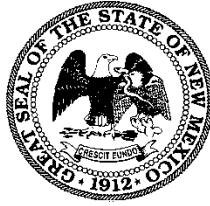


NEW MEXICO PRC NOMINATING COMMITTEE

COMMITTEE MEMBERS

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Please Note: All responses to these questions only represent my personal views.

1. New Mexico has the potential to be a leader in the region, delivering low-cost renewable resources to serve its citizens and the rest of the West, benefiting New Mexico's economy, ratepayers, and supporting grid reliability. What do you see as the role for a New Mexico Commissioner as it relates to regional discussions on power markets and interstate transmission; how are you best suited to engage in these regional forums?

New Mexico's success in the next decade will depend on its ability to work together within the state and with regional partners to address the challenges facing the state. During my time as staff in the U.S. Congress, I have worked with a wide range of stakeholders and policymakers across the Nation, including NM State offices, local stakeholder groups, and regional entities that are key partners for the State of New Mexico, such as Regional Transmission Organizations and Independent System Operators. For the electricity grid, a key issue that New Mexico must decide is its role in the west and what formal relationships must be established to ensure that New Mexico has the lowest cost and cleanest electricity available. As Commissioner, I would make certain that these regional conversations are a priority and would approach them with the professionalism, attentiveness, and collaboration that is necessary.

I think the greatest challenge the new Commission will face is the breadth and quantity of work that will be before the Commission. I have a strong work ethic and understand the value of engagement in forums, conferences, and other venues where the future of the west will be discussed.

2. Competition between generators, whether utility- or Independent Power Producer-owned, helps ensure the lowest cost, best suited resource is procured by electric utilities, ultimately resulting in the best deal for customers. What do you see as the role of a Commissioner in ensuring fair and transparent competition in resource procurement?

The role of a Commissioner in ensuring fair and transparent competition in resource procurement is as an independent regulator. As the Commissioner and PRC Staff review rate case filings, fair, transparent, and non-discriminatory conditions should receive due consideration. In regard to competitive procurement, the PRC can require competitive bids for procurement when appropriate and when it promotes more affordable and reliable service.

3. What is the "public interest" in the context of utility regulation?

While the core roles are typically rates, standards, and entry parameters, we are seeing state regulators across the country using greater sets of criteria when determining public interest. In places like New Mexico, where there one equity, income inequality, pollution, and many other factors that impact human health and our environment, it is critical that we are striving to deliver a more holistic approach towards public good. It is important that these parameters are transparent and that it is consistent and supported by the policies set by the state legislature.

In consideration of public interest, it is always important to prioritize reliability and affordability. There is also public good criteria that has been added through subsequent legislation, such as the Energy Transition Act.

4. What is the role of electric utilities in decarbonizing the economy and what is the Commission's role in overseeing that process?

There is an urgent need for our electric utilities to lead the way in decarbonization as often our lowest cost and most effective tools towards emissions reductions and air quality improvements are in the power sector, which can have additional emissions reduction impacts in other sectors of our economy. The role of the Commissions is to serve as an independent regulator and implement the law which has set New Mexico on a path towards a clean energy future.

5. To what extent, if any, should rate-setting decisions of the PRC consider social, cultural, and environmental externalities? When, if ever, should social, cultural, and environmental externalities lead the PRC to approve rates higher than could be approved if such externalities were not considered?

The Commission must ensure that New Mexicans are getting the best possible deal during the rate-setting process by implementing the policy considerations set by the state legislature. There are many factors that the Commission should consider when providing rate determinations. For rates to be truly fair and reasonable and to ensure a reliable power system, the Commission and its staff must consider perspectives and evidence brought before the Commission. When conducting a cost-benefit analysis, externalities can be considered and there are many examples that may change how a rate is felt by consumers, such as if there are impacts to overall energy burden.

6. Please discuss your views on governance and the appropriate roles of Commissioners and staff, appropriate levels of delegation and your expected level of involvement in the administration of the agency.

I appreciate the knowledge and experience that the New Mexico PRC staff brings to the Commission. New Mexicans face many challenges, and the Commission must consider and digest an enormous amount of information to ensure that it is performing its duties in a fair and transparent manner. This would never be possible without the staff and Commissioners working together at a high-level. I see the primary role of the Commissioner as setting the tone and practice of the Commission to ensure the implementation of the policy set by the state legislature.

7. As you evaluate issues before the PRC which of the following factors do you view as most important and why?

- Portfolio standards/ energy mix
- Climate change
- Reliability

- Flexibility
- Sustainability
- Affordability
- Grid capability/stability
- Scalability of technology
- Promoting new technologies
- Eliminating certain energy sources from New Mexico's portfolio
- Social justice for frontier communities
- Maintaining New Mexico's ability to produce the energy it needs in New Mexico i.e., keeping New Mexico as energy-self-sufficient

Ensuring reliability, affordability, and compliance with New Mexico Law (such as performance standards) should be the top priority of the Commission. Additionally, other factors listed above may impact how the Commission determines the costs and benefits to the consumer and should meaningfully inform the Commission's decisions on any dockets. For example, climate change, promoting new technologies, social justice, and many other factors may reduce the total energy burden. However, any additional considerations must be consistent with the policies set by the state legislature.

8. In what order would you rank each factor? Are there other factors that would influence your decisions?

As stated in the previous response, the primary factors are reliability and affordability. Additional considerations that the state legislature has tasked the Commission to consider should also be taken into account, such as portfolio standards, energy storage considerations, and more. Without additional information, it is difficult for me to assign a specific rank to the other factors listed.

9. Is there a state whose energy regulatory policies that you believe New Mexico should emulate? If so, which one and why?

As the land of enchantment, New Mexico is truly one of a kind and New Mexico is going to chart its own path. New Mexico has shown tremendous leadership in a clean energy transition that many across the country have followed. For example, the work of the state legislature and the Governor in passing the Energy Transition Act paved the way for other states, such as Colorado, to follow. New Mexico and Colorado share common challenges and opportunities that may influence their regulatory policy in coming years – some examples include a clean electricity standard and community solar programs. Colorado's PUC has also been considering innovative transmission coordination as well as how to modernize distribution systems that take advantage of demand response. I look forward to seeing what policies the New Mexico State Legislature will adopt in the coming years to set the key policies for the Commission to implement.

10. Briefly describe your experience in the development or implementation of regulatory policy.

I previously worked in the heavily-regulated nuclear industry and from that experience understand the nuances of implementing regulatory policy at energy generating facilities. Additionally, as a policy advisor on energy issues in the U.S. Senate, I have contributed to the development of regulatory policy including strengthening FERC's backstop siting authority in the Infrastructure Investment and Jobs Act, regulating polyfluoroalkyl substances (PFAS) to promote clean

water, and reforming permitting by identifying the role of state PUCs in projects that receive a national interest designation.

11. New Mexico has 23 distinct sovereign Native American tribes within its borders. Please explain your familiarity with the State - Tribal relationship with an emphasis on how this relationship is applicable to utilities including power generation, right of ways and alternative energy?

With my work on national energy policy, I am familiar with the Trust responsibility that the federal government has when working with New Mexico's 23 Tribes and Pueblos. I have worked closely with the Tribal leadership of most, if not all, New Mexico's tribes, to navigate complex issues such as the conservation and protection of Chaco Canyon and Indian Water Rights Settlements. Through this work, I have been exposed to the significant needs that many indigenous communities face including lack of broadband connectivity, energy poverty, and more. If I were Commissioner, I would work to ensure that the Commission's actions promote connectivity and reduce energy burden on these communities.

12. The Public Regulation Commission is a regulatory body. Often the line between regulation and policy can get blurred. Please explain your view as to where the line between regulation and policy is and actions and or ideas you would bring to the Commission to help maintain the focus on regulation.

I see the Public Regulatory Commission as the independent regulator and an implementer of the policy that the state legislature establishes in law. As Commissioner, I would ensure that these lines are not overstepped and would strive for clear communication between the state legislature and the Commission.

13. What is the most consequential action or decision of the PRC in the last twenty years? Why?

The implementation of the Energy Transition Act is - and continues to be - the most consequential action over the last twenty years as the PRC is serving in its role to completely decarbonize the electricity grid by 2045. The Act also provided additional considerations and responsibilities for the Commission in meeting this goal.

14. In the last twenty years, has the PRC exceeded its authority? Please explain when and how.

I am not familiar enough with the New Mexico PRC's decisions over the last 20 years to provide an adequate and meaningful answer to this question.