

NEWFOUNDLAND AND LABRADOR
BOARD OF COMMISSIONERS OF PUBLIC UTILITIES

120 Torbay Road, P.O. Box 21040, St. John's, Newfoundland and Labrador, Canada, A1A 5B2

Hearing Transcript

**Newfoundland and Labrador Hydro
2017 General Rate Application**

July 24, 2018

The Board:

Darlene Whalen, Chair and CEO
Dwanda Newman, Vice-Chair
James Oxford, Commissioner

Board Counsel/Staff:

Jacqueline Glynn, Board Counsel
Maureen Greene, Q.C., Hearing Counsel
Sara Kean, Assistant Board Secretary

Newfoundland and Labrador Hydro:

Geoffrey Young, Counsel
Alex Templeton, Counsel

Witness/Witnesses:

Lisa Hutchens, Vice President,
Financial Services

Newfoundland Power Inc.:

Gerard Hayes, Counsel
Liam O'Brien, Counsel

Consumer Advocate:

Dennis Browne, Q.C.

Island Industrial Customers:

Paul Coxworthy, Counsel
Dean Porter, Counsel

Labrador Interconnected Group*:

Senwung Luk, Counsel

Iron Ore Company of Canada*:

Benoit Pepin, Counsel

*Note – These two parties will not be in attendance every day

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1 (9:04 a.m.)
 2 CHAIR:
 3 Q. Good morning, everybody. Welcome back. I
 4 think we're all ready to go. No preliminary
 5 matters, Ms. Glynn?
 6 MS. GLYNN:
 7 Q. There are no preliminary matters.
 8 CHAIR:
 9 Q. Okay. I guess, I'll go to you, Mr.
 10 Templeton, to introduce your witness.
 11 TEMPLETON, Q.C.:
 12 Q. Yes, thank you. Ms. Hutchens, can you state
 13 your full name for the record, please?
 14 A. My name is Lisa Ann Hutchens.
 15 Q. And your current position with Hydro?
 16 A. Vice President of Financial Services.
 17 TEMPLETON, Q.C.:
 18 Q. Thank you. Chair, my understanding is that
 19 Ms. Hutchens would prefer to be sworn this
 20 morning.
 21 CHAIR:
 22 Q. Take the Bible in your right hand. Do you
 23 swear that the evidence to be given by you
 24 shall be the truth, the whole truth, and
 25 nothing but the truth, so help you God?

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1 MS. HUTCHENS:
 2 A. I do.
 3 CHAIR:
 4 Q. Back to you, Mr. Templeton.
 5 MS. LISA ANN HUTCHENS (SWORN)
 6 TEMPLETON, Q.C.:
 7 Q. Thank you very much. Ms. Hutchens, can you
 8 please profile for the Board your
 9 credentials as well as your work history?
 10 MS. HUTCHENS:
 11 A. Sure. I graduated from MUN with a Bachelor
 12 of Commerce Degree in 1987, and went on from
 13 there to get my chartered accountancy
 14 designation in 1989. From there, I spent
 15 about twelve years in public accounting
 16 practice, working primarily in the audit and
 17 accounting area for both publicly traded and
 18 small and large owner managed enterprises,
 19 and latterly did a little bit of consulting
 20 practice work as well.
 21 I then moved to Newfoundland Power
 22 where I spent twelve years in senior
 23 management and executive level roles with
 24 responsibilities in the areas of finance,
 25 customer service, and administration.

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1 From there, I went to Petroleum
 2 Research Newfoundland and Labrador, which is
 3 an organization here in the innovation
 4 space. They fund, facilitate, and project
 5 delivery manage offshore R & D projects on
 6 behalf of the Newfoundland and Labrador
 7 operators. I left there and joined Hydro
 8 the 1st of last year, so January 1st, 2017 in
 9 my current role.
 10 TEMPLETON, Q.C.:
 11 Q. Thank you. Ms. Hutchens, just last week,
 12 July 20th, Hydro filed supplementary evidence
 13 regarding customer impacts reflecting the
 14 various settlement agreements that had been
 15 filed in this GRA, and I'd just like to take
 16 you to a line in that evidence. The
 17 reference is page 3, starting on line 7.
 18 Here it is on the screen, and it reads, "To
 19 access off-island power purchases, Hydro
 20 entered into agreements with the owners of
 21 the LIL and the Labrador Transmission
 22 Assets, which will permit Hydro to use those
 23 transmission facilities to transmit energy
 24 to the island and require Hydro to pay the
 25 operating and maintenance costs associated

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1 with the use of the transmission lines".
 2 Can you offer some comment in respect of
 3 that statement, and give the Board an update
 4 as to the status of those agreements?
 5 MS. HUTCHENS:
 6 A. Sure.
 7 TEMPLETON, Q.C.:
 8 Q. Thank you.
 9 MS. HUTCHENS:
 10 A. I can confirm for the Board that we have not
 11 entered into those agreements as of today.
 12 The discussions are very active and mature,
 13 but the agreements have not been finalized
 14 and signed. From a commercial standpoint,
 15 those agreements aren't required until the
 16 fall, however, we do recognize that the
 17 evidence related to these agreements is
 18 required in order to set the revenue
 19 requirement, and believe that it's important
 20 to provide them to the Board and the parties
 21 prior to the end of the hearing. We had
 22 hoped to have them filed prior to the
 23 supplementary evidence getting filed, as
 24 well as me taking the witness stand, but,
 25 unfortunately, that occurred a little

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1 quicker than what we had anticipated.
 2 There's also been some short details to get
 3 us to the final – short delays to get us to
 4 the finalization point. Expect agreements
 5 will be here in the coming weeks and we will
 6 file them as soon as they are finished, and
 7 we'll make witnesses available so that the
 8 parties, as well as the Board, have the
 9 opportunity to understand and examine the
 10 agreements and the revenue requirement
 11 effects before the conclusion of the
 12 evidentiary part of the hearing.
 13 TEMPLETON, Q.C.:
 14 Q. Thank you. That concludes our direct, Madam
 15 Chair.
 16 CHAIR:
 17 Q. Thank you. Mr. O'Brien, are you ready to
 18 proceed?
 19 MR. O'BRIEN:
 20 Q. Yes, thank you, Madam Chair. Good morning,
 21 Ms. Hutchens.
 22 MS. HUTCHENS:
 23 A. Good morning.
 24 MR. O'BRIEN:
 25 Q. I just wanted to walk through, I guess, your

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1 role at Hydro, if we could. You're Vice
 2 President of Financial Services since
 3 January of 2017, is that right?
 4 MS. HUTCHENS:
 5 A. Correct.
 6 MR. O'BRIEN:
 7 Q. Okay, and have you held any other positions
 8 within Hydro or any Nalcor affiliated
 9 companies?
 10 MS. HUTCHENS:
 11 A. No.
 12 MR. O'BRIEN:
 13 Q. And you report directly to the President of
 14 Hydro, is that right?
 15 MS. HUTCHENS:
 16 A. Yes, I do.
 17 MR. O'BRIEN:
 18 Q. Okay. Just give me a brief overview of what
 19 your duties are in your present role?
 20 MS. HUTCHENS:
 21 A. My responsibilities span a number of areas.
 22 They would include the financial group, so
 23 all your financial accounting reporting,
 24 budgeting, planning, forecasting, as well as
 25 support for the finance portions of the

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1 regulatory applications and what not. I
 2 also have responsibility for supply chain,
 3 which would include the purchasing groups as
 4 well as materials management, which would be
 5 our warehouses across the system, and also
 6 have responsibility for risk controls and
 7 planning, and commercial agreements and
 8 structures.
 9 In addition to that, I also have
 10 responsibility for the innovation team as
 11 well. They report directly to me. I think
 12 I've covered all of it. I know that it's
 13 laid out in the org charts in one of the
 14 annexes to the evidence.
 15 MR. O'BRIEN:
 16 Q. Okay, maybe we'll bring your chart up if
 17 that will assist you. Can we bring up
 18 Exhibit 2 of Volume 2 of the evidence, and
 19 Schedule 1 of that exhibit, Page 32, I
 20 believe. So there's you at the top there
 21 for financial services, Vice President of
 22 Financial Services.
 23 MS. HUTCHENS:
 24 A. Yeah.
 25 MR. O'BRIEN:

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1 Q. All right, and under that you've got six
 2 direct reports in financial services?
 3 MS. HUTCHENS:
 4 A. There are six on the org chart. One of
 5 those positions is not filled, so the
 6 Manager of Treasury and Tax position we have
 7 eliminated.
 8 MR. O'BRIEN:
 9 Q. You've eliminated that one?
 10 MS. HUTCHENS:
 11 A. Yes, we have.
 12 MR. O'BRIEN:
 13 Q. And what about the positions under that, the
 14 treasury supervisor, treasury assistant, are
 15 those positions still there?
 16 MS. HUTCHENS:
 17 A. Yes, they are.
 18 MR. O'BRIEN:
 19 Q. Where do they report now?
 20 MS. HUTCHENS:
 21 A. They report up to the Divisional Controller.
 22 MR. O'BRIEN:
 23 Q. Okay, all right. In terms of this
 24 particular page, have there been any other
 25 changes since the rate case was filed?

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1 MS. HUTCHENS:
 2 A. There's been a number of changes that are
 3 aimed more towards what I would describe as
 4 sort of reorganizing the team and
 5 challenging individuals from a career
 6 development perspective, ensuring we have
 7 the right resources in the right places. So
 8 there's been a bunch of sort of moving
 9 around of people, but generally, no, more
 10 just, you know, sort of restructuring things
 11 to make them efficient and effective. More
 12 efficient and effective, I should say.
 13 MR. O'BRIEN:
 14 Q. And you talked earlier about supply chain,
 15 and at the end there up top, Manager of
 16 Supply Chain, see Page 33. If we could
 17 scroll down. This falls under your purview
 18 as well, Supply Chain?
 19 MS. HUTCHENS:
 20 A. Yes, it does.
 21 MR. O'BRIEN:
 22 Q. And in terms of that area, have there been
 23 any significant changes since the filing of
 24 the rate case?
 25 MS. HUTCHENS:

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1 A. No. Again the same comment would apply in
 2 terms of, you know, shifting around some
 3 folks and some reporting structures and what
 4 not, but again just in the nature of
 5 efficiency and effectiveness, and as I sort
 6 of stepped into the team last year, I took
 7 the opportunity to structure it the way that
 8 I saw best for the organization, but
 9 generally, no.
 10 MR. O'BRIEN:
 11 Q. Okay. So in terms of when you say
 12 "structure it the way you'd like to do it",
 13 like, the team leads across the top there
 14 under the manager, are they all sort of the
 15 same positions or are they changed?
 16 MS. HUTCHENS:
 17 A. Generally, yes.
 18 MR. O'BRIEN:
 19 Q. Okay.
 20 MS. HUTCHENS:
 21 A. Yeah, yeah.
 22 MR. O'BRIEN:
 23 Q. All right.
 24 MS. HUTCHENS:
 25 A. As an example, the team lead, Asset

Page 11

1 Management Administration, is no longer
 2 there, but the supervisor of – actually,
 3 what we did is we eliminated the team lead,
 4 Asset Management Administration, gave the
 5 Supervisor of Hydro Place responsibility for
 6 the office services group on the right hand
 7 side there, sort of coming down directly
 8 underneath the – down in the centre there,
 9 the senior office services clerk, office
 10 services clerk, and the receptionist.
 11 However, we've added under the Supply Chain
 12 Manager another position for the Maintenance
 13 Planner, Hydro Place Maintenance Planner.
 14 MR. O'BRIEN:
 15 Q. Do you have an updated chart?
 16 MS. HUTCHENS:
 17 A. So, you know, a little bit of juggling
 18 around the responsibilities, but generally
 19 the same.
 20 MR. O'BRIEN:
 21 Q. Do you have an updated chart that you could
 22 provide us with?
 23 MS. HUTCHENS:
 24 A. I'm sure I can.
 25 MR. O'BRIEN:

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1 Q. Can you do that?
 2 MS. HUTCHENS:
 3 A. Yeah, yeah.
 4 MR. O'BRIEN:
 5 Q. Thank you.
 6 MS. GLYNN:
 7 Q. We'll note that as an undertaking.
 8 MS. HUTCHENS:
 9 A. Yeah.
 10 (9:15 a.m.)
 11 MR. O'BRIEN:
 12 Q. And if we could get that for Financial
 13 Services, the previous page as well?
 14 MS. HUTCHENS:
 15 A. Sure.
 16 MR. O'BRIEN:
 17 Q. Okay, thanks. When you talk about some
 18 structural changes in between – I guess,
 19 within Supply Chain and within Financial
 20 Services, did that result in any material
 21 impact and costs for the rate case?
 22 MS. HUTCHENS:
 23 A. No, it did not.
 24 MR. O'BRIEN:
 25 Q. Okay. I assume you're able to speak to the

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1 cost of the Financial Services Division?
 2 MS. HUTCHENS:
 3 A. Yes, I am.
 4 MR. O'BRIEN:
 5 Q. And you'd be ultimately responsible for
 6 those costs under your responsibility?
 7 MS. HUTCHENS:
 8 A. Yes, I am.
 9 MR. O'BRIEN:
 10 Q. And would that include operating and capital
 11 costs for that area?
 12 MS. HUTCHENS:
 13 A. Operating, yes; capital, no.
 14 MR. O'BRIEN:
 15 Q. Okay.
 16 MS. HUTCHENS:
 17 A. There's a little bit of a joint
 18 responsibility there, but the majority – the
 19 capital that I would have would be solely
 20 related to activities related to Hydro
 21 Place, and we have a project manager and a
 22 planner in the engineering group that do the
 23 engineering pieces of that, but they would
 24 connect in with the supervisor of Hydro
 25 Place and the maintenance planner for Hydro

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1 Place in terms of the coordination and
 2 execution of those.
 3 MR. O'BRIEN:
 4 Q. Okay. So you can also speak to the Supply
 5 Chain Management Administration costs as
 6 well?
 7 MS. HUTCHENS:
 8 A. Yes.
 9 MR. O'BRIEN:
 10 Q. Okay. I'm wondering about any other
 11 functional areas, like, for example, the
 12 general and administration functional area.
 13 Are you able to speak to costs of that area
 14 as a whole?
 15 MS. HUTCHENS:
 16 A. I'm not sure what you mean when you say
 17 "general administration".
 18 MR. O'BRIEN:
 19 Q. Well, I guess, just in terms of that
 20 functional area which may include executive
 21 leadership, corporate services, engineering
 22 – not engineering, that's under operations,
 23 but any of their costs, human resources
 24 costs, that sort of thing?
 25 MS. HUTCHENS:

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1 A. Yes, I can speak to the executive, and I
 2 think you're looking at the buckets that are
 3 in Schedule 3-10.
 4 MR. O'BRIEN:
 5 Q. Can we bring that schedule up?
 6 MS. HUTCHENS:
 7 A. So the executive leadership and the
 8 financial services I would speak to. I
 9 would not speak to the corporate services
 10 and regulatory affairs.
 11 MR. O'BRIEN:
 12 Q. Okay, all right. Are you able to speak to
 13 overall operating costs in general?
 14 MS. HUTCHENS:
 15 A. Generally, yes.
 16 MR. O'BRIEN:
 17 Q. Okay. Were you responsible – I guess, which
 18 areas or which costs would you have been
 19 responsible for preparing for the inclusion
 20 in the test years? What was your role with
 21 that?
 22 MS. HUTCHENS:
 23 A. My responsibility would have been the
 24 finance department, or Financial Services
 25 Department, I should say, Division, and then

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1 the executive group to a certain extent, but
 2 that was obviously in consultation with Mr.
 3 Haynes, and Mr. Young, because the legal
 4 group is in there as well.
 5 MR. O'BRIEN:
 6 Q. What other role would you play in sort of
 7 putting together the rate case?
 8 MS. HUTCHENS:
 9 A. I think I would have been involved
 10 reasonably heavily in a lot of the financial
 11 matters, and certainly the Chapter IV
 12 evidence would have been mine to own, and
 13 then would have contributed also in terms of
 14 the overall operating cost management in
 15 terms of the executive team and the
 16 leadership we took in terms of the budget
 17 and the forecast and what not. Then sort of
 18 all the financial schedules and my group
 19 also aids the regulatory team with a lot of
 20 the financial schedules that may appear in
 21 other sections of the evidence.
 22 MR. O'BRIEN:
 23 Q. I just want to speak briefly about budgeting
 24 and sort of your role in the budgeting
 25 process. I wonder if we can bring up PUB-

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1 NLH-051. I understand these are
 2 Newfoundland and Labrador Hydro’s guidelines
 3 for setting budgets for 2017, 2018, and
 4 2019. Are you familiar with those?
 5 MS. HUTCHENS:
 6 A. Yes, I am. However, I wasn’t with the
 7 organization when they were issued, but,
 8 yes, I am generally familiar.
 9 MR. O’BRIEN:
 10 Q. Are you able to tell me who prepared those
 11 guidelines?
 12 MS. HUTCHENS:
 13 A. I don’t know for sure. My gut would be it
 14 would be a combination of – the NP-051 is a
 15 little bit of a combination of process as
 16 well as budget expectations, I’ll call it,
 17 and in terms of the process we do work
 18 closely with Nalcor in terms of the process
 19 and the timelines associated with the
 20 budget.
 21 MR. O’BRIEN:
 22 Q. Okay.
 23 MS. HUTCHENS:
 24 A. But that really is just because we’re
 25 operating on a common financial system and,

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1 you know, as normal in any group of
 2 companies, the financials have to roll up
 3 into a consolidated view for the parent, but
 4 in terms of the actual instructions, which
 5 would be contained in pages 1 and 2 of NP-
 6 051, I believe those would have come out of
 7 the Hydro finance group.
 8 MR. O’BRIEN:
 9 Q. Okay, so the guidelines themselves are the
 10 attachment, but if we scroll up for one and
 11 two years – or scroll down, I’m sorry. Go
 12 to Page 1 of 051. So these instructions
 13 here starting at line 6, the budget process,
 14 all of these talk about major assumptions?
 15 MS. HUTCHENS:
 16 A. Yeah.
 17 MR. O’BRIEN:
 18 Q. That process itself would have been
 19 developed by Hydro?
 20 MS. HUTCHENS:
 21 A. I believe so, yes.
 22 MR. O’BRIEN:
 23 Q. Okay, and where it differs – I’m going to
 24 ask you does it differ at all from what’s
 25 included in the guidelines? Is this just

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1 the process that Hydro follows and the
 2 guidelines are the dates?
 3 MS. HUTCHENS:
 4 A. Yeah, that would be a fair characterization.
 5 MR. O’BRIEN:
 6 Q. Is that a fair characterization?
 7 MS. HUTCHENS:
 8 A. Yeah, that would be a fair characterization.
 9 MR. O’BRIEN:
 10 Q. Okay. So if we scroll back down again to
 11 the attachment, recognizing you wouldn’t
 12 have been there when those guidelines were
 13 established, I’m going to ask that you
 14 confirm for us or undertake to provide who
 15 prepared those guidelines, and if it’s
 16 something that Nalcor prepared, something
 17 that Hydro prepared?
 18 (9:22 a.m.)
 19 MS. HUTCHENS:
 20 A. I’m looking at them there now. It would
 21 almost have to be Hydro rather than Nalcor,
 22 although the dates would have been designed
 23 around the Nalcor timelines as well.
 24 MR. O’BRIEN:
 25 Q. And that’s kind of one of my questions. In

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1 the last rate hearing, we saw budget
 2 guidelines on an annual basis. This seems
 3 to be budget guidelines for a three year
 4 period. Do you know why that is?
 5 MS. HUTCHENS:
 6 A. I believe it was because it was getting
 7 ready to file a general rate application.
 8 MR. O’BRIEN:
 9 Q. Okay, and would these have differed from
 10 budget guidelines for, say, 2016?
 11 MS. HUTCHENS:
 12 A. I can’t answer that question. I’m sorry.
 13 MR. O’BRIEN:
 14 Q. Would you be able to undertake to provide
 15 the 2016 guidelines for the record?
 16 MS. HUTCHENS:
 17 A. Yes, I can if they’re available, yes.
 18 MR. O’BRIEN:
 19 Q. Okay.
 20 MS. GLYNN:
 21 A. Noted on the record.
 22 MR. O’BRIEN:
 23 Q. Apart from the instructions we saw on the
 24 first page, I guess, the first two pages and
 25 the guidelines, are there any other written

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1 instructions, say, to unit heads or VPs on
 2 how to prepare budgets that you're aware of?
 3 MS. HUTCHENS:
 4 A. I don't believe so, and I believe we
 5 answered an RFI to that extent as well.
 6 MR. O'BRIEN:
 7 Q. And I don't think anyone else said there
 8 was. I was just wondering if you're aware
 9 of any?
 10 MS. HUTCHENS:
 11 A. No.
 12 MR. O'BRIEN:
 13 Q. Okay. With respect to the functional areas,
 14 just take me through sort of your role
 15 personally in terms of preparing your budget
 16 versus what role you might have in preparing
 17 the overall budget for Hydro?
 18 MS. HUTCHENS:
 19 A. So in terms of my budget, I would describe
 20 very actively involved. I would have met
 21 with all of my managers who have budgets and
 22 gone through the details of what they had
 23 prepared, and discussed, challenged, and
 24 what not what they had in those budgets.
 25 Now I will comment that the budgets were

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1 done in 2016 before I was here.
 2 MR. O'BRIEN:
 3 Q. Right.
 4 MS. HUTCHENS:
 5 A. But we did go back at it in early 2017, and
 6 in early 2017, we took the budget that had
 7 been prepared in 2016 – the budget was
 8 prepared and approved by the Board in
 9 November of 2016, and we received P-49-2016
 10 on December 1st of 2016, and that, I think,
 11 you know, plus the new executive team sort
 12 of getting – I'm going to say around early
 13 2017 is when we really started to sort of
 14 all get our feet on the ground in our roles.
 15 So we actually sat down and had a very hard
 16 look at the budget and went back at it
 17 again. So my involvement would have been
 18 sort of taking what was already prepared and
 19 going back through it again and challenging
 20 it, and, you know, I can say I went down, I
 21 looked at every line item, and discussed
 22 every line item with each of the managers,
 23 challenged, changed where appropriate and
 24 came out with a budget that I was obviously
 25 comfortable defending here today. So that's

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1 in terms of the –
 2 MR. O'BRIEN:
 3 Q. That's the 2017 budget?
 4 MS. HUTCHENS:
 5 A. Yeah.
 6 MR. O'BRIEN:
 7 Q. So the first budget you would have prepared
 8 yourself would have been – or had been part
 9 of preparing directly would have been the
 10 2018 budget from scratch?
 11 MS. HUTCHENS:
 12 A. No, the 2018 budget was also started. I
 13 mean, back to that PUB-051 and the budget
 14 instructions, there was a 2018 budget
 15 prepared as well in 2017 in anticipation of
 16 filing early last year.
 17 MR. O'BRIEN:
 18 Q. Okay.
 19 MS. HUTCHENS:
 20 A. And that would have been another budget that
 21 we went back at it again and had a good hard
 22 look at it coming out of the 2016
 23 experiences, and we challenged, changed, and
 24 reduced that budget as well. So the budget
 25 that was initially prepared in 2017 was

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1 152.7 million dollars. As an executive
 2 group and as a leadership team, we went back
 3 through that budget and reduced it to 142.4
 4 million. So, you know, there's 10.3 million
 5 dollars worth of change there that we
 6 effected early in 2017 in order to come up
 7 with the 2018 budget that is filed in
 8 Schedule 3, 9, and 10.
 9 MR. O'BRIEN:
 10 Q. Okay, so I'm just going to backtrack just a
 11 little bit so I've got this right. The
 12 budgets for 2017, so these guidelines here -
 13 were 2017 and 2018 prepared at the same time
 14 or was 2017 prepared in 2016, and 2018
 15 prepared in 2017?
 16 MS. HUTCHENS:
 17 A. The initial budgets were all prepared in
 18 2016.
 19 MR. O'BRIEN:
 20 Q. Why is that?
 21 MS. HUTCHENS:
 22 A. 2016?
 23 MR. O'BRIEN:
 24 Q. Yeah.
 25 MS. HUTCHENS:

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1 A. Well, the – for the filing for 2018, you
 2 mean?
 3 MR. O'BRIEN:
 4 Q. No, the initial budgets for 2017, 2018, and
 5 2019 were all prepared in 2016?
 6 MS. HUTCHENS:
 7 A. Yes, because we were anticipating filing
 8 this general rate application on March 31st,
 9 I believe, 2017.
 10 MR. O'BRIEN:
 11 Q. All right.
 12 MS. HUTCHENS:
 13 A. So, I think, you know, from an efficiency
 14 perspective, if you're in the budget cycle,
 15 you might as well.
 16 MR. O'BRIEN:
 17 Q. Okay.
 18 MS. HUTCHENS:
 19 A. You know, do a couple of years at once
 20 rather than go back at it a couple of times.
 21 MR. O'BRIEN:
 22 Q. Is that common for Hydro to do, do you know?
 23 MS. HUTCHENS:
 24 A. It's common to do a couple of year outlook,
 25 but I don't believe that it's common to do

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1 the level of detail that is necessarily
 2 required for a general rate application.
 3 You know, as you get closer to the year, the
 4 budgets get better and better and more
 5 refined, so that's how I describe it really,
 6 you know. As you're further out, your
 7 budget is a higher level. As you get
 8 closer, they get more refined and the
 9 details start to crystallize and get locked
 10 in, but coming into a general rate
 11 application, that level of detail would have
 12 been applied, I believe, in 2016 for both
 13 2017, 2018, and 2019.
 14 MR. O'BRIEN:
 15 Q. So in terms of preparing the initial budgets
 16 for 2017, 2018, and 2019, you would not have
 17 been part of the initial preparation of
 18 those three budgets?
 19 MS. HUTCHENS:
 20 A. Correct.
 21 MR. O'BRIEN:
 22 Q. Okay. Who would have played your part in
 23 preparing those budgets?
 24 MS. HUTCHENS:
 25 A. I'm going to say it was – I don't know for

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1 sure, but it was likely the general manager
 2 of finance at the time.
 3 (9:29 a.m.)
 4 MR. O'BRIEN:
 5 Q. Can you confirm that for us in an
 6 undertaking?
 7 MS. HUTCHENS:
 8 A. Sure, I will.
 9 GREENE, Q.C.:
 10 Q. That will be noted as an undertaking on the
 11 record.
 12 MR. O'BRIEN:
 13 Q. Okay, so just in terms of getting back to
 14 the process of preparing the budget and
 15 recognizing, I guess, that with respect to
 16 those three budgets, you wouldn't have been
 17 involved in preparing the initial budgets,
 18 you would have been involved after the fact
 19 in revising the budgets, is that fair?
 20 MS. HUTCHENS:
 21 A. Yes, that is fair. That's correct.
 22 MR. O'BRIEN:
 23 Q. Okay. But in terms of what instructions
 24 Hydro provides to its VPs and its managers
 25 in preparing the budgets, you're able to

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1 speak to that though, are you?
 2 MS. HUTCHENS:
 3 A. Generally, yes, you know, to the extent that
 4 I was aware in 2017, but 2016 would be, you
 5 know, what others have told me certainly.
 6 MR. O'BRIEN:
 7 Q. Okay. So, can you speak to the process
 8 itself and how these – say there's dates,
 9 key dates here listed, right, how those key
 10 dates unfold and what VPs are – and what
 11 executives are involved and how that process
 12 unfolds in the budgeting process, can you
 13 speak to that?
 14 (9:30 a.m.)
 15 MS. HUTCHENS:
 16 A. I can speak to my expectation, you know. I
 17 think the budgeting process certainly there
 18 would have been some initial direction, I'll
 19 call it.
 20 MR. O'BRIEN:
 21 Q. Um-hm.
 22 MS. HUTCHENS:
 23 A. In terms of, you know, expectations about
 24 what the budget levels should be, you know,
 25 the assumptions around cost escalations, de-

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1 escalations, you know, whatever. So, there
 2 would have been some expectations
 3 communicated and you know, so then there's
 4 that initial communication and then each
 5 department manager then would go away and,
 6 you know, develop their budget.
 7 MR. O'BRIEN:
 8 Q. Okay.
 9 MS. HUTCHENS:
 10 A. HR does the salary budget, but you know,
 11 I'll call it pulls it together from the
 12 administrative perspective, but the manager
 13 of the division would define, you know, what
 14 roles and positions and that kind of thing.
 15 The manager would then – you know, I
 16 would expect each manager would consult with
 17 their respective vice-president or, you
 18 know, as they're going through their budget
 19 and, you know, about challenges and
 20 opportunities and risks and that kind of
 21 thing. I would expect that that would be a
 22 normal discussion. It certainly is with my
 23 folks. And that would, you know, result in
 24 the – I'll call it the submission of each of
 25 those individual departmental budgets to

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1 Finance who then consolidates them in the
 2 system and starts to give us a corporate
 3 view of what the operating budget would look
 4 like.
 5 And, Finance would also then, in the
 6 meantime, be pulling together the revenue
 7 line based on information from the
 8 Production group. The fuel obviously would
 9 drive out of the Production group as well,
 10 and you know, the interest, depreciation,
 11 those kinds of things, those things would be
 12 – those things would be budgeted by Hydro,
 13 by the Finance group.
 14 And I think once we start to get a
 15 corporate view – and I think this is maybe
 16 where I'll switch to early 2017 when I
 17 landed on the ground, and in early 2017, you
 18 know, we had a corporate view of the budget.
 19 We felt that we needed to reduce it and as
 20 an executive team, we had, I would say,
 21 multiple meetings, meetings, discussions,
 22 aimed at, you know, how can we reduce the
 23 budget and then those meetings and
 24 discussions would have also moved out to the
 25 senior management team as well. So, in a

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1 variety of different forms, we would have
 2 been challenging the overall budget numbers
 3 there and that did result in early 2018 in
 4 the reduction of the 2017 budget, and once
 5 we finished the 2017 budget, then we did a
 6 similar process for the 2018 budget as well.
 7 MR. O'BRIEN:
 8 Q. And I'll ask you a little bit about that in
 9 a few minutes. In terms of – you mentioned
 10 there that HR would do a salary budget.
 11 Would that be the starting point for the
 12 business units to receive that kind of a
 13 salary budget from HR?
 14 MS. HUTCHENS:
 15 A. Yeah, and HR's role really is to ensure
 16 that, you know, there's control around the
 17 salary levels and, you know, the salary
 18 rates don't get changed, those kinds of
 19 things. And there is some sensitive
 20 information in there, so we like to keep it
 21 very tight.
 22 MR. O'BRIEN:
 23 Q. Yeah. And does that include sort of FTEs
 24 and that sort of thing or is it just an
 25 overall salary component that you have to

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1 stick with then? How does that work?
 2 MS. HUTCHENS:
 3 A. No, it's done down to the position.
 4 MR. O'BRIEN:
 5 Q. Okay.
 6 MS. HUTCHENS:
 7 A. It's budgeted by position. So, that would –
 8 you know, a full position is a full FTE.
 9 MR. O'BRIEN:
 10 Q. So, how would HR determine how many say FTEs
 11 each unit would require going forward?
 12 MS. HUTCHENS:
 13 A. I think it would – you have to consult with
 14 the manager. You know, I know that I had
 15 some discussions on mine.
 16 MR. O'BRIEN:
 17 Q. I think that's kind of where I'm getting at.
 18 MS. HUTCHENS:
 19 A. Yeah.
 20 MR. O'BRIEN:
 21 Q. I'm wondering if it's – does it start with
 22 HR or is there a combined approach with the
 23 managers to “look, here's what we're going
 24 to need going forward. Can you cost that
 25 out for me?”

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1 MS. HUTCHENS:
 2 A. I think it's a combined approach is the fair
 3 thing to describe it as, yeah.
 4 MR. O'BRIEN:
 5 Q. And during that process – so, that's to sort
 6 of set your labour budget for that part?
 7 MS. HUTCHENS:
 8 A. Yes, it is.
 9 MR. O'BRIEN:
 10 Q. And we heard some evidence about a gating
 11 process that was put in place in I'm going
 12 to say in early 2017, but is it possible
 13 that was in place before you got there?
 14 MS. HUTCHENS:
 15 A. Yes, it was.
 16 MR. O'BRIEN:
 17 Q. Okay.
 18 MS. HUTCHENS:
 19 A. And I believe it started in 2016.
 20 MR. O'BRIEN:
 21 Q. Okay, all right. And so, when you came into
 22 your role in early 2017, what were you told
 23 about the gating process? What's your
 24 understanding of what it entailed?
 25 MS. HUTCHENS:

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1 A. My understanding it was a forum to gate
 2 through any hires into the organization.
 3 MR. O'BRIEN:
 4 Q. Right.
 5 MS. HUTCHENS:
 6 A. And what it did is it allowed us to create
 7 additional rigour. It allows us to look
 8 corporately too, as opposed to an individual
 9 departmental silos because sometimes you can
 10 see opportunities, you know, across
 11 different departments and it gives you the
 12 opportunity to manage attrition and those
 13 kinds of things more effectively. And, it
 14 was also aimed at ensuring that we met the
 15 vacancy allowance that we had in the budget
 16 and you know, as we sit in those meetings,
 17 we sit down and very actively discuss, you
 18 know, where are we in terms of meeting the
 19 vacancy allowance. You know, can we afford
 20 to hire this person today? As well as the
 21 business need.
 22 So, it becomes a little bit of a forum
 23 for justifying all of the roles. So, it
 24 really places some – what I would say is
 25

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1 very significant rigour around the hiring
 2 process and, you know, labour is close to
 3 two-thirds of our operating budget, so it's
 4 a really important component of the budget
 5 to manage and the FTE gating process is a
 6 very significant piece of that. Discussions
 7 are extensive. They're challenging. You
 8 know, I don't show up at the table trying to
 9 justify a position unless I'm convinced that
 10 it's needed and my managers would have had
 11 to convince me of that as well.
 12 MR. O'BRIEN:
 13 Q. Is that process part of the budgetary
 14 process or is that a separate process
 15 ongoing?
 16 MS. HUTCHENS:
 17 A. That is a separate process.
 18 MR. O'BRIEN:
 19 Q. Right.
 20 MS. HUTCHENS:
 21 A. So, the budget is set and then we – we do
 22 define a vacancy allowance in the budget.
 23 So, you know, the managers set the budget
 24 but then as an executive group we would
 25 establish the vacancy allowance and then

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1 that vacancy allowance would be allocated
 2 out over every manager's budget. So, they
 3 would have the responsibility to try and
 4 find those funds in their budgets through –
 5 but the gating process is the additional
 6 level of rigour that's laid on top of that
 7 as well from a corporate perspective.
 8 MR. O'BRIEN:
 9 Q. And what level of rigour is applied to the
 10 budgetary process when you're putting
 11 together say your labour budgets? Do you
 12 look at whether or not there's any way to do
 13 things – to do – to prepare your work plans
 14 and prepare your budgets so that you have
 15 less doing more, in terms of FTEs?
 16 MS. HUTCHENS:
 17 A. I would suggest yes, that would be -
 18 MR. O'BRIEN:
 19 Q. Okay.
 20 MS. HUTCHENS:
 21 A. - you know, the budgets start with the work
 22 plans too.
 23 MR. O'BRIEN:
 24 Q. Yeah.
 25 MS. HUTCHENS:

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1 A. You know, the work plans and the activities
 2 because depending on what the organization
 3 has to accomplish in a particular year, you
 4 know, that does define your resourcing and
 5 the resourcing requirements and so, yes, you
 6 know, absolutely there'd be challenge in
 7 terms of, you know, adding new positions.
 8 There's a lot of rigour in the budget
 9 process around adding new positions. I
 10 think there's some discussion in there in
 11 this document as well around that. But, you
 12 know, positions aren't just, you know,
 13 added. They are – you know, I believe they
 14 said that they were cleared through, you
 15 know, an executive group. So, any position
 16 that might have been added would have been –
 17 had to have been justified to your executive
 18 and then to the corporate level. But then,
 19 we would have also taken a corporate look to
 20 make sure that, you know, overall it made
 21 sense. I would suggest today – you know, I
 22 wasn't there at the time.
 23 MR. O'BRIEN:
 24 Q. Okay.
 25 MS. HUTCHENS:

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1 A. But I would suggest today that, you know,
 2 the next budget that we do that – you know,
 3 our managers very clearly understand the
 4 need for cost efficiencies and you know,
 5 there's some very strong messages that we
 6 send them through the gating process,
 7 through the vacancy allowance and the
 8 productivity allowance. Each of them, you
 9 know, has a piece of the vacation and the
 10 productivity allowance in their budgets. We
 11 have monthly meetings to review costs and
 12 challenge and talk about, you know,
 13 underlying cost drivers in the business and,
 14 you know, they're all expected to look at
 15 innovation and productivity in terms of, you
 16 know, what are some ways that we can do
 17 things better, faster, cheaper. So, that
 18 would absolutely be my expectation; that we
 19 would be looking at, you know, anything we
 20 could to reduce the costs.
 21 MR. O'BRIEN:
 22 Q. And that's going forward with your budget?
 23 MS. HUTCHENS:
 24 A. Yeah.
 25 MR. O'BRIEN:

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1 Q. Your next budget?
 2 MS. HUTCHENS:
 3 A. Yes.
 4 MR. O'BRIEN:
 5 Q. So, when you came into your role in early
 6 2017, did you take the opportunity to read
 7 the – you mentioned P.U.-49 from 2016. Did
 8 you read the Board's order when you came
 9 into that role?
 10 MS. HUTCHENS:
 11 A. I read it before 2017.
 12 MR. O'BRIEN:
 13 Q. Okay. And were you aware there was a
 14 disallowance of four million dollars for
 15 salaries in that Order?
 16 MS. HUTCHENS:
 17 A. Yes.
 18 MR. O'BRIEN:
 19 Q. And that the Board had expressed some
 20 concerns about whether Hydro had established
 21 the salaries that were included in the rate
 22 case or had established they were necessary
 23 with the evidence. What, if anything, did
 24 you take from that in terms of the rigour
 25 that had been applied prior in the budgetary

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1 process; to tell you needed to look at this,
 2 these things more closely when budgeting?
 3 MS. HUTCHENS:
 4 A. I think it sent a message of not just
 5 budgeting, but cost control generally.
 6 MR. O'BRIEN:
 7 Q. Okay.
 8 MS. HUTCHENS:
 9 A. You know, I didn't look at the specific
 10 sections of the Order in terms of, you know,
 11 the individual pieces, but there was a very
 12 clear message throughout that Order that,
 13 you know, cost control was important and
 14 there was expectations on us that we clearly
 15 hadn't met for the 2015 GRA.
 16 MR. O'BRIEN:
 17 Q. And in terms of the budgeting process, what
 18 role do embedded contractors have in that?
 19 Is that something you look at when you're
 20 budgeting for each team unit? How does that
 21 work?
 22 MS. HUTCHENS:
 23 A. Embedded contractors would be included in
 24 the professional services category.
 25 MR. O'BRIEN:

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1 Q. Yeah. So, that's part of that aspect of the
 2 budget?
 3 MS. HUTCHENS:
 4 A. Yes, it would be.
 5 MR. O'BRIEN:
 6 Q. And is there any discussion, say amongst the
 7 executive, as to the role embedded
 8 contractors play in the overall budget and
 9 whether there's a way to reduce additional
 10 costs associated with that?
 11 MS. HUTCHENS:
 12 A. I would say absolutely yes.
 13 MR. O'BRIEN:
 14 Q. Okay.
 15 MS. HUTCHENS:
 16 A. Now, I'm speaking though for – you know,
 17 since I landed on the ground.
 18 MR. O'BRIEN:
 19 Q. Yeah, yeah.
 20 MS. HUTCHENS:
 21 A. I believe Mr. Gardiner testified on the
 22 embedded contractors in the Engineering
 23 group and there was, you know, a financial
 24 assessment done to see whether it was – you
 25 know, A. did we need them; and B. -- which

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1 is based on the work plan obviously; and
 2 then B., you know, is it cheaper to have an
 3 embedded contractor or was it cheaper to
 4 have an employee; and we have converted a
 5 number of those roles over to employee
 6 functions. So, you know, sitting here
 7 today, we're – I think we have two embedded
 8 contractors in the organization. So, it's
 9 not a substantial portion of our budget.
 10 MR. O'BRIEN:
 11 Q. Okay. So, the balance of the embedded say –
 12 I think there was an RFI that suggested
 13 there was a fair number more back in 2017.
 14 Has that change been made in 2018?
 15 MS. HUTCHENS:
 16 A. I can't remember if it was made late 2017 or
 17 early 2018.
 18 MR. O'BRIEN:
 19 Q. Okay.
 20 MS. HUTCHENS:
 21 A. But yes, it has been made.
 22 MR. O'BRIEN:
 23 Q. And has that reduced your cost for 2018 and
 24 2019?
 25 MS. HUTCHENS:

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1 A. The bulk of the contractors that were
 2 converted were – spend their time in
 3 capital.
 4 MR. O'BRIEN:
 5 Q. Um-hm.
 6 MS. HUTCHENS:
 7 A. So, the – I believe 35 percent of their
 8 budget would be in the operating piece
 9 overall.
 10 MR. O'BRIEN:
 11 Q. Okay.
 12 MS. HUTCHENS:
 13 A. So, no, we haven't reduced it, but it would
 14 not be a substantial piece and it would only
 15 be the difference between the embedded
 16 contractor cost versus the employee cost.
 17 MR. O'BRIEN:
 18 Q. Is that something you can calculate for both
 19 test years?
 20 MS. HUTCHENS:
 21 A. I would imagine, yes.
 22 MR. O'BRIEN:
 23 Q. Can you do that for us?
 24 MS. HUTCHENS:
 25 A. Yes, will do.

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1 MR. O'BRIEN:
 2 Q. Okay.
 3 GREENE, Q.C.:
 4 Q. That will be noted as an undertaking on the
 5 record.
 6 MR. O'BRIEN:
 7 Q. And in terms of non-labour costs and the
 8 budgeting process, you'd normally start with
 9 the last year's costs and build from there
 10 or is that all built from the start based on
 11 work plan?
 12 MS. HUTCHENS:
 13 A. It's built based on work plan. I mean,
 14 obviously in some areas you refer back to
 15 prior years for activity levels, you know.
 16 MR. O'BRIEN:
 17 Q. Okay.
 18 MS. HUTCHENS:
 19 A. But, yeah, no, based on the work plan.
 20 MR. O'BRIEN:
 21 Q. And what level of rigour is applied to that
 22 in the budgeting process to look at that?
 23 From a general perspective, I guess.
 24 MS. HUTCHENS:
 25 A. Again, I'll go back to early 2017.

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1 MR. O'BRIEN:
 2 Q. Yeah.
 3 MS. HUTCHENS:
 4 A. And because I can't comment about specifics
 5 in 2016. My understanding, there was a fair
 6 bit of rigour put in in 2016 and there was
 7 certainly some very strong messages sent by
 8 the executive at the time and you know,
 9 those messages were about, you know,
 10 reducing it. You know, keeping the budget
 11 at the minimum levels, those sorts of
 12 things. But again, coming off the Order in
 13 early 2017, we did go back and look and
 14 really challenged ourselves further in terms
 15 of what additional opportunities were there
 16 and certainly we focused in particular
 17 areas, but you know, that effort was – yes,
 18 there was a very significant level of rigour
 19 that went in. You know, there was a lot of
 20 detailed analysis about cost patterns,
 21 trends analysis, variances, those sorts of
 22 things, to try and understand where we might
 23 be able to trim things, change how we do
 24 things, that sort of thing. But, you know,
 25

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1 there's a caution when you're doing that
 2 kind of process and it's the cost cutting
 3 caution and I know in PUB-54 there's a
 4 discussion around – I think Ms. Dalley
 5 referred to it as a little bit of a
 6 pendulum, you know.
 7 (9:45 a.m.)
 8 So, in 2015, when we – you know,
 9 reliability became a very significant focus
 10 for the organization and, you know, coming
 11 off the outages, and that caused us to
 12 increase our operating expenditures and our
 13 capital expenditures as well in response to
 14 that. I think, you know, seeing the effects
 15 of that, then in 2016, it was “okay, well,
 16 we need to swing the pendulum back” and so,
 17 very strong cost messages sent in 2016 and
 18 the pendulum swung back. But, what happened
 19 in 2016, there was a bunch of what I would
 20 call not cost reduction, but cost cutting,
 21 and you know, you can reduce costs in two
 22 ways. You can just cut the costs, which
 23 aren't necessarily sustainable, or you can
 24 change your underlying cost drivers and
 25 ensure that any excess costs are removed,

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1 but also underlying the change in the cost
 2 drivers. So, what drives your costs is
 3 really what you want to get at.
 4 So, in 2016, I would describe it more
 5 as a cost cutting kind of message. 2017, we
 6 tried to swing it back to the point where
 7 it's about cost management and
 8 sustainability and where we are today is
 9 looking at the sustainable cost reductions
 10 to ensure that we have -- the underlying
 11 cost drivers are altered in a way that we
 12 can, you know, minimize the costs going
 13 forward.
 14 MR. O'BRIEN:
 15 Q. Okay. And I will ask you about that a
 16 little bit more, because I do want to get
 17 you into that going forward.
 18 MS. HUTCHENS:
 19 A. Yeah.
 20 MR. O'BRIEN:
 21 Q. In terms of – and it's the last kind of area
 22 in terms of budgets that I want to talk
 23 about. I want to talk about the role of the
 24 overall sort of operating budget and look at
 25 the overall operating budget before it gets

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1 sort of finalized and approved.
 2 In the guidelines there, we see budget
 3 decks completed and sent to Hydro Finance
 4 for consolidation in August 22nd and then,
 5 you scroll down to October 3rd there for the
 6 Nalcor submission, and ultimately we see
 7 those budgets were approved, I understand,
 8 in November. Is that right?
 9 MS. HUTCHENS:
 10 A. Yes.
 11 MR. O'BRIEN:
 12 Q. So, once you consolidate all of those budget
 13 decks, is there a view or a look at the
 14 overall budget as to whether or not that
 15 comports with what Hydro feels is say least
 16 cost or reasonable budget? Do you look at
 17 that as an overall picture as well as the
 18 component parts?
 19 MS. HUTCHENS:
 20 A. I would absolutely expect that, yeah. I
 21 can't comment whether it – you know, I
 22 assume it was in 2016. I can't imagine it
 23 wasn't. Certainly, you know, just the fact
 24 of presenting it to a board causes you to
 25 have certain level of preparation and

1 whatnot, right.
 2 MR. O'BRIEN:
 3 Q. Right, yeah.
 4 MS. HUTCHENS:
 5 A. But I can absolutely tell you that in early
 6 2017 and in looking at the 2018 budget that
 7 we, you know, did go through that process
 8 looking at not just the individual line
 9 items, but looking at the overall package as
 10 well to understand, you know, what that –
 11 what it was and what it wasn't, to ensure
 12 that it – to ensure that it made sense and
 13 was effective and efficient.
 14 MR. O'BRIEN:
 15 Q. And I understand that, and I recognize that
 16 sort of you took a second look at it after
 17 you came on and you looked at those budgets.
 18 But, when the budget got approved first or
 19 the budgets for 2017, '18 and '19 would have
 20 been approved in 2016, and yes, they would
 21 have been approved and put forward to
 22 Nalcor, but as a regulated entity, would
 23 Hydro have been looking at “are these
 24 overall costs reasonable? Are these overall
 25 cost increases reasonable for customers to

1 MR. O'BRIEN:
 2 Q. Because you are telling us you've gone back
 3 and looked at it.
 4 MS. HUTCHENS:
 5 A. Yeah.
 6 MR. O'BRIEN:
 7 Q. In 2017 after.
 8 MS. HUTCHENS:
 9 A. Yeah.
 10 MR. O'BRIEN:
 11 Q. So, I'm wondering why that wouldn't have
 12 been a part of the overall view when they
 13 got passed in the first place.
 14 MS. HUTCHENS:
 15 A. I would have expected it to be.
 16 MR. O'BRIEN:
 17 Q. Yeah.
 18 MS. HUTCHENS:
 19 A. You know, and – but I think, you know, even
 20 more so, I think coming off of 2015, you
 21 know, there was a fairly significant
 22 operating budget actual that year, and it
 23 was – you know, it was quite a bit higher
 24 than the budget for that year in response to
 25 the reliability concerns, and you know, that

1 bear?” Would that be a focus as well?
 2 MS. HUTCHENS:
 3 A. I would think it would have been.
 4 MR. O'BRIEN:
 5 Q. And at that time, Hydro was coming out of a
 6 general rate case from a couple of years
 7 prior and there was a fair bit of discussion
 8 in that rate case about cost increases from
 9 – operating cost increases from 2007 forward
 10 and there were – they were multiples of
 11 inflation. Are you aware of that? There
 12 was increases of almost a 33 percent
 13 increase with adjusted for inflation over a
 14 six to seven-year period. So, there's
 15 multiples of inflation of increase. Would
 16 you have applied that concern or looked at
 17 that concern when Hydro passed these budgets
 18 for 2017, '18 and '19?
 19 MS. HUTCHENS:
 20 A. I'm not really sure. I wasn't there, you
 21 know.
 22 MR. O'BRIEN:
 23 Q. Okay.
 24 MS. HUTCHENS:
 25 A. So, it's – you know, you're -

1 caused a cost cutting message in the
 2 business in 2016. So, I would have expected
 3 that to, I'll call it, push through into the
 4 budget review processes and whatnot, but I'm
 5 – you know, I wasn't there, so it's very
 6 hard for me to comment, Mr. O'Brien.
 7 MR. O'BRIEN:
 8 Q. Okay. Well, maybe we'll talk about those
 9 2016 reductions. To what extent were you
 10 aware of what instructions were given in
 11 2016 to reduce costs? You came on in 2017.
 12 Did you have any knowledge of what the
 13 instructions that were given in 2016 about
 14 how to reduce costs from budget?
 15 MS. HUTCHENS:
 16 A. Yes. Yes, I was.
 17 MR. O'BRIEN:
 18 Q. Okay.
 19 MS. HUTCHENS:
 20 A. Yeah, I was told.
 21 MR. O'BRIEN:
 22 Q. All right. So, what I'm going to ask is
 23 that if we could pull up PUB-NLH-54,
 24 Attachment 1. And this is the RFI that sort
 25 of talks about those targeted reductions, I

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1 think, from 2016.

2 MS. HUTCHENS:

3 A. Yes, yes.

4 MR. O'BRIEN:

5 Q. And you're aware of what went on prior to

6 you coming in 2017, are you?

7 MS. HUTCHENS:

8 A. Yes.

9 MR. O'BRIEN:

10 Q. Okay. So, this particular attachment here

11 appears to show an original budget for 2016,

12 target reduction and then shows the variance

13 and the actuals. Have you seen this

14 document before? Was it prepared for the

15 rate case or was there an original document

16 that just showed original budget and target

17 reduction? Do you know?

18 MS. HUTCHENS:

19 A. This document, I believe, was prepared for

20 the rate case.

21 MR. O'BRIEN:

22 Q. Okay.

23 MS. HUTCHENS:

24 A. I believe the target reductions would have

25 been identified at some point along the way,

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1 but the variance target versus actual would

2 have been a product of the outcomes.

3 MR. O'BRIEN:

4 Q. Product of that, yeah, okay.

5 MS. HUTCHENS:

6 A. Yeah.

7 MR. O'BRIEN:

8 Q. So, the target reduction say, we've got

9 total operating costs down there of 9.7-9.8

10 million as target reductions. Do you know

11 when that figure sort of was put together,

12 when all those reductions were sort of first

13 compiled?

14 MS. HUTCHENS:

15 A. Specifically, no. I believe it was the

16 first half of 2016 sometime, you know, early

17 2016 is what's indicated in line 6 of page

18 one in that RFI.

19 MR. O'BRIEN:

20 Q. Yeah, okay.

21 MS. HUTCHENS:

22 A. And so, that's – but specifically the date,

23 no, I'm not sure.

24 MR. O'BRIEN:

25 Q. And do you know if it would have come in

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1 terms of a document similar to this just

2 without the variance and the actual?

3 MS. HUTCHENS:

4 A. No, I understand it was more a – you know, a

5 discussion in management meetings.

6 MR. O'BRIEN:

7 Q. Okay.

8 MS. HUTCHENS:

9 A. And about the expectations.

10 MR. O'BRIEN:

11 Q. And I'm just trying to get a flavour of

12 where the actual figure or the target came

13 from. So, the overall figures for those

14 targets, like were they compiled at any

15 point or was it just management meetings,

16 say "we're going to try to reduce costs in

17 labour. We're going to try to reduce costs

18 in travel" that sort of thing?

19 MS. HUTCHENS:

20 A. I believe the message was, you know, a ten

21 million dollar target.

22 MR. O'BRIEN:

23 Q. Okay.

24 MS. HUTCHENS:

25 A. And you know, go find it.

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1 MR. O'BRIEN:

2 Q. All right, okay. Do you know where that

3 instruction came from?

4 MS. HUTCHENS:

5 A. I believe it would have come from the

6 president at the time.

7 MR. O'BRIEN:

8 Q. And do you know whether or not management

9 was told that these reductions were to be

10 short term, was there to be focus on longer

11 term reductions, were there any instructions

12 in that regard that you know of?

13 MS. HUTCHENS:

14 A. I believe that the instructions did not

15 indicate they needed to be long term, just

16 that we needed to reduce costs. And I think

17 the environment is important there.

18 MR. O'BRIEN:

19 Q. Okay, explain that.

20 MS. HUTCHINS:

21 A. The context. The 2015 budget was in the

22 range, I can't remember the exact number,

23 but I've got it here somewhere, and then, so

24 the 2015 actuals, you know, sorry, yeah, the

25 approved test year was—the budget we were

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1 working with was 139.6, which would have
 2 been the 2015 test year and that's on
 3 schedule 3, so that would have been the
 4 approved test year in 2015. And then we had
 5 come in with an actual of 150, so you know,
 6 ten million dollars higher. We had not, you
 7 know, we had been coming off a significant
 8 amount of reliability work and I think the
 9 thinking was that, you know, we've done a
 10 lot of the catch up there, you know, we need
 11 to shift back a little bit and a lot of the
 12 reliability catch up was done, so we needed
 13 to sort of reset things, reset things back a
 14 bit. And, you know, at that point we did
 15 not have visibility of the Board's order
 16 either, we didn't have visibility of the
 17 seven-million-dollar cost allowance until
 18 later in the year; however, we had had an
 19 order of the Board prior to that year that
 20 had a prudence adjustment as well. And so I
 21 think there were a bunch of signals taken
 22 there, and you know, from that, so running
 23 high in terms of the prior year's budget
 24 and, you know, the signals that were
 25 starting to come in terms of cost

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1 management, as well as, you know, the
 2 reliability having a lot of the catch-up
 3 maintenance working having, I guess,
 4 assessed to be, you know, more caught up.
 5 MR. O'BRIEN:
 6 Q. Right.
 7 MS. HUTCHENS:
 8 A. And so in was in that context, I think that
 9 that message was sent.
 10 MR. O'BRIEN:
 11 Q. Okay, and I wonder if we could pull up
 12 undertaking 41, I just want to talk a little
 13 bit about the 2017 budget, page 2. So you
 14 had mentioned earlier about a 2017 budget
 15 having been in the range of 152.9 million,
 16 is that right?
 17 MS. HUTCHENS:
 18 A. That was the 2017 budget?
 19 MR. O'BRIEN:
 20 Q. Yeah.
 21 MS. HUTCHENS:
 22 A. Yes, that was the number that was contained
 23 in Undertaking 2.
 24 MR. O'BRIEN:
 25 Q. Right, and actually if you look at the

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1 footnote here in this one, there's kind of a
 2 reconciliation of that. I had asked the
 3 technical panel about a figure that was in
 4 Undertaking 2 of 153 million.
 5 MS. HUTCHENS:
 6 A. Yes.
 7 MR. O'BRIEN:
 8 Q. And I was a little bit, when I saw that
 9 figure, I was surprised to see that figure,
 10 but there's some reconciliation of that,
 11 Exploit's operating costs were part of that
 12 figure.
 13 MS. HUTCHENS:
 14 A. That's correct.
 15 MR. O'BRIEN:
 16 Q. And there's budget reductions part of that
 17 figure, is that right?
 18 MS. HUTCHENS:
 19 A. Correct.
 20 MR. O'BRIEN:
 21 Q. So the Exploit's operating costs, are they
 22 normally included in Hydro's budget?
 23 MS. HUTCHENS:
 24 A. We obviously established a budget for
 25 Exploit's because we operate it, and we have

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1 not been including them as part of the
 2 operating budget, not since my time there.
 3 MR. O'BRIEN:
 4 Q. They're not costs that Hydro pays?
 5 MS. HUTCHENS:
 6 A. No, that's correct, that's correct, but you
 7 know, we do track the costs and there's a
 8 separate business unit set up, those sorts
 9 of things.
 10 MR. O'BRIEN:
 11 Q. Right.
 12 MS. HUTCHENS:
 13 A. But, yeah, so we do keep them separate.
 14 MR. O'BRIEN:
 15 Q. Right.
 16 MS. HUTCHENS:
 17 A. But for, they were added into that
 18 undertaking to the presentation that went
 19 to, or the budget that went to the Hydro
 20 board and, along with, you know, and the
 21 Exploit's budget is not just operating,
 22 there is depreciation interest and revenue
 23 associated with it as well, so there would
 24 have been variances on all the other lines
 25 in that budget as well that went to the

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1 Board in November of 2016.
 2 MR. O'BRIEN:
 3 Q. So when you mentioned earlier that there was
 4 152.7 million dollar budget in 2017, can you
 5 tell me what the difference between, or
 6 reconcile that with the 153.3?
 7 MS. HUTCHENS:
 8 A. I think the 152.7 was from memory. I think
 9 I just misspoke, my apologies.
 10 MR. O'BRIEN:
 11 Q. Okay, that's fair. So, and you mentioned it
 12 -
 13 MS. HUTCHENS:
 14 A. Oh, sorry.
 15 MR. O'BRIEN:
 16 Q. Go ahead.
 17 MS. HUTCHENS:
 18 A. The 152.7 was the 2018.
 19 MR. O'BRIEN:
 20 Q. Okay, all right. And so the 142.4 that you
 21 spoke of, that was 2018 as well, reduction
 22 to, from 152.7 to 142.4, that's 2018 as
 23 well?
 24 MS. HUTCHENS:
 25 A. Correct.

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1 MR. O'BRIEN:
 2 Q. Okay, and that figure would include
 3 Exploit's operating costs as well?
 4 MS. HUTCHENS:
 5 A. The 142?
 6 MR. O'BRIEN:
 7 Q. Well both, I guess the 152 and—or was that
 8 152 -
 9 MS. HUTCHENS:
 10 A. No, the 152 did not include Exploits.
 11 (10:10 a.m.)
 12 MR. O'BRIEN:
 13 Q. It did not include Exploits, okay. And
 14 those budget reductions down there, the 4.i,
 15 can you speak to those? What are those
 16 reductions here?
 17 MS. HUTCHENS:
 18 A. So that's what I talked about very early in
 19 2017. We went through the budget and, you
 20 know, looked at the budget and its
 21 composition and, you know, and assessed
 22 where we felt that costs could be reduced.
 23 So there was a number of areas targeted, you
 24 know, transportation, travel, there was some
 25 conference money there, we removed all of

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1 that, you know, office supplies, there was
 2 some reductions there, so there was a bit of
 3 reduction on costs on a number of different
 4 areas.
 5 MR. O'BRIEN:
 6 Q. Was that a continuation on sort of cost
 7 reduction plan or targeted cost reduction
 8 plan from 2016?
 9 MS. HUTCHENS:
 10 A. No, it was not.
 11 MR. O'BRIEN:
 12 Q. No? It was something different.
 13 MS. HUTCHENS:
 14 A. No, I describe it differently, this is when
 15 we, you know, I talked earlier about January
 16 1st, 2017 I arrived and as an executive team
 17 we were, you know, I guess sort of getting
 18 in place and getting in place as a separate
 19 Hydro executive and that's, I think, when we
 20 really sort of started to hit the ground
 21 running and looking at the budgets that had
 22 been originally prepared, and you know,
 23 assessing those, coming off of messages in
 24 PU-49 and the order, and you know, looked at
 25 those budgets with a view to reducing them.

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1 We did, in those reductions, consider
 2 sustainability, we really did.
 3 MR. O'BRIEN:
 4 Q. Okay.
 5 MS. HUTCHENS:
 6 A. And, you know, in looking, for example,
 7 could you take money out of any particular
 8 travel line, take an example, you know, we
 9 would have gone back and looked at, you
 10 know, where we had been last year and what
 11 we felt like in terms of, you know, what
 12 cuts were made that were truly sustainable
 13 versus not.
 14 MR. O'BRIEN:
 15 Q. So that 4.9, that's—and let me back up a
 16 little bit. Would you have known when you
 17 looked in 2017, in early 2017 you took
 18 another look at these 2017, '18, '19
 19 budgets, would you have known sort of where
 20 you were tracking on actuals for 2016?
 21 MS. HUTCHENS:
 22 A. Yes, we would have, yes.
 23 MR. O'BRIEN:
 24 Q. Okay, because your 2016, if we could bring
 25 up Information 1, page 39. So there's your

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1 operating expenses by cost type, but the
 2 total operating costs are down at the
 3 bottom. So your 2016 actuals were 123.9, so
 4 you're a fair bit below and I'm assuming
 5 that's largely as a result of some of the
 6 cost reductions you, target reductions that
 7 were taken on in 2016, is that fair?
 8 MS. HUTCHENS:
 9 A. Yes.
 10 MR. O'BRIEN:
 11 Q. So they're a fair bit below what the 2016
 12 budget was somewhere in the range of 139
 13 million, is that right?
 14 MS. HUTCHENS:
 15 A. I believe it was, yes.
 16 MR. O'BRIEN:
 17 Q. So I mean, you've been successful there in
 18 2016 with some cost reductions and going
 19 into 2017, then you had a 2017 budget of
 20 153, but that included 9.8 for Exploit's,
 21 right?
 22 MS. HUTCHENS:
 23 A. Exploit's, yes.
 24 MR. O'BRIEN:
 25 Q. So you're not really 153, you're probably

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1 143 range.
 2 MS. HUTCHENS:
 3 A. One forty—yes.
 4 MR. O'BRIEN:
 5 Q. Right, and you've got some more targeted
 6 reductions you saw. How was it that in
 7 setting the 2017 budget you went from a
 8 position where you were tracking targeted
 9 reductions that were successful in getting
 10 you down to 123, that you set a budget for
 11 143 for 2017, can you explain that to me?
 12 MS. HUTCHENS:
 13 A. I think it's because it was a recognition
 14 that the cost cutting was not sustainable.
 15 You know, vegetation management is a perfect
 16 example and Mr. LeBlanc spoke about, you
 17 know, you can reduce vegetation management
 18 in any one year, but you know, the trees
 19 continue to grow, and you can reallocate and
 20 shift things around, but you do eventually
 21 have to get to it, so it's a short-term
 22 saving. You can't cut it forever, you can
 23 cut it for a short period of time, but it's
 24 not sustainable over the long term. Same
 25 thing with training. You know, you can

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1 completely cut out your training budget, but
 2 in an organization in a technical industry,
 3 the employees do need appropriate technical
 4 training to be able to operate the system,
 5 so you can't do without it forever, but you
 6 can probably skip, you know, something for
 7 one year but, you know, you can't get away
 8 with it for two or three years.
 9 MR. O'BRIEN:
 10 Q. So did you look at the overall operating
 11 picture to say, and I understand there may
 12 have been training issues, maybe travel that
 13 you look at, but did you look at the overall
 14 picture to say is this a reasonable approach
 15 here now to go from 123 all the way up to
 16 143, or is there somewhere else we can go?
 17 Because you talked about getting into 2017,
 18 you actually found reductions into 2017
 19 looking at sustainability of another five
 20 million dollars, 4.9 million. So I'm
 21 wondering what level of rigor was put into
 22 the budgeting sort of process back in 2016
 23 if you could come in in early 2017 and find
 24 that five million in early 2017 to come up
 25 with a new budget, did you question whether

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1 or not there was an appropriate level of
 2 rigor put into the budgeting process back in
 3 2016?
 4 MS. HUTCHENS:
 5 A. You know, I've asked some questions around
 6 that and one of the other contexts here that
 7 I haven't mentioned yet either, is that
 8 going into 2017 or in 2016 we were still
 9 operating under the matrix structure with
 10 Nalcor, but the decision had been made to
 11 transition. So 2017 was the first year were
 12 Hydro would be, you know, stand alone and
 13 outside of the matrix structure with Nalcor.
 14 That came with cost and, you know, there's
 15 an RFI around that that talks about one
 16 piece of that, but I think that's another
 17 context that was brought to bear here as
 18 well, and, you know, I think everyone
 19 recognized that the 2016 actuals, there was
 20 a cost-cutting message versus a cost-
 21 sustainability message, but you know, as you
 22 get into those sorts of things, you're doing
 23 a budget in August and you've probably been
 24 doing the cost cutting for a couple of
 25 months, and you know, you get into it, then

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1 you also have to look at what the additional
 2 costs of Hydro being more stand alone and
 3 not part of the matrix structure, you know,
 4 they get brought to bear as well, but as you
 5 move through, you know, as we move through
 6 the year, I think there was probably a
 7 recognition that some of the cost cutting
 8 was sustainable, but not all of it. And, I
 9 think, you know, that's reflected through
 10 in, you know, some of the line items there.
 11 Travel is a perfect example there, you know,
 12 we came out of the test year with 3.2
 13 million dollars in travel. 2015 actual was
 14 3.2 million, 2016 was 1.9 and then we're 2.4
 15 in 2017 budget and, you know, I think that
 16 there is a recognition there that there was,
 17 you know, there's \$800,000.00 there of
 18 travel that was sustainable, but you know,
 19 the difference between a 1.9 and the 2.4
 20 probably wasn't sustainable.
 21 MR. O'BRIEN:
 22 Q. Okay, and I guess I'm more focused on and I
 23 understand that and I'll take you through
 24 some of those, I guess, particular costs,
 25 I'm more focused kind of on the overall

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1 picture and the optics of sort of going
 2 from, jumping around with large increases in
 3 the overall operating budget and what the
 4 optics of that might be and whether or not
 5 that is something that Hydro was
 6 considering, because if you go from the 123
 7 up to 143, does that optics play a role in
 8 how you value and how you consider whether
 9 or not this budget is going to be cost
 10 effective or meet the least cost principles
 11 for a regulatory board?
 12 MS. HUTCHENS:
 13 A. I don't believe budgets are driven by
 14 optics, I believe budgets are driven by work
 15 plans and activities and rigor. You know,
 16 obviously there is, you know, the word
 17 "optics" I'm having a little trouble with,
 18 but you know, obviously there's a view in
 19 terms of what stability, you know, what is a
 20 stable budget. The other context, it's not
 21 in this table, is the 2016 budget. The 2016
 22 budget I believe is 139, so that was the
 23 base that was, I'm going to call it some of
 24 the jumping off points, sorry, that was
 25 another data point that was in there in

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1 assessing the, you know, what the 2017
 2 initial budget was, you know, so 142 versus
 3 139 is 3 million dollars in difference, it's
 4 not a significant number. It's not
 5 insignificant, don't get me wrong, but there
 6 was another data point in there as well as
 7 they were going through the year and, you
 8 know, I don't know, there was a ten-million-
 9 dollar target in terms of cost cutting; what
 10 was actually achieved was a lot more.
 11 MR. O'BRIEN:
 12 Q. Yes, I can see that.
 13 MS. HUTCHENS:
 14 A. Right, and you know, I think that's another
 15 piece of information in there too, because,
 16 you know, decisions would have been made to
 17 not spend and, you know, not spend more than
 18 what was intended too. So I don't know if
 19 that's helpful.
 20 MR. O'BRIEN:
 21 Q. No, I understand the point.
 22 MS. HUTCHENS:
 23 A. Yeah, there's a lot of data points in there,
 24 you know, only some of them are on the –
 25 MR. O'BRIEN:

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1 Q. Yeah, I guess it's one thing to look at it
 2 from, 143 is only 4 million dollars higher
 3 than 139, but a fair bit higher than 123.
 4 MS. HUTCHENS:
 5 A. Absolutely.
 6 MR. O'BRIEN:
 7 Q. And I guess that's kind of my question, is
 8 sort of did Hydro consider whether or not
 9 the—and to use another word rather than
 10 "optics", whether or not that jump which
 11 would be multiples of inflation from 123 to
 12 143 was reflective of least cost, of the
 13 least-cost standard?
 14 MS. HUTCHENS:
 15 A. I would absolutely expect it would be, you
 16 know, and I think the, at the time when the
 17 decision was made they would have not had
 18 the 123 data point, it probably would have
 19 been the ten-million-dollar reduction as
 20 opposed to the 15-million-dollar reduction.
 21 MR. O'BRIEN:
 22 Q. Okay.
 23 MS. HUTCHENS:
 24 A. But, yeah, you know, they would. No, it
 25 absolutely would have been considered.

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1 MR. O'BRIEN:
 2 Q. So for 2017 then, and let me ask you just in
 3 terms of managing the costs as you go
 4 through, once the budgets are set and you
 5 did talk about re sort of jiggling the budget
 6 in 2017, 2018, and 2019 and in early 2017,
 7 so going forward in terms of management of
 8 your budget, is it your approach or your
 9 opinion that it's reasonable to manage
 10 within budget? Is that the focus that
 11 managers are given or the directions are
 12 given to try to manage within your budget?
 13 MS. HUTCHENS:
 14 A. I would suggest the direction is to meet or
 15 beat.
 16 MR. O'BRIEN:
 17 Q. Meet or beat, okay, all right. So in 2017,
 18 what measures did you take in your, say
 19 functional areas, what measures did you take
 20 to manage your 2017 budget to meet or beat
 21 that budget?
 22 MS. HUTCHENS:
 23 A. I would have done regular budget reviews
 24 monthly with, of my budget, and check-ins
 25 with my managers regarding those budgets. I

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1 would have had detailed discussions with
 2 them about, you know, what we were seeing in
 3 the budgets, what we were not seeing in the
 4 budgets. Also discussions about work
 5 activity levels and the cost drivers behind
 6 the budgets, and I would say absolutely, you
 7 know, I challenge my managers all the time
 8 about, you know, their costs. You know, I
 9 talked a fair bit about the reorganization
 10 of my department, I'll call it, and that's
 11 aimed at being more efficient and effective,
 12 and you know, so any time a person leaves,
 13 we have a discussion around, you know, what
 14 happens with that position, you know, is
 15 there a development opportunity for
 16 somebody, is there an opportunity to combine
 17 that position with another position, should
 18 it report to the same place, you know, so
 19 that is, I would suggest, a regular ongoing
 20 discussion, both in terms of the labour, as
 21 well as the non-labour component of my
 22 budget.
 23 MR. O'BRIEN:
 24 Q. Okay, so we talked earlier about the gating
 25 process that was one of the, which we

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1 described that as an efficiency measure
 2 which Hydro put in place in 2017 going
 3 forward on how to manage your budgets, or
 4 management of the budget, I guess.
 5 MS. HUTCHENS:
 6 A. It's a management tool to aid with the
 7 management of the budget and it was, I think
 8 what it does it also looks at the budget, so
 9 you know, each department manager will look
 10 at their own budgets and each divisional VP
 11 will look at their own budgets, and there's
 12 an expectation that we meet or beat. And
 13 so, in bringing forward any role, we would
 14 all have a motivation to ensure that before
 15 we brought that role forward, that we were
 16 confident that we really needed it to
 17 complete the work plans and the activities
 18 that we need to do to run the business. And
 19 then when we get into the gating sessions,
 20 you know, it's another layer. It looks at
 21 it from a corporate perspective as opposed
 22 to from a divisional perspective saying, you
 23 know, you talk a little bit about, earlier,
 24 about my individual role versus my corporate
 25 role, and so I wear kind of two hats when it

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1 comes to the gating. One is, you know if
 2 any position is being proposed in one of my
 3 groups, I'm the one that has to say in that
 4 meeting, defend it, so I want to make sure
 5 that I thoroughly understand and I'm
 6 confident that we need it, and then I'm
 7 subject to challenge by my peers. And it's
 8 challenged by the peers, as well as, you
 9 know, do you need it, do you need it now, do
 10 you think there's an opportunity to combine
 11 it with another role. There may be
 12 something going on in another group that I'm
 13 unaware of, and so it brings that additional
 14 level of rigor and it also brings the, I'll
 15 call it the corporate perspective in terms
 16 of, you know, we now have the 55 FTE vacancy
 17 allowance, and we go into those meetings
 18 knowing, you know, how close we are to that
 19 and, you know, that becomes an absolute
 20 consideration in terms of the corporate
 21 budget, as well as the individual department
 22 budget in terms of going forward. So if an
 23 individual department, for example,
 24 absolutely doesn't need that position for a
 25 very valid and important business reason –

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1 (10:15 a.m.)
 2 MR. O'BRIEN:
 3 Q. Right.
 4 MS. HUTCHENS:
 5 A. Just because they don't have the budget
 6 doesn't mean it shouldn't get hired, but
 7 what it does mean is that somebody else
 8 needs to find it somewhere else.
 9 MR. O'BRIEN:
 10 Q. So it's a measure to, rather than just an
 11 efficiency measure, it's a measure to try
 12 and control if I'm going over budget or does
 13 it do both?
 14 MS. HUTCHENS:
 15 A. I would suggest it does both.
 16 MR. O'BRIEN:
 17 Q. Okay, and in terms of your particular area
 18 in financial services and with respect to
 19 supply management's as well, you talked
 20 about some restructuring that you did, sort
 21 of in order to, I guess to have people on
 22 the right spots, but you mentioned earlier
 23 that that didn't have an effect on costs
 24 going forward in the test years, did it have
 25 an effect on costs in 2017?

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1 MS. HUTCHENS:
 2 A. So there's two dynamics of cost when I
 3 answered that question earlier, so did it
 4 reduce my, the number of FTEs that I
 5 actually had sitting in seats during that
 6 year? Yes, it did.
 7 MR. O'BRIEN:
 8 Q. Okay.
 9 MS. HUTCHENS:
 10 A. However, I also have a vacancy allowance in
 11 my budget that's equivalent to four FTEs, so
 12 I'm expected to find four FTEs and in order
 13 to meet my budget. So yes, it's resulting
 14 in changes, but it's achieving that vacancy
 15 allowance as well.
 16 MR. O'BRIEN:
 17 Q. Okay, and were there any other specific
 18 measures that you would have implemented in,
 19 say, 2017 and even this year in terms of
 20 trying to find efficiencies or productivity
 21 in your department?
 22 MR. HUTCHENS:
 23 A. Yes.
 24 MR. O'BRIEN:
 25 Q. Okay.

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1 MS. HUTCHENS:
 2 A. One example, or two examples I can think of
 3 off the top of my head and these are, you
 4 know, I'll call it innovation and
 5 productivity opportunities as well and the
 6 cheques that we issue to suppliers, we issue
 7 cheques as well as electronic funds
 8 transfers. Electronical funds transfers are
 9 a lot cheaper than cheques, so we have been
 10 proactively contacting suppliers to get them
 11 converted over, and started to embed that or
 12 considering, I'm not sure if it's embedded
 13 yet or not, in our supply chain documents so
 14 that if you wanted to do business with
 15 Hydro, you know, we would prefer that we pay
 16 you by electronic funds transfer, as opposed
 17 to by cheque because it's much cheaper and
 18 an efficient method to do so. Another
 19 example and I think it's an example of
 20 employees sort of getting the message too,
 21 is in our—the print shop is part of my
 22 responsibility, so we have a high-volume
 23 production area. They do other things
 24 besides printing, but that is one of their
 25 functions, and when you use a photocopier

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1 you pay by the sheet of paper you put
 2 through it, not by the size of the sheet of
 3 paper and one of the employees there said,
 4 you know what, she said, "I can use the
 5 software to lay out the document, I can
 6 print it on an 11 by 17, take it over to the
 7 cutter and just cut it in half" and all of a
 8 sudden the click charge, which is the
 9 moniker I guess in terms of the cost per
 10 sheet of paper has been halved, and, you
 11 know, it's not a lot of money but it's
 12 \$7,500.00 and that's a lot of money in some
 13 fronts, right?
 14 MR. O'BRIEN:
 15 Q. That's an annual savings that you –
 16 MS. HUTCHENS:
 17 A. That would be, yeah.
 18 MR. O'BRIEN:
 19 Q. What about in terms of the supply change to
 20 e-transfers, what kind of level of magnitude
 21 of cost savings would you –
 22 MS. HUTCHENS:
 23 A. If we get everybody converted we've price
 24 that, I believe, at \$19,000.00. So that's
 25 not something that's going to be \$19,000.00

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1 immediately. That's going to be gradual,
 2 but it's a promotion versus having the
 3 suppliers coming to and ask for some. So,
 4 those are just a couple of examples.
 5 MR. O'BRIEN:
 6 Q. Okay. And throughout the year we've heard
 7 some evidence just in terms of some monthly
 8 meetings, cost cutting meets amongst the
 9 executive. Do you take part in those
 10 meetings?
 11 MS. HUTCHENS:
 12 A. They're not cost cutting meetings.
 13 MR. O'BRIEN:
 14 Q. Okay.
 15 MS. HUTCHENS:
 16 A. They would be financial review meetings.
 17 MR. O'BRIEN:
 18 Q. Financial review, okay.
 19 MS. HUTCHENS:
 20 A. And it would be broader than the executive.
 21 It would be the senior leadership team as
 22 well, not the entire senior leadership team,
 23 but anyone with significant budgets.
 24 MR. O'BRIEN:
 25 Q. And you take part in those?

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1 MS. HUTCHENS:
 2 A. Yes, I do.
 3 MR. O'BRIEN:
 4 Q. And we've heard some evidence that Mr.
 5 McIsaac, the previous president, instituted
 6 a measure where monthly reports were
 7 provided for review, O&M reports, that sort
 8 of thing. And I'm not sure exactly what is
 9 completely included in those reports. Are
 10 you able to give me some information on
 11 that?
 12 MS. HUTCHENS:
 13 A. I don't know that it's as much reports being
 14 provided as—because every manager can go
 15 into the financial system and pull up their
 16 actuals.
 17 MR. O'BRIEN:
 18 Q. Okay, they bring their own.
 19 MS. HUTCHENS:
 20 A. Yes, yeah. What we do in the meetings is we
 21 bring consolidated numbers, you know,
 22 similar to the layout of the affects here
 23 that you would see, in 3-9 and 3-10, those
 24 two schedules. Those would be examples of
 25 the types of schedules that we bring to

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1 those meetings at finance. So, we'd just
 2 pull those up. They would be system
 3 generated reports that we'd pull up in the
 4 meeting and discuss. So, it's not a report
 5 that gets circulated. It's just it gets
 6 pulled up and the agendas for those meetings
 7 were in one of the undertakings, undertaking
 8 52, I believe. You know, we start with our
 9 safety moment. We talk about our action
 10 items which is the action item, that's our
 11 "to dos" from the prior meeting or meetings.
 12 And then we go through an assessment, sorry,
 13 I'm ahead of you. Up to the first page
 14 there please, Caryn, thank you. So, there
 15 from lines 12 to 17 that would be our—we
 16 have standing agenda. So, we talk about the
 17 action items from the prior meeting, you
 18 know, that's a bit of an accountability, did
 19 you get it done, kind of thing, or what's
 20 your progress or your status of it? Then we
 21 would go through a number of system
 22 generated reports on the screen. And talk
 23 about the O&M results, the income statement
 24 results, look at it, you know, a couple of
 25 different—by division, is also overall by

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1 corporately, by department. And we would
 2 then talk about innovation, FTEs where we
 3 are in terms of our FTE numbers and targets
 4 and whatnot. And then the other items, and
 5 the other items would be items that we may
 6 have, you know, carried forward from an
 7 action item. You know, it may be an
 8 examination of a particular cost of, type,
 9 new adjust to assess, you know, are there
 10 some drivers there that we need to look at?
 11 Are there some indictors that we're seeing
 12 there that look like something may be going
 13 on positively or negatively with those
 14 costs, you know, what are we seeing in the
 15 numbers? So, those would be sort of in the
 16 other items category.
 17 MR. O'BRIEN:
 18 Q. In terms of this document, this undertaking,
 19 I have to confess, I though this document
 20 related to the innovation and productivity
 21 team. Does it relate to that or does –
 22 MS. HUTCHENS:
 23 A. No, it does not.
 24 MR. O'BRIEN:
 25 Q. It does not.

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1 MS. HUTCHENS:
 2 A. No, it relates to the monthly cost review
 3 meetings.
 4 MR. O'BRIEN:
 5 Q. Okay. So, while it says up top at line 4,
 6 minutes of the monthly production team
 7 meetings exist, I understood the undertaking
 8 request from the Consumer Advocate was to
 9 provide to minutes of the productivity team,
 10 but I may have the wrong.
 11 MS. HUTCHENS:
 12 A. We had a discussion about, it came from Ms.
 13 Williams' testimony, I believe, and our
 14 thinking was that it was—because she had
 15 been talking about in her testimony about
 16 these monthly meetings, but then also talked
 17 about how she also met with her production
 18 team. So, that was the context in which we
 19 looked at this and then responded
 20 accordingly, right, as we indicate in line
 21 8.
 22 MR. O'BRIEN:
 23 Q. Okay, confusing me a little bit more. The
 24 monthly production team meetings, so that's
 25 not just the meetings of the production

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1 team, Ms. Williams' group. This is the
 2 agenda that filed for the overall group and
 3 that would include you, that would include
 4 anybody in any functional area that's in
 5 senior management or executive?
 6 MS. HUTCHENS:
 7 A. Yes.
 8 MR. O'BRIEN:
 9 Q. Okay. So, do you call that a production
 10 team?
 11 MS. HUTCHENS:
 12 A. No, we call that a monthly cost review
 13 meeting.
 14 MR. O'BRIEN:
 15 Q. Okay, so in line 4 when it says the
 16 undertaking was asked to produce monthly
 17 production team meetings, this is not in
 18 response to—Ms. Williams' team—this relates
 19 to the agenda that you follow in your
 20 monthly meetings of, I guess, review of
 21 reports with executive and senior
 22 management. Is there a name on that team?
 23 MS. HUTCHENS:
 24 A. Sorry?
 25 MR. O'BRIEN:

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1 Q. Is there a name on the team that we're
 2 talking about here that this agenda here
 3 relates to or is it just management?
 4 MS. HUTCHENS:
 5 A. It's the leadership team.
 6 MR. O'BRIEN:
 7 Q. Leadership, okay. Okay, so this is
 8 leadership team—because there's an
 9 attachment here as well that talks about
 10 action items. When I looked at the
 11 attachment, I wasn't sure if that related to
 12 the innovation and productivity team, but
 13 does that relate to the leadership team?
 14 MS. HUTCHENS:
 15 A. It relates to leadership team, yes, it does.
 16 MR. O'BRIEN:
 17 Q. Okay.
 18 MS. HUTCHENS:
 19 A. My apologies, that's the way we interpreted
 20 the question.
 21 MR. O'BRIEN:
 22 Q. Oh no, that's fine, and I just wanted to be
 23 clear for the record. So, this information
 24 relates to the monthly leadership team
 25 meetings and that's your agenda that you

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1 follow. So, you would speak about
 2 innovation here, line 15.
 3 MS. HUTCHENS:
 4 A. Yes.
 5 MR. O'BRIEN:
 6 Q. And would that be kind of an update from the
 7 productivity and innovation team?
 8 MS. HUTCHENS:
 9 A. Typically, yes. It could also be a
 10 discussion around particular innovation
 11 items that individuals may be looking at,
 12 that sort of thing.
 13 MR. O'BRIEN:
 14 Q. Okay. And the FTEs there, you talked about
 15 that. Would you have discussions there
 16 about whether we can decrease FTEs; where
 17 are with FTEs; are labours cost escalating;
 18 what kind of things do you talk about in
 19 relation to FTEs in particular?
 20 MS. HUTCHENS:
 21 A. It would be more along the lines of where we
 22 are and where we're projecting to be.
 23 MR. O'BRIEN:
 24 Q. Alright. Have you talked about things like
 25 overtime and where you are with that?

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1 MS. HUTCHENS:
 2 A. Yes, we do, yes, overtime is a regular
 3 discussion. It's an area of a lot of focus
 4 for it, so yes, absolutely.
 5 MR. O'BRIEN:
 6 Q. And what things come out of these meetings,
 7 what kinds of action items do you have?
 8 MS. HUTCHENS:
 9 A. A wide variety.
 10 MR. O'BRIEN:
 11 Q. Yeah? Okay.
 12 MS. HUTCHENS:
 13 A. The meetings themselves are geared towards
 14 ensuring that everybody understands
 15 corporate context, not just the wrong
 16 context, you know, so that is an important
 17 thing to do. So, we do discuss the overall
 18 picture, both in terms of the income
 19 statement as well as the operating budget.
 20 So, there's an awareness that comes out of
 21 the meetings. There's also discussions
 22 around if someone is struggling in a
 23 particular arear or if someone has found an
 24 opportunity. They'll bring that to the
 25 table and say, look, I'm struggling, you

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1 know, how can you help me or, you know, do
 2 you have any suggestions or other
 3 opportunities? And if there's opportunities
 4 that somebody has identifying, they're
 5 brought to the table to discuss, you know,
 6 is there applicability elsewhere. And so
 7 those are the types of discussion items that
 8 we brought to the table.
 9 MR. O'BRIEN:
 10 Q. And if certain costs area escalating, what
 11 types of approaches do you take to that, in
 12 this meetings?
 13 MS. HUTCHENS:
 14 A. We would discuss, you know, why? We would
 15 challenge the manager responsible to ensure
 16 that—and the VP would as well—you know, can
 17 you control it within your own budget? If
 18 not, you know, corporately what can we help
 19 with? If a cost goes up in one area, you
 20 know, we need to find somewhere else and
 21 that's part of the discussion as well.
 22 MR. O'BRIEN:
 23 Q. And do these meetings, any agenda item talk
 24 about how can we further costs apart from
 25 innovation?

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1 MS. HUTCHENS:
 2 A. Oh, absolutely, absolutely.
 3 MR. O'BRIEN:
 4 Q. Would that come under the innovation, kind
 5 of productivity –
 6 MS. HUTCHENS:
 7 A. I think it would come through the general
 8 tone and tender of the O&M results in the
 9 forecast. You know, myself and my team
 10 usually sort of lead that discussion. And I
 11 can confirm for you that it is something
 12 that is a constant challenge that I will put
 13 to the group in terms of, you know, are we
 14 doing this as cheaply as we can or as
 15 effectively as we can?
 16 (10:30 a.m.)
 17 MR. O'BRIEN:
 18 Q. I want to ask you about the 2018/2019 test
 19 year operating costs a little bit. You
 20 mentioned about in 2017 you looked at the
 21 2017 budget when you came on, early on, and
 22 I understood you looked at the 2018 and 2019
 23 budget at that point too. Is that right?
 24 MS. HUTCHENS:
 25 A. Yes, that's correct.

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1 MR. O'BRIEN:
 2 Q. And so the figure that you had given me, I
 3 think, for the 2018 was, the first one you
 4 had seen was 152.7.
 5 MS. HUTCHENS:
 6 A. Let me confirm that number because that's
 7 the number I got wrong.
 8 MR. O'BRIEN:
 9 Q. Okay.
 10 MS. HUTCHENS:
 11 A. 152.7.
 12 MR. O'BRIEN:
 13 Q. And that does not include Exploit's.
 14 MS. HUTCHENS:
 15 A. Correct.
 16 MR. O'BRIEN:
 17 Q. And you were able to reduce that to 142, was
 18 that the figure that you had given me?
 19 MS. HUTCHENS:
 20 A. Yes, the number that is in the –
 21 MR. O'BRIEN:
 22 Q. That's in the test year.
 23 MS. HUTCHENS:
 24 A. - test year.
 25 MR. O'BRIEN:

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1 Q. That initial filing. Okay. And what sorts
 2 of costs did you cut to get from 152 down to
 3 142?
 4 MS. HUTCHENS:
 5 A. I'll make one, sort of, preface comment. I
 6 wouldn't describe it as cost cuts, just as
 7 cost reductions. I draw a distinction
 8 between those two terms. And you know, the
 9 context would have been that the budget was
 10 done in 2016 and you know, as you run
 11 closer, you know, there more visibility and
 12 what you've actually achieved in 2016, those
 13 kinds of things. So, the types of
 14 reductions we would have made, so the
 15 employee future benefits adjustment would
 16 have been a big piece of that and that would
 17 have been as a result of an actuary
 18 evaluation. It was a 4 million dollar
 19 reduction. We did reduce salaries and
 20 benefits and I believe that was a FTE
 21 reduction as well associated with that.
 22 Capitalized labor, there was an increase in
 23 capitalized labor, that's been assessed,
 24 what the plan looked like and what we
 25 expected it to be coming off 2016 as well in

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1 terms of what we looked at there; travel;
 2 office supplies; professional services;
 3 transportation training; and the
 4 productivity allowance was in there as well.
 5 So, there was a million productivity
 6 allowance. You know, so once we went
 7 through and assessed the costs and felt what
 8 were sustainable reductions, we then had a
 9 look at the productivity allowance and put
 10 that on top of it too, for to challenge
 11 ourselves and ensure we had a stretch target
 12 in there.
 13 MR. O'BRIEN:
 14 Q. When you saw that 152.7, did that concern
 15 you, given the targeted reductions that were
 16 ongoing in 2016?
 17 MS. HUTCHENS:
 18 A. I took notice of it for sure, yeah.
 19 MR. O'BRIEN:
 20 Q. What about the 2019 budget? What did that
 21 look like when you first saw it?
 22 MS. HUTCHENS:
 23 A. I think it would have been—I don't have the
 24 numbers here, but it would have been similar
 25 circumstance to the 2018. So, we would have

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1 done both at the same time.
 2 MR. O'BRIEN:
 3 Q. Was it higher than the 152.7?
 4 MS. HUTCHENS:
 5 A. I don't have the number.
 6 MR. O'BRIEN:
 7 Q. Can you get that number?
 8 (10:34 a.m.)
 9 MS. HUTCHENS:
 10 A. Yes.
 11 MR. O'BRIEN:
 12 Q. I'm assuming the 2019 filing is what the
 13 final budget looked like.
 14 MS. HUTCHENS:
 15 A. Yes, it was, yes.
 16 MR. O'BRIEN:
 17 Q. So, that's the 145 –
 18 MS. HUTCHENS:
 19 A. And it would have been similar cost
 20 reductions, so likely it would have been the
 21 same sort of order of magnitude, a
 22 difference between the two.
 23 MS. GLYNN:
 24 Q. We'll note that undertaking on the record.
 25 MR. O'BRIEN:

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1 Q. Yes, thank you. Now, if we could bring up
 2 Information 1, page 39, please? So, we
 3 looked earlier with one of the undertakings
 4 there, the 2017 budget was in the 138 range,
 5 is that right, after those reductions?
 6 MS. HUTCHENS:
 7 A. Yes.
 8 MR. O'BRIEN:
 9 Q. Your actuals were 130. So managing your
 10 2017 budget, was there a general approach to
 11 management of that to try to get that down
 12 as far as possible in 2017?
 13 MS. HUTCHENS:
 14 A. Yes, I would say there was.
 15 MR. O'BRIEN:
 16 Q. And was there any, we talked about 2016 and
 17 about a targeted reduction and an actual
 18 direction of, find 10 million dollars. Was
 19 there any sort of direction for 2017 in the
 20 same regard?
 21 MS. HUTCHENS:
 22 A. No, no further direction beyond what we
 23 would have taken out of the 4.8 million that
 24 we would have taken out in the beginning of
 25 the year.

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1 MR. O'BRIEN:
 2 Q. Okay.
 3 MS. HUTCHENS:
 4 A. Now, you know, you indicated too that
 5 there's 138 million dollars in the budget
 6 and that was what the budget had. However,
 7 we locked the budget down for 2017 and
 8 subsequent to that where there actuary
 9 evaluation came in. And so four million
 10 dollars of that reduction was related to the
 11 actuary evaluation and employee future
 12 benefits numbers. So, that 138—that's how
 13 we got from the 138 to the 134.4 in the test
 14 year.
 15 MR. O'BRIEN:
 16 Q. Yes, in your forecast there for 2017.
 17 MS. HUTCHENS:
 18 A. Yes.
 19 MR. O'BRIEN:
 20 Q. Okay. And just explain to me in just a
 21 little bit more detail what that actuarial,
 22 employment –
 23 MS. HUTCHENS:
 24 A. Employee future benefits, yes.
 25 MR. O'BRIEN:

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1 Q. Okay, yeah. And so you were still able to
 2 reduce from forecast by another 4 million
 3 dollars?
 4 MS. HUTCHENS:
 5 A. Yes, there's reductions there. Now, half of
 6 those reductions were associated with an
 7 adjustment related to the 2017 GRA costs.
 8 We had assumed and accrued costs associated
 9 with the hearing for both the Board and—the
 10 Board and the Intervenors costs. And those
 11 bills came in in 2017, yes, late 2017 and
 12 they were less than what we had expected.
 13 So, there was a 1.7 million dollar credit
 14 associated with that. So, that is a fairly
 15 significant piece of that. And another
 16 significant piece was the business systems
 17 project. Because of delays in that project,
 18 it was originally expected in the budget to
 19 be in place in 2017, but didn't come in
 20 until 2018. So, there were delays in those
 21 costs. There was delays in that and the IT
 22 area of totalling, 1.1 million dollars of
 23 that change as well.
 24 MR. O'BRIEN:
 25 Q. Okay.

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1 MS. HUTCHENS:
 2 A. You know, so when you take out those
 3 variables, you know, we came in just little
 4 bit under the 2017 forecast.
 5 MR. O'BRIEN:
 6 Q. Okay. But you're still under or in around
 7 the range of your 2015 approved test year.
 8 MS. HUTCHENS:
 9 A. Yes.
 10 MR. O'BRIEN:
 11 Q. And in terms of your 2018 test year then,
 12 you're jumping from 130, well I mean, if you
 13 add in your variables, 134 or 133 and change
 14 back up to 142 in the test year.
 15 MS. HUTCHENS:
 16 A. Yes.
 17 MR. O'BRIEN:
 18 Q. I'm wondering did that—that seems to be an
 19 increase which would be another multiple of
 20 inflation. Did that concern you?
 21 MS. HUTCHENS:
 22 A. You know, we obviously look at the total
 23 budget and when we were establishing the
 24 2018 test year budget we would have been
 25 looking at 134, not the 130. And yes, we

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1 absolutely looked hard at that. And I think
 2 there's a fair bit in the evidence in terms
 3 of explaining the detailed numbers there.
 4 You know, one of the contexts that I put to
 5 it is on an inflation adjusted basis. And
 6 if I could go to NP—let me get the right
 7 number now, 17 or 19. I'm sorry, my
 8 apologies, the binder is thicker than I
 9 anticipated. NP-19, there's a chart there.
 10 We did, in assessing the total, we did look
 11 at the overall budget and its inflation
 12 adjustments. And so that chart, if I look
 13 at the test year approved column, so the
 14 dotted line, so if I go down to the chart.
 15 So, if you take the 2015 test year approved
 16 budget of 132.7 million and inflate that out
 17 based on an inflation factor, the 2019
 18 equivalent would be 141.2 million dollars.
 19 And we have 142.3, sorry 145.3 in the test
 20 year for 2019, but you know, that's the
 21 prior to settlement number as well. So,
 22 that 145.3 million dollar figure has been
 23 reduced to 141 through the settlement
 24 process. And so when I look at that, that
 25 is a perspective I bring to the table. And

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1 it's certainly a perspective we brought when
 2 we were looking at the budget initially.
 3 MR. O'BRIEN:
 4 Q. And what about the 2018 with the settlement
 5 figures, I think you're in a 138 range.
 6 MS. HUTCHENS:
 7 A. Yes.
 8 MR. O'BRIEN:
 9 Q. Okay. And was that in the inflation area
 10 increase range?
 11 MS. HUTCHENS:
 12 A. Yes, you could compare to it the 138.2 table
 13 there and the 2018 column. So, what those
 14 numbers are is the budget for the year or
 15 the financial total, the operating total for
 16 the, in the case of the dotted line, the
 17 2015 test year escalated forwards.
 18 MR. O'BRIEN:
 19 Q. And that's from the test year, but from say,
 20 2016, still a fair—it's outside of inflation
 21 area, increases for 2016.
 22 MS. HUTCHENS:
 23 A. It would be, but I think you'd have to bring
 24 to bear the circumstances in 2016 where the
 25 cost cutting was done, but it just wasn't

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1 sustainable. Plus the other thing that's
 2 gone on here as well, is we've separated
 3 from Nalcor, administratively. So, we're
 4 stand alone and we don't no longer, you
 5 know, have a matrix structure and that kind
 6 of thing and that's another variable that's
 7 in here as well. You know, we're absorbing
 8 the CC operators that have been added as a
 9 result of the, you now, the addition to the
 10 North American grid. And you know, so
 11 there's a number of things in there that is
 12 doing on.
 13 MR. O'BRIEN:
 14 Q. Is everything built into that settlement
 15 figure of 138? I understand the business
 16 transformation costs are not built into that
 17 figure.
 18 MS. HUTCHENS:
 19 A. Into the 13 –
 20 MR. O'BRIEN:
 21 Q. Into the settlement figure of 138 for 2018.
 22 MS. HUTCHENS:
 23 A. That's correct.
 24 MR. O'BRIEN:
 25 Q. So, to say that's the operating cost, it's

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1 not necessarily accurate, is it?
 2 MS. HUTCHENS:
 3 A. I think that's another, you know, piece of
 4 information that you bring to bear. You
 5 know, we're running on a, or we were running
 6 on a 20-year old system and when you upgrade
 7 those systems, you're pushing forward to 20
 8 years, that's a fairly significant change
 9 and with those kinds of big system changes
 10 you typically see, you know, a bump in costs
 11 because you're been running with any old
 12 system. And the new systems are more
 13 expensive and that a function of that,
 14 that's another issue to debate in another –
 15 MR. O'BRIEN:
 16 Q. Oh no, I understand.
 17 MS. HUTCHENS:
 18 A. Yes, but again, absolutely.
 19 MR. O'BRIEN:
 20 Q. I'm just trying to get a flavor or, sort of
 21 whether or not overall operating costs now
 22 with settlement figures in the 138 range for
 23 2018. If we're going to compare apples to
 24 apples, we have to add that into the mix
 25 then as well. Is that fair?

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1 MS. HUTCHENS:
 2 A. I think it depends on your perspective.
 3 MR. O'BRIEN:
 4 Q. But it is an operating cost or will be an
 5 operating cost?
 6 MS. HUTCHENS:
 7 A. It is an operating cost, yeah.
 8 MR. O'BRIEN:
 9 Q. And it will put you outside of inflation
 10 increase. Even at the 2105 test year level.
 11 MS. HUTCHENS:
 12 A. Yes, it will, but you know, we've also had
 13 the cost of separation from Hydro—from
 14 Nalcor as well. You know, that 2.7 in the
 15 labour line on that. So which is a fair
 16 chunk of change is too.
 17 MR. O'BRIEN:
 18 Q. And knowing that addition would put you
 19 outside of inflationary levels, is there any
 20 focus as seeing if we can reduce costs
 21 elsewhere?
 22 MS. HUTCHENS:
 23 A. Oh, absolutely. We're absolutely at cost
 24 reductions, but we want to make that they
 25 are sustainable. So, we're being –

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1 MR. O'BRIEN:
 2 Q. Are you expecting to see them in them in the
 3 test years themselves?
 4 MS. HUTCHENS:
 5 A. I think what we'll in the test years had
 6 been embodied in the productivity allowance
 7 for the most part and the vacancy allowance
 8 and the absorption of the ECC operators as
 9 an additional piece there.
 10 (10:45 a.m.)
 11 MR. O'BRIEN:
 12 Q. I want to turn and sort of talk about the
 13 innovation and productivity team, if I
 14 could. And just for now if we could bring
 15 up Undertaking 42, Attachment 1 and this is
 16 just a document we received yesterday
 17 afternoon. And I'm not going to take you
 18 through the entire thing, but there is some
 19 questions I do have for you about this
 20 document and about your role, I guess, on
 21 that team. I understand—are you the
 22 executive sponsor of the innovation and
 23 productivity team, is that right?
 24 MS. HUTCHENS:
 25 A. Yes, that's correct.

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1 MR. O'BRIEN:
 2 Q. Okay. And when was that team established?
 3 MS. HUTCHENS:
 4 A. It was formerly established in January of
 5 this year.
 6 MR. O'BRIEN:
 7 Q. And when you say "formally" established,
 8 what do you mean by that?
 9 MS. HUTCHENS:
 10 A. The team is a core team of four individuals
 11 and then there's an extended team of 20
 12 additional individuals who are what we call,
 13 innovation champions and that core four were
 14 put together and in place in late January.
 15 MR. O'BRIEN:
 16 Q. So, there's mention of a core team in the
 17 rate case itself which would have been filed
 18 the end of 2017. And is there a team, an
 19 informal team in place in 2017?
 20 MS. HUTCHENS:
 21 A. No, I wouldn't say it was an informal team,
 22 no. There's a bit of history, I guess, I
 23 believe the only reference in there was in
 24 one RFI that we talk about, you know,
 25 innovation and—I don't even think we used

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1 the term innovation, I think we used the
 2 term productivity.
 3 MR. O'BRIEN:
 4 Q. Yeah, I don't think innovation –
 5 MS. HUTCHENS:
 6 A. So, you know, it was shaping up in our
 7 minds, I think, as we were answering the
 8 RFIs and around that same time frame. And
 9 we had come out of 2016, we come into early
 10 2017, we reduced the budgets. We'd gone
 11 through the process late in 2016 and I
 12 actually came in for a couple of meetings
 13 late in 2016 after the order was received
 14 and we went through the operating budget
 15 line by line to sort of help understand
 16 where opportunities might be. And from that
 17 we developed a list of where we thought some
 18 opportunities would be. And we then took
 19 each of those items away and did some, you
 20 know, analysis and look at it and what not.
 21 But we can to realize that we really needed-
 22 -in order to drive the changes out that we
 23 needed because it's about getting at the
 24 underlying cost drivers. And that requires
 25 detailed analysis and assessment so that you

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1 really understand what you're doing, so that
 2 it has the effect that you intend and there
 3 are no unintended effects. And you know, so
 4 we came through that 2017, came into 2017
 5 looking at that. We had done some
 6 productivity training as a management team
 7 with the Board of Trade and I think it
 8 opened our eyes a little bit differently as
 9 well. And that was sort of the genesis of,
 10 you know, the innovation concept on top of
 11 the team. I think what we realized coming
 12 through 2017 is that if we were going to do
 13 what we needed to do, we needed to put the
 14 team in place or put a dedicated group of
 15 individuals in place. So, we needed to
 16 resource it appropriately. And you know,
 17 organizations, you know, go through changes
 18 and what's right for cost management in one
 19 year maybe different than what's right for
 20 cost management a couple of years down the
 21 road or a couple of year prior. And I guess
 22 we assessed that, or I guess we did, we
 23 assessed that we needed to put a dedicated
 24 group to this. That was the right thing for
 25 Hydro at this point in time. And that's

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1 when we started to shape up the team. We
 2 trained 24 individuals in the fall of 2017
 3 in Lean Six Sigma Yellow Belt training which
 4 is a productivity and innovation tool. An
 5 then we took that team and four individuals
 6 who were—sorry, we took that group of 24 and
 7 four of those individuals we moved into the
 8 innovation team roles and the other 20 have
 9 become sort of the innovation champions.
 10 So, that’s kind of how we got there.
 11 MR. O'BRIEN:
 12 Q. Okay. So, in terms of that training then,
 13 the Board of Trade you talked about earlier,
 14 when did you have that training?
 15 MS. HUTCHENS:
 16 A. I believe it was early June.
 17 MR. O'BRIEN:
 18 Q. Early June, okay. And who attended that?
 19 MS. HUTCHENS:
 20 A. It was two groups of, I’m going to say, a
 21 dozen people each. It was a training
 22 program that they had brought an individual
 23 in from the mainland somewhere, Alberta, I
 24 believe, and had been offering this to their
 25 members. It was very cost effective. I

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1 believe it was in the range of \$3,000.00 to
 2 train everybody. So, we felt it was a good
 3 investment to just to sort of get us in a
 4 different head space, in terms of how we
 5 think about costs.
 6 MR. O'BRIEN:
 7 Q. And was the impetus behind that the Board’s
 8 order and comments concerning Hydro having
 9 to bring forward some productivity measures
 10 going forward in the next GRA?
 11 MS. HUTCHENS:
 12 A. I mean, it certainly was a factor, but I
 13 think that curvated our thinking, but you
 14 know, as to whether it was specific to the
 15 goal productivity training with the Board of
 16 Trade, it certainly would have caused us to
 17 think about it. And whether we would have
 18 done it otherwise, I’m not sure.
 19 MR. O'BRIEN:
 20 Q. Okay. And in the fall then you trained 24
 21 individuals, they turned out to be your four
 22 core people and the 20 champions, is that
 23 right?
 24 MS. HUTCHENS:
 25 A. Correct.

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1 MR. O'BRIEN:
 2 Q. Okay. And just take me through, sort of,
 3 what each one of those person’s roles would
 4 be, I guess, there’s two different roles,
 5 but just take me through exactly what they
 6 do.
 7 MS. HUTCHENS:
 8 A. Yes. So, the core team are dedicated 100
 9 percent to the innovation team. And they
 10 were taken out of their old roles and that
 11 was another, you know, we had to find those
 12 FTEs from somewhere; we didn’t add them on
 13 extra. And their role is—it’s kind of two-
 14 fold. Their role as a team is to drive
 15 innovation and productivity in the
 16 organization. And there’s the
 17 identification of opportunities, the
 18 examination of opportunities, so doing the
 19 detailed analytical assessments and we
 20 talked a little bit about that in NP-17. We
 21 talked about detailed assessments and
 22 analysis and the approach to that, in a
 23 generic way, not with specific reference to
 24 the team. And then they would work with the
 25 business to implement changes that would

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1 drive out innovation or productivity. So
 2 they basically develop a list of
 3 opportunities. They started with a list
 4 that we had been, sort of, working with and
 5 that we had been doing some work and started
 6 to drive out those opportunities, but
 7 they’ve also then gone outbound with the
 8 rest of the organization. The second piece
 9 of their mandate, and it’s not said so much
 10 in the terms of reference as much as it is
 11 intoned because the terms of reference is
 12 something we felt that all employees would
 13 see and what not, but it’s promoting the
 14 culture of innovation and productivity, you
 15 know. So, it’s not just about taking
 16 opportunities and running them through to
 17 the end, but it’s about helping employees as
 18 well as leadership and helping everybody to
 19 identify and implement productivity and
 20 innovation opportunities. So, for example,
 21 they started with a roadshow. They actually
 22 went out into every office and did a
 23 presentation with employees on Lean Six
 24 Sigma kind of principles, you know, so it
 25 gave employees a little bit of a view of,

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1 you know, what innovation and productivity
 2 is and a lot of people think innovation is
 3 about research and development and all that
 4 kind of stuff. It's not; it's about doing
 5 something different either with new tools or
 6 with tools you already have. And so they
 7 went out and have been into all of the
 8 offices and done a presentation with all
 9 employees, a couple of presentations.
 10 They've obviously met with my group and all
 11 my groups and done the same thing. And then
 12 they also have an email set up and have been
 13 consciously looking for employees and
 14 promoting that employees should send in
 15 their innovation ideas to that email. Then
 16 what they do with those ideas is they take
 17 them and they look at them, they consolidate
 18 them, you know, there's commonality in some
 19 of them. And that becomes a, I'll call it a
 20 repository, for all the innovation and
 21 productivity opportunities. So, their role
 22 is to drive it through the identification,
 23 consolidation and co-ordination as well as
 24 doing the in-depth analysis that may be
 25 required, but they can't implement. That

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1 has to be—the business needs to implement
 2 it, not the team. So, their role then is to
 3 work with the business to implement. So,
 4 they would work with the business on
 5 implantation strategies and that kind of
 6 stuff. So, it's a fairly broad role and
 7 it's intentionally designed to be brought
 8 –
 9 MR. O'BRIEN:
 10 Q. Is that just the four dedicated team or does
 11 that involve the 20 champions?
 12 MS. HUTCHENS:
 13 A. So, the dedicated team are at the core of
 14 it, I'm going to call it, in terms of the
 15 detailed assessment and analysis and that
 16 kind of stuff.
 17 MR. O'BRIEN:
 18 Q. Right.
 19 MS. HUTCHENS:
 20 A. The innovation champions would be their
 21 connection into the various offices and
 22 divisions and departments. They're
 23 intentionally –
 24 MR. O'BRIEN:
 25 Q. So, each department has a champion kind of

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1 thing.
 2 MS. HUTCHENS:
 3 A. Yes, and that becomes the prime connection
 4 with the innovation team. So, the
 5 innovation team would work with them if they
 6 needed to—they would be aware of—the
 7 innovation team would work with them on
 8 initiatives that would have influence on
 9 them and vice versa.
 10 MR. O'BRIEN:
 11 Q. And I'm gathering from the terms of
 12 reference that the Board, I guess, the four
 13 would be full time, this is what their job
 14 is now as –
 15 MS. HUTCHENS:
 16 A. That's correct.
 17 MR. O'BRIEN:
 18 Q. So, they're not involved in any other role.
 19 MS. HUTCHENS:
 20 A. Correct.
 21 MR. O'BRIEN:
 22 Q. And would the champions be involved in their
 23 regular role, but also have a portion of
 24 their time focussed on productivity? Or
 25 would they also be full time?

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1 MS. HUTCHENS:
 2 A. No, they are not full-time.
 3 MR. O'BRIEN:
 4 Q. Okay. What I wanted to ask you just in
 5 terms of, just before we break, the actual
 6 document itself here, the terms of reference
 7 indicates that it was prepared in January
 8 2018, was there any working terms of
 9 reference prior to this for 2017? And the
 10 reason I ask is is that there is some
 11 mention at page 2 under process at the top
 12 of page 2 about some early hits for work
 13 completed in 2017 by the leadership team.
 14 Is this just work the leadership team had –
 15 MS. HUTCHENS:
 16 A. That list of items is basically the list
 17 contained in PUB-122.
 18 MR. O'BRIEN:
 19 Q. Okay, alright.
 20 MS. HUTCHENS:
 21 A. If we could just go there quickly.
 22 MR. O'BRIEN:
 23 Q. And that came from the leadership team
 24 itself, does it?
 25 MS. HUTCHENS:

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1 A. Yes, it was the list that came out of our
 2 review starting in 2016 through 2017 -
 3 MR. O'BRIEN:
 4 Q. Okay.
 5 MS. HUTCHENS:
 6 A. - that continued to evolve. So, it started
 7 there, but it continued to evolve. So, you
 8 know, line 14, there's the human resource
 9 initiatives and scrolling down, attendance
 10 support program.
 11 MR. O'BRIEN:
 12 Q. So, these are things that the leadership
 13 team were already looking at prior to
 14 establishing this productivity and
 15 innovative team.
 16 MS. HUTCHENS:
 17 A. Yes, so there's things that we had
 18 identified and came to the conclusion that
 19 we really needed the dedicated and
 20 appropriate resources to drive the change
 21 forward. For example, you know, if you're
 22 going to get down and look at data, you need
 23 someone who is familiar with data analysis,
 24 not necessarily the person who might be
 25 managing that area at the time.

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1 MR. O'BRIEN:
 2 Q. But in 2017, prior to establishing this
 3 team, and while you were training others,
 4 was there anyone on the leadership team who
 5 was focussed productivity?
 6 MS. HUTCHENS:
 7 A. I think we all would have been. We each
 8 carried pieces of these and through our
 9 regular management meetings we would have
 10 bene talking about this list of
 11 opportunities and there certainly was—the
 12 list was there and it was being worked, yes.
 13 MR. O'BRIEN:
 14 Q. I wonder if we could break now?
 15 CHAIR:
 16 Q. We'll break until 11:30.
 17 (BREAK – 10:59 A.M.)
 18 (RESUME – 11:32 A.M.)
 19 MS. GLYNN:
 20 Q. We're ready to start again with Mr. O'Brien.
 21 MR. O'BRIEN:
 22 Q. Thank you. So, we were talking about the
 23 productivity, innovation and productivity
 24 team, where we left off and I still have a
 25 few more questions. So, the team itself was

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1 formally established in January, is that
 2 right?
 3 MS. HUTCHENS:
 4 A. That's correct.
 5 MR. O'BRIEN:
 6 Q. And they did some training back in the fall
 7 of 2017. I want to ask you just in terms
 8 of, at page 2 of the attachment and this is
 9 Undertaking 42, on the top there where
 10 there's some mention of—the first paragraph,
 11 the team will initially develop an execution
 12 plan that will be focussed on both early
 13 hits as well as identifying and assessing
 14 how to approach more difficult, potential
 15 opportunities. Is there an execution plan
 16 developed as of now?
 17 MS. HUTCHENS:
 18 A. Yes, there is.
 19 MR. O'BRIEN:
 20 Q. And is that a formal document?
 21 MS. HUTCHENS:
 22 A. Yes, it is.
 23 MR. O'BRIEN:
 24 Q. And is that something that you can provide
 25 for us?

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1 MS. HUTCHENS:
 2 A. I certainly can.
 3 MR. O'BRIEN:
 4 Q. As an undertaking.
 5 MS. GLYNN:
 6 Q. Noted as an undertaking.
 7 (11:33 a.m.)
 8 MR. O'BRIEN:
 9 Q. And when was that plan developed?
 10 MS. HUTCHENS:
 11 A. Through the spring.
 12 MR. O'BRIEN:
 13 Q. Through the spring?
 14 MS. HUTCHENS:
 15 A. Yeah, the first couple of months.
 16 MR. O'BRIEN:
 17 Q. Who developed it?
 18 MS. HUTCHENS:
 19 A. The innovation team.
 20 MR. O'BRIEN:
 21 Q. And the execution plan will focus on both
 22 early hits and I wanted to sort of focus in
 23 on those early hits. Would there have been
 24 any early hits, I guess, we talked about
 25 earlier, we looked at some of the leadership

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1 teams' focus early on in 2017, there were a
 2 number of areas. Is that the early hits
 3 that you're talking about?
 4 MS. HUTCHENS:
 5 A. Yes, generally.
 6 MR. O'BRIEN:
 7 Q. Alright. And those areas have all been, are
 8 in the process of being implemented, some
 9 productivity measures for those areas. Is
 10 that right. I think the implementation
 11 starts when you've finished all your
 12 detailed analysis and understand have a
 13 proper plan. So, that would be in some
 14 stage of progress.
 15 MR. O'BRIEN:
 16 Q. Okay. And so none of those early hits have
 17 been implemented as of yet?
 18 MS. HUTCHENS:
 19 A. Some of them would have, yes.
 20 MR. O'BRIEN:
 21 Q. Okay, what ones would have been implemented?
 22 MS. HUTCHENS:
 23 A. That attendance management program would
 24 have been a piece of it. We've made some
 25 changes in security and janitorial. I'm

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1 just thinking back to the IC 122.
 2 MR. O'BRIEN:
 3 Q. They can bring that up, if you like.
 4 MS. HUTCHENS:
 5 A. PUB 122, sorry. Just want to remind myself.
 6 Yes, so there's been the attendance support
 7 programs, on lines 19 and 20.
 8 MR. O'BRIEN:
 9 Q. Okay.
 10 MS. HUTCHENS:
 11 A. Sixteen would sort of encompass a
 12 description of the role on line 16 there,
 13 continuing organization view, targeting
 14 efficiency. Review of overtime at line 21,
 15 it's been a lot of work in the overtime
 16 area. The training pieces implemented in
 17 line 23. And if you could move down, Caryn,
 18 please? Travel guidelines are partially
 19 done. The travel guidelines and, you know,
 20 travel, we've dissected into a number of
 21 different issues. Some of them would have
 22 been initiated. We've gone out and
 23 retendered our travel services contract and
 24 we have also gotten preferred hotels set up.
 25 The communication infrastructure costs is

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1 underway. One of the things that we have
 2 done there is we have, in the—our energy
 3 management system, we've re-examined the—how
 4 am I going to describe this right now? The
 5 updating, we used to update it annually and
 6 we've come to the conclusion that every
 7 second year is now more appropriate. And we
 8 have also made some changes in our laptop
 9 replacement profile. And some of these
 10 would have both capital and operating
 11 effects as well.
 12 MR. O'BRIEN:
 13 Q. Okay.
 14 MS. HUTCHENS:
 15 A. And the adoption of the technology to
 16 convert paper based mail outs to email,
 17 that's sort of an ongoing thing and cell
 18 phones, we well. So, yes, a number of those
 19 have been –
 20 MR. O'BRIEN:
 21 Q. Have been implemented already.
 22 MS. HUTCHENS:
 23 A. Yeah, but I will comment that when we
 24 establish the productivity allowance, we did
 25 refer back to the list of initiatives that

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1 was the genesis of this. You know, so that
 2 was sort of the basis or the foundation of
 3 how much we established that productivity
 4 allowance as well.
 5 MR. O'BRIEN:
 6 Q. Okay. So, I guess that covers two areas
 7 then. In terms of—my next question would be
 8 if you've implemented any of these area,
 9 what cost savings do you expect to see in
 10 the test years as a result of that? And is
 11 your response that it's built into that
 12 productivity allowance?
 13 MS. HUTCHENS:
 14 A. Yes, it would be. The productivity
 15 allowance as well as the vacancy allowance,
 16 you know, because there's effects that come
 17 out of this that are labour related as well.
 18 I think in years out we will see reductions
 19 as well, but I want to make sure that we
 20 undertake the structural changes and cost
 21 drivers that are sustainable and that really
 22 needs to be thoughtful and methodic and make
 23 sure that we understand the effects so we
 24 don't, you know, change one thing—improve it
 25 in one area and hurt something else in

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1 another area. You know, we do have a cost
 2 menu; we also have a reliability and safety
 3 mandate as well. There's the 3, the tri-ad
 4 of responsibilities that are embodied in the
 5 Electrical Power Control Act. So you want
 6 to make sure that it's thoughtful and
 7 they're well thought out and that they're
 8 sustainable and they have sticking power.
 9 MR. O'BRIEN:
 10 Q. And in terms of, I guess, that productivity
 11 allowance piece then, that would really be—
 12 that covers whatever reductions you're
 13 looking at as a result of these early hits.
 14 MS. HUTCHENS:
 15 A. They would be embodied in that.
 16 MR. O'BRIEN:
 17 Q. Embodied in that, okay.
 18 MS. HUTCHENS:
 19 A. I wouldn't say it's one for one. It's a bit
 20 of a judgment call.
 21 MR. O'BRIEN:
 22 Q. And so in terms of where we see overall
 23 operating costs, there was an undertaking
 24 provided to show that by implementing the
 25 settlement agreement into the overall

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1 operating costs, we saw about 138 million
 2 arising out of that for 2018. You don't see
 3 any further reduction of that as a result of
 4 implementing these early hits.
 5 MS. HUTCHENS:
 6 A. I'm not seeing that. Most of these early
 7 hits we would have forecasted in and we're
 8 forecasting to be pretty much on that
 9 operating budget, adjusted for the
 10 settlement numbers.
 11 MR. O'BRIEN:
 12 Q. And that productivity allowance, I
 13 understand, is a self-imposed target.
 14 MS. HUTCHENS:
 15 A. Correct.
 16 MR. O'BRIEN:
 17 Q. Can you, and it's roughly a million dollars
 18 in each test year, in that—
 19 MS. HUTCHENS:
 20 A. Yes, it is.
 21 MR. O'BRIEN:
 22 Q. Can you tell me who you came up with that
 23 figure?
 24 MS. HUTCHENS:
 25 A. Very much a judgment call. It's PUB-64, I

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1 believe, that addresses this. So, test year
 2 is 1.1 million and it is a self-imposed
 3 target and there were no specific guidelines
 4 issued to staff with respect to that
 5 allowance, but in terms of how we came up
 6 with it, we did refer back to those
 7 initiatives that we just looked at in 122.
 8 And you know, a piece of it was, you know,
 9 what do we think each of the initiatives
 10 might garner? And it wasn't a, you know,
 11 this one is ten thousand bucks, this one is
 12 twenty thousand bucks, this one is a hundred
 13 thousand bucks. It's what do we think on
 14 balance on that total is. And we did feel
 15 that important that we put the target in
 16 there because it also incents people to make
 17 these changes and that's an important part
 18 of it. You know, we put the 1.1 million
 19 dollar productivity allowance, but then we
 20 also allocated it out over everybody else's
 21 budget. So, as an example, a hundred
 22 thousand dollars of that sits in my budget.
 23 So, I have to come up with a hundred
 24 thousand dollars in order to meet that.
 25 And yes, some of those initiatives will aid

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1 me in that, but it provides an incentive for
 2 me to continue to look as well.
 3 MR. O'BRIEN:
 4 Q. Okay. And I got the understanding from
 5 previous witnesses that there was no
 6 allocation per group, but there is an
 7 allocation of a portion of that million
 8 dollars to your group, say.
 9 MS. HUTCHENS:
 10 A. Yes, there absolutely is.
 11 MR. O'BRIEN:
 12 Q. And is that the same case for all groups?
 13 MS. HUTCHENS:
 14 A. Yes.
 15 MR. O'BRIEN:
 16 Q. Okay. And is it a proportionate allegation—
 17 is it proportionate to the number of FTEs?
 18 Is it proportionate to —
 19 MS. HUTCHENS:
 20 A. The productivity allowance is proportionate
 21 to their budget.
 22 MR. O'BRIEN:
 23 Q. To the budget?
 24 MS. HUTCHENS:
 25 A. Yes.

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1 MR. O'BRIEN:
 2 Q. Okay. When was this allocation made?
 3 MS. HUTCHENS:
 4 A. When we put it in the budget system back in
 5 2017. And which we would have had to have
 6 done before we prepared the schedules for
 7 rate application. Yes, it would have been
 8 embedded right though.
 9 MR. O'BRIEN:
 10 Q. And there's no specific guidelines on to
 11 meet it? It's just, here's your allocation,
 12 you figure it out.
 13 MS. HUTCHENS:
 14 A. That's correct, yes.
 15 MR. O'BRIEN:
 16 Q. Now, that one million dollars is a
 17 percentage of your overall operating costs,
 18 it's quite low, is it not?
 19 MS. HUTCHENS:
 20 A. It's a couple of percentage points, yes, it
 21 is.
 22 MR. O'BRIEN:
 23 Q. And is it your opinion that that's
 24 sufficient incentive to manage costs?
 25 MS. HUTCHENS:

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1 A. Yes, I do. I do believe that it's
 2 sufficient incentive and you know, the
 3 context that I put to it is it may seem like
 4 a small percentage, however we've just come
 5 off taking 4.8 million dollars out of the
 6 budgets as well, that had been embedded in
 7 people's plan and you know, in addition to
 8 the 1.1 million dollars with productivity,
 9 there's a vacancy allowance that totals some
 10 4.8 million dollars, I think, that is also
 11 allocated out over everybody's budget. And
 12 the ECC operators, you know, we have to find
 13 that as well, another 700,000. And you
 14 know, so as the year continues there's—so
 15 the significant, I think, stretch in the
 16 budgets and you know, you look at the
 17 overtime. The overtime budget is a lot less
 18 than what we had run at 2015 and 16 and 17,
 19 but you know, so that's another sort of,
 20 conscious decision to incent everybody to
 21 reduce the overtime. So, you know, I don't
 22 think you can take it by itself, I think you
 23 have to look at it in the context to the
 24 whole. It sends a message and it was
 25 intended to.

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1 MR. O'BRIEN:
 2 Q. For 2018 is that message being received?
 3 Are you seeing reduction in costs?
 4 MS. HUTCHENS:
 5 A. Yes, that message has been received.
 6 MR. O'BRIEN:
 7 Q. And how are you tracking on your 2018 costs
 8 right now, operating costs?
 9 MS. HUTCHENS:
 10 A. We are targeting to roughly the 138 that
 11 would have been in the settlement agreement.
 12 MR. O'BRIEN:
 13 Q. And just before I leave the innovation and
 14 productivity team itself, are there regular
 15 reports supposed to be produced by this
 16 team?
 17 MS. HUTCHENS:
 18 A. They do a regular reporting to me, yes.
 19 MR. O'BRIEN:
 20 Q. Do they and I noticed in the terms of
 21 reference a mention of some monthly reports,
 22 has that been done?
 23 MS. HUTCHENS:
 24 A. Yes, generally it has, I think, yeah.
 25 MR. O'BRIEN:

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1 Q. Okay. And are they written reports?
 2 MS. HUTCHENS:
 3 A. They are. They're not necessarily pretty
 4 looking, but they are reports and gets me
 5 what I need to know.
 6 MR. O'BRIEN:
 7 Q. There's not formal report template or
 8 anything like that?
 9 (11:45 a.m.)
 10 MS. HUTCHENS:
 11 A. There is a template, but it's simple. It's
 12 simple to be efficient and effective. You
 13 know, the important thing is to get the
 14 information, not to have it a glamorous
 15 format.
 16 MR. O'BRIEN:
 17 Q. So, since January of 2018, how many reports
 18 have you received?
 19 MS. HUTCHENS:
 20 A. I'm going to say two or three. And part of
 21 that--is the first report out for them would
 22 have been the development of the execution
 23 plan.
 24 MR. O'BRIEN:
 25 Q. Okay.

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1 MS. HUTCHENS:
 2 A. And then the reporting from there would have
 3 been based on that which is standard project
 4 management process.
 5 MR. O'BRIEN:
 6 Q. Right.
 7 MS. HUTCHENS:
 8 A. So that's the foundation upon which we
 9 built—the leader of the team is actually a
 10 project management professional. So, you
 11 know, that's her experience and so she is
 12 very much following a standard structured
 13 project management approach for this.
 14 MR. O'BRIEN:
 15 Q. Can you provide copies of those reports?
 16 (11:46 a.m.)
 17 MS. HUTCHENS:
 18 A. Yes, I can.
 19 GREENE, Q.C.:
 20 Q. Will be noted on the record as an
 21 undertaking.
 22 MR. O'BRIEN:
 23 Q. And do you have a timeline as to when
 24 implementation of any of the findings from
 25 the team is going to start? I know you

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1 mentioned that you've had some meetings that
 2 they've gone out and had meetings in the
 3 field with the different units. Is there a
 4 timeline for implementation analysis,
 5 implementation, is there something set up?
 6 MS. HUTCHENS:
 7 A. The timelines are with respect to –
 8 MR. O'BRIEN:
 9 Q. Are they part of the executive plan?
 10 MS. HUTCHENS:
 11 A. They are all with respect to the individual
 12 initiatives, yeah, you don't try to—it ties
 13 back to the individual initiatives, yeah.
 14 MR. O'BRIEN:
 15 Q. Yeah, okay. And is there a timeline on when
 16 you expect analysis to be completed from the
 17 teams?
 18 MS. HUTCHENS:
 19 A. It's a bit of—it's a more fluid process, I
 20 think, than what you may be getting at. You
 21 know, as projects come in or opportunities
 22 come in, I should say, not projects, but as
 23 opportunities are identified and so the team
 24 is constantly working individual
 25 initiatives, either themselves or they're

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1 working with someone else in the business
 2 who may be working the initiative, so it's
 3 very much a collaborative effort, you know,
 4 they take the list of initiatives that come
 5 in, ideas come in through the email, through
 6 all sorts of different sources and they'll
 7 take those and consolidate them and see
 8 where the trends are and priorities may
 9 change from time to time, and you know,
 10 depending on what we see in front of us and
 11 where the opportunities are best focussed
 12 and where the, you know, we could say, well
 13 this initiative is going to be done in
 14 October and we're realizing now October is
 15 probably not the right time to do that for a
 16 whole host of different reasons, so we may
 17 park that one for a couple of months and
 18 take something else on, you know, that kind
 19 of thing happens. And the other thing in
 20 the prioritization that I will note, you
 21 know, I talked earlier about team being, not
 22 just about driving initiatives, but also
 23 about driving culture change. So we're
 24 being conscious to pick a couple of
 25 initiatives, they may not be big initiatives

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1 but it's really important to get the message
 2 out to employees that, you know, you came up
 3 with an idea, we're going to implement it,
 4 and that's a really important message
 5 because it, in terms of the innovation
 6 space, you know, you really want to be
 7 consciously innovating and sending that
 8 message to employees that we're listening
 9 and, you know, they're in wonderful
 10 positions to be able to identify
 11 opportunities and they are, and some of them
 12 are easy to implement, some of them aren't
 13 and you may see the same thing ten times
 14 over, but you know, there's a fair bit of
 15 fluidity in terms of how the group is
 16 working the various initiatives and they may
 17 not be doing the work themselves, they may
 18 be aiding another piece of the business to
 19 do it as well.
 20 MR. O'BRIEN:
 21 Q. And do your reports kind of, the team's
 22 reports kind of address that kind of thing,
 23 here's where we are in terms of
 24 prioritization of implementing different
 25 measures?

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1 MS. HUTCHENS:
 2 A. Not in an overt way. The reporting focusses
 3 more on a, more significant things that they
 4 are driving and whereas there might be some
 5 things that the business is driving as well,
 6 so –
 7 MR. O'BRIEN:
 8 Q. And where is your role in all of this as
 9 executive sponsor? Is it with
 10 implementation or is it as a liaison with
 11 the executive? Where do you fit in?
 12 MS. HUTCHENS:
 13 A. My role I think is to set the framework for
 14 the team and ensure that the business
 15 understands the framework, then to aid the
 16 team to ensure that they are appropriately
 17 resourced and to ensure that there is
 18 regular reporting and focus going on and
 19 then also to, you know, link that in with my
 20 colleagues, the executive and others, the
 21 leadership team in terms of where we are and
 22 where we're headed and if there's road
 23 blocks, I would be called upon to clear a
 24 road block or any of those kinds of things.
 25 So it's an executive sponsorship role, it's

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1 not, I'm not day to day into the
 2 implementation by any stretch.
 3 MR. O'BRIEN:
 4 Q. Okay, and these individuals that are the co-
 5 leads, I guess a team lead and a co-lead and
 6 the champions, these individuals remain in
 7 their own departments or FTEs remain in
 8 their own departments, they're not in
 9 financial services, say, necessarily.
 10 MS. HUTCHENS:
 11 A. From a budget perspective they remain in
 12 their own departments, but from a reporting
 13 perspective, they do not.
 14 MR. O'BRIEN:
 15 Q. Okay, that was my next question.
 16 MS. HUTCHENS:
 17 A. So that may have been some of the confusion
 18 in the terms of reference, yeah.
 19 MR. O'BRIEN:
 20 Q. So they report –
 21 MS. HUTCHENS:
 22 A. No, that was intended to be a budgeting
 23 instruction.
 24 MR. O'BRIEN:
 25 Q. And will Hydro be reporting to the Board on

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1 any material inefficiencies that are found
 2 during this process, is that the plan or –
 3 MS. HUTCHENS:
 4 A. We haven't established a plan, you know, I
 5 would think that some of that reporting
 6 would come through the results of our
 7 operating and our regular filings with the
 8 quarterly report and certainly the year-end
 9 report, the annual report that we do and the
 10 review that Grant Thornton does as well
 11 would be, you know, those initiatives would
 12 come out of that as well.
 13 MR. O'BRIEN:
 14 Q. I wanted to turn to another area, key
 15 performance indicators, I just had a few
 16 questions for you on that. I wonder if we
 17 could bring up Exhibit 7, page 105? These
 18 are the annual reports on key performance
 19 indicators filed at the rate case and the
 20 latest one from what I can see is 2016, but
 21 I just want to briefly touch on the
 22 financial KPI targets or the financial piece
 23 of this with you. The 2017 annual report, I
 24 had a look at it, I understood that there
 25 was no information in there about financial

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1 KPIs because you didn't have audited
 2 statements when that was prepared, is that
 3 right?
 4 MS. HUTCHENS:
 5 A. Yes, there is sometimes a delay in terms of,
 6 yeah, getting the financial statements
 7 released.
 8 MR. O'BRIEN:
 9 Q. Has the 2017 report been amended since, have
 10 you got audited statements now?
 11 MS. HUTCHENS:
 12 A. Yes, we do, I believe it's been filed.
 13 MR. O'BRIEN:
 14 Q. Okay, all right. For now, I just want to
 15 touch on some of the key areas, if we could
 16 go to page 140, there's a number of
 17 financial KPIs that are listed here and I
 18 just wanted you to comment on, if you could,
 19 yeah, so financial performance indicators,
 20 there's a list there of five of them, and
 21 the first one there is a corporate operating
 22 maintenance and administrative expense per
 23 megawatt hour delivered, what's the purpose
 24 of this indicator for your purposes, I
 25 guess, you rely on that in any way.

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1 MS. HUTCHENS:
 2 A. The key performance indicators are not some
 3 thing that we track on a daily, monthly,
 4 basis. We do calculate and report them at
 5 the end of the year. There is a bit of
 6 process around splitting up between the
 7 corporate versus generation, transmission,
 8 those kind of things, so it is not something
 9 that we use to, I'm going to say manage the
 10 business live in the year. At the end of
 11 the year, yes, we'll look at it and say, you
 12 know, I view KPIs as an indicator and I
 13 don't know what historically was done, but I
 14 view KPIs as an indicator, they're helpful
 15 to look at your performance year to year and
 16 they are also helpful in comparing ourselves
 17 to other entities as well, but you do need
 18 to be conscious when you compare to other
 19 entities that, you know, KPIs are intended
 20 to be fairly high level and those
 21 comparisons may be, you know, distorted by
 22 difference in your operations, so you do
 23 need to get under the covers to understand
 24 differences. So I view the KPIs, they're
 25 helpful measures. In terms of what we use

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1 to manage the business, we focus on, in all
 2 those measures there's the OM&A, which to me
 3 is the operating expenses, so in terms of
 4 the financial measures that we use to manage
 5 the business, we look at our operating
 6 expense, our capital budget and our net
 7 income relative to our budget, that's our
 8 sort of, you know, in the year measures that
 9 we focus on. You know, I've seen
 10 circumstances where, you know, these
 11 measures are used to track. One of the
 12 things that, you know, track in the year, I
 13 should say, when we're dealing with all
 14 these five measures there's a numerator and
 15 a denominator in each of them and the
 16 denominator in many of these cases doesn't
 17 change much from year to year, you know,
 18 transmission circuit kilometers doesn't
 19 change much year to year, you know, TL267
 20 might have an effect, but otherwise it
 21 doesn't change much, same with distribution.
 22 You know, so you're getting into measuring
 23 two variables which gets a lot harder to
 24 communicate and understand within the
 25 organization and it's not to say that

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1 they're not good measures, but on a day to
 2 day basis we focus on a—and I focus on the
 3 O&M which is the numerator in all of these
 4 cases and, you know, it may be divided up
 5 into five buckets, but it fundamentally
 6 comes back to that numerator. So we focus
 7 on the operating expenses and because the
 8 denominators can complicate it from a
 9 communication perspective and analysis
 10 perspective in a year, and it can also, you
 11 know, a lot of those measures don't change
 12 much, so it's a lot simpler to focus on the
 13 O&M and I think that that gets, those
 14 measures are helpful in running the
 15 business. You know, at the end of the year,
 16 you know, do we look at these? Absolutely
 17 and, you know, through the year, but they're
 18 annual measures, right.
 19 (26:13)
 20 MR. O'BRIEN:
 21 Q. And do you set targets for each one of
 22 these?
 23 MS. HUTCHENS:
 24 A. No, we have not been setting targets for
 25 each of those.

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1 MR. O'BRIEN:
 2 Q. Why is that?
 3 MS. HUTCHENS:
 4 A. We set targets for the O & M.
 5 MR. O'BRIEN:
 6 Q. Yeah.
 7 MS. HUTCHENS:
 8 A. The operating and maintenance. I think for
 9 the reason I just explained, you know.
 10 MR. O'BRIEN:
 11 Q. Well, if the denominator doesn't change
 12 much, why wouldn't you set a target for –
 13 MS. HUTCHENS:
 14 A. We could set a target, but it's not what
 15 we're using to manage the business, you
 16 know.
 17 MR. O'BRIEN:
 18 Q. Okay.
 19 MS. HUTCHENS:
 20 A. So that would require us to, you know, put
 21 it into regular reporting, and, you know, if
 22 you're going to have a target and track to
 23 it in terms of a corporate target – you
 24 know, most of the other measures in this
 25 report are sort of corporate target that we

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1 track.
 2 MR. O'BRIEN:
 3 Q. Right.
 4 MS. HUTCHENS:
 5 A. But we've been focusing on the O & M.
 6 MR. O'BRIEN:
 7 Q. All right, and so do you set targets for O &
 8 M that show up somewhere other than in the
 9 KPI reports?
 10 MS. HUTCHENS:
 11 A. The target for O & M would show up in
 12 budgets.
 13 MR. O'BRIEN:
 14 Q. Just in the budget?
 15 MS. HUTCHENS:
 16 A. Yes.
 17 MR. O'BRIEN:
 18 Q. All right, and so in terms of these
 19 financial performance indicators, you track
 20 them at the end of the year, but you don't
 21 track them throughout the year?
 22 MS. HUTCHENS:
 23 A. I believe that's the case, yes.
 24 MR. O'BRIEN:
 25 Q. And you don't manage your business on those

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1 indicators?
 2 MS. HUTCHENS:
 3 A. Not in the year.
 4 MR. O'BRIEN:
 5 Q. All right.
 6 MS. HUTCHENS:
 7 A. Not in the year. Don't get me wrong, you
 8 know, when the year end rolls around and you
 9 look at them, you can glean some things out
 10 of them, but we don't manage – we don't use
 11 them in the year.
 12 MR. O'BRIEN:
 13 Q. But at the end of the year, those
 14 performance indicators don't tell you
 15 anything on how to run your – how to put
 16 together your budget or how to run your
 17 business for the following year? You don't
 18 rely on anything there and that outcome,
 19 just the OM, O M & A?
 20 MS. HUTCHENS:
 21 A. I can't say we don't rely on them because
 22 I'm not sure if people may look at them in
 23 doing their budgets, and certainly trends
 24 matter, trends matter. When you're
 25 establishing a budget, you know, you look at

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1 your work plans and your activities, and if
 2 you're looking at your trends, you know, you
 3 would glean something from that and have a
 4 look at that, and say, well, why am I doing
 5 well or poorly in a particular area because
 6 of the trend.
 7 MR. O'BRIEN:
 8 Q. Okay. So it's a backward looking thing.
 9 I'm kind of just wondering why you wouldn't
 10 – are there other possible targets or
 11 possible performance indicators from a
 12 financial perspective you could look at and
 13 track and use?
 14 MS. HUTCHENS:
 15 A. I've seen a number of different things, you
 16 know, in the industry over the years.
 17 MR. O'BRIEN:
 18 Q. Yeah, like what?
 19 (12 p.m.)
 20 MS. HUTCHENS:
 21 A. But, you know, operating cost, the customer,
 22 I know, is a measure that's been used by
 23 Newfoundland Power for many years. The
 24 dilemma for us is a lot of our cost is
 25 servicing their customers as well as our

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1 own, you know, so it gets difficult to
 2 assimilate changes and you end up coming
 3 back to explaining the denominator and
 4 managing the numerator. So, you know, one
 5 of the things that I did say to the
 6 regulatory team when I came in and first
 7 started looking at this report was, you
 8 know, why don't we put that indicator in,
 9 and that's a bit of a discussion that I
 10 think needs to be had with the Board.
 11 MR. O'BRIEN:
 12 Q. Okay.
 13 MS. HUTCHENS:
 14 A. It's certainly something that I've asked the
 15 regulatory team to do. It's just behind the
 16 – it's further down the list in the hearing.
 17 MR. O'BRIEN:
 18 Q. Is that something you feel like you get more
 19 out of than some of the indicators that are
 20 here?
 21 MS. HUTCHENS:
 22 A. I don't think it hurts to have those
 23 indicators here because I think there's
 24 comparisons that we can make with the rest
 25 of the industry. You know, the indicator is

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1 there because the industry is there, but the
 2 industry only reports them out typically
 3 annually as well, you know, from a CA
 4 perspective.
 5 MR. O'BRIEN:
 6 Q. I just want to turn now to – I want to talk
 7 about the operating costs, I guess, within
 8 Financial Services and I have some questions
 9 for you on that. I wonder if we can pull up
 10 Undertaking 44, and that's the revised NP-
 11 NLH-012. That's there as an attachment, I
 12 believe. So that was provided just to
 13 update with the 2017 actual. So this is
 14 labour related costs by functional area. I
 15 wonder if you could explain for us from 2015
 16 actual for Financial Services, there's a
 17 significant drop from 45.18 to 38.48, of
 18 about 700,000. I think you sort of touched
 19 on that earlier. Can you for the record
 20 just indicate for me what that's related to?
 21 MS. HUTCHENS:
 22 A. Sure. The biggest – the 45.18 – wait now,
 23 just to get my bearings. Sorry, I had my
 24 numbers on a different plane here. So the
 25 45.18 to the 38.48?

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1 MR. O'BRIEN:
 2 Q. Yes.
 3 MS. HUTCHENS:
 4 A. Yeah, okay. Bear with me now. Oh, so this
 5 is just labour related costs, okay.
 6 MR. O'BRIEN:
 7 Q. That's just labour.
 8 MS. HUTCHENS:
 9 A. Okay. I was looking at the numbers and they
 10 didn't jive.
 11 MR. O'BRIEN:
 12 Q. And I'll tell you why I'm kind of asking
 13 that one. Just in terms of FTE's, there
 14 seemed to be 48 FTE's in 2015 and 48 for
 15 2016, so there didn't seem to be a change in
 16 FTE's, and I was just trying to get a –
 17 MS. HUTCHENS:
 18 A. Yeah, the answer there is that there were a
 19 number of individuals in the group who were
 20 charging time out to other lines of
 21 business, as well as, I believe, to the JD
 22 Edwards Project.
 23 MR. O'BRIEN:
 24 Q. How much time – so when you say “a number of
 25 individuals”, so they're charging out time

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1 to where?
 2 MS. HUTCHENS:
 3 A. Other lines of business.
 4 MR. O'BRIEN:
 5 Q. Other lines, okay.
 6 MS. HUTCHENS:
 7 A. So other Nalcor lines of business.
 8 MR. O'BRIEN:
 9 Q. All right.
 10 MS. HUTCHENS:
 11 A. Because in 2016, we hadn't fully separated
 12 from Nalcor from an operational perspective,
 13 and there was a couple of individuals in the
 14 finance team that did some specific work for
 15 another line of business. I'm not sure what
 16 that specific work was, but they were
 17 charging out.
 18 MR. O'BRIEN:
 19 Q. So those figures should be captured under
 20 cost allocation in the overall financial
 21 services, would it?
 22 MS. HUTCHENS:
 23 A. No, they were reduction of the labour cost
 24 because their employees had billed out, yes.
 25 MR. O'BRIEN:

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1 Q. Okay.
 2 MS. HUTCHENS:
 3 A. They weren't in one of the administrative
 4 centres.
 5 MR. O'BRIEN:
 6 Q. They weren't, okay.
 7 MS. HUTCHENS:
 8 A. No, no, no.
 9 MR. O'BRIEN:
 10 Q. All right. So that figure there, so the
 11 FTE's still stayed in your camp, but the
 12 time was charged out?
 13 MS. HUTCHENS:
 14 A. Yes, yeah, and the capital is another piece
 15 as well.
 16 MR. O'BRIEN:
 17 Q. And there's capital as well on that one?
 18 MS. HUTCHENS:
 19 A. Yeah.
 20 MR. O'BRIEN:
 21 Q. Okay. So the increase then from 2016 to
 22 2017 forecast, the difference of 2.5 million
 23 dollars there – so 2016 actuals to 2017
 24 forecast, I understood from RFIs there that
 25 there were five individuals came into

1 finance in that year, Financial Services,
 2 and there was a number of store supply –
 3 MS. HUTCHENS:
 4 A. Two things went on.
 5 MR. O'BRIEN:
 6 Q. Yeah, okay.
 7 MS. HUTCHENS:
 8 A. The first thing is that these stores were –
 9 so the warehouses throughout the system
 10 transferred into Finance, so Finance now has
 11 responsibility for the stores operations.
 12 There was 15 FTE's associated with that, and
 13 there was an additional five FTE's that were
 14 identified in PUB-33, but then also NP-171,
 15 I think, might be the place to go to explain
 16 the changes there.
 17 MR. O'BRIEN:
 18 Q. I was going to take you there, so that's
 19 good. All right.
 20 MS. HUTCHENS:
 21 A. Yes, so on line 9 there's five new positions
 22 added and they were defined in PUB-33.
 23 MR. O'BRIEN:
 24 Q. Right.
 25 MS. HUTCHENS:

1 MR. O'BRIEN:
 2 Q. Right.
 3 MS. HUTCHENS:
 4 A. So that individual moved in with us, and
 5 then the accounts payable role – there was a
 6 role in Nalcor as well that managed accounts
 7 payable. So there was an assessment done in
 8 terms of why we would need each of those
 9 initiatives.
 10 MR. O'BRIEN:
 11 Q. I was going to ask you that.
 12 MS. HUTCHENS:
 13 A. And I think each of those are described in
 14 the following paragraphs. For example, the
 15 Manager of Internal Audit, to me that's an
 16 appropriate governance thing to have in
 17 place if we're operating stand-alone. Hydro
 18 has its own Board of Directors, and your
 19 internal auditor typically reports to your
 20 Board of Directors, so it was entirely
 21 appropriate for us to have our own internal
 22 audit manager in terms of that governance
 23 aspect. The Manager of Treasury and Tax, you
 24 know, similarly the cash flow management and
 25 the long term financing of Hydro should be

1 A. The Manager of Internal Audit, the Manager
 2 of Treasury and Tax, Treasury Supervisor,
 3 Team Lead AP, and Team Lead, Budgeting and
 4 Forecasting. Those positions all related to
 5 the corporate reorganization that went on
 6 late 2016, coming into 2017.
 7 MR. O'BRIEN:
 8 Q. Did those positions go through the gating
 9 process?
 10 MS. HUTCHENS:
 11 A. I'm not sure if they would have or would
 12 not, because it was part of the corporate
 13 reorganization, so I don't know how they
 14 dealt with that whole process.
 15 MR. O'BRIEN:
 16 Q. So how would – assuming they didn't, how
 17 would Hydro have determined it was cost
 18 effective to bring these individuals in?
 19 MS. HUTCHENS:
 20 A. I think there was an assessment done at the
 21 time in terms of what Hydro would need to
 22 operate on a stand-alone basis, and some of
 23 that was based on – you know, for example,
 24 the Treasury Supervisor was a service that
 25 was being provided from Nalcor.

1 managed by Hydro. So we felt it important
 2 to have that role within our organization.
 3 Then walking through to the next page, we go
 4 through the Treasury Supervisor. Again
 5 that's a cash flow aspect which previously
 6 had been provided by Nalcor, and Team Lead
 7 Accounts Payable, and Team Lead Budget.
 8 Team Lead Accounts Payable is sort of
 9 similar to the Treasury Supervisor and we
 10 needed an individual to manage those areas,
 11 and the Team Lead Budgeting and Forecasting,
 12 I view that as of more strategic importance
 13 to Hydro in terms of ensuring that we have
 14 sufficient resources and appropriate
 15 resources to plan, manage, and execute our
 16 budget and our forecast at a corporate
 17 level, you know, in the finance group.
 18 MR. O'BRIEN:
 19 Q. So these positions were created, though,
 20 they weren't in existence before?
 21 MS. HUTCHENS:
 22 A. Yes, they were created.
 23 MR. O'BRIEN:
 24 Q. That's why I was kind of wondering about the
 25 gating process if it's creating a new

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1 position.
 2 MS. HUTCHENS:
 3 A. Positions don't go through the gating
 4 process.
 5 MR. O'BRIEN:
 6 Q. No, okay, just the FTE's?
 7 MS. HUTCHENS:
 8 A. New hires do.
 9 MR. O'BRIEN:
 10 Q. New hires, okay.
 11 MS. HUTCHENS:
 12 A. So there's a distinction there. For
 13 example, the Internal Audit Manager
 14 absolutely went through the gating session.
 15 I recall the discussion.
 16 MR. O'BRIEN:
 17 Q. Okay.
 18 MS. HUTCHENS:
 19 A. Some of them were in place before I joined,
 20 so I'm not sure. I'm assuming they did.
 21 MR. O'BRIEN:
 22 Q. So the business case behind these five
 23 individuals coming in relates to Hydro
 24 standing alone?
 25 MS. HUTCHENS:

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1 A. Yes, it does, correct.
 2 MR. O'BRIEN:
 3 Q. And what about the 12 that came – the
 4 centralization of store services, just walk
 5 me through that, sort of what the thought
 6 process was for that and how you evaluated
 7 that as to whether it would be cost
 8 effective, just the overall –
 9 MS. HUTCHENS:
 10 A. So there's no change in corporate costs as a
 11 result of this. It was a change in
 12 reporting relationship.
 13 MR. O'BRIEN:
 14 Q. Okay.
 15 MS. HUTCHENS:
 16 A. And from a strategic perspective, the
 17 warehousing function – and I've seen it done
 18 both ways. You know, it can sit in an
 19 administrative or finance area; it can also
 20 sit in an operational area, and I think
 21 what's right depends on where the
 22 organization is at the time, but the
 23 assessment that was done at the time was
 24 that linking the stores areas with the
 25 supply chain groups, with the purchasing

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1 side of things as well, would give us a
 2 better strategic advantage in terms of
 3 looking at the "cradle to grave" purchase to
 4 usage of various goods that come through the
 5 warehouses.
 6 MR. O'BRIEN:
 7 Q. And so that thought process was this was
 8 strategic, but it was more or less a cost
 9 flat scenario, you weren't increasing costs?
 10 MS. HUTCHENS:
 11 A. Correct.
 12 MR. O'BRIEN:
 13 Q. Okay. So if we go back to Undertaking 44,
 14 when you have the 17 new FTE's in and the
 15 forecast for 2017, so we saw an increase
 16 there from the 2016 actual to the 2017
 17 forecast, but that increase didn't
 18 completely come to pass. The increase was a
 19 little bit less there. It went from 38.48
 20 to actually 57.87. Can you reconcile that?
 21 MS. HUTCHENS:
 22 A. Yes, I can. So there was a total of 64
 23 FTE's in the finance group in 2017, and
 24 there was a bunch of things that contributed
 25 to it, but the new internal audit manager,

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1 for example, didn't start until July 1st. So
 2 when I landed on the ground and we started
 3 the recruiting process, so by the time that
 4 individual was in place, that was July 1st.
 5 So there was about half an FTE there. The
 6 Manager of Treasury and Tax position I spoke
 7 about earlier on your chart, we've
 8 eliminated that role subsequently. Once I
 9 got in and had a look at how things were
 10 structured and looked at the business, and
 11 understood where the work activities were,
 12 made the decision that we could eliminate
 13 that role. There was also another financial
 14 role eliminated as well, a financial analyst
 15 role. I believe both of those roles are
 16 noted in another RFI too, so I don't need to
 17 take you there.
 18 MR. O'BRIEN:
 19 Q. No, that's fine.
 20 MS. HUTCHENS:
 21 A. But just for the Board's information,
 22 Undertaking 28 looks at the positions added
 23 and deleted and you can see those two
 24 positions being deleted. There was a fair
 25 bit of JD Edwards activity during the year

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1 and JD Edwards was a Nalcor project, so the
 2 individuals who were working on the system
 3 build were charging out to Nalcor, but they
 4 are individuals that are coming back into
 5 the business, and the benefit of having them
 6 out working on the build is they understood
 7 the product coming back into the business.
 8 So they were out charging time to Nalcor.
 9 So that's your four, basically, and there's
 10 MAT leaves, vacancies, position changes and
 11 all that kind of stuff, but that all sort of
 12 ebbs and flows through the year.
 13 MR. O'BRIEN:
 14 Q. So in terms of the charging out to JD
 15 Edwards, I'm just trying to get a flavour, I
 16 guess. Before we get to that, you had half
 17 a position really, half an FTE for one
 18 position when they started in July?
 19 MS. HUTCHENS:
 20 A. Correct.
 21 MR. O'BRIEN:
 22 Q. So that's \$45,000.00 difference there
 23 really, in that range if you're looking at
 24 the average cost of an FTE, I guess, but
 25 then you got two that are eliminated, right?

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1 MS. HUTCHENS:
 2 A. Correct.
 3 MR. O'BRIEN:
 4 Q. So those two don't follow through into 2019,
 5 I assume?
 6 MS. HUTCHENS:
 7 A. No, that's correct.
 8 MR. O'BRIEN:
 9 Q. You're not going to replace them?
 10 MS. HUTCHENS:
 11 A. No, will not be replacing them.
 12 MR. O'BRIEN:
 13 Q. And the JD Edwards, how much charging out in
 14 the JD –
 15 MS. HUTCHENS:
 16 A. It was the equivalent of 1.5 FTE's.
 17 MR. O'BRIEN:
 18 Q. 1.5, okay.
 19 MS. HUTCHENS:
 20 A. Yeah.
 21 MR. O'BRIEN:
 22 Q. So if you had that 1.5 – is 1.5 FTE's?
 23 MS. HUTCHENS:
 24 A. Yes.
 25 MR. O'BRIEN:

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1 Q. All right. So with two eliminated, and you
 2 got a half, and then a 1.5, so there's two
 3 FTE's in the difference between forecast and
 4 actuals?
 5 MS. HUTCHENS:
 6 A. The forecast was 69 and the actual was 64.4.
 7 MR. O'BRIEN:
 8 Q. Forecast was 64, it says here, and the
 9 actuals were 57.
 10 MS. HUTCHENS:
 11 A. Sorry, I'm talking FTE's.
 12 MR. O'BRIEN:
 13 Q. Yeah.
 14 MS. HUTCHENS:
 15 A. My apologies.
 16 MR. O'BRIEN:
 17 Q. No, that's okay.
 18 MS. HUTCHENS:
 19 A. Because the labour does come back to FTE's.
 20 MR. O'BRIEN:
 21 Q. I'm just trying to get a handle on the
 22 \$700,000.00 difference, right, because the
 23 way I'm listening to you, I hear that
 24 there's charging out of about 1.5 FTE's,
 25 plus half an FTE for one half year position,

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1 so that's really two FTE's, but you
 2 eliminated two who aren't coming forward.
 3 So if it's only two FTE's, how do we get to
 4 \$700,000.00?
 5 MS. HUTCHENS:
 6 A. So –
 7 MR. O'BRIEN:
 8 Q. Is there something else in that figure?
 9 MS. HUTCHENS:
 10 A. From 2016 to –
 11 MR. O'BRIEN:
 12 Q. 2017 forecast to –
 13 MS. HUTCHENS:
 14 A. 2017 forecast to 2017 actual?
 15 MR. O'BRIEN:
 16 Q. Right.
 17 MS. HUTCHENS:
 18 A. So the two eliminated positions were assumed
 19 to be in the 6.4 million, as were the
 20 internal audit manager who started late in
 21 JD Edwards.
 22 MR. O'BRIEN:
 23 Q. All right, so it's four positions.
 24 MS. HUTCHENS:
 25 A. So there's four positions difference between

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1 the 6.4 and the 5.7.
 2 MR. O'BRIEN:
 3 Q. All right.
 4 (12:15 p.m.)
 5 MS. HUTCHENS:
 6 A. So you've got a labour related cost
 7 reduction there.
 8 MR. O'BRIEN:
 9 Q. So the balance is two going forward? You're
 10 bringing back two.
 11 MS. HUTCHENS:
 12 A. Net two FTE's, yeah.
 13 MR. O'BRIEN:
 14 Q. Yeah, net two, net two. So you're bringing
 15 back two. So why is it then that there's
 16 going to be a proposed increase from, say,
 17 the 2017 actual to the 2018 test year of a
 18 million dollars?
 19 MS. HUTCHENS:
 20 A. Two positions will come back into the
 21 business.
 22 MR. O'BRIEN:
 23 Q. Will come back in from the JD Edwards?
 24 MS. HUTCHENS:
 25 A. Absolutely. The other two positions assumed

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1 in the 6.7 million in 2018 is a vacancy
 2 allowance there of three FTE's. So two of
 3 those individuals will go towards that
 4 vacancy allowance, right. The other thing
 5 that went on in 2017 that underlies this as
 6 well is that there was – I had, you know, a
 7 bunch of maternity leaves and another
 8 position vacant during the year, and there's
 9 a bit of ebb and flowing in positions in
 10 behind that. So there's dynamics around
 11 that, that would take us from there to
 12 there, but, you know, when you go back and
 13 look at the core, FTE's is what I go back
 14 and look at. You know, I had 64 actual in
 15 2017. I'm forecasting 68 in 2018. So, yes,
 16 two are not going to be replaced. However,
 17 I've got a vacancy target in there of three
 18 as well, and now four with the settlement as
 19 well.
 20 MR. O'BRIEN:
 21 Q. You said there's –
 22 MS. HUTCHENS:
 23 A. So that 6.8 has been reduced by four FTE's.
 24 That is a reduced number as a result of -
 25 MR. O'BRIEN:

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1 Q. That's a reduced number?
 2 MS. HUTCHENS:
 3 A. That is a reduced number.
 4 MR. O'BRIEN:
 5 Q. And can you provide – and you talk about
 6 some other ebbs and flows. Can you provide
 7 just a reconciliation of those, how you get
 8 from the 57 to the 67?
 9 MS. HUTCHENS:
 10 A. Yes, I can.
 11 MR. O'BRIEN:
 12 Q. Can you do that as an undertaking?
 13 MS. HUTCHENS:
 14 A. Yes.
 15 MS. GLYNN:
 16 Q. Noted on the record.
 17 MR. O'BRIEN:
 18 Q. And the 2019 increase to 69, is that an
 19 increase in FTE's?
 20 MS. HUTCHENS:
 21 A. No, it is not.
 22 MR. O'BRIEN:
 23 Q. What's that associated with?
 24 MS. HUTCHINGS:
 25 A. I think just general wage inflation.

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1 MR. O'BRIEN:
 2 Q. Can you confirm that as well?
 3 MS. HUTCHENS:
 4 A. Yes, I can, yeah. I'm pretty sure that's
 5 correct.
 6 MR. O'BRIEN:
 7 Q. All right. Has the productivity team looked
 8 at labour as a possible area for
 9 efficiencies within your particular
 10 functional area? Is there anything that has
 11 arisen from your meetings with them?
 12 MS. HUTCHENS:
 13 A. No, I don't think the productivity team
 14 would – no, I don't think we have.
 15 MR. O'BRIEN:
 16 Q. All right. While we're on this one here, I
 17 think you indicated you could speak to
 18 executive leadership as well under the
 19 general and administration cost, is that
 20 right?
 21 MS. HUTCHENS:
 22 A. Yes.
 23 MR. O'BRIEN:
 24 Q. So in 2017, there was – I understand that
 25 there's an increase there from 2016 actuals

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1 to 2017 actuals of a million dollars. Can
 2 you comment on that?
 3 MS. HUTCHENS:
 4 A. Sorry, 2016 actual to 2017 actual. So
 5 Hydro's executive team, executive leadership
 6 team, changed with the separation of Hydro.
 7 MR. O'BRIEN:
 8 Q. Right.
 9 MS. HUTCHENS:
 10 A. And as a result, there was additional
 11 executive level positions that were added to
 12 the organization, mine being one of them,
 13 and there's an RFI that we answered –
 14 MR. O'BRIEN:
 15 Q. I understand that in 2017 that was forecast.
 16 Would that have been considered as part of
 17 the 2017 forecast that you're adding
 18 executive team members?
 19 MS. HUTCHENS:
 20 A. Yes, it would have been.
 21 MR. O'BRIEN:
 22 Q. Okay, and maybe the better question would be
 23 how did the 2.222 million get to 2.527?
 24 MS. HUTCHENS:
 25 A. The bulk of that would have been the

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1 Integration Manager, the Integration
 2 Manager. I think Mr. Haynes testified on
 3 that role. That role was not in the
 4 forecast for 2017.
 5 MR. O'BRIEN:
 6 Q. Okay, all right. So in terms of forecasts
 7 then, are those forecasts understated for
 8 2018 to 2019?
 9 MS. HUTCHENS:
 10 A. Yes, they probably are for that role, yes.
 11 MR. O'BRIEN:
 12 Q. I wonder if we can pull up NP-NLH-079. I
 13 just want to ask you a couple of questions
 14 about systems maintenance, if we can go to
 15 Attachment 1. So, this is your area,
 16 Financial Services, and I assume this
 17 includes supply management as well? All of
 18 that's built into -
 19 MS. HUTCHENS:
 20 A. Yes, it does.
 21 MR. O'BRIEN:
 22 Q. Okay. All right. And there's a reduction
 23 there in the 2016 systems – system equipment
 24 and maintenance figure from the 2015 actual
 25 down to the 2016. Was that as a result of

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1 targeted reductions, do you know?
 2 MS. HUTCHENS:
 3 A. Yes, I believe it was.
 4 MR. O'BRIEN:
 5 Q. Okay. And the increases into the test year,
 6 can you comment on that? Into the test
 7 years, why are they expected to increase
 8 specifically?
 9 MS. HUTCHENS:
 10 A. It comes back to the sustainability of the
 11 changes that were made in 2016.
 12 MR. O'BRIEN:
 13 Q. And for Financial Services say sort of what
 14 system equipment maintenance issues were not
 15 sustainable?
 16 MS. HUTCHENS:
 17 A. Yeah, so the system equipment maintenance
 18 budget for Finance has two big components in
 19 it. One is the operation of Hydro Place.
 20 So, all of the building systems, parking
 21 lot, snow clearing, ice control, all those
 22 kinds of things are embedded in that system
 23 equipment maintenance and a lot of that is –
 24 or roughly half -- we occupied about 54
 25 percent last year of Hydro Place – of that

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1 is billed out to the other tenants in the
 2 building and that's what's coming out in the
 3 cost allocation line.
 4 MR. O'BRIEN:
 5 Q. Um-hm.
 6 MS. HUTCHENS:
 7 A. The reductions in 20 – sorry, that's one
 8 bucket.
 9 MR. O'BRIEN:
 10 Q. Right.
 11 MS. HUTCHENS:
 12 A. And the other bucket is freight. So, the
 13 freight system wide is in that budget and
 14 there was two things that occurred in that
 15 year, and if I could go to NP-NLH-201
 16 please, Caryn? I think if we scroll down to
 17 the table there at the bottom, we can see
 18 that there's two components to that.
 19 MR. O'BRIEN:
 20 Q. Right.
 21 MS. HUTCHENS:
 22 A. Deferred maintenance and projects and
 23 freight. And the routine maintenance was
 24 building systems, parking lots, you know,
 25 snow clearing, ice control, those kinds of

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1 things weren't done. You know, and again,
 2 it's one of those things that you can do so
 3 - you can do it for a short period of time,
 4 but you can't do it forever. Hydro Place is
 5 an aging building and you know, we are
 6 looking at that and managing that on a daily
 7 basis. And then freight costs, and freight
 8 costs in 2016, there was a fair amount of
 9 freight that could be associated with
 10 capital projects. Where freight can be
 11 associated with capital projects, it gets
 12 charged to that project. So, there was a
 13 fair amount of that that went on in 2016
 14 that wasn't sustained coming into 2017.
 15 MR. O'BRIEN:
 16 Q. Has the product -
 17 MS. HUTCHENS:
 18 A. It's just the dynamics of the capital
 19 program.
 20 MR. O'BRIEN:
 21 Q. Has the productivity team looked at system
 22 equipment maintenance for Financial Services
 23 to see if there's any other opportunities to
 24 sustain or bring costs down?
 25 MS. HUTCHENS:

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1 A. The productivity team itself is not doing
 2 the bulk of work there. I talked a little
 3 bit earlier about the changes in the org
 4 chart associated with the supply chain group
 5 and I talked about a building maintenance
 6 plan for Hydro Place being one of the roles
 7 that we have added in. So, that individual
 8 would be charged with that task. So, that
 9 individual is actually pulling together a
 10 detailed assessment of all of the building
 11 systems and, you know, daily, weekly,
 12 monthly, yearly, five-year, 25-year, what to
 13 do we need to do with those systems in that
 14 building.
 15 MR. O'BRIEN:
 16 Q. And will that individual be looking at
 17 productivity measures for all of those
 18 systems?
 19 MS. HUTCHENS:
 20 A. Yes.
 21 MR. O'BRIEN:
 22 Q. Okay. And will they have any contact with
 23 the productivity team?
 24 MS. HUTCHENS:
 25 A. I would think so, yes.

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1 MR. O'BRIEN:
 2 Q. Okay. Was that part of the productivity
 3 team's mandate to speak with them?
 4 MS. HUTCHENS:
 5 A. Yes, it would be.
 6 MR. O'BRIEN:
 7 Q. So, in terms of the types of reductions that
 8 we see here in deferred maintenance and
 9 projects, I mean, we're not talking about a
 10 lot of dollars here, but would there have
 11 been any attempt to try to maintain that
 12 savings elsewhere in system equipment
 13 maintenance? Is there other areas that you
 14 can maintain that savings? If you're going
 15 to defer certain projects, are there other
 16 projects that can be deferred?
 17 MS. HUTCHENS:
 18 A. So, these, the projects are in the nature of
 19 the maintenance of the building.
 20 MR. O'BRIEN:
 21 Q. Um.
 22 MS. HUTCHENS:
 23 A. So, it would be, you know, things like
 24 painting the parking lot. How often do you
 25 paint the parking lot?

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1 MR. O'BRIEN:
 2 Q. Yeah, okay.
 3 MS. HUTCHENS:
 4 A. Those kinds of things. Snow and ice
 5 control. So, yes, are we looking at those
 6 things? Absolutely.
 7 MR. O'BRIEN:
 8 Q. Okay.
 9 MS. HUTCHENS:
 10 A. The challenge we have with Hydro Place, it
 11 is an aging building and it is starting to
 12 show its age and you know, there is lots of
 13 challenges we have with that, but yes.
 14 MR. O'BRIEN:
 15 Q. I wonder if we can pull up Undertaking 48,
 16 and you spoke to this as well earlier. Just
 17 I wanted to briefly touch on travel costs.
 18 So, this is the revised NP-NLH-069, so if we
 19 can look at Attachment 1? And we understand
 20 that travel costs was one of the focus areas
 21 for cost reduction in 2016. Is that right?
 22 MS. HUTCHENS:
 23 A. Yes, it was.
 24 MR. O'BRIEN:
 25 Q. And I just want to sort of ask your comment

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1 on the total travel costs there for Hydro in
 2 2017 was 500,000 higher than the previous
 3 year. Now, you mentioned about the
 4 sustainability of those cuts. There's also
 5 forecast increases into the test years as
 6 well. Can you comment on that? You've
 7 maintained your forecast to your actual in
 8 2017. Are the test years then – is there
 9 still a need for additional increases into
 10 the test years, the 300,350 there?
 11 MS. HUTCHENS:
 12 A. So, I think what we're seeing here is, you
 13 know, the 2016 instructions related to
 14 travel were, you know, business critical
 15 only.
 16 MR. O'BRIEN:
 17 Q. Right.
 18 MS. HUTCHENS:
 19 A. And that doesn't allow you the opportunity,
 20 for example, for supervisors to visit the
 21 folks in the field when they're doing work.
 22 This is absolutely a piece of the work that
 23 they should be doing. So, that's an example
 24 of the sustainability that you don't have,
 25 right, or people that need to travel for

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1 training didn't do the training last year.
 2 And it's not travel to, you know, Texas.
 3 It's travel from Grand Falls to St. John's,
 4 that kind of stuff, right.
 5 MR. O'BRIEN:
 6 Q. No, I understand.
 7 MS. HUTCHENS:
 8 A. So, you know, there's an element of swinging
 9 the pendulum back in 2017 and I think our
 10 assessment is that in 2017, we weren't quite
 11 there, you know, in terms of swinging it
 12 back because it started through 2017 and I
 13 think we're at the point now where 2018 is
 14 the travel number that we are comfortable
 15 with in terms of what is sustainable.
 16 MR. O'BRIEN:
 17 Q. Well, let me ask you in terms of that 2015
 18 actual, the total travel costs of 32-50.
 19 MS. HUTCHENS:
 20 A. Yeah.
 21 MR. O'BRIEN:
 22 Q. 2015, would you agree with me that was a bit
 23 of an anomaly of a year in terms of trying
 24 to catch up with maintenance and that sort
 25 of thing?

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1 MS. HUTCHENS:
 2 A. Yes, it was.
 3 MR. O'BRIEN:
 4 Q. And would that have caused an increase in
 5 travel costs from what you'd normally
 6 expect?
 7 MS. HUTCHENS:
 8 A. I'm not sure. I think it would depend on –
 9 because I'm not really that familiar with
 10 the types of, you know, the maintenance work
 11 that was done, whether most of that was
 12 travel oriented or whether it was not, and
 13 certainly a lot of that travel, you know,
 14 the -
 15 MR. O'BRIEN:
 16 Q. I'm trying to get an -
 17 MS. HUTCHENS:
 18 A. Yeah.
 19 MR. O'BRIEN:
 20 Q. - a flavour for the pendulum.
 21 MS. HUTCHENS:
 22 A. Yeah.
 23 MR. O'BRIEN:
 24 Q. And is this pendulum going back to where it
 25 was in 2015?

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1 MS. HUTCHENS:
 2 A. Oh, I don't think so, no. No.
 3 MR. O'BRIEN:
 4 Q. Because there appears to be a movement
 5 towards that.
 6 MS. HUTCHENS:
 7 A. But I think we're still a half million
 8 dollars down when you compare 2015 actual to
 9 2018.
 10 MR. O'BRIEN:
 11 Q. And if 2015 actuals were elevated due to
 12 other reasons, like catching up on
 13 maintenance, then would you agree with me
 14 then, we're really back to where 2015 was?
 15 MS. HUTCHENS:
 16 A. No, I wouldn't agree because I think we're
 17 down from where we were in the test year,
 18 which is where our structural expectations
 19 were in 2015 when we filed was 3.7 million
 20 and when I look at 2018, you know, our work
 21 plans and activities were built around –
 22 that 3.7 was built around our work plans and
 23 activities and we're at 2.7 in the test
 24 year.
 25 MR. O'BRIEN:

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1 Q. And I'm more focused on the actual for 2015
 2 as opposed to what's in the proposed test
 3 year, but what the actual that was there.
 4 You've got the 32-50 and if that figure was
 5 high than what you would normally expect due
 6 to any additional maintenance, would you
 7 agree that we're climbing up towards that
 8 figure again?
 9 (12:30 p.m.)
 10 MS. HUTCHENS:
 11 A. No. No, I disagree.
 12 MR. O'BRIEN:
 13 Q. You don't agree?
 14 MS. HUTCHENS:
 15 A. Yeah. No, I disagree. I think we went
 16 down.
 17 MR. O'BRIEN:
 18 Q. You went down a fair bit.
 19 MS. HUTCHENS:
 20 A. 1.2 million dollars in 2016 and we're coming
 21 back basically half of that way.
 22 MR. O'BRIEN:
 23 Q. Now, you went down to 19 and Mr. Haynes
 24 testified that there were no reliability
 25 issues in that year as a result of some of

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1 these cost reductions. He indicated that.
 2 And you've come up to 24 and is there any
 3 reason that 24 is not sustainable?
 4 MS. HUTCHENS:
 5 A. I think for the reason I just spoke about
 6 because it was a matter of getting it back
 7 to, you know, to balance. When I look at my
 8 own budget as an example, you know, 44,000
 9 forecast in the test year.
 10 MR. O'BRIEN:
 11 Q. Okay.
 12 MS. HUTCHENS:
 13 A. The manager responsible for that area, as
 14 well as the individual who is responsible
 15 for the warehouses, the team lead, both
 16 those – the manager position was vacant for
 17 six months during the year and so that the –
 18 you know, it was backfilled but not at that
 19 level, and so, the travel wasn't occurring
 20 that needed to occur in the business, you
 21 know, in order to do the business we need to
 22 do. And part of that is, you know, taking
 23 the group in and understanding it. But, you
 24 know, I absolutely think, yes, my travel may
 25 have been down in 2017, but you know, my

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1 expectation is that it is at the 2018 level
 2 because, you know, my management folks and
 3 my team need to be on the road because we've
 4 got operations across the organization.
 5 MR. O'BRIEN:
 6 Q. And are you tracking towards 66 for your
 7 team?
 8 MS. HUTCHENS:
 9 A. I believe my current forecast is 60, so not
 10 far off.
 11 MR. O'BRIEN:
 12 Q. Okay. And travel, is that going to be part
 13 of the productivity team's focus as well
 14 going forward?
 15 MS. HUTCHENS:
 16 A. Yes, but they are looking at not so – the
 17 current initiative, you know – and as I say,
 18 they've got a very broad mandate. So,
 19 whatever, you know, opportunities come in
 20 the door, they're looking at. The current
 21 initiative, which we saw on PUB-122, was
 22 talking about travel services contracts in
 23 preferred hotels. So, you know, at this
 24 stage so far, they've looked at the cost of
 25 the travel, not necessarily the underlying

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1 requirement to travel. So, yes, they're
 2 looking at pieces of it, but it's – you
 3 know, it's the hotel rate, not whether you
 4 need to be in the hotel at this point in the
 5 game.
 6 MR. O'BRIEN:
 7 Q. And where is that -
 8 MS. HUTCHENS:
 9 A. I think that will evolve, but it's going to
 10 take a bit of time to get there.
 11 MR. O'BRIEN:
 12 Q. And where do those types of things, like
 13 hotel rate and everything like that, where
 14 do that – is that administrative expense or
 15 does it fall in travel?
 16 MS. HUTCHENS:
 17 A. It will fall in travel.
 18 MR. O'BRIEN:
 19 Q. Fall in travel as well?
 20 MS. HUTCHENS:
 21 A. Yes, yes.
 22 MR. O'BRIEN:
 23 Q. Okay. And are they developing policies or
 24 recommendations for policies going forward
 25 on travel, do you think?

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1 MS. HUTCHENS:
 2 A. It's a possibilities. We've discussed it as
 3 a possibility. I don't know whether it
 4 will, but yes, we have discussed it, yeah.
 5 Actually, I think there is some travel
 6 guidelines that they're revising.
 7 MR. O'BRIEN:
 8 Q. All right. And have they – were they
 9 revised in 2017 from when you came on? Did
 10 you see those revisions or were they already
 11 revised?
 12 MS. HUTCHENS:
 13 A. I don't think they've been revised.
 14 MR. O'BRIEN:
 15 Q. Okay.
 16 MS. HUTCHENS:
 17 A. Yeah, I stand to be corrected, but I don't
 18 think so.
 19 MR. O'BRIEN:
 20 Q. All right. Can we bring up Undertaking 49?
 21 I just want to briefly touch on professional
 22 services here. And I think you kind of
 23 touched on this already with your evidence.
 24 The total professional services cost for
 25 2017, the actual, has dropped down and is

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1 that on the basis of – my assumption is
 2 that's on the basis of some deferred GRA
 3 costs that you expected to be in the 2017
 4 year.
 5 MS. HUTCHENS:
 6 A. Yeah. There was accrued costs from the 2015
 7 hearing.
 8 MR. O'BRIEN:
 9 Q. Accrued costs, okay, sorry. That's a
 10 deferred -
 11 MS. HUTCHENS:
 12 A. That got reversed in 2017 when the actuals
 13 came in. So, that was 1.7 million dollars
 14 of the decline. I believe there's also
 15 reductions in the professional services
 16 costs associated with both the Cost of
 17 Service Hearing in terms of the timing of
 18 it, when we expected it to occur.
 19 MR. O'BRIEN:
 20 Q. Yeah.
 21 MS. HUTCHENS:
 22 A. As well as the Phase II review. I believe
 23 there's some costs in there associated with
 24 that as well.
 25 MR. O'BRIEN:

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1 Q. And does that fall under Corporate Services
 2 and Regulatory Affairs?
 3 MS. HUTCHENS:
 4 A. Yes, it does.
 5 MR. O'BRIEN:
 6 Q. Yeah, okay. So, that's the significant
 7 reduction there?
 8 MS. HUTCHENS:
 9 A. Yes, yeah.
 10 MR. O'BRIEN:
 11 Q. And your particular – Financial Services,
 12 your costs were forecast at 162 but came
 13 down to 55. Is there a reason for that?
 14 MS. HUTCHENS:
 15 A. Yes. We had budgeted to pay for the
 16 depreciation consultant in 2017.
 17 MR. O'BRIEN:
 18 Q. Okay.
 19 MS. HUTCHENS:
 20 A. But Corporate and Regulatory Affairs
 21 actually ended up paying for it in their
 22 budget.
 23 MR. O'BRIEN:
 24 Q. Okay. So, that's not a reduction. That's a
 25 transfer?

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1 MS. HUTCHENS:
 2 A. It's not a real reduction; it's a transfer.
 3 MR. O'BRIEN:
 4 Q. Okay, all right. So, how about – so, that
 5 forecast in 2017 of 162, that was – a fair
 6 portion of that related to that consultant?
 7 MS. HUTCHENS:
 8 A. Yes.
 9 MR. O'BRIEN:
 10 Q. Okay. So, why do we have – back up to 127
 11 and 143 in the test years?
 12 MS. HUTCHENS:
 13 A. Yeah. So, there's – with the integration of
 14 the Muskrat Falls assets and all of the
 15 various, you know, contracting agreements
 16 and arrangements that need to be put in
 17 place, it is presenting some technical
 18 accounting considerations that we need to
 19 work through and we are anticipating
 20 utilizing external professionals, CA firms,
 21 CPA firms, to aid with that to ensure that
 22 we have the appropriate accounting and
 23 recording associated with all that resolved.
 24 MR. O'BRIEN:
 25 Q. Have you done that yet this year?

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1 MS. HUTCHENS:
 2 A. No, we have not. We haven't had the
 3 opportunity because we've been focused on
 4 this proceeding.
 5 MR. O'BRIEN:
 6 Q. And do you plan to do that this year?
 7 MS. HUTCHENS:
 8 A. Yes.
 9 MR. O'BRIEN:
 10 Q. Okay. And you'll need them for 2019 as
 11 well?
 12 MS. HUTCHENS:
 13 A. Yes. We anticipate some costs there.
 14 MR. O'BRIEN:
 15 Q. What other professional services costs would
 16 Financial Services generally avail of; just
 17 that type of cost?
 18 MS. HUTCHENS:
 19 A. There are a couple of others, but they are
 20 escaping me now, Mr. O'Brien.
 21 MR. O'BRIEN:
 22 Q. Okay, that's fine. And is this an area that
 23 the productivity team would be considering,
 24 professional costs across Hydro?
 25 MS. HUTCHENS:

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1 A. I think anything is up for grabs. As I say,
 2 they've got a very broad mandate and the
 3 nature of professional services may change,
 4 you know.
 5 MR. O'BRIEN:
 6 Q. Right.
 7 MS. HUTCHENS:
 8 A. And I think it depends on the drivers of
 9 those services.
 10 MR. O'BRIEN:
 11 Q. Okay.
 12 MS. HUTCHENS:
 13 A. Whether they be engaged or not.
 14 MR. O'BRIEN:
 15 Q. This wasn't one of the areas of the early
 16 hits that the leadership team picked up on,
 17 was it?
 18 MS. HUTCHENS:
 19 A. No, it was not.
 20 MR. O'BRIEN:
 21 Q. And has there been – so, as far as you know,
 22 has there been any discussion amongst the
 23 productivity team members as to “let's focus
 24 on professional services in particular”?
 25 MS. HUTCHENS:

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1 A. I don't think it would be said quite that
 2 way.
 3 MR. O'BRIEN:
 4 Q. Okay.
 5 MS. HUTCHENS:
 6 A. Now, as I'm looking at one of the footnotes
 7 here, you know, professional services
 8 includes footnote one, consultants GRA and
 9 Board related costs, software audit and
 10 legal. You know, so they wouldn't be
 11 expected, I don't think, to engage in the
 12 GRA and Board related costs.
 13 MR. O'BRIEN:
 14 Q. I presume they wouldn't be involved in that.
 15 MS. HUTCHENS:
 16 A. Audit and legal, right.
 17 MR. O'BRIEN:
 18 Q. No.
 19 MS. HUTCHENS:
 20 A. But they would be engaged in the software
 21 costs and I think Mr. Gardiner had a little
 22 bit of a discussion with -
 23 MR. O'BRIEN:
 24 Q. He did.
 25 MS. HUTCHENS:

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1 A. - with somebody about that.
 2 MR. O'BRIEN:
 3 Q. Yeah, okay.
 4 MS. HUTCHENS:
 5 A. And an example would be that EMS software
 6 that I referred to earlier, right.
 7 MR. O'BRIEN:
 8 Q. Right. And if we can go back to NP-NLH-079,
 9 just a couple more questions I had on that
 10 for you. The insurance costs there, I know
 11 there's an RFI that addresses this, in terms
 12 of the increase in insurance costs. I think
 13 there was an HST component to that. Is that
 14 right?
 15 MS. HUTCHENS:
 16 A. Yes, there was. It's about a half million
 17 dollars.
 18 MR. O'BRIEN:
 19 Q. About a half million dollars, yeah. Would
 20 the productivity team be looking at these
 21 types of costs?
 22 MS. HUTCHENS:
 23 A. No. They're insurance premium costs, so I
 24 don't see that necessarily being within
 25 their -

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1 MR. O'BRIEN:
 2 Q. I'm just trying to get a flavour of sort of
 3 what would be within their purview and what
 4 would not. Like that type of thing,
 5 shopping around to look for insurance
 6 premiums, that wouldn't be something inside
 7 that productivity team's purview?
 8 MS. HUTCHENS:
 9 A. No, I wouldn't expect it to be, just given
 10 the specialized nature of that type of
 11 thing.
 12 MR. O'BRIEN:
 13 Q. Okay.
 14 MS. HUTCHENS:
 15 A. Now, having said that, you know, we do shop
 16 around regularly.
 17 MR. O'BRIEN:
 18 Q. Yeah.
 19 MS. HUTCHENS:
 20 A. And you know, both broker services as well
 21 as the policies. The policies are
 22 remarketed every three to five years.
 23 MR. O'BRIEN:
 24 Q. Okay.
 25 MS. HUTCHENS:

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1 A. We do a couple of policies a year in the
 2 market out of all – you know, that's a suite
 3 of policies.
 4 MR. O'BRIEN:
 5 Q. Yeah.
 6 MS. HUTCHENS:
 7 A. And then the broker services, we remarket as
 8 well. We're actually remarketing the broker
 9 services this year.
 10 MR. O'BRIEN:
 11 Q. Okay. And how about the cost allocations
 12 there at the bottom? Is that something the
 13 productivity team would have within their
 14 purview?
 15 MS. HUTCHENS:
 16 A. So, the bulk of those cost allocations for
 17 me are the Hydro Place operating costs.
 18 MR. O'BRIEN:
 19 Q. Right.
 20 MS. HUTCHENS:
 21 A. Allocated out to the remaining – to the
 22 other tenants in the building. So, they
 23 wouldn't necessarily look at the cost
 24 allocation piece, but -
 25 MR. O'BRIEN:

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1 Q. Would they look at the overall policy on how
 2 this gets done? Would that be -
 3 MS. HUTCHENS:
 4 A. Well, it's back to that discussion we had in
 5 terms of the operations of Hydro Place.
 6 MR. O'BRIEN:
 7 Q. Yeah. I just had a couple of questions for
 8 you about overtime and you touched on this
 9 earlier as well. The overtime costs for the
 10 test years are lower than what they were for
 11 2016 actual, I believe. If we could bring
 12 up Schedule – sorry, Information 1, page 39.
 13 I just want to get your comments kind of on
 14 management of overtime. Page 39. So, the
 15 overtime from the – it was forecast in 2017
 16 to be a reduction from the 2016 actual, but
 17 it was actually – if we look at the actuals,
 18 it went up from 2016. Can you comment on
 19 that?
 20 MS. HUTCHENS:
 21 A. I think for context, you know, when we look
 22 at the 2016 actuals as well, they were more
 23 in the range of where we landed in 2017, and
 24 you know, there's been significant work in
 25 the system and need for overtime in

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1 particular areas. Holyrood is one of the
 2 areas I know that we've struggled with
 3 overtime in because it's – you know, but
 4 it's break-fix oriented kind of overtime.
 5 So, there's – you know, there's been –
 6 overtime has certainly been a challenge for
 7 us and, you know, I can tell you that we put
 8 a lot of measures in place in 2017 to aid
 9 and we are starting to see the benefits of
 10 those measures in 2018. The attendance
 11 management or attendance support program
 12 that we have for individuals, we have
 13 started reporting on a detailed basis. I
 14 get a report every month that says here's
 15 what everyone in your department – you know,
 16 here's what makes up your overtime, right
 17 down to the dollar. All of the executive
 18 get that and we've, you know, started to
 19 have some very active discussions in terms
 20 of the drivers of overtime and that kind of
 21 thing. So, been a lot of work in the
 22 overtime area and it's an area, no doubt,
 23 that we struggled with coming through 2016
 24 and 2017.
 25 MR. O'BRIEN:

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1 Q. And that's kind of -
 2 MS. HUTCHENS:
 3 A. Because of the volume of activity I think
 4 that was in play last year was a significant
 5 issue as well.
 6 MR. O'BRIEN:
 7 Q. And I think that's kind of where I'm going
 8 with it. In terms of the actuals for 2016
 9 and versus the forecast, it appears as
 10 though you were forecasting a drop in
 11 overtime in 2017. So, you had it in your
 12 minds that we're going to focus on overtime
 13 in 2017, I presume, to put that figure in to
 14 forecast it as being lower?
 15 MS. HUTCHENS:
 16 A. Yes.
 17 MR. O'BRIEN:
 18 Q. Okay. And what did you do to try to manage
 19 it, given it actually came out to be higher?
 20 MS. HUTCHENS:
 21 A. There's a couple things going on there. The
 22 measures I just talked about we put in place
 23 through 2017.
 24 MR. O'BRIEN:
 25 Q. Yeah.

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1 MS. HUTCHENS:
 2 A. And getting at the root causes of the
 3 overtime is what you need to do.
 4 MR. O'BRIEN:
 5 Q. Yeah.
 6 MS. HUTCHENS:
 7 A. And it takes a little bit of time to get
 8 there and those initiatives were put in
 9 place in 2017. You know, the other thing
 10 that influenced overtime – and you can see
 11 it a little bit in the labour related costs
 12 as well. So, labour related costs dropped
 13 and overtime went up. There's an interplay
 14 there as well in terms of the work patterns
 15 and, you know, who was doing work and
 16 whatnot. So, you know, if your labour
 17 related costs go down, sometimes your
 18 overtime goes up as well. So, there's a
 19 little bit of an interplay there in terms of
 20 the work plans. But, so, you know, is
 21 overtime an area that we were challenged
 22 with? Yes. Are we starting to crack the
 23 nut? I think so, yes.
 24 MR. O'BRIEN:
 25 Q. And is there any formal analysis being done

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1 on root cause of overtime?
 2 (12:45 p.m.)
 3 MS. HUTCHENS:
 4 A. Oh, absolutely. Absolutely.
 5 MR. O'BRIEN:
 6 Q. There is?
 7 MS. HUTCHENS:
 8 A. Absolutely.
 9 MR. O'BRIEN:
 10 Q. And is the productivity team part of that
 11 analysis?
 12 MS. HUTCHENS:
 13 A. They have been aiding, I believe, in some
 14 areas. I know in particular at the Holyrood
 15 plant Ms. Williams has been doing a lot of
 16 detailed analysis work there. The extent to
 17 which the productivity team is engaged in
 18 that, I'm not quite sure. And then the
 19 attendance support program as well is paying
 20 dividends.
 21 MR. O'BRIEN:
 22 Q. So, is there a plan for the productivity
 23 team to be involved in those types of
 24 analyses?
 25 MS. HUTCHENS:

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1 A. You know -
 2 MR. O'BRIEN:
 3 Q. I'm just trying to get kind of the flavour
 4 as to where they – I mean, it's easy to say
 5 that they have a broad focus, but I'm just
 6 trying to see what's outside of their
 7 purview.
 8 MS. HUTCHENS:
 9 A. Yeah, and I understand your point.
 10 MR. O'BRIEN:
 11 Q. Yeah.
 12 MS. HUTCHENS:
 13 A. You know, what's in their purview? Is it
 14 sufficient? Right?
 15 MR. O'BRIEN:
 16 Q. Yeah.
 17 MS. HUTCHENS:
 18 A. And I think it's early days, you know, and I
 19 think, so my comments – you know, you're
 20 asking me whether they're at it today and,
 21 you know, we've prioritized the issues there
 22 and, you know, the team can't work on
 23 everything at once and you know, so that's a
 24 little bit of what we've got going on here.
 25 And you know, for example, if the Holyrood

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1 plant is hard at overtime, the innovation
 2 team will absolutely be checking in with
 3 them and you know, how are you doing, how
 4 are you making out, do you need help. Can
 5 you – you know, what kind of progress are
 6 you making. So, there’s an accountability
 7 there.
 8 MR. O'BRIEN:
 9 Q. Um.
 10 MS. HUTCHENS:
 11 A. But there might – they may or may not
 12 engage, depending on the – you know, what
 13 the needs are of the day. But, so, it’s a
 14 bit of an evolution, you know. As I say,
 15 the mandate is fairly broad.
 16 MR. O'BRIEN:
 17 Q. So at this time in terms of discussion of
 18 overtime, it would take part, the leadership
 19 team meetings would have discussions
 20 regarding overtime, but not necessarily the
 21 productivity team yet, is that a fair
 22 analysis?
 23 MS. HUTCHENS:
 24 A. Yeah, the leadership team absolutely have
 25 discussions about overtime, absolutely, lots

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1 of discussion on it, and the innovation team
 2 will be getting it, you know, they may not
 3 call it overtime, they may call it, you
 4 know, work planning, they may call it—you
 5 know, as an example one of the things that
 6 they identified was that there’s monthly
 7 meter readings that we need to do in the
 8 substations associated with the revenue
 9 metering and not for customer billing
 10 purposes, but for, you know, production
 11 calculation purposes, and they were quite
 12 often being done on overtime because someone
 13 was trying to hit it right on the day, and
 14 we changed how we do the readings and who
 15 was doing the readings has changed, so we’ve
 16 trained somebody different, so as a result,
 17 you know, we’re not incurring, you know, so
 18 that can have an overtime run-on effect,
 19 like that’s an example.
 20 MR. O'BRIEN:
 21 Q. Okay.
 22 MS. HUTCHENS:
 23 A. So it’s a bit, you know, it’s a bit broad
 24 and I appreciate where you’re headed in
 25 terms of, you know, what do they have their

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1 arms around, but you know, there’s only so
 2 many things they can get their arms around,
 3 but they are also promoting the, you know,
 4 what else is going on in the organization as
 5 well. So if someone notices an opportunity
 6 in overtime, they’re on it, and they
 7 understand that it’s occurring, you know,
 8 that there’s an opportunity and then they’ll
 9 take that and make sure that, you know, the
 10 other pieces of the organization are aware
 11 of it as well and see what they can push
 12 through there.
 13 MR. O'BRIEN:
 14 Q. And I guess, and I appreciate your comments,
 15 I guess my point is more that overtime seems
 16 like to be a bigger piece and it’s one thing
 17 to focus on some smaller pieces, but if this
 18 is a bigger piece, who is going to be
 19 focussing on it and is it something that the
 20 productivity team will have the ability to
 21 do? Because these people are the people
 22 that are trained to do it.
 23 MS. HUTCHENS:
 24 A. Oh, they absolutely have the ability and
 25 they could be doing some of the analysis,

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1 I’m not sure. I’m just not involved at that
 2 level of detail, but they absolutely can be
 3 doing some of the analysis and, you know, I
 4 do know that overtime is one of the things
 5 that they’re tracking in terms of attendant
 6 support and those kinds of things and, you
 7 know, the initiatives that are there, they
 8 will be tracking through and, you know,
 9 aiding and holding accountable and those
 10 kinds of things.
 11 MR. O'BRIEN:
 12 Q. Okay. I wonder if we could bring up page
 13 40, just flip to the next page there. I
 14 just had a question on a general, general
 15 item and administration is sort of the total
 16 corporate services costs, so that’s
 17 executive leadership, financial services,
 18 business system fee, corporate services, is
 19 this something that you would track in your
 20 position as—can I call you chief financial
 21 officer, is that your role?
 22 MS. HUTCHENS:
 23 A. It’s not technically the title, but, yeah.
 24 MR. O'BRIEN:
 25 Q. Not technically, but is it something that

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1 you would track sort of as the overall
 2 corporate services figure, and the reason I
 3 ask is if you look from the actual for 2017,
 4 there's a reduction from forecast of about
 5 four million dollars, but we're looking at
 6 an increase of seven million into the test
 7 year, which seems to be a significant
 8 percentage year over year increase.
 9 MS. HUTCHENS:
 10 A. Yeah, and I think you need to look at, you
 11 know, the details that underly that, and so,
 12 you know, would I have my eyes on that ball,
 13 absolutely.
 14 MR. O'BRIEN:
 15 Q. Yeah.
 16 MS. HUTCHENS:
 17 A. You know, and I think there's some evidence
 18 laid down in terms of how we get from 2017
 19 to 2018 and I believe it's the 2017 actual
 20 you were looking at there?
 21 MR. O'BRIEN:
 22 Q. It is, yeah.
 23 MS. HUTCHENS:
 24 A. Yeah, so you know, when I look up at the
 25 corporate services and regulatory affairs

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1 and I see 17.5 to 21.5, you know, 2017 was
 2 low because of that large credit related to
 3 the regulatory activity in 2015. So that
 4 doesn't occur, it doesn't reoccur and these
 5 hearings, you know, would have been forecast
 6 in 2017 but are going to push up the costs
 7 this year in 2018. You know, so those, you
 8 really need to get down and sort of
 9 underneath the covers on those, and look at
 10 all of the various components of the costs
 11 that come through.
 12 MR. O'BRIEN:
 13 Q. So in terms of how you would evaluate the
 14 operating costs, you wouldn't break it down
 15 into operations general and administration
 16 as those big groups, you would evaluate each
 17 of the smaller groups and then the overall
 18 picture?
 19 MS. HUTCHENS:
 20 A. Typically I would look at the divisional
 21 level, yes, and then engage, you know, for
 22 transmission, distribution and LSO and
 23 engage with Mr. LeBlanc on that, production
 24 with Ms. Williams, that would be the sort of
 25 process, right.

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1 MR. O'BRIEN:
 2 Q. Do you have any, in your position do you
 3 have any specific reason to sit down and say
 4 what each of the head of each unit to
 5 discuss where they are with their costs, or
 6 was it just the management, the whole
 7 management leadership team gets together?
 8 Do you play a special role that is –
 9 MS. HUTCHENS:
 10 A. I wouldn't necessarily sit down with the
 11 managers one on one on a regular basis. If
 12 there was concerns I had, would I? Yes. I
 13 would typically engage through their
 14 executive member as well.
 15 MR. O'BRIEN:
 16 Q. Okay.
 17 MS. HUTCHENS:
 18 A. You know, as an executive group we do look
 19 at these costs regularly and, you know, when
 20 I say the leadership team, we do these
 21 monthly meetings on, you know, to review the
 22 financial results and it's not been, you
 23 know, the leadership team that's in the room
 24 are the people that have the large budgets
 25 when we do that review on a monthly basis.

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1 On a quarterly basis we do it with everyone,
 2 but on a monthly basis, you know, so we
 3 would be sitting in a room and there would
 4 be direct, you know, challenge and question
 5 to the individuals in the room, you know,
 6 what's going on with your budget? Are you
 7 up or down, what are your opportunities, you
 8 know. If someone has got some savings, well
 9 how did you get them? Can the rest of us
 10 learn from that, that's the kind of
 11 challenge that we put to it and then
 12 obviously, as an executive group, you know,
 13 we would be watching those costs on a group
 14 basis and I would be engaging with my
 15 colleagues there as well.
 16 MR. O'BRIEN:
 17 Q. All right, I just want to move to the common
 18 services area, you mentioned this a little
 19 bit earlier and I understand from the
 20 evidence that there's certain common
 21 services, human resources, safety and
 22 information systems that used to be in Hydro
 23 that have now transferred to Nalcor, is that
 24 right?
 25 MS. HUTCHENS:

1 A. Yes, that's correct.
 2 MR. O'BRIEN:
 3 Q. Okay, and those services, I understand, at
 4 least the initial filing indicated that
 5 Hydro will maintain control and
 6 accountability over those costs coming back
 7 from Nalcor, is that right?
 8 MS. HUTCHENS:
 9 A. Yes.
 10 MR. O'BRIEN:
 11 Q. And there's an indication that to be an
 12 executive responsible for each service
 13 provided by Nalcor to be accountable for
 14 that service, is that the executive in each
 15 unit, or is there, say, an executive
 16 responsible for human resources and one for
 17 safety—or sorry, human resources and safety,
 18 and one for information systems?
 19 MS. HUTCHENS:
 20 A. So there would be an executive responsible
 21 for each of the types of administration
 22 costs, so HR, safety and environment would
 23 be Ms. Dalley and IT would be Mr. Gardiner.
 24 MR. O'BRIEN:
 25 Q. Okay, all right. You, yourself, do you play

1 MS. HUTCHENS:
 2 A. Their job would not be to –
 3 MR. O'BRIEN:
 4 Q. I'm just getting a flavour –
 5 MS. HUTCHENS:
 6 A. You know, finance would ensure that, you
 7 know, the calculations were done
 8 appropriately and all that kind of stuff,
 9 right.
 10 MR. O'BRIEN:
 11 Q. That's it, okay.
 12 MS. HUTCHENS:
 13 A. The innovation team I do know is working in
 14 the IT space.
 15 MR. O'BRIEN:
 16 Q. Okay.
 17 MS. HUTCHENS:
 18 A. You know, looking at opportunities that are
 19 identified by one of our folks or even a
 20 Nalcor folk, and, you know, because it
 21 doesn't matter where the cost is charged,
 22 it's the fact that we pay for it at the end
 23 of the day.
 24 MR. O'BRIEN:
 25 Q. Right.

1 any role on overseeing common services?
 2 MS. HUTCHENS:
 3 A. Not from an operational perspective, no.
 4 MR. O'BRIEN:
 5 Q. No, okay. And in terms of looking at it to
 6 see that Hydro's accountable, has control
 7 and accountability over those costs, you
 8 don't play a role in that?
 9 MS. HUTCHENS:
 10 A. Not a direct role. I would say as an
 11 executive group we, you know, are mindful of
 12 that and if we had concerns, we would
 13 express them to the accountable executive
 14 and it may come up in our regular, you know,
 15 sort of executive meetings and discussions.
 16 MR. O'BRIEN:
 17 Q. And those charges come back in terms of
 18 admin fee, is that right?
 19 MS. HUTCHENS:
 20 A. Correct.
 21 MR. O'BRIEN:
 22 Q. And would that be something that the
 23 productivity team would be looking at to
 24 make sure that the admin fee is being
 25 charged appropriately?

1 MS. HUTCHENS:
 2 A. And yes, so the productivity team absolutely
 3 would be looking at those types of things
 4 and going back and talking to IT. They
 5 would also be working with the manager of
 6 ITO services and they have the title wrong,
 7 but that's generally the job description.
 8 You know, we do have an individual in Hydro
 9 who is responsible for the oversight of the
 10 IT services coming in from Nalcor, and
 11 amongst other things, and I do know that he
 12 has been fairly active in working with the
 13 innovation team as well in that space
 14 because communications in particular is an
 15 area and it's not so much the phone system,
 16 it's the substations and those kinds of
 17 things and there's a lot of overlap with the
 18 IT space there.
 19 MR. O'BRIEN:
 20 Q. And of those particular services then, the
 21 human resources and safety and then the
 22 information systems, where they lie in
 23 Nalcor, would there be any opportunity for
 24 the productivity team to discuss potential
 25 productivities in those services themselves?

1 MS. HUTCHENS:
 2 A. Oh absolutely.
 3 MR. O'BRIEN:
 4 Q. There would?
 5 MS. HUTCHENS:
 6 A. Absolutely.
 7 MR. O'BRIEN:
 8 Q. Okay, even though they don't lie in Hydro?
 9 MS. HUTCHENS:
 10 A. Absolutely.
 11 MR. O'BRIEN:
 12 Q. And how would you foresee that playing out?
 13 MS. HUTCHENS:
 14 A. You know, I think there's something
 15 identified and we would bring it to the, you
 16 know, the team would identify something or
 17 somebody would identify an opportunity and
 18 they would bring it to the individuals,
 19 probably Nalcor employees who are, you know,
 20 in charge of those areas, talk to them about
 21 the opportunity and it would go from there
 22 in terms of, you know, the extent to which
 23 they would engage, whether the individual
 24 has already looked at that opportunity,
 25 whether it's valid or not, or if, you know,

1 those services and discuss the opportunity
 2 with that individual with an expectation
 3 that, you know, we see an opportunity here
 4 and, you know, it would be an expectation in
 5 terms of their, I guess the responsibility
 6 for those costs.
 7 MR. O'BRIEN:
 8 Q. But in terms of implementation, they would
 9 have to rely on Nalcor to implement those,
 10 there weren't going to be any change –
 11 MS. HUTCHENS:
 12 A. I think that would be a fair statement, yes.
 13 (1:00 p.m.)
 14 MR. O'BRIEN:
 15 Q. I'm going to turn to another area, but
 16 before I do, there was one question I asked
 17 Ms. Williams and I just wanted—and I think
 18 she felt that you might be able to provide a
 19 response to it. If we could pull up page 35
 20 of Information 1? So this is the energy
 21 supply for fuel expense for 2015 to 2019 for
 22 the Island Interconnected system. That last
 23 line, the gas turbine diesel production
 24 cost, I wonder if you are able to tell me
 25 what's included in that figure? Are they

1 is interested in pursuing it, yeah,
 2 absolutely.
 3 MR. O'BRIEN:
 4 Q. And if there were recommendations that the
 5 productivity committee may have in terms of
 6 some measures that could be implemented in
 7 those services, I presume Hydro wouldn't
 8 have the ability to implement those
 9 recommendations without the consent of
 10 Nalcor?
 11 MS. HUTCHENS:
 12 A. I would suggest we wouldn't, I don't know if
 13 it's –
 14 MR. O'BRIEN:
 15 Q. And maybe consent is not the right word.
 16 MS. HUTCHENS:
 17 A. Yeah, implement and consent are tough words
 18 there. How I would see it playing out is,
 19 you know, if we thought there was an
 20 opportunity there and we thought it was, you
 21 know, we wanted to work it through with
 22 them, you know, in the oversight role for
 23 the executive that's responsible for each of
 24 those, I would absolutely expect them to be
 25 going to their appropriate Nalcor contact on

1 all operating costs or fuel –
 2 MS. HUTCHENS:
 3 A. That is purely fuel.
 4 MR. O'BRIEN:
 5 Q. Purely fuel?
 6 MS. HUTCHENS:
 7 A. Yes, purely fuel.
 8 MR. O'BRIEN:
 9 Q. Okay. Thank you. I'm going to move to
 10 another area. I'm going to talk about some
 11 of the evidence that was filed on Friday.
 12 The first thing I wanted to do was bring up
 13 the additional cost of service information
 14 from March 22nd, page 7, and forgive me,
 15 there may be some areas here where you may
 16 not be able to comment on, but just let me
 17 know if there are.
 18 MS. HUTCHENS:
 19 A. I will.
 20 MR. O'BRIEN:
 21 Q. One of the things I wanted to look at was
 22 off-island purchases. If we scroll up just
 23 a little bit here, I wanted to look at Table
 24 5 there. So this is, we went through this
 25 with the technical panel and this is what

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1 was filed in March for expected supply from
 2 off-island purchases, so at that point in
 3 time for 2018 there was an expectation of
 4 481 gigawatt hours to be available over the
 5 Labrador Island—sorry, over the combination
 6 from the Labrador Island Link of recapture
 7 and the Maritime Link purchases and 2019 of
 8 960. And I believe the recapture was on the
 9 basis of in-service in July, July 1st at that
 10 time?
 11 MS. HUTCHENS:
 12 A. Thereabouts, yes.
 13 MR. O'BRIEN:
 14 Q. Yeah, okay, and the Maritime Link figures
 15 there for 2018 were based on being in
 16 service in February with some testing, I
 17 think, included in that, is that fair?
 18 MS. HUTCHENS:
 19 A. I'm going to say yes, because that was in at
 20 that time, so we would have visibility of
 21 it.
 22 MR. O'BRIEN:
 23 Q. And could we bring up the evidence that was
 24 filed on Friday, the supplemental evidence
 25 with customer impacts? I want to look at

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1 Table 1 on page 2. So that's the expected
 2 supply from off-island purchases, so that's
 3 an updated table from what we just looked
 4 at, is that right?
 5 MS. HUTCHENS:
 6 A. Yes, it is.
 7 MR. O'BRIEN:
 8 Q. Okay, so we can see some different figures
 9 in that table, are you able to comment on
 10 these figures at all? Can you tell me who
 11 prepared them, were you involved in their
 12 preparation?
 13 MS. HUTCHENS:
 14 A. No, I was not involved in the preparation,
 15 it would have been done in the production
 16 group.
 17 MR. O'BRIEN:
 18 Q. Would you be able to say, say for the
 19 recapture energy, 493, as compared to what
 20 was there in the last table was 388, are you
 21 able to tell us why there's an increase now,
 22 despite the fact that we're expecting a
 23 later in-service?
 24 MS. HUTCHENS:
 25 A. No, I'm afraid I don't have that level of

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1 detail.
 2 MR. O'BRIEN:
 3 Q. Okay, so in terms of the assumptions that
 4 are built into these calculations, you can't
 5 comment on that, can you?
 6 MS. HUTCHENS:
 7 A. No, I'd hesitate to comment on them, to be
 8 sure.
 9 MR. O'BRIEN:
 10 Q. Would Mr. Fagan be able to comment on that?
 11 MS. HUTCHENS:
 12 A. I would think he would, yes.
 13 MR. O'BRIEN:
 14 Q. Okay. Because we did hear that from the
 15 production panel that the Labrador Island
 16 Link is not expected to be in service and I
 17 interpreted it until probably late October,
 18 is that fair?
 19 MS. HUTCHENS:
 20 A. In full service, yes, there is power flowing
 21 today.
 22 MR. O'BRIEN:
 23 Q. There's power flowing now, yes.
 24 MS. HUTCHENS:
 25 A. And my understanding is that will ramp up

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1 through the summer and the fall and then
 2 October would be a commissioning level, kind
 3 of power transfer for the level at which we
 4 expect to be able to operate from a capacity
 5 perspective.
 6 MR. O'BRIEN:
 7 Q. I wonder if we could bring up just briefly
 8 CA-NLH-57? Scroll down to the next page and
 9 there's some, there is a RFI here responded
 10 in terms of what recapture energy was
 11 available from Churchill Falls on a gigawatt
 12 hour basis, on a monthly basis, and we saw
 13 on the previous table that there's now 493
 14 gigawatt hours expected for 2018, but in
 15 this table we only see for November and
 16 December of about 228 gigawatt hours, are
 17 you able to comment on –
 18 MS. HUTCHENS:
 19 A. Sorry, give me those two numbers again?
 20 MR. O'BRIEN:
 21 Q. Yeah, so it's 493 now is what we just saw on
 22 Friday's evidence as to what's available for
 23 recapture energy.
 24 MS. HUTCHENS:
 25 A. Yes.

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1 MR. O'BRIEN:
 2 Q. All right? So that's from what I understand
 3 will be in service and late October, but for
 4 the two months of November and December,
 5 there's only 228 listed here as being
 6 available. Has that changed since?
 7 MS. HUTCHENS:
 8 A. I'm afraid I don't know, I'm not close
 9 enough to the details of that. It may have
 10 something to do with the fact that the power
 11 is still flowing, so we are getting the
 12 benefit of that, so power that is coming
 13 down the line today, but –
 14 MR. O'BRIEN:
 15 Q. Is that something I can bring up with Mr.
 16 Fagan?
 17 MR. HUTCHENS:
 18 A. But I think Mr. Fagan might be the best one
 19 to bring that up with, yes.
 20 MR. O'BRIEN:
 21 Q. Okay. And if we go back to the evidence
 22 that was filed on Friday, the supplemental
 23 evidence, if we could go to page 24, just
 24 scroll up there. Expected supply scenario
 25 forecast risk, so this particular section

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1 talks about a number of potential risks
 2 associated with this expected supply
 3 scenario and it talks about things like
 4 availability of the LIL during the testing
 5 period, is that something you can comment
 6 on?
 7 MS. HUTCHENS:
 8 A. In terms of the?
 9 MR. O'BRIEN:
 10 Q. Risk of that.
 11 MS. HUTCHENS:
 12 A. From a financial risk perspective, but not
 13 so much from a quantity perspective.
 14 MR. O'BRIEN:
 15 Q. Okay, well maybe you can comment from a
 16 financial risk perspective.
 17 MS. HUTCHENS:
 18 A. There's been a lot of discussion in the
 19 hearings surrounding, you know, the supply
 20 scenario and we've moved to the expected
 21 supply scenario. One of the reasons that we
 22 initially applied for the off-island
 23 purchase power deferral account was
 24 associated with the risk of the, you know,
 25 the timing and the quantity—basically the

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1 quantity of power that we could utilize in
 2 the pre full Muskrat Falls commissioning
 3 period and, you know, what might actually
 4 occur, both with regards to the quantity of
 5 power and its affects at Holyrood, and you
 6 know, so the off-island purchase power
 7 deferral account was motivated in part by
 8 the financial risk associated with the
 9 volatility of when the LIL assets may
 10 provide power and to what capacity and what
 11 the resulting affects would be at Holyrood.
 12 So we've moved from that scenario now to the
 13 expected supply scenario, that uncertainty
 14 hasn't, you know, gone away at its root, I
 15 mean, you know, we're getting closer so it
 16 becomes more certain, but there's still, you
 17 know, that uncertainty around the effects
 18 and how all the RSP inter-relates with the
 19 other deferral accounts, including what was
 20 the off-island purchase power deferral
 21 account, you know, so there is very much a
 22 linkage there from a financial risk
 23 perspective. In the cost of service
 24 evidence that was filed in March, there was
 25 an appendix in there, appendix L that looked

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1 at the energy supply cost variance account
 2 definition and the suggestion in that cost
 3 of service evidence was, you know, if we're
 4 going to move to the expected supply
 5 scenario, that this definition would be
 6 there to deal with the financial risk, and I
 7 believe there's some settlement around that
 8 issue.
 9 MR. O'BRIEN:
 10 Q. Now you have to modify that deferral account
 11 definition.
 12 MS. HUTCHENS:
 13 A. Yes, yeah.
 14 MR. O'BRIEN:
 15 Q. To cover off Hydro's financial risk with
 16 that.
 17 MS. HUTCHENS:
 18 A. Right, yeah.
 19 MR. O'BRIEN:
 20 Q. But in terms of the piece of, the risk of
 21 the actual availability of the LIL during
 22 the testing period, is that something you
 23 can comment on besides the financial part?
 24 MR. HUTCHENS:
 25 A. Not from an operational perspective, it

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1 would be, it's more technical.
 2 MR. O'BRIEN:
 3 Q. It's more technical, okay.
 4 MS. HUTCHENS:
 5 A. Yes.
 6 MR. O'BRIEN:
 7 Q. And is that something Mr. Fagan can comment
 8 on?
 9 MS. HUTCHENS:
 10 A. I'm not sure to what extent because it is a
 11 very technical engineering, it would depend
 12 where you went with questions, I think, but
 13 -
 14 MR. O'BRIEN:
 15 Q. And that's kind of my concern is that if the
 16 next witness is Mr. Fagan and the last
 17 witness is Mr. Fagan, do I bring these
 18 questions, some of these questions up with
 19 Mr. Fagan or is there another witness that
 20 needs to speak to them?
 21 MS. HUTCHENS:
 22 A. I would suggest bringing them up with Mr.
 23 Fagan and we'll endeavour to take that away
 24 to -
 25 MR. O'BRIEN:

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1 Q. And in terms of the uncertainty, one of the
 2 other things raised in this section is the
 3 uncertainty of the amount of recapture
 4 energy that could be available, depending on
 5 load requirements in Labrador, is that
 6 something that you can comment on or is it
 7 something I should bring up with Mr. Fagan
 8 or someone else?
 9 MS. HUTCHENS:
 10 A. I do think there's been a fair bit of
 11 discussion with Mr. Haynes on that issue
 12 and, you know, I would take my lead from him
 13 in terms of, you know, the timing of the
 14 load growth in Labrador, as well as the, you
 15 know, versus when the Muskrat Falls project
 16 would come into full power or even into
 17 commissioning power, so -
 18 MR. O'BRIEN:
 19 Q. So in terms of, if we go back to Table 2, so
 20 are you able to comment—sorry, not Table 2,
 21 I think it's Table 1, yes. So in terms of
 22 those particular figures, if they are
 23 overstated in terms of what's available,
 24 what's the financial risk to customers, if
 25 any?

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1 MS. HUTCHENS:
 2 A. You know, and I think it swings both ways,
 3 it's both overstatement and understatement.
 4 You know, there's a risk there that if that
 5 energy does not come to pass that there are
 6 financial effects that would presumably get
 7 captured in that revised energy supply and
 8 cost variance deferral account that then,
 9 you know, would need to be dealt with
 10 regardless of which direction it went in.
 11 MR. O'BRIEN:
 12 Q. So, if they're understated, would that have
 13 an affect on any rate mitigation approach
 14 the Board should consider?
 15 MS. HUTCHENS:
 16 A. If they are understated, yeah, there would
 17 be a balance billed in that account that
 18 would need to be recovered from customers at
 19 a later point, and if it was more, it would
 20 be in the other direction, it would aid with
 21 rate mitigation.
 22 MR. O'BRIEN:
 23 Q. Okay. I'm going to turn to the next piece
 24 here. Just in terms of O&M costs, I had
 25 some questions for you on that. In this

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1 evidence, page three, table two, some O&M
 2 costs are shown there for--the cost supply,
 3 I guess, from off-island purchases we'll
 4 call it for now. The recapture energy, can
 5 you tell me that figure there, where that
 6 comes from? Is that energy purchased? Does
 7 it build O&M costs in it or is all the O&M
 8 in that last line?
 9 MS. HUTCHENS:
 10 A. I believe all the O&M is in the last line.
 11 I believe that recapture only represents the
 12 cost of the actual power, the .2 cent rate.
 13 MR. O'BRIEN:
 14 Q. All right, and same for the off-island
 15 purchases, I presume that builds in the
 16 recent contracts that have been signed?
 17 That's all built into that?
 18 MS. HUTCHENS:
 19 Q. Yes, I--yeah, it would be the cost
 20 associated with those contracts over the
 21 Maritime Link of over the Labrador Island
 22 Link.
 23 MR. O'BRIEN:
 24 Q. So, the other off-island purchases, are they
 25 all Maritime Link purchases, do you know?

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1 MS. HUTCHENS:
 2 A. I believe there would be some balance of
 3 Maritime Link and the Labrador Island Link
 4 as well combined.
 5 MR. O'BRIEN:
 6 Q. So, there's some of that built in there?
 7 MS. HUTCHENS:
 8 A. I believe, but I'm subject to check.
 9 (1:15 p.m.)
 10 MS. O'BRIEN:
 11 Q. Can you confirm that for us?
 12 MS. HUTCHENS:
 13 A. Sure.
 14 MS. GLYNN:
 15 Q. Noted on the record.
 16 MR. O'BRIEN:
 17 Q. So, the LIL and the LTA operating and
 18 maintenance costs there referred some
 19 evidence just in terms of some variability
 20 and that, I just wanted to ask you some
 21 questions about that. Can we bring up NP-
 22 NLH-115 Revision 1? Can we scroll down?
 23 Okay, so, as of November 27th, the cost
 24 associated with--the O&M costs I should say
 25 associated with the LIL is line R there, I

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1 believe, the Op X for the LIL and LTA. The
 2 total was 27,000,300 and for 2019 was 52.9,
 3 is that's right?
 4 MS. HUTCHENS:
 5 A. That's correct.
 6 MR. O'BRIEN:
 7 Q. Okay, and as of that time, that was the most
 8 recent assessment which Nalcor had provided
 9 to Hydro, is that right?
 10 MS. HUTCHENS:
 11 A. Right.
 12 MR. O'BRIEN:
 13 Q. Okay. Now, there's--if we go back to the
 14 supplemental evidence there's some
 15 difference there now and I just wanted to
 16 talk--have you talk me through that. So,
 17 now we've got, for the LIL and LTA, the
 18 difference is now 8.365 v. the 27 that we
 19 saw earlier; and is that all based on the
 20 in-service changing, the date of the in-
 21 service changing?
 22 MS. HUTCHENS:
 23 A. The bulk of it is.
 24 MR. O'BRIEN:
 25 Q. The bulk? And what else is built in it?

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1 MS. HUTCHENS:
 2 A. There was the other issue that Mr. LeBlanc
 3 raised as well. So, in the process of
 4 discussing those operating costs and looking
 5 at them in detail with the power supply
 6 group at Nalcor, we realized that the energy
 7 control center costs were imbedded in that,
 8 what was essentially the 51.4 million or
 9 sorry, 52.9 million was the annualized
 10 number.
 11 MR. O'BRIEN:
 12 Q. Right.
 13 MS. HUTCHENS:
 14 A. So--and those--when we got into the details
 15 of it, what we came to understand was that
 16 it was basically the energy control room and
 17 the additional operators, which--and you
 18 know, the genesis didn't sound quite so--you
 19 know, the genesis, I think goes back to when
 20 these budgets were built. When, you know,
 21 the energy control room operators, there was
 22 a lot of discussion on the go in 2017 as to
 23 when those individuals would move over to
 24 Hydro, because they are a part of the NLSO,
 25 but they were being brought in under the

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1 transition to operations group. So, there
 2 was a transitional piece there and I think
 3 there was a lot of discussion in terms of
 4 where they would land and, you know, which
 5 budget they would land in. And we chose not
 6 to put them in our budget at the time and--
 7 but subsequently said no when they came
 8 through and we agreed to--they started on
 9 our payroll April the 18th--April 1st of 2018.
 10 Those--you know, so they're basically, you
 11 know, what we refer to as an additional
 12 productivity and allowance in our evidence.
 13 So, the--you know, just as a reference
 14 point, and I don't think we need to go
 15 there, but there's a discussion on them on
 16 NP-209.
 17 MR. O'BRIEN:
 18 Q. Okay.
 19 MS. HUTCHENS:
 20 Q. And, you know, in the discussion with power
 21 supply, I think, you know, the, you know, we
 22 sort of said, look, we've taken that on and
 23 they shouldn't be in your budget as well,
 24 but I think there was just a bit of, you
 25 know, a bit of confusion around the

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1 timeframe, because it was a lot of
 2 discussion on the go as to when they would
 3 transition over.
 4 MS. HUTCHENS:
 5 A. So, they were covered into that -
 6 MR. O'BRIEN:
 7 Q. So, they were covered in 2018?
 8 MS. HUTCHENS:
 9 A. Right.
 10 MR. O'BRIEN:
 11 Q. And the entire--even though they're on your
 12 payroll for 2018 as of April 1st, they're
 13 covered in -
 14 MS. HUTCHENS:
 15 A. I think when that budget built, that
 16 decision wasn't made.
 17 MR. O'BRIEN:
 18 Q. Yeah.
 19 MS. HUTCHENS:
 20 A. I think that's, you know, so -
 21 MR. O'BRIEN:
 22 Q. So are they on your payroll now?
 23 MS. HUTCHENS:
 24 A. They are on our payroll now, yeah.
 25 MR. O'BRIEN:

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1 Q. So, you're paying them for the remainder of
 2 2018?
 3 MS. HUTCHENS:
 4 A. Correct.
 5 MR. O'BRIEN:
 6 Q. But that's not built into the 2018 test
 7 year?
 8 MS. HUTCHENS:
 9 A. Correct, we have removed it.
 10 MR. O'BRIEN:
 11 Q. Okay, all right, and for the 2019 test year
 12 it's built into the -
 13 MS. HUTCHENS:
 14 A. The same thing.
 15 MR. O'BRIEN:
 16 Q. But they're not removed in the 2019 test
 17 year?
 18 MS. HUTCHENS:
 19 A. The 20 -
 20 MR. O'BRIEN:
 21 Q. They're in the test year but removed from
 22 the operating costs.
 23 MS. HUTCHENS:
 24 A. We have no reflected a cost associated with
 25 those energy control and operators directly

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1 in our 2018 or 2019 test years.
 2 MR. O'BRIEN:
 3 Q. Not the 2019 either?
 4 MS. HUTCHENS:
 5 A. No.
 6 MR. O'BRIEN:
 7 Q. So, Nalcor is not paying, or is paying for
 8 those five-energy control, the labour costs
 9 associated with them for 2019 as well?
 10 MS. HUTCHENS:
 11 A. No, Nalcor is not paying for them, we are.
 12 MR. O'BRIEN:
 13 Q. You are, okay.
 14 MS. HUTCHENS:
 15 A. Yeah, but there was--but we did not have
 16 them in our budget, and once we made the
 17 decision that we would take them on, in
 18 sometime in 2018 we hadn't locked down the
 19 timeframe, but last summer there was a lot
 20 of discussion and the, you know, we chose--
 21 we had already finished our budget and we
 22 sort of said, no, we need to absorb that.
 23 We made a commitment to keep flat on FTEs,
 24 we needed to honour that commitment and we
 25 felt very strongly about that.

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1 MR. O'BRIEN:
 2 Q. I understand, yeah.
 3 MS. HUTCHENS:
 4 A. So we, you know, we just basically took it
 5 on and said, "no, we'll find it, we'll find
 6 a way to make it happen", but when we got
 7 under the covers and had a discussion with
 8 the power supply folks, we realized that
 9 they had assumed that they would have them
 10 as well.
 11 MR. O'BRIEN:
 12 Q. They had it in their budget.
 13 MS. HUTCHENS:
 14 A. And it just had to do with the timing and
 15 the completion of the budgets frankly. So,
 16 we've removed them, so there's two changes
 17 going on between 2018-19 and it's, you know,
 18 it's those costs as well as the changes in
 19 the time period in which the LIL comes up.
 20 MR. O'BRIEN:
 21 Q. And who noticed the double counting? How
 22 did that come about?
 23 MS. HUTCHENS:
 24 A. I don't know that it's noticed -
 25 MR. O'BRIEN:

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1 Q. Like was there a process involved where you
 2 were reviewing?
 3 MS. HUTCHENS:
 4 A. Absolutely, yeah, and the genesis of that
 5 was in the undertaking we filed yesterday.
 6 Undertaking 54. Yeah, so it was--you know,
 7 so we had been talking to power supply
 8 about--we needed to understand those costs
 9 and understand them at a level of detail.
 10 So, there was a process we went through
 11 whereby we asked them to provide us with the
 12 detail of those O&M costs and they provided
 13 us with the deck that was attached to
 14 undertaking 54 and from that we then began
 15 to ask a lot of questions, dig into it and
 16 get to a point where we understood exactly
 17 what we would be paying for in those numbers
 18 and, you know, the composition of the costs.
 19 There was a lot of back and forth
 20 information discussion to try and understand
 21 what their budgets were and so, there was a
 22 quite a process that we went through
 23 associating with that.
 24 MR. O'BRIEN:
 25 Q. So this was started in March of 2018?

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1 MS. HUTCHENS:
 2 A. Well, the slide deck came across to us in
 3 March. I can't say that it was started in
 4 March, it was started prior to that. There
 5 was a number of discussions around in terms
 6 of how we would tackle that, and the slide
 7 deck was what, you know, we agree would be
 8 a, you know, so it's a good starting point
 9 to understand the costs. But we've been
 10 discussing with them leading up to that, the
 11 level of detail in which we would need to
 12 understand the costs.
 13 MR. O'BRIEN:
 14 Q. And the difference in 2019 from 52.9 down to
 15 51.4, is that all associated with those five
 16 employees? Is there something else that -
 17 MS. HUTCHENS:
 18 A. Yeah, there is something else there.
 19 There's two things in there.
 20 MR. O'BRIEN:
 21 Q. Okay.
 22 MS. HUTCHENS:
 23 A. And the first thing is it's more than just
 24 the five employees, there was some other
 25 costs in there as well. I think it was

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1 beyond--I think they had seven or eight
 2 employees and we had those in our budget
 3 already as well. So, you know, again, a bit
 4 of uncertainty there. And then there was
 5 also an item in there for \$250,000 that when
 6 we dug into the details, we had the
 7 discussion with them and said, "look, if
 8 that was in our costs, that would not be a
 9 regulated cost", it was a community-oriented
 10 thing. That would be a non-regulated cost,
 11 so as a result of that discussion they took
 12 it out of that number and said, "no, you
 13 know, it's not right for customers to pay
 14 for it regardless".
 15 MR. O'BRIEN:
 16 Q. And so, I kind of flicked through this last
 17 night and there's--and this is this slide
 18 deck here, is that a community betterment
 19 cost? Is that what I saw in there?
 20 MS. HUTCHENS:
 21 A. I believe that's the line it's in, yeah, I
 22 believe that's the line it's in.
 23 MR. O'BRIEN:
 24 Q. So that wouldn't be something that was
 25 included?

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1 MS. HUTCHENS:
 2 A. Yes, we've removed that from the forecast
 3 now.
 4 MR. O'BRIEN:
 5 Q. Okay, and that's the \$250,000?
 6 MS. HUTCHENS:
 7 A. Yes, yeah.
 8 MR. O'BRIEN:
 9 Q. Okay, and what's the genesis of that figure?
 10 Is that something that Hydro would still be
 11 paying or is it just something Nalcor pays?
 12 MS. HUTCHENS:
 13 A. I believe it'll be something that Nalcor
 14 will pay.
 15 MR. O'BRIEN:
 16 Q. So, this particular document you're
 17 referring to, the undertaking 54, is there
 18 any reason this wasn't put on the record
 19 prior to the request from Mr. LeBlanc, that
 20 you know of? It's a fairly detailed -
 21 MS. HUTCHENS:
 22 A. It is fairly detailed, but it was a starting
 23 point as well. You know, there was a lot of
 24 work to getting underneath the covers on
 25 that. It didn't answer all of our

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1 questions, so, you know, I can't say that
 2 there wasn't a reason it wasn't put on the
 3 record, but, you know, if I was to sit here
 4 and justify the costs, you know, there was
 5 more work done after that, right.
 6 MR. O'BRIEN:
 7 Q. Yeah, is there an update from that document?
 8 MS. HUTCHENS:
 9 A. No, there has not been an update of this
 10 document, per se. You know, I do think when
 11 Nalcor goes through its budgeting process,
 12 which it's going through now, Mr. LeBlanc
 13 eluded to that. You know, in August we'll
 14 have a better look at this. And I
 15 appreciate that this budget was done, you
 16 know, probably a year and a half ago or a
 17 year or more ago, and, you know, looking out
 18 at assets that haven't been operated and
 19 trying to figure out, you know, what am I
 20 going to need to operate those assets? So,
 21 it's--you know, it's a fairly high-level
 22 budget. You know, there's a lot of detail
 23 underneath it, but I think as we get closer
 24 and as power supply gets closer to the
 25 actual operation of those assets and

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1 understands, you know, what it's going to
 2 take in terms of, you know, people process,
 3 you know, maintenance contracts, you know,
 4 all those kinds of things. As they get
 5 closer there's going to be more visibility
 6 in terms of what the actual costs are going
 7 to be. So, we should see a, you know,
 8 another cut at it, but you know, I think
 9 every month there's learnings when it comes
 10 to--when you're bringing on a new asset,
 11 there's a lot of uncertainty around what
 12 those costs are actually going to be. And I
 13 think it's just the nature of the beast,
 14 unfortunately.
 15 MR. O'BRIEN:
 16 Q. So, the budget that's included in this
 17 undertaking, I guess in this slide deck, am
 18 I right--and I sort of saw some of the
 19 assumptions there that that's working
 20 backwards from what the 2021 expected costs
 21 are going to be. Is that right?
 22 MS. HUTCHENS:
 23 A. Yeah, so my understanding what they did is
 24 they sat down and figured out, what is it
 25 going to take for us to operate all of the

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1 assets and from that then--you know, because
 2 some of the operations, the pieces of it are
 3 going to be common across, you know, LIL,
 4 LTA and the Muskrat Falls assets as well.
 5 And so, I think it's a view in terms of
 6 looking holistically at what the cost of
 7 operating all of the assets would be and
 8 then staging them in over the forecast
 9 period.
 10 MR. O'BRIEN:
 11 Q. So, it's largely based on Nalcor's
 12 assessment of what the total cost will be as
 13 of 2021?
 14 MS. HUTCHENS:
 15 A. I think that's a fair characterization.
 16 MR. O'BRIEN:
 17 Q. Even if we quickly turn to--I think there's
 18 an assumptions--Budget Highlights and
 19 Assumptions on page 10. For the first
 20 bullet, they're operating a maintenance
 21 cost, budget forecast for 2018 to 2020
 22 derived by, starting with base year.
 23 MS. HUTCHENS:
 24 A. Yeah.
 25 MR. O'BRIEN:

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1 Q. So that first year of operations were
 2 working backwards based on asset use
 3 requirements. Did you have any discussion
 4 with Nalcor as to that process and how they
 5 came up with it or was it a discussion just
 6 about what the final figures were? What was
 7 your involvement in it?
 8 MS. HUTCHENS:
 9 A. No, it was more holistic than just looking
 10 at the figures. It was a longer discussion
 11 in terms of what their operating model would
 12 look like and there's some information in
 13 the deck on that as well. I know they had,
 14 you know, looked at the reliability
 15 considerations on slide six, they had looked
 16 at the staffing model and they consulted
 17 with some--well I don't know about consulted,
 18 informed, but anyway, trans (unintelligible)
 19 solutions. So there was, you know, there's
 20 a bunch of work that they had done, so we
 21 talked to them about, you know, the--and the
 22 reliability is a big piece of this as well,
 23 you know, in terms of the reliability model
 24 that you go with on this type of asset, and
 25 that is eluded to as well in the front end

1 of this deck. Yeah, slide six.
 2 MR. O'BRIEN:
 3 Q. Perhaps we'll break here.
 4 CHAIR:
 5 Q. We'll begin in the morning.
 6
 7 Upon Conclusion: 1:30 p.m.
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CERTIFICATE

I, Judy Moss, hereby certify that the foregoing is a true and correct transcript of the Newfoundland and Labrador Hydro 2017 General Rate Application heard on the 24th day of July, 2018 before the Board of Commissioners of Public Utilities, 120 Torbay Road, St. John's, Newfoundland and Labrador and was transcribed by me to the best of my ability by means of a sound apparatus.

Dated at St. John's, Newfoundland and Labrador this 24th day of July, 2018

Judy Moss

<p style="text-align: center;">A</p> <p>Ability - 203:20, 203:24, 214:8</p> <p>Able - 12:25, 14:13, 15:12, 17:10, 20:14, 27:25, 45:23, 67:4, 82:10, 92:17, 98:1, 136:10, 215:18, 215:24, 216:16, 218:9, 218:18, 218:21, 219:10, 220:4, 220:17, 226:20</p> <p>Absolute - 76:19</p> <p>Absorb - 235:22</p> <p>Absorbing - 102:7</p> <p>Absorption - 105:8</p> <p>Access - 3:19</p> <p>Accomplish - 37:3</p> <p>Accordingly - 85:20</p> <p>Account - 222:23, 223:7, 223:21, 224:1, 224:10, 227:8, 227:17</p> <p>Accountability - 83:18, 201:6, 209:6, 210:7</p> <p>Accountable - 204:9, 209:13, 210:6, 210:13</p> <p>Accountancy - 2:13</p> <p>Accounting - 2:15, 2:17, 6:23, 188:18, 188:22</p> <p>Accounts - 155:5, 155:6, 156:7, 156:8, 223:19</p> <p>Accrued - 98:8, 186:6, 186:9</p> <p>Accurate - 103:1</p> <p>Achieved - 71:10, 93:12</p> <p>Achieving - 78:14</p> <p>Across - 7:5, 10:13, 34:10, 183:4, 189:24, 238:2, 243:3</p> <p>Act - 125:5</p> <p>Action - 83:9, 83:10, 83:17, 84:7, 87:10, 89:7</p> <p>Active - 4:12, 196:19, 212:12</p> <p>Actively - 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