MONTANA-DAKOTA UTILITIES CO. A Division of MDU Resources Group, Inc.

Direct Testimony of Bruce T. Imsdahl

1	Q.	Please state your name and business address.
2	A.	My name is Bruce T. Imsdahl and my business address is 400 North
3		Fourth Street, Bismarck, North Dakota 58501.
4	Q.	By whom are you employed and in what capacity?
5	A.	I am the President and CEO of Montana-Dakota Utilities Co. (Montana-
6		Dakota), a Division of MDU Resources Group, Inc. and Great Plains
7		Natural Gas Co. (Great Plains), also a Division of MDU Resources Group,
8		Inc. I am testifying in this proceeding on behalf of MDU Resources Group
9		Inc. (MDU Resources).
10	Q.	Please describe your duties and responsibilities with Montana-
11		Dakota and Great Plains.
12	A.	I have executive responsibility for the development, coordination, and
13		implementation of company strategies and policies relative to all areas of
14		their operations.
15	Q.	Please outline your educational and professional background.
16	A.	In 1970, I received a Bachelor of Science degree in Mechanical
17		Engineering from North Dakota State University, Fargo, North Dakota. I
18		was granted certificates of attainment from the Joseph M. Krazt Graduate
19		School of Business in Management Program for Executives from the

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University of Pittsburgh, Pittsburgh, Pennsylvania in 1990 and from the Graduate School of Business, Stanford University in the Executive Management Program in 2003.

Upon graduating from college in 1970, I began my career with Montana-Dakota as a results engineer at the Lewis & Clark electric generating station. In 1973, I took an engineering position at the corporate office and was responsible for the engineering at five of our electric generating stations. In 1979, I transferred to the Lewis & Clark Station as the Plant Superintendent, where I was responsible for all engineering, operations, and maintenance of the electric generation plant. In 1983, I transferred to the R. M. Heskett Station as the Plant Manager, where I was again responsible for all engineering, operations and maintenance of that generation plant. In 1985, I transferred to the corporate office as Generation Manager, where I became responsible for all the electric generating plants that Montana-Dakota owned and operated and the Company's Environmental Department. In 1989, I became Vice President - Power Supply and, in November 1992, I was named Vice President - Energy Supply assuming responsibility for natural gas supply as well as the electric power supply. In February 2003, I was named Executive Vice President. I became President of Montana-Dakota and Great Plains in July 2003 and became President and CEO in November 2004.

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1		I am a Registered Professional Engineer in North Dakota and
2		Montana. I also have been involved with the activities of the Electric
3		Power Research Institute, the Edison Electric Institute, the University of
4		North Dakota Energy & Environmental Research Center, and the
5		American Gas Association.
6	Q.	Have you previously testified in proceedings before regulatory
7		agencies?
8	A.	Yes. I previously testified before the Minnesota Public Utilities
9		Commission and the Montana Public Service Commission and submitted
10		written testimony in proceedings before the North Dakota and Montana
11		Public Service Commissions as well as the Minnesota and South Dakota
12		Public Utilities Commissions.
13	Q.	What position will you hold with Cascade Natural Gas Corporation
14		(Cascade) after the proposed acquisition is closed?
15	A.	I will serve as Cascade's Chief Executive Officer and as a member of its
16		board of directors.
17	Q.	What is the purpose of your testimony in this proceeding?
18	A.	The purpose of my testimony is as follows:
19		to describe MDU Resources and its subsidiaries and divisions,
20		to describe MDU Resources' proposed acquisition of Cascade,
21		to explain the reasons for MDU Resources' proposed acquisition of
22		Cascade, and

- to demonstrate that the transaction will benefit Cascade's customers,
 employees and communities, and to describe Cascade's operations
 once the transaction is completed.
- Q. Will you please identify the other witnesses who will testify on behalf
 of MDU Resources in this proceeding?
- A. Yes. In addition to me, the following witnesses will be testifying on behalf
 of MDU Resources:
 - ◆ John F. Renner, Executive Vice President, Finance and Chief

 Accounting Officer of Montana-Dakota and Great Plains, will testify on
 the details of MDU Resources' corporate structure and the location of
 Cascade within the corporation, MDU Resources' capital structure, the
 ring-fencing provisions that will be employed by MDU Resources, the
 financial and accounting aspects of the transaction, the financial and
 structural commitments offered, the opportunities for cost savings, and
 the assignment and allocation of the costs of common administrative
 and support services that will be provided to Cascade.
 - Donald R. Ball, Vice President Regulatory Affairs of Montana-Dakota and Great Plains, will explain why the transaction is in the public interest, and will describe (1) the commitments proposed by MDU Resources, (2) the similarities between Montana-Dakota, Great Plains and Cascade, (3) Montana-Dakota's and Great Plains' experiences as regulated utilities operated as divisions of MDU Resources, and (4) the regulatory relationships and requirements related to this transaction.

1 In addition to these MDU Resources witnesses, David W. Stevens, 2 President and CEO of Cascade, will testify regarding Cascade's support 3 for the proposed transaction and the reasons for the sale of Cascade. Will you please describe MDU Resources and its subsidiaries and 4 Q. 5 divisions? 6 A. Yes. MDU Resources, through its utility divisions Montana-Dakota and 7 Great Plains, and through its subsidiary business units, is engaged in 8 several lines of business which focus on the energy and natural resources 9 industries: natural gas distribution, electric generation, transmission and 10 distribution, natural gas and oil production, construction materials and 11 mining, domestic and international independent power production, natural 12 gas pipeline and energy services, and construction services. MDU 13 Resources' six major business units are described below. 14 Natural Gas and Electric Distribution – Montana-Dakota Utilities Co. 15 and Great Plains Natural Gas Co. 16 MDU Resources has been engaged in the utility business for over

MDU Resources has been engaged in the utility business for over 80 years. MDU Resources, through its utility division Montana-Dakota, provides natural gas distribution service to approximately 228,000 customers in 144 communities in the states of Montana, North Dakota, South Dakota, and Wyoming. Montana-Dakota also provides electric service to over 118,000 retail customers in 177 communities in North Dakota, South Dakota, Montana, and Wyoming. The electric operation is

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a vertically integrated utility which owns four generation plants and has an ownership interest in two additional generation facilities.

In July 2000, MDU Resources acquired and has since operated Great Plains. Great Plains provides natural gas distribution service to approximately 23,000 customers in 19 communities in western Minnesota and southeastern North Dakota.

Pipeline and Energy Services – WBI Holdings, Inc.

WBI Holdings, Inc., primarily through its subsidiaries Williston Basin Pipeline Company and Bitter Creek Pipelines, provides natural gas transportation, underground storage, and gathering services through regulated and unregulated pipeline systems primarily in the Rocky Mountain and northern Great Plains regions of the United States. Its interstate natural gas pipeline and storage operations are regulated by the Federal Energy Regulatory Commission.

Natural Gas and Oil Production – Fidelity Exploration & Production Company

Fidelity Exploration & Production Company, also a subsidiary of WBI Holdings, Inc., is engaged in natural gas and oil acquisition, exploration, development, and production activities primarily in the Rocky Mountain and Mid-Continent regions of the United States and in and around the Gulf of Mexico.

Independent Power Production – Centennial Energy Resources

Centennial Energy Resources LLC owns, builds, and operates electric generating facilities in the United States and has investments in domestic and international natural resource-based projects. Electric capacity and energy produced at its power plants are sold primarily under mid- and long-term contracts to nonaffiliated entities.

Construction Materials and Mining – Knife River Corporation

Knife River Corporation mines aggregates and markets crushed stone, sand, gravel, and related construction materials, including readymixed concrete, cement, asphalt, and other value-added products, as well as performs integrated construction services, in the central and western regions of the United States, including Washington, Oregon, California, Idaho, Montana, Alaska, and Hawaii.

Construction Services – MDU Resources Construction Services Group, Inc.

MDU Construction Services Group, Inc. offers utilities and large manufacturing, commercial, government, and institutional customers a diverse array of products and services. The construction services segment specializes in electrical line construction, pipeline construction, inside electrical wiring and cabling, mechanical services, and the manufacture and distribution of specialty equipment. MDU Construction

- 1 Services Group, Inc. currently operates in many states, including
- Washington, Oregon, California, Colorado, Montana and Nevada.
- 3 Q. How substantial are MDU Resources' current operations in Oregon
- 4 and Washington?
- 5 A. Through its various operating companies, MDU Resources employed
- 6 nearly 3,000 persons in Washington and Oregon as of September 30,
- 7 2006, including over 340 persons in Washington.
- 8 Q. Please describe MDU Resources' proposed acquisition of Cascade.
- 9 A. On July 8, 2006, MDU Resources, Firemoon Acquisition, Inc. (Merger
- Sub), and Cascade entered into the Agreement and Plan of Merger
- 11 (Agreement). A copy of the Agreement is provided as Appendix 1 to the
- Application. Pursuant to the Agreement, upon the closing of the
- transaction, Merger Sub, a Washington corporation that is a wholly owned
- subsidiary of MDU Resources, will merge with and into Cascade, with
- 15 Cascade continuing in existence as the surviving corporation (Surviving
- 16 Corporation). Each share of Cascade common stock will be canceled and
- 17 converted into the right to receive \$26.50, on the terms set forth in the
- Agreement. Each share of common stock of Merger Sub will be converted
- into one share of common stock of the Surviving Corporation. Upon
- completion of the transaction, Cascade will be a direct, wholly owned
- subsidiary of MDU Resources, as illustrated in the summary
- organizational chart shown as Exhibit No. (BTI-2).

1		The proposed acquisition is subject to customary closing
2		conditions, including the receipt of required state regulatory approvals.
3		Cascade shareholders approved the proposed transaction in a special
4		meeting of shareholders on October 27, 2006, as discussed in Mr.
5		Stevens' testimony. In addition to seeking approval from this Commission
6		and the Public Utility Commission of Oregon, MDU Resources will seek
7		approval of the acquisition from the commissions in two of the states in
8		which it already operates public utilities: the North Dakota Public Service
9		Commission and the Minnesota Public Utilities Commission.
10	Q.	Does MDU Resources view Cascade as a short-term or long-term
11		investment?
12	A.	Like its other acquisitions, MDU Resources plans to own Cascade for the
13		long term.
14	Q.	What priority will MDU Resources give to Cascade's capital
15		requirements?
16	A.	MDU Resources commits that the capital requirements of Cascade, as
17		determined to be necessary to meet its obligation to provide safe and
18		reliable service to the public, will be given a high priority by MDU
19		Resources. See Commitment No. 18 in Exhibit No(DRB-2) to Mr.
20		Ball's testimony.
21	Q.	Please describe the MDU Resources organizational structure after
22		the proposed merger with Cascade and businesses that will become
23		affiliated interests of Cascade after the proposed merger.

- A. As described above, Cascade will be held as a wholly owned, first-tier subsidiary of MDU Resources. Montana-Dakota and Great Plains will continue to be held as divisions of MDU Resources. All of MDU Resources' other business units and operating companies will continue to be held as indirect subsidiaries under Centennial Energy Holdings, Inc.,
- Q. Please describe the reasons for MDU Resources' proposed
 acquisition of Cascade.

which is a first-tier subsidiary of MDU Resources.

- 9 Α. MDU Resources seeks to maintain an alignment between its regulated 10 and non-regulated business units to provide a reasonable balance of 11 business growth and risk. While MDU Resources' non-regulated business 12 units have seen substantial growth over the past 20 years, the 13 opportunities to expand its regulated business units in a rational manner 14 are relatively limited. Internal growth of its utility operations is limited by 15 the population and economic growth of its traditional service areas. In 16 seeking growth of the utility operations through acquisition and merger, 17 MDU Resources has required an acquisition or merger candidate that is a 18 good fit from a strategic, size, and geographic standpoint. Cascade meets 19 those requirements.
- 20 Q. Please explain why Cascade is a good fit with MDU Resources.
- A. Cascade's natural gas distribution business is in an area of MDU

 Resources' core business competency, as it has successfully operated in

 the same business for over 80 years. MDU Resources' experience in the

industry reduces the integration and operational risks of the proposed merger. Cascade is similar in size to Montana-Dakota's existing natural gas business, both of which are relatively modest by industry standards. Therefore, the proposed merger with Cascade allows MDU Resources to essentially double the size of its natural gas distribution business without incurring significant financial risk.

From a geographic perspective, Cascade operates in a high growth area with a diverse customer mix located in small to mid-sized communities that are similar to Montana-Dakota's service areas, which again reduces the integration and operational risks of the transaction.

Cascade's service areas are relatively close geographically compared to those of Montana-Dakota and are located in a region where MDU Resources has considerable experience and exposure in its other business operations. This transaction helps diversify MDU Resources' utility market without substantial integration and cultural obstacles.

Q. What is MDU Resources' experience in operating a distribution utility?

MDU Resources got its start in 1924 as Montana-Dakota when a group of investors purchased the electric systems in a handful of farming communities along the North Dakota-Montana state line. By building a central power plant in Glendive, Montana, and stringing power lines to surrounding towns, the company was able to provide all-day electrical service to communities in eastern Montana and western North Dakota.

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In 1926, Montana-Dakota discovered natural gas in the Baker, Montana area, which provided a boiler fuel for its Glendive, Montana power plant. The company built a natural gas transmission line to Glendive and entered the natural gas distribution business by providing natural gas service to homes and businesses as well. This pattern of electric and natural gas service expansion repeated itself over the next few decades. Montana-Dakota purchased and interconnected small electric companies and expanded the provision of natural gas service to other Montana, South Dakota and North Dakota communities and to the flanks of the Big Horn Mountains in northern Wyoming. Acquisition of gas supplies in newly discovered fields in Montana, North Dakota, and Wyoming enabled the company to expand natural gas distribution service around the region. In 1968, the company moved its headquarters from Minneapolis, Minnesota to Bismarck, North Dakota to be closer to its customer base.

In 1985, Montana-Dakota's corporate name was changed to MDU Resources Group, Inc. and Montana-Dakota Utilities Co. was created as a division of the corporation for operation of its natural gas distribution and electric distribution utility business. At the same time, the company's interstate natural gas pipeline and storage facilities and natural gas production properties were transferred to wholly owned subsidiaries.

Today, Williston Basin Interstate Pipeline Company operates over 3,350 miles of interstate natural gas pipeline and 340 miles of natural gas field

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and gathering lines within various production areas in North Dakota, South Dakota, Montana and Wyoming. Its storage fields have a working capacity of approximately 193 billion cubic feet of natural gas. Its system is interconnected with nine other natural gas pipeline systems. Another operating company, Bitter Creek Pipelines, LLC, owns and operates 1,600 miles of natural gas gathering lines in Montana, Wyoming and Colorado.

In 2000, MDU Resources acquired Great Plains. Like Montana-Dakota, Great Plains is operated as a division of MDU Resources, with its operational headquarters in Fergus Falls, Minnesota. Senior management for Great Plains is provided by Montana-Dakota, and certain services, such as legal and tax services, are provided by MDU Resources while other services, such as accounting, human resources, and gas supply are provided by or shared with Montana-Dakota.

Q. How will approval of the proposed transaction benefit Cascade's customers?

MDU Resources believes the acquisition of Cascade provides the long term opportunity to improve efficiencies and cost effectiveness, both for Cascade and for MDU Resources' existing utility operations. As I mentioned previously, Cascade and MDU Resources' existing natural gas distribution utilities are modest-sized utilities by industry standards. The sharing of best practices by these utility operations, as well as the opportunity to spread the costs of certain investments and services over a larger customer base, should improve the competitive position and cost

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effectiveness of the utility operations.

The sharing of best practices and improved cost effectiveness will benefit Cascade's customers by reducing pressure for rate increases. For the reasons described by Mr. Stevens in his testimony, the ability of Cascade to operate as a stand-alone publicly traded company would have become increasingly difficult and more expensive. For example, a recent regulation issued by the Securities and Exchange Commission regarding the regulatory requirements for annual proxy statements of publicly traded companies is over 400 pages long. The costs and resources to review, interpret, and implement these types of regulations are substantial. The inclusion of Cascade within a larger organizational structure will reduce the impact of those costs to Cascade's customers and also provide Cascade with access to more competitive financial resources. These issues are addressed further by Mr. Renner in his testimony.

In addition, MDU Resources will explore offering a broader array of services to Cascade's customers. MDU Resources' utility divisions offer a number of services, including an appliance repair and protection program and home and health security monitoring services that are not offered by Cascade, as well as pipeline installation and gas management services that are offered by Cascade, but that MDU Resources may be able to enhance. In many cases, these services are not otherwise available in the communities served by our utilities or our experience makes us qualified to provide unique or specialized services. MDU Resources will explore

the introduction and/or expansion of such services to Cascade's service areas, to bring the benefit of additional services or additional competitive providers, and to help allocate certain costs away from the regulated operations. These services will not be introduced, however, without determining the need and demand for the services as well as being sensitive to the concerns of cross-subsidization and competitive issues that may arise in this context.

Cascade's customers will also benefit from the other commitments that MDU Resources is making in this proceeding as described in the testimony of John F. Renner and Donald R. Ball, and as listed in Mr. Ball's Exhibit No.___(DRB-2).

- Q. Please discuss how MDU Resources can share its best practices with Cascade.
- A. Through its many years of operating Montana-Dakota and, more recently, Great Plains, MDU Resources has developed practices that may, in some circumstances, be more advanced or efficient than Cascade's, and especially suited to Cascade's service territory. MDU Resources is committed to sharing such best practices with Cascade to enhance customer service and to enhance the efficiency of Cascade's operations, thereby potentially lowering operating and administrative expenses and mitigating cost increases.
- Q. Can you provide an example of how MDU Resources can share itsbest practices with Cascade?

1 Α. Yes. As an example, Montana-Dakota has deployed mobile dispatching, 2 by which Montana-Dakota customers have toll-free access to a 24 hours a 3 day, seven days a week Customer Call and Emergency Services Center 4 to place routine and emergency utility service requests. A Dispatch 5 Center in turn transmits electronic service orders to the mobile terminals 6 placed in the fleet of service and construction vehicles. This network 7 provides rapid response to customer requests and emergency situations. 8 The mobile services system is interfaced with the Customer Information 9 System and, as the orders are worked and completed, they are returned 10 electronically and customer service history data is updated daily to provide 11 more efficient processing as well as more timely information available to 12 customer service representatives.

Q. How will Cascade operate after completion of the transaction?

14 Α. Cascade will operate as a first-tier subsidiary of MDU Resources but will 15 be considered part of its utility business unit for operational purposes, 16 similar to MDU Resources' existing utility divisions of Montana-Dakota and 17 Great Plains. Cascade will have its own president and management who 18 will report to me as its chief executive officer. However, certain officer 19 positions may be shared or coordinated between the utilities to improve 20 efficiencies. I anticipate that Cascade's field operations will remain 21 unchanged and we believe the transaction will be imperceptible to 22 customers from an operational standpoint.

Q. Will Cascade have control and responsibility for making decisions

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1		that achieve objectives such as customer satisfaction, reliable
2		service, and employee safety?
3	A.	Yes. The control and responsibility for achieving those objectives will be
4		the direct responsibility of Cascade's management team with oversight by
5		me and assistance from MDU Resources and its existing utility divisions.
6		MDU Resources will maintain the operational headquarters of Cascade in
7		Washington and, except for some shared functions, Cascade's
8		management will remain located in Washington. Personnel in the Pacific
9		Northwest will be authorized to represent and bind Cascade in its dealings
10		with customers, regulators, and suppliers.
11	Q.	Do you anticipate that Cascade will sell any operational assets
12		following closing of the transaction?
13	A.	No, I do not anticipate any such sales.
14	Q.	Are there any plans for a reduction in force at Cascade as a result of
15		the transaction?
16	A.	Only to the extent that the positions of chief executive and chief financial
17		officer will be eliminated, although the chief executive officer position will
18		be replaced with a president. There may be a reduction or consolidation
19		of other administrative positions over time as Cascade's corporate and
20		administrative functions are integrated with those of MDU Resources and
21		its utility divisions. We do not anticipate reductions in the labor force
22		within operational personnel.
23	Q.	Do you anticipate changing the existing labor contracts as a result of

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1		the transaction?
2	A.	MDU Resources will abide by the existing labor contracts as well as other
3		Cascade contracts.
4	Q.	Please describe the safety experience of MDU Resources' utility
5		divisions.
6	A.	MDU Resources stresses safety of its employees and the public in all its
7		business units including its utility divisions. During the last five years,
8		Montana-Dakota's and Great Plains' average Occupational Safety and
9		Health Administration (OSHA) recordable injury frequency rate was 3.8
10		while the national average for the gas and electric distribution industry was
11		4.6.
12	Q.	What has been MDU Resources' experience with its utility
13		workforce?
14	A.	Montana-Dakota's only work stoppage occurred over thirty years ago in
15		1975. MDU Resources contracts with the Great Place to Work® Institute
16		and surveys the employees of each of its business units every two years
17		to measure and work to improve the employees' experience in the
18		workplace. Montana-Dakota's survey results have consistently improved
19		with each survey.
20	Q.	Has MDU Resources received any recognitions that are noteworthy
21		in demonstrating its ability to operate Cascade?
22	A.	Yes. MDU Resources was named "2005 Utility of the Year" by Electric
23		Light & Power (EL&P) magazine in its November/December 2005 issue.

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1 According to EL&P, MDU Resources was chosen because it was built on 2 an electric and natural gas utility foundation, and it follows a corporate 3 strategy based on integrity and solid, conservative growth. MDU 4 Resources was also ranked No. 18 on Public Utility Fortnightly's 2005 5 "Fortnightly 40," and No. 16 on its 2006 "Fortnightly 40", the magazine's 6 Top 40 list of the best energy companies in America. The "Fortnightly 40" 7 is a financial ranking of electric and gas utilities, pipeline and distribution 8 companies that appears in the annual September issue of the magazine. 9 The publication describes its list as "a benchmark that highlights the 10 industry's leading companies – its brightest stars proven in performance 11 and exceptional corporate management." For the sixth straight year, MDU 12 Resources was also included in Forbes magazine's "Platinum 400 Best 13 Big Companies" in America list. Criteria used were corporate governance 14 and accounting practices, as well as financial performance. In 2004, 15 Forbes named MDU Resources as the Best Managed Company within the 16 utilities industry in America. Criteria for this ranking include market 17 leadership, innovation, efficiency, five-year total returns, and long and 18 short-term earnings growth. 19 What commitment does MDU Resources provide to supporting the Q. 20 communities in which Cascade does business? 21 Α. First, MDU Resources commits that at least the current level of charitable 22 contributions made by Cascade in Washington and Oregon will be 23 maintained. Some of those contributions may be made directly by

Cascade in support of local organizations. Second, qualified tax-exempt 501(c)(3) entities will be eligible to apply for grants from MDU Resources Foundation. Founded in 1983, the Foundation is funded annually by company contributions. In 2005, the MDU Resources Foundation made over 500 grants totaling more than \$1.2 million to qualified charities and organizations located within communities served by the MDU Resources' business units. The foundation also provides educational scholarships to deserving students of employees of MDU Resources' business units. The Foundation is expected to distribute grants totaling nearly \$1.8 million in 2006. These commitments are set forth as Commitment No. 27 in Exhibit No.___(DRB-2) accompanying Mr. Ball's testimony.

In addition to grants made by the MDU Resources Foundation, the utility divisions make grants to qualified 501(c)(3) organizations for environmental improvement projects in the service areas of Montana-Dakota and Great Plains. In 2006, we expect to award approximately \$18,000 to about 12 different grantees. After closing of the proposed transaction, we will consider implementing a similar program for Cascade or expanding the scope of the existing program to include the Cascade service areas.

- 20 Q. Does that conclude your direct testimony?
- 21 A. Yes it does.