

BEFORE THE NEW MEXICO PUBLIC REGULATION COMMISSION

**IN THE MATTER OF PUBLIC SERVICE COMPANY OF)
NEW MEXICO’S FIRST ANNUAL GRID)
MODERNIZATION REVIEW FILING PURSUANT)
TO THE COMMISSION’S FINAL ORDER)**

Case No. 25-00049-UT

**)
PUBLIC SERVICE COMPANY OF NEW MEXICO,)**

**Applicant.)
)
_____)**

DIRECT TESTIMONY

OF

ERIC C. MORGAN

June 20, 2025

**NMPRC CASE NO. 25-000 ___-UT
ANNUAL COMPLIANCE FILING
INDEX TO THE DIRECT TESTIMONY OF
ERIC C. MORGAN**

**WITNESS FOR
PUBLIC SERVICE COMPANY OF NEW MEXICO**

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I. INTRODUCTION AND PURPOSE

- Q. Please state your name, position and business address.**
- A.** My name is Eric C. Morgan. I am the Director of Customer Operations for Public Service Company of New Mexico (“PNM”). My business address is 414 Silver Avenue, SW, Albuquerque, New Mexico 87102. I am testifying on behalf of PNM.
- Q. Please summarize your educational background and professional qualifications.**
- A.** My educational background and professional experience are summarized in PNM Exhibit ECM-1.
- Q. Please describe your responsibilities as director of customer operations.**
- A.** My current responsibilities include overseeing PNM’s meter reading, credit and collections, payment centers, contact center, and billing operations.
- Q. Please state the purpose of your direct testimony.**
- A.** The purpose of my testimony is to provide an update to the: (i) AMI meter deployment timeline; (ii) methodology for determining the locational deployment plan; and (iii) estimated deployment costs.

II. AMI METER DEPLOYMENT TIMELINE

- Q. Please describe PNM’s planned AMI meter deployment timeline.**

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1 **A.** PNM will begin its deployment of AMI meters once it has verified IT Operational
2 Readiness,¹ which is targeted for late third quarter to early fourth quarter of 2026.
3 A limited number of meters will then be deployed after IT Operational Readiness,
4 in what PNM considers the test period. The test period will last two monthly billing
5 cycles. PNM will use this period to verify the accuracy of interval data, the
6 reliability and performance of the meters for the multiple rate schedules we offer.
7 Assuming the test period is completed successfully, full deployment of AMI meters
8 will begin in late fourth quarter 2026 to early first quarter 2027, with plans to
9 complete full meter deployment for customers who did not choose to opt out by
10 December 2028.

11

12 **Q.** **Is this deployment schedule different than originally proposed in Case No. 22-**
13 **00058-UT?**

14 **A.** To an extent, yes. PNM has refined its deployment schedule, such that the original
15 target completion dates are the same, but the start dates have been slightly delayed.
16 In other words, PNM has compressed its deployment plan from what was a two-
17 and-a-half year plan. The new timeline shortens the deployment period to 24 – 26
18 months.

19 **Q.** **Why has the AMI meter deployment timeline been pushed back?**

¹ The intent of Operational Readiness is to ensure the new technology hardware and software are functioning as designed prior to mass deployment commencing.

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1 customers and customers in underserved areas consistent with the deployment plan
2 filed with PNM’s 2022 application in Case No. 22-00058-UT. PNM will have a
3 clear understanding of this functionality by the end of 2025.

4

5 **Q. Are there any impacts to using this recreated version of EJScreen?**

6 **A.** PNM does not believe so. The underlying data in EJScreen was based on 2020
7 census data, so even a more-recent version would utilize the same underlying data.
8 PNM will complete the meter deployment prior to the next census update in 2030.
9 Accordingly, for PNM’s initial deployment, the results will be very similar.

10

11 **Q. Has PNM developed an alternative method if the recreated EJScreen tool is**
12 **unavailable?**

13 **A.** Yes. In the event PNM is unable to utilize the recreated version of EJScreen, PNM
14 is considering an alternative plan. Specifically, PNM currently can identify
15 customers who fall under the Federal poverty levels through the Low-Income Home
16 Energy Assistance Program (“LIHEAP”). In this manner, PNM will utilize this data
17 in a similar way to how we would use EJScreen.

18

19 **Q. How will PNM utilize the information for their deployment of meters?**

20 **A.** The information will be used to identify low-income customers by their meter read
21 areas and billing cycle. The billing cycle with the highest number of low-income
22 customers will be the starting point of deployment. As PNM explained in its initial
23 application in Case No. 22-00058-UT, the intent of assessing where there are high

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1 concentrations of low-income customers and underserved communities is to ensure
2 those areas are among the first to have access to the benefits that AMI meters will
3 enable.⁴ From this starting point, deployment of meters will occur in the most
4 efficient way possible to ensure completion in two years.

5

6 **Q. Why will PNM utilize billing cycles and routes as part of their plan for meter
7 deployment?**

8 **A.** Organizing the deployment in this manner geographically allows the meter installer
9 to follow specific route(s) while installing AMI meters. This approach ensures that
10 the meter reading routes are optimized to reduce travel and increase meter
11 deployment efficiency, ultimately resulting in cost savings. This plan will likely
12 result in the meter deployment team traveling to a cycle/route only once.

13

14 **IV. UPDATED ESTIMATED AMI METER DEPLOYMENT COSTS**

15 **Q. Have the estimated AMI meter deployment capital costs changed since PNM's
16 original application in Case No. 22-00058-UT?**

17 **A.** Yes, as discussed in Direct Testimony of PNM witness Jon Hawkins (please refer
18 to PNM Exhibit JCH-2), the AMI meter installation forecast in the application in
19 Case No. 22-00058-UT included both the cost to install the meters, based upon peer
20 utilities experience, as well as a separate estimate for warehousing the meters. At
21 that time a specific meter installation vendor partner had not been selected. PNM's

⁴ Case No. 22-00058-UT, Direct Testimony of Laura E. Sanchez at pp. 17-19 (Oct. 3, 2022).

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1 selected vendor's bid included both scope areas (i.e., they will be both installing
2 the meters and providing the warehouse service for the duration of the program),
3 leading to a combined cost reduction of approximately \$15.4M across years two
4 through four. Please note that the forecast does include approximately \$0.2M of
5 contingency for the warehousing services, in the event that PNM must begin taking
6 delivery of the AMI meters before the meter installation vendor's services are fully
7 stood up.

8

9 We continue to negotiate the final details of the statement of work with the selected
10 vendor partner for the AMI meter installation services. The current quote and time-
11 line assumptions from the vendor were utilized for the purposes of this update
12 filing.

13

14 **Q. Have the estimated AMI meter deployment O&M costs changed since PNM's**
15 **original application in Case No. 22-00058-UT?**

16 **A.** Yes. As discussed in the Direct Testimony of PNM witness Jon Hawkins (please
17 refer to PNM Exhibit JCH-3), PNM is forecasting a reallocation of approximately
18 \$0.5M of O&M, across years one and two, from the AMI project to the Program
19 Oversight area to support centralized execution of business process change
20 management.

21

22 **Q. Does this conclude your testimony?**

23 **A.** Yes, it does.

Eric Morgan's Resume

PNM Exhibit ECM-1

Is contained in the following 3 pages.

ERIC C. MORGAN

7504 Cerros Place NW, Albuquerque, NM 87114 · (505) 328-0074
ehjmorgan@hotmail.com

Experienced manager seeking next level of leadership at PNM Electric Services where my leadership experience, effective communication skills, safety focus, dedication to quality service, and customer focus will contribute toward the growth of PNM's Transmission and Distribution Operations.

EXPERIENCE

APRIL 2024 TO PRESENT

DIRECTOR, CUSTOMER OPERATIONS

PNM ELECTRIC SERVICES, ALBUQUERQUE, NM

- Leads and articulates the corporate vision, philosophy, and organization for employees performing various activities related to the customer including contact center, revenue operations, inside payment centers, inside credit collections, field collections, and meter reading.
- Formulates and oversee implementation of a safety improvement strategy and corresponding internal policies.
- Responsible for the execution of the Customer Experience strategy
- Work with the leadership team to ensure all escalations are managed in a timely manner.
- Responsible for managing the department budget within prescribed targets.
- Ensures that the customer service key strategies and key action plans are completed on schedule and are successful.
- Monitors and track applicable benchmarks and actively practice continual process improvements to assure top quartile in performance.
- Interact with other business units to ensure the services being provided are meeting customer and operational needs.
- Participates in company, professional, and community activities.

OCTOBER 2022 TO APRIL 2024

ASSOCIATE DIRECTOR, CUSTOMER OPERATIONS

PNM ELECTRIC SERVICES, ALBUQUERQUE, NM

- Develop and implement strategic and organizational initiatives to meet objectives and support corporate results.
- Formulates and oversee implementation of a safety improvement strategy and corresponding internal policies.
- Supports the Customer Experience through accurate meter reading and on time billing.
- Work with leadership team to ensure all escalations are managed in a timely manner.
- Responsible for managing the department budget within prescribed targets.
- Ensures that the customer service key strategies and key action plans are completed on schedule and are successful.
- Develops the training, development and quality of all customer service experience field employees (meter reading, collections, payment center, retail interconnection, work management) and ensures

that they possess the necessary skills sets and training to accurately communicate company initiatives and provide knowledgeable and efficient service to customers.

APRIL 2010 TO OCTOBER 2022

METER READING AND COLLECTIONS MANAGER

PNM ELECTRIC SERVICES, ALBUQUERQUE, NM

- Develop and implement Operational goals and objectives; assist with marketing programs and initiatives to support customers
- Maintains staff by providing guidance and direction on recruiting, selecting, orienting, and training employees
- Accomplishes staff results by communicating job expectations, planning monitoring, and appraising job results
- Responsible for development and managing multi-million dollar O&M budget
- Establishes strategic goals by gathering pertinent business, financial, service, and operations information
- Implement, support, and monitor loss control and safety policies to ensure employee awareness and a safe work environment
- Maintain credibility and provide leadership to the community through involvement in civic and social organizations and interaction with city, state, and tribal government officials
- Maintain quality service by enforcing quality and customers focus standards, analyzing and resolving quality and customer service problems, recommending system improvements.
- Manage union and non-union labor relations issues within area of responsibility
- Oversee scheduling and training for meter readers, field collectors, and regional payment centers

FEBRUARY 2010 – APRIL 2010

TEMPORARY CONTACT CENTER MANAGER

PNM ELECTRIC SERVICES, ALBUQUERQUE, NM

- Develop objectives for the Call Center's day to day activities
- Conduct effective resource planning and maximize productivity of resources
- Collect and analyze call center statistics
- Responsible for development and managing multi-million dollar O&M budget
- Hire, coach and provide training personnel to maintain high customer service standards
- Evaluate performance with key metrics
- Prepare and communicate reports for various departments within the customer service operations

APRIL 2006 – FEBRUARY 2010

CONTACT CENTER SUPERVISOR

PNM ELECTRIC SERVICES, ALBUQUERQUE, NM

- Provide information and assistance on personnel actions including hiring, counseling, training, performance planning and appraisals
- Handle difficult customer inquiries and problems for PNM and Texas New Mexico Power customers
- Assist with complex/political customer complaints and develop resolutions that will meet the customer's needs and protect the financial position of the company
- Communicate job activities with personnel, and other team members to ensure everyone stays informed of job duties
- Assist and develop CCR's to perform in compliance with Call Center procedures, company policies, and work standards

- Working knowledge of all customer service functions, including service transactions, call center operations, cash handling, emergency calls, meter handling, billing, collections, and customer interactions

Education

1988-1990

ATHLETIC SCHOLARSHIP – UNIVERSITY OF NEW MEXICO

1987-1988

ATHLETIC SCHOLARSHIP – CAL STATE UNIVERSITY OF LONG BEACH

1984-1986

HIGH SCHOOL DIPLOMA – LONG BEACH POLYTECHNIC HIGH SCHOOL

SKILLS

- Highly self-motivated with a positive attitude
- Reliable and consistent
- Strong leadership abilities; fair, empathetic, problem solver
- PNM Negotiations committee member 2012 & 2015
- Team player, team builder, team motivator
- Excellent coaching skills
- Exceptional communication skills
- Proficient in MS Office

ACTIVITIES & INTERESTS

- Fitness
- Hiking
- Travel
- Golf
- Bike Riding

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AFFIDAVIT

STATE OF NEW MEXICO)
) ss
COUNTY OF BERNALILLO)

ERIC MORGAN, Director, Customer Operations, for Public Service Company of New Mexico, upon being duly sworn according to law, under oath, deposes, and states: I have read the foregoing **Direct Testimony of Eric Morgan**, and it is true and accurate based on my own personal knowledge and belief.

Dated this 19th day of June, 2025.

Eric C. Morgan
Digitally signed by Eric C. Morgan
Date: 2025.06.19 13:31:15 -06'00'