

**BEFORE THE NEW MEXICO PUBLIC REGULATION COMMISSION**

**IN THE MATTER OF PUBLIC SERVICE COMPANY )  
OF NEW MEXICO'S SECOND ANNUAL GRID )  
MODERNIZATION REVIEW FILING PURSUANT )  
TO THE COMMISSION'S FINAL ORDER )  
 )  
PUBLIC SERVICE COMPANY OF NEW MEXICO, )  
 )  
Applicant. )  
\_\_\_\_\_ )**

**Docket No. 26-0000\_\_**

**DIRECT TESTIMONY  
OF  
ERIC C. MORGAN**

**April 10, 2026**

**NMPRC DOCKET NO. 26-00000\_\_**  
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**WITNESS FOR**  
**PUBLIC SERVICE OF COMPANY OF NEW MEXICO**

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PNM Exhibit ECM-1 Resume

Affidavit

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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 Sourcing for PNMR Services Company and was previously 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 previous responsibilities as Director of Customer Operations.**

**A.** My responsibilities included overseeing PNM’s meter reading, credit and collections, payment centers, contact center, and billing operations. As I am transitioning into my new role, I am working closely with the Customer Operations Department to ensure a seamless transition. I have been involved in the meter deployment and communication strategy for PNM’s grid modernization program since the first application was filed in 2022.

**Q. Please state the purpose of your direct testimony.**

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1   **A.**    The purpose of my testimony is to provide a status update on meter deployment,  
2            PNM’s communication strategy, any changes since my last testimony, and  
3            estimated deployment cost.

4

5

**II.    AMI METER DEPLOYMENT TIMELINE**

6   **Q.**    **Please provide an update to PNM’s planned AMI meter deployment timeline.**

7   **A.**    PNM remains on schedule to begin its deployment of Advanced Metering  
8            Infrastructure (“AMI”) meters once it has verified IT Operational Readiness,<sup>1</sup>  
9            which is targeted for late third quarter of 2026. A limited number of meters will be  
10            deployed after IT Operational Readiness, in what PNM considers the test period  
11            scheduled for September/October 2026. The test period will last two monthly  
12            billing cycles. PNM will use this period to verify the accuracy of interval data, the  
13            reliability and performance of the meters for the multiple rate schedules we offer.  
14            Assuming the test period is completed successfully, full deployment of AMI meters  
15            will begin in late fourth quarter 2026 to early first quarter 2027, with plans to  
16            complete full meter deployment for customers who did not choose to opt out by  
17            December 2028.

18

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

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**III. UPDATED ESTIMATED AMI METER DEPLOYMENT COSTS**

**Q. Since the original application in Docket No. 22-00058-UT, have the estimated AMI meter deployment capital costs decreased?**

**A.** Yes, there was an approximately \$15.4M decrease across years two through four, tied to PNM selecting a meter installation vendor who will be providing warehousing support for the meters they will be installing. In the original application in Docket No. 22-00058-UT this cost was forecasted separately as a specific vendor installation partner had not been selected yet. Please refer to my Direct Testimony as well as the Direct Testimony of PNM witness Hawkins in Docket No. 25-00049-UT and PNM Exhibits JCH-2a and JCH-2b within this filing.

**Q. Have the estimated AMI meter deployment capital costs changed since PNM's first annual review filing in Docket No. 25-00049-UT?**

**A.** Yes. The forecasted meter installation cost has slightly increased by \$0.24M across years two through four, however the AMI meter material cost has decreased by approximately \$0.47M, resulting in a net capital cost reduction of approximately \$0.23M. These changes are the result of minor refinements to the project forecast and also include a revised forecast of the timeline for physical meter delivery. Please refer to the Direct Testimony of PNM witness Jonathan Hawkins for further information on the overall AMI project forecast and PNM Exhibit JCH-2b for a summary of these changes.

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1 **Q. Did the estimated AMI meter deployment O&M costs change between PNM's**  
2 **original application in Docket No. 22-00058-UT and Docket No. 25-00049-UT?**

3 **A.** Yes, approximately \$0.48M was reallocated across years one and two from the  
4 AMI project to the Program Oversight area to support centralized execution of  
5 business process change management. Please refer to my Direct Testimony as well  
6 as the Direct Testimony of PNM witness Hawkins in Docket No. 25-00049-UT.

7

8 **Q. Have the estimated AMI meter deployment O&M costs changed since PNM's**  
9 **first annual review filing in Docket No. 25-00049-UT?**

10 **A.** Yes. O&M AMI meter deployment costs have changed since the first annual review  
11 filing in Docket No. 25-00049-UT. After consulting with peers at Southwestern  
12 Public Service Company and El Paso Electric, we learned that when meters are  
13 installed in high volumes, sub-standard customer-owned metering equipment is  
14 discovered and must be repaired before a new meter is installed. To ensure a smooth  
15 deployment and positive customer experience, PNM is requesting the establishment  
16 of a formal process to promptly address and repair customer-owned metering  
17 equipment as well as recovery of the associated costs. Please refer to the Direct  
18 Testimony of PNM witness Hawkins for further information on the overall AMI  
19 project forecast and see PNM exhibit JCH-3b for a summary of changes for  
20 Advanced Metering O&M Compared to Docket No. 25-00049-UT Forecast.

21

22 **Q. What is the projected cost increase to O&M related to the addressing**  
23 **customer-owned metering equipment?**



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1 deployment. This will include bill inserts, bill messages, letters, emails, and an  
2 automated phone call as we get closer to installation. Our installers will follow a  
3 structured process when they arrive on site. They will attempt to make in-person  
4 contact prior to beginning any work. The entire installation process typically takes  
5 10 to 15 minutes, and customers know what to expect because of the advance  
6 communication they've received. There will also be a broader public outreach.  
7 PNM will utilize press releases, website updates, digital ads, and social media to  
8 ensure the community understands the project. Finally, our communication will  
9 continue after installation. We will provide ongoing education through the  
10 Customer Energy Management Portal, mobile app, website updates, and our  
11 contact center, who will be equipped with talking points.

12

13 **Q. If installers arrive and the customer has no prior knowledge of PNM's AMI**  
14 **implementation, what will the process be?**

15 **A.** PNM is aware there are a number of different scenarios that can occur when  
16 installers arrive to install an AMI meter. We are working to try to anticipate each  
17 of them and have a process in place that serves each customer's needs. In the  
18 unlikely event that a customer is entirely unaware of PNM's plan to replace their  
19 meter, installers will provide them with information at the time of installation  
20 before proceeding. In the case that the customer is not sure or needs more time to  
21 evaluate whether they wish to opt out, installers will direct them to call PNM to  
22 obtain more information from a customer experience representative.

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1 **Q. What types of outreach will be conducted to prepare customers for meter**  
2 **installation?**

3 **A.** PNM will have a comprehensive, multi-channel plan designed to ensure customers  
4 are informed, prepared, and supported. We will begin 90 days ahead by informing  
5 key stakeholders, local governments, and community groups so they can support  
6 communication in their areas. Customers will then receive three stages of written  
7 notice: a 90-day bill insert, a 60-day letter and email with more detail, and a 30-day  
8 reminder that narrows their installation window. We will reinforce these with  
9 automated calls as installation gets closer. On installation day, installers will  
10 attempt to speak with the customer and perform the work with a brief outage.  
11 Customers are warned about the brief outage if they are home. Once installation is  
12 completed a door hanger with results will be left for the customer. We also provide  
13 tailored outreach for tribal and rural communities and coordinate closely on timing  
14 and equipment replacement. Finally, we will support the entire effort with public  
15 communication, press releases, website updates, digital ads, and social media with  
16 clear educational material and consistent messaging. Overall, it will be a  
17 comprehensive, multi-channel plan designed to ensure customers are informed,  
18 prepared, and supported. PNM is doing this, in part, to avoid the scenario discussed  
19 earlier, where installers arrive and the customer is not aware of PNM's AMI  
20 deployment.

21

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1 PNM previously stood up a page on its website with information regarding grid  
2 modernization.<sup>2</sup> That webpage will continue to be updated and will be promoted  
3 more heavily as PNM begins actively engaging with customers and stakeholders  
4 90 days prior to beginning mass AMI meter rollout.

5

6 **Q. How has PNM engaged with key stakeholders, such as community**  
7 **organizations, local governments, or advocacy groups regarding AMI meter**  
8 **deployment?**

9 **A.** Outreach to key stakeholders will begin 90 days prior to AMI meter installation in  
10 specific areas, which will follow our meter deployment schedule and plan.

11

12 **Q. Have customers or stakeholders raised any concerns, and how has PNM**  
13 **addressed them?**

14 **A.** No. Currently, PNM has not directly received any customer or stakeholder concerns  
15 regarding AMI meter deployment.

16

17 **V. CONCLUSION**

18 **Q. Please summarize the main points of your testimony.**

19 **A.** PNM remains on schedule to begin AMI deployment following IT readiness in the  
20 late third quarter of 2026, with a two-cycle test period in late 2026 and full  
21 deployment beginning late 2026 or early 2027, and concluding by December 2028

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<sup>2</sup> See <https://www.pnm.com/smartmeter>.

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1           for non-opt-out customers. Capital cost estimates had a net reduction of \$0.23M  
2           since the first annual review filing, while O&M costs have increased by an  
3           estimated \$7.77 million due to electrical repairs of customer-owned equipment.  
4           PNM will implement a comprehensive communication and stakeholder outreach  
5           plan beginning 90 days prior to installation in each area.

6

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

8   **A.    Yes, it does.**

*GCG # 535130*

Eric C. Morgan's Resume

# PNM Exhibit ECM-1

Is contained in the following 3 pages.

# ERIC C. MORGAN

414 Silver SW Albuquerque, NM 87158 · (505) 246-5818  
[Eric.Morgan@pnm.com](mailto:Eric.Morgan@pnm.com)

Experienced utility leader currently serving as Director, bringing a strong record of leadership, effective communication, safety focus, dedication to quality service, and customer commitment to support the continued growth and performance of PNM's Operations.

## EXPERIENCE

### **MARCH 2026 TO PRESENT** **DIRECTOR, SOURCING**

#### **PNMR SERVICE COMPANY, ALBUQUERQUE, NM**

- Oversee the development, implementation, and execution of sourcing strategies
- Direct, support, and manage activities of the sourcing function, including setting and driving overall results on strategic initiatives, approving contract structure and elements, maximizing supplier management relationships, and utilizing performance management for suppliers and for the organization.
- Provides input on procurement processes to support improvement efforts
- Works closely with other departments to ensure adequate availability of resources and support for the organization including system support and access to data and required tools
- Build and support relationships with internal customers and senior company leadership; establishes service level agreement with internal customers and monitors performance
- Participate in company, professional, and community activities

### **APRIL 2024 TO MARCH 2026** **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 developing and 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.

**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.

ARPIL 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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