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 26, 2018

The Board:

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

Newfoundland and Labrador Hydro:

Geoffrey Young, Counsel Alex Templeton, Counsel

Newfoundland Power Inc.: Gerard Hayes, Counsel

Liam O'Brien, Counsel

Consumer Advocate:

Dennis Browne, Q.C.

Island Industrial Customers:

Paul Coxworthy, Counsel Denis Fleming, 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

Board Counsel/Staff:

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

Witness/Witnesses:

Lisa Hutchens, Vice President, Financial Services

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1	(9:27 a.m.)	1	BROWNE, Q.C.:
2	CHAIR:	2	Q. So there's no contract in place right now
3	Q. Good morning, everybody.	3	requiring you to do anything, is that the
4	MS. GLYNN:	4	fact?
5	Q. Good morning, Madam Chair. Hydro is going		MS. HUTCHENS:
6	to speak briefly. They have filed some	6	A. Yes, that is currently the case.
7	undertakings here this morning.	7	BROWNE, Q.C.:
8	MR. YOUNG:	8	Q. Well, why would you sign a contract
9	Q. Good morning, Madam Chair. Hydro offered	9	requiring you to pay for these costs until
10	yesterday to try to file some undertakings	10	you get Public Utility Board approval?
11	overnight and this morning if possible. We	11	MS. HUTCHENS:
12	might have slightly over promised because we	12	A. The execution of the contract is associated
13	had some logistical troubles getting this	13	with the usage of the LIL and the LTA, and,
14	copied and available for people this	14	you know, I think in return for the use of
15	morning, but it is done, and we appreciate	15	those assets, there's an expectation that we
16	the indulgence of the Board and the parties	16	would pay the owner of those assets or the
17	for the short delay this morning. The	17	operator of those assets a fee for the use
18	undertakings, two of them relate to the	18	of those assets, and we believe that the use
19	innovation productivity team. One is the	19	of those assets will provide a benefit to
20	execution plan, that's U-65. U-66 is the	20	ratepayers that is incorporated in the
21	same subject matter, it's reports from that	21	expected supply scenario.
22	team. U-78 was an undertaking that Ms.	22	BROWNE, Q.C.:
23	Greene asked if we could provide while Ms.	23	Q. But that's not for you to decide. That's
24	Hutchens was still on the stand, and it's a	24	for the Public Utilities Board to decide
25	letter from the government with respect to	25	because you are regulated, and these costs
	Page 2		Page 4
1	the debt guarantee fee.	1	ultimately will be placed onto
2	CHAIR:	2	consumers. Isn't that the fact?
3	Q. Thank you, Mr. Young. I guess, we're back	3	MS. HUTCHENS:
4	to you, Mr. Browne.	4	A. My interpretation, Mr. Browne, is that the
5	BROWNE, Q.C.:	5	Board's role is to determine whether those
6	Q. Thank you, Chair, and the undertakings are	6	costs should be included in rates – of
7	acknowledged. Good morning, Ms. Hutchens.	7	revenue requirement for the purposes of rate
8	MS. HUTCHENS:	8	setting. That's my understanding.
9	A. Good morning, Mr. Browne.	9	BROWNE, Q.C.:
10	BROWNE, Q.C.:	10	Q. I'm just saying if you signed that contract
11	Q. Can you go to page 3 of the Supplemental	11	and bound Hydro in reference to that
12	Evidence and go to footnote 8, please, and	12	contract, and the Public Utilities Board
13	that footnote, footnote 8, states, "The	13	refused to grant you permission to put these
14	operating and maintenance costs associated	14	amounts into rates for a variety of reasons,
15	with the LIL and the LTA in the 2018 and	15	some of which we've already discussed, and I
16	2019 test year revenue requirements are 8.4	16	won't go back there, who will pay in that
17	million and 51.4 million respectively.	17	instance?
18	Hydro is required to pay these costs for the	18	(9:30 a.m.)
19	use of the LIL and LTA to provide savings,	19	MS. HUTCHENS:
20	etc". Now that says Hydro is required to	20	A. I believe we'd have to go back then to the
21	pay these costs. Required by whom?	21	interpretation of the Order in Council, and
22	MS. HUTCHENS:	22	our interpretation of it is that those costs
23	A. I think it will be required by virtue of the	23	will have to be paid at some point, it's
24	contracts that we have yet to finalize that	24	just a question of when. So those costs
25	we referred to yesterday morning.	25	would then roll into the Muskrat Falls costs
	ne rerenea to jesterauj morning.		would men for mite the mushing fully costs

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1	that get recovered under the OC once Muskrat	1	layman's perspective –
2	Falls is fully commissioned.	2	BROWNE, Q.C.:
3	BROWNE, Q.C.:	3	Q. Yeah, well, I'm not an engineer either, but
4	Q. So we're talking about hypothetical	4	I think we both heard -
5	situations that you have here before the	5	MS. HUTCHENS:
6	Board because the parties haven't looked to	6	A. But from a layman's perspective, yes.
7	the contract, you haven't signed the	7	BROWNE, Q.C.:
8	contract, and yet you're here before the	8	Q. We both heard that.
9	Board asking the Board to give you sort of a	9	MS. HUTCHENS:
10	blank cheque, is that the end result?	10	A. Yes.
11	MS. HUTCHENS:	10	BROWNE, Q.C.:
11		11	
	A. No, I wouldn't characterize it that way, Mr.		Q. So the LIL and operating maintenance cost
13	Browne. I think what we said yesterday	13	that you are proposing the Board give you of
14	morning is we did want to get those	14	\$8,365,000.00, is that for the total cost
15	agreements onto the record, and we've	15	incurred by these entities in reference to
16	committed to do that prior to the end of the	16	the operating and maintenance costs for that
17	evidentiary component of the hearing.	17	period of time? Is that in its totality?
18	BROWNE, Q.C.:	18	MS. HUTCHENS:
19	Q. On Table 2 above, you state the LIL and LTA	19	A. I believe it's the operating and maintenance
20	operating and maintenance costs at 2018, 8	20	cost associated with the LIL and the LTA,
21	million, and then 51 million. Just tell us	21	yes, all of the costs.
22	again how you came up with the 8 million,	22	BROWNE, Q.C.:
23	where did that come from?	23	Q. Because in fairness, even if the Board were
24	MS. HUTCHENS:	24	to look at this and take these costs and
25	A. The 8 million is based on a budget provided	25	scrutinize them, you would have to say that
<u> </u>	Page 6		Page 8
1	to us, or a forecast provided to us by	1	we're not getting very – consumers aren't
2	Nalcor's power supply division, which is	2	getting very much energy in 2018 from the
$\begin{vmatrix} 2\\ 3 \end{vmatrix}$	contained in the undertaking that we spent a	$\frac{2}{3}$	LIL and LTA operating and maintenance costs.
4	bit of time on yesterday – not with you, but	4	If it's costing us totality, \$8,365,000.00,
		4	If it's costing us totality, $56,505,000.00$,
5		5	and wa're only acting a partice of the
1 6	with Mr. O'Brien, and those costs are a	5	and we're only getting a portion of the
6	reflection of the expected cost of the	6	electricity that was intended, shouldn't the
7	reflection of the expected cost of the operation of the LIL for the last couple of	6 7	electricity that was intended, shouldn't the cost be apportioned according to what we're
7 8	reflection of the expected cost of the operation of the LIL for the last couple of months of this year after the LIL and the	6 7 8	electricity that was intended, shouldn't the cost be apportioned according to what we're getting?
7 8 9	reflection of the expected cost of the operation of the LIL for the last couple of months of this year after the LIL and the LTA are commissioned to a point that we can	6 7 8 9	electricity that was intended, shouldn't the cost be apportioned according to what we're getting? MS. HUTCHENS:
7 8 9 10	reflection of the expected cost of the operation of the LIL for the last couple of months of this year after the LIL and the LTA are commissioned to a point that we can bring power down to the capacity that we're	6 7 8 9 10	electricity that was intended, shouldn't the cost be apportioned according to what we're getting? MS. HUTCHENS: A. I think by virtue of us using the LIL and
7 8 9 10 11	reflection of the expected cost of the operation of the LIL for the last couple of months of this year after the LIL and the LTA are commissioned to a point that we can bring power down to the capacity that we're able to bring down from technical	6 7 8 9 10 11	electricity that was intended, shouldn't the cost be apportioned according to what we're getting?MS. HUTCHENS:A. I think by virtue of us using the LIL and the LTA to bring power down from Muskrat
7 8 9 10 11 12	reflection of the expected cost of the operation of the LIL for the last couple of months of this year after the LIL and the LTA are commissioned to a point that we can bring power down to the capacity that we're able to bring down from technical perspective to displace fuel at Holyrood.	6 7 8 9 10 11 12	 electricity that was intended, shouldn't the cost be apportioned according to what we're getting? MS. HUTCHENS: A. I think by virtue of us using the LIL and the LTA to bring power down from Muskrat Falls, that triggers those costs. So to me,
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7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22	 reflection of the expected cost of the operation of the LIL for the last couple of months of this year after the LIL and the LTA are commissioned to a point that we can bring power down to the capacity that we're able to bring down from technical perspective to displace fuel at Holyrood. BROWNE, Q.C.: Q. Because it's our understanding that the LIL cannot be brought to full capacity until the Muskrat Falls generating station is commissioned in and of itself, isn't that true? MS. HUTCHENS: A. My understanding is that the usage of the LIL from a full capacity perspective, yes, it's not possible until there's sufficient 	6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22	 electricity that was intended, shouldn't the cost be apportioned according to what we're getting? MS. HUTCHENS: A. I think by virtue of us using the LIL and the LTA to bring power down from Muskrat Falls, that triggers those costs. So to me, it – you know, Hydro's position is that the cost associated with the operation of the LIL and the LTA are being incurred in order to provide for the energy to come down through the LIL. So in terms of matching the cost with the benefits, I think there's an appropriate matching of the cost with the benefits here. BROWNE, Q.C.: Q. How do you know there's an appropriate cost

Page 1 Case 1 1 operating and maintenance for the 2018 1 those costs are incurred, and by virtue of 2 period for which we're getting electricity, or arc they apportioned, or do you know? 1 us using the LLL to bring the poperational, so 4 MS, HUTCHENS; 2 us using the LLL to bring the poperational, so 5 A. The 8 million is the operating and 5 terms of a hotel, your analogy with the 6 maintenance costs only from the date of the 6 hotel, the hotel sill has to staff people 7 point at which its forecast to be around the 6 of the year, which is forecast to be around the 10 the evan, which is forecast to be around the 7 easing those costs to be incurred at this 10 tablane's testimory. 10 the cost and the benefits of the uilization of the asset in the meantime. 12 Q. Yeah, and we don't know if that will happen. 13 BROWNE, Q.C.: 13 DR Yeah, and we ony the wavalbed at the end of October. Are avalbed at the end of October. Certainly that's all 14 perfecting the system and building the system, why should we pay for that? It's 14 the end of October. Certainly that's all				
2 period for which we're getting electricity, or are they apportioned, or do you know? 2 us using the LI. to bring the power down, that requires the LI. to bring the power down, that requires the LI. To bring the power down, that requires the LI. To bring the power down, that requires the LI. To bring the power down, that requires the LI. To bring the power down, that requires the LI. To bring the power down, that requires the LI. To bring the power down, that requires the LI. To bring the power down, that requires the LI. To bring the power down, that which the LL can bring down the easier start the meantime. 5 A. The & million is the operating and the year, which is forecast to be around the end of October, I believe, was in Mr. 5 10 LeBlanc's testimony. 10 10 12 BROWNE, Q.C.: 11 16 11 13 Q. Yeah, and we don't know if that will happen. 16 17 18 10 14 or if it won't happen. We were told these facilities were going to be ready. I think, in the not aware of anything that would indicate that the LI. We were told these facilities were going to be ready. I think, in the not aware of anything that would indicate that the LI. We're to experiment any the sail is the of O Cotober. Certainly that's all is possible? 18 10 11 11 12 11 11 11 11 11 11 11 11 11 11 11 12 11 11	1	Page 9		Page 11
3 or are they apportioned, or do you know? 3 that requires the LIL to be operational, so 4 MS. HUTCHENS: 4 I very much tie them together. You know, in 6 maintenance costs only from the date of the point at which the LL can bring down the capacity that we can utilize to the end of the year, which is forecast to be around the end of October, I believe, was in Mr. 6 for us using the LL that is, you know, operational, so 10 end of October, I believe, was in Mr. 10 time. I believe that's a fair matching of the utilization of the cost and the benefits of the utilization of the asset in the meantime. 11 LeBlanc's testimony. 11 0 the cost and the benefits of the utilization of the save and it's a fair matching of the utilization of the asset in the meantime. 12 Q. Yeah, and we don't know if that will happen. 13 BROWNE, Q.C.: 13 BROWNE, Q.C.: 14 Q. But it scens to me on it face that you're assillate we night be told that they? 14 or if it won't happen. We were told October and it's in the indicate that the III. won't be available at the end of October. Certainly that's all the ord of October. Certainly that's all the end of October. Certainly that's all the end of October. Certainly that's all the end of October. Certainly that's all the costo sint on agret to start paying for the expectation	-			
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1	D 12		
1	Page 13	1	Page 15
1	compare with Newfoundland Power?	1	A. Of the labour budget?
2	MS. HUTCHENS:	2	BROWNE, Q.C.:
3	A. I'm afraid I don't have that information.	3	Q. Yes, of the – what number of employees are
4	The Regulatory Affairs group is not within	4	apportioned to that.
5	my span or control, Mr. Browne.	5	MS. HUTCHENS:
6	BROWNE, Q.C.:	6	A. I'm not sure of the number of employees
7	Q. It seems to be quite a number there in	7	because we don't track it that way. What I
8	Regulatory Affairs. What are their job,	8	can say is that, subject to check, roughly
9	what work do they do, do you know?	9	about a quarter of our workforce would be
10	MS. HUTCHENS:	10	engaged in capital projects or charged their
11	A. In terms of the details of each specific	11	time to capital projects.
12	job, I hesitate to comment because I don't	12	BROWNE, Q.C.:
13	have job descriptions and those sorts of	13	Q. Now you can't be doing capital projects all
14	things. Generally, what that group does is	14	the time out there, can you? Is that
15	ensures that our regulatory compliance	15	constant, doing capital projects?
16	obligations in front of this Board are met,	16	MS. HUTCHENS:
17	and that runs from ensuring reports are	17	A. Yes, it is. I think it's by virtue of the
18	filed, gathering reports, preparing reports,	18	nature of the assets that we have. You
19	putting together general rate applications,	19	know, they're assets that require continual
20	capital budget applications, you know. So I	20	upgrading, and if a pole is rotting, you
$20 \\ 21$	think it's an important part of being a	20	need to replace the pole and that is a
	1 I U	21	1 1
22	business in a monopoly environment to have		capital project, so, yes.
23	regulation, but that regulation requires us	23	BROWNE, Q.C.:
24	to ensure that we fulfill the obligations	24	Q. So are they doing these capital projects
25	that the regulator expects of us.	25	during the winter seasons or during the
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	Page 14		Page 16
1	BROWNE, Q.C.:	1	Page 16 summer, or when are they doing them?
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1	BROWNE, Q.C.:	1	A. Yes.
2	Q. But that would fall to your operations and	2	BROWNE, Q.C.:
3	maintenance crew who are not doing capital	3	Q. And where is that now, are you into a
4	projects, would it not?	4	negotiating period with your collective
5	MS. HUTCHENS:	5	agreement, or can you tell us?
6	A. No, I believe the resources move back and	6	MS. HUTCHENS:
7	forth between both.	7	A. No, we are not currently in a negotiating
8	BROWNE, Q.C.:	8	period with our collective agreement. The
9	Q. Is this something that the Innovation and	9	agreement expired, I believe, in March, but
10	Productivity Team is looking at, how work is	10	Ms. Dalley would be obviously closer to
11	work divvied up in the labour component	11	that, I'm just pulling it out of memory,
12	between operations, maintenance, and capital	12	and, yes, that agreement has expired, we
13	projects?	13	have not started any collective bargaining
14	(9:45 a.m.)	14	at this point.
15	MS. HUTCHENS:	15	BROWNE, Q.C.:
16	A. I think the split between operating and	16	Q. And in the public sector, in the government
17	capital is defined more by accounting	17	sect, it's my understanding that there's a
18	requirements in terms of the type of work	18	wage freeze that has been agreed upon
19	and where it gets charged. In terms of the	19	between the unions and the public sector and
20	work execution, I think which is probably	20	the government. Is that policy going to
21	more what you're getting at, the work	21	factor into negotiations with your
22	execution, yes, will be a function of the	22	bargaining unit, the wage freeze?
23	Innovation and Productivity Team. That is	23	MS. HUTCHENS:
24	an area that they will be looking at, but it	24	A. I think that's a matter for the subject of
25	is also a very large and complex area. You	25	collective bargaining, Mr. Browne, and would
	Page 18		Page 20
1	know, we have an integrated annual work plan	1	have to be worked out in the collective
2		2	1 • •
	that basically looks at the entire year and		bargaining process.
3	schedules all of the preventative	3	BROWNE, Q.C.:
	schedules all of the preventative maintenance, corrective maintenance, capital	3 4	BROWNE, Q.C.: Q. Yeah, perhaps would have, but is it on the
3	schedules all of the preventative maintenance, corrective maintenance, capital work, that sort of thing, and will the team	3	BROWNE, Q.C.:Q. Yeah, perhaps would have, but is it on the table, or do you know?
3 4 5 6	schedules all of the preventative maintenance, corrective maintenance, capital work, that sort of thing, and will the team be looking at opportunities to improve how	3 4	BROWNE, Q.C.:Q. Yeah, perhaps would have, but is it on the table, or do you know?MS. HUTCHENS:
3 4 5	schedules all of the preventative maintenance, corrective maintenance, capital work, that sort of thing, and will the team	3 4 5	BROWNE, Q.C.:Q. Yeah, perhaps would have, but is it on the table, or do you know?
3 4 5 6	schedules all of the preventative maintenance, corrective maintenance, capital work, that sort of thing, and will the team be looking at opportunities to improve how	3 4 5 6	 BROWNE, Q.C.: Q. Yeah, perhaps would have, but is it on the table, or do you know? MS. HUTCHENS: A. I don't know that we've talked about strategies for that, for collective
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18 management process, you know, a standard 18 and important tenet of the team. You know, we're 19 project management process, think what it 19 and important tenet of the team. You know, we're 20 does is it brings more rigour to your 20 going to be more efficient in how we do 21 process and you are more efficient as a 21 think what it 19 23 BROWNE, Q.C.: 24 Q. And you found these employees, these four 25 25 Page 26 Page 28 Q. Yes, and then you were able to do that, to 25 probably going to last two years. What 3 did not necessarily involve overtime, you 3 into this team and you stated yesterday that 3 did not necessarily involve overtime, you 4 it's probably going to last two years. What 4 MS. HUTCHENS: 7 4 so, the term of the team was for an initial 10 MS. HUTCHENS: 7 5 A. So, the term of the team was for an initial 10 two year period. We have not indicated that 11 11 it would end after two-year period and you know, we'll 13 done more efficiently and, you know, when'				
19project management process, I think what it 2019the whole premise is that, you know, we're going to be more efficient in how we do going to be more efficient in how we do things and I think it sends a strong message to everybody when we take that approach.23BROWNE, Q.C.: 24Q.And you found these employees, these four 2523BROWNE, Q.C.: 2424Q.Yes, and then you were able to do that, to 25261employees, from within your core of employees that you have and brought them it is probably going to last two years. that pens to those employees then that you seconded to this Hydro innovation and productivity team?Page 261employees that you have and brought them a into this team and you stated yesterday that ti 's probably going to last two years. were were valuable and the work that these individuals di is very valuable. The work that there's going to be – you know, we'll to move, the jobs to o mere efficiently and, you know, when ti would end after two-year period. We have not indicated that that there's going to be – you know, we'll to move, if we do an effective job at, you to possible there. You know, if's a continuous to possible there. You know, if's a continuous ip ocess. It's a continuous improvement to possible there. You know, wit's a continuous ip pocess. It's a continuous improvement to possible there. You know, we'l to uso uson, what will happen in two years. What we've done is we've1924going to take us longer than two years to that wo years. What we've done is we've1925you know, goar early the opportunities, I think that there's going to be – you know, it's to possible there. You know, it's a continuous <b< td=""><td>1</td><td></td><td></td><td></td></b<>	1			
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	Page 29		Page 31
1	conscious discussion that we will have	1	particular type of, you know, the way work
2	about, you know, can we change how that	2	is planned or executed or whatever, and you
3	function is delivered or managed or the work	3	know, the team is about bringing that
4	is done, so that, you know, we can reduce	4	together as well.
5	the overall cost, be it a full FTE or a part	5	And it's also about aiding the
6	FTE. It's all about being more efficient	6	managers. The managers are the ones at the
7	and, you know, being planful about attrition	7	end of the day that have to implement this.
8	and how we do our work going forward.	8	It's not the team. And you know, so I see
9	BROWNE, Q.C.:	9	the team as aiding the managers to identify
10	Q. Now, this productivity team that you got on	10	opportunities and then to help them
11	the go, it seems to me that they're doing	11	establish and implement those where
12	the work of the managers. The managers are	12	appropriate. It depends on the initiative.
13	there to manage and if directives were sent	13	BROWNE, Q.C.:
14	out to managers to cut all your expenses by	14	Q. In reference to external engagement, it's
15	ten percent or 15 or 20 percent or whatever	15	engaging external consultants. Hydro is
16	it happened to be, they would certainly be	16	required by whom, you might tell us, to work
17	on the line to do that, would they not?	10	with Nalcor Energy Marketing. Is that
17	MS. HUTCHENS:	17	correct?
		18 19	
19	A. I think if we sent out a directive, yes,		(10:00 a.m.)
20	that would be the expectation. However, you	20	MS. HUTCHENS:
21	know, the directive to cut costs is not	21	A. I believe that Ms. Williams may have
22	necessarily, you know, a sustainable thing	22	testified on that particular issue and I
23	and that's the experience that we went	23	think we believe that our relationship with
24	through in 2016. There was a directive to	24	Nalcor Energy Marketing is the best
25		25	
23		23	
20	Page 30		Page 32
1	cut costs and it's - you know, our belief is	1	alternative for our customers.
1 2	cut costs and it's – you know, our belief is just those – a number of those cuts just are	1 2	alternative for our customers. BROWNE, Q.C.:
1 2 3	cut costs and it's – you know, our belief is just those – a number of those cuts just are not sustainable.	1 2 3	alternative for our customers. BROWNE, Q.C.: Q. How did you come to that conclusion?
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	.6, 2018		NL Hydro 2017 General Rate Application
	Page 33		Page 35
1	novice group going out doing that particular	1	tell you time and again, as they've said in
2	work, and it's very important work because	2	these hearings, at least when I was present
3	it deals with the price of electricity, when	3	with them on occasion, that if they could
4	there are experts out there who actually	4	contract everything out, they would because
5		5	
1	deal with that daily and some of the		that's where the savings are.
6	companies have dealt with it in a lifetime?	6	MS. HUTCHENS:
7	How can we be assured that we're getting the		A. I'm sorry, Mr. Browne, I'm not – you know, I
8	best possible prices for electricity through	8	haven't been close enough to Newfoundland
9	Nalcor Energy Marketing?	9	Power over the last number of years, so I
10	MS. HUTCHENS:	10	don't know, you know, to what extent they've
11	A. Nalcor Energy Marketing, I would not, you	11	made those comments or in what forum they've
12	know, categorize them or describe them as	12	made the comments or, you know, in reference
13	novices. I believe that they've been	13	to what they may be contracting out. So,
14	working in the markets for a number of years	14	I'm afraid I can't answer that with respect
15	now and have developed systems, processes,	15	to Newfoundland Power.
16	controls and all that kind of stuff to do	16	BROWNE, Q.C.:
17		17	
	that. I believe that Ms. Williams' shop has		Q. Now, I'd like you to go to a table. I think
18	established the appropriate protocols to	18	it's – find it here now. It sort of caught
19	deal with Nalcor Energy Marketing and that	19	my attention. Here we have it. It's Table
20	sort of defines our relationship with them	20	11, page 19.
21	and including the – what you're getting at	21	MS. HUTCHENS:
22	is are consumers getting the best value and	22	A. Sorry, which document are you referring to?
23	the least cost.	23	BROWNE, Q.C.:
24	BROWNE, Q.C.:	24	Q. I'm sorry. That's in the Supplemental
25		25	
	Page 34		Page 36
1	Page 34 O I'm getting at again why should it be naid	1	Page 36 Evidence, Customer Impacts Reflecting the
1	Q. I'm getting at again why should it be paid	1	Evidence, Customer Impacts Reflecting the
2	Q. I'm getting at again why should it be paid for and all that that involves and	2	Evidence, Customer Impacts Reflecting the 2017 GRA Settlement Agreements.
2 3	Q. I'm getting at again why should it be paid for and all that that involves and granted, I shouldn't refer to the employees	2 3	Evidence, Customer Impacts Reflecting the 2017 GRA Settlement Agreements. MS. HUTCHENS:
2 3 4	Q. I'm getting at again why should it be paid for and all that that involves and granted, I shouldn't refer to the employees as novices and that's true, I should not,	2 3 4	Evidence, Customer Impacts Reflecting the 2017 GRA Settlement Agreements. MS. HUTCHENS: A. Sorry, table?
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	Page 37	4	Page 39
1	System and then on from there.	1	Q. I can't imagine, although I probably should,
2	BROWNE, Q.C.:	2	that the Muskrat Falls Project was
3	Q. Because the fourth column takes my	3	undertaken without any elasticity studies
4	attention, estimated unit cost of savings	4	stating what people could pay for
5	from Holyrood. It says 1.2 cents, 1.8, 1.8.	5	electricity and at what point people would
6	And then the next one says average unit cost		leave the system due to costing. Do you
7	in revenue requirement. Are we stating – or	7	know – can you undertake to, on behalf of
8	are we stating generally, or maybe I'm	8	the company, to advise if there were any
9	misreading this, that the entire cost of the	9	elasticity studies undertaken by Hydro
10	Muskrat Falls Project only realized a cost	10	during that period, during the period of
11	of savings from Holyrood per kilowatt hour	11	over the last five years we'll say, 2012,
12	of 1.8 cents. Is that what that states?	12	2013, 2014, 2015, 2016, up to now? Can you
13	MS. HUTCHENS:	13	undertake to do that search? And I imagine
14	A. I'm not sure what's in that estimating cost	14	it's within the system.
15	of savings from Holyrood column there, Mr.	15	MS. HUTCHENS:
16	Browne. I think it might be better to ask	16	A. I can certainly check that out. Yes, Mr.
17	Mr. Fagan that question.	17	Browne. I'm not aware of what is there and
18	BROWNE, Q.C.:	18	what isn't there, but yes, I can find out.
19	Q. Oh, I definitely will and put Mr. Fagan on	19	BROWNE, Q.C.:
20	notice because if I'm right on that, that	20	Q. Okay, and that's fair enough.
21	will be a very interesting costing factor,	21	MS. HUTCHENS:
22	would it not? Would you not agree?	22	A. Yeah, I think that's important, yeah.
23	MS. HUTCHENS:	23	BROWNE, Q.C.:
24	A. I think it's important to understand what's	24	Q. Thank you.
25		25	
	Page 38		Page 40
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2	on the record, Mr. Browne, yes. BROWNE, Q.C.:	2	MS. GLYNN: Q. The undertaking is noted.
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	0, 2018		NL Hydro 2017 General Kate Application
	Page 41		Page 43
1	MS. HUTCHENS:	1	18 cent rate, it still – that still does
2	A. The rate increase, I believe that is in Mr.	2	result in cost associated with Muskrat Falls
3	Fagan's testimony here, so the latest with	3	not being fully recovered until 2023 and you
4	the expected supply scenario, request is 1.2	4	know, on an annualized basis, and so that
5	percent for January of 2019. I believe what	5	476 in the table there is funds that have to
6	you're probably referring to is the rate	6	be borrowed and financed as well and you
7	rider conversation at the back end of this,	7	know, I think it's an illustrative example
8	at the back end of the document and I think	8	that the Board can use in comparison to the
9	that information was provided to provide the	9	one in Table 14 as well that shows a
10	Board with information surrounding the	10	different example and compare the various
11	impacts or the potential impacts on rates of	11	effects going forward of those ratemaking
12	different scenarios, assuming a 10 percent	12	options, including the rate rider, which we
13	maximum per year. And I think those	13	believe is something that should be
14	scenarios can be seen in Table 13 and Table	14	considered in the circumstances that we are
15	14 of the Supplemental Evidence filed last	15	in.
16	week, I think it was, yes, last week. So,	16	BROWNE, Q.C.:
17	you know, those tables there I think are	17	Q. But we don't know what's going to happen
18	intended to be demonstrative tables to	18	here really yet, do we? We don't know if
19	provide the Board with some information to	19	it's – what the future holds in reference to
20	understand the implications of the	20	Muskrat Falls. We haven't seen really any
21	illustrative example with the 18 cents	21	electricity from Muskrat Falls yet, have we?
22	average end user rate and, you know, I think	22	MS. HUTCHENS:
23	that demonstrates there that depending on	23	A. No, the Muskrat Falls plant is not expected
24	the scenario that's looked at, the effects	24	to be up and running until the fall of 2020.
25		25	
	Page 42		Page 44
- I			1 480 11
1	of rate increases on end consumer rates and	1	BROWNE, Q.C.:
$\begin{vmatrix} 1\\2 \end{vmatrix}$	of rate increases on end consumer rates and also the costs that will not be recovered as	1 2	
			BROWNE, Q.C.:
2	also the costs that will not be recovered as	2	BROWNE, Q.C.: Q. Yeah. And we've seen that date being pushed
2 3	also the costs that will not be recovered as a result of stepping into rates and it sort	2 3	BROWNE, Q.C.:Q. Yeah. And we've seen that date being pushed back on a fairly regular basis. We all hope
$\begin{vmatrix} 2\\ 3\\ 4 \end{vmatrix}$	also the costs that will not be recovered as a result of stepping into rates and it sort of just provides some two scenarios that	2 3 4	BROWNE, Q.C.:Q. Yeah. And we've seen that date being pushed back on a fairly regular basis. We all hope they can finish on time because when they're
2 3 4 5	also the costs that will not be recovered as a result of stepping into rates and it sort of just provides some two scenarios that the Board can assess. You know, in -	2 3 4 5	 BROWNE, Q.C.: Q. Yeah. And we've seen that date being pushed back on a fairly regular basis. We all hope they can finish on time because when they're not, it's more costly. But you're asking
2 3 4 5 6	also the costs that will not be recovered as a result of stepping into rates and it sort of just provides some two scenarios that the Board can assess. You know, in - BROWNE, Q.C.:	2 3 4 5 6	 BROWNE, Q.C.: Q. Yeah. And we've seen that date being pushed back on a fairly regular basis. We all hope they can finish on time because when they're not, it's more costly. But you're asking the Board really to take quite a leap of
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1		and from a regulatory principles	1	A. So, we have the attendance support program
2		perspective. From $a - I$ tried to say this	2	up and running. I believe we got it up and
3		yesterday, hopefully I did, but you know, I	3	running late fall and so that program is up
4		think in any decision making, you know, in	4	and running. Yes, it is.
5		any kind of decision making, I think it's	5	BROWNE, Q.C.:
6		important to have all of the information you	6	Q. And are there any early results?
7		can in front of you in making that decision	7	MS. HUTCHENS:
1				
8		and decision making is not perfect and	8	A. Yes. We have been seeing some improvements
9		neither is, you know, the information that	9	in attendance in various areas. It's very
10		you have all the time. But I think you have	10	hard in the attendance area to determine,
11		to make decisions based on the best	11	you know, with certainty what you're seeing
12		information that you have at the time. And	12	over short periods of time versus long
13		this is the best information that we have at	13	periods of time and what is associated with
14		the time.	14	any particular initiative or whether it's a
15	BROV	VNE, Q.C.:	15	function of just general employee health or
16	Q.	And consumers would be able to do that as	16	whatever, but yes, we do have some early
17	~	well. They would want to make their	17	indications that our program is meeting with
18		decisions based on the best information that	18	some success.
19		is available and based on the best	19	BROWNE, Q.C.:
20		information that's available, consumers	20	Q. And in reference to sick leave itself, which
$\frac{20}{21}$		normally react. If they think the price of	20	is close – a close second there, what are
$\begin{vmatrix} 21\\22 \end{vmatrix}$		electricity, if they see with certainty	21	
			22	you doing to curtail the use of sick leave
23		where this is headed, consumers will react.		or do you see any systemic problems with the
24		Is that a fair comment too?	24	use of sick leave inside the plant?
25			25	
		Page 46		Page 48
1		UTCHENS:	1	MS. HUTCHENS:
2	MS. H A.	UTCHENS: I think it's fair comment that, you know,	2	MS. HUTCHENS: A. I assume you mean the company not the plant?
		UTCHENS: I think it's fair comment that, you know, anyone who has decision making is going to	-	MS. HUTCHENS: A. I assume you mean the company not the plant? BROWNE, Q.C.:
2		UTCHENS: I think it's fair comment that, you know,	2	MS. HUTCHENS: A. I assume you mean the company not the plant?
$\begin{vmatrix} 2\\ 3 \end{vmatrix}$		UTCHENS: I think it's fair comment that, you know, anyone who has decision making is going to make those decisions on the basis of the	2 3	MS. HUTCHENS: A. I assume you mean the company not the plant? BROWNE, Q.C.:
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1	used on occasion. Have you observed or have	1	various departments. How does it work?
2	you had occasion to the reported abuse of	2	MS. HUTCHENS:
3	sick leave in the system? Does that happen?	3	A. Yes, there's a budget established for
4	MS. HUTCHENS:	4	overtime for everybody.
5	A. I can't comment on abuse in a system. I	5	BROWNE, Q.C.:
6	think we saw that our sick leave was being	6	Q. For everyone.
7	utilized and we saw that it was a little bit	7	MS. HUTCHENS:
8	higher than what was going on in some other	8	A. As part of a normal budgeting process, every
9	places and we felt it important to work with	9	department, not every person, but yes, every
10	our employees to get them healthy, safe and	10	department.
11	back at work.	11	BROWNE, Q.C.:
12	BROWNE, Q.C.:	12	Q. So, every department has this budget for
13	Q. Now, in reference to overtime, Mr. Haynes,	13	overtime in anticipation of overtime?
14	your president, says that overall from a	14	MS. HUTCHENS:
15	percentage of salary basis, the overtime he	15	A. Budgets are established based on the work
16	didn't think was a major issue, but they	16	plans and activities and so, yes, there
17	have "pockets of overtime where it's	17	would be an expectation of overtime. The
18	excessive in our view and we are reviewing	18	nature of our business is such that overtime
19	that". Who is reviewing that and have you	19	will be required because, you know, storms
20	isolated the pockets where overtime is	20	don't happen just on a nine to five. They
21	excessive?	21	happen at two and three o'clock in the
22	MS. HUTCHENS:	22	morning as well. And so, we need to –
23	A. I think, you know, each one of us as	23	overtime is $a - almost a - you know, there's$
24	executive members have responsibility for	24	a certain amount of overtime that is a
25	······································	25	
	Page 50		Page 52
1	our own areas and we are very much cognizant	1	requirement of our business.
2	of looking at overtime and actively managing	2	There's also overtime that is entirely
3	that file. I review the overtime for my	3	appropriate in terms of job planning. For
4	group down to every individual, you know,	4	example, it might be better off, you know,
5	every couple of months and I don't have a	5	getting a crew to work an extra two hours on
6	big overtime budget and I know it's being	6	a particular day on a particular job, if by
7	looked at and reviewed much more frequently	7	going home at the regular work time they
8	in other places. So, you know, who is	8	would have to come out the next day and, for
9	managing the overtime is management and	9	example, spend a couple hours of driving to
10	reviewing it and looking at what the	10	a site or – you know, and setting up and all
11	opportunities are or what the root causes of	11	that kind of stuff from a safety
12	the overtime are to see if we can deal with	12	perspective. So, you know, there are times
13	them.	12	when overtime as well is entirely
14	The innovation team is looking at a	14	appropriate and least cost, and there's
15	number of overtime areas as well, but they	15	times when overtime is absolutely required
16	are not the only ones doing it. There's	16	because we have issues with the system.
17	other areas being looked at. For example,	17	So, you know, our focus on overtime is
18	Ms. Williams, I know, is doing a lot of work	18	about ensuring that we're making the best
19	at Holyrood, looking at the overtime out	19	decisions we can and that we're responding
20	there. But, you know, that's something that	20	to our customers' needs in terms of
$20 \\ 21$	she is very actively engaged in.	20	reliability.
$\begin{vmatrix} 21\\22 \end{vmatrix}$	BROWNE, Q.C.:	21	BROWNE, Q.C.:
23	Q. But who is ultimately responsible? You said	22	Q. But according to the president, there's
23	there's a budget given for overtime in	23	certain pockets there where overtime is an
24		24 25	certain poekets there where overtime is all
1 43		23	

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	issue. Is that being addressed? Have those	1	but you know, from a management perspective,
2	pockets been isolated and how is overtime	2	it's a similar decision making. Do we need
3	being addressed there?	3	to – does that work activity need to be
4	MS. HUTCHENS:	4	done? Does it need to be done on overtime
5	A. Yes, those pockets have been addressed or	5	or not? And if it doesn't, then we don't do
6	they're being addressed. I'm not sure I'd	6	it on overtime.
7	describe them as pockets, but you know,	7	BROWNE, Q.C.:
8	areas where overtime is high, we're	8	Q. But under the collective agreement, it's
9	absolutely scrutinizing them. As to the	9	easy to figure out because it's a formula in
10	specifics, I really can't speak to the	10	place and that's what the employee gets if
11	overtime outside of my group and my group's	11	he works overtime. But in terms of
12	overtime is really quite small.	12	management and people who are not in the
13	BROWNE, Q.C.:	13	bargaining unit, employees who are not in
14	Q. No, that was Mr. Haynes' word, "we have	14	the bargaining unit, what formula is in
15	pockets of overtime where it's excessive in	15	place there for overtime? How is overtime
16	our view and we are reviewing that". So,	16	determined there?
17	who is responsible for reviewing that? Is	17	MS. HUTCHENS:
18	it each manager out there? Who has this	18	A. Overtime is determined by an overtime
19	responsibility?	19	policy, Mr. Browne, and I'm not close enough
20	MS. HUTCHENS:	20	to it $-$ I just don't have it at the top of
21	A. I think it's incumbent upon every manager in	21	my head. That's Ms. Dalley's area. It
22	the $-$ I'll call it in the chain. So, the	22	varies depending. Not all managers get paid
23	manager on site would be responsible; for	23	overtime either.
24	whoever owns, you know, the departmental	24	BROWNE, Q.C.:
25		25	
	Page 54		Page 56
1	budget. The divisional budgets are owned by	1	Q. Now, question – could save it for Mr. Fagan,
2	the executives and they have responsibility	2	but you might know, which will help us
3	as well.	3	along. Can you go to page 16 and footnote
4	BROWNE, Q.C.:	4	51?
5			
	Q. Now, the collective agreements address	5	MS. HUTCHENS:
6	overtime, if you're in collective agreement.	5 6	MS. HUTCHENS: A. I assume that's the Supplemental Evidence?
7	overtime, if you're in collective agreement. MS. HUTCHENS:	5 6 7	MS. HUTCHENS: A. I assume that's the Supplemental Evidence? BROWNE, Q.C.:
7 8	overtime, if you're in collective agreement. MS. HUTCHENS: A. Yes, they do, yes.	5 6 7 8	MS. HUTCHENS:A. I assume that's the Supplemental Evidence?BROWNE, Q.C.:Q. In the Supplemental Evidence, thank you.
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	Page 57		Page 59
1	believe it has to do with because I'm not	1	A. So, I referenced the Lean Six Sigma Training
2	entirely sure that it does.	2	that we had 24 individuals do last fall.
3	BROWNE, Q.C.:	3	They did what they call Yellow Belt Training
4	Q. Okay, and that's fair enough.	4	and it's an innovation and productivity type
5	MS. HUTCHENS:	5	training focused on lean management and
6	A. But we'll check that out and get back to	6	those kinds of business principles. As a
7	you.	7	result of the Yellow Belt Training, we felt
8	BROWNE, Q.C.:	8	we got a lot of value from that training, so
9	Q. Now, can you take us through some of these	9	we chose to take those – the core team, plus
10	undertakings in reference to this	10	one or two others because there was space in
11	productivity committee, the undertakings	11	the training, and put them through the next
12	that were filed today as to – there's a lot	12	level of training. And it's a fairly
13	of verbiage in a lot of these, but in U-66,	13	comprehensive program in which they do a
14	Attachment 1, page 8 of 32. Okay. Can you	14	number of days in training and then they
15	take us through that, financial updates?	15	have to take $a - each take a project and$
16	What does that reference?	16	work it through from a Lean Six Sigma
17	MS. HUTCHENS:	10	perspective and bring that back with an
18	A. So, I think as I discussed yesterday with	17	accreditation kind of process at the end of
	5 5	18 19	-
19	you, you asked me about what the budget for	19 20	it. (10:30 a.m.)
20	the team was. So, the budgeted cost is the		(10:30 a.m.)
21	budget for the team broken down by its	21	BROWNE, Q.C.:
22	component parts and the actuals is a report	22	Q. Now, this budget is for one year and
23	to me in terms of where their costs have	23	consumers are already paying for managers
24	been to date.	24	and management and salaries and supervisors.
25		25	
25		23	
23	Page 58	23	Page 60
1	BROWNE, Q.C.:	1	Why would consumers be required to pay for
1 2	BROWNE, Q.C.: Q. So, those salaries, does that include	1 2	Why would consumers be required to pay for this initiative?
1	BROWNE, Q.C.:Q. So, those salaries, does that include salaries and benefits? These are	1 2 3	Why would consumers be required to pay for this initiative? MS. HUTCHENS:
1 2	BROWNE, Q.C.: Q. So, those salaries, does that include	1 2 3 4	Why would consumers be required to pay for this initiative?
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1 2 3 4	BROWNE, Q.C.:Q. So, those salaries, does that include salaries and benefits? These are pensionable benefits as well, right?	1 2 3 4	Why would consumers be required to pay for this initiative?MS. HUTCHENS:A. I think, you know, I think it speaks to what
1 2 3 4 5	 BROWNE, Q.C.: Q. So, those salaries, does that include salaries and benefits? These are pensionable benefits as well, right? MS. HUTCHENS: 	1 2 3 4 5	Why would consumers be required to pay for this initiative?MS. HUTCHENS:A. I think, you know, I think it speaks to what the team is trying to do. In any business,
1 2 3 4 5 6 7	 BROWNE, Q.C.: Q. So, those salaries, does that include salaries and benefits? These are pensionable benefits as well, right? MS. HUTCHENS: A. These are salaries and benefits for the employees involved in the team. 	1 2 3 4 5 6 7	Why would consumers be required to pay for this initiative?MS. HUTCHENS:A. I think, you know, I think it speaks to what the team is trying to do. In any business, yes, management has the job to manage, but facets of management are effecting change in
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$ \begin{array}{c} 1\\2\\3\\4\\5\\6\\7\\8\\9\\10\\11\\12\\13\\14\\15\\16\\17\\18\\19\\20\\21\end{array} $	 BROWNE, Q.C.: Q. So, those salaries, does that include salaries and benefits? These are pensionable benefits as well, right? MS. HUTCHENS: A. These are salaries and benefits for the employees involved in the team. BROWNE, Q.C.: Q. These are salaries, but is it salary itself or is it the benefit component of a salary, what is it, 15 or 20 percent or something? MS. HUTCHENS: A. It would be the salaries and the benefits associated with those employees. BROWNE, Q.C.: Q. And materials, travel, this is a budget for what, one year? MS. HUTCHENS: A. Yes, it is an annual budget. BROWNE, Q.C.: 	$ \begin{array}{c} 1\\2\\3\\4\\5\\6\\7\\8\\9\\10\\11\\12\\13\\14\\15\\16\\17\\18\\19\\20\\21\end{array} $	 Why would consumers be required to pay for this initiative? MS. HUTCHENS: A. I think, you know, I think it speaks to what the team is trying to do. In any business, yes, management has the job to manage, but facets of management are effecting change in an organization, you know, and the team, we felt, is the appropriate thing to do to – you know, in the stage of our corporate – you know, where we are as a corporation and we talked a lot – I talked a lot about the purpose of the team reflecting where we are as a business. Businesses change from time to time; the environments that we're in change from time to time and when the environment around you changes and you need to change in response to that as a business, then you need the appropriate tools and resources to do so, and that's what this team is about. It's about ensuring that we
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	Page 61		Page 63
1	won't do it all, but they'll certainly do a	1	there's a lot of verbiage around this
2	lot.	2	productivity team and a lot of language, but
$\begin{vmatrix} 2\\ 3 \end{vmatrix}$	BROWNE, Q.C.:	$\frac{2}{3}$	we want to see where the savings are. We
4	Q. But are we, we're paying for managers	4	want to see where the savings are. We want to see where the savings are. Are you
1		4 5	
5	already, consumers, through their rates, are		saving us money or are we just talking about
6	paying for managers to manage, and now it	6	savings?
7	seems managers could very well defer to this	7	MS. HUTCHENS:
8	particular group because it's another	8	A. So, yes, we absolutely are saving money, and
9	bureaucratic level that's been placed on top	9	_
10	of them, is that not the case?	10	BROWNE, Q.C.:
11	MS. HUTCHENS:	11	Q. Okay, where have you saved money thus far?
12	A. No, I don't believe managers can defer to	12	MS. HUTCHENS:
13	the group. The group is there to aid	13	A. I don't have, the intention of this report
14	managers and to identify opportunities. The	14	and this particular one was April 13th, so it
15	managers are still responsible for their,	15	was fairly early days for the team, and what
16	you know, their workplans and the activities	16	the team is doing is, and it's the process
17	in their areas.	17	that they're going through, and it's making
18	BROWNE, Q.C.:	18	sure that we're being very systematic in
19	Q. Now, on page 10 of 32 in this particular	19	terms of how we approach the opportunities
20	attachment, U-66, attachment 1, they have a	20	that we have, and making sure that we're
21	column there "Potential Annualized Savings"	20	making decisions based on informed data and
22	and it's for the week ending April 13th, bi-	22	analysis so that we truly understand what we
$\begin{bmatrix} 22\\23 \end{bmatrix}$	weekly report. And can you take us through	23	may think to be the case is actually the
24	that? What exactly was the work completed	23 24	case. And so, what happens is individuals
24	that they did that gives you annualized	24 25	throughout the company identify
23	that they did that gives you annualized	25	infoughout the company identity
	Page 62	1	Page 64
1	savings of 1.2 million?	1	Page 64 opportunities, including the team and then
2	savings of 1.2 million? MS. HUTCHENS:	2	Page 64 opportunities, including the team and then the team takes those and with the help of
$\begin{vmatrix} 2\\ 3 \end{vmatrix}$	savings of 1.2 million? MS. HUTCHENS: A. So the report here is the report from the	2 3	Page 64 opportunities, including the team and then the team takes those and with the help of the business does detailed analysis,
$\begin{vmatrix} 2\\ 3\\ 4 \end{vmatrix}$	savings of 1.2 million? MS. HUTCHENS: A. So the report here is the report from the team lead to myself, so it's intended to be	2 3 4	Page 64 opportunities, including the team and then the team takes those and with the help of the business does detailed analysis, understands what's driving costs and works
2 3 4 5	savings of 1.2 million? MS. HUTCHENS: A. So the report here is the report from the team lead to myself, so it's intended to be a very, you know, simple report, it's easily	2 3 4 5	Page 64 opportunities, including the team and then the team takes those and with the help of the business does detailed analysis, understands what's driving costs and works with the business to determine whether
2 3 4 5 6	savings of 1.2 million? MS. HUTCHENS: A. So the report here is the report from the team lead to myself, so it's intended to be a very, you know, simple report, it's easily completed and so we sit down every two weeks	2 3 4 5 6	Page 64 opportunities, including the team and then the team takes those and with the help of the business does detailed analysis, understands what's driving costs and works with the business to determine whether there's changes that can be made to change
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24 costs, that's one of the things that we're 24 BROWNE, Q.C.:	1			
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25 looking at. You know we went though the 25 Q. How did they come up with that, 270,000				, .
	1 25	looking at. You know we went though the	25	Q. How did they come up with that, 270,000

	6, 2018			NL Hydro 2017 General Rate Application
		Page 69		Page 71
1		annually plus additional immediate cost	1	reference to overtime or is this something
2		savings of 190 annually? They just went in	2	additional?
3		and looked at something, they found	3	MS. HUTCHENS:
4		something immediately there?	4	A. I think our effort in terms of overtime is
5	MS. H	UTCHENS:	5	fairly comprehensive and this would be just
6	A.	It's a result of analysis of transportation	6	one piece of it.
7		data, so there's a fair b it of work done in	7	BROWNE, Q.C.:
8		the transportation area that the team has	8	Q. So they're doing a piece and who else is
9		been doing in terms of analyzing, you know,	9	doing a piece on overtime?
10		what cars we have, where they're located,	10	MS. HUTCHENS:
11		you know, how on call is dealt with and, you	11	A. I think there's many people through the
12		know, whether the, in circumstances when	12	organization looking at overtime, Mr.
13		you're preparing for a storm or there's an	13	Browne. It's an area of definitive focus
14		imminent storm, you know, do you leave the	14	for us this year.
15		vehicles at the office and have the folks	15	BROWNE, Q.C.:
16		come in and retrieve them or do you have	16	Q. So a lot of people are doing that work.
17		them take them home in order that you have a	17	MS. HUTCHENS:
18		faster response to a storm circumstance. So	18	A. We've established a budget for the test year
19		it's about looking at all of the data –	19	that is two million dollars less than where
20	BBUM	/NE, Q.C.:	20	we have been in the last couple of years,
$20 \\ 21$			20 21	
	Q.	But Hydro has been on the go a long time,		and you know, so we are very focussed on the
22		surely you're not telling us they just	22	overtime issue.
23		discovered where to park their vehicles in a	23	BROWNE, Q.C.:
24	MOLI	storm?	24	Q. I mean, I'm not going to go down through all
25	MS. H	UTCHENS:	25	of these, but we're down pretty mundane
		Page 70		Page 72
1	A.	I think as circumstances change and times	1	stuff, consumables there on page 12 of 32,
2	A.	I think as circumstances change and times evolve and the reliability of the system	1 2	stuff, consumables there on page 12 of 32, "Contacted so and so in Exploits to discuss
2 3	A.	I think as circumstances change and times evolve and the reliability of the system changes, you end up in different	3	stuff, consumables there on page 12 of 32, "Contacted so and so in Exploits to discuss the vending machine. Once received, review
2 3 4	A.	I think as circumstances change and times evolve and the reliability of the system changes, you end up in different circumstances and I think it comes back to,	3 4	stuff, consumables there on page 12 of 32, "Contacted so and so in Exploits to discuss the vending machine. Once received, review monthly reports and invoices from vending
2 3	A.	I think as circumstances change and times evolve and the reliability of the system changes, you end up in different circumstances and I think it comes back to, you know, as organizations change, you need	3 4 5	stuff, consumables there on page 12 of 32, "Contacted so and so in Exploits to discuss the vending machine. Once received, review monthly reports and invoices from vending machines to see how it manages consumables
2 3 4 5 6	А.	I think as circumstances change and times evolve and the reliability of the system changes, you end up in different circumstances and I think it comes back to,	3 4	stuff, consumables there on page 12 of 32, "Contacted so and so in Exploits to discuss the vending machine. Once received, review monthly reports and invoices from vending machines to see how it manages consumables and compare other areas for application."
2 3 4 5	А.	I think as circumstances change and times evolve and the reliability of the system changes, you end up in different circumstances and I think it comes back to, you know, as organizations change, you need	3 4 5	stuff, consumables there on page 12 of 32, "Contacted so and so in Exploits to discuss the vending machine. Once received, review monthly reports and invoices from vending machines to see how it manages consumables
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2 3 4 5 6 7	Α.	I think as circumstances change and times evolve and the reliability of the system changes, you end up in different circumstances and I think it comes back to, you know, as organizations change, you need to change or as the environment around you changes, you need to change in response to	3 4 5 6 7	stuff, consumables there on page 12 of 32, "Contacted so and so in Exploits to discuss the vending machine. Once received, review monthly reports and invoices from vending machines to see how it manages consumables and compare other areas for application." And then, just below that, page 12 of 32,
2 3 4 5 6 7 8	Α.	I think as circumstances change and times evolve and the reliability of the system changes, you end up in different circumstances and I think it comes back to, you know, as organizations change, you need to change or as the environment around you changes, you need to change in response to that, and you know, everything from the	3 4 5 6 7 8	stuff, consumables there on page 12 of 32, "Contacted so and so in Exploits to discuss the vending machine. Once received, review monthly reports and invoices from vending machines to see how it manages consumables and compare other areas for application." And then, just below that, page 12 of 32, cooking services and accommodations.
2 3 4 5 6 7 8 9	Α.	I think as circumstances change and times evolve and the reliability of the system changes, you end up in different circumstances and I think it comes back to, you know, as organizations change, you need to change or as the environment around you changes, you need to change in response to that, and you know, everything from the types of cars, perhaps we're buying—and I	3 4 5 6 7 8 9	stuff, consumables there on page 12 of 32, "Contacted so and so in Exploits to discuss the vending machine. Once received, review monthly reports and invoices from vending machines to see how it manages consumables and compare other areas for application." And then, just below that, page 12 of 32, cooking services and accommodations. "Review cooking and accommodations including
2 3 4 5 6 7 8 9 10	Α.	I think as circumstances change and times evolve and the reliability of the system changes, you end up in different circumstances and I think it comes back to, you know, as organizations change, you need to change or as the environment around you changes, you need to change in response to that, and you know, everything from the types of cars, perhaps we're buying—and I don't know if this is the case, but you	3 4 5 6 7 8 9 10	stuff, consumables there on page 12 of 32, "Contacted so and so in Exploits to discuss the vending machine. Once received, review monthly reports and invoices from vending machines to see how it manages consumables and compare other areas for application." And then, just below that, page 12 of 32, cooking services and accommodations. "Review cooking and accommodations including closer scrutiny of grocery purchase. Cooking service, better utilization of
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	Page 73	1	Page 75
	the cooking and the accommodations are	1	MS. HUTCHENS:
2	provided in those areas by virtue of the	2	A. Thank you very much, Mr. Browne.
3	fact that the client and whatnot are in very	3	CHAIR:
4	remote areas.	4	Q. Thank you, Mr. Browne. Mr. Coxworthy?
5	BROWNE, Q.C.:	5	MR. COXWORTHY:
6	Q. So, I don't know, it just seems to me that a	6	Q. Yes, thank you, Madam Chair. Good morning,
7	consumer might or a ratepayer might say,	7	Ms. Hutchens. My name is Paul Coxworthy, I
8	well we're paying for all that now, we're	8	represent the Island Industrial customer
9	paying for all you managers, we assume	9	group, with my co-counsel, Denis Fleming to
10	you're doing your best to reduce	10	my left and Mr. Dean Porter who is not in
11	efficiencies here, and then when we see	11	attendance today.
12	something like this taking place, we have to	12	MS. HUTCHENS:
13	ask what's going on, is no one within the	13	A. Good morning, gentlemen.
14	management that ratepayers determine on to	14	MR. COXWORTHY:
15	make sure they're getting the best bang for	15	Q. I'd like to start with IC-NLH-122, if it
16	their buck in their rates, that's basically	16	could be brought up, and it's the very first
17	what they're entitled to, has no one been	17	page. And I just wanted to refresh for the
18	doing this thus far? Is there a largess	18	record what exactly was being asked for when
19	here that it's obvious to this productivity	19	IC-NLH-122 was asked for, and it was to
20	team or to yourselves?	20	provide a copy of Nalcor's June 23rd, 2016
21	(10:45 a.m.)	21	project update and any more recent project
22	MS. HUTCHENS:	22	updates. So what was provided with IC-NLH-
23	A. You know, I think we are very focused on	23	122 was in fact the June 23rd, update and I
24	managing the business the best way we can	24	just want to note for the record, we don't
25	and our managers are good at that. The	25	need to go to it, Information 6 has been
	Page 74		Page 76
1 1			-
1	nature of a process of self examination and	1	filed which was a February 18 PowerPoint
2	looking for opportunities, I think by its	2	filed which was a February 18 PowerPoint which was publicly available. I think it
2 3	looking for opportunities, I think by its very nature is going to, you know, produce	2 3	filed which was a February 18 PowerPoint which was publicly available. I think it was presented by your president, Jim Haynes
2 3 4	looking for opportunities, I think by its very nature is going to, you know, produce things at face value that may appear to be,	2 3 4	filed which was a February 18 PowerPoint which was publicly available. I think it was presented by your president, Jim Haynes or he may have had some involvement, if I
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	Page 77		Page 79
1	Hydro's executive team at that time?	1	Q. And I'd like to turn then to your evidence
2	MS. HUTCHENS:	2	in response to the questions from Mr.
3	A. I'd have to go back and look at deck, to be	3	O'Brien yesterday on July 25th and again,
4	honest with you, I just can't recall.	4	well perhaps we can go to it, page 103 of
5	MR. COXWORTHY:	5	the July 25th transcript. And just quickly,
6	Q. Well we have the deck here in front of you,	6	103 at line, approximately line 21, Mr.
7	this is the NLH, the IC-NLH one.	7	O'Brien was asking you some questions about
8	MS. HUTCHENS:	8	this very page, IC-NLH-122, page 20. And
9	A. Oh, the 2017, this one?	9	then at the bottom of page 104, Mr. O'Brien
10	MR. COXWORTHY:	10	askes, "And Hydro had no input in preparing
11	Q. Yes, that is, so perhaps –	11	that estimate?" And your answer was, "I
12	MS. HUTCHENS:	12	would say we provided our cost component of
13	A. I believe that was a public document.	13	it." Were you referring to the whole of the
14	MR. COXWORTHY:	14	NLH other band on page 20 when you were –
15	Q. Okay, so it wasn't a presentation	15	MS. HUTCHENS:
16	specifically?	16	A. Yeah, we would have provided them
17	MS. HUTCHENS:	10	fundamentally the revenue requirement that
17	A. No, no.	17	would have gone under that, but it would
	MR. COXWORTHY:	10 19	
19			have been based on the assumptions and
20	Q. Thank you. I think you mentioned in your	20	whatnot that we would have had at the time,
21	evidence—no, I'm sorry, you were referring	21	which would have been live (phonetic)
22	to another document. So looking at page 20	22	associated with the hearing and whatnot, I
23	and 26, the NLH other band, the grey band,	23	think.
24	and there was no change in the information	24	MR. COXWORTHY:
25	presented in that, by that table from June	25	Q. And then at page 105 you go on to say, or
	-	23	
	Page 78		Page 80
1	Page 78 2017 to February 2018, are you aware of	1	Page 80 Mr. O'Brien goes on to ask, "That was
2	Page 78 2017 to February 2018, are you aware of whether Hydro in relation to that NLH other	1 2	Page 80 Mr. O'Brien goes on to ask, "That was provided by Hydro?" And you answered, this
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	Page 81		Page 83
1	We can turn to the organizational chart if	1	a base number and just applying a 2 percent
2	that would help.	2	or 5 percent, there's fluctuation within
3	MS. HUTCHENS:	3	there, so I would have thought that the
4	A. Yes, I was going to say, go to the org.	4	person within your shop who provided that
5	chart and I'll get the title right.	5	information, there must be some level of
6	MR. COXWORTHY:	6	greater breakdown of those figures
7	Q. It's volume 2, exhibit 2 of Hydro's Revised	7	available.
8	Evidence.	8	MS. HUTCHENS:
9	MS. HUTCHENS:	9	A. Yes, there would be a greater breakdown, for
10	A. Page 32 or 33, something like that.	10	sure.
11	MR. COXWORTHY:	11	MR. COXWORTHY:
12	Q. I think that's right. Certainly near the	12	Q. And could I have an undertaking from you to
13	bottom, might be 32 or it might be 33.	13	make an inquiry of the person within your
14	MS. HUTCHENS:	14	shop that would have that information and
15	A. I believe it is the financial planning	15	put it on the record?
16	specialist there on the left-hand side,	16	MS. HUTCHENS:
17	yeah, right there.	17	A. Yes, yes, absolutely.
18	MR. COXWORTHY:	18	(10:55 a.m.)
10	Q. Under manager of regulatory finance.	19	MS. GLYNN:
20	MS. HUTCHENS:	20	Q. Noted on the record.
20	A. Right there, yeah.	20	MR. COXWORTHY:
$21 \\ 22$	MR. COXWORTHY:	21	Q. And could you also inquire of that person as
22	Q. If we can turn to Undertaking 11, and this	22	to whether he or she has produced a more
23		23 24	
	is an undertaking I requested for a		recent update, either for Hydro's internal
25	breakdown of this grey band, this NLH other	25	purposes or for Nalcor, of that information?
	Page 82		Daga SA I
1	6	1	Page 84
1	band that we had been talking about in IC-	1	MS. HUTCHENS:
2	band that we had been talking about in IC- 122 on page 20, and there's a list of	2	MS. HUTCHENS: A. Yes, I can do that as well.
2 3	band that we had been talking about in IC- 122 on page 20, and there's a list of various components that were taken into	2 3	MS. HUTCHENS: A. Yes, I can do that as well. MR. COXWORTHY:
2 3 4	band that we had been talking about in IC- 122 on page 20, and there's a list of various components that were taken into account at a high level cost of service and	2 3 4	MS. HUTCHENS:A. Yes, I can do that as well.MR. COXWORTHY:Q. With respect, if we can turn back then to
2 3 4 5	band that we had been talking about in IC- 122 on page 20, and there's a list of various components that were taken into account at a high level cost of service and there's a footnote there that explains that	2 3 4 5	MS. HUTCHENS:A. Yes, I can do that as well.MR. COXWORTHY:Q. With respect, if we can turn back then to IC-NLH-122, page 20. Do you know whether
2 3 4 5 6	band that we had been talking about in IC- 122 on page 20, and there's a list of various components that were taken into account at a high level cost of service and there's a footnote there that explains that high level assumptions are being made that	2 3 4 5 6	 MS. HUTCHENS: A. Yes, I can do that as well. MR. COXWORTHY: Q. With respect, if we can turn back then to IC-NLH-122, page 20. Do you know whether the LIL, LTA and Muskrat Falls costs that
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2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22	 band that we had been talking about in IC-122 on page 20, and there's a list of various components that were taken into account at a high level cost of service and there's a footnote there that explains that high level assumptions are being made that aren't necessarily the same as detailed budgets, so that's understood, but turning to page 2 then of the U-11 response, there's a breakdown by year then of what I understand to be the NLH other band as appears in IC-NLH-122 at page 20, is that your understanding as well, a numerical? MS. HUTCHENS: A. Yes, that would by my understanding. MR. COXWORTHY: Q. And I was wondering whether it would be possible to obtain a better breakdown with reference to the bullet points that appear in U-11, I recognize not every one of those bullet points might have associated with a dollar amount, but on the other hand, when I 	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22	 MS. HUTCHENS: A. Yes, I can do that as well. MR. COXWORTHY: Q. With respect, if we can turn back then to IC-NLH-122, page 20. Do you know whether the LIL, LTA and Muskrat Falls costs that Hydro will be paying, whether they appear in the NLH other band or the MF purchase cost band? And perhaps before you answer that, I'll just provide you, there might be some information that would assist you in answering it. In U-11 on the first page, in the components that are listed as being included in the NLH other band about midway down through that list, it includes power purchase costs but excludes Muskrat Falls related power purchase agreements which are calculated by Nalcor. Now I won't presume to say that I know what that means, but perhaps it means something to you in terms of my question, which is the LIL, LTA and Muskrat Falls costs that Hydro will be

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1	Page 85	1	Page 87
	A. Maybe it's helpful for me just to clarify,	1	sustainable changes would have, you know,
2	you know, how the process works because we	2	multi year effects, you know, in the five to
3	provide Hydro's forecast that we have, but	3	ten-year space as a minimum.
4	it does not include the Muskrat Falls costs.	4	MR. COXWORTHY:
5	Nalcor bills that in on top in their	5	Q. Is the innovation and productivity team
6	modelling to produce this chart, so I	6	looking at, not just the continuities, but
7	suspect that it's in the cost associated	7	the changes that are going to occur post
8	with the LIL and whatnot are in the Muskrat	8	Muskrat Falls 20, 2021, are they looking at,
9	Falls Purchase Power Costs, but I'm not	9	not the present-day issues with your present
10	entirely sure, so I think I should take that	10	day generation assets, but what the future
11	away and confirm that.	11	will bring and what opportunities, perhaps
12	MR. COXWORTHY:	12	there may be? Have they been tasked with
13	Q. If I could have your undertaking to make an	13	that specifically?
14	inquiry on that?	14	MS. HUTCHENS:
15	MS. HUTCHENS:	15	A. It's an interesting question because, no,
16	A. Yes.	16	they have not been tasked with that
17	MR. COXWORTHY:	17	specifically yet, but I think as we get, you
18	Q. Thank you.	18	know, closer to the operations that some of
19	(10:58 a.m.)	19	that will come to light. We're focussing
$\begin{vmatrix} 1 \\ 20 \end{vmatrix}$	MS. GLYNN:	20	internally first with where we've come from
$20 \\ 21$	Q. Noted on the record.	20	and, but you know, obviously the environment
$\begin{vmatrix} 21\\22 \end{vmatrix}$	MR. COXWORTHY:	21	
		22	that we're in is contemplating what's coming
23	Q. If we could turn to U-42, Undertaking 42. CHAIR:		and, so to the extent that the expectations
24		24	of our customers and, you know, all of those
25	Q. Mr. Coxworthy, might this be a good time to	25	things get considered in because of the,
1	Page 86	1	Page 88
	break, rather than –	1	what everyone knows to be coming and
2	MR. COXWORTHY:	2	whatnot, that that absolutely gets
3	Q. Yes, thank you, Madam Chair.	3	considered and that's I think one of the
4	(RECESS – 10:59 A.M.)	4	reasons that are, you know, the team has had
5	(RECONVENED – 11:33 A.M)	5	some success out with the employees in terms
6	CHAIR:	6	of their engagement with them. You know,
7	Q. Back to you, Mr. Coxworthy.	7	employees know that there's challenges ahead
8	MR. COXWORTHY:	8	and they want to be a part of the solution
9	Q. Thank you, Madam Chair. Ms. Hutchens, when		and, you know, they are engaging as a
10	we broke we were about to go to Undertaking	10	result. It's a circumstance that they find
11	42, could you turn to page 1 of 4? And	11	themselves in as just a Hydro employee and
12	these are the terms of reference for the	12	so I think to the extent that the context
13	innovation and productivity team and at the	13	around us is there is yes, you know, it's in
14	bottom of page 4, the expectation is that	14	the frame of reference within which the team
15	the improvements made as a result of the	15	is working, but I can't say that they are
16	team's work will be sustainable over an	16	explicitly working in terms of
17	extended period of time, and not short term	17	interconnection points or anything like
18	in nature. When it says "extended period of	18	that.
19	time", what timeframe do you understand that	19	MR. COXWORTHY:
20	to mean?	20	Q. And if I could ask if we could turn to page
21	MS. HUTCHENS:	20	4 for the terms of reference and about a
1 4 1			
		22	third of the way down timelines. So the
22	A. I would think that would be, back a little	22 23	third of the way down, timelines. So the team will be established in 2013 has been
22 23	A. I would think that would be, back a little bit to my comment that businesses change	23	team will be established in 2013 has been
22	A. I would think that would be, back a little		

1			
	Page 89	4	Page 91
1	based on the discretion of the executive.	1	agenda that happens every month. So the
2	So they really, at least initially have been	2	purpose of the meetings is to provide a
3	given, what I will call a pre Muskrat Falls	3	forum for discussion of where we are
4	timeframe to think about.	4	corporately as opposed to each manager
5	MS. HUTCHENS:	5	looking, you know, individually, ensure that
6	A. I'm not sure I'd describe it as a pre	6	everyone has the same sort of construct that
7	Muskrat Falls timeframe, I'd describe it as	7	they're working in, and as well as to
8	a, because I don't think the decision making	8	provide a forum for discussion around issues
9	was within, you know, the timeframe was with	9	of common interest or common challenge or
10	reference to Muskrat Falls. I think it was	10	common opportunity, and you know, work
11	with reference to once we're 18 to 24 months	11	through those meetings in that way so that
12	into this, I think we will have a much	12	we have a rigor discussion in terms of where
13	better understanding of where the	13	we are with our costs year to date, where we
14	opportunities for innovation and	14	think we're heading with them and what are
15	productivity are in the company, what we've	15	the influencing factors surrounding them.
16	already been able to gain and that will	16	MR. COXWORTHY:
17	provide a better, a good foundation in terms	17	Q. And you're a regular participant in these
18	of what the best way to continue this or	18	meetings?
19	change it going forward is.	19	MS. HUTCHENS:
20	MR. COXWORTHY:	20	A. Absolutely.
21	Q. Do you expect that Hydro will retain any	21	MR. COXWORTHY:
22	external consultants to assist them in	22	Q. And what's the overlap between this and the
23	identifying opportunities in the post	23	innovation and productivity committee? I
24	Muskrat world for cost control, for changing	24	mean, is there an overlap or is one subsumed
25	in a system's way how Hydro operates?	25	under the other in terms of the work?
	Page 90		Daga 02
1	-		Page 92
1	MS. HUTCHENS:	1	MR. HUTCHENS:
2	MS. HUTCHENS: A. No, I don't believe that's contemplated at	2	MR. HUTCHENS:A. So there is no innovation and productivity
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2 3 4	 MS. HUTCHENS: A. No, I don't believe that's contemplated at this point in terms of the identification of systemic changes with Muskrat coming on. I 	2 3 4	MR. HUTCHENS:A. So there is no innovation and productivity committee, it's a team and they are work focused.
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	0,2010		THE Hydro 2017 Ocherar Rate Application
	Page 93	4	Page 95
1	page 2 of 2, and the top entry there for—and	1	Q. So they're the ones who are responsible to
2	this would be one May 2018, I think I'm	2	provide the analysis?
3	correct in saying, is that right?	3	MS. HUTCHENS:
4	MS. HUTCHENS:	4	A. Yes.
5	A. Yes.	5	MR. COXWORTHY:
6	MR. COXWORTHY:	6	Q. And they will come back then to the
7	Q. What process will be used to account for	7	executive committee and senior leadership
8	work completed for MF/Power Supply/TT to	8	team at one of these monthly meetings and
9	ensure ratepayers pay least costs, analysis	9	present their analysis?
10	should include fuel. Can you expand on what	10	MS. HUTCHENS:
11	that action item is?	11	A. Yes.
12	MS. HUTCHENS:	12	MR. COXWORTHY:
13	A. That action item, if I recollect correctly,	13	Q. Would that take a paper form or PowerPoint
14	was to go back and just ensure that our	14	form or –
15	internal charging processes, depending on	15	MS. HUTCHENS:
16	whether work was done on overtime or regular	16	A. We've done it all sorts of different ways.
17	time, was billed to related parties, such	17	I think it just depends on the results of
18	that we would ensure that customers paid	18	the analysis and, you know, any of these
10	least cost, and it was just to go back and	10	agenda items are closed in different ways—or
20	re-examine the numbers just to make sure with the actual data that customers were	20	sorry, these action items are closed in
21		21	different ways, so it would depend on, you
22	paying least cost, that was the nature of	22	know, what the outcome was, I think, and
23	it.	23	part of it is just making sure everyone
24	MR. COXWORTHY:	24	understands, you know, it helps us
25	Q. The action indicates that the analysis	25	understand the cost as well.
	Page 94		Page 96
1	-		
1	should include fuel, so I take it that will	1	MR. COXWORTHY:
2	should include fuel, so I take it that will include other things as well. Is there an	1 2	MR. COXWORTHY: Q. The last action item date here is 24 May.
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	Page 97		Page 99
1	A. Yes, I can.	1	know, when you implement these large
$\begin{vmatrix} 1 \\ 2 \end{vmatrix}$		1	
2	MR COXWORTHY:	2	systems, things are implemented and things,
3	Q. And if it has been, would it be possible to	3	you have an initial implementation and
4	have an undertaking to produce the analysis?	4	there's a few issues that you need to clean
5	MS. HUTCHENS:	5	up afterwards, and the overtime reporting
6	A. Yes.	6	was one of those issues. It wasn't working
7	MS. GLYNN:	7	properly, so we weren't able to bring it to
8	Q. Noted on the record.	8	the May meeting, so we committed to bring it
9	MR. COXWORTHY:	9	to the next one.
10	Q. In the same May 1st entry, still on page 2 of	10	MR. COXWORTHY:
11	2 of U-52, there's a comment. "Conduct	11	Q. And I don't think there's a need to go to
12	further analysis on internal parties,	12	it, but Mr. O'Brien asked you some
13	additional analysis to be completed.	13	questions, as did Mr. Browne, about overtime
14	Confirm rate and proceed with rate for	14	and the efforts that Hydro is making to
15	Emera, third party work." Can you explain	15	control and hopefully reduce overtime and I
16	what you understand that comment to be	16	had understood from some of your earlier
17	about?	17	evidence that you felt that some progress
18	MS. HUTCHENS:	18	was being made in 2018 in that regard,
19	A. From time to time we do work for third	19	compared to, say, 2017 that were perhaps the
20	parties and there was, Emera has asked us to	20	targets had not been met. Would it be
21	do some work associated with the	21	possible to provide the actual overtime
22	integration, so it was just ensuring and	22	globally within Hydro up to this point in
23	part of the forum here is to ensure that	23	2018 or to the last date that the
24	we're discussing these things so everyone	24	information has been compiled?
25	has awareness of what the expectations are	25	MS. HUTCHENS:
	-		
	Page 98		Page 100
1	Page 98 and whatnot, so it was just to make sure	1	Page 100 A. Yes.
2	Page 98 and whatnot, so it was just to make sure that everyone was cognizant and understood	1 2	Page 100 A. Yes. (11:48 a.m.)
$\begin{vmatrix} 2\\ 3 \end{vmatrix}$	Page 98 and whatnot, so it was just to make sure that everyone was cognizant and understood what the expectations were there and what we	1 2 3	Page 100 A. Yes. (11:48 a.m.) MR. COXWORTHY:
2 3 4	Page 98 and whatnot, so it was just to make sure that everyone was cognizant and understood what the expectations were there and what we would charge them.	1 2 3 4	Page 100 A. Yes. (11:48 a.m.) MR. COXWORTHY: Q. Could I have an undertaking?
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	MR. COXWORTHY:		package given current schedule for first
2	Q. And do you recall when that was? There is a		power"—do you have an understanding of
3	date on the document, March 2018.	3	what's meant by the 2019 budget package?
4	MS. HUTCHENS:	4	MS. HUTCHENS:
5	A. Yeah, and the document was delivered in	5	A. I would think that would be the budget
6	advance of the presentation, so that	6	package that's coming, but –
7	provided us a forum to sort of review it in	7	MR. COXWORTHY:
8	advance so that we could have a more	8	Q. It's not something that's already been
9	productive discussion in the presentation,	9	provided to Hydro?
10	SO -	10	MS. HUTCHENS:
11	MR. COXWORTHY:	11	A. No, I think that refers to the Muskrat Falls
12	Q. So there was an opportunity as this was	12	assets. Within this presentation they broke
13	being presented for yourself and others at	13	it down for us between LIL, LTA and Muskrat
14	Hydro to ask questions of Nalcor without the		Falls and they have, you know, LIL and LTA
15	Nalcor representatives who were presenting	15	are coming in earlier, so they've got a
16	this?	16	little bit more visibility of when those,
17	MS. HUTCHENS:	17	the more detailed complexion of them. And
18	A. Yes, there was, and we did. MR. COXWORTHY:	18	as I said earlier, you know, the further out
19		19	you budget in forecast, the less certainty
20	Q. If we could turn then to page 1 of 34 of U-	20 21	you have, so you know, as they get closer,
21 22	54, the cover page, if I can call it that.	21	they'll be refining the budget in regular
$\begin{bmatrix} 22\\23 \end{bmatrix}$	And this is the March 2018 date, I believe in your evidence you said you expected there		intervals, I would anticipate. MR. COXWORTHY:
$\begin{vmatrix} 23\\24 \end{vmatrix}$	might be an update, not necessarily in this	23	Q. The next page, page 6 of 34. This makes the
24	exact form, in terms of a PowerPoint or a	24	point that LTA, LIL will become the single
23		23	
1	Page 102 PowerPoint that conforms exactly with this,	1	Page 104 most important source of the province's
2	but you thought there might be an update	$\begin{vmatrix} 1\\2 \end{vmatrix}$	energy security. The second bullet,
$\begin{vmatrix} 2\\ 3 \end{vmatrix}$	from Nalcor of the information in this deck,		"Staffing levels informed by research into
4	coming at the end of August?	4	existing high reliability links, fully
5	MS. HUTCHENS:	5	staffed model." Is it your understanding
6	A. Yes, that's correct, that would be in	6	that it's been decided that a fully staffed
7	accordance with their regular budget cycle.		model is what is going to be used for the
8	(11:51 a.m.)	8	LIL, LTA?
9	MR. COXWORTHY:	9	MS. HUTCHENS:
10	Q. And could I have an undertaking if it	10	A. Yes, that is my understanding and I think if
11	actually is prepared and provided to Hydro,	11	you look at –
12	before the conclusion of this hearing if	12	MR. COXWORTHY:
13	that could be produced?	13	Q. Yes, there is certainly on the subsequent
13	MS. HUTCHENS:	14	pages there is information about that.
15	A. Yes.	15	MS. HUTCHENS:
16	MR. COXWORTHY:	16	A. Yeah, on page 9 there's a little bit of—
17	Q. Thank you.	17	there's a bit of context that they provided
18	MS. GLYNN:	18	for us just in terms of what they would look
19	Q. Noted on the record.	19	like for the LIL and LTA assets.
20	MR. COXWORTHY:	20	MR. COXWORTHY:
21	Q. If we could turn to page 5 of 34 of U-54, in	21	Q. Sure, and if you want to refer to it now for
22	the second bullet, Ms. Hutchens, there's a	22	your answer, but I do intend to go to the
23	reference to "A similar approach will be	23	subsequent pages and ask questions about
24	taken for Muskrat Falls with greater	24	that. The third bullet talks about, I
	emphasis on it found in the 2019 budget	25	guess, other models or different models,
25	chiphasis on it found in the 2019 budget	45	guess, other models of unreferr models.

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1	"Unstaffed and partially staffed stations	1	models are used for Hydro's transmission?
2	are the norm for merchant transmission links	2	MS. HUTCHENS:
3	that are not critical to the operation of	3	A. I would think our operations and engineering
4	the electrical grid." Do you know whether	4	manager, the VP would be the one to-that's
5	any of the components of the transmission	5	Mr. LeBlanc.
6	system that Nalcor would be operating and	6	MR. COXWORTHY:
7	that Hydro would be paying for, are any of	7	Q. Mr. LeBlanc, thank you. I take from this
8	those going to be using the unstaffed or	8	slide that the implication is that if what
9	partially staffed model or is everything	9	we're talking about is the single most
10	that Hydro is paying for, is it all fully	10	important source of the province's energy,
11	staffed?	11	that it's important that that source have
12	MS. HUTCHENS:	12	the full staffing model, you know, for to
13	A. I believe it's the fully staffed model	13	ensure reliability. Is there going to be
13	they've gone with, and I think the reference	14	any re-examination that you're aware of, of
15	there is with reference to merchant	15	whether Hydro's transmission links, the ones
16	transmission links perhaps requiring reduced		that you're responsible for and will
17	level of reliability because they are	17	continue to be responsible for, whether they
18	intended to sell power more so than service	18	are going to be as critical in the future in
19	customers, so there's different	19	light of the fact that something else now,
$\begin{array}{c} 19\\20\end{array}$	interruptability in firm needs and whatnot.	20	LTA, LIL is going to be the single most
20	MR. COXWORTHY:	20	important source of the province's energy?
		21 22	MS. HUTCHENS:
22 23	Q. How does Hydro currently staff its own	22	
	transmission links, the transmission links	23 24	A. You know, I think that the transmission
24 25	that it currently controls? You know, when	24 25	assets across the island, depending on where
23	we talk about the fully staffed model or	23	customers are located, can be, you know, as
	Page 106	4	Page 108
	partially staffed model, you know, and just	1	critical as other areas as well, you know,
2	for context I'll ask us to turn, just	2	so I would think that a number of our assets
3	briefly, to page 9 in U-54, and this refers,	3	are absolutely critical, you know, the
4	appears to refer to different types of	4	assets that we have, for example, coming in
5	staffing models, fully staffed, hybrid,	5	from Soldiers Pond into the St. John's and
6	full/partial, partially staffed, in	6	the Avalon area would absolutely be critical
7	descending order of number of FTEs required,	7	as well, but so I'm not aware that we've,
8	so do you have any understanding of how	8	you know, and looking at re-examining, but
9	Hydro, in that context, in the context of	9	certainly it's something that we are all, or
10	those types of staffing models, what type of	10	examining is an explicit thing, but I think
11	staffing model Hydro uses for its own	11	it's something that we're always looking for
12	transmission?	12	in terms of what the most effective and
13	MS. HUTCHENS:	13	efficient staffing model is there and that's
14	A. I'm afraid I wouldn't be close enough to the	14	what we're, that's our job, you know, going
15	operations to really give you a fair	15	forward the next couple of years for sure.
16	commentary there. What I will say, though,	16	MR. COXWORTHY:
17	is the two substations at the end of the two	17	Q. If we could turn, thank you, Ms. Hutchens,
18	lines, you know, are fairly significant,	18	if we could turn to page 7 of 34 of U-54,
19	they're HVdc assets, which are different	19	and this is another slide regarding the
20	than our assets as well, so I'm not sure	20	transmission staffing model and it states
21	whether it would be fair to compare them.	21	that it was informed by work, by TransGrid
22	MR. COXWORTHY:	22	Solutions, which I would assume is a
23	Q. Okay, fair enough. Who would be within	23	consultant that was retained by Nalcor, is
24	Undra the parson who would be able to answer	24	that your understanding?
	Hydro the person who would be able to answer		
25	that question in terms of what staffing	24 25	MS. HUTCHENS:

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1	A. I don't know if they were retained or, but	1	MR. COXWORTHY:
2	yes, it was informed by their work, so I'm	2	Q. So it doesn't include, for instance, all the
3	assuming that there would have been some—I	3	staffing for the Muskrat Falls plant itself.
4	don't know what the commercial arrangement	4	MS. HUTCHENS:
5	was with them, let me put it that way.	5	A. That's correct. I think that goes back to
6	MR. COXWORTHY:	6	that prior comment in terms of the, you
7	Q. Okay, have you seen a report from TransGrid	7	know, as they work through the budget
8	Solutions?	8	cycles.
9	MS. HUTCHENS:	9	MR. COXWORTHY:
10	A. I've seen a report, I can't recall whether	10	Q. And I take it and correct me if this is not
11	it's—yes, I think I have.	11	your understanding, that there are what
12	MR. COXWORTHY:	12	appear to be dates or years below certain of
13	Q. And was it regarding this transmission	13	the positions, 2017, 2018, 2021, et cetera.
14	staffing?	14	Are those years when it's targeted that
15	MS. HUTCHENS:	15	those positions will be filled to your
16	A. I believe it was.	16	understanding?
17	MR. COXWORTHY:	17	MS. HUTCHENS:
18	Q. So you when you say you've seen it, you've	18	A. Subject to check, yes.
19	read it?	19	(12:00 p.m.)
20	MS. HUTCHENS:	20	MR. COXWORTHY:
21	A. There was a fair bit of technical in it, so	21	Q. Could you check that?
22		22	MS. HUTCHENS:
23	MR. COXWORTHY:	23	A. Yes, I can.
24	Q. The executive summary, not to be too flim,	24	MR. COXWORTHY:
25	but you now, did you at least gather, for	25	Q. Thank you. If we could turn to page 10 of
	Page 110		Page 112
1	instance it says here on this slide, they	1	34, U-54.
2	studied HVdc staffing at Hydro Quebec,	2	MS. GLYNN:
3	Manitoba Hydro and Transpower New Zealand.	3	Q. We'll note that last subject to check as an
4	Can you give us your understanding of why	4	undertaking.
5	they looked at those three organizations,	5	MR. COXWORTHY:
6	those three utilities in particular?	6	Q. Thank you. Page 10 of 34, and I'd like to
7	MR. HUTCHENS:	7	look at first the second bullet. "LTA and
8	A. If my recollection is correct, it's because	8	LIL will be available for interim use in
9	they have HVdc assets.	9	2018" and of course, this was written in
10	MR. COXWORTHY:	10	2018, so they wouldn't have been aware of
11	Q. No other reason?	11	subsequent changes or delays. "To be
12	MS. HUTCHENS:	12	capable of supporting the Lab East load
13	A. Not that I'm aware of, but again, I'm not	12	during the winter of 2017, '18, subject to G
14	sure what their motivation for—and there may	14	commissioning not being delayed." Do you
15	have been, you know, where TransGrid had the	15	know whether the LTA and LIL will be capable
16	expertise, I'm not sure.	16	of supporting the Lab East load? I guess
17	MR. COXWORTHY:	17	it's really the LTA that's relative there
18	Q. If you turn to page 8 of U-54, and this is a	18	during the winter of 2017, 2018?
19	slide in respect to the transmission	19	MS. HUTCHENS:
20	organization, as I would take it, the	20	A. Yeah, I think it's the LTA that's relevant
$20 \\ 21$	transmission organization for the LIL LTA,	20	there. And I don't know to what extent, you
22	it doesn't say that expressly, but that	22	know, support means in that context, so no,
23	appears to be the case.	23	I'm not close enough to it.
24	MS. HUTCHENS:	24	MR. COXWORTHY:
25	A. Yes, yes.	25	Q. And facilitate delivery of recall to NLH on

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1	a mono-pole basis starting by mid-year, and	1	A. Yes, I can, absolutely, I will confirm that,
2	as we know, that's projected now to be not	2	absolutely.
3	before October of 2018.	3	MR. COXWORTHY:
4	MS. HUTCHENS:	4	Q. And so similarly there's a reference to the
5	A. Correct.	5	first quarter, 2019 later on in the bullet,
6	MR. COXWORTHY:	6	do you think that's also an error?
7	Q. The next bullet then, "O&M costs for LTA is	7	MS. HUTCHENS:
8	budgeted to be expensed in the first quarter	8	A. No. 2019, the LIL is coming on, it's two
9	of 2018" and there was some questioning by	9	poles, and it's coming on one pole at a
10	Mr. O'Brien and I'm not sure we need to go	10	time.
11	to it, but I do want to point out there's	11	MS. GLYNN:
12	some questioning by Mr. O'Brien around this,	12	Q. We'll note that clarification on the record.
13	and I just want to understand, as you go on	13	MR. COXWORTHY:
14	in this bullet, it talks then about certain	14	Q. Thank you. And you referenced, I think,
15	costs being capitalized. Can you explain,	15	accounting standards, is this IFRS that
16	what's the distinction as you understand it	16	dictates the or indicates what the
17	in this bullet between costs being expensed	17	appropriate treatment is as between
18	and costs being capitalized, in the context	18	expensing or capitalizing?
19	of this bullet?	19	MS. HUTCHENS:
20	MS. HUTCHENS:	20	A. Yes, it would be International Financial
21	A. I think it comes back to accounting policy	21	Recording Standards.
22	and based on the stage of commissioning or	22	MR. COXWORTHY:
23	use of various assets, the accounting rules	23	Q. And did you have any discussion with Nalcor,
24	would require expenditures to be either	24	the people presenting this about this
25	capitalized or were operationalized,	25	
1 23	capitalized of were operationalized,	23	particular bullet when they presented it to
23		23	particular bullet when they presented it to Page 116
	Page 114	1	Page 116
1	Page 114 expensed.	1	Page 116 you, about the decisions they were making?
1 2	Page 114 expensed. MR. COXWORTHY:	1 2	Page 116 you, about the decisions they were making? MS. HUTCHENS:
1	Page 114 expensed. MR. COXWORTHY: Q. So it's one or the other, they're either	1	Page 116 you, about the decisions they were making?
1 2 3 4	Page 114 expensed. MR. COXWORTHY: Q. So it's one or the other, they're either expensed or they're capitalized?	1 2 3 4	Page 116 you, about the decisions they were making? MS. HUTCHENS: A. Yes. MR. COXWORTHY:
1 2 3 4 5	Page 114 expensed. MR. COXWORTHY: Q. So it's one or the other, they're either expensed or they're capitalized? MS. HUTCHENS:	1 2 3 4 5	Page 116 you, about the decisions they were making? MS. HUTCHENS: A. Yes. MR. COXWORTHY: Q. And were you in agreement with the decisions
1 2 3 4 5 6	Page 114 expensed. MR. COXWORTHY: Q. So it's one or the other, they're either expensed or they're capitalized?	1 2 3 4 5 6	Page 116 you, about the decisions they were making? MS. HUTCHENS: A. Yes. MR. COXWORTHY: Q. And were you in agreement with the decisions they were making? Based on the information
1 2 3 4 5 6 7	Page 114 expensed. MR. COXWORTHY: Q. So it's one or the other, they're either expensed or they're capitalized? MS. HUTCHENS: A. It's one or the other. MR. COXWORTHY:	1 2 3 4 5 6 7	Page 116 you, about the decisions they were making? MS. HUTCHENS: A. Yes. MR. COXWORTHY: Q. And were you in agreement with the decisions they were making? Based on the information they provided you.
1 2 3 4 5 6 7 8	Page 114 expensed. MR. COXWORTHY: Q. So it's one or the other, they're either expensed or they're capitalized? MS. HUTCHENS: A. It's one or the other. MR. COXWORTHY: Q. And so that bullet, the third bullet, "O&M	1 2 3 4 5 6 7 8	Page 116 you, about the decisions they were making? MS. HUTCHENS: A. Yes. MR. COXWORTHY: Q. And were you in agreement with the decisions they were making? Based on the information they provided you. MS. HUTCHENS:
1 2 3 4 5 6 7 8 9	Page 114 expensed. MR. COXWORTHY: Q. So it's one or the other, they're either expensed or they're capitalized? MS. HUTCHENS: A. It's one or the other. MR. COXWORTHY: Q. And so that bullet, the third bullet, "O&M costs for the LIL is budgeted to be expensed	1 2 3 4 5 6 7 8 9	Page 116 you, about the decisions they were making? MS. HUTCHENS: A. Yes. MR. COXWORTHY: Q. And were you in agreement with the decisions they were making? Based on the information they provided you. MS. HUTCHENS: A. Based on the information I was provided,
1 2 3 4 5 6 7 8 9 10	Page 114 expensed. MR. COXWORTHY: Q. So it's one or the other, they're either expensed or they're capitalized? MS. HUTCHENS: A. It's one or the other. MR. COXWORTHY: Q. And so that bullet, the third bullet, "O&M costs for the LIL is budgeted to be expensed in the second quarter of 2019." Does that	1 2 3 4 5 6 7 8 9 10	Page 116 you, about the decisions they were making? MS. HUTCHENS: A. Yes. MR. COXWORTHY: Q. And were you in agreement with the decisions they were making? Based on the information they provided you. MS. HUTCHENS: A. Based on the information I was provided, yes, and I do know that they consulted with
1 2 3 4 5 6 7 8 9 10 11	Page 114 expensed. MR. COXWORTHY: Q. So it's one or the other, they're either expensed or they're capitalized? MS. HUTCHENS: A. It's one or the other. MR. COXWORTHY: Q. And so that bullet, the third bullet, "O&M costs for the LIL is budgeted to be expensed in the second quarter of 2019." Does that mean they will be, at least according to	1 2 3 4 5 6 7 8 9 10 11	Page 116 you, about the decisions they were making? MS. HUTCHENS: A. Yes. MR. COXWORTHY: Q. And were you in agreement with the decisions they were making? Based on the information they provided you. MS. HUTCHENS: A. Based on the information I was provided, yes, and I do know that they consulted with their auditors and confirmed what the
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1 2 3 4 5 6 7 8 9 10 11 12 13	Page 114 expensed. MR. COXWORTHY: Q. So it's one or the other, they're either expensed or they're capitalized? MS. HUTCHENS: A. It's one or the other. MR. COXWORTHY: Q. And so that bullet, the third bullet, "O&M costs for the LIL is budgeted to be expensed in the second quarter of 2019." Does that mean they will be, at least according to this bullet, the intention was that they were to be capitalized up to?	$ \begin{array}{c} 1\\2\\3\\4\\5\\6\\7\\8\\9\\10\\11\\12\\13\end{array} $	Page 116 you, about the decisions they were making? MS. HUTCHENS: A. Yes. MR. COXWORTHY: Q. And were you in agreement with the decisions they were making? Based on the information they provided you. MS. HUTCHENS: A. Based on the information I was provided, yes, and I do know that they consulted with their auditors and confirmed what the
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	5, 2018		NL Hydro 2017 General Rate Application
	Page 117		Page 119
1	of comparing that, just to – you know, I'll	1	that they are within this benchmark, within
2	call it another check to determine – you	2	the appropriate benchmark for transmission
3	know, to ensure, I guess, that the costs	3	costs?
4	were reasonable and you know, one of the	4	MS. HUTCHENS:
5	measures that you can use – you know,	5	A. I think it implies that they are below.
6	there's many ways to benchmark, as we	6	MR. COXWORTHY:
7	discussed a little bit earlier this week.	7	Q. Yes, I'm sorry.
8	One of the measures that they looked at was	8	MS. HUTCHENS:
9	the O&M costs as a percentage of the gross	9	A. Yeah.
10	asset value. So, another point of	10	MR. COXWORTHY:
11	reference.	11	Q. When I say "within", I'm sorry, that's what
12	MR. COXWORTHY:	12	I meant, below.
13	Q. Sure. So, there's – in the graph, graphical	13	MS. HUTCHENS:
14	illustration, there's two percentages there;	14	A. Yes, not above.
15	1.8 percent and 1.3 percent. Do you have an	15	MR. COXWORTHY:
16	understanding of what we are to take from	16	Q. Not above. Thank you. Do you know what
17	that information?	17	Hydro's transmission O&M costs are as a
18	MS. HUTCHENS:	18	percentage of Hydro's gross asset values,
19	A. I cannot recall.	19	you know, the gross asset value of the
20	MR. COXWORTHY:	20	applicable assets?
21	Q. Okay. And then it's noted in the final	21	MS. HUTCHENS:
22	bullet, "Power Supply transmission costs are	22	A. I don't have it at hand. What I would
23	at 1.2 percent".	23	comment is I'm not sure we're comparing
24	MS. HUTCHENS:	24	apples and apples there because of the HVdc
25	A. Yes, I think the -	25	assets.
	Page 118		Page 120
1	Page 118 MR. COXWORTHY:	1	Page 120 MR. COXWORTHY:
1 2	Page 118 MR. COXWORTHY: Q. Is that an indication that the costs that	1 2	Page 120 MR. COXWORTHY: Q. Fair enough, but even with that caveat,
1 2 3	Page 118 MR. COXWORTHY: Q. Is that an indication that the costs that they've built or forecast as transmission	1 2 3	Page 120 MR. COXWORTHY: Q. Fair enough, but even with that caveat, could I have an undertaking for you to
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	Page 125		Page 127
1	MR. COXWORTHY:	1	feel right to us.
2	Q. Yes, absolutely. If we could turn to page	2	MR. COXWORTHY:
3	16 of U-54? "Labour costs assumptions take	3	Q. And were you satisfied after that check
4	into consideration historical benchmarking	4	that-
5	from existing Nalcor, NLH and Churchill	5	MS. HUTCHENS:
6	Falls operations where applicable." Do you	6	A. So, my role at -
7	know what information was provided by Hydro	7	MR. COXWORTHY:
8	regarding their historical benchmarking to	8	Q they had taken appropriate consideration
9	Nalcor?	9	of the NLH benchmarks?
10	MS. HUTCHENS:	10	MS. HUTCHENS:
11	A. I don't know that it would have been as much	11	A. Yeah, so my role in that would have been on
12	a provision of information, but you know -	12	the administration side of things and yes, I
13	MR. COXWORTHY:	13	was reasonable satisfied that, you know,
14	Q. Nalcor would have that information without	14	when I looked at it, it wasn't unreasonable.
15	having to go and specifically ask for it	15	MR. COXWORTHY:
16	from you?	16	Q. On the same -
17	MS. HUTCHENS:	10	MS. HUTCHENS:
18	A. I think in the time they were examining	17	A. It'll depend, you know, when they get into
19	this, they would have had the knowledge, for	18	operation what it really looks like, but you
$\frac{19}{20}$	sure, because a number of the people at	20	know, on a forecast basis, it was
$\begin{vmatrix} 20\\21 \end{vmatrix}$	Hydro or, you know, in Power Supply, would	20	reasonable.
$21 \\ 22$	5 5 5 11 5	21	MR. COXWORTHY:
	have previously worked in the Hydro or the	22	
23	CF organization. So, they would have some		Q. On the same page, page 16 in the sub-bullets
24	experience associated with that and we would	24	in the third bullet, "executive costs
25	have – you know, and we would have – there's	25	represent a portion of the Power Supply
	Page 126	1	Page 128
1	no reason not to provide them access as our	1	leadership team being charged into LCP O&M
2	shareholder.	2	costs ranging between 50 and 75 percent".
3	MR. COXWORTHY:	3	When I see LCP O&M costs there, I understand
4	Q. Okay, fair enough. It says that labour	4	that to be the costs that are going to be
5	costs will take them into consideration.	5	charged to Hydro. Is that correct?
6	Was there an opportunity for Hydro to	6	MS. HUTCHENS:
7	compare their benchmarking to NLH's existing		A. Yes, yes.
8	benchmarking in relation to these labour	8	MR. COXWORTHY:
9	cost assumptions?	9	Q. And that suggests that what's going to be
10	MS. HUTCHENS:	10	charged in from the Power Supply leadership
11	A. Yes, we did do that.	11	team, this would be Nalcor's Power Supply
12	MR. COXWORTHY:	12	leadership team?
13	Q. And at what level was that? That wasn't	13	MS. HUTCHENS:
14	done in the context of the presentation of	14	A. Yes.
15	the slide deck?	15	MR. COXWORTHY:
16	MS. HUTCHENS:	16	Q. Will range between 50 and 75 percent?
17	A. It was done coming out of the presentation	17	MS. HUTCHENS:
18	of the slide deck. So, then we took the	18	A. Yes.
19	information in the slide deck and took it	19	MR. COXWORTHY:
20	away and did some comparisons to our own	20	Q. And was there any discussion at the
21	organization in terms of the – you know, the	21	presentation or before or afterwards about
22	average salaries and the FTE complement and	22	that?
23	what that might look like, and you know,	23	MS. HUTCHENS:
	compared that to ours and just as. I guess.	24	A. Yes, there was.
24 25	compared that to ours and just as, I guess, a check in terms of, you know, does that	24 25	A. Yes, there was. MR. COXWORTHY:

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	Page 129	1	Page 131
	Q. And can you tell us what the content of that	1	Q is staying in?
2	discussion was?	2	MS. HUTCHENS:
3	MS. HUTCHENS:	3	A. The remainder, yes, is staying in.
4	A. We had a discussion around, you know,	4	MR. COXWORTHY:
5	whether 50 to 75 percent seemed reasonable	5	Q. And what's the rest of it about?
6	and because a number of those executives	6	MS. HUTCHENS:
7	have, you know, multiple roles within	7	A. I can't recall off the top of my head. It's
8	Nalcor, not just operating the Power Supply	8	commitments associated with, I think, you
9	assets but also other functions, and so, we	9	know, contracts associated with the Muskrat
10	did have discussions with them around, you	10	Falls assets. I'd like to take that away
11	know, what that estimate would look like,	11	and check it actually, just to confirm it.
12	acknowledging, of course, that the actuals	12	MR. COXWORTHY:
13	would be reflective of actual timesheet	13	Q. Yes, if you could, and get back -
14	charges.	14	MS. HUTCHENS:
15	MR. COXWORTHY:	15	A. I just can't recall, you know.
16	Q. So, there will be a check in terms of	16	MR. COXWORTHY:
17	actuals and there's time entries placed on	17	Q and let us know what -
18	timesheets to check that?	18	MS. HUTCHENS:
19	MS. HUTCHENS:	19	A. We did a lot of detailed analysis there.
20	A. Yes.	20	MR. COXWORTHY:
21	MR. COXWORTHY:	21	Q what is still being included in the costs
22	Q. And whether that's 50 or 75 percent or	22	being in the revenue requirement for 2018-
23	something less or something more will depend		2019 under that community betterment?
24	on what's actually entered on the timesheet?	24	MS. HUTCHENS:
25	MS. HUTCHENS:	25	A. Yes.
	Page 130		Page 132
1	A. Yes.	1	MR. COXWORTHY:
2	(12:15 p.m.)		
3		2	Q. Not just the dollar amount, but also what
	MR. COXWORTHY:	3	it's associated with.
4	MR. COXWORTHY: Q. If we can turn to page 18 of U-54 and Mr.	3 4	it's associated with. MS. HUTCHENS:
4 5	MR. COXWORTHY: Q. If we can turn to page 18 of U-54 and Mr. LeBlanc and yourself both testified about	3 4 5	it's associated with. MS. HUTCHENS: A. Yes.
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4 5 6 7	 MR. COXWORTHY: Q. If we can turn to page 18 of U-54 and Mr. LeBlanc and yourself both testified about how the 2018 test year costs coming out of the LIL, LTA costs have been reduced down to 	3 4 5 6 7	it's associated with. MS. HUTCHENS: A. Yes. MS. GLYNN: Q. Noted on the record.
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1	Page 133		Page 135
1	when it says "per employee" does that mean	1	Q. But you're budgeting a certain amount to pay
2	all of the people on the page eight chart?	2	for or reimburse employees for their travel?
3	MS. HUTCHENS:	3	MS. HUTCHENS:
4	A. I can't recall the math. I do remember a	4	A. Yes.
5	discussion around that and the fact that	5	MR. COXWORTHY:
6	their assets are in the north, I think,	6	Q. For work purposes?
7	would -	7	MS. HUTCHENS:
8	MR. COXWORTHY:	8	A. Yes.
9	Q. Well, not all of them, of course.	9	MR. COXWORTHY:
10	MS. HUTCHENS:	10	Q. So, what do you budget for a Labrador – a
11	A. No, no, no, but a certain component of them.	11	Hydro Labrador employee?
12	MR. COXWORTHY:	12	MS. HUTCHENS:
13	Q. Sure.	13	A. I don't have that information. Mr. LeBlanc
14	MS. HUTCHENS:	14	could do that.
15	A. And they – I think they have an expectation	15	MR. COXWORTHY:
16	as well that, you know, as they run up and	16	Q. Would there be a specific amount for
17	use the new assets that, you know, through	17	Labrador employee versus -
18	the initial period as well, there's going to	18	MS. HUTCHENS:
19	be training that's got travel associated	19	A. I don't think we would necessarily break out
$\begin{vmatrix} 1 \\ 20 \end{vmatrix}$	with it and those sorts of things. So, we	20	Labrador because of the way the budgeting –
$20 \\ 21$	did challenge them on it because our average	20	it just doesn't -
$\begin{vmatrix} 21\\22 \end{vmatrix}$	travel cost is lower and you know, the	$\frac{21}{22}$	MR. COXWORTHY:
$\begin{vmatrix} 22\\23 \end{vmatrix}$	responses that we got back were associated	22	Q. You did say there was an average figure that
$23 \\ 24$		23	
	with, you know, the early use of the assets,	24	was less than this figure. Do you know what that is?
25	understanding the assets, making sure that	25	
	Page 134		Page 136
1	the people were appropriately trained, as	1	MS. HUTCHENS:
2	well as the geography differentials.	2	A. Not off the top of my head.
			1 2
3	MR. COXWORTHY:	3	MR. COXWORTHY:
4	Q. Now, Hydro has, correct me if I'm wrong,	3 4	MR. COXWORTHY: Q. Could you – could I have your undertaking to
4 5	Q. Now, Hydro has, correct me if I'm wrong, employees in Labrador?	3 4 5	MR. COXWORTHY: Q. Could you – could I have your undertaking to provide us with that?
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4 5 6 7 8 9	 Q. Now, Hydro has, correct me if I'm wrong, employees in Labrador? MS. HUTCHENS: A. Yes. MR. COXWORTHY: Q. Yeah. 	3 4 5 6 7 8 9	 MR. COXWORTHY: Q. Could you – could I have your undertaking to provide us with that? MS. HUTCHENS: A. Yes. MR. COXWORTHY: Q. Thank you.
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4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22	 Q. Now, Hydro has, correct me if I'm wrong, employees in Labrador? MS. HUTCHENS: A. Yes. MR. COXWORTHY: Q. Yeah. MS. HUTCHENS: A. Yes, we do. MR. COXWORTHY: Q. Do you know what the – if there's a specific travel allowance for those Hydro employees? MS. HUTCHENS: A. No, we don't have a travel allowance per se, no. MR. COXWORTHY: Q. Or, you know, the equivalent to what this item is here, travel, four to five thousand. I guess you're budgeting allowance is probably the wrong word. MS. HUTCHENS: 	3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23	 MR. COXWORTHY: Q. Could you – could I have your undertaking to provide us with that? MS. HUTCHENS: A. Yes. MR. COXWORTHY: Q. Thank you. MS. GLYNN: Q. Noted on the record. (12:19 p.m.) MR. COXWORTHY: Q. The office space rental item there of \$15,000 per employee per year and \$60,000 per year for Soldier's Pond, did you – how does that compare to the appropriate applicable Hydro benchmark? MS. HUTCHENS: A. So, the \$15,000 per year for shared services is consistent with ours. That reflects the operation of Hydro Place, as well as some

	0, 2018		NE flydio 2017 General Rate Application
	Page 137		Page 139
1	driven out of Hydro's costs. And the 60,000	1	Q. So, these forecast amount, do they represent
2	per year for Soldier's Pond was not. Now,	2	sort of the maximum amount that is forecast,
3	that's on a per employee basis. That's on	3	if there's – if I can call it complete
4	the total. So, we don't have a comparable	4	compliance with NERC? How are the forecast
5	asset for that.	5	numbers arrived at, to your understanding?
6	MR. COXWORTHY:	6	MS. HUTCHENS:
7	Q. So, that's for all the employees, not per	7	A. I think the consultant would have provided
8	employee, that 60,000?	8	advice there, in terms of what, you know,
9	MS. HUTCHENS:	9	the consultant would expect to see with a
10	A. That's correct.	10	certain level of NERC compliance. I'm not
11	MR. COXWORTHY:	11	sure specifically what level of NERC
12	Q. The safety supplies, \$1,000 per employee per	12	compliance, but it is my understanding that
13	year. Is that comparable to Hydro?	13	the decisions in terms of how far NERC
14	MS. HUTCHENS:	14	compliance would go have not necessarily
15	A. Yes, it is.	15	been made, which is kind of the nature of a
16	MR. COXWORTHY:	16	forecast. We didn't focus a lot on that one
17	Q. The NERC item there, "based on estimate	17	because it's – you know, it's not scheduled
18	provided by external consultant", can you	18	to come in until much later. So, as we get
19	explain to us your understanding of why	19	closer to Muskrat Falls, I think those
20	Hydro is being charged something in relation	20	decisions will be made and those costs will
20	to NERC?	20	be more clear.
$\begin{vmatrix} 21\\22 \end{vmatrix}$	MS. HUTCHENS:	22	MR. COXWORTHY:
$\begin{bmatrix} 22\\23 \end{bmatrix}$	A. It is the cost – potential cost associated	23	Q. If we could move on to page 20 of U-54?
23	with compliance with NERC, and I believe Mr.	23	There's reference there to "the interim
	LeBlanc gave some testimony in terms of, you	24 25	
25		23	contractual arrangements for use of the
	Page 138		Page 140
1	Page 138 know, our approach to that. And what	1	Page 140 LIL/LTA and will include" – and these are
1 2	Page 138 know, our approach to that. And what they've included in there is they had a	1 2	Page 140 LIL/LTA and will include" – and these are the arrangements that have not yet been
1 2 3	Page 138 know, our approach to that. And what they've included in there is they had a consultant provide them an estimate of the	1 2 3	Page 140 LIL/LTA and will include" – and these are the arrangements that have not yet been concluded? Is that right?
1 2 3 4	Page 138 know, our approach to that. And what they've included in there is they had a consultant provide them an estimate of the potential cost of complying with NERC and	1 2 3 4	Page 140 LIL/LTA and will include" – and these are the arrangements that have not yet been concluded? Is that right? MS. HUTCHENS:
1 2 3 4 5	Page 138 know, our approach to that. And what they've included in there is they had a consultant provide them an estimate of the potential cost of complying with NERC and they took that information from the	1 2 3 4 5	Page 140 LIL/LTA and will include" – and these are the arrangements that have not yet been concluded? Is that right? MS. HUTCHENS: A. Correct.
1 2 3 4 5 6	Page 138 know, our approach to that. And what they've included in there is they had a consultant provide them an estimate of the potential cost of complying with NERC and they took that information from the consultant and included it.	1 2 3 4 5 6	Page 140 LIL/LTA and will include" – and these are the arrangements that have not yet been concluded? Is that right? MS. HUTCHENS: A. Correct. MR. COXWORTHY:
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2 MR. COXWORTHY: 2 A. When we looked at those, we did look at
,
3 Q. Whether that's the case or not, but 3 Hydro's numbers. I can't recall the exact
4 certainly that's my interpretation. 4 Hydro numbers because they're in differen
5 MS. HUTCHENS: 5 places. But, we absolutely did look at the
6 A. Yeah. Mr. Fagan will be the best one to 6 FTE complement that we would have had
7 confirm that with, just to be sure, because 7 groups and you know, some up, some dow
8 I – you know, he's been very close to this. 8 know, in comparisons and we had discussion
9 MR. COXWORTHY: 9 around why that might be, and you know,
10 Q. Fair enough. I'll move on from that. Thank 10 balance, I think there's a – you know, how
11 you. Ms. Hutchens, you indicated that once, 11 got comfortable with it was through the
12 and if, Hydro is invoiced starting in the 12 exact process that you're asking about and
13 third or fourth quarter of 2018 by an 13 saying is that a reasonable FTE, minus the
14 appropriate Nalcor entity that you expect 14 eight system planning and operations folks
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14appropriate Nalcor entity that you expect14eight system planning and operations folks15them to provide a certain amount of detail15obviously. But that would be, you know,16about the LIL and LTA costs that they're16comparable to what I would expect that the
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	0, 2018		NL Hydro 2017 General Kale Application
	Page 145		Page 147
1	know, so for example, the environment, you	1	accounting treatment of such a transfer?
2	know, I believe we asked about that one.	2	MS. HUTCHENS:
3	But there's some environmental monitoring	3	A. I think it would depend on how the asset was
4	requirements associated with Muskrat Falls,	4	transferred.
5	so that would have explained why theirs was	5	MR. COXWORTHY:
6	a bit higher than what we would have	6	Q. Whether there was consideration paid for it
7	expected to see.	7	or not?
8	(12:30 p.m.)	8	MS. HUTCHENS:
9	MR. COXWORTHY:	9	A. On a whole bunch of different things. It
10	Q. Thank you. I think we're finished with U-	10	would be a fairly technical area from a
11	54. I'd like to move on. If we could bring	11	financial perspective.
12	up Information 11, and for context, if we	12	MR. COXWORTHY:
13	could – I'll just give Ms. Hutchens a	13	Q. It's not a simple answer?
14	moment, just to read Information 11. If we	14	MS. HUTCHENS:
15	could then also bring up Information 12.	15	A. It's not a simple answer, no.
16	And I asked some questions of Ms. Williams	16	MR. COXWORTHY:
17	about this and about whether there were any	17	Q. Would there be cost consequences for Hydro's
18	discussions she was aware of, of this asset,	18	customers in all likelihood?
19	these assets, the Exploits Generation Assets	19	MS. HUTCHENS:
$\begin{vmatrix} 1 \\ 20 \end{vmatrix}$	being disposed, transferred to Hydro, and I	20	A. It would be hard to say. It would depend on
$20 \\ 21$	believe her evidence was that certainly she	20	the terms and conditions of any kind of
$\begin{vmatrix} 21\\22 \end{vmatrix}$	was aware that that's something that's been	22	transfer. You know, customers today are
23	discussed over the years, but she wasn't	23	paying four cents for the power there.
$\frac{23}{24}$	aware of any present discussions about that,	24	MR. COXWORTHY:
25	certainly not anything about a disposition	25	Q. Relatively cheap power.
	Page 146	20	Page 148
1	of that sort this year. Are you aware of	1	MS. HUTCHENS:
2	any discussions or plans for Hydro to have	2	A. Yeah, so, you know, whether that is higher
13	that asset transferred to it or assets?	1	or lower after a transfer would be something t
$\begin{vmatrix} 3\\4 \end{vmatrix}$	that asset transferred to it or assets? MS_HUTCHENS:	3 4	or lower after a transfer would be something that would be subject to the terms and
4	MS. HUTCHENS:	4	that would be subject to the terms and
4 5	MS. HUTCHENS: A. No, no plans. You know, there's	4 5	that would be subject to the terms and conditions of the transfer.
4 5 6	MS. HUTCHENS: A. No, no plans. You know, there's discussions, as Ms. Williams has mentioned,	4 5 6	that would be subject to the terms and conditions of the transfer. MR. COXWORTHY:
4 5 6 7	MS. HUTCHENS: A. No, no plans. You know, there's discussions, as Ms. Williams has mentioned, from time to time. But as of now, no,	4 5 6 7	that would be subject to the terms and conditions of the transfer. MR. COXWORTHY: Q. If we could turn again to the Supplementary
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4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22	 MS. HUTCHENS: A. No, no plans. You know, there's discussions, as Ms. Williams has mentioned, from time to time. But as of now, no, there's no plan that I'm aware of. I believe we answered an RFI associated with that. I don't think we need to go to it, but just to note it on the record. MR. COXWORTHY: Q. Yes, please. MS. HUTCHENS: A. It's PUB-118. MR. COXWORTHY: Q. Thank you. MS. HUTCHENS: A. And you know, nothing's changed from the answer of that. So, I'll just reaffirm that the answer in that RFI is still current. MR. COXWORTHY: 	4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22	 that would be subject to the terms and conditions of the transfer. MR. COXWORTHY: Q. If we could turn again to the Supplementary Evidence that was filed on July 20th, and I anticipate you may refer me to Mr. Fagan for this, but I'll ask in any event. At page six, at the very top of page six, "Hydro anticipates its next GRA filing will include both 2020 and 2021 as test years". Can you give us, the Board, any indication of when or approximately when the next Hydro GRA filing will be? MS. HUTCHENS: A. I think it would be dependent a little bit in terms of other processes on the go as well, but Mr. Fagan would be the one that is closer to that, those discussions. MR. COXWORTHY:

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	Page 149	1	Page 151
	A. Thank you.		would characterize it as when we changed our
2	CHAIR:	2	borrowing process, such that we would borrow
3	Q. Thank you, Mr. Coxworthy. Ms. Greene.	3	through the province rather than direct to
4	GREENE, Q.C.:	4	the markets, that there was a 7 basis point
5	Q. Good afternoon, Ms. Hutchens.	5	average savings that we anticipated based on
6	MS. HUTCHENS:	6 7	historic information to gain there. The
7 A. Good afternoon, Ms. Greene.			savings from that change in borrowing
8	GREENE, Q.C.:	8	process had not been reflected through the
9	Q. One of the advantages of being the last to	9	test year because we hadn't made the
10	question is that most of the issues have	10	decision to do so when the test year was
11	been covered and the disadvantage is by now	11	filed. So the inter-savings that we
12	everyone is looking out the window. So,	12	estimated there is related to the 7 basis
13	let's try to do this so that we can all	13	point saving.
14	enjoy the sun this afternoon.	14	GREENE, Q.C.:
15	MS. HUTCHENS:	15	Q. And it's to do with the fact that you were
16	A. Good news is my back is to the window.	16	borrowing from the province, so your
17	5	17	interest costs were lower than you had
18	GREENE, Q.C.:	18	initially forecast when you filed your
19	Q. So the first area I did want to talk to you	19	revenue requirement?
20	about is the guarantee fee, and just to put	20	MS. HUTCHENS:
21	it into context, if we could bring up the	21	A. That is correct.
22	Grant Thornton Report on Hydro's 2017	22	GREENE, Q.C.:
23	general rate application at page 13 first,	23	Q. Okay. So if we go to the Supplemental
24	please, and here in line 7 to 14 Grant	24	Evidence, we've already looked at this, but
25	Thornton raised the issue of the amount	25	Table 4 on page 7, and here if we look at
	Page 150	20	Page 152
1	included in the revenue requirement with	1	the fourth item, reduction in fee and long-
2	respect to long term debt, and pointed out	2	term debt, the \$567,000.00, 2018, and the
$\begin{vmatrix} 2\\ 3 \end{vmatrix}$	the fact that the fee on the long term debt	3	\$672,000.00 in 2019, and then we look at the
4	had been adjusted by the Board in the last	4	item below, "Reduction in interest cost to
1	5 5	4 5	reflect borrowing from government", those
5	general rate application. Are you familiar with that issue?	6	
6 7		7	are the two issues we just talked about? MS. HUTCHENS:
- ·	MS. HUTCHENS:		
8	A. Yes, I am.	8	A. Yes.
9	GREENE, Q.C.:	9	GREENE, Q.C.:
10	Q. And if we scroll down a little bit further,	10	Q. Okay, so those two adjustments have already
11	we can see that the increase associated with	11	been made in the revenue requirement for
12	only that portion in your guarantee fee was	12	both years, is that correct?
13	laid out for the 2018 test year and the 2019	13	MS. HUTCHENS:
14	test year, is that correct?	14	A. That is correct, they were, subject to the
15	MS. HUTCHENS:	15	settlement agreement.
16	A. Yes.	16	GREENE, Q.C.:
17	GREENE, Q.C.:	17	Q. And these are the same issues that Grant
18	Q. The second issue, or a second issue was also	18	Thornton raised in its report, is that
19	raised by Grant Thornton on the same page,	19	correct?
20	if we go down to lines 22, which is the fact	20	MS. HUTCHENS:
21	that interest actually ended up being lower	21	A. Yes.
22	than Hydro had forecast for the revenue	22	GREENE, Q.C.:
23	requirement, is that correct?	23	Q. The remaining issue with respect to the
24	MS. HUTCHENS:	24	guarantee fee was raised with you by Mr.
25	A. I think the issue they pointed out there, I	25	O'Brien and it concerns the fee that Hydro

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	Page 153	1	Page 155		
	continues to pay to government. First,		Q. Okay. In response to questions from Mr.		
2	Hydro changed its policy and borrowed from	2	O'Brien, you did agree to provide the		
3	the province directly rather than the	3	requirement from government to pay this fee,		
4	capital markets for the first time late in	4	and if we can go to Undertaking 78, please,		
5	2017, is that correct?	5	and the attachment to that. If we look at		
6	MS. HUTCHENS:	6	the second paragraph in this letter directly		
7	A. Yes, it is.	7	to you from the Deputy Minister of Finance,		
8	GREENE, Q.C.:	8	we see that the government requires a		
9	Q. What are Hydro's plans for the test years,	9	payment from Newfoundland and Labrador Hydro		
10	2018 and 2019, with respect to any future	10	of a debt guarantee fee calculated using the		
11	borrowings? Will they still borrow directly	11	same terms and conditions as presented under		
12	from the province, or will they go back to	12	Order in Council 2011-218 for debt on-lent		
13	the capital markets?	13	to Hydro under the authorization of the		
14	MS. HUTCHENS:	14	Order in Council 2017-347. Can you confirm		
15	A. I would think we would still continue to	15	for the record that the basis of the		
16	borrow directly from the province. You	16	calculation of that fee is the same as had		
17	know, the analysis that we did at the time	17	existed prior to borrowing directly from the		
18	from a least cost perspective was that based	18	province when you borrowed from the capital		
19	on what we were observing in the markets,	19	markets?		
20	that would continue to be the circumstance	20	MS. HUTCHENS:		
20	going forward. So we would anticipate	20	A. Yes, it is.		
$\begin{vmatrix} 21\\22 \end{vmatrix}$	continuing to do that.	22	GREENE, Q.C.:		
$\begin{vmatrix} 22\\23 \end{vmatrix}$	GREENE, Q.C.:	23	Q. With respect to that, it was 50 basis points		
23	Q. We don't have on the record to date the	23 24	for long term debt, is that correct?		
24	amount that is included in the revenue	24	MS. HUTCHENS:		
23		23			
	Page 154	1	Page 156		
$\begin{vmatrix} 1 \\ 2 \end{vmatrix}$	requirement for 2018 and 2019 associated	1 2	A. It's 50 basis points for long term debt with		
$\begin{vmatrix} 2\\ 2 \end{vmatrix}$	with the payment of a fee to government for	$\frac{2}{3}$	a term to maturity of 10 years or more. So		
	the borrowing directly from government. Are		10 years is the cutoff point. Below 10,		
4	you aware of what that amount would be?	4	it's 25 basis points, or 10 and below, I		
5	MS. HUTCHENS:	5	should say.		
6	A. It is 50 basis points of the $-I$ don't think	6	GREENE, Q.C.:		
7	I actually have the number here, Ms. Greene,	7	Q. And this is the fee that was adjusted by the		
8	but it's 50 basis points on the $-$ in 2018,	8	Board in its order on the last GRA, is that		
9	there's be 50 basis points on 300 million	9	correct?		
10	dollars that we borrowed last year, and for	10	MS. HUTCHENS:		
11	2019, it would be 50 basis points on the	11	A. Yes, it was, yes, The methodology in		
12	borrowing that we did in 2018 and 2019, for	12	Undertaking 139 from that order – from that		
13	a total of \$600,000.00. I could undertake	13	hearing.		
14	to provide you the actual number if you	14	GREENE, Q.C.:		
15	like, but that's the math.	15	Q. At the time that the appropriateness of the		
16	GREENE, Q.C.:	16	fee was considered in the last rate		
17	Q. Yes, if you could undertake to provide the	17	application, Hydro filed evidence to support		
18	amount in the test years associated with the	18	the value that it was receiving in exchange		
19	fee Hydro forecast it will pay to government	19	for paying the fee. Has Hydro updated that		
	- $ -$	20	analysis that was done by Scotia Bank at		
20	associated with borrowing directly from the				
	associated with borrowing directly from the government?	21	that time that that fee is continuing to be		
20	ę ;	21 22	that time that that fee is continuing to be appropriate, first in terms of the value for		
20 21	government?				
20 21 22	government? MS. HUTCHENS:	22	appropriate, first in terms of the value for		
20 21 22 23	government? MS. HUTCHENS: A. Yes.	22 23	appropriate, first in terms of the value for 2018 and 2019?		

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1	analysis. I think we relied on the Order of	1	GREENE, Q.C.:
2	the Board at the time, who indicated that	2	Q. That was with respect to the actual interest
3	the Scotia Bank analysis had been presented		costs, but did you do any analysis with
4	and there was also alternate analysis	4	respect to whether the fee that the
5	provided by, I believe, Grant Thornton.	5	government directed you to pay here is the
6	GREENE, Q.C.:	6	appropriate fee to pay for what you are
7	Q. Yes.	7	receiving?
8	MS. HUTCHENS:	8	MS. HUTCHENS:
9	A. And that resulted in the calculation in	9	A. No, we did not do further analysis.
10	Undertaking 139. So we accepted that and	10	GREENE, Q.C.:
11	moved ahead with that.	11	Q. Okay. From your perspective, how would the
12	GREENE, Q.C.:	12	Board determine the value that Hydro does
13	Q. And that analysis was with respect to the	13	receive is proportionate to the fee that is
14	capital market conditions that existed at	14	now being paid?
15	that time, is that correct?	15	MS. HUTCHENS:
16	MS. HUTCHENS:	16	A. I think any kind of value determination in
17	A. I would have to go back and check that, but	17	that fee is difficult to do, and I think
18	that would be my expectation, yes.	18	that was one of the underlying concerns with
19	GREENE, Q.C.:	19	the evidence we put forward last time.
20	Q. To your knowledge, did Hydro consider	20	Ideally, if you want to do that analysis,
21	undertaking a new analysis to determine	21	you need to sort of look at what Hydro would
22	whether the fee continues to be appropriate?	22	be able to borrow at if it did not have the
23	MS. HUTCHENS:	23	benefit of the government guarantee versus
24	A. We did consider it and chose not to, and	24	what we could borrow with the benefit of the
25	relied upon the prior one. When we filed	25	government guarantee, and that's difficult
	Page 158		Page 160
1	the general rate application, you know, we	1	to do in absence of a credit rating, and the
2	had not decided to go down this road. So	2	credit rating agencies are, you know, sort
3	there's a little bit of a time gap here as	3	of automatically attaching us to the
4	well that's at play.	4	government credit by virtue of where we've
5	GREENE, Q.C.:	5	been. So it is a bit of a difficult
6	Q. You have changed your approach to borrowing.	6	analysis to do, and I think the analysis
7	You will borrow directly from the province	7	that we did in 2015 was done with that in
8	instead of the capital markets?	8	mind, but I think the Board felt that the
9	MS. HUTCHENS:	9	analysis provided by the consultant to the
10	A. Yes.	10	Board was – they relied upon that analysis
11	GREENE, Q.C.:	11	in the process.
12	Q. Did you consider whether it was appropriate	12	(12:45 p.m.)
13	to have any analysis done to determine the	13	GREENE, Q.C.:
14	value of that approach versus directly to	14	Q. Moving on to another area which is the
15	the capital markets?	15	performance contract payments, I believe
16	MS. HUTCHENS:	16	you've already testified that you are
17	A. Yes, we did complete some analysis on that.	17	familiar with the Board's Order from its
18	We actually looked at the capital market	18	last general rate application, is that
19	data, and filed that analysis with the	19	correct?
20	application to borrow the funds that were	20	MS. HUTCHENS:
21	included in the test year. So we filed an	20	A. Yes.
22	application with the Board last fall to do	22	GREENE, Q.C.:
		23	O. So that you are aware that the Board
23	those borrowings. So the analysis was	23 24	Q. So that you are aware that the Board expressed concerns with respect to the
		23 24 25	Q. So that you are aware that the Board expressed concerns with respect to the composition of Hydro's performance contract

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	arrangements, and did not allow inclusion of	1	that only 50 percent of the payments related
2	any amount for performance contracts in the	2	to financial performance and regulatory
3	revenue requirement in the last rate case,	3	performance were appropriate to recover from
4	is that correct?	4	ratepayers. Do you recall that?
5	MS. HUTCHENS:	5	MS. HUTCHENS:
6	A. Correct.	6	A. Generally, yes. Not the specific details,
7	GREENE, Q.C.:	7	but, yes, generally.
8	Q. And, in fact, in that Order, and we can go	8	GREENE, Q.C.:
9	to it if necessary, the Board said that	9	Q. And what we have just looked at here in PUB-
10	before any amounts will be included for	10	NLH-060 included the full amount of Hydro's
11	future revenue requirements, Hydro would	11	performance forecast payments, is that
12	have to demonstrate that the performance	12	correct?
13	contracts in place at Hydro were of benefit	13	MS. HUTCHENS:
14	to ratepayers, is that correct?	14	A. Yes, that is correct. That's my
15	MS. HUTCHENS:	15	understanding.
16	A. Yes.	16	GREENE, Q.C.:
17	GREENE, Q.C.:	17	Q. I wonder if we go to Undertaking 19, please.
18	Q. Hydro didn't file any evidence when it filed	18	So, this was in response to an undertaking
19	its rate application with respect to	19	that I had asked for and does this
20	addressing those concerns the Board had	20	demonstrate that if the same treatment is
21	addressed. I wondered if –	21	taken for payments related to financial
22	MS. HUTCHENS:	22	performance and regulatory performance, the
23	A. I can't recall, so I'll trust your –	23	amounts included in the 2018 and 2019 test
24	GREENE, Q.C.:	24	year should be reduced shown in that
25	Q. Well, subject to check.	25	response. Is that correct?
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1	-		Page 164
1	MS. HUTCHENS:	1	MS. HUTCHENS:
2	MS. HUTCHENS: A. Yes, yes.	2	MS. HUTCHENS: A. I believe yes, that's what the calculation
$\begin{vmatrix} 2\\ 3 \end{vmatrix}$	MS. HUTCHENS: A. Yes, yes. GREENE, Q.C.:	2 3	MS. HUTCHENS: A. I believe yes, that's what the calculation is showing.
2 3 4	MS. HUTCHENS: A. Yes, yes. GREENE, Q.C.: Q. And I was going to ask you was there any	2 3 4	MS. HUTCHENS: A. I believe yes, that's what the calculation is showing. GREENE, Q.C.:
2 3 4 5	MS. HUTCHENS:A. Yes, yes.GREENE, Q.C.:Q. And I was going to ask you was there any reason why Hydro had not responded to the	2 3 4 5	MS. HUTCHENS:A. I believe yes, that's what the calculation is showing.GREENE, Q.C.:Q. Is there any reason from your perspective
2 3 4 5 6	 MS. HUTCHENS: A. Yes, yes. GREENE, Q.C.: Q. And I was going to ask you was there any reason why Hydro had not responded to the Board's direction in the Order to address 	2 3 4 5 6	 MS. HUTCHENS: A. I believe yes, that's what the calculation is showing. GREENE, Q.C.: Q. Is there any reason from your perspective that the Board would treat Hydro differently
2 3 4 5 6 7	 MS. HUTCHENS: A. Yes, yes. GREENE, Q.C.: Q. And I was going to ask you was there any reason why Hydro had not responded to the Board's direction in the Order to address the concerns? 	2 3 4 5 6 7	 MS. HUTCHENS: A. I believe yes, that's what the calculation is showing. GREENE, Q.C.: Q. Is there any reason from your perspective that the Board would treat Hydro differently with respect to these types of payments and
2 3 4 5 6 7 8	 MS. HUTCHENS: A. Yes, yes. GREENE, Q.C.: Q. And I was going to ask you was there any reason why Hydro had not responded to the Board's direction in the Order to address the concerns? MS. HUTCHENS: 	2 3 4 5 6 7 8	 MS. HUTCHENS: A. I believe yes, that's what the calculation is showing. GREENE, Q.C.: Q. Is there any reason from your perspective that the Board would treat Hydro differently with respect to these types of payments and what is allowed to be recovered from
2 3 4 5 6 7 8 9	 MS. HUTCHENS: A. Yes, yes. GREENE, Q.C.: Q. And I was going to ask you was there any reason why Hydro had not responded to the Board's direction in the Order to address the concerns? MS. HUTCHENS: A. I'm afraid I can't answer the question. It 	2 3 4 5 6 7 8 9	 MS. HUTCHENS: A. I believe yes, that's what the calculation is showing. GREENE, Q.C.: Q. Is there any reason from your perspective that the Board would treat Hydro differently with respect to these types of payments and what is allowed to be recovered from ratepayers than it would Newfoundland Power?
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	Page 165		Page 167
1	in my head to make and I, you know, I	1	A. Yes, I would agree with that
	•	2	characterization.
$\begin{vmatrix} 2 \\ 2 \end{vmatrix}$	believe there was some commentary on the RFI		
3	we just looked at too in the bottom	3	GREENE, Q.C.:
4	paragraph there that sort of reinforces that	4 5	Q. Okay, and if we go to PUB-NLH-125, and if
5			you scroll down, are thesecan you explain
6			what levels of management there are at Hydro
7	7 Q. I'm sorry, what are you referring to?		that are listed there in Table 1 as
8	MS. HUTCHENS:	8	positions that would be entitled to
9	A. Yeah, can we just go back to the RFI that we	9	performance contracts?
10	had there last time, please.	10	MS. HUTCHENS:
11	GREENE, Q.C.:	11	A. I would characterize those positions as the
12	Q. PUB-NLH-060?	12	executive group and the group of individuals
13	MS. HUTCHENS:	13	that report to the executive group, not
14	A. Yeah, so we have undertaken to change our	14	necessarily all of them, but that would be a
15	performance contracts from lines 11 there.	15	general characterization.
16	So, the redesign of the plans addresses the	15	•
			GREENE, Q.C.:
17	concerns presented. Hydro has redesigned	17	Q. And are you aware if there's been any change
18	its short-term incentive plan to ensure	18	in the list of positions that have been
19	clear and demonstrable benefit to the	19	filed in response to that undertaking? And
20	customer and it is focused only on Hydro	20	if not, we can take it as an undertaking to
21	measures of performance related to the areas	21	file a revised table.
22	of safety reliability, financial cost	22	(12:54 p.m.)
23	management, integration and regulatory. And	23	MS. HUTCHENS:
24	then we included the 100 percent on that	24	A. Yeah, I'd like to take it away and just
25	basis.	25	confirm the positions there. You know, we
	Page 166		Page 168
1	-	1	e
1	GREENE, Q.C.:	1	have changed some things going forwards, but
2	GREENE, Q.C.: Q. Yes, and I took it from that response and	2	have changed some things going forwards, but not for the 2018 or '19 years.
$\begin{vmatrix} 2\\ 3 \end{vmatrix}$	GREENE, Q.C.:Q. Yes, and I took it from that response and from the performance contracts that we're	2 3	have changed some things going forwards, but not for the 2018 or '19 years. GREENE, Q.C.:
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2 3 4 5 6	 GREENE, Q.C.: Q. Yes, and I took it from that response and from the performance contracts that we're filed in another RFI response that you have removed the connection to Nalcor's financial performance or Nalcor's reliability 	2 3 4 5 6	 have changed some things going forwards, but not for the 2018 or '19 years. GREENE, Q.C.: Q. Okay. Turning to the last area, which is vacancies. You testified earlier this week that you're on track to achieve your
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	0,2010		THE Hydro 2017 General Rate Application		
	Page 169		Page 171		
1	A. Thank you, Ms. Maureen.	1	will start in 2018, will grow in 2018, but,		
2	CHAIR:	2	you know, in any sort of initiative like		
3	Q. Thank Ms. Maureen. Any redirect?	3	this, I think you'd expect to see some of		
4	4 MR. YOUNG:		the smaller, sort of easier hits early and		
5	5 Q. Yes, just one, Madam Chair, thanks.		then when you get at the real structural		
6			changes going forwards that you could see		
7	Q. I wonder, Madam Chair, I did have a couple	7	savings there as well. So, it would be a		
8	of questions on the undertakings this	8	combination, it would come in over the next		
9	morning and it should only take a couple of	9	number of years would be my expectation.		
10	minutes. I wonder if I should ask those, if	10	And it depends on the individual initiatives		
11	I could ask those if there's no objection	11	and how we work through them.		
12	before Mr. Young does his re-direct?	12	MR. O'BRIEN:		
12	MR. YOUNG:	12	Q. And in the Undertaking 66 there's a number		
13	Q. I don't think there's a problem with that.	13	of bi-weekly reports that are provided and		
15	MR. O'BRIEN:	14	Mr. Browne took you through some of the		
		15			
16			projected annualized savings, and there were		
17	forth, then if anything arises from that'll	17	a couple that talked about immediate		
18	give you the opportunity on that.	18	savings. I wonder if you could undertake		
19	CHAIR:	19	just to provide us with those areas where		
20	Q. Sure.	20	you'd expect immediate savings and the		
21	MR. O'BRIEN:	21	amounts that might be reflected in the test		
22	Q. I just had a couple of questions for you,	22	years?		
23	Ms. Hutchens. On the executive plan, and	23	(12:57 p.m.)		
24	that's Undertaking 65, there's a mention and	24	MS. HUTCHENS:		
25	I'm going to get the page here, but there's	25	5 A. Yes, and the timing thereof, yes.		
			The second and the thing thereof, yes.		
	Page 170		Page 172		
1		1	Page 172 MR. O'BRIEN:		
	Page 170		Page 172		
1	Page 170 a mention of a target; it's page 23. I just	1	Page 172 MR. O'BRIEN:		
1 2	Page 170 a mention of a target; it's page 23. I just wanted to get some clarification. There's	1 2	Page 172 MR. O'BRIEN: Q. And the timing thereof?		
1 2 3 4	Page 170 a mention of a target; it's page 23. I just wanted to get some clarification. There's three bullets at the top of Appendix two there. Identify initiatives, efficiencies	1 2 3	Page 172 MR. O'BRIEN: Q. And the timing thereof? MS. HUTCHENS: A. Yes, I'd be happy to do that. What we've		
1 2 3 4 5	Page 170 a mention of a target; it's page 23. I just wanted to get some clarification. There's three bullets at the top of Appendix two there. Identify initiatives, efficiencies with a projected annual documented savings	1 2 3 4	Page 172 MR. O'BRIEN: Q. And the timing thereof? MS. HUTCHENS:		
1 2 3 4	Page 170 a mention of a target; it's page 23. I just wanted to get some clarification. There's three bullets at the top of Appendix two there. Identify initiatives, efficiencies with a projected annual documented savings of 5 million dollars. Is that a target	1 2 3 4 5	Page 172 MR. O'BRIEN: Q. And the timing thereof? MS. HUTCHENS: A. Yes, I'd be happy to do that. What we've got on our deck today. MR. O'BRIEN:		
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	0, 2018		NL Hydro 2017 General Kate Application
	Page 173		Page 175
1	consultant. Could you tell me what that	1	Q. Hardly worth the effort.
2	cost is related to?	2	CHAIR:
3	MS. HUTCHENS:	3	Q. I wrote 600 million.
4	A. That cost was a cost that we built in, it's	4	MR. YOUNG:
5	not a large bill from a consultant	5	Q. I did too, actually, I thought it was 600
6	perspective. It's intended to provide the	6	million.
7	team with some flexibility to take advice if	7	CHAIR:
8	there's any particular technical areas that	8	Q. Any questions?
9	need some advice on. So, it's not intended	9	COMMISSIONER OXFORD:
10	to replace the work of the team, it's	10	Q. No questions.
11	intended to supplement the work of the team	11	CHAIR:
12	if there's any particular initiative that	12	Q. And I have no questions. Thank you, Ms.
13	could aid with some technical assistance	13	Hutchens, to use Mr. Fitzgerald's term,
14	there.	14	thank you for your fortitude.
15	MR. O'BRIEN:	15	MS. HUTCHENS:
16	Q. And do you know if there's been any actuals	16	A. Thank you all very much.
17	to date with respect to that cost hike?	17	CHAIR:
18	MS. HUTCHENS:	18	Q. It's been a long week. Ms. Glynn, I guess
19	A. No, there have been no costs incurred to	19	you'll have to tell us what happens next.
$\frac{1}{20}$	date.	20	MS. GLYNN:
$20 \\ 21$	MR. O'BRIEN:	20	Q. We are adjourned until August 6th, we will
$\begin{vmatrix} 21\\22 \end{vmatrix}$	Q. Okay. That's all the questions I have,	21	not sit next week, and we will start with
$\begin{vmatrix} 22\\23 \end{vmatrix}$	Madam Chair.	22	Mr. Kevin Fagan anxiously awaiting, at 9:00
23	CHAIR:	23 24	a.m.
25	Q. Thank you, Mr. O'Brien.	24	CHAIR:
25	Q. Indik you, wit. O Diteli.	25	CIII III.
	D 174		Dec. 17(
1	Page 174	1	Page 176
1	MS. HUTCHENS:	1	Q. At 9:00 a.m., so we'll adjourn until a week
2	MS. HUTCHENS: A. Thank you, Mr. O'Brien.	2	Q. At 9:00 a.m., so we'll adjourn until a week from Monday at 9:00. Thank you.
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CERTIFICATE	
I, Judy Moss, hereby certify that the foregoing is a true and correct transcript in the Newfoundland and Labrador Hydro 2017 General Rate Application, heard on the 26th 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 26th day of July, 2018	
Judy Moss	

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