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3 **Q. Would the reliability standard be a range from minimum to maximum for**  
4 **acceptable performance to be achieved for each performance standard? What does**  
5 **Mr. Bowman intend the consequences to be if performance fell outside the**  
6 **acceptable performance range or target?**  
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8 **A.** Mr. Bowman believes development of the standard should be a cooperative effort  
9 among Newfoundland Power, Newfoundland and Labrador Hydro and the Consumer  
10 Advocate with participation by the Board as necessary. Therefore, he is open to various  
11 approaches. However, he prefers a reliability target for the system as a whole with  
12 reporting on an annual and multi-year (i.e., 3 or 5 years) rolling average basis. He  
13 believes that reliability should be reported on a regional basis as well, and for the worst  
14 performing feeders with reliability that falls short of a specified target. Performance  
15 targets relating to other aspects of service, such as call center performance, billing  
16 performance, meter reading performance, etc., should likewise have minimum  
17 performance targets. If Newfoundland Power falls short of a target, it should be required  
18 to provide an explanation of why the target has not been met with proposed corrective  
19 measures. If Newfoundland Power believes that corrective measures are not necessary, it  
20 should be required to explain why subject to the Board's acceptance and direction. Of  
21 course, Newfoundland Power may wish to back its performance with guarantees such as  
22 those that Green Mountain Power provides its customers. For example, if an electric  
23 service installation is not completed within five days of the promised delivery date, Green  
24 Mountain Power provides a direct \$25 payment to the customer. The money comes from  
25 Green Mountain Power shareholders, and is not included in future electricity rates.  
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