capital cost reduces the impacts
8 on the rate base, related depreciation, and property taxes, all of which lowers the
9 overall cost of service revenue requirement in this rate case. We have seen
10 additional benefit in other areas, such as purchasing business insurance, employee
11 benefits, and Information Technology.

12
13 NMGC Witness Hastings discusses details of other examples of savings from the
14 shared services model in his testimony.

15
16 **Q. IN LIGHT OF THE COMPANY'S COST SAVINGS MEASURES, HAS NMGC**
17 **BEEN SUCCESSFUL IN MAINTAINING HIGH LEVELS OF CUSTOMER**
18 **SERVICE?**

19 **A.** Yes. NMGC is proud of the excellent service it provides its customers. While it is
20 always difficult to measure service standards, there are many activities and actions that
21 we can point to demonstrate that NMGC's customer service levels are not only
22 appropriate but are excellent.

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1 The Company is proposing three important changes to its rate design to address its
2 revenue recovery. These are (i) adoption of a Weather Normalization Adjustment
3 Mechanism (“Weather Mechanism”); (ii) an increase to the fixed charge portion of the
4 Company’s bills; and (iii) adoption of an Integrity Management Program Cost
5 Recovery Mechanism (“IMP Mechanism”). Additionally, in an effort to help support
6 economic growth, the Company is proposing approval of an economic development
7 rate. I will briefly summarize the rationale for each of these requests and then leave
8 the detailed discussion to our other witnesses – both inside and outside the Company.

9
10 **Q. PLEASE START BY EXPLAINING WHY THE COMPANY IS ASKING FOR**
11 **A WEATHER MECHANISM.**

12 **A.** As NMGC Witness Kann testifies, in the seven years since the 2011 Rate Case, actual
13 annual heating degree days in NMGC’s service territory have ranged from 15 percent
14 below normal to 7 percent above normal. This high level of weather variability
15 coupled with NMGC’s current rate design and the fact that NMGC is a heating load
16 utility causes NMGC to experience significant volatility in revenues.

17
18 This is true whether the weather is warmer or colder than normal. Warmer than normal
19 weather typically results in the Company not recovering its approved revenue
20 requirement. Colder than normal weather typically results in the Company recovering
21 more than its approved revenue requirement. This does not have to be the case, and
22 as explained by NMGC Witness Yardley, most jurisdictions in the United States with

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1 high degrees of weather volatility have authorized weather normalization mechanisms
2 to address this issue. NMGC is seeking similar treatment.

3
4 As NMGC Witness Yardley explains, recognized rate design principles provide that
5 revenue stability is one of the key tenants of good rate design, and a company such as
6 ours, subject to such volatility in revenues resulting from the increasing variability in
7 weather, is unusual and unnecessary, and can be ameliorated through effective rate
8 design.

9
10 **Q. PLEASE EXPLAIN WHAT THE COMPANY IS PROPOSING WITH**
11 **REGARD TO AN INCREASE TO THE CUSTOMER ACCESS FEE.**

12 **A.** A significant portion of the cost of service charges in an average residential customer
13 bill are derived from volumetric rates, meaning they are applied to customer usage and
14 therefore vary. To reduce the revenue instability caused by this variability, in addition
15 to the Weather Mechanism, NMGC is also seeking a \$3.00 increase in the monthly
16 access fee for residential customers and comparable increases for other customer
17 classes. Any increase in the access fee on a customer's bill reduces the portion of the
18 bill subject to usage. An increased access fee therefore minimizes, but does not
19 eliminate, the variability in revenues.

20
21 **Q. PLEASE EXPLAIN WHAT THE COMPANY IS PROPOSING WITH**
22 **REGARD TO AN IMP MECHANISM.**

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1 **A.** NMGC has had an integrity management program for years. Additionally, the amount
2 of state and federal requirements is continually expanding. NMGC actively supports
3 these initiatives and has expanded its integrity management program as a result. In
4 turn, NMGC is proposing an IMP Mechanism as a better way to more quickly and
5 effectively recoup the investments and expenses incurred for these initiatives, and as
6 a better way to allow for NMPRC knowledge and oversight of these initiatives.
7 NMGC Witness Kacer details the regulatory and Company initiatives related to
8 integrity management, and NMGC Witness Yardley details the Company’s proposed
9 mechanism and the benefits to be derived therefrom.

10
11 **Q.** **PLEASE EXPLAIN WHAT THE COMPANY IS PROPOSING WITH**
12 **REGARD TO AN ECONOMIC DEVELOPMENT RATE FOR CUSTOMERS**
13 **IN NEW MEXICO.**

14 **A.** New Mexico statutes allow for the creation and use of an economic development rate
15 “to encourage customers to expand present facilities and operations in New Mexico
16 and to attract new customers where necessary or appropriate to promote economic
17 development in New Mexico. Any such special rates or tariffs shall be designed so as
18 to recover at least the incremental cost of providing service to such customers.”

19
20 Consistent with this statute, and with the TECO and Emera Stipulations, the Company
21 is proposing the creation of an economic development rate to be used to promote

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1 economic development in New Mexico. NMGC Witness Yardley discusses this
2 proposed rate in greater detail.

3

4 **IV. ECONOMIC DEVELOPMENT INITIATIVES UNDERTAKEN**
5 **AS PART OF THE EMERA ACQUISITION**
6

7 **Q. PLEASE DESCRIBE THE ECONOMIC DEVELOPMENT INITIATIVES**
8 **CONTAINED IN THE EMERA STIPULATION.**

9 **A.** In the Emera Stipulation, Emera and NMGC agreed to three economic development
10 initiatives to be funded solely with shareholder money. These three initiatives
11 included funding of \$5 million for a larger and higher capacity pipeline to Mexico, \$5
12 million for economic development initiatives throughout the state of New Mexico, and
13 \$10 million for an infrastructure expansion matching fund.

14

15 **Q. PLEASE UPDATE THE STATUS OF THESE INITIATIVES.**

16 **A.** Starting first with the \$5 million economic development fund, NMGC has distributed
17 approximately \$2.5 million of the \$5 million allocated. The funds have gone to
18 economic development groups and organizations throughout the state of New Mexico,
19 as well as to innovation labs and entrepreneurial start up programs located in
20 Albuquerque and at New Mexico State University, the University of New Mexico and
21 at the New Mexico Institute of Mining and Technology.

22

23 The focus of this initiative is to provide funds to groups to facilitate economic
24 development throughout the state. We ask that they to inform us of what they intend

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1 to do with the funds and then report to us on what they did with the funds. Feedback
2 to date from the groups who received the funds has been very positive and we think
3 the program has been very beneficial to the State of New Mexico.

4
5 The \$5 million to be used to build an expanded pipeline to Mexico has not been spent
6 yet. Agreement with Mexican authorities and Mexican companies has been slower
7 than we anticipated and design and location of the pipeline has not yet been
8 determined. We continue to work with Mexican officials and Mexican companies and
9 we hope to have the pipeline completed in the next couple of years. The money has
10 been set aside and will be spent to develop a pipeline to Mexico.

11
12 Following consultation with Staff and the Attorney General's office, the \$10 million
13 infrastructure expansion fund was implemented in November 2016. NMGC has been
14 reaching out to groups, communities and portions of communities to try to facilitate
15 the distribution of these matching funds. Distribution under this program has
16 proceeded slower than we anticipated and we are evaluating amendments to this
17 program to increase or accelerate the distributions. It appears that some of the areas
18 or communities that do not currently have gas infrastructure are not able to come up
19 with the matching portion of the program to expand infrastructure to the community.
20 Perhaps a modification of the match terms or conditions or some other modification
21 will make the funds more accessible. To date, NMGC has spent less than \$1 million

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1 of the funds in this program and is hoping to accelerate distributions. Nevertheless,
2 Emera and NMGC are committed to spending these funds.

3

4 **V. WITNESS INTRODUCTIONS**

5

6 **Q. PLEASE IDENTIFY THE COMPANY WITNESSES TESTIFYING IN THIS**
7 **CASE AND BRIEFLY SUMMARIZE THE AREAS ADDRESSED BY EACH**
8 **WITNESS.**

9 **A.** The following witnesses will address the subjects outlined below:

- 10 • Edward Kacer is NMGC’s Vice President of Strategy and Major Projects since
11 mid-2017. Prior to that he was NMGC’s Vice President of Operations and
12 Engineering. His testimony discusses the Company’s integrity management
13 program, capital construction program, and discounted transportation rate
14 arrangements.
- 15 • John Fernald was formerly NMGC’s Director of Rates and Regulatory Affairs. He
16 is now an independent consultant. He will testify about the Company’s Fully
17 Allocated Cost of Service study and certain Test Period revenue adjustments.
- 18 • Nicole Strauser is NMGC’s Director of Legal and Regulatory. She testifies about
19 litigation expenses, rate case expenses, rate schedules and compliance with final
20 orders.
- 21 • Dr. Deirdre Kann is an expert in atmospheric and weather related sciences. Her
22 testimony addresses weather trends and identifies the appropriate timeframe to be

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1 used to determine the number of heating degree days to normalize the effects of
2 weather on gas usage.

3 • Adrien McKenzie is an outside consultant with Financial Concepts and
4 Applications, Inc. His testimony develops a recommended ROE. Mr. McKenzie
5 makes the important point that giving NMGC a fair opportunity to earn an
6 appropriate ROE is essential to its financial health and ability to attract capital on
7 reasonable terms.

8 • Daniel Yardley is an expert in the field of utility rates and design. The purpose of
9 his testimony is to propose modifications to NMGC's rate designs including the
10 Weather Mechanism, IMP Mechanism and the economic development rate. His
11 testimony addresses the allocation of the proposed base rate revenue increase to
12 various customer classes.

13 • Scott Hastings is NMGC's Vice President Finance. His testimony addresses the
14 Base and Test Period revenue requirement, Test Period adjustments, the impact of
15 the Federal tax reform act; and various schedules.

16

17 **Q. DOES THIS CONCLUDE YOUR DIRECT TESTIMONY?**

18 **A. Yes.**

19

20 NMGCO #3632455

21

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IN THE MATTER OF THE APPLICATION)
OF NEW MEXICO GAS COMPANY, INC.)
FOR APPROVAL OF REVISIONS TO ITS)
RATES, RULES, AND CHARGES PURSUANT)
TO ADVICE NOTICE NOS. 70 AND 71)
NEW MEXICO GAS COMPANY, INC.)
Applicant.)

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AFFIDAVIT OF RYAN A. SHELL

STATE OF NEW MEXICO)
) ss.
COUNTY OF BERNALILLO)

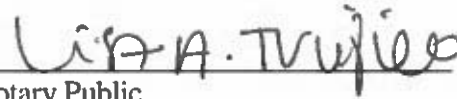
RYAN A. SHELL, President for New Mexico Gas Company, Inc., upon being duly sworn according to law, under oath, deposes and states: I have read the foregoing Direct Testimony and Exhibit and they are true and accurate based on my own personal knowledge and belief.

SIGNED this 16th day of February, 2018.



RYAN A. SHELL

SUBSCRIBED AND SWORN to before me this 16th day of February, 2018.



Notary Public

My commission expires:

2/12/2019

