

**Schedule No:**  
**Issue:** Financial Overview  
**Witness:** Steven P. Rasche  
**Type of Exhibit:** Surrebuttal Testimony  
**Sponsoring Party:** Laclede Gas Company (LAC)  
Missouri Gas Energy (MGE)  
**Case Nos.:** GR-2017-0215  
GR-2017-0216  
**Date Prepared:** November 21, 2017

**LACLEDE GAS COMPANY  
MISSOURI GAS ENERGY**

**GR-2017-0215  
GR-2017-0216**

**SURREBUTTAL TESTIMONY**

**OF**

**STEVEN P. RASCHE**

**NOVEMBER 2017**

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1                   **SURREBUTTAL TESTIMONY OF STEVEN P. RASCHE**

2   **Q.   PLEASE STATE YOUR NAME, AND BUSINESS ADDRESS.**

3   A.   My name is Steven P. Rasche, and my business address is 700 Market Street,  
4       St. Louis, Missouri 63101.

5   **Q.   WHAT IS YOUR PRESENT POSITION?**

6   A.   I am Executive Vice President and Chief Financial Officer for Spire Inc.

7   **Q.   PLEASE STATE HOW LONG YOU HAVE HELD YOUR POSITION  
8       AND BRIEFLY DESCRIBE YOUR RESPONSIBILITIES.**

9   A.   I was elected to my current position effective October 2013. In this position,  
10       I am responsible for the Company's accounting, financial reporting, treasury  
11       and capital market activities, tax, investor relations, information technology  
12       and facilities services.

13   **Q.   WILL YOU PLEASE BRIEFLY DESCRIBE YOU EXPERIENCE  
14       WITH THE SPIRE PRIOR TO BECOMING CHIEF FINANCIAL  
15       OFFICER?**

16   A.   I joined The Laclede Group, Spire's predecessor, in November 2009 as Vice  
17       President – Finance and was elected Chief Financial Officer in May of 2012.  
18       Prior to that time, I held various executive positions in my 29-year career at  
19       companies in healthcare, public safety and transportation industries, most  
20       recently as the CFO of TLC Vision Corporation and Public Safety  
21       Equipment, Inc.

22   **Q.   WHAT IS YOUR EDUCATIONAL BACKGROUND?**

1 A. I graduated from the University of Missouri, Columbia with a Bachelor’s of  
2 Science in Accountancy. I subsequently received a Master’s of Business  
3 Administration, with concentrations in Finance and Marketing from the J. L.  
4 Kellogg Graduate School at Northwestern University.

5 **Q. HOW DO YOU INTEND TO REFER TO THE VARIOUS**  
6 **COMPANIES AND OPERATING UNITS IN THE SPIRE FAMILY?**

7 A. I will refer to Spire Missouri Inc., formerly known as Laclede Gas Company,  
8 as “Spire Missouri” or the “Company.” I will refer to Spire Missouri’s  
9 eastern Missouri service territory as “Spire Missouri East,” and to its western  
10 service territory (formerly MGE) as “Spire Missouri West.” Finally, I will  
11 refer to Spire Inc. (formerly the Laclede Group) as “Spire Inc.”

12 **I. PURPOSE OF SURREBUTTAL TESTIMONY**

13 **Q. WHAT IS THE PURPOSE OF YOUR SURREBUTTAL TESTIMONY?**

14 A. The purpose of this testimony is to provide an overview of the Company’s  
15 surrebuttal testimony related to capital structure. In doing so, I will respond  
16 to several issues raised in the rebuttal testimonies of Missouri Public Service  
17 Commission Staff Witness David Murray (“witness Murray”), as well as the  
18 rebuttal testimony of the Office of Public Counsel (“OPC”) and Missouri  
19 Industrial Energy Consumers (“MIEC”) Witness Michael P. Gorman  
20 (“witness Gorman”).

21 **II. OVERVIEW OF PARTIES POSITIONS**

1 **Q. COULD YOU BRIEFLY EXPLAIN THE POSITIONS TAKEN BY**  
2 **STAFF WITNESS MURRAY AND OPC/MIEC WITNESS GORMAN**  
3 **RELATED TO CAPITAL STRUCTURE.**

4 A. Yes. For purposes of setting rates, Staff witness Murray has recommended  
5 the use of the capital structure of the parent, Spire Inc., instead of the capital  
6 structure of Spire Missouri as we have proposed. Staff has also  
7 recommended the inclusion of short term debt in Spire Inc.'s capital  
8 structure. OPC/MIEC witness Gorman states that Spire Missouri's capital  
9 structure contains an excessive amount of equity and should reflect a \$210  
10 million goodwill adjustment.

11 **Q. DO OTHER COMPANY WITNESSES ADDRESS THE ISSUE**  
12 **RELATING TO WHETHER SHORT-TERM DEBT SHOULD BE**  
13 **INCLUDED IN THE CAPITAL STUCTURE AND MR. GORMAN'S**  
14 **PROPOSED GOODWILL ADJUSTMENT TO THE EQUITY**  
15 **COMPONENT OF THE CAPITAL STRUCTURE?**

16 A. Yes. Company witness Glenn Buck discusses at length in both his rebuttal  
17 and surrebuttal testimony why it is inappropriate to include short term debt in  
18 the Company's capital structure in this proceeding. I want to simply reiterate  
19 that I do not agree with Staff's position since the Company has amply  
20 demonstrated that the amount of its short-term assets exceeds the amount of  
21 short term debt and it is therefore not appropriate to include short term debt  
22 as a component of capital structure in this case. I also agree with Mr. Buck

1 that witness Murray’s attempt to ignore this fact by using an unorthodox  
2 three-year average rather than the customary “point in time” analysis of short  
3 term debt is equally flawed – which conclusively demonstrates the  
4 impropriety of his approach – not to mention inappropriately selective.

5 **Q. DO OTHER COMPANY WITNESSES ALSO ADDRESS THE**  
6 **IMPROPRIETY OF MR. GORMAN’S PROPOSAL TO REDUCE THE**  
7 **EQUITY COMPONENT OF THE COMPANY’S CAPITAL**  
8 **STRUCTURE TO REFLECT CURRENT GOODWILL BALANCES**  
9 **THAT ARE NOT REFLECTED IN RATES?**

10 A. Yes. In addition to Mr. Buck, Company Witness Hevert explains in detail  
11 why it is fundamentally inappropriate to adjust the Company’s capital  
12 structure to remove a portion of equity that he claims was solely used to  
13 support a goodwill asset that the Company has never included in its regulated  
14 cost of service. As Mr. Hevert notes in his surrebuttal testimony, the  
15 acquisition financing, which included both debt and equity, funded the MGE  
16 transaction in its entirety, including both tangible utility assets and goodwill.  
17 Any successful capital offering, whether it be debt or equity, depends on the  
18 profitability and cash flow generated by the entire enterprise. It is therefore  
19 incorrect to assert that the goodwill was financed only with equity. In my  
20 experience of well over thirty transactions in my career, I have never seen nor  
21 been aware of a deal where the capital raised to support a transaction was  
22 designated for specific assets (absent project financing). Additionally, Mr.

1 Gorman’s approach penalizes the equity investors whose capital enabled the  
2 significant synergies that the customers of the operating companies will be  
3 enjoying for years to come. Finally, if Mr. Gorman’s proposal prevails, both  
4 debt and equity investors would face heightened financial and regulatory risk,  
5 and would, as Mr. Hevert accurately notes, require higher returns as  
6 compensation for that increased risk.

7 **III. INAPPROPRIATE USE OF PARENT COMPANY CAPITAL**  
8 **STRUCTURE**  
9

10 **Q. PLEASE EXPLAIN THE FOCUS OF YOUR REMAINING**  
11 **SURREBUTTAL TESTIMONY.**

12 A. The rest of my surrebuttal testimony will be devoted to explaining why  
13 Staff’s use of our holding company capital structure for purposes of setting  
14 rates is both fundamentally inappropriate and conveys a confusing message  
15 to investors and rating agencies. I will then address Staff’s argument that the  
16 Company has reversed its position from prior cases regarding the appropriate  
17 capital structure to use, utility vs. holding company, and describe the  
18 significant changes to the makeup of Spire Inc. that support the use of the  
19 utility capital structure and why we initiated the consolidated Commercial  
20 Paper program. Next, I will explain how the Spire Missouri utilities are  
21 managed at the utility level, consistent with the stipulation and agreement  
22 from the acquisition of the MGE assets, and finance their own long-term  
23 operations separate from the holding company. Then I will address how we

1 manage the financing needs of the utility at the utility level, the current credit  
2 ratings of both Spire Missouri and Spire Inc., and results from our recent debt  
3 issuances at Spire Missouri and Spire Inc. I will discuss the regulatory  
4 financing authority process that we have to go through to continue to finance  
5 utility assets at the utility level to insulate the customers of the Spire Missouri  
6 operating companies from adverse impacts related to Spire Inc. Finally, I  
7 will demonstrate that the capital structure proposed by Spire Missouri,  
8 updated to September 30, 2017, is consistent with the ratios of its peers and  
9 represents the right balance of a secure, sustainable capital structure and  
10 reasonable cost to our customers.

11 **Q. WHAT SHOULD THE CAPITAL STRUCTURE OF THE SPIRE**  
12 **MISSOURI UTILITIES ULTIMATELY APPROVED IN THESE**  
13 **PROCEEDINGS CONVEY TO STAKEHOLDERS?**

14 A. Simply stated, the Spire Missouri utilities' capital structure should convey to  
15 the investment community consistent and balanced sources of capital utilized  
16 by the Company to continue the operations associated with providing  
17 Missouri customers safe, reliable, and adequate service and the significant  
18 investment that is required each year to ensure the long-term viability and  
19 effectiveness of the infrastructure used to deliver that service. It is also  
20 important that the capital structure utilized reflect the actual risk and  
21 operating conditions of a Missouri natural gas distribution company that  
22 finances its own long-term operations, and not that of a parent holding

1 company with a more diverse portfolio of both regulated and non-regulated  
2 operations across multiple states, each with their own unique regulatory and  
3 operating environments.

4 **Q. WHAT ARE THE IMPLICATIONS OF IMPLEMENTING AN**  
5 **INAPPROPRIATE CAPITAL STRUCTURE FOR RATEMAKING**  
6 **PURPOSES IN THESE PROCEEDINGS?**

7 A. The implications of implementing an inappropriate capital structure not  
8 reflective of the way the utilities' operations are financed is two-fold. First, it  
9 will result in the establishment of rates that do not produce a revenue  
10 requirement with an appropriate overall rate of return on invested capital,  
11 essentially building in risk, rates and returns of other utilities not located in  
12 the state of Missouri as well as other regulated and non-regulated businesses.  
13 Second, it sends a distorted signal to the investment community regarding the  
14 risk associated with the Company's financing and the appropriate overall rate  
15 of return to be expected from an investment in that utility. Missouri is  
16 already rated "below average" by the RRA, a double downgrade it received  
17 earlier this year, so such a signal would be moving in the wrong direction.

18 **Q. IN HIS REBUTTAL TESTIMONY, STAFF WITNESS MURRAY**  
19 **CITES PRIOR COMPANY TESTIMONY SUPPORTING THE USE**  
20 **OF THE PARENT COMPANY CAPITAL STRUCTURE.<sup>1</sup> PLEASE**  
21 **RESPOND.**

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<sup>1</sup> See Staff witness Murray rebuttal at p. 3

1 A. As explained in the rebuttal testimony of Company witness Buck, at the time  
2 of his prior testimony supporting the use of the parent company capital  
3 structure, 95% of the consolidated earnings potential of the Laclede Group  
4 was represented by regulated Missouri natural gas distribution company  
5 operations. Further, as also stated by witness Buck, the limited remaining  
6 earnings potential was comprised of unregulated operations that did not  
7 require capital financing in order to fund operations.

8 **Q. PLEASE EXPLAIN THE DEVELOPMENTS THAT HAVE**  
9 **AFFECTED THE MAKEUP OF THE HOLDING COMPANY, SPIRE**  
10 **INC., COMPARED TO THE MAKEUP OF THE HOLDING**  
11 **COMPANY, THE LACLEDE GROUP, AT THE TIME OF WITNESS**  
12 **BUCK’S ABOVE-REFERENCED PRIOR TESTIMONY?**

13 A. There are significant differences between the holding company in 2014, The  
14 Laclede Group, and the holding company today, Spire Inc. As stated above,  
15 at the time of the above cited company testimony, the earnings potential of  
16 the Laclede Group consisted overwhelmingly of Laclede Gas Company’s two  
17 regulated Missouri gas distribution companies. Today, Spire Inc. is a holding  
18 company with five gas distribution companies across three states, each with  
19 their own unique regulatory and operating environments, and a FERC  
20 regulated natural gas transmission pipeline in the early stages of  
21 development, as well as a gas marketing entity, a propane pipeline, and other  
22 minor non-regulated operations.

1 **Q. HOW DOES THIS INFLUENCE THE APPROPRIATE CAPITAL**  
2 **STRUCTURE TO BE USED IN THIS PROCEEDING?**

3 A. Staff's proposal to utilize a capital structure that represents the financing of  
4 such a diverse set of operations and conditions rather than the capital  
5 structure in place to finance the actual operations of the Spire Missouri gas  
6 distribution utilities would be a true departure from the Company's prior  
7 position and the way in which the Company has managed financially since  
8 the last rate proceeding.

9 **Q. PLEASE EXPLAIN.**

10 A. Taking a step back, the Company was advocating in its prior testimony, and  
11 also in this proceeding, for a capital structure reflecting the financing of its  
12 natural gas distribution operations in Missouri. The Laclede Group's capital  
13 structure overwhelmingly did so in 2014, with virtually all earnings potential  
14 being represented by its Missouri gas distribution utility operations.  
15 Likewise, in this proceeding, the Company is advocating the actual capital  
16 structure of its Missouri gas distribution utility operations. Staff's position  
17 should be rejected as it would result in Missouri customer rates that are  
18 influenced by financings completely unrelated to their Missouri utility  
19 operations, such as the parent company non-regulated operations and the  
20 operations of utilities and pipelines in other states that are subject to multiple  
21 other jurisdictions, rather than the Missouri Public Service Commission. In  
22 addition, with now several utilities in other state jurisdictions, Spire Inc. has

1 operated each utility in a ring-fenced manner, meaning that the long-term  
2 capital required by each utility for its ongoing operations is raised at the  
3 utility level. A good example of this approach is the Spire Missouri \$170  
4 million long-term debt offering that closed in September of 2017.  
5 Coincidentally, Spire Alabama has a pending long-term debt offering of \$75  
6 million, and by adopting our utility specific approach, the cost of that debt,  
7 when issued, will be paid by our Alabama customers consistent with our  
8 approach that each utility should bear the cost of financing its own  
9 operations. Under the approach suggested by staff, the cost of this financing  
10 would influence the overall cost of debt and therefore influence the costs  
11 charged to our Missouri customers even though that debt was issued to  
12 finance investments in Alabama. And like Missouri, each of those capital  
13 raises is subject to approval or financing authority granted by their respective  
14 regulatory bodies.

15 **Q. MR. MURRAY CITES THE FACT THAT SPIRE INC. FORMED A**  
16 **CONSOLIDATEED COMMERCIAL PAPER PROGRAM WITH ITS**  
17 **SUBSIDIARIES, INCLUDING SPIRE MISSOURI, AS A**  
18 **“SUPPORTING FACTOR” FOR USING THE SPIRE INC.**  
19 **CONSOLIDATED CAPTIAL STRUCTURE. HOW DO YOU**  
20 **RESPOND?**

21 **A.** As addressed by Company witness Buck, one of the many benefits of our  
22 new, larger scale of operations is that we can use that scale to lower costs for

1 all of our customers. The launching of our consolidated commercial paper  
2 program is just one of many examples of initiatives undertaken to generate  
3 the synergies addressed by Company witness Flaherty, which created  
4 significant benefit for our customers.

5 Forming our consolidated commercial paper program spread the fixed costs  
6 (including rating agency fees) across all of the Spire entities and increased  
7 the level of ongoing commercial paper issuance, both resulting in lower  
8 borrowing costs and savings for the customers in Missouri. It is important to  
9 note that the consolidated commercial paper program has the same issuer  
10 credit rating as the stand-alone Missouri utility had under its prior stand-alone  
11 program. It is also important to point out that each utility, including Spire  
12 Missouri, maintains a separate allocation level of the overall commercial  
13 paper program. The Company's level of \$475 million is consistent with the  
14 prior limit of the old stand-alone Laclede Gas commercial paper program of  
15 \$450 million, upsized slightly to recognize the increased scale of Spire  
16 Missouri. In addition, the use of funds by the Company and other  
17 subsidiaries is strictly accounted for and each subsidiary pays interest in exact  
18 proportion to what it uses to ensure there is no cross subsidy.

19 **Q. ARE THE OPERATIONS OF SPIRE MISSOURI MANAGED AT THE**  
20 **UTILITY LEVEL OR AT THE PARENT LEVEL?**

1 A. It is important to recognize that the two Spire Missouri utilities, Spire  
2 Missouri East and Spire Missouri West, are managed at the utility level and  
3 not at the parent holding company level.

4 **Q. DOES THIS INCLUDE MANAGING THE LONG-TERM FINANCING**  
5 **OF COMPANY OPERATIONS?**

6 A. Yes. Included in these management functions is the financing of operations.  
7 Spire Missouri is required to file for financing authority with the Commission  
8 and continues to provide the long-term funding required for the operations of  
9 both Spire Missouri East and Spire Missouri West. As the Company has  
10 repeated throughout this proceeding, Spire Missouri maintains its own credit  
11 rating and continues to make required filings with the Securities and  
12 Exchange Commission. In addition, the companies have stated and restated  
13 that Spire Missouri's long-term debt is secured by its assets alone and not the  
14 assets of Spire Inc. or any other Spire subsidiaries; nor do any Spire Missouri  
15 assets guarantee the long-term debt of any other Spire Inc. subsidiaries.

16 **Q. STAFF'S COST OF SERVICE REPORT STATES THAT "IF THE**  
17 **HOLDING COMPANY'S CAPITAL STRUCTURE HAD**  
18 **CONSISTENT FINANCIAL RISK WITH THAT OF THE**  
19 **SUBSIDIARY, THEN IT WOULD BE REASONABLE TO USE A**  
20 **SUBSIDIARY CAPITAL STRUCTURE. HOWEVER, WHEN THE**  
21 **SUBSIDIARY IS AFFILIATED WITH A HOLDING COMPANY**  
22 **WITH A MORE LEVERAGED CAPITAL STRUCTURE, THEN THE**

1           **SUBSIDIARY’S LESS LEVERAGED CAPITAL STRUCTURE NO**  
2           **LONGER ATTRACTS DEBT AT COSTS CONSISTENT WITH ITS**  
3           **MORE CONSERVATIVE CAPITAL STRUCTURE”<sup>2</sup>. PLEASE**  
4           **RESPOND.**

5    A.    Staff’s assertion is simply untrue. The markets view Spire Missouri on its  
6           own merits – evaluating its business, financial and regulatory risk separate  
7           and apart from its parent or sister companies. In fact, Moody’s, in its most  
8           recent write-up from July 2017, noted “The existence of Spire's (Inc.’s)  
9           modest non-regulated operations has not impacted Laclede's ratings primarily  
10          due to the separation between Laclede and Spire's other operations. Laclede  
11          has its own management and local headquarters and maintains its own books  
12          and records.”

13   **Q.    ARE THERE ANY FURTHER COMMENTS YOU’D LIKE TO MAKE**  
14   **ABOUT THE CREDIT RATINGS OF SPIRE MISSOURI AND HOW**  
15   **CREDIT ANALYSTS VIEW THE UTILITY RELATIVE TO THE**  
16   **HOLDING COMPANY?**

17   A.    The holding company’s capital structure does not appear to be a material  
18          factor in determining Spire Missouri’s ratings for the other two rating  
19          agencies based on our review. There is no discussion of the holding  
20          company capital structure at all by Fitch Ratings in its last report covering  
21          Laclede Gas Company, issued December 15, 2016. While Standard & Poor’s

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<sup>2</sup> See Staff Cost of Service Report at pp. 25-26

1 uses a “group” rating approach which does look at Spire’s consolidated  
2 capital structure, this does not appear to be a material factor, as it is not  
3 mentioned in the summary rationale for the rating. It is important to point out  
4 that in scoring its ratings, both Standard & Poor’s and Moody’s are more  
5 focused on cash flow metrics than capital structure. S&P does not publish  
6 any metric on debt/capitalization, and Moody’s assigns a 10% weight to this  
7 metric in its determination of a company’s rating.

8 **Q. BOTH SPIRE INC. AND SPIRE MISSOURI RECENTLY ISSUED**  
9 **LONG-TERM DEBT. DID THE UTILITY RECEIVE FAVORABLE**  
10 **PRICING AS COMPARED TO THE PARENT?**

11 A. Yes. Spire Missouri was able to issue \$170 million in debt in three tranches -  
12 \$50 million of 15-year debt, \$70 million of 30-year debt and \$50 million of  
13 debt that matures in 40 years. Not only was there significant investor interest  
14 in these offerings, the Company was able to secure much more favorable  
15 rates than similar offerings at the Spire Inc. level. For example, the coupon  
16 rate for the recently completed 15-year debt offering at Spire Missouri was  
17 3.68%. This compares to 10-year debt issued by Spire Inc. on the same day  
18 at a higher interest rate of 3.93% despite the shorter term. This is yet another  
19 example of how the utility company maintains and manages its own  
20 financing to the benefit of its customers.

21 **Q. DOES SPIRE MISSOURI NEED COMMISSION AUTHORITY TO**  
22 **ISSUE PERMANENT FINANCING?**

1 A. Yes. Unlike Spire Inc., Spire Missouri must receive Commission approval to  
2 issue permanent financing. As demonstrated by the recent Financing  
3 Authority case that was decided by the Commission, Spire Missouri's access  
4 to the capital markets are closely monitored. The Commission's order in that  
5 proceeding also noted Spire Missouri's history of good stewardship of its  
6 financing activities. I would add that we have similar requirements and  
7 oversight in our other utility jurisdictions, again reinforcing how we ring-  
8 fence the financing decisions of each utility.

9 **Q. ARE THERE PREVIOUSLY ESTABLISHED PROVISIONS THAT**  
10 **ASSURE A SEPARATION BETWEEN SPIRE INC. AND THE**  
11 **UTILITY SUBSIDIARY COMPANIES?**

12 A. Yes. While I will not restate in detail each of these provisions, they can be  
13 found in the Rebuttal testimony of Company witness Ahern.<sup>3</sup> These  
14 provisions effectively insulate the utility operating companies from the  
15 holding company and can be found in the Unanimous Stipulation and  
16 Agreements in Case No. GM-2001-342 (the "Holding Company Stipulation")  
17 and Case No. GM-2013-0254 (the "MGE Acquisition Stipulation"). These  
18 commitments and financial conditions not only protect the operating  
19 companies from detrimental effects related to the parent company, but they  
20 also allow the Commission to intervene on behalf of customers to ensure they  
21 are protected from any adverse effects related to the parent company.

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<sup>3</sup> See Company witness Ahern rebuttal testimony at pp. 15-18

1 **Q. HAS STAFF ACKNOWLEDGED THESE COMMITMENTS IN ITS**  
2 **TESTIMONY IN THIS CASE?**

3 A. No, unfortunately not. Staff witness Murray failed to acknowledge these  
4 prior commitments. Even worse, the Staff has proposed an approach that  
5 moves in the exact opposite direction of insulating the Missouri utility from  
6 the activities of its parent company and affiliates. As Mr. Buck explains in  
7 his surrebuttal testimony, the end result of witness Murray’s approach is to  
8 make rates in Missouri subject to the decisions and practices of regulatory  
9 bodies and entities that are beyond this Commission’s jurisdiction. For all of  
10 these reasons, Staff’s position and analysis is both flawed and inaccurate and  
11 should be dismissed.

12 **Q. STAFF STATES THAT USE OF THE SPIRE MISSOURI CAPITAL**  
13 **STRUCTURE INCENTIVIZES SPIRE MISSOURI TO MANAGE ITS**  
14 **CAPITAL STRUCTURE TO PRODUCE A HIGHER REVENUE**  
15 **REQUIREMENT IN ORDER TO GENERATE ADDITIONAL CASH**  
16 **FLOWS TO SUPPORT THE DEBT ISSUED BY SPIRE INC.<sup>4</sup> DO**  
17 **YOU AGREE?**

18 A. No, I do not agree. The suggested approach is an indictment of many utilities  
19 and nearly every Commission in the country, given that the proper, and  
20 frequently used, approach is to use the utility capital structure for setting the  
21 utility revenue requirement to meet the needs of the utility’s distribution

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<sup>4</sup> See Staff Cost of Service Report at p. 27

1 operations and financing of the utility's investments in regulated assets. In  
2 fact, this is the approach used by Ameren Missouri in its rate filings. It is the  
3 utility's job to manage its financing in a reasonable and economic manner,  
4 and the Commission's job to assess whether that has resulted in a capital  
5 structure and cost of capital that is prudent and reasonably designed to attract  
6 on favorable terms the capital needed to provide utility service. This means,  
7 as Mr. Hevert explains in his surrebuttal testimony, that utility capital  
8 structure should be designed to meet the financing needs of the utility, with a  
9 mix of debt and equity and maturities that reflect the investments in long-  
10 term assets.

11 **Q. DOES THE CAPITAL STRUCTURE REFLECT A REDUCTION IN**  
12 **THE EQUITY COMPONENT AS COMPARED TO THE TEST YEAR**  
13 **CAPITAL STRUCTURE AT DECEMBER 31, 2016?**

14 A. Yes, the Company's capital structure at December 31, 2016 was 57% equity.  
15 As noted at the time of the filing, the Company had executed a bond purchase  
16 agreement on March 20, 2017 (prior to April 11, 2017 filing) and noted its  
17 intent to issue long-term debt during the true-up period to reduce this equity  
18 layer to one more appropriate given current market conditions and the needs  
19 of the utility. As such, the Company issued \$170 million in bonds on  
20 September 15, 2017, and the September 30, 2017 true-up reflects that  
21 offering, as planned.

1 **Q. WHAT IS THE COMPANY’S PROPOSED CAPITAL STRUCTURE**  
2 **AS OF THE SEPTEMBER 30, 2017 TRUE-UP DATE?**

3 A. The Spire Missouri resulting capital structure at September 30, 2017 is  
4 comprised of 45.8% long-term debt and 54.2% equity.

5 **Q. IS THAT A REASONABLE CAPITAL STRUCTURE?**

6 A. Yes. It is based on the actual capital structure that finances the assets and  
7 operations of the utility that is the subject of this rate proceeding, so  
8 developing a revenue requirement based on the independently-financed  
9 capital of Spire Missouri makes all the sense in the world. As discussed in  
10 more detail by Company witnesses Buck and Hevert, the capital structure is  
11 at a reasonable level and is aligned with peers. It is also very consistent with  
12 the capital structure in place since the Company’s 2013 rate case at 53.0%.

13 **Q. IS THIS CAPITAL STRUCTURE CONSISTENT WITH THOSE IN**  
14 **PLACE FOR THE COMPANIES’ PEER NATURAL GAS “PURE**  
15 **PLAY” HOLDING COMPANIES?**

16 A. Yes, as shown in Appendix A, Schedule MPG-3 attached to the testimony of  
17 witness Gorman, the average equity ratio of his proxy group is 55.3%.  
18 Further, as stated by Company witness Ahern in her direct testimony, the  
19 2015 average debt ratio among her proxy group of utilities, largely the same  
20 group as that provided by witness Gorman, was 44.98%.

21 **IV. CONCLUSION**

1 **Q. WHAT ARE YOUR RECOMMENDATIONS REGARDING CAPITAL**  
2 **STRUCTURE IN THESE PROCEEDINGS?**

3 A. I recommend the Commission reject Staff's proposal to implement Spire  
4 Inc.'s consolidated capital structure for ratemaking purposes and approve the  
5 use of Spire Missouri's capital structure, updated to September 30, 2017 for  
6 ratemaking purposes in this proceeding. I also recommend, for the reasons  
7 discussed by other Company witnesses, that the Commission reject witness  
8 Murray's recommendation to include short-term debt in the capital structure  
9 and Mr. Gorman's ill-advised attempt to reduce the equity component of that  
10 capital structure well below the Commission's historical norms through his  
11 unorthodox and flawed goodwill proposal.

12 **Q. DOES THIS CONCLUDE YOUR SURREBUTTAL TESTIMONY?**

13 A. Yes.

