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1 NOTE TO READER: There are many “inaudible” and
 2 “unintelligible” portions in this transcript due to
 3 poor recording which was not recorded by Discoveries
 4 Unlimited Inc.
 5 CHAIR:
 6 Q. Good morning, everybody. We’re having some
 7 technical issues, my apologies. I
 8 understand that the rest of the transcripts
 9 are coming in now. They’re being delivered
 10 within a couple of minutes. Sarah and Renee
 11 will do that while we’re going to start.
 12 One preliminary issue, Mr. Templeton?
 13 MR. TEMPLETON:
 14 Q. Yes, that’s correct. Thank you, Madam
 15 Chair. As a preliminary issue, we are now
 16 prepared to address undertaking #1. The
 17 reference is transcript of April 16, 2018,
 18 Part II, Page 35, line 6. This undertaking
 19 arose in the context of the questions from
 20 Mr. O’Brien around IC-NLH-122 Attachment 1,
 21 and specifically the table on page 20. Page
 22 35 on line 6 of the transcript, Mr. O’Brien
 23 asked the witness, “Do these rates, to the
 24 best of your knowledge, account for revenues
 25 from off-island sales?”. The answer came at

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1 line 10, “No”. At line 22, the answer,
 2 “These are unmitigated rates. I don’t think
 3 they account for off-island sales”. Page
 4 36, line 1, answer, “I actually don’t know”.
 5 The undertaking was asked at Page 36, line
 6 3, question, “If you can check on that and
 7 confirm with us”. So, Mr. Haynes, have you
 8 now had an opportunity to check on that?
 9 MR. HAYNES:
 10 A. Yes, and they do include the off-island
 11 sales of energy that Hydro owns. I think I
 12 may have referred to what I call a
 13 “sanctioned load forecast”, which basically
 14 was the load forecast when the project was
 15 sanctioned, and energy below that line is
 16 Hydro’s energy, but our load forecast has
 17 dropped a bit, so that energy is included in
 18 those rates. The sales of those energy at
 19 market rates is included.
 20 MR. TEMPLETON:
 21 Q. Thank you.
 22 CHAIR:
 23 Q. Okay, back to you, Mr. O’Brien.
 24 MR. HAYNES – CROSS-EXAMINATION BY MR. O’BRIEN:
 25 MR. O’BRIEN:

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1 Q. Mr. Haynes, just to follow up on that in
 2 terms of including the off-island sales,
 3 that figure that we looked at, Hydro’s
 4 contribution to that overall amount, I think
 5 it was 6.8 cents a kilowatt hour, and so
 6 that’s included in that figure, is that –
 7 MR. HAYNES:
 8 A. The best person to answer those questions
 9 and get into that detail would be Mr. Fagan,
 10 who would be more familiar on the mechanics
 11 of the structure than I.
 12 MR. O’BRIEN:
 13 Q. And in terms of responding to the
 14 undertaking, have you seen any documentation
 15 to confirm your answer?
 16 MR. HAYNES:
 17 A. Other than discussion with the folks who
 18 actually participated in the analysis that
 19 that basically was included, the load
 20 forecast that was used for project sanction
 21 included, obviously, Hydro’s load forecast,
 22 which is obviously the reason the project
 23 was undertaken, that energy below that
 24 sanction load forecast line is Hydro’s. So
 25 that analysis did include the sale of those

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1 unused energy that Hydro has rights to at
 2 the export price, which I don’t know that
 3 either, Mr. Fagan may be able to answer that
 4 if that was an issue.
 5 MR. O’BRIEN:
 6 Q. I’ll ask Mr. Fagan those questions. Before
 7 we leave that, we were talking yesterday
 8 about the restructure. I don’t think I
 9 asked you about the off-island purchases
 10 account, and find out whether or not you
 11 felt – I asked a question about the optics
 12 of it and whether you thought there might be
 13 some concern about the optics of that
 14 particular account collecting O & M costs
 15 prior to Muskrat Falls Project being fully
 16 commissioned. I wonder from an engineering
 17 perspective, once the LIL is energized and
 18 in operation, would you consider the project
 19 near commissioning?
 20 MR. HAYNES:
 21 A. I would consider – I mean, the project has
 22 three key components; obviously, the Muskrat
 23 Falls Generating Station, the Labrador
 24 Transmission Assets, and the Labrador Island
 25 Link, and the lines aspect are, you know,

Page 5

1 near commissioning, yes, the lines are in
 2 service. They are used and useful, they're
 3 delivering power to Muskrat Falls and onto
 4 the island and they are in service.

5 MR. O'BRIEN:
 6 Q. Okay, let's go back to where we left off in
 7 terms of the restructure. I think the last
 8 we were talking about was this consultation
 9 process, but we'll talk about the process
 10 itself. I wonder whether or not you
 11 considered any alternatives to the present
 12 restructure or present organization you've
 13 got now when you moved from the matrix
 14 organization to the present one, were there
 15 any alternative structures looked at?

16 MR. HAYNES:
 17 A. No, not really. Obviously, we looked at
 18 organizational charts from other utilities,
 19 but basically from the point of view of the
 20 geography that we operate under, and the
 21 large investment in generation and the
 22 uniqueness of that versus transmission and
 23 distribution, we think that what we put
 24 forward from the point of view of structure
 25 covers off, you know, a structure that

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1 affords a high level of scrutiny and
 2 responsibility for the respective assets.
 3 So the wires (phonetic) is in one area along
 4 with the NLSO, which operate the
 5 transmission system and the energy control
 6 centre. All the generation is under AVP
 7 responsible, finance and - corporate and
 8 financial related services, risk, insurance,
 9 and commercial things and so on are under
 10 finance, and the regulatory—and corporate
 11 service has picked up regulatory, which is
 12 extremely important, obviously, to a
 13 regulated utility, and we've included in
 14 there HR, Communications, Safety, and
 15 Environment. We think what we have put
 16 forward is pretty appropriate for our
 17 company.

18 MR. O'BRIEN:
 19 Q. Were any feasibility reports produced on the
 20 change in structure?

21 MR. HAYNES:
 22 A. No.

23 MR. O'BRIEN:
 24 Q. During the last General Rate Application, we
 25 talked about matrix organizations, how it is

Page 7

1 a cost-effective structure. Did you look at
 2 any – do any analysis as to whether or not
 3 this structure was more cost effective than
 4 the matrix structure?

5 MR. HAYNES:
 6 A. No, we didn't. Basically, we took a fair
 7 bit of instruction, if you will, from the
 8 reports and reviews that were done on the
 9 Prudency Review and the analysis done by the
 10 consultants. There are things that we do
 11 share with Nalcor. So from the point of
 12 view of totally standalone, we share some –
 13 our supply chain folks do the purchasing for
 14 the organization as a whole. So we haven't
 15 unbundled, if you will, or taken things
 16 apart to that degree. There are things that
 17 make sense. That's one area, in particular,
 18 where it doesn't make sense to establish two
 19 completely separate purchasing service
 20 supply chain groups. We've also retained
 21 some HR administrative, department payroll
 22 and so on, we don't need to have two payroll
 23 groups. So we haven't blindly, if you will,
 24 just separated everything totally and
 25 absolutely. There are areas where there's

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1 inter-company operations, and I know that
 2 the IT, there's an IT side, or the corporate
 3 business systems is one for discussion, but
 4 that too, it doesn't make sense to go out
 5 and rebuild all those things independently
 6 when there are savings from that
 7 perspective. So it's not absolute and
 8 total. There are parts where it makes sense
 9 to continue sharing services.

10 MR. O'BRIEN:
 11 Q. So there was no cost analysis done?

12 MR. HAYNES:
 13 A. No. We did try to make sure that we were
 14 not increasing cost to any significant
 15 extent when we actually separated from that
 16 perspective.

17 MR. O'BRIEN:
 18 Q. Did you look at whether or not new bodies
 19 were going to be required or new FTE's were
 20 going to be required?

21 MR. HAYNES:
 22 A. We tried to hold a – I don't recall specific
 23 numbers, but we tried to hold the total
 24 number of FTE's that were allocated one way
 25 or the other in or out of Hydro to be

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1 roughly the same. There were some changes,
 2 obviously, because we done some things, but
 3 we think they're reasonable investments, if
 4 you will, that will bring value to the
 5 shareholder – I'm sorry, value to the
 6 customer at the end of the day by our
 7 attention to our mandate.
 8 MR. O'BRIEN:
 9 Q. Have you had any assessment really as to how
 10 it worked out in terms of the cost-effective
 11 basis, did it cost you more in this scenario
 12 than it would have?
 13 MR. HAYNES:
 14 A. I don't know the numbers offhand, but I know
 15 Ms. Dalley was key and instrumental in
 16 actually going down through and separating
 17 the different departments, with input
 18 obviously from everybody, and review and
 19 approval by the team at large. She may have
 20 those numbers.
 21 MR. O'BRIEN:
 22 Q. And in terms of justifying the
 23 reorganization as being cost effective,
 24 would Ms. Dalley be the one to talk to about
 25 that?

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1 MR. HAYNES:
 2 A. She could speak to any incremental cost
 3 associated with that.
 4 MR. O'BRIEN:
 5 Q. Okay.
 6 MR. HAYNES:
 7 A. And, obviously, you know, as you go through
 8 and as years go by, we made a cut at - in
 9 reorganizing the system, took all our
 10 engineering as self contained and so on, so
 11 whether we're 100 percent, you're never 100
 12 percent, there's always an evolution, but
 13 there's no major changes foreseen in the
 14 future.
 15 MR. O'BRIEN:
 16 Q. So at the time you were doing the
 17 restructuring, you would have had visibility
 18 into what we were talking about yesterday in
 19 terms of increased rates coming down
 20 probably in a few years just with the
 21 Muskrat Falls Project being –
 22 MR. HAYNES:
 23 A. Well, we certainly knew that was coming,
 24 yes.
 25 MR. O'BRIEN:

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1 Q. So why wouldn't you at that time have done a
 2 detailed analysis if you're going to do a
 3 restructuring of the cost benefit to
 4 customers, you know, if the rates are going
 5 to be increasing in the future?
 6 MR. HAYNES:
 7 A. We are looking at – currently we are looking
 8 at opportunities to save money. We've had a
 9 productivity improvement group set up, no
 10 additional hires, by the way, and we are
 11 looking at all things to actually reduce our
 12 total cost of operation. So that doesn't
 13 stop. We're continually at that, we're
 14 looking for efficiencies in everything we
 15 do. We have renewed our efforts in that area
 16 and we're focused on it quite a bit,
 17 actually.
 18 MR. O'BRIEN:
 19 Q. I wonder if we could look at some of the
 20 primary changes. We talked about some of
 21 that yesterday. Can we bring up Page 323 of
 22 the evidence, and at lines 6 to 16, here we
 23 go, there's some primary changes mentioned
 24 so the creation of a separate and dedicated
 25 executive team, we talked about that, and

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1 that's something I understand was a
 2 recommendation from Liberty, is that right?
 3 MR. HAYNES:
 4 A. I think the recommendation from Liberty was
 5 the fact there was not enough focus – in a
 6 nutshell, there was not enough focus on
 7 Hydro specific issues. My read of it was
 8 that, basically, they felt that it was a bit
 9 diluted in the overall Nalcor structure and
 10 objectives.
 11 MR. O'BRIEN:
 12 Q. "Reduced reliance on parent company for
 13 services that were previously shared among
 14 Nalcor business lines". We talked about
 15 that. There's still some areas where
 16 there's going to be some shared services?
 17 MR. HAYNES:
 18 A. Yes, where it doesn't make sense to have,
 19 for instance, two supply chain departments
 20 or two groups of people administering
 21 payroll systems and things like that.
 22 MR. O'BRIEN:
 23 Q. How about the executive team, what level is
 24 the executive team involved in shared
 25 services?

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1 MR. HAYNES:
 2 A. I'm sorry, can you repeat?
 3 MR. O'BRIEN:
 4 Q. The executive team now at Hydro, to what
 5 level do they provide services to other
 6 lines of Nalcor?
 7 MR. HAYNES:
 8 A. Very little. As I said, supply chain spends
 9 some time, obviously, servicing requests for
 10 Churchill Falls or whatever, but from the
 11 point of view of the executive team, very
 12 little time is spent on – very little, if
 13 any. I would suggest there's probably some
 14 by Mr. Young because we're still dealing
 15 with TTO, The Transmission of Operations. We
 16 still, obviously, have interfaces with
 17 Nalcor in trying to make sure that all these
 18 things come into service and are reliable
 19 and meet our needs, but it's extremely
 20 limited.
 21 MR. O'BRIEN:
 22 Q. I can probably show you. There's an RFI
 23 there, PUB-NLH-28, if we can bring that up.
 24 There's an assessment, I think, of hours.
 25 There's four members of the Hydro Executive

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1 Team. Scroll down there. Yes, there we go,
 2 we have a chart there. So the hours charged
 3 to Nalcor in 2016/2017. I don't see you on
 4 that list, so would you have provided any
 5 services yourself?
 6 MR. HAYNES:
 7 A. None, zero.
 8 MR. O'BRIEN:
 9 Q. Okay.
 10 MR. HAYNES:
 11 A. I'll be quite frank, I attend – there's
 12 obviously a meeting with the CEO and the
 13 other VPs, but that's, basically, what's on
 14 the go. There's no contribution, if you
 15 will, per se to Nalcor. It's strictly
 16 Hydro.
 17 MR. O'BRIEN:
 18 Q. And that's different from the previous
 19 matrix organization?
 20 MR. HAYNES:
 21 A. It was a lot more diluted in the previous
 22 matrix organization because, basically,
 23 there were, you know, VPs in Nalcor who had
 24 responsibilities for Hydro, and that has
 25 since changed.

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1 MR. O'BRIEN:
 2 Q. So the individual in your position prior
 3 would have been Mr. Henderson, is that
 4 right? He wasn't the president, but he was
 5 vice-president of Hydro under the matrix
 6 organization?
 7 MR. HAYNES:
 8 A. Yes. Actually, in 2016, the president of
 9 Hydro was John MacIsaac.
 10 MR. O'BRIEN:
 11 Q. Oh, that's right. So Mr. MacIsaac came in,
 12 I believe, in 2016 – late 2015, is that
 13 right?
 14 MR. HAYNES:
 15 A. I'm not exactly sure.
 16 MR. O'BRIEN:
 17 Q. And in terms of Mr. MacIsaac, would he have
 18 been providing any services to Nalcor? Is
 19 that something that changed when you came in
 20 to take over for him?
 21 MR. HAYNES:
 22 A. I can't speak to that, but I doubt it very
 23 much. His role – basically, the president's
 24 role was created and, basically, the focus
 25 was on Hydro, so--but I can't speak to how

Page 16

1 much time he spent.
 2 MR. O'BRIEN:
 3 Q. And that would make sense because there's no
 4 line for president there.
 5 MR. HAYNES:
 6 A. No.
 7 MR. O'BRIEN:
 8 Q. And those hours that we're looking at here
 9 in terms of 2016 and 2017, do you expect
 10 those hours to continue similar to that
 11 amount or would you see them –
 12 MR. HAYNES:
 13 A. I think over time, the general counsel and
 14 corporate secretary will diminish over time
 15 as the TTO gets legs and things actually
 16 start to get being put into operation. For
 17 the vice-president of Production, the
 18 Exploit assets are not actually owned by
 19 Hydro, so that is an unregulated entity, but
 20 we basically manage those things, so with
 21 respect to her position, those hours would
 22 continue while those assets are operated and
 23 maintained by our staff.
 24 MR. O'BRIEN:
 25 Q. That's Production, vice-president of

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1 Production?

2 MR. HAYNES:

3 A. Production, yes, because the Exploits assets

4 are not – we have a contract, basically, to

5 purchase that power from the Exploits

6 assets, if you will, and so that is an

7 unregulated activity, but it’s not – in the

8 sense of a matrix organization and Nalcor

9 sort of thing, those things are used and

10 useful and all ratepayers get good value for

11 that energy that’s produced.

12 MR. O’BRIEN:

13 Q. And the amount of hours spent there for the

14 vice-president of Production, and I can ask

15 the vice-president of Production this, but

16 would you expect that to be about similar,

17 in any event?

18 MR. HAYNES:

19 A. I would expect it would be about similar,

20 yes. You know, maybe a little bit more, and

21 the other folks that are providing a little

22 bit more oversight. Jennifer, obviously, is

23 the VP. There are other people within the

24 organization who spend some time, but it’s

25 not excessive.

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1 MR. O’BRIEN:

2 Q. And senior legal counsel there, there’s a

3 big dip there. Would you expect some

4 services from the senior legal counsel?

5 MR. HAYNES:

6 A. Until we get to the full utilization and

7 implementation of Muskrat Falls, there’s a

8 transitional operations aspect of Nalcor,

9 we’re participating in – there are things

10 that are ongoing that will require some more

11 time. I don’t have an estimate of how much,

12 but some, but it is charged out and not

13 borne directly by the ratepayer, the

14 customer.

15 MR. O’BRIEN:

16 Q. And they may be covered off under Senior

17 Legal Counsel, General Counsel, those two

18 lines?

19 MR. HAYNES:

20 A. Primarily.

21 MR. O’BRIEN:

22 Q. Okay.

23 MR. HAYNES:

24 A. Certainly at the executive level, yes.

25 MR. O’BRIEN:

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1 Q. I wonder if we could bring back Page 323

2 again. That’s the transfer of certain

3 functions to provide the services. So

4 you’re looking at supply chain and some

5 human resources, safety and information

6 services, is that right?

7 A. Supply chain, some human resources in the

8 sense of payroll administration, things like

9 that, and there are still some things from a

10 Nalcor perspective where we have – you know,

11 there are people who look at compensation

12 practices and so on. We don’t see actually

13 having our own dedicated person. We think

14 that’s a valid shared service with Nalcor.

15 It’s not cost effective for us to go out and

16 have a fulltime employee or two or whatever

17 doing those specific things, so we think

18 those are legitimate things that Nalcor

19 would continue to provide information and

20 guidance to us or are shared, but,

21 obviously, with a lot of input from Hydro as

22 well. They can’t ignore the fact that

23 there’s 800 or 900 employees, so they have

24 to take our input, but having specific

25 people dedicated to that for a company of a

Page 20

1 total of 1500 people, that’s not cost

2 effective, so one person, or that particular

3 department can help the whole company with

4 that, the whole Nalcor Group, I should say.

5 MR. O’BRIEN:

6 Q. And who at Hydro is responsible for

7 providing that input in terms of transfer of

8 any functions or -

9 MR. HAYNES:

10 A. Well, from the point of view on the HR, the

11 Environment, the Legal, that would be Ms.

12 Dalley. Then, of course, on the finance

13 side with respect to supply chain, it would

14 be Ms. Hutchens, but that’s more we provide

15 service to them and, basically, it’s all

16 cost recovered and we pay them. There’s

17 still inter-company transactions, if you

18 will, to cover that.

19 MR. O’BRIEN:

20 Q. You have Inter-Company Transaction

21 Guidelines. Have those change at all over

22 the –

23 MR. HAYNES:

24 A. I don’t think so.

25 MR. O’BRIEN:

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1 Q. And do you undergo an analysis every year
 2 just to ensure that those guidelines are
 3 cost effective?
 4 MR. HAYNES:
 5 A. Other than our current – as I said, we’re
 6 looking at all our costs. We’re examining
 7 those. We are challenging them in various
 8 areas of whether these costs are legitimate
 9 and valid, and we will have those
 10 discussions ongoing. Those are ongoing
 11 things where we will question the
 12 transferred in charges and reveal them. We
 13 spend some time at that, and we will spend
 14 more. We want to ensure that we are paying
 15 for what we should be paying for, and
 16 nothing more.
 17 MR. O’BRIEN:
 18 Q. In terms of the logic behind transfer of
 19 services to Nalcor lines, is it better I ask
 20 Ms. Dalley about those?
 21 MR. HAYNES:
 22 A. Yes.
 23 MR. O’BRIEN:
 24 Q. If you’d move down to line 14 to 16 there,
 25 “Hydro now incurs a fee for these services

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1 from Nalcor, but maintains control and
 2 accountability for all the services and cost
 3 from Hydro”. Can you explain that?
 4 MR. HAYNES:
 5 A. We don’t blindly accept the transferred in
 6 cost, and, basically, as I mentioned, they
 7 are challenged and they’re reviewed, and we
 8 do review all those numbers, and at the end
 9 of the day we are accountable for those
 10 costs, so it’s not a bill that’s sent in and
 11 blindly signed. They’re reviewed,
 12 scrutinized, and we would go down through
 13 and say, yes, this is a reasonable cost or
 14 acceptable cost.
 15 MR. O’BRIEN:
 16 Q. How do you maintain control of that?
 17 MR. HAYNES:
 18 A. That’s done by the various departments. When
 19 they come in, if it’s a cost that comes in
 20 from the point of view of these fees, they
 21 are reviewed by the respective department.
 22 If it’s Safety or Environment, it goes
 23 through Ms. Dalley’s folks. Accounting
 24 actually provides a very high level of input
 25 and review of all those costs, picking apart

Page 23

1 the bills, if you will, to ensure that
 2 they’re accurate and right.
 3 MR. O’BRIEN:
 4 Q. And you’d agree that’s support that Hydro
 5 would do in terms of a regulated entity to
 6 maintain control over those costs?
 7 MR. HAYNES:
 8 A. Absolutely.
 9 MR. O’BRIEN:
 10 Q. How about – when we talked about the
 11 structure, I understand, as you mentioned
 12 yesterday, that there remains a chief
 13 executive officer of Hydro, who is Mr.
 14 Marshall?
 15 MR. HAYNES:
 16 A. Yes.
 17 MR. O’BRIEN:
 18 Q. --who is also the chief executive officer of
 19 Nalcor, is that right?
 20 MR. HAYNES:
 21 A. That’s correct.
 22 MR. O’BRIEN:
 23 Q. What sort of oversight does that position in
 24 Hydro provide at this point in time?
 25 MR. HAYNES:

Page 24

1 A. I can’t speak for Mr. Marshall, but Mr.
 2 Marshall’s primary focus is obviously on the
 3 project, getting it in and getting it done,
 4 and finishing the project in a reliable and
 5 cost-effective way as possible. The level
 6 of oversight for Hydro, he is the chief
 7 executive officer. We do have meetings, we
 8 do discuss things, but, basically, a lot of
 9 it is just allocated down and to manage it
 10 from the president’s position.
 11 MR. O’BRIEN:
 12 Q. In the last hearing we talked about this
 13 idea of a single point of accountability for
 14 the company. Would that be you?
 15 MR. HAYNES:
 16 A. For Hydro, yes.
 17 MR. O’BRIEN:
 18 Q. For Hydro, as opposed to Mr. Marshall?
 19 MR. HAYNES:
 20 A. Yes, from a Nalcor perspective, yes. Hydro,
 21 anything Hydro would basically come back to
 22 me.
 23 MR. O’BRIEN:
 24 Q. You say from a Nalcor perspective. How about
 25 from a customer perspective?

Page 25

1 MR. HAYNES:
 2 A. The same thing. The services that we – all
 3 the customers that we have, whether they’re
 4 Newfoundland Power or our own rural
 5 customers that basically all comes back to
 6 Hydro, there’s very little, if any, actually
 7 engagement with Nalcor folks on those
 8 issues. I would venture to say none.
 9 MR. O’BRIEN:
 10 Q. What level of interaction do you have with
 11 the CEO on an annual basis?
 12 MR. HAYNES:
 13 A. We have regular meetings, and if there’s
 14 anything that’s coming up from the point of
 15 view where I think that he needs, I’ll call
 16 it a heads up, or just give him some
 17 forewarning. Obviously, we don’t file a
 18 rate application without letting the CEO
 19 know. Basically, it comes in under my
 20 signature primarily, and I keep him informed
 21 if there’s things from that perspective or
 22 if there’s uncertainty from that
 23 perspective, but, basically, from the point
 24 of view of day-to-day dialogue and
 25 discussion, there’s very little.

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1 MR. O’BRIEN:
 2 Q. When you say “regular meetings”, are these
 3 kind of monthly meetings?
 4 MR. HAYNES:
 5 A. More or less monthly meetings with the
 6 executive – actually, the senior folks in
 7 Nalcor, what they call executive vice-
 8 presidents.
 9 MR. O’BRIEN:
 10 Q. Are these meetings more focused on
 11 transmission operation, or are they focused
 12 on general operations?
 13 MR. HAYNES:
 14 A. No, they’re just general business meetings,
 15 what’s on the go in each different division.
 16 You know, what is the challenges we are
 17 going to have or things that are upcoming.
 18 MR. O’BRIEN:
 19 Q. Do you take much instruction from Mr.
 20 Marshall, or are these update meetings more
 21 or less?
 22 MR. HAYNES:
 23 A. They’re mostly update meetings.
 24 MR. O’BRIEN:
 25 Q. How about budgetary oversights, any level of

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1 budgetary oversight from the CEO?
 2 MR. HAYNES:
 3 A. We prepare the budget, total budget for
 4 Hydro, that goes through an approval
 5 process, and eventually goes to Hydro’s
 6 Board of Directors. Obviously, Mr. Marshall
 7 is involved there and so on, so it’s a
 8 normal – you know, Hydro has its own
 9 separate Board of Directors, and the budget
 10 is approved by them as in any normal
 11 business, and the CEO, obviously, has input
 12 there, but basically from the point of view
 13 of cost, basically, it is left to us to come
 14 back with what we propose to be the right
 15 amount of money for that balance of cost
 16 reliability for the services we provide.
 17 MR. O’BRIEN:
 18 Q. Is the budget reviewed by Mr. Marshall
 19 before it goes to the Board of Directors?
 20 MR. HAYNES:
 21 A. Yes, it is reviewed, he has that
 22 information, and, obviously, from a
 23 consolidated Nalcor perspective, they see
 24 all that as well.
 25 MR. O’BRIEN:

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1 Q. So prior to approval, does the budget go to
 2 Nalcor for approval as well?
 3 MR. HAYNES:
 4 A. It goes to the Hydro Board of Directors for
 5 approval, and then -
 6 MR. O’BRIEN:
 7 Q. And is there a Nalcor approval after that?
 8 MR. HAYNES:
 9 A. Well, it goes as part of the consolidated
 10 overall budget, but there’s never been any
 11 push back that I’m aware of from the point
 12 of view of the Nalcor perspective. We put
 13 forward a budget, we defend our budget, it’s
 14 been approved by the Board of Directors, and
 15 we go from there. The consolidation, I
 16 won’t say is mechanical, but Ms. Hutchens
 17 could actually explain the process if you
 18 want to get into the details of the
 19 mechanics of all that.
 20 MR. O’BRIEN:
 21 Q. I guess my questions really – if we could
 22 bring up the PUB NLH-51. This is the
 23 budgetary guidelines that we have on the
 24 record. If we scroll down, there’s an
 25 attachment, I believe. There we go.

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1 There's some key dates, and the last date
 2 there in that summary of key dates is
 3 Nalcor's submission. I'm just wondering is
 4 that a pro forma thing or is it that Nalcor
 5 has the ability to –
 6 MR. HAYNES:
 7 A. I would suggest that those are just
 8 received, that the information is put there
 9 for consolidation to the Nalcor budget. I do
 10 not recall Nalco coming back to look for
 11 changes in Hydro's budget. There's
 12 discussion, obviously, with other folks
 13 there from the point of view of our cost,
 14 but it's Hydro's budget, we own it and are
 15 accountable.
 16 MR. O'BRIEN:
 17 Q. When you say there's discussion, is it open
 18 to Nalcor to suggest changes to Hydro's
 19 budget at that stage?
 20 MR. HAYNES:
 21 A. They certainly could, but I don't recall
 22 anything that has actually come up from that
 23 perspective, but at the end of the day the
 24 Hydro Board of Directors do approve the
 25 budget.

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1 MR. O'BRIEN:
 2 Q. So in terms of the overall structure now
 3 that you have that you're operating under, I
 4 can ask Ms. Dalley, I guess, in terms of
 5 whether that's reduced costs, can I, or is
 6 that something you can -
 7 MR. HAYNES:
 8 A. Well, you can ask Ms. Dalley, but from the
 9 point of view of reduced cost, our goal was
 10 to be cost neutral, but we have had some – I
 11 do not remember any monetary increase, but
 12 we have had some changes, obviously, but
 13 we're also looking for anything that we can
 14 do from within from the point of view of,
 15 you know, vacant positions or retirements or
 16 whatever to smooth that transition to be as
 17 neutral as we possibly can.
 18 MR. O'BRIEN:
 19 Q. Are there performance measures in place to
 20 evaluate the effectiveness of the new
 21 organization plan?
 22 MR. HAYNES:
 23 A. Not specifically, no.
 24 MR. O'BRIEN:
 25 Q. We talked yesterday about some of the goals

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1 that you have for the new organization with
 2 respect to operations management, financial
 3 management, performance accountability, and
 4 regulatory oversight. Do you have a lay of
 5 the land now as to whether or not that's
 6 been effective in any of those areas?
 7 MR. HAYNES:
 8 A. Yeah, I think it is. We had objectives
 9 regarding reliability, we had objectives
 10 regarding financial performance with respect
 11 to operating budgets, and there's always
 12 work to do, it requires a lot of attention,
 13 and we're continuing and doing more, but we
 14 do have financial targets. As I said, we
 15 have reliability targets, and we are focused
 16 on delivering those, and those are reviewed
 17 basically monthly.
 18 MR. O'BRIEN:
 19 Q. You believe the new organization is
 20 assisting in that regard in reviewing those?
 21 MR. HAYNES:
 22 A. Yes, I do, I do. I do honestly believe that
 23 there's a lot more singular focus on folks
 24 on their budget. It's stuff that they can
 25 control. There's very little, if you will,

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1 transferred in charges, and that is their
 2 focus, along with reliability, obviously,
 3 and safety, the normal things we have to do.
 4 MR. O'BRIEN:
 5 Q. I think the evidence talked about sort of
 6 looking to be operationally independent from
 7 Nalcor. Do you feel you've been successful
 8 in reaching that goal?
 9 MR. HAYNES:
 10 A. Yes, I do.
 11 MR. O'BRIEN:
 12 Q. Have you identified any negative impacts
 13 from the reorganization?
 14 MR. HAYNES:
 15 A. No, I don't think there are any negative
 16 impacts. Basically, you know, all the
 17 departments and all the folks are focused on
 18 Hydro assets. We do, obviously, still have
 19 some commissioning things that we're doing
 20 in cooperation with Nalcor, such as Soldiers
 21 Pond. Soldiers Pond, as I mentioned
 22 yesterday, is the biggest station on the
 23 island, actually, and basically eight of our
 24 transmission lines go to that, so we have
 25 some things there which we've been involved

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1 in with respect to commissioning and so on,
 2 because they have all new staff. We have
 3 some seasoned staff who have been familiar
 4 with the commissioning process, and we think
 5 that brings value, but that would diminish,
 6 obviously, as the assets are in service and
 7 they have their own staff up to speed to
 8 maintain and operate those assets.
 9 MR. O'BRIEN:
 10 Q. Would you see that, though, as a negative
 11 impact from the reorganization at all?
 12 MR. HAYNES:
 13 A. No, I don't think so. I think that's just
 14 business as usual. It's also a transition
 15 until all these assets are in service, and
 16 Soldiers Pond, I would just repeat, was put
 17 into service, there's very little issues and
 18 it's successful, and I think it's a
 19 commendation to Nalcor and to Hydro working
 20 together to bring those on line last fall
 21 and have all the lines terminated in there
 22 without any major issues at all.
 23 MR. O'BRIEN:
 24 Q. I think, Mr. Haynes, I'm going to jump now
 25 to operating cost and I'm going to ask you

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1 some questions about, so I'm going to shift
 2 focus here. I wonder if we can bring up the
 3 2017 actuals. We received a batch of
 4 additional information on Friday past. Go
 5 to page 23 of 118.
 6 GREENE, Q.C.:
 7 Q. Excuse me, Madam Chair, those documents, I
 8 don't have them (inaudible).
 9 MR. O'BRIEN:
 10 Q. I was going to ask you that, but we wanted
 11 to put those on the record.
 12 CHAIR:
 13 Q. If you're going to refer to them –
 14 MR. O'BRIEN:
 15 Q. I am.
 16 CHAIR:
 17 Q. For the purposes of the GRA, they should be
 18 in the record, yes.
 19 MR. O'BRIEN:
 20 Q. How do you want to deal with that? These
 21 are mostly updated pages, I think, from all
 22 the –
 23 GREENE, Q.C.:
 24 Q. And they weren't filed in the revision -
 25 MR. O'BRIEN:

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1 Q. They were not.
 2 GREENE, Q.C.
 3 Q. The 2017 actuals we can file as an
 4 information item?
 5 MR. YOUNG:
 6 Q. That would be my suggestion. The intent
 7 when we filed these, we knew these would be
 8 relevant to the hearing and we can file them
 9 under that cover, so absolutely, we can file
 10 them, an information piece would be good.
 11 MR. O'BRIEN:
 12 Q. From what I can see, Mr. Young, I think
 13 they're just updated tables from the
 14 evidence, is that fair?
 15 GREENE, Q.C.:
 16 Q. They weren't filed as a revision, so I guess
 17 we will call them Information Item #1, 2017
 18 actual financial information from Hydro.
 19 MR. O'BRIEN:
 20 Q. Okay, so we looked at page 23 of 118, so
 21 that's after the cover letter, I guess.
 22 This is Table 317 updated Hydro's operating
 23 costs, 2015 test year, and the 2019 test
 24 year. Before we get into any detailed
 25 questions about this, I do have some general

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1 questions about how operating costs are set
 2 and managed. I presume that you agree with
 3 me that the context for a rate case, it's
 4 the utility's obligation to show that the
 5 costs included in the rates are reasonable
 6 and consistent with least cost principles?
 7 MR. HAYNES:
 8 A. Of course.
 9 MR. O'BRIEN:
 10 Q. And would you agree with me that a utility
 11 is also obligated to show that it manages
 12 its costs in a way consistent with least
 13 cost principles?
 14 MR. HAYNES:
 15 A. Yes.
 16 MR. O'BRIEN:
 17 Q. So are you – I guess, we talked about single
 18 point of accountability. Are you the one
 19 that's ultimately responsible for Hydro's
 20 costs?
 21 MR. HAYNES:
 22 A. I am, but if there are particulars in the
 23 various divisions of Hydro, the best folks
 24 to answer those costs would be the VPs
 25 responsible, because, basically, my goal and

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1 my directions is that they each manage their
 2 cost down to the budget as best they can,
 3 and if there are things that are going over
 4 budget, look for other ways to mitigate that
 5 if possible. It's not always possible, but
 6 that's the direction.
 7 MR. O'BRIEN:
 8 Q. Are you able to speak to costs on this
 9 higher level, as opposed to -
 10 MR. HAYNES:
 11 A. At a high level, I can briefly, yes, but if
 12 you're going to go down in any detail, I
 13 would suggest that the VPs responsible would
 14 be best equipped to answer that.
 15 MR. O'BRIEN:
 16 Q. Okay, so if I'm getting too far into a
 17 detail, just let me know.
 18 MR. HAYNES:
 19 A. I will.
 20 MR. O'BRIEN:
 21 Q. And we'll go down there. Okay, so when you
 22 talk about budgets, just take me through how
 23 the budgets get set on a general basis and
 24 what's your involvement is in that process?
 25 MR. HAYNES:

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1 A. So from the point of view of the budget,
 2 budgets instructions are sent out and they
 3 look at, obviously, our work plan for the
 4 upcoming year, particularly on the operating
 5 side, because there are operating projects
 6 as well as capital projects, and they go
 7 down through our work plans, our maintenance
 8 plans, and they try to build a budget,
 9 basically, from that perspective, and that
 10 would include anything and everything.
 11 There are some - I'm sure that there are
 12 some things that are, basically, this is how
 13 much we normally spend on, I'll say, office
 14 materials and basically sometimes we go back
 15 and we try to cut those things. We go back
 16 and look at all those things, but we want
 17 people to do that. But it is in response to
 18 the next year's work program primarily and
 19 what we foresee, and, obviously, there are
 20 things that go "bump in the night", if you
 21 will, where we have to react, and sometimes
 22 we will see an overage, if you will, because
 23 we didn't foresee that; particularly if it
 24 can't be capitalized and things do happen
 25 like that, but we make estimates based on

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1 our storm response and so on based on past
 2 practice. If you had a really rough winter,
 3 we will be off the mark a little bit, or if
 4 we have some - you know, if we have, for
 5 instance, no, fuel is not in here, so that's
 6 not quite the same, but if we had lower
 7 water and we burn more fuel, those all
 8 affect the end of the day. In that case, it
 9 would be the rate stabilization plan,
 10 obviously for--primarily. So that's the way
 11 - generally, that's the way it's done.
 12 MR. O'BRIEN:
 13 Q. And how are you involved in that process, to
 14 what extent?
 15 MR. HAYNES:
 16 A. In the reviews, they start the process in
 17 their departments. They come up, they
 18 consolidate, we sit down as a group and we
 19 go down through. We look for measures that
 20 we can actually go back and trim cost or,
 21 you know, fine tune things, or ask the
 22 questions if we're doing the right work at
 23 the right time. I have asked the folks on
 24 operating and capital from the point of view
 25 that I want them to be doing the things that

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1 basically bring value to the customer in the
 2 sense of we're not taking too much risk,
 3 that we're not actually being too risk
 4 averse. I'd like for them to have a
 5 balance of all that there and put in the
 6 dollars that we think it will require to do
 7 our work, but we've gone back. With respect
 8 to, and we mentioned yesterday the vacancy
 9 allowance, we had, you know, planned the
 10 budget based on 40, and we've changed it to
 11 55 because we have been reasonable doing
 12 that over the past couple of years, but, you
 13 know, we look at every position that's
 14 filled, do we need to do it now, can we
 15 delay a month or two months, and we try to
 16 stage that in to maintain the budget and to
 17 meet those objectives.
 18 Q. And in terms of your personal involvement,
 19 are those budgets brought to you first in
 20 draft form, is it just piecemeal and brought
 21 together in the foreseeable -
 22 MR. HAYNES:
 23 A. No, no, it has been both ways, depending on
 24 if there's something different or new, or
 25 changed, but, basically, it's a consolidated

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1 budget primarily I focus on. I have
 2 attended meetings on what we call, refer to,
 3 and Ms. Dalley can speak to this more
 4 appropriately, what we call a “get-in
 5 process”. When we have vacancies and we
 6 fill jobs, it’s not just automatically we
 7 fill that particular position because it’s
 8 vacant and it’s an approved budget position.
 9 We look at each one of those. We look at
 10 the overall request and we try to stage them
 11 in to suit the work requirements, and,
 12 obviously, with a strong eye to the budget
 13 and meeting our goals with respect to, for
 14 instance, vacancy allowance.

15 MR. O’BRIEN:
 16 Q. In terms of the management of the budget
 17 going forward, how are you involved in that
 18 process?

19 MR. HAYNES:
 20 A. We review the budget on a monthly basis.
 21 There are reports done. We look at that.
 22 We’ve generated reports back out to the
 23 folks in the field with respect to their
 24 labour costs and so on. We expect the folks
 25 in the field from a supervisor up to be

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1 contributing to meeting our budget goals and
 2 objectives.

3 MR. O’BRIEN:
 4 Q. And on a monthly basis in those meetings,
 5 are you informed of where a budget is
 6 tracking or where the costs are tracking in
 7 relation to the budget?

8 MR. HAYNES:
 9 A. It depends on the issue. Basically, if the
 10 budgets are on tap, I don’t spend a lot of
 11 time at it, but if they’re drifting off and
 12 I have been informed, or if there are
 13 challenges for certain things, and things do
 14 come up that we need to do that we have to go
 15 find the money for, and sometimes we have to
 16 move it up, and those happen on a regular
 17 basis.

18 MR. O’BRIEN:
 19 Q. It’s your expectation to be informed if
 20 that’s the case?

21 MR. HAYNES:
 22 A. Yes.

23 MR. O’BRIEN:
 24 Q. Is that correct?

25 MR. HAYNES:

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1 A. Yes.

2 MR. O’BRIEN:
 3 Q. How often is the executive meetings with you
 4 to discuss these budgets?

5 MR. HAYNES:
 6 A. We have a meeting at least monthly, and
 7 sometimes twice a month on various issues,
 8 and there is, obviously, a monthly report
 9 done on the budgets and so on and regularly
 10 reviewed.

11 MR. O’BRIEN:
 12 Q. So a monthly report on budget that will tell
 13 you how you’re tracking?

14 MR. HAYNES:
 15 A. Yes, year-to-date forecast. It’s very
 16 comprehensive, actually.

17 MR. O’BRIEN:
 18 Q. And you review those on a monthly basis,
 19 personally?

20 MR. HAYNES:
 21 A. Yes, I review – it’s a summary document, and
 22 occasionally we get down and take a deeper
 23 look that I will attend.

24 MR. O’BRIEN:
 25 Q. And how about Mr. Marshall’s role, does he

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1 play a role in setting the budget or
 2 managing the budget in any way, shape, or
 3 form?

4 MR. HAYNES:
 5 A. He has not to date, no.

6 MR. O’BRIEN:
 7 Q. Now, during the last General Rate Hearing,
 8 the CEO of Nalcor testified, Mr. Martin, and
 9 he testified about striving to keep
 10 operating budgets at inflationary levels and
 11 trying to do that. Is that something you
 12 look at as well?

13 MR. HAYNES:
 14 A. We look at that, but we also have to look at
 15 the age of the assets, and we also respond,
 16 you know, to – we have changed the way we do
 17 things. We’re a lot more proactive on storm
 18 preparation and looking at our operating
 19 reserve. As I mentioned yesterday, you
 20 know, when you go back from the 2013/2014
 21 timeframe, we have changed the way we’ve
 22 done things, so it’s not always practical to
 23 go with the inflation side. So there are
 24 realities that we have to address. We have
 25 some increases in cost from that

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1 perspective, but we feel that they're cost
 2 increases that reflect the expectations of
 3 the customer, and the Board, in fact,
 4 particularly through the Liberty Review, and
 5 I can't get into the granularity or the
 6 specifics of that, but we have changed, and
 7 when you look at those particular numbers
 8 that are on the screen, you know, 2015,
 9 there was a lot of catch-up work, I'll say,
 10 reviewing our work processes. From the point
 11 of view of the operating and maintenance
 12 plans, there's a integrated annual work plan
 13 where we try to tie all that together, we
 14 try to minimize the impacts of multiple
 15 outages so we can do more work at one time,
 16 and sometimes from the point of view of
 17 customer liability, that may cost more money
 18 sometimes, but at the end it probably saves
 19 money because you're not having – it saves
 20 the overall performance because we're not
 21 having multiple outages too. So there's a
 22 fair bit of coordination involved as well.
 23 MR. O'BRIEN:
 24 Q. So in terms of – put aside things that – I
 25 suppose, you have to keep track of capital

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1 assets and keep track of things that might,
 2 work that might need to be done on an annual
 3 basis, but would you have a general
 4 philosophy to try to keep operating costs at
 5 inflationary levels?
 6 MR. HAYNES:
 7 A. Yes, in the last couple of years, we've put
 8 some heavy restrictions on travel,
 9 conferences, and things like that, even
 10 training as well. If I could use an
 11 example, when I came back in 2016, and there
 12 was a concerted effort to reduce the cost,
 13 the two things that jumped off the page were
 14 a significant reduction in what we call SEM
 15 budget, which is System Equipment
 16 Maintenance, and two of the specific
 17 examples that I still remember were there
 18 was a lot of money cut out of the budget for
 19 vegetation management on lines, and there
 20 was also a significant amount of money cut
 21 out of the budget for gas turbines. I said,
 22 so responding to all the criticism of
 23 reliability, and yet we cut those monies
 24 out. You can cut money out for one year
 25 here and there, but you can't sustain it.

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1 What we need and what we want, and the
 2 instructions to my folks is that we're
 3 looking for sustainable savings ongoing, so
 4 we're not having – you know, we're not going
 5 to move a bunch of money out of that cost of
 6 service year to get through a GRA, but what
 7 we need is sustainable savings ongoing, and
 8 that's the direction that I've given to the
 9 folks to look for these savings on an
 10 ongoing basis. That's why we have a
 11 productivity team created, that's why I've
 12 asked them to go back and look at the
 13 capital program because even though it's not
 14 operating, capital still has to be paid for
 15 by the customer. So my instructions are to
 16 go back and make sure we have the right
 17 balance of cost in the operating area and
 18 the capital area to serve our customers to
 19 the greatest extent that we can.
 20 MR. O'BRIEN:
 21 Q. Let's pick up on that in terms of 2016 when
 22 you arrived at Hydro – came back to Hydro, I
 23 guess, in this particular position. Hydro's
 24 budget had already been set for that year
 25 from the previous year, is that fair?

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1 MR. HAYNES:
 2 A. I do not recall the number, but it had been
 3 set, but it was a fairly aggressive program
 4 in place to actually go back and reduce that
 5 cost, and I presume it would have been a
 6 reaction to the 2015 actual of approximately
 7 \$151,000,000.00. So there was a concerted
 8 effort to come back and reduce, and there's
 9 nothing wrong with that, but some things you
 10 can cut and move out, but you can't sustain
 11 those savings ongoing and not continue to
 12 provide safe reliable service, in my
 13 opinion.
 14 MR. O'BRIEN:
 15 Q. My question is more you're coming in the
 16 middle of the year, so there's already a
 17 budget set?
 18 MR. HAYNES:
 19 A. There was a budget set.
 20 MR. O'BRIEN:
 21 Q. And being operated – that's being managed
 22 presumably in accordance with some
 23 instruction at that point?
 24 MR. HAYNES:
 25 A. Yes.

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1 MR. O'BRIEN:
 2 Q. At your instructions at that point?
 3 MR. HAYNES:
 4 A. No, but it was continue there to do all
 5 that, but I also am very conscious of the
 6 fact that you just can't keep taking money
 7 out of the operating budget and expect to
 8 deliver reliable service. You know, you
 9 can't keep going, but I think the aggressive
 10 tactics were appropriate, and we've
 11 continued some of those, but we do want to
 12 come back to the right sustainable operating
 13 amount of money that we need to deliver the
 14 service that we're demanded to do.
 15 MR. O'BRIEN:
 16 Q. So when you talk about aggressive tactics,
 17 do you know what the instructions were in
 18 putting together the 2016 budget? Do you
 19 have any idea as to what they were?
 20 MR. HAYNES:
 21 A. When the budget was created versus what we
 22 actual, I think it was – I do not have that
 23 specific information; I didn't go back and
 24 review that.
 25 MR. O'BRIEN:

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1 Q. The evidence suggests there were
 2 instructions for the short term, to reduce
 3 cost on a short-term basis. Is that fair?
 4 MR. HAYNES:
 5 A. I think by moving out, for instance, the
 6 examples I gave of system equipment
 7 maintenance, that would be indicative of
 8 that because you can't sustain – you know,
 9 you have to clear right-of-ways and you
 10 can't sustain that sort of cost cutting
 11 measure and not maintain reliability,
 12 obviously.
 13 MR. O'BRIEN:
 14 Q. Do you know whether instructions were given
 15 in terms of the long-term basis, how to cut
 16 cost for the long-term basis, on an annual
 17 cost?
 18 MR. HAYNES:
 19 A. I'm not aware of what was done then, no.
 20 MR. O'BRIEN:
 21 Q. I wonder if we can bring up PUB-NLH-54.
 22 Line 6 to 8, the answer, "In early '16,
 23 direction was given by the executive and
 24 management to review operations and without
 25 compromising safety and reliability,

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1 identify options to reduce costs in the
 2 short term". Is that a fair assessment of
 3 what was done in 2016?
 4 MR. HAYNES:
 5 A. Well, the SEM budget I mentioned would
 6 certainly be indicative of that reaction,
 7 yes. You can defer vegetation management
 8 for one year, it's not going to cause grief,
 9 but you can't sustain it over the long term.
 10 I'm just using that as an example.
 11 MR. O'BRIEN:
 12 Q. I understand.
 13 MR. HAYNES:
 14 A. The same thing with training, you can take a
 15 holiday on a training budget, but at the end
 16 of the day, you have to train your folks.
 17 MR. O'BRIEN:
 18 Q. And, I guess, that's my focus, there's
 19 certain things you can do on a short term
 20 and certain things you can do in a long
 21 term?
 22 MR. HAYNES:
 23 A. What I'm looking for from the folks is
 24 sustainable savings that we can continue
 25 throughout.

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1 MR. O'BRIEN:
 2 Q. So I'm wondering why in 2016, or whether in
 3 2016 there was any focus on sustainable cost
 4 reduction?
 5 MR. HAYNES:
 6 A. I'm not aware if there was a focus on that
 7 other than it should be just general
 8 business as usual to be focused on
 9 sustainable savings, and that's what we're
 10 focused on.
 11 MR. O'BRIEN:
 12 Q. Well, even if we go down here to the next
 13 line, "This has the effect of creating
 14 immediate focus on cost reduction without
 15 consideration of sustainability. At that
 16 time Hydro had submitted a 2015 test year
 17 operating of 139".
 18 MR. HAYNES:
 19 A. Yes.
 20 MR. O'BRIEN:
 21 Q. The actual costs were 150, so I think that
 22 goes to your earlier comment that costs were
 23 higher earlier and there was a focus on
 24 bringing that down?
 25 MR. HAYNES:

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1 A. But the costs were higher, basically, in
 2 response to doing what I would call a lot of
 3 catch-up work on maintenance and so on as a
 4 result of the events of 2013/2014 and
 5 somewhat in 2015 primarily. So there was a
 6 lot of work undertaken to do that. There
 7 was a lot of extra effort expended in the
 8 field on assets and so on to increase
 9 reliability and sustainability of the
 10 assets.

11 MR. O'BRIEN:
 12 Q. That 2015 year, is that more an anomaly as a
 13 result of catch-up sort of approach?

14 MR. HAYNES:
 15 A. The 150.9 at that time I would think would
 16 be an anomaly, yes. I mean, the last couple
 17 of years our budget – our final costs have
 18 been lower, but I still think we have to
 19 struggle with the – we need to get to the
 20 point where it's a sustainable ongoing
 21 requirement of money to provide the service
 22 we're expected to, the level of service
 23 that's expected.

24 MR. O'BRIEN:
 25 Q. And, I guess, when you came on in 2016,

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1 would you have seen – you would have been
 2 informed or get a chance to review what the
 3 budget was and where you were tracking from
 4 an operating perspective?

5 MR. HAYNES:
 6 A. Yes, and basically the budget was tracking
 7 lower because of some measures that were
 8 taken. As I mentioned, I went down through
 9 the budget, and the ones specific were the
 10 large numbers that were deferred from the
 11 system equipment maintenance point of view
 12 when we're actually trying to respond to
 13 system equipment maintenance issues that
 14 have evolved over time.

15 MR. O'BRIEN:
 16 Q. So based on seeing that information, and
 17 your comments that some of that stuff is
 18 sort of short term, you can't defer those
 19 types of costs -

20 MR. HAYNES:
 21 A. Indefinitely.

22 MR. O'BRIEN:
 23 Q. Indefinitely. What direction did you give
 24 the executive in terms of coming up with
 25 long term solutions here to keep budgets

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1 down closer to inflationary -

2 MR. HAYNES:
 3 A. Closer to inflation, but, basically, as we
 4 go back and review all aspects of the
 5 budget, whether it's our labour component,
 6 training, conferences, travel, anything and
 7 everything is on the table for review and
 8 discussion, and as I mentioned before, the
 9 productivity improvement small team that we
 10 put together to go out and mine those
 11 aspects, they report up to Lisa, the vice-
 12 president of Finance – Ms. Hutchens, I
 13 should say, the vice-president of Finance,
 14 and basically they are committed and they
 15 are looking for, to turn over any stone that
 16 we can to provide sustainable, primarily
 17 sustainable savings.

18 MR. O'BRIEN:
 19 Q. Were there any written direction to any team
 20 executives to come up with long term
 21 solutions here?

22 MR. HAYNES:
 23 A. We have put – I won't say there's written
 24 directions. We have put things in folks'
 25 performance contracts with respect to coming

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1 up with productivity improvement things that
 2 would be provided to the productivity
 3 improvement team to look for, and,
 4 obviously, if you got 200 suggestions –
 5 because we think that anybody in the company
 6 can contribute to savings, whether it's the
 7 line worker or the janitor, or whatever. If
 8 they have an idea, we would like to hear it,
 9 and, obviously, the folks are looking at
 10 high level things, but they'll respond to
 11 any suggestion and they will evaluate them
 12 from the point of view of how can they be
 13 exercised, are they realistic ones or just
 14 someone's personal perspective, and they
 15 will rank those and we are determined to
 16 deliver savings.

17 MR. O'BRIEN:
 18 Q. I wonder if we could scroll to the
 19 attachment to this. There's a total
 20 operating cost category here. So we do see
 21 a 2016 original budget. That 2016 original
 22 budget, if we go down to the bottom, and I
 23 won't get into the details of it, just want
 24 to look at the bottom figure there, 139,000
 25 – sorry, one hundred and thirty-nine

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1 million, five sixty nine. That looks like
 2 the figure that was submitted for the 2015
 3 test year. Do you have any knowledge as to
 4 how they came up with – how Hydro came up
 5 with that 2016 budget?
 6 MR. HAYNES:
 7 A. The 2016 budget? Other than the fact that
 8 they're broken down by category here, that's
 9 all. I didn't go back and review the
 10 rationale or things like that that were in
 11 the budget.
 12 MR. O'BRIEN:
 13 Q. And did you look at that budget and then
 14 compare where you were tracking when you
 15 started?
 16 MR. HAYNES:
 17 A. Well, yes, when I came, basically, the
 18 budget was 139 million, and, basically, we
 19 were tracking below that because of the
 20 efforts that were taken to find any savings,
 21 which I would suggest a lot of them were
 22 short term things as opposed to long term
 23 sustainable ones, but we are continuing –
 24 you know, I mentioned already that we go
 25 back and we have a fairly rigorous process,

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1 we're filling vacant positions, and we
 2 challenge people to come back and look for
 3 other ways to do it, do they really need
 4 those folks, can they rationalize the work,
 5 reallocate work within a department, and so
 6 on. Those are ongoing discussions, you
 7 know, in order to get down, if you will, to
 8 the sustainable number long term.
 9 MR. O'BRIEN:
 10 Q. If we could scroll up to the second column
 11 there, target reduction. Was there actually
 12 a target set to reduce the 2016 budget? Do
 13 you know the answer to that?
 14 MR. HAYNES:
 15 A. I don't know the answer, this was—well it
 16 says there, "Target versus actual".
 17 MR. O'BRIEN:
 18 Q. Yeah, that's the third one, though, but the
 19 middle one, target reduction, is that just
 20 the difference between the actuals? I would
 21 have thought that was target versus actual.
 22 Target reduction, I'm wondering if it's a
 23 set reduction?
 24 MR. HAYNES:
 25 A. It appears to, but I can't speak to the

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1 specifics of that. It was created before I
 2 came, you know. If I could use an example,
 3 the target was to find basically 4 million
 4 dollars of the 30 million dollar system
 5 equipment maintenance. The two that jump
 6 out to my mind were the right-of-way
 7 clearing and the gas turbine. I forget the
 8 collective number, but they were significant
 9 in the order of a couple of million dollars
 10 total.
 11 MR. O'BRIEN:
 12 Q. Are you able to find out for me whether or
 13 not there was a set reduction from the
 14 budget that was to be managed, try to come
 15 up with the -
 16 MR. HAYNES:
 17 A. I would suggest that discussion is probably
 18 better left with Ms. Hutchens. It may
 19 require some time.
 20 MR. O'BRIEN:
 21 Q. Was Ms. Hutchens there at the time?
 22 MR. HAYNES:
 23 A. Pardon?
 24 MR. O'BRIEN:
 25 Q. Was Ms. Hutchens there at the time?

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1 MR. HAYNES:
 2 A. No, but some of the accounting people are
 3 still there within the department, so they
 4 would aid her to find that information there
 5 to have a discussion on it.
 6 MR. O'BRIEN:
 7 Q. Okay, if we could go back to the table for
 8 the operating cost 2017, page 23, that's the
 9 information one. So that 2016 budget that
 10 we saw of 139 million, that was actually in
 11 excess of the 132 million that was
 12 ultimately approved by the Board for the
 13 2015 test year, is that right?
 14 MR. HAYNES:
 15 A. That's correct, as I remember, yes.
 16 MR. O'BRIEN:
 17 Q. So for 2016, the actuals came out to be 123
 18 million, which is a fair difference between
 19 the anomaly year of 2015, but also a
 20 reduction from the actual 2015 approved test
 21 year, is that right?
 22 MR. HAYNES:
 23 A. Yes, and a very aggressive cost reduction
 24 target too in the sense of reducing cost
 25 anywhere and everywhere, again I would

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1 suggest largely – or somewhat at least, if
 2 not largely, on sustainable long term.
 3 MR. O'BRIEN:
 4 Q. So in terms of how you were able to reduce
 5 costs in that year, I wonder if we could
 6 bring up page 3.3 of Chapter 3. It's a
 7 table there for FTEs.
 8 CHAIR:
 9 Q. In the additional information or –
 10 MR. O'BRIEN:
 11 Q. No, in the evidence, Chapter 3, Page 3.3.
 12 Sorry, 3.4. So the actual FTEs changed in
 13 2015 from 861 to 809. Did that contribute a
 14 fair bit to the reduction cost?
 15 MR. HAYNES:
 16 A. Absolutely, yes.
 17 MR. O'BRIEN:
 18 Q. Was that a focus?
 19 MR. HAYNES:
 20 A. As I said, we were paying a lot of
 21 attention, and still do, to the vacancy
 22 allowance that we have in the budget and we
 23 have to meet that, so we are – there's a lot
 24 of focus on actually staging an employee at
 25 the right time, and sometimes we have to

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1 bring them in ahead of time if there's
 2 training required or safety orientation and
 3 stuff like that, but, basically, bring in
 4 temporaries and permanent people, and if we
 5 can delay, we will delay. If you have a
 6 vacant, to use an example, fairly obvious,
 7 if you have a vacant trades position that is
 8 at the end of the heavy lift season with
 9 respect to maintenance, and then we will
 10 wait a few months before we bring them on.
 11 You know, we'll bring them on in a timely
 12 basis to effect next year's work. Then
 13 there's temporaries to go with that, and
 14 temporaries come and go, obviously.
 15 MR. O'BRIEN:
 16 Q. Yeah, I understand there's also a fair
 17 number of FTE positions transfer for common
 18 services around that time too.
 19 MR. HAYNES:
 20 A. There's quite a bit, and Ms. Dalley would
 21 have a fair bit of detail on the – there was
 22 a restructuring. Obviously, there were
 23 bodies moving back and forth between Hydro
 24 and Nalcor in the sense of separating Nalcor
 25 and Hydro.

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1 MR. O'BRIEN:
 2 Q. Right. But was there – I guess my question
 3 is more was there a focused approach at
 4 reducing FTEs in 2016 as a manner raised -
 5 MR. HAYNES:
 6 A. There's a focused approach to have the right
 7 number of FTEs to do the work that we needed
 8 to do. I wouldn't agree that there was a
 9 focus to reduce the total number of FTEs.
 10 The focus is to have the right number of
 11 FTEs to do the job that we're supposed to
 12 do.
 13 MR. O'BRIEN:
 14 Q. And you were going through a reorganization
 15 process at the time?
 16 MR. HAYNES:
 17 A. At the same time, yeah.
 18 MR. O'BRIEN:
 19 Q. So to the extent that any FTEs were moved
 20 from Hydro to Nalcor around that time, there
 21 still would have been money charged back
 22 from Nalcor for the services provided?
 23 MR. HAYNES:
 24 A. Yes, you can't look at it in total
 25 isolation. If there are employees in Nalcor

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1 providing services to Hydro, there would be
 2 transferred in costs and vice versa, so you
 3 have to look at the whole really.
 4 MR. O'BRIEN:
 5 Q. But even with that, there's a significant
 6 reduction in cost?
 7 MR. HAYNES:
 8 A. Yes, but there were other times that – it's
 9 a two-way street, there were services
 10 provided from Hydro to Nalcor, and vice
 11 versa, you know. I'll use an example: We
 12 talked about the engineering. Just to try
 13 to help put it in context, if you have an
 14 engineer, any particular discipline in
 15 engineering department, and at the time the
 16 engineering managers were Nalcor, but
 17 engineers would be working on a Hydro
 18 project, they could be working on a Nalcor
 19 project, and in all likelihood they're
 20 working on multiple projects, but their cost
 21 and work orders were actually charged time
 22 to whichever particular business unit was
 23 receiving the service. So it was a shop,
 24 and they were just charging time off as
 25 incurred. Right now - basically, most of

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1 their time right now is strictly Hydro and
 2 very little transferred in from Nalcor. So
 3 there is a readjustment, if you will,
 4 happening in this process with multiple
 5 changes, obviously.

6 MR. O'BRIEN:
 7 Q. Can I ask you, Mr. Haynes, just in terms of
 8 the reduction in overall costs from 2015,
 9 150 million, which we agree is sort of an
 10 anomaly, but even from the budget for 2016
 11 of 139 down to 123,9 is a significant
 12 difference. Did you find any issues with
 13 reliability as a result of that?

14 MR. HAYNES:
 15 A. Not that I'm aware of, not off the top of my
 16 head, no.

17 MR. O'BRIEN:
 18 Q. So when you looked –

19 MR. HAYNES:
 20 A. We have had, you know – that's not fair to
 21 say. We have improved reliability of the
 22 gas turbines, for instance, over the
 23 2016/2017 timeframe, and I think there were
 24 some things there that may have contributed
 25 to that because we didn't hire, we deferred

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1 certain things to do, you know, so we were
 2 working on improving those, that sort of
 3 thing. There may be some, but whether
 4 there's a huge single issue, I don't think
 5 so.

6 MR. O'BRIEN:
 7 Q. Did you have a focused plan in 2016 that
 8 you're going to reduce cost to make sure
 9 that it's not going to affect reliability?

10 MR. HAYNES:
 11 A. I can't speak to – I'm sure that would have
 12 been an overarching goal, but from the point
 13 of view of specifics and the directions, I
 14 doubt that, but I do not know. My
 15 directions are to my folks is that,
 16 basically, we look at our cost, we sustain
 17 it; we want to keep safety, obviously, first
 18 and foremost; we want the reliability to be
 19 improving; and, obviously, as I said
 20 yesterday, it's safety, reliability, and
 21 cost, and because we anticipate or we are of
 22 the opinion that the reliability is a hugely
 23 important issue to the customers and
 24 everybody and that we have to look at that
 25 first. We look at the cost in parallel, but

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1 we have to balance it. My instructions, and
 2 I just can't restate it enough, my
 3 instructions are we want sustainable cost
 4 reductions and we want sustainable
 5 improvement and reliability, and we have to
 6 look for that balance, and that's what we're
 7 proposing to do in this GRA.

8 MR. O'BRIEN:
 9 Q. Those instructions, did you give those
 10 instructions when you came on in 2016?

11 MR. HAYNES:
 12 A. Well, the instructions for 2016 were there,
 13 they were sustained. I questioned the logic
 14 of deferring SEM cost when we know that
 15 reliability is an issue. Those were
 16 primarily – that was my initial reaction to
 17 the budget is that we've cut a lot of
 18 reliability related cost that we probably
 19 should reconsider, but we were also
 20 responding to the pressures to reduce cost.

21 MR. O'BRIEN:
 22 Q. Okay, so from that perspective, and I did
 23 get that impression from your evidence
 24 yesterday, that reliability came before
 25 cost, is that a fair assessment?

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1 MR. HAYNES:
 2 A. It's a balance. It's a balance, and as I
 3 said, or as I tried to say, that if we are
 4 spending too much on reliability and there's
 5 an appetite for a bit higher risk, then,
 6 obviously, maybe there's some cost savings
 7 that we can do. You know, we had a higher
 8 reserve, we've done – we've staffed gas
 9 turbines in the event of a situation where
 10 we think we might be at risk. You know, in
 11 2013 and when I left, that would be a rare
 12 event. We do it right now, we do it as
 13 required, and it is obviously a cost, a
 14 labour cost; particularly an operating cost
 15 in that case.

16 MR. O'BRIEN:
 17 Q. So in 2016 when you came on, that would have
 18 been around the time where the budget for
 19 2017 would have been – that process would
 20 have been started?

21 MR. HAYNES:
 22 A. Yeah.

23 MR. O'BRIEN:
 24 Q. So in terms of instruction, if you had
 25 issues with some of the short-term costs

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1 that were being cut that could affect
 2 reliability, what instructions did you give?
 3 MR. HAYNES:
 4 A. The instructions to make sure that the folks
 5 were comfortable with what they're
 6 suggesting, the VPs, in particular, that
 7 they were comfortable with what was being
 8 put forward that we can meet these
 9 reliability targets, and at the cost that we
 10 put forward, but I was not down in the
 11 weeds. Obviously, it was a period of
 12 transition because we were hiring – we were
 13 actually going through a hiring process and
 14 a restructuring. So that may have
 15 complicated it a bit, but I don't think
 16 hugely so.
 17 MR. O'BRIEN:
 18 Q. So the 2017 budget was set by the October
 19 range?
 20 MR. HAYNES:
 21 A. Around that timeframe.
 22 MR. O'BRIEN:
 23 Q. And that particular budget, was that higher
 24 than what we have in the 2018 test year?
 25 Did you look at the one where you were

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1 tracking for cost to figure out -
 2 MR. HAYNES:
 3 A. At the time, I don't remember the numbers
 4 off the top of my head, but we would have
 5 looked at certainly our history. We would
 6 have looked at what we put forward in the
 7 2018/2019 test year is what we think are the
 8 costs to provide the level of service that
 9 we think we're obligated or required to
 10 provide, but on the details of the budget, I
 11 would suggest that the individual VPs would
 12 be the best folks to go over that process.
 13 MR. O'BRIEN:
 14 Q. Did you put in place any processes around
 15 that time to try to make sure that you kept
 16 the FTEs at a reasonable level, any written
 17 instructions?
 18 MR. HAYNES:
 19 A. I don't think we have written instructions.
 20 We have an ongoing, you know, what we call
 21 the "Gating In Process" (phonetic) where any
 22 requisitions that come in, if there's new
 23 positions required, we will look for other
 24 positions in the company that we can delay,
 25 wait, or even delete, if you will, if it's a

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1 long term requirement, so we're constantly
 2 doing that on any requisition that comes
 3 through. A personnel requisition comes in,
 4 I would suggest that it never was kind of a
 5 blanket approval to approve it, but the
 6 hurdle now to get that approved requires a
 7 lot of work by the requesting department
 8 manager, or whatever, to go back and
 9 justify, if they've looked at, you know, is
 10 there another way to do it, are there other
 11 things that can happen from the point of
 12 view, or can we share it with somebody else
 13 and so on. So there's a lot of – there's a
 14 huge amount of discussion and there's a
 15 meeting every month where I attend them
 16 occasionally, I don't go to all the meetings
 17 on what we call the "Gating In Process"
 18 (phonetic), I have attended them, and I walk
 19 away feeling pretty comfortable that a good
 20 level of detail and arguments, healthy
 21 arguments, on whether we fill that position
 22 now or later, or at all; they're all
 23 reviewed.
 24 MR. O'BRIEN:
 25 Q. That's where I was going just in terms of if

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1 there's a written instruction on that type
 2 of thing?
 3 MR. HAYNES:
 4 A. That should be standard business. It's a
 5 business as usual function right now.
 6 MR. O'BRIEN:
 7 Q. I wonder if we could pull up Schedule 3-IX
 8 while we're in the evidence here. It shows
 9 the total operating expenses. Again, I'm
 10 not going to get into the cost type. The
 11 2017 forecast that we see there –
 12 MR. HAYNES:
 13 A. Yes.
 14 MR. O'BRIEN:
 15 Q. Is that likely the 2017 budget or is it
 16 something different?
 17 MR. HAYNES:
 18 A. Well, the forecast would be the forecast.
 19 In all likelihood, it's probably different
 20 than the budget because, basically, as –
 21 depending on what time. There's no date on
 22 that.
 23 MR. O'BRIEN:
 24 Q. No, there's not.
 25 MR. HAYNES:

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1 A. So if that was early in the year, it would
 2 be very close to budget. If it was in the
 3 last quarter of the year, there would be
 4 variations, obviously, between different
 5 categories of cost because they're not –
 6 obviously, not precise.
 7 MR. O'BRIEN:
 8 Q. Are you able to undertake just to provide a
 9 copy of the 2017 budget when it was
 10 approved?
 11 MR. HAYNES:
 12 A. Yes.
 13 CHAIR:
 14 Q. I'll register that as Undertaking #2.
 15 MR. TEMPLETON:
 16 Q. Undertaking #2, yes, thank you, Chair.
 17 MR. O'BRIEN:
 18 Q. Any idea whether or not – I'm assuming
 19 because this is filed with the rate case
 20 2017, you're halfway through the year at
 21 around that point. Do you know whether or
 22 not the forecast was as a result of numbers
 23 halfway through or just first few months?
 24 MR. HAYNES:
 25 A. I'm sure that the test year forecast would

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1 have been based on all the information we
 2 had up to the date of filing. Obviously, it
 3 wouldn't be the month prior, but certainly
 4 the quarter prior.
 5 MR. O'BRIEN:
 6 Q. Are you aware of any major changes that
 7 would have occurred the first three or four
 8 months of 2017 that might have affected the
 9 budget or changed the forecast picture?
 10 MR. HAYNES:
 11 A. Not offhand, no. I am not, but as I said,
 12 the VPs manage their budgets.
 13 MR. O'BRIEN:
 14 Q. For 2017 itself, to what level can you state
 15 the reasons behind the change from the
 16 actuals of 2016 to that forecast in 2017,
 17 was there anything glaring in your mind as
 18 to why that increased from 123.9 of actuals
 19 to 134?
 20 MR. HAYNES:
 21 A. You can go down through the different –
 22 between the 2016 actuals and 2017 forecast,
 23 you go down to the last category. You see
 24 it bumps up various numbers. You know,
 25 labour is up somewhat, consultants are up

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1 somewhat, but I do not have memory of any
 2 specific thing that was a single driver, if
 3 you will.
 4 MR. O'BRIEN:
 5 Q. Okay. We talked earlier about education
 6 deferrals. That would be under system
 7 equipment maintenance?
 8 MR. HAYNES:
 9 A. That would be under system equipment
 10 maintenance, yes, and that's up by roughly
 11 half a million dollars, a little over
 12 \$600,000.00, \$650,000.00, which is not a
 13 major amount. I would also suggest too, if
 14 I could, if you take a one-year holiday, and
 15 I do remember this discussion, if you take a
 16 one-year holiday or you cut back severely or
 17 significantly your vegetation management
 18 program, it doesn't necessarily mean that
 19 you do it all next year. You may stagger it
 20 over a number of years, but you can't just
 21 keep plowing that up to later on, but you
 22 can kind of reshuffle your forecast. So
 23 maybe the vegetation management that was
 24 required six years out is now deferred one
 25 year to try to streamline that in, but you

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1 can't do that year over year, over year;
 2 otherwise, you'll end up with a major
 3 vegetation issue eventually.
 4 MR. O'BRIEN:
 5 Q. That becomes a reliability issue versus –
 6 MR. HAYNES:
 7 A. Yes. Basically, you will have, you know,
 8 tree falls (phonetic) primarily, or access
 9 issues.
 10 MR. O'BRIEN:
 11 Q. We do see labour cost went up 4 million?
 12 MR. HAYNES:
 13 A. Yes, less than the '15 actuals, and actually
 14 less than the 2015 test year as well.
 15 MR. O'BRIEN:
 16 Q. Do you believe that was associated with the
 17 reorganization?
 18 MR. HAYNES:
 19 A. I think partially, but, you know, if I
 20 recall correctly, there was, and Ms.
 21 Hutchens could – there was some change on
 22 employee future benefits which is basically,
 23 I won't say uncontrollable, but it is what
 24 it is, sort of a number at the end of the
 25 day. I think there were some changes there

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1 as well, but I don't see them there. It is
 2 roughly \$700,000.00 probably—or \$600,000.00,
 3 I should say, sorry.
 4 MR. O'BRIEN:
 5 Q. I wonder if we could go back to Information
 6 1, Page 8 of 118, Table 3.1. We looked at
 7 that earlier. So there was a forecast
 8 increase in 2017 for FTEs of 51. Would that
 9 largely have been related to your shuffling
 10 any –
 11 MR. HAYNES:
 12 A. Can you repeat the first part of your
 13 question, please, I'm sorry?
 14 MR. O'BRIEN:
 15 Q. It looks like there's a forecast increase
 16 from 2016 actuals to 2017 forecast of 51
 17 FTEs. Is that part of your process –
 18 MR. HAYNES:
 19 A. I would suspect, but again Ms. Dalley has
 20 spent a fair of time on the detail of
 21 managing those overall numbers.
 22 MR. O'BRIEN:
 23 Q. Do you know why the actuals for 2017 really
 24 only went up by six?
 25 MR. HAYNES:

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1 A. I think there was, going back to the
 2 concerted effort on, you know, the staging
 3 in folks or whatever, as I said, we are
 4 looking for sustainable savings, we are
 5 reviewing every position, every requisition,
 6 and only approving the ones that we think is
 7 required to provide the service that we're
 8 expected to provide.
 9 MR. O'BRIEN:
 10 Q. So, that's a focused effort on your part to
 11 maintain appropriate levels –
 12 MR. HAYNES:
 13 A. On everybody's part, yeah.
 14 MR. O'BRIEN:
 15 Q. Maintain an appropriate level of FTEs?
 16 MR. HAYNES:
 17 A. Yes.
 18 MR. O'BRIEN:
 19 Q. Okay.
 20 MR. HAYNES:
 21 A. Yeah.
 22 MR. O'BRIEN:
 23 Q. And I'm going to get back to that just a
 24 little bit later. So, by the end of 2016,
 25 2016, the Board's order on—with respect to

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1 Hydro's last general rate application came
 2 out in 2016. Do you recall seeing that?
 3 MR. HAYNES:
 4 A. Yes, yeah.
 5 MR. O'BRIEN:
 6 Q. Would you have reviewed that in detail?
 7 MR. HAYNES:
 8 Q. I've reviewed it, but I don't have it at the
 9 top of my head. But I have reviewed it,
 10 yes.
 11 MR. O'BRIEN:
 12 Q. What was your initial impression of that
 13 order?
 14 MR. HAYNES:
 15 A. Well, basically the—I was just going to
 16 restate that basically on a go-forward
 17 basis, we are going to stick with the—
 18 looking for sustainable reliability,
 19 delivery of service, and with the least
 20 about of FTE resources and overall cost.
 21 Now that basically is the crux of what we're
 22 trying to do in our 2018 and 2019 proposal.
 23 MR. O'BRIEN:
 24 Q. But in terms of the Board's comments and
 25 that sort of thing, did you put any—did you

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1 read anything into that or from that order
 2 that gave you cause to think?
 3 MR. HAYNES:
 4 A. I don't have that at the top of my mind
 5 right now.
 6 MR. O'BRIEN:
 7 Q. Okay.
 8 MR. HAYNES:
 9 A. Sorry.
 10 MR. O'BRIEN:
 11 Q. So, going forward, what did you see as your
 12 biggest challenge for Hydro to control
 13 operating costs?
 14 MR. HAYNES:
 15 A. Our biggest challenge on controlling
 16 operating costs is the maintenance that we
 17 have to do on the assets. And you know, we
 18 have gone through a fair bit of asset
 19 replacement on certain things, particularly
 20 breakers and things like that. We have
 21 reviewed the Asset Management Program, our
 22 PMs, our preventative maintenance work, our
 23 corrective maintenance work and providing
 24 that level of service. We have concerns
 25 about, you know, some, you know, reliability

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1 issues on some aging assets which we don't—
 2 like for instance, I mentioned Holyrood
 3 yesterday is a challenge, and in the sense
 4 of, you know, the number of employees that
 5 have retired and moved on, and the temporary
 6 employees. So, those things all have some
 7 incurrence of addition costs, maybe in
 8 overtime or external resources required
 9 occasionally to help us get things in order,
 10 but you know, I think the budget that we put
 11 forward for 2018 and 2019 in realistic. We
 12 did put in a million-dollar—roughly a
 13 million-dollar, what we call a productivity
 14 allowance because we are still looking for
 15 savings. We recognize that up front. I
 16 would also mention that even in that budget,
 17 have also—that was the amount that was put
 18 there specifically as a productivity
 19 allowance. There was also the number of
 20 additional resources that required an ECC to
 21 facilitate the facilitate the DC lines and
 22 the additional work there. We put those in
 23 and we, you know, we found those from
 24 within. So, that's another part of it. We
 25 have agreed to the—an increase in the

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1 vacancy allowance in the Settlement
 2 Agreement which also is another part of
 3 productivity. So, you know, the one-million
 4 dollars I think is only a portion of what
 5 we're already conceded—not conceded. That's
 6 the wrong word. Well we've agreed that we--
 7 would be, you know, reasonable and prudent
 8 things to do to maintain and reduce our
 9 cost.

10 MR. O'BRIEN:
 11 Q. Do you have any idea how that one-million
 12 dollars is calculated?

13 MR. HAYNES:
 14 A. I don't off the top of my head, but
 15 basically it was a number that was—we know
 16 that we can—you know, if we can save a
 17 dollar here or a dollar there, they will add
 18 up. And that's what we're looking for with
 19 the productivity group, to go back and look
 20 for those savings. And I know that, you
 21 know, from—you know, Ms. Hutchens may be
 22 able to add a little more context to that
 23 there, but it was not—it wasn't necessarily
 24 that we thought we could find a million
 25 dollars in this particular area or that

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1 particular area. It was a collective of
 2 number that we—a collective review of
 3 everything. Whether it's training or
 4 transportation or travel or whatever, we
 5 could look for savings wherever we can.

6 MR. O'BRIEN:
 7 Q. Okay. I'm going to take you to a couple of
 8 portions of the—that Board Order. And I
 9 wonder if we can bring up P.U. 49(2016). I
 10 don't want to go in too much detail, but
 11 page 44 if we could, at lines or line 23.
 12 "The Board acknowledges the upward pressure
 13 on Hydro's salaries and benefits costs since
 14 2007. Nevertheless, it's Hydro's
 15 responsibility to manage these costs with a
 16 view to the provision of least cost reliable
 17 service. Given the significant increase in
 18 salaries and benefits costs it is incumbent
 19 on Hydro to demonstrate that all steps"—
 20 "reasonable steps were taken to manage these
 21 costs. Hydro provided evidence in relation
 22 to how the budget for salaries and benefits
 23 costs was developed. Managers were
 24 responsible in relation to cost controls and
 25 finding efficiencies, and develop budgets

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1 using the established budget guidelines and
 2 the salary estimates provided by Human
 3 Resources and Organizational Effectiveness.
 4 It appears the"—"that execution" or
 5 "executive oversight of the budget was
 6 focused to a large degree on areas where the
 7 budget exceeded inflation. Hydro did not
 8 demonstrate that systematic reviews and
 9 controls were in place to manage these
 10 significant and increasing costs or that
 11 there was meaningful and strategic oversight
 12 by the executive. The Board finds that
 13 Hydro failed to demonstrate that these costs
 14 were established in a rigorous process and
 15 was involved"—"and which involved a
 16 substantive review of requirements and
 17 consideration of the available opportunities
 18 to achieve savings and cost reductions.
 19 Hydro did not provide evidence demonstrating
 20 reasonable controls on salaries and
 21 benefits." And ultimately, down on line 12,
 22 "The Board believes that a disallowance of
 23 four million dollars of the proposed 2015
 24 salaries and benefits costs is reasonable in
 25 the circumstances." Do you recall reviewing

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1 that?

2 MR. HAYNES:

3 A. Yes, I read that, yes.

4 MR. O'BRIEN:

5 Q. That part of the order?

6 MR. HAYNES:

7 A. Yeah.

8 MR. O'BRIEN:

9 Q. And what did you take from that?

10 MR. HAYNES:

11 A. Well I remember, we have gone back, as I

12 said, with the FTE portion of our—I go back

13 to that on a regular basis, and I have. I

14 apologize, but that is an effort to reduce

15 that cost. We have not had—you know, we

16 have collective agreements in place, we have

17 salary scales where people can progress in

18 their scales which are—which we've honoured.

19 The—from the point of view of a general

20 cost-of-living increase, they have not—we

21 have not done that for the management side

22 of the business for the last two years. So,

23 we have--you know, we have not given a

24 general increase. The collective agreement

25 did have salary adjustments, obviously,

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1 which we honoured, but from the point of

2 view of the management side of the business,

3 there was no cost of living. That doesn't

4 mean people didn't move within their scale

5 to get the job rate and things like that,

6 but there was no general, no general cost of

7 living.

8 MR. O'BRIEN:

9 Q. Did you go back and look at the 2017 budget

10 after receiving this order to revisit it?

11 MR. HAYNES:

12 A. Not that I recall.

13 MR. O'BRIEN:

14 Q. And why not?

15 MR. HAYNES:

16 A. I can't recall. You know, we had put in

17 place the Gating Session (phonetic). We go

18 look at all these things. We go back and

19 we're looking at overtime. We're looking at

20 all the cost contributions, and I look at

21 that as a business-as-usual thing we need to

22 be doing all the time. And that has been

23 reinforced with the folks, and we are busy

24 with that. And I know that I the VPs are

25 engaged in looking at their labour costs, as

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1 all their costs, to get it down to a

2 sustainable, reasonable level.

3 MR. O'BRIEN:

4 Q. Okay. But you've added a disallowance of

5 four-million dollars here in salaries.

6 MR. HAYNES:

7 A. Yes, we have, yeah.

8 MR. O'BRIEN:

9 Q. So, did that cause you to go back and look

10 at the budget?

11 MR. HAYNES:

12 A. Only to go back and reinforce the fact that

13 we need to control costs, get it down to a

14 defensible level, and what we've put forward

15 for the 2018 and 2019 test year is what we

16 consider to be the amount of money we

17 required to deliver the service that we're

18 expected to deliver.

19 MR. O'BRIEN:

20 Q. I wonder if we could move along to page 52.

21 We talked earlier about the productivity

22 allowance. 52, lines 40—or sorry, line 40.

23 This is the Board's—are the Board Findings.

24 "The Board shares the concerns expressed by

25 the intervenors in relation to the

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1 efficiency of Hydro's operations. While

2 Hydro selects"—"suggested that productivity

3 is built into the budget when prepared by

4 the manager, the budget guidelines do not

5 set this out, and further do not provide

6 guidance as to the approach that is to be

7 taken to build in productivity," sorry, "to

8 build in productivity. The Board notes that

9 the annual budget guidelines do not

10 reference productivity objectives,

11 efficiency measures or cost reduction

12 initiatives." If we go to the next page—or

13 sorry, go to the lines 26 to 38, the Board

14 comments here about these efficiency

15 measures. "Despite the fact that Hydro

16 failed to demonstrate reasonable efficiency

17 measures, the Board believes that a

18 productivity allowance may not be

19 appropriate in the circumstances. A

20 productivity allowance is intended to

21 provide an incentive to manage costs and

22 find efficiencies. There would be no

23 effective opportunity for Hydro to find

24 efficiencies given that it is now late in

25 2016 and that Hydro is expected to file a

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1 general rate application in 2017 for 2018
 2 test year rates.” If we go back down—if we
 3 go down here to line 35, “However, the Board
 4 expects Hydro to implement improved
 5 processes in relation to identifying,
 6 establishing and documentary”—or
 7 “documenting efficiency measures before the
 8 filing of its next general rate
 9 application.” Has Hydro done that?
 10 MR. HAYNES:
 11 A. I’m going back—when we actually prepared the
 12 budget, we went back and we looked at to
 13 reduce whatever costs we thought was
 14 reasonable. We’ve increased our attention
 15 to hiring and so on, but from—that’s what
 16 we’ve done. And I’m not aware that we’ve
 17 actually gone back and done any specific
 18 document. We looked at transportation, we
 19 looked at travel, we’re looking at anything
 20 and everything. And part of the reason, you
 21 know, for the productivity allowance is, you
 22 know, we have put a productivity allowance
 23 in the 2018 and 2019 test year to account
 24 for some of that.
 25 MR. O'BRIEN:

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1 Q. Okay, well, I guess my question -
 2 MR. HAYNES:
 3 A. So, you know, we have acknowledged that part
 4 of it, if you will.
 5 MR. O'BRIEN:
 6 Q. But the Board didn't impose the productivity
 7 allowance here, but suggested -
 8 MR. HAYNES:
 9 A. No, we volunteered one in the 2018 and 2019
 10 test year.
 11 MR. O'BRIEN:
 12 Q. No, I understand, but suggested that Hydro
 13 implement improved processes in relation to
 14 identifying and establishing, documenting
 15 efficiency measures before the filing of the
 16 next GRA. Did you do that?
 17 MR. HAYNES:
 18 A. I don't recall that we actually went down to
 19 that level of detail, no, but the
 20 instructions to the folks preparing the
 21 budget is to bring forward only what's
 22 necessary to actually, you know, provide a
 23 level of service that they're mandated to
 24 do. Now in the budget instructions for 2018
 25 and 2019, you know, from the point of view

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1 of actually a detailed budget document and
 2 so on, Ms. Hutchens could elaborate on that
 3 a bit more than I would—could.
 4 MR. O'BRIEN:
 5 Q. So, in terms of the productivity allowance
 6 itself, Ms. Hutchens can elaborate more on
 7 that as well?
 8 MR. HAYNES:
 9 A. Yes, yeah, but as I said, it is a target
 10 that we have to actually, you know, reduce
 11 the cost and—but the budget is built based
 12 on, you know, what our expected—our expected
 13 maintenance program requires and so on.
 14 MR. O'BRIEN:
 15 Q. Right.
 16 MR. HAYNES:
 17 A. And those—that's what in the budget.
 18 MR. O'BRIEN:
 19 Q. So, that million dollars, it's generally a
 20 million dollars for each of the test years?
 21 MR. HAYNES:
 22 A. Yes.
 23 MR. O'BRIEN:
 24 Q. That's Hydro's incentive to keep its costs
 25 down?

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1 MR. HAYNES:
 2 A. Hydro's incentive. That is—you could put it
 3 that way, I guess. Basically, we have said
 4 that we will find another million dollars in
 5 our operating budget in addition to the fact
 6 that we've, you know, had more FTEs and EPCs
 7 which we've absorbed that. So, it's a
 8 million dollars plus the other the thing
 9 that have been done, but the million dollars
 10 is just a targeted productivity allowance
 11 that we, you know, propose that we would
 12 find those dollars. And the instruction to
 13 the folks were to come back with budgets
 14 that were required to meet the things that
 15 they had to do, and we'll come back and
 16 we'll find another million dollars besides.
 17 MR. O'BRIEN:
 18 Q. Can we go to Information 1 again there? I'm
 19 looking for Table 317. Okay, yes. So,
 20 that's the general—it's the overall
 21 operating budgets. So, if we compare 2018
 22 test year, we've got an 18-million-dollar
 23 increase from the 2016 actuals, is that
 24 fair?
 25 MR. HAYNES:

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1 A. Yes, I think in the 2017 actuals though
 2 there's a lot of detail below that that Ms.
 3 Hutchens could probably rationalize more
 4 than me with respect to the implications of
 5 the GRA and things like that. It's not—you
 6 know, there are other bits and pieces of
 7 that particular number.
 8 MR. O'BRIEN:
 9 Q. I guess the 2016 actuals I was comparing it
 10 to, I'm sorry.
 11 MR. HAYNES:
 12 A. Oh, I'm sorry.
 13 MR. O'BRIEN:
 14 Q. That's my fault. So, there's an 18-million-
 15 dollar increase over the one twenty-four and
 16 one twenty-three nine. That's approximately
 17 a 15 percent increase from 2016 to the first
 18 test year, is that right?
 19 MR. HAYNES:
 20 A. Um-hm.
 21 MR. O'BRIEN:
 22 Q. In that range?
 23 MR. HAYNES:
 24 A. Well, at that—in that range, yes.
 25 MR. O'BRIEN:

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1 Q. And 2019 is going—the request is up to 145
 2 MR. HAYNES:
 3 A. Yes.
 4 MR. O'BRIEN:
 5 Q. That's 21 million dollars over 2016 actuals?
 6 MR. HAYNES:
 7 A. Yes, 2016 actuals, but as I said, there was—
 8 there were some specific actions taken in
 9 2016 that can't be sustained. I think if
 10 you go back and compare the 2015 test year
 11 approved budget, and certainly the 2015
 12 actual which was—you know, which is a
 13 different issue because were doing a lot of
 14 catch-up work if you will. You know, I
 15 don't know if it's appropriate to trigger
 16 off any particular year. If you go back to
 17 the, you know, 2015 test year, which was
 18 approved, the 132, then basically from 2017,
 19 I don't think—I think that over time, you
 20 know, there are some bumps and—bumps along
 21 the way obviously, but I don't think it's
 22 extraordinary that we—in 2015, if was 133
 23 million dollars, and we're now at 142, I
 24 don't know what escalation rate is of that,
 25 but there are lots of puts and takes there

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1 which—and I think, you know, the—as I said,
 2 from the point of view of the actual
 3 analysis and dissecting the budget, the
 4 finance folks would do that better than me.
 5 MR. O'BRIEN:
 6 Q. There's a reference to the evidence of the
 7 2018 and 2019 test year being a renewed
 8 Hydro's—or a reflection of Hydro's renewed
 9 commitment to cost control.
 10 MR. HAYNES:
 11 A. Yes, but in the context of the change in the
 12 service that it's providing, as I go back,
 13 and we, you know, we are more proactive on
 14 maintenance. We are spending more on
 15 maintenance from that perspective. We are
 16 spending more on labour costs from staffing
 17 gas turbines, you know, and terminal
 18 stations, if required and so on. And we are
 19 also going through a—you know, there's been
 20 a significant turnover in the last number of
 21 years. There's obviously, you know, a
 22 decrease in productivity if you have new
 23 employees and so on. So, it is a bit of a
 24 transitory stage there, but we have
 25 responded to the feedback in the sense of,

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1 you know, of improving reliability. And I
 2 can't remember the words in the Liberty
 3 Report, but basically that's just the cost
 4 of doing business, and we—in prior times,
 5 we're extremely reluctant to spend money on
 6 staffing gas turbines for instance in case
 7 there's an issue with Holyrood or another
 8 generator if we're—or if we were close on
 9 reserves. We've increased our reserve.
 10 Those things do not come free. They do come
 11 at a cost, but it is a cost that we feel
 12 that the customers and the Board, and the—at
 13 large expect to improve that reliability.
 14 So, we do not have repeats of what happened
 15 in 2013 and 2014.
 16 MR. O'BRIEN:
 17 Q. Those gas turbines, they're covered under
 18 these energy supply deferral accounts, are
 19 they not?
 20 MR. HAYNES:
 21 A. The fuel is.
 22 MR. O'BRIEN:
 23 Q. The fuel is, yes.
 24 MR. HAYNES:
 25 A. Yeah.

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1 MR. O'BRIEN:
 2 Q. Which is the capital cost in terms of –
 3 MR. HAYNES:
 4 A. The capital cost and the—I don't think the
 5 operating costs is in a deferral account,
 6 but I think it's the fuel that's in the
 7 deferral account. So, you know, you're
 8 staffing up gas turbines in, you know –
 9 MR. O'BRIEN:
 10 Q. So, labour associated?
 11 MR. HAYNES:
 12 A. Labour associated, and in our collection
 13 agreement basically, you know, you have some
 14 restrictions on how that's done. There's a
 15 lot of that that's overtime.
 16 MR. O'BRIEN:
 17 Q. You'd agree with me that from this table
 18 anyway, if you looked at 2016 and 2017
 19 actuals, 2018 is not an inflationary
 20 increase, is it?
 21 MR. HAYNES:
 22 A. No, but I would also tie it back to the 2015
 23 test year and recognize that there was some,
 24 you know, fairly aggressive things done in
 25 2016, and to some degree in 2017 for the—to

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1 deliver those budget numbers, which I don't
 2 think are sustainable.
 3 MR. O'BRIEN:
 4 Q. But I thought we agreed 2015 was an anomaly?
 5 It was a catch-up year, wasn't it?
 6 MR. HAYNES:
 7 A. The test year. I don't think the test year
 8 was an anomaly. The 2015 actual was
 9 certainly an anomaly.
 10 MR. O'BRIEN:
 11 Q. The test year of 139 with Board satisfied—or
 12 the Board indicated you had to prove
 13 reasonable costs for that 139, and 132 was
 14 given. Is that fair?
 15 MR. HAYNES:
 16 A. The one thirty –
 17 MR. O'BRIEN:
 18 Q. The four-million-dollar reduction in
 19 salaries, salary costs, labour costs.
 20 MR. HAYNES:
 21 A. You'd have to take me back to the 139 again,
 22 I'm sorry.
 23 MR. O'BRIEN:
 24 Q. One thirty-nine was a test year. The first
 25 one here, the 2015 test year.

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1 MR. HAYNES:
 2 A. Yes.
 3 MR. O'BRIEN:
 4 Q. That's what was submitted.
 5 MR. HAYNES:
 6 A. At 139?
 7 MR. O'BRIEN:
 8 Q. At 139.
 9 MR. HAYNES:
 10 A. Yeah.
 11 MR. O'BRIEN:
 12 Q. But the Board's Order was 132.
 13 MR. HAYNES:
 14 A. Right, yeah.
 15 MR. O'BRIEN:
 16 Q. It was a reduction –
 17 MR. HAYNES:
 18 A. Yeah, so –
 19 MR. O'BRIEN:
 20 Q. - for four million for labour.
 21 MR. HAYNES:
 22 A. Yeah, so 132 to 142 over that three-year
 23 period, it is high, but we have change the
 24 way we're operating. We are focused on
 25 delivering higher reliability.

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1 MR. O'BRIEN:
 2 Q. But 132 to 142 is high, but you reduced it
 3 to 123 and 130.
 4 MR. HAYNES:
 5 A. yes, but with deferring a bunch of system
 6 equipment maintenance is one part of that
 7 thing there which you referred me to that
 8 table before. So, that was a fairly
 9 aggressive thing to do. They're not
 10 sustainable.
 11 MR. O'BRIEN:
 12 Q. Well, let me ask you, in terms of FTEs—
 13 you've testified yesterday that you—that
 14 Hydro is not planning on adding any FTEs for
 15 the test years?
 16 MR. HAYNES:
 17 A. No. We will –
 18 MR. O'BRIEN:
 19 Q. 2018 or 2019?
 20 MR. HAYNES:
 21 A. Yeah, and we will look for any savings we
 22 can, and we will look at attrition, we will
 23 look at any avenue to reduce. We'll—that's
 24 a commitment that we've made as well.
 25 MR. O'BRIEN:

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1 Q. Would you agree with me that salary and
 2 labour costs sort of make up the larger part
 3 of operating costs?
 4 MR. HAYNES:
 5 A. Yes, it's a huge part of our costs, yes.
 6 MR. O'BRIEN:
 7 Q. Okay. And we saw an earlier table there
 8 where FTEs in 2017 only went up by six?
 9 MR. HAYNES:
 10 A. Not from the budget; from the actual.
 11 MR. O'BRIEN:
 12 Q. From the—well, the actual only went up the
 13 budget, but was a fair bit, 51 I think is
 14 what the -.
 15 MR. HAYNES:
 16 A. Yeah, eight—it's something like that, yeah.
 17 MR. O'BRIEN:
 18 Q. Yes.
 19 MR. HAYNES:
 20 A. Yeah.
 21 MR. O'BRIEN:
 22 Q. So, if you don't increase FTEs, how do you
 23 get from 132 to 142 or 130 to 142? It's a
 24 significant jump.
 25 MR. HAYNES:

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1 A. Yes, but the—if you were to take out the -
 2 MR. O'BRIEN:
 3 Q. Built into that 142, isn't that, isn't that
 4 an extra bunch of FTEs?
 5 MR. HAYNES:
 6 A. Yes. The vacancy allowance is built in.
 7 So, you've got to take—you have to take off
 8 the amount that we've already agreed to
 9 increase the vacancy allowance by. So, that
 10 number is already lower by whatever that
 11 number is and I don't know that number off
 12 the top of my head, but -
 13 MR. O'BRIEN:
 14 Q. If we could bring up Table 3.1 again, 31
 15 again. I just want to make sure we're
 16 talking about the same thing. If we can use
 17 the additional information, it might be
 18 easier. Yes, so the FTEs we're looking at.
 19 The actual—the forecast in 2017 was 860, you
 20 know, reduced by 6. You've got your test
 21 year, 852, but you're not going to add any
 22 test year 2018 or 2019?
 23 MR. HAYNES:
 24 A. No.
 25 MR. O'BRIEN:

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1 Q. So, is that 142 the appropriate figure now
 2 for 2018?
 3 MR. HAYNES:
 4 A. Yes, that would have been an appropriate
 5 figure from my perspective, but I—from the
 6 point of view of the, you know, the details,
 7 I would still suggest that you go back to,
 8 you know, defer some of those questions to
 9 finance folks, but that is—the budget is
 10 built on the FTEs that we put forward.
 11 MR. O'BRIEN:
 12 Q. On the 852?
 13 MR. HAYNES:
 14 A. Yes.
 15 MR. O'BRIEN:
 16 Q. But you testified you weren't going to add
 17 any more in the test year, but you're going
 18 to add from 815 to 852 in the test year?
 19 MR. HAYNES:
 20 A. Well, part of that is reorganization. Yes,
 21 some of that there, but the forecast, we
 22 didn't increase over forecast.
 23 MR. O'BRIEN:
 24 Q. Okay. Well, take me through that. Right
 25 now, you're at 815. How far along are you

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1 in the corporate reorganization process?
 2 MR. HAYNES:
 3 A. We're pretty well there right now, and
 4 basically, what we see, that 852, is what we
 5 think what we need to sustain the delivery
 6 of the service that we want to do. With
 7 respect to the evolution of the number and
 8 the rationale, I mean, I would suggest that
 9 Ms. Dalley with respect to the HR could
 10 actually take you through those numbers and
 11 how that's done much better than I could.
 12 You know there are a lot of transitions
 13 between the Nalcor and Hydro and so on, but
 14 you have to look at it in the context of the
 15 cost as well, and she would be best suited
 16 to actually go through the mechanics of
 17 that.
 18 MR. O'BRIEN:
 19 Q. So, are those deferred FTEs? Is that your—
 20 for the 2017 forecast to—out to '18 or -
 21 MR. HAYNES:
 22 A. I can't answer that question. I -
 23 MR. O'BRIEN:
 24 Q. Okay. I'll ask Ms. Dalley. You mentioned
 25 earlier this—I guess a dedicated team to

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1 look at the aggressive approach of costs,
 2 but can you give me a little bit more
 3 information about how that works?
 4 MR. HAYNES:
 5 A. Ms. Hutchens could give you a lot more
 6 detail than I can. Basically, we have taken
 7 basically, I'm going to say four individuals
 8 to actually look at any way that we can
 9 actually look at productivity improvement or
 10 at-cost savings. We're looking for what we
 11 call low-hanging fruit, along with--but
 12 mostly I want sustainable things come out of
 13 that. But their scope is broad, and they do
 14 have, you know, some guidelines to do that
 15 by, which Ms. Hutchens could speak to, and
 16 they report up through Ms. Hutchens. But
 17 basically, there are a couple of—one senior,
 18 one senior seasoned person who has a fair
 19 bit of field experience who basically
 20 started his career as a temporary and went
 21 through as eventually being a manager of
 22 Hydro Generation who has a lot of insight
 23 into the say things are working and what
 24 some potential savings are. We have
 25 somebody with a significant amount of

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1 project management background in that group
 2 who is keen on actually delivering, you
 3 know, sustainable savings. And we have two
 4 other folks out there that basically—one
 5 basically is a line worker, and
 6 unfortunately, I forget the other—I just
 7 forget the other individual, but basically,
 8 it's a small group who are going to generate
 9 their own thoughts on that there. They've
 10 been looking for input. They've met with
 11 various groups across the system and has
 12 continued to do that, looking for
 13 information and feedback. They will take
 14 them back. They will prioritize the
 15 possible savings and they will set up the
 16 process easiest deliverable, and hopefully,
 17 we will enact enough that we'll deliver the
 18 million dollars savings.
 19 MR. O'BRIEN:
 20 Q. Look, well, maybe we can pull up PUB NLH
 21 122. I just want to make sure this is the
 22 group we're talking about.
 23 MR. HAYNES:
 24 A. This is the group, yes.
 25 MR. O'BRIEN:

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1 Q. Yes, this is the group we were talking about
 2 that –
 3 MR. HAYNES:
 4 A. Yes.
 5 MR. O'BRIEN:
 6 Q. “Is determined that a focused effort by a
 7 core dedicated group is required.”
 8 MR. HAYNES:
 9 A. Yeah.
 10 MR. O'BRIEN:
 11 Q. So, and in terms of the individual team
 12 members of that group, why—I guess first
 13 I'll ask you when was the group established?
 14 MR. HAYNES:
 15 A. They were established—we started talking
 16 about this last summer when we had some--you
 17 know, kind of day of training on what was
 18 referred to as Six—Lean Six Sigma, I
 19 believe, sort of thing, and there were
 20 various levels. So, we have a couple of
 21 people who did more training and that there.
 22 We're looking for—you know, to help us get
 23 to the point where we can actually deliver
 24 sustainable savings. And then basically
 25 there's—they have no holds barred from the

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1 point of how we're doing it now, what's the
 2 best way to do it? And can we actually do
 3 it in a better, cheaper, more effective way,
 4 but also maintain safety and reliability?
 5 So, you know, it is structured. They do
 6 have some technical training from that
 7 perspective and they're very engaged. But
 8 that is the team, and that would have been
 9 late last year.
 10 MR. O'BRIEN:
 11 Q. Late last summer or -
 12 MR. HAYNES:
 13 A. Last—yeah, we started talking about it, but
 14 we, you know, we have formalized that
 15 particular group now to be—you know, they
 16 have legs. They have effort. The folks
 17 have been relieved from a few—from their
 18 normal duties and we've replaced them with—
 19 you know, we've just moved people around on
 20 a temporary basis to backfill those
 21 positions as required.
 22 MR. O'BRIEN:
 23 Q. And is there a written mandate?
 24 MR. HAYNES:
 25 A. There is a written mandate.

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1 MR. O'BRIEN:
 2 Q. Is that something you can you can provide
 3 us?
 4 MR. HAYNES:
 5 A. I would suggest the best discussion would be
 6 from Ms. Hutchens because she basically is
 7 in charge of that particular group. They
 8 report up through her to the rest of the
 9 leadership team.
 10 MR. O'BRIEN:
 11 Q. I wonder if counsel can take it under
 12 advisement to check their mandate on that?
 13 MR. TEMPLETON:
 14 Q. About the written mandate?
 15 MR. O'BRIEN:
 16 Q. Yes.
 17 MR. TEMPLETON:
 18 Q. We'll look into it.
 19 CHAIR:
 20 Q. Is that another undertaking?
 21 MR. O'BRIEN:
 22 Q. I'll ask counsel to check into it for now.
 23 It's something we may—we'll ask for the
 24 undertaking.
 25 CHAIR:

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1 Q. I'll haul the record up.
 2 MR. O'BRIEN:
 3 Q. And are you part of that group, Mr. Haynes?
 4 MR. HAYNES:
 5 A. Not directly. Basically, those group report
 6 to Ms. Hutchens and we haven't had a
 7 detailed report yet on where they are, but I
 8 know that they're very busy and we've some—
 9 actually, that's true. We haven't had a
 10 report, but we've had a few meetings, yes,
 11 on that particular subject.
 12 MR. O'BRIEN:
 13 Q. I was going to ask you –
 14 MR. HAYNES:
 15 A. Yeah, we have had meeting and basically
 16 there's positive feedback coming and they're
 17 very engaged. I'm very impressed.
 18 MR. O'BRIEN:
 19 Q. How many members on that team?
 20 MR. HAYNES:
 21 A. There are four people dedicated to that, and
 22 then we will use other people as required,
 23 but there are four people who are focused on
 24 this particular group.
 25 MR. O'BRIEN:

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1 Q. And is that from each area or each
 2 department? How does that work?
 3 MR. HAYNES:
 4 A. No, we didn't do it that way. As I
 5 mentioned, one of the folks is basically
 6 from Hydro Generation. The lady leading the
 7 group is basically from the Engineering
 8 Department. There's a line worker and I
 9 just for the life of me cannot remember
 10 where the other person is from. I think he
 11 might be from the CVN group, but I'm
 12 probably guessing now.
 13 MR. O'BRIEN:
 14 Q. So, there's four including Ms. Hutchens, is
 15 it?
 16 MR. HAYNES:
 17 A. Pardon?
 18 MR. O'BRIEN:
 19 Q. Four including Ms. Hutchens?
 20 MR. HAYNES:
 21 A. No, no, Ms. Hutchens is the executive
 22 sponsor if you will for that particular
 23 group.
 24 MR. O'BRIEN:
 25 Q. Okay, all right. And they meet how often?

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1 Monthly? Is that what you said?
 2 MR. HAYNES:
 3 A. The particular group are at this fulltime.
 4 MR. O'BRIEN:
 5 Q. Oh, fulltime? Okay.
 6 MR. HAYNES:
 7 A. They're dedicated as –
 8 MR. O'BRIEN:
 9 Q. All right.
 10 MR. HAYNES:
 11 A. Particularly the two senior folks.
 12 MR. O'BRIEN:
 13 Q. So, it's—I guess they're fully established
 14 as of the end of this year or was it prior
 15 to that? Or the end of last year or was it
 16 prior to that?
 17 MR. HAYNES:
 18 A. Oh, the end of—the end of last year they
 19 were done.
 20 MR. O'BRIEN:
 21 Q. And what results, if any, have you seen as a
 22 result of that?
 23 MR. HAYNES:
 24 A. I haven't seen specific results of things of
 25 late—to date, but I do recall that there's

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1 those are the only two things that pop in
 2 mind.
 3 MR. O'BRIEN:
 4 Q. Okay. Do you think that they would have
 5 been anywhere in the range of a four-
 6 million-dollar figure? Is that something
 7 that –
 8 MR. HAYNES:
 9 A. I don't know what the collective is, but I
 10 would suggest that Ms. Dalley could actually
 11 put a number—have those numbers at hand.
 12 MR. O'BRIEN:
 13 Q. I wonder if we could have a look at the
 14 actuals, page 29. This I thought you might
 15 be able to comment on, executive leadership,
 16 the increase from actuals from 2016
 17 (inaudible).
 18 MR. HAYNES:
 19 A. But the executive leadership in 2016 would
 20 have been transferred in charges or
 21 allocated costs from Nalcor executive into
 22 twenty—some of that would be there, I'm
 23 sure. I don't read all the numbers,
 24 obviously.
 25 MR. O'BRIEN:

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1 Q. How about the forecast to actual there?
 2 It's a seven-hundred-thousand-dollar change.
 3 MR. HAYNES:
 4 A. Well, we had vacancies. We were recruiting
 5 for positions of the transmission
 6 distribution in NLSO.
 7 MR. O'BRIEN:
 8 Q. Yes.
 9 MR. HAYNES:
 10 A. We were recruiting for the position of a
 11 finance individual at the time. So, some of
 12 that would have contributed to those
 13 changes.
 14 MR. O'BRIEN:
 15 Q. And the details, can I take up with Ms.
 16 Dalley?
 17 MR. HAYNES:
 18 A. Yes.
 19 MR. O'BRIEN:
 20 Q. Okay.
 21 MR. HAYNES:
 22 A. Yeah.
 23 MR. O'BRIEN:
 24 Q. I did want to revisit just this idea of—if
 25 we could go back to the—to page 8, the FTEs.

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1 I just want to get just certain--your take
 2 on as to why there'd be an increase in the
 3 actuals of 815 into the test year—of 815 in
 4 2017 into the test year of 2018 to 852. Is
 5 there an anticipation of further FTEs needed
 6 in the test year than what you've got right
 7 now?
 8 MR. HAYNES:
 9 A. What we have put forward, we had put forward
 10 852, and that's what we anticipate we would
 11 require to do that, and we've already—you
 12 know, in the Settlement Agreement we've
 13 agreed that we would see another increase of
 14 15 FTEs from the point of view of vacancy
 15 allowance. So, that would be, you know, in
 16 effect reduced by that anyway. Now, the
 17 other details, I would suggest that, you
 18 know, Ms. Dalley would be the best one to
 19 speak to the evolution of those particular
 20 numbers.
 21 MR. O'BRIEN:
 22 Q. And maybe the better question is, have you
 23 deferred any anticipated increase from 2017
 24 into 2018? If you had an anticipated or
 25 forecast increase to 860, would you have

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1 deferred that to 2018?
 2 MR. HAYNES:
 3 A. Well, we had—the only thing that I can think
 4 of offhand, and I wouldn't necessarily have
 5 called it a deferral, that we had provisions
 6 for additional operators in the Energy
 7 Control Centre, you know, to facilitate
 8 managing the DC assets, you know, operating
 9 the DC assets and also the open access
 10 system. That would be the only—you know,
 11 they were initially paid for by TTO, and
 12 basically, they would be in our budget on a
 13 go-forward basis. That's the only one I
 14 could think of, but again, Ms. Dalley would
 15 have the particulars to the evolution of
 16 those particular, you know, FTE numbers.
 17 MR. O'BRIEN:
 18 Q. Yes, I guess, yes, my concern about it is
 19 more of you don't need the—if you're at
 20 normal operations now, is that fair? Is
 21 that a fair assessment? Are you at normal
 22 operations now?
 23 MR. HAYNES:
 24 A. I would suggest that when we would put
 25 forward the 852, it would be what we would

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1 anticipate would be the normal requirements
 2 to deliver the service that we want to
 3 provide, are expected to provide. In 2015
 4 it was 861, but I'm sure there was some
 5 additional work there, you know doing some
 6 of the recovery. That's why we spent 150
 7 million dollars. So, we've brought that
 8 back down a bit, but –
 9 MR. O'BRIEN:
 10 Q. So, you brought –
 11 MR. HAYNES:
 12 A. So, we are less than that.
 13 MR. O'BRIEN:
 14 Q. You brought your FTEs down to 809 in 2016?
 15 MR. HAYNES:
 16 A. Yes, a very aggressive, you know, program to
 17 control costs which, as I said before, I
 18 don't think that's sustainable.
 19 MR. O'BRIEN:
 20 Q. It was sustained in 2017.
 21 MR. HAYNES:
 22 A. We did, because we're still—we were still
 23 aggressive, but you know, on a go-forward
 24 basis, we need more people in the control
 25 room for managing those assets. We want to

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1 get—we have to—you know, what we set for
 2 2018 and 2019, the budget is what we think
 3 we need to support the system. And you
 4 know, for the evolution of those numbers
 5 again, I would just suggest that if you want
 6 to walk through the different—you know, the
 7 different FTE components, I would suggest
 8 that Ms. Dalley would be the best one to
 9 speak to that as we—and you know, we are
 10 also, you know, separating the Hydro and
 11 Nalcor. So, I'm sure there's a few things
 12 in there as well that would fall on that,
 13 but they wouldn't be—they would not be major
 14 at all.
 15 MR. O'BRIEN:
 16 Q. Okay. So, the 860 for 2017 forecast never
 17 materialized. Is it possible that the 852
 18 and 850 for the test years won't materialize
 19 either?
 20 MR. HAYNES:
 21 A. I would suggest that there would be at least
 22 down by the vacancy allowance that we've
 23 set, because we will aggressively manage
 24 that as well. And if we can, fine, but I
 25 wouldn't suggest that we would, you know--I

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1 would put forward that basically we—when we
 2 went back and prepared the budget, we went
 3 back through and we challenged everybody
 4 from the point of view cost control. What
 5 did they need, what's absolutely required to
 6 provide the level of service, how to respond
 7 to, you know, outages and so on, and we
 8 arrived at 852. So, the 852, less the 15
 9 additional vacancy, I wouldn't suggest that
 10 we'd contemplate going any lower than that.
 11 And even in that space, I mean, you have to
 12 recognize our geography. You know, we don't
 13 have electricians and mechanics and line
 14 workers in every rural isolated area. You
 15 know, if you had a no holds barred on, you
 16 know, reliability at all cost, we would
 17 staff up that way, and that's—we would never
 18 consider doing that. That would be
 19 irresponsible. I think what we put forward
 20 is reasonable and prudent.
 21 MR. O'BRIEN:
 22 Q. And did you have reliability concerns in
 23 2017 arising from your reduction in costs
 24 down to 130?
 25 MR. HAYNES:

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1 A. I'm not aware of specific items. I know
 2 that we had lot of pressure on staffing for—
 3 we had pressure on staffing for the gas
 4 turbine operations to, you know, react and
 5 respond to, you know, potential outages on
 6 other equipment. We have staffing issues at
 7 Holyrood because we have a lot of new people
 8 there, and so we've incurred some extra
 9 costs there from that perspective. But I
 10 don't foresee any—I don't think there's
 11 anything major from that perspective, not
 12 that I'm aware of, but -
 13 MR. O'BRIEN:
 14 Q. Is there a specific plan to increase staff
 15 in the CP in Holyrood?
 16 MR. HAYNES:
 17 A. Not to increase, but we, you know, we have a
 18 fair turnover rate. So, there's—every time
 19 somebody leaves, obviously there's an
 20 additional cost from the point of view of
 21 training and orientation. Possibly
 22 backfilling some pressures on overtime to
 23 accommodate those things. Those are—you
 24 know, we—when you go out hiring people for
 25 Holyrood, right now, most people realize

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1 that that has a defined life. As I
 2 mentioned before, we have over 50 percent of
 3 the staff are term and temporary, and
 4 obviously that's—they are obviously, I would
 5 suggest at least that they're always looking
 6 for a permanent job if some would arise.
 7 And we do, you know, get applicants from
 8 those folks to go to permanent jobs in
 9 Hydro, and we accommodate that, but we
 10 usually, you know, we may delay or backfill
 11 on a temporary basis, other jobs, because we
 12 want them to stay at Holyrood. So, there's,
 13 you know, so, there are pressures like that,
 14 but they're normal pressures that we have to
 15 deal with in the next couple of years. But
 16 the 850 and 852 are until post-steam world,
 17 if you will, those numbers I think are what
 18 we require. Following, you know, the
 19 permanent shutdown of Holyrood as a steam
 20 plant, there would be a reduction in FTEs,
 21 but that is, you know, a later even, post
 22 2021 at least.

23 MR. O'BRIEN:
 24 Q. So, you didn't require them for 2016 or '17,
 25 but you will for 2018 and '19?

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1 MR. HAYNES:
 2 A. I wouldn't put it that way. We were
 3 extremely aggressive there, and as I said, I
 4 can only back, that we went down to the
 5 budget. We built a budget up based on
 6 maintenance requirements which have changed
 7 somewhat, and I can't speak to the level of
 8 granularity that maybe—that Mr. LeBlanc or
 9 Ms. Williams could on that there. But we
 10 built a budget based on our requirements and
 11 what we anticipated we need for a corrective
 12 and preventative maintenance program. And
 13 they do spend time at capital as well,
 14 obviously, but that's netted out of the
 15 operating cost at least.

16 MR. O'BRIEN:
 17 Q. I wonder if can we pull up the—page 24 again
 18 there? I do want to, just briefly revisit
 19 the overall operating costs. You've got
 20 your overalls down at the bottom. The
 21 increase from—what your actuals now turned
 22 out to be which was four million dollars
 23 less than the forecast, is that fair?

24 MR. HAYNES:
 25 A. It's fair, but as I said, I think you—I

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1 think the—some of the outcomes of the GRA
 2 which Ms. Hutchens could speak to may have
 3 had some influence on that number as well.

4 MR. O'BRIEN:
 5 Q. What do you mean by that?

6 MR. HAYNES:
 7 A. I think there are--on the overall budget, I
 8 think there were things from the point of
 9 view of the, you know, the—what's the word
 10 I'm looking for? The PU Order whereby some
 11 costs were actually done. And as I said,
 12 that Ms. Hutchens would be the one to
 13 actually—in that particular detail. Our
 14 overall operating—and maybe I'm getting,
 15 maybe getting mixed up with our total
 16 revenue net income number, and I apologize
 17 for that.

18 MR. O'BRIEN:
 19 Q. That's okay.

20 MR. HAYNES:
 21 A. Yeah.

22 MR. O'BRIEN:
 23 Q. And I won't take you down into the weeds. I
 24 guess I'm more concerned about, was that
 25 reduction as a result of a review of the

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1 order maybe, and the focus -

2 MR. HAYNES:
 3 A. Yeah. Yes, but I think one of the cost
 4 allocation reductions, one that does—that I
 5 do recall is the fact that the—and the
 6 corporate business systems have moved off to
 7 a separate issue, but the 2017 forecast when
 8 it was originally done, anticipated a
 9 significant from the IT component of the
 10 corporate business systems which didn't
 11 materialize because of some delays in that
 12 project. And again, Ms. Hutchens could
 13 speak to that particular part, and that
 14 particular issue has been set off as a
 15 separate discussion.

16 MR. O'BRIEN:
 17 Q. So, that's taken out of the actuals?

18 MR. HAYNES:
 19 A. The actual. Well, you have a—the actual is
 20 right there. It was 948 for the forecast
 21 and the credit back was 2.5. So, if the
 22 cost allocations from Nalcor would have been
 23 not as high as originally anticipated. So,
 24 there's a -

25 MR. O'BRIEN:

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1 Q. So, that was a cost -
 2 MR. HAYNES:
 3 A. There's decrease of--my reading and Ms.
 4 Hutchens would probably be the better one to
 5 speak to it, but if there was a significant
 6 reduction in the allocated costs for the
 7 corporate business systems component because
 8 it did not materialize as planned.
 9 MR. O'BRIEN:
 10 Q. Right.
 11 MR. HAYNES:
 12 A. That would be--there would be less of a
 13 credit there. Like they did not--the cost
 14 allocation, I--as a matter of fact, I'm want
 15 to back up a little bit because that may be
 16 net of cost allocations in and out, and I
 17 would suggest that maybe Lisa, Ms. Hutchens,
 18 will be the best one to go down to that
 19 there.
 20 MR. O'BRIEN:
 21 Q. I think I know what you're saying though in
 22 terms of -
 23 MR. HAYNES:
 24 A. But there were changes, puts and takes
 25 there.

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1 MR. O'BRIEN:
 2 Q. Yes.
 3 MR. HAYNES:
 4 A. And I'm not--I don't have that level of
 5 detail.
 6 MR. O'BRIEN:
 7 Q. But that for the most part, even in puts and
 8 takes there, that's a two-million-dollar
 9 difference?
 10 MR. HAYNES:
 11 A. Yes.
 12 MR. O'BRIEN:
 13 Q. Right?
 14 MR. HAYNES:
 15 A. Yeah.
 16 MR. O'BRIEN:
 17 Q. And there's still going to jump from 2017
 18 actual, then let's even say it's 132 to 142?
 19 MR. HAYNES:
 20 A. Yes.
 21 MR. O'BRIEN:
 22 Q. That's a significant increase over
 23 inflation, is it not?
 24 MR. HAYNES:
 25 A. It's significant, but if you go back to the

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1 142, with respect to the, you know, the
 2 change in the vacancy allowance, we've
 3 already committed to do things to resolve
 4 that number to be lower based on that.
 5 MR. O'BRIEN:
 6 Q. And how do you, in your role as president,
 7 how do you see that as consistent with least
 8 cost principles?
 9 MR. HAYNES:
 10 A. I don't understand your question.
 11 MR. O'BRIEN:
 12 Q. Well, you've got a significant increase
 13 then, even if you gave 132 as the possible
 14 figure (unintelligible) in 2017 to 142, how
 15 do you see that increase of ten million
 16 dollars a year over year basis as
 17 consistent?
 18 MR. HAYNES:
 19 A. Well, what we put forward though is what we
 20 feel is the amount of money required to
 21 operate the way we're operating now, to be
 22 proactive on storm events, to be proactive
 23 on changes and the expectations of the way
 24 we deliver service, that we're covering
 25 possibilities and that basically we are, you

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1 know, going back to the proactive stance.
 2 MR. O'BRIEN:
 3 Q. Okay, so -
 4 MR. HAYNES:
 5 A. We would not have always--and we're moving
 6 that way, and we're doing more of it, and
 7 it's--that's a progression that we're--we
 8 think we're delivering the level of service
 9 that people expect.
 10 MR. O'BRIEN:
 11 Q. And can you -
 12 MR. HAYNES:
 13 A. And we also strongly feel that basically
 14 what we put forward is a cost to do that.
 15 MR. O'BRIEN:
 16 Q. Do you see that as consistent with the
 17 Board's direction to Hydro to implement
 18 improved processes in relation to
 19 identifying, establishing and documenting
 20 efficiency measures, juggle in a year-over-
 21 year basis (unintelligible)?
 22 MR. HAYNES:
 23 A. Well, we have gone down to--and we'll go back
 24 to the productivity group that we've
 25 engaged, that we've put in place to look at

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1 that for sustainable savings. In our
 2 performance contracts we have included, you
 3 know, we have included performance metrics
 4 in there with respect to cost control and
 5 cost savings. And so, those are all there.
 6 It's all going towards the same thing. The
 7 performance contracts for executives and
 8 other people have budgetary things, do have
 9 a target which specifically is budget. They
 10 have an opportunity which is to bring in
 11 costs that are below budget. So, you know,
 12 we do have processes in place to aid and
 13 abet, reducing our cost and to holding and
 14 hopefully reducing the cost on a go-forward
 15 basis.
 16 MR. O'BRIEN:
 17 Q. How does that assist the customer if it's
 18 not built into the 2018 and 2019 test years,
 19 those efficiencies?
 20 MR. HAYNES:
 21 A. What is built in there is basically the
 22 targets that we've had for, you know, for
 23 our budget. I'm not quite sure I
 24 understand.
 25 MR. O'BRIEN:

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1 Q. I guess my question--you've mentioned in
 2 terms of setting up that core team to look
 3 for efficiencies --
 4 MR. HAYNES:
 5 A. Yeah.
 6 MR. O'BRIEN:
 7 Q. - but I understood from my--an answer to one
 8 of my questions before that none of that was
 9 efficiencies or necessarily built into the
 10 test years.
 11 MR. HAYNES:
 12 A. No, but they would be part of the
 13 productivity allowance that we provided for.
 14 MR. O'BRIEN:
 15 Q. Okay. Well, let's talk about that, that
 16 productivity allowance. We--there's no
 17 specific instruction about the productivity
 18 allowance, is that fair?
 19 MR. HAYNES:
 20 A. There is a mandate to the productivity group
 21 from the point of view of, you know, of
 22 looking for savings, but I won't say that we
 23 expect to see, you know, \$200,000 a here or
 24 there. It is a general thing. We are
 25 looking for value wherever we can find it.

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1 And we have -
 2 MR. O'BRIEN:
 3 Q. And that can be dollars--oh, sorry, go ahead.
 4 MR. HAYNES:
 5 A. No. And with respect to the productivity
 6 group, they--you know, we have people in the
 7 various regional offices who also had some
 8 orientation and an training to this, the
 9 Lean Six Sigma principle, and they're all
 10 engaged to do--to deliver that. Now, that's
 11 just, you know, on-the-corner-of-the-desk
 12 kind of a job, but they are kind of the
 13 mentors or the champions in the regions if
 14 you will. So, from that perspective, we
 15 think we're going to be there, and the
 16 million dollars, what we've incorporated to
 17 date.
 18 MR. O'BRIEN:
 19 Q. So, that productivity allowance, that's not
 20 built in to the--obviously not into the 2017
 21 actual, but --
 22 MR. HAYNES:
 23 A. In the 2018 and 2019 budget, it's --
 24 MR. O'BRIEN:
 25 Q. It is? It is.

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1 MR. HAYNES:
 2 A. It is.
 3 MR. O'BRIEN:
 4 Q. So, otherwise it would be 143--there'll be a
 5 jump from 130 to 143 and 130 to 146 in those
 6 test years?
 7 MR. HAYNES:
 8 A. Yes, had we not put in the productivity
 9 element, yes.
 10 MR. O'BRIEN:
 11 Q. Are you satisfied that's a sufficient
 12 productivity allowance to incent Hydro to
 13 keep its costs in line with inflation?
 14 MR. HAYNES:
 15 A. I think at this stage it is, but at this
 16 stage, like as I keep going back, that you
 17 know, we're not looking for, you know, one-
 18 shot things that just provide a savings for
 19 one year. We want sustainable--and we'll
 20 take those if we can, but what we want is
 21 sustainable things in the future, and part
 22 of the discussion, the dialogue that I've
 23 had with the team, with that team, with the
 24 executive team, and any time I'm in the
 25 field talking to folks is that we are

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1 looking to do everything we can to bring
 2 whatever value we can, save whatever we can
 3 to allow us to contribute to whatever we
 4 can, to the post-Muskrat Falls. Like the
 5 goal here to my mind, in the sense of that
 6 it's long-term savings, long-term value,
 7 that will help to the degree that Hydro can
 8 from an operating budget and performance
 9 point of view, to aid the post-Muskrat
 10 Falls, which is, you know, the looming
 11 issue. In the meantime, we did put forward
 12 a million dollars in '18 and '19 that we
 13 would—we will deliver. And obviously, we
 14 have targets to—you know, we have targets.
 15 We want to deliver as much as we can. We
 16 will not delay implementing something. If
 17 we see something that we can bring value, we
 18 will not delay it because of what the budget
 19 says. We will do it.

20 MR. O'BRIEN:
 21 Q. But that's looking outwards beyond the 2019
 22 test year, is that fair?

23 MR. HAYNES:
 24 A. We will take whatever we can.

25 MR. O'BRIEN:

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1 Q. That won't affect those years?
 2 MR. HAYNES:
 3 Q. Whatever can identify to save, we will save.
 4 We've identified and said that we will hang
 5 our hats to this point in time on a million
 6 dollars a year, in addition to the vacancy
 7 allowance we've conceded to, along with the
 8 other positions that have absorbed into the
 9 organization. You know, the ECC operators
 10 specifically were six, I think, additional
 11 staff that we put there because of we're now
 12 open-access and doing those things that are
 13 new to Hydro.

14 MR. O'BRIEN:
 15 Q. Just before we move from this point, I just
 16 want to understand, you've got 2016 actuals
 17 and 2017 actuals which are both under what
 18 the test year for 2015 provided, one of
 19 which is significantly under, and one of
 20 which is two million under. Is that fair?

21 MR. HAYNES:
 22 A. The numbers are the numbers, I agree. Yeah.

23 MR. O'BRIEN:
 24 Q. So, you've done something in a couple of
 25 years to reduce costs?

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1 MR. HAYNES:
 2 A. Yes.

3 MR. O'BRIEN:
 4 Q. Right? What I want to know is the best you
 5 can tell us, is to how have you done—how
 6 have you implemented anything so that it's
 7 built into those test years to reduce those
 8 test years costs where that they wouldn't
 9 have been 150 or 155? What is that you've
 10 done?

11 MR. HAYNES:
 12 A. We built a budget from the ground, up,
 13 basically, on what we require to maintain
 14 the assets we have. We have also added new
 15 assets. We have TL 267 which also needs to
 16 be maintained. You know, we've expanded the
 17 terminal station at Western Avalon to
 18 accommodate that, to accommodate the 267 and
 19 Bay d'Espoir as well. So, all those new
 20 assets have some—you know, the best folks to
 21 answer those questions would be the VPs
 22 responsible. But all of those assets are
 23 adding additional things that we have to
 24 maintain; additional PM routines;
 25 additional, you know, line patrols, et

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1 cetera, et cetera. They all accumulate up a
 2 bit, you know, but they're all incremental
 3 obviously, but –

4 MR. O'BRIEN:
 5 Q. So, in terms of the Board's direction or
 6 Board's concern about not—Hydro not
 7 maintaining its operation costs within a
 8 measure of let's say inflationary levels,
 9 you're satisfied this is the best Hydro can
 10 do for 2018 and 2019 in terms of the least
 11 costs perspective?

12 MR. HAYNES:
 13 A. Yes, I am.

14 MR. O'BRIEN:
 15 Q. Okay. I'm going to turn to—I just want to
 16 ask you some questions about the status of
 17 integration of Hydro's status there. I'm
 18 going to ask; can you tell me about the
 19 status of Hydro's readiness for integration
 20 with North American grid? Just an overview.

21 MR. HAYNES:
 22 A. So, what we've done with—you know, the
 23 impacts there from the point of view of
 24 readiness is basically the control—the ECC—
 25 I'm going to back up a little bit. First of

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1 all, we created the NLSO which will be the
 2 system operator. They will operate the bulk
 3 assets on—in the province actually is the
 4 plan for—from 230 kV and above. That did
 5 require some additional staff in ECC to
 6 manage that and to administer that. The
 7 overall, from an integration point of view,
 8 the—you know, if there are customers that
 9 come, basically we are prepared to do all
 10 that. We have to provide reciprocity from
 11 the point of view of the external markets to
 12 allow Hydro—Nalcor basically through—and
 13 Hydro indirectly to sell excess recall
 14 power, excess of the Muskrat Falls power if
 15 it's available to do that, and there's a
 16 reciprocity requirement to do all that. If
 17 that were shut down, that would severely
 18 impair our ability to sell excess power
 19 south. We know that we can't use all the
 20 Muskrat Falls power, so that's all part of
 21 that equation. And that will, you know,
 22 some of those revenues, as we mentioned this
 23 morning, certainly from the point of view of
 24 the Hydro share of Muskrat Falls generation
 25 will come back to aid the ratepayer.

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1 Ideally, we would sell it in the province at
 2 our rates, as opposed to the market rates
 3 which are a lower than what they were
 4 anticipated to be, but however, it's still
 5 better than spilling the water down the
 6 river, so to speak. So, those are changes
 7 there. The DC systems are new to Hydro.
 8 They do bring value in the sense of they do
 9 allow some frequency control. They do allow
 10 some—you know, to prevent some under
 11 frequency load shedding events. They do
 12 allow somethings in the events of emergency
 13 to buy power or even on, you know, a peak
 14 management plan—a peak management process we
 15 can avail of purchases, short-term
 16 purchases, to do that. So, those are the
 17 things that we've done, and you know, from
 18 that perspective. The overall integration
 19 with respect to the new assets is a fair bit
 20 of dialogue with the—you know, do—you know,
 21 how far do we go with respect to, you know,
 22 reliability? Reliability--I'm not looking
 23 for the word criteria. Reliability
 24 standards with respect to NERK (phonetic),
 25 and we've taken the position that we do not

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1 need to adopt all those regulations. What
 2 we want to adopt is the regulations that
 3 are—that we think are good for our customer
 4 base, our native load. And there may be a
 5 few that we have to do, too, from the point
 6 of view of ensuring that we have reached
 7 reciprocity with other groups that--
 8 basically Hydro-Quebec, for instance, or
 9 anybody else in the exterior market, we'll
 10 deal with in NLSO. So, those are the sorts
 11 of things that we've done on integration,
 12 from that perspective, but you know, the
 13 reality is that we do—we are connected.
 14 There's a certain standard of care, if you
 15 will, that's expected by the other folks
 16 that offer, you know, reciprocity and to
 17 allow us to do business out there or I
 18 should say Nalcor to do business out there,
 19 which in the end will be selling energy that
 20 is excess to Hydro's needs and energy that
 21 Nalcor has to sell. So, you know, and from
 22 rate mitigation point of view, those are
 23 critical because if we can sell excess
 24 power, we have no revenue from that
 25 particular source. So, we have to be

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1 cautious that the system that is set up,
 2 that the—that they are providing
 3 reciprocity. If it's Hydro-Quebec or Nova
 4 Scotia or anybody else, it doesn't matter.
 5 Any external party can come in, and you
 6 know, if we don't meet the test, then we
 7 will be challenged.

8 MR. O'BRIEN:
 9 Q. So, the transition to operations now, what's
 10 the ratings for transition? How's that?
 11 What's the status of that now?

12 MR. HAYNES:
 13 A. So, that is a Nalcor initiative more or
 14 less, because they are building and
 15 organization to actually manage and operate
 16 those assets in the sense of day to day, you
 17 know, doing the maintenance and so on. Now,
 18 that would be undertaken by, primarily by
 19 the power supply group which, you know, is
 20 basically Nalcor looking after most of
 21 Nalcor's physical assets, whether it's
 22 Churchill Falls, Menihek and LIL, LTA and
 23 eventually the Muskrat Falls plant. So,
 24 they are still progressing. They are
 25 staffing up, they're hiring people. Some

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1 obviously are Hydro hires; some are external
 2 hires. So, that is happening on a regular
 3 basis.
 4 MR. O'BRIEN:
 5 Q. Take me through that just in terms of some
 6 of them are Hydro hires and some are
 7 external.
 8 MR. HAYNES:
 9 A. Well, when power supply advertises for a
 10 position, if they hire—if they're
 11 advertising for, you know, a technician or
 12 an electrician, they will—typically they
 13 will have it posted, and we do have
 14 employees in Hydro who may apply. And so,
 15 they may get the job; they may not. And if
 16 they get the job, then we go through, you
 17 know, our hiring or gating (phonetic) in
 18 process for, you know, replacement positions
 19 or whatever.
 20 MR. O'BRIEN:
 21 Q. How does that work? Is it—does it take some
 22 time to replace them? Is there training
 23 involved and what –
 24 MR. HAYNES:
 25 A. We have had some—I don't want to say issues.

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1 We've had some concerns with some of the
 2 hiring that, you know, we may lose too many
 3 people too soon, but we've also, you know,
 4 come to terms with those folks, that
 5 basically we will agree on a transition
 6 date. Then they hire a person that may be
 7 delayed by two, three, four months or longer
 8 because we need to—you know, if it's a
 9 critical position for us, we obviously don't
 10 want to be left short, you know, shorthanded
 11 in that sense. Some jobs, they can go
 12 tomorrow and we will fill because, you know,
 13 we know we can get off the street and do the
 14 job. And some others, some other particular
 15 areas, particularly PNC technicians and
 16 specialities like that, there are no—the
 17 electrical industry is a little bit unique
 18 in some of those things, and we would like
 19 to have some time to actually, you know,
 20 look at how we can get somebody in that
 21 place or even retain them for a longer
 22 period of time, if they can do it, and they
 23 may hire temporary. So, there is a
 24 discussion and there's a process, and Ms.
 25 Dalley could actually go down to that in a

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1 little bit more detail than I can, but we
 2 have had people move to a power supply, and
 3 we've had people come from power supply to
 4 Hydro.
 5 MR. O'BRIEN:
 6 Q. And there's no –
 7 MR. HAYNES:
 8 A. But when the job goes up, people are free to
 9 obviously apply for whatever they wish.
 10 That's -
 11 MR. O'BRIEN:
 12 Q. (Inaudible).
 13 MR. HAYNES:
 14 A. And we don't want to interfere with that.
 15 MR. O'BRIEN:
 16 Q. There's no design movement for the group of
 17 people from Hydro to Nalcor power supplies.
 18 MR. HAYNES:
 19 A. No, no, the only time that there was a
 20 specific change there was actually when we
 21 were doing the realignment between, you know
 22 the Matrix group, where we had an
 23 Engineering Department. That was the only
 24 time there was, you know, a kind of large
 25 effort to go down and separate Hydro from

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1 Nalcor. Right now, there's no—Nalcor is not
 2 coming in and—you know we have no things
 3 that I know of in the future, and I can't
 4 imagine there would be where we have a
 5 wholesale movement of a department to, for
 6 instance, Power Supply or Nalcor.
 7 MR. O'BRIEN:
 8 Q. And in terms of—have you got a process in
 9 place I guess in terms of backfilling those
 10 positions with anybody who does move from
 11 Hydro to –
 12 MR. HAYNES:
 13 A. Well, it comes back down to the gating
 14 (phonetic) in position, they will—the
 15 manager or supervisor/manager responsible
 16 will make up a job requisition and go
 17 through and look to replace it. And they
 18 have to re-justify to every job, every time.
 19 There's no carte blanche removal unless we
 20 all realize and know it's a critical
 21 position that we need today. They will go
 22 to a process of re-justifying any vacancy
 23 whether they move to Nalcor or whether they
 24 retired or whatever. That process is pretty
 25 robust in the sense that basically they have

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1 to do up—as if they’re looking for a new job
 2 with no previous incumbent.
 3 MR. O'BRIEN:
 4 Q. So, is it that process what you rely on to
 5 make sure that that process is sort of cost
 6 efficient for the customer?
 7 MR. HAYNES:
 8 A. Yes, yeah. Yes.
 9 MR. O'BRIEN:
 10 Q. I wonder if we could bring up—there was a
 11 recent Liberty Group First Quarter
 12 Monitoring Report, the Integration of Power
 13 Supply Facilities, March 15th. Are you
 14 aware of that report?
 15 MR. HAYNES:
 16 A. Yes.
 17 MR. O'BRIEN:
 18 Q. Is that something that’s come to your
 19 attention?
 20 MR. HAYNES:
 21 A. Yeah. Yes.
 22 MR. O'BRIEN:
 23 Q. Okay. And I think that the purpose of the
 24 report was for Liberty to report on the
 25 progress of transition to operations for

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1 integration. Is that fair?
 2 MR. HAYNES:
 3 A. Yeah, yes, it is.
 4 MR. O'BRIEN:
 5 Q. I wonder if we could mark that as
 6 information?
 7 GREENE, Q.C.:
 8 Q. Information Number 2.
 9 EXHIBIT ENTERED UPON HEARING AND MARKED AS INFORMATION
 10 ITEM NO. 2
 11 MR. O'BRIEN:
 12 Q. I wonder if we could turn to page 4 of that
 13 report, the third paragraph there. “We
 14 reported previously that we consider the
 15 availability of recall power from Churchill
 16 Falls to Soldiers Pond contingent on the
 17 energization of Pole 1 of the HVdc Link next
 18 winter. It’s important to maintaining
 19 reliability on the island interconnected
 20 system.” So, Liberty has identified that as
 21 important for reliability—for reliability
 22 purposes, if Hydro does this well, I
 23 presume?
 24 MR. HAYNES:
 25 A. We look at it for two things.

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1 MR. O'BRIEN:
 2 Q. Yes.
 3 MR. HAYNES:
 4 A. We look at it from a reliability point of
 5 view. We also look it as an option to
 6 actually reduce our cost in fuel burned in
 7 Holyrood. If I could elaborate a little
 8 bit?
 9 MR. O'BRIEN:
 10 Q. Go right ahead.
 11 MR. HAYNES:
 12 A. The advantages I see of the taking advantage
 13 of the Labrador Island Link, even if it’s a
 14 monopole operation, is exactly that, is
 15 recall energy. But the other part from a
 16 reliability point of view is—I mentioned to
 17 you yesterday, I know the transcript said
 18 Holyrood is 40 years, 40 years old. I
 19 think—I thought I said 47, but regardless,
 20 it’s an aging asset. And you know, to—you
 21 know the analogy I’ve used before is that
 22 basically it’s like taking your antique car,
 23 taking it on the highway, and if you’re
 24 going to, you know, drive to Vancouver at
 25 110 kilometres an hour, you’re not going to

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1 make it. So, you know, anything that we see
 2 to offset a little bit or reduce the
 3 pressure, no pun intended, from the steam
 4 plant, but reduce the duty of Holyrood, I
 5 see it as an advantage to actually ensuring
 6 that we get to the 2021 stage without any
 7 major needs, major capital or major
 8 intervention in Holyrood. They are aging
 9 machines. I mentioned yesterday that they
 10 were. Particularly Unit Number 1 and 2, are
 11 originally rated for 150 megawatts. We’ve
 12 upgraded them in the late eighties to 170.
 13 So, we’ve mined and actually pushed them a
 14 little beyond what their original design
 15 criteria was, and that’s not uncommon for
 16 1965-designed machines because they were
 17 done with a slide ruler and engineers will
 18 tend to err on the side of caution if you
 19 will, and put in a little bit of extra fat,
 20 if you will. So, we mined all that, but I
 21 think offloading those machines and running
 22 down at a lower load, a more conservative
 23 load, as opposed to being up on the pin, so
 24 to speak, is a huge advantage to those
 25 machines. So, that—those things are there.

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1 With respect to the HVdc Link coming in
 2 service, we are engaged in that. We are
 3 counting on that. We're expecting that by
 4 the middle of this year that it will be in
 5 service, and we realize there's also a
 6 transition stage. You know, you don't come
 7 in, you know, on—if they were successful in
 8 energizing the line on July 1st, there's a
 9 commissioning process that has to happen.
 10 The fact that you can light a light bulb at
 11 the end of it, doesn't mean that we're ready
 12 for commercial operation from our
 13 perspective. We want to have some
 14 sustainable liability and delivery of
 15 meaningful amounts of energy over that line
 16 before we say, "Yeah, we're good to go."
 17 There'll also be a transition stage over
 18 time and they progress to Pole 2, monopole,
 19 then, you know, metallic return to earth
 20 return, into full bipole. The full bipole,
 21 obviously is the ideal state, but that's a
 22 commissioning process that the—they have to
 23 do to DC. But coming in on a monopole
 24 basis, is a huge plus to us, from a cost
 25 point of view and a reliability point of

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1 view because we can, you know, reduce the
 2 pressure, if you will, on Holyrood
 3 particularly over peak periods.
 4 MR. O'BRIEN:
 5 Q. That's good for the reliability, I guess, in
 6 the winter periods and in the peak periods?
 7 MR. HAYNES:
 8 A. Yes, yeah. Energy, any time we can get it,
 9 and certainly from a reliability point of
 10 view, the winter peak period. And you know,
 11 the advantage of having the Maritime Link
 12 and LIL there is it's provides other
 13 options, too, if we need, but that's—that is
 14 the most cost effective one.
 15 MR. O'BRIEN:
 16 Q. And based on your testimony yesterday,
 17 you're not aware of any delay anticipated in
 18 the (unintelligible)?
 19 MR. HAYNES:
 20 A. They are still going for July 1st, and
 21 they're optimistic that they're going to
 22 deliver that, you know, I said July 1st,
 23 whatever it is, in early July. I forget the
 24 date specifically, but that is their target
 25 date that they're working aggressively for.

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1 MR. O'BRIEN:
 2 Q. In your review of this particular report,
 3 and I know it talks about the integration
 4 largely, but Liberty was concerned about
 5 progress being made in the fourth quarter
 6 last year.
 7 MR. HAYNES:
 8 A. Yeah.
 9 MR. O'BRIEN:
 10 Q. Did you note that?
 11 MR. HAYNES:
 12 A. I read that. I noted that, and I have had
 13 meetings with the folks that are involved in
 14 that there, and I've attended—there is, you
 15 know, a TTO session, I think probably on a
 16 monthly basis where we go down through and
 17 give up status. They are moving that.
 18 They've done a lot of hires. You know, some
 19 of the things that Liberty has mentioned,
 20 basically kind of slow hiring the staff they
 21 need to do all that. They've got that under
 22 control. They are moving aggressively,
 23 hiring staff to fill those roles and they're
 24 quite competent. They're quite confident
 25 they're going to catch up and not be an

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1 issue.
 2 MR. O'BRIEN:
 3 Q. And where are those staff coming from?
 4 MR. HAYNES:
 5 A. Well, they're coming from—some are coming
 6 from Hydro, some of them coming from
 7 external, from Churchill Falls, anywhere
 8 they can. And I think they've also, you
 9 know they've also had some contractors which
 10 I think Liberty have mentioned, which is
 11 quite reasonable because they are—
 12 particularly the DC lines are new assets and
 13 they are new to—they're new to our folks to
 14 maintain, but they're just another technical
 15 asset that can be done. But there are some
 16 different expertise that they may get
 17 because we won't have people up to speed,
 18 for the lack of a better word, in that short
 19 timeframe. I would also venture to say even
 20 though we're—everybody is disappointed of
 21 the delays in this project overall, that the
 22 benefit of having the LIL coming a little
 23 staged in advance of the Muskrat Falls plant
 24 is not a bad idea. And it's—it wasn't
 25 planned, but it is a bit fortuitous because

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1 if the DC line was coming in, which is new
 2 technology and they've had some struggles,
 3 at the same time as the plant, and we were
 4 going to rely on that DC line from, you
 5 know, starting off at a—you get it up and
 6 commissioned on a 100, 200, 300, 400 and 900
 7 megawatt basis, and you had failures, we
 8 would actually, you know—you know, if that
 9 line were to fail because you had a pole
 10 trip or a bipole trip, we would be dumping a
 11 lot of megawatts. We're coming in now,
 12 we're going to have a couple of years of
 13 operating experience at—up to 225 megawatts
 14 which we think we can absorb on the system
 15 without any undue, you know, under-frequency
 16 events. Like is it an advantage because
 17 it'll be commissioned, largely commissioned,
 18 early, operating at a lower load, and if
 19 there are consequences of performance, they
 20 won't be when we're going to be subject of
 21 losing, you know, an 800-megawatt infeed.
 22 So, it's not all negative from that
 23 perspective.
 24 MR. O'BRIEN:
 25 Q. And I noted in the report and I can take you

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1 some portions if necessary, but Liberty was
 2 indicating that they were concerned about
 3 the status of moving forward and that the
 4 next quarter would sort of tell the tale.
 5 MR. HAYNES:
 6 A. Yes.
 7 MR. O'BRIEN:
 8 Q. Can you give the status on how that quarter
 9 –
 10 MR. HAYNES:
 11 A. I haven't seen anything on it. I haven't
 12 seen anything doing, but I'm assured that
 13 based on the meetings that we have had and
 14 things that I'm aware, that they are hiring
 15 people, and they are trying to progress that
 16 project, and they're quite confident they're
 17 going to deliver it on time, and they'll
 18 have enough of the right people to maintain
 19 it. And you know, we are keenly interested
 20 in their success. We think the LIL coming
 21 in early is huge advantage to our customers
 22 at the end of the day.
 23 MR. O'BRIEN:
 24 Q. Do you see any potential roadblocks in terms
 25 of that hiring process that might delay

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1 things?
 2 MR. HAYNES:
 3 A. Roadblocks in the –
 4 MR. O'BRIEN:
 5 Q. In the hiring process that might delay
 6 things.
 7 MR. HAYNES:
 8 A. I don't think so. I mean, they're
 9 advertising and there are people out there.
 10 There's a lot of people looking for jobs,
 11 and I mean, they're going to pick the best
 12 people they can get for those jobs, whether
 13 they're internal or external, and I haven't
 14 heard that they can't hire people. And if
 15 they can't, they can also revert to
 16 contractors. They do have—they will have
 17 some, you know, agreements I'm sure with the
 18 major vendors for some interim period, as
 19 long as the warranty, I presume.
 20 MR. O'BRIEN:
 21 Q. Do you see any significant concern for
 22 increases, costs, to Hydro?
 23 MR. HAYNES:
 24 A. I don't think so. I do think what they put
 25 forward, as we mentioned yesterday, what

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1 they put forward in the OPEX costs in the
 2 short term, I think are numbers which they
 3 felt comfortable to deliver. I have not
 4 heard that those numbers will increase.
 5 MR. O'BRIEN:
 6 Q. I wonder if we could just quickly turn to
 7 page 10 there, to the bottom, Liberty's
 8 conclusion at the bottom of that. And
 9 Liberty gives a conclusion there that, "From
 10 an overall perspective, management is
 11 engaged and knowledgeable about that it
 12 needs to do. However, our assessment of the
 13 volume of activities accomplished versus
 14 required to be done at work completion does
 15 not ally with management's expression of
 16 confidence." Do you know if that's changed
 17 at all? Have you heard of Liberty changing
 18 its position in that regard?
 19 MR. HAYNES:
 20 A. I'm not aware of Liberty changing its
 21 position. I'm sure that the folks in the
 22 power supply side of the world have paid a
 23 lot of attention to that. I do know they've
 24 hired a lot of people, and they've hired
 25 senior folks from Churchill Falls and from

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1 Hydro to facilitate moving on and advancing
 2 that. So, they have, you know, they have
 3 hired people in the—in recent times, in the
 4 last quarter of last year, that would—you
 5 know, senior people. I think one or two
 6 folks moved down from Churchill Falls.
 7 They've hired someone from Bay d'Espoir.
 8 So, they are progressing and moving along
 9 with that.

10 MR. O'BRIEN:
 11 Q. And you talked earlier about the NLSO. The
 12 individuals who are presently employed in
 13 the NLSO, they can—they're employed with
 14 Hydro?

15 MR. HAYNES:
 16 A. They're Hydro employees.

17 MR. O'BRIEN:
 18 Q. So, they're Hydro employees?

19 MR. HAYNES:
 20 A. Yeah, we basically increased another person
 21 on the shift, another operator to actually
 22 look at the DC systems and from that
 23 perspective. So, they basically came
 24 primarily from our Operations folks. Some
 25 of them actually redeployed from Holyrood.

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1 So -

2 MR. O'BRIEN:
 3 Q. And were their positions backfilled?

4 MR. HAYNES:
 5 A. That depends. If they were operators in
 6 Holyrood, they certainly would be because we
 7 can't--you know, we have to have operators
 8 to operate the plant, but I can't speak to
 9 every particular job. But where we could
 10 find savings somewhere in the organization,
 11 we would. I would suggest that we had
 12 committed not to increase the FTEs. It may
 13 not have been their specific job that was—
 14 that may not have been backfilled, but maybe
 15 another job somewhere else that we might
 16 have written out, whatever, because we look
 17 at that.

18 MR. O'BRIEN:
 19 Q. These employees –

20 MR. HAYNES:
 21 A. We try to find it within first.

22 MR. O'BRIEN:
 23 Q. Okay. Well, these employees in the NLSO,
 24 what's the ballpark figure of the number
 25 that you've got there?

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1 MR. HAYNES:
 2 A. Yeah, in the 2018 – 2019, yes.

3 MR. O'BRIEN:
 4 Q. Yes.

5 MR. HAYNES:
 6 A. Yeah.

7 MR. O'BRIEN:
 8 Q. No, no, the ballpark of the number of
 9 employees in the NLSO.

10 MR. HAYNES:
 11 A. You mean the additional folks in it?

12 MR. O'BRIEN:
 13 Q. No, no, in total.

14 MR. HAYNES:
 15 A. Mr. LeBlanc can answer it.

16 MR. O'BRIEN:
 17 Q. Yes.

18 MR. HAYNES:
 19 A. I don't know the specific number.

20 MR. O'BRIEN:
 21 Q. All right.

22 MR. HAYNES:
 23 A. But I'm pretty sure we did add six in total.

24 MR. O'BRIEN:
 25 Q. Okay.

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1 MR. HAYNES:
 2 A. You know, you can put another on shift. It
 3 requires five. You need five people to do a
 4 24/7 operation.

5 MR. O'BRIEN:
 6 Q. Right.

7 MR. HAYNES:
 8 A. And there was also a person on the
 9 reliability side added as well.

10 MR. O'BRIEN:
 11 Q. And when were they, those employees –

12 MR. HAYNES:
 13 A. They were initially brought in last year.

14 MR. O'BRIEN:
 15 Q. Yes.

16 MR. HAYNES:
 17 A. They were paid for in part by TTO, and now
 18 they've transitioned to Hydro, to Hydro's
 19 cost.

20 MR. O'BRIEN:
 21 Q. So, in terms of when they transitioned over
 22 to Hydro's cost, do you have any idea?

23 MR. HAYNES:
 24 A. Lisa could confirm.

25 MR. O'BRIEN:

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1 Q. Okay.

2 MR. HAYNES:

3 A. Ms. Hutchens could confirm, but I expect it

4 was probably January 1. I'm not quite sure.

5 MR. O'BRIEN:

6 Q. Okay. Was that of 2018 or 2017?

7 MR. HAYNES:

8 A. 2018.

9 MR. O'BRIEN:

10 Q. 2018, yes. And there's one more to be

11 transferred?

12 MR. HAYNES:

13 A. No, I don't think so.

14 MR. O'BRIEN:

15 Q. No?

16 MR. HAYNES:

17 A. I think we're -

18 MR. O'BRIEN:

19 Q. You're fully stocked?

20 MR. HAYNES:

21 A. Mr. LeBlanc could answer that question.

22 MR. O'BRIEN:

23 Q. Right.

24 MR. HAYNES:

25 A. But I'm quite sure we're probably where we

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1 need to be right now.

2 MR. O'BRIEN:

3 Q. Okay. In the future, is there a plan that

4 any of these costs from these particular

5 employees could be borne by transmission

6 tariffs, these operating costs, once Muskrat

7 Falls comes on line?

8 MR. HAYNES:

9 A. I would suggest that the—Mr. LeBlanc would

10 be the best one to detail how the NLSO and

11 transmission tariffs all operates, how that

12 all operates. I would expect it would be

13 cost if there were third-party users of the

14 line, yes, but Ron, Mr. LeBlanc, could

15 actually get into the detail of how that

16 works.

17 MR. O'BRIEN:

18 Q. Let me look at just sort of the overall sort

19 of high-level approach. You've got a

20 functional and corporate separation between

21 the NLSO and Hydro, is that fair?

22 MR. HAYNES:

23 A. Yeah, they are a department. They are a

24 department that work under Transmission and

25 Distribution and NLSO with a general

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1 manager. There is a code of conduct

2 requiring them there. They can communicate

3 and cooperate with the production folks from

4 the point of view of trying to see what's

5 available and how we optimize the assets,

6 reservoirs and so on. There is no

7 communication between them and the, for

8 instance, the marketing folks with Nalcor

9 because that's not allowed. That's not

10 allowed and there's—we're pretty strict and

11 rigid on that there. And basically, they

12 only—marketing folks only find out the

13 status of any plans for transmission

14 outages, or the transmission status or what

15 the capacity is at the same time as it's

16 posted on the website for everybody else to

17 see, be it Hydro-Quebec or Nova Scotia or

18 whomever.

19 MR. O'BRIEN:

20 Q. So, in terms of being ready for transition

21 of operations, NLSO is ready now?

22 MR. HAYNES:

23 A. NLSO. There may be a few things to do. I

24 mean there are—you know, we are still

25 commissioning and putting in data points

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1 with respect to Soldiers Pond, well, some

2 Soldiers Pond, but certainly the DC system,

3 the Muskrat Falls station, and some

4 Churchill Falls (unintelligible), the

5 station, the new station at Muskrat Falls—

6 Churchill Falls to accommodate all that.

7 So, those are things that actually go into

8 the control centre, but that's mostly the—

9 not the operators. Other than the fact that

10 they're now going to operate these assets,

11 but from the point of view of the—that the

12 control system and the energy management

13 system, those points are all being put in.

14 So, that's a bit of an ongoing thing until

15 the projects are fully completed and

16 commissioned. And they will eventually

17 include the Muskrat Falls plant as well in,

18 you know, in the 2019 timeframe.

19 MR. O'BRIEN:

20 Q. So, is there any real additional costs

21 anticipated going forward with those?

22 MR. HAYNES:

23 A. Most of those integration cost there will be

24 capital costs as charged off to the project,

25 to the—there would be very little, if any,

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1 operating costs associated with those,
 2 integrating all those data points.
 3 MR. O'BRIEN:
 4 Q. And you talked about how they, these
 5 employees, would operate Hydro facilities?
 6 Is that how—how does that work, their role
 7 in operation of the facilities?
 8 MR. HAYNES:
 9 A. The Energy Control Centre?
 10 MR. O'BRIEN:
 11 Q. Yes.
 12 MR. HAYNES:
 13 A. So, basically, they will—they do basically
 14 all the permitting, if you will, for the
 15 transmission lines coming in and out of
 16 service for maintenance. They administer,
 17 if you--they won't administer, they perform
 18 any operations with respect to re-
 19 dispatching generation or calling for
 20 generation put online because of the
 21 contingency, but the day-to-day production
 22 planning from the point of view of, you
 23 know, how much thermal generation we have
 24 and things like that, that basically comes
 25 from Ms. Williams in the Generation

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1 Department. But you know—and I should say,
 2 not only do they only operate the bulk
 3 electrical system, they also operate, you
 4 know, the 138 kV lines, the 169 kV GMP, but
 5 that's not part of the open access system.
 6 That's kind of our native load, and they
 7 continue to do that. So, not all of their
 8 costs is allocated or associated with the,
 9 you know, the open access part of the world.
 10 MR. O'BRIEN:
 11 Q. I guess that's where I was looking for
 12 (inaudible).
 13 MR. HAYNES:
 14 A. No, no, no, they still have to do all that.
 15 We, you know—we would never propose to set
 16 up a separate, you know, centre just for the
 17 non-bulk system. That would be
 18 irresponsible from a cost point of view.
 19 MR. O'BRIEN:
 20 Q. Okay. And the Nalcor Energy marketing, we
 21 talked about that earlier. So, that's the
 22 purchasing—that's purchasing power for—or
 23 purchasing agency, is it, for –
 24 MR. HAYNES:
 25 Q. Well, they were set up when—initially when—a

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1 little bit of history, I guess. In 1999 the
 2 full recapture was exercised from Churchill
 3 Falls, and basically was sold to Hydro-
 4 Quebec for a number of years, basically, you
 5 know at an increased cost which was a
 6 significant benefit to Churchill.
 7 Eventually, that contract was not renewed,
 8 and basically, we were—they, Nalcor, were
 9 contracting I believe Emera or Nova Scotia
 10 Power, one or the other, to actually sell it
 11 on their behalf. They did a review. They
 12 looked at what the best way to do all that
 13 was, and they determined at the time that
 14 the best thing to do was set up an
 15 independent group within Nalcor that would
 16 actually market that power. And so, they
 17 have structured a system. They have
 18 employees. It's actually a very impressive
 19 operation from the point of view of what
 20 they're doing, and they sell--right now they
 21 sell recapture that's in--that is in excess
 22 of Labrador's needs. The intention was as
 23 well, obviously, that they would sell any
 24 Muskrat Falls power that'll let—that Nalcor
 25 are entitled to, which is above, what I

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1 mentioned was a sanctioned load—the
 2 sanctioned load forecast line, and our
 3 forecast has tapered off a bit from that—
 4 what was done at the time. And they would
 5 also sell any excess Muskrat Falls power
 6 that Hydro has on the external market as
 7 well, but those funds come back to Hydro.
 8 Okay?
 9 MR. O'BRIEN:
 10 Q. So, they would sell that extra? We talked
 11 about earlier about the excess that was
 12 going to Hydro.
 13 MR. HAYNES:
 14 A. Yes.
 15 MR. O'BRIEN:
 16 Q. As well as the amount (unintelligible) both
 17 of those?
 18 MR. HAYNES:
 19 A. Yes.
 20 MR. O'BRIEN:
 21 Q. All right.
 22 MR. HAYNES:
 23 A. Yeah. And you know, and it, from my
 24 perspective, it makes a lot of sense, too,
 25 that we would not go out there and duplicate

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1 that, that particular—and they have a very
 2 competent group. They’ve done a great job
 3 from what I see and reports that I’ve read.
 4 And so, they’re—I think it a well position
 5 to actually execute that on our behalf. We
 6 have work to do with that obviously, you
 7 know, from the point of view of how it all
 8 works, from a contractual point of view, and
 9 that’s an ongoing process, but we’ll get
 10 there.
 11 MR. O'BRIEN:
 12 Q. And there’s no, in terms of the code of
 13 conduct you talk about, there’s no direct
 14 connection between that purchasing agency
 15 and the NLSO in terms of instructions and –
 16 MR. HAYNES:
 17 A. No. No, the NLSO are—is locked up, 24/7.
 18 You can’t go in there if you don’t have any
 19 business in there. It’s a secured location
 20 and there are VPs that don’t have access to
 21 that area, in fact.
 22 MR. O'BRIEN:
 23 Q. All right. Let me ask you just in terms of
 24 that setup, is that—if you looked at other
 25 jurisdictions, is that a similar type of

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1 setup where you have the operating agency
 2 within the utility and the marketing or
 3 purchase agency outside?
 4 MR. HAYNES:
 5 A. It’s been done several different ways, in
 6 different areas. Some people have gone one
 7 way and come back. There’s no standard for
 8 that there. We have looked at that part,
 9 and we think that’s a reasonable way to do
 10 it. The—and your question is specific to
 11 the marketing folks, right?
 12 MR. O'BRIEN:
 13 Q. Yes.
 14 MR. HAYNES:
 15 A. Yeah.
 16 MR. O'BRIEN:
 17 Q. I mean, just like normally –
 18 MR. HAYNES:
 19 A. Yeah.
 20 MR. O'BRIEN:
 21 Q. Well, I shouldn’t say normally, because
 22 you’d know more about than I would, but in
 23 terms of—I would have thought from a
 24 marketing perspective that the utility would
 25 want to know that information. From the

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1 marketing perspective, the operator would be
 2 outside the utility, but this is kind of a
 3 reverse scenario than what I thought
 4 (unintelligible).
 5 MR. HAYNES:
 6 A. But they have an expertise on that market
 7 and operating in the market for a number of
 8 years, that we don’t have. We think it’s
 9 quite reasonable for—actually, you know, to
 10 avail of their services and do that for
 11 Hydro, for Hydro’s portion of the excess.
 12 MR. O'BRIEN:
 13 Q. And was this a decision made by Hydro,
 14 Nalcor, government?
 15 MR. HAYNES:
 16 A. I would suggest –
 17 MR. O'BRIEN:
 18 Q. A combination of them all?
 19 MR. HAYNES:
 20 A. It was a decision made quite a long time ago
 21 by Nalcor at the time, but I don’t think
 22 there’s anything wrong with that decision.
 23 Personally, I think it’s a prudent way to
 24 go. It’s a cost-effective way to go.
 25 Otherwise, we would be duplicating

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1 resources, selling components of Muskrat
 2 Falls excess whether it’s in the Hydro
 3 ownership or the Nalcor ownership. There
 4 are two components.
 5 MR. O'BRIEN:
 6 Q. And has Hydro looked at whether or not
 7 there’s a most-effective approach for
 8 customers or is this –
 9 MR. HAYNES:
 10 A. Well, we haven’t looked at it. We haven’t
 11 gone back and revisited that decision. I
 12 think—I don’t think it’s--it warrants
 13 actually a lot of effort to go back and do
 14 that. I think having two entities in Nalcor
 15 or the Nalcor group of companies that would
 16 be doing the same thing would be, you know,
 17 a waste of money. I think it’s along the
 18 lines of the same discussion we had on the
 19 HR role or supply chain. You know, we have
 20 to negotiate and settle how we’re doing all
 21 the exchanges of money or whatever, but that
 22 is a work in progress.
 23 MR. O'BRIEN:
 24 Q. So, in terms of, say, purchases that Nalcor
 25 Energy marketing would do on behalf of Hydro

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1 -

2 MR. HAYNES:

3 A. They do it and they deliver—basically, we

4 take delivery at Bottom Brook for instance

5 of the Maritime Link.

6 MR. O'BRIEN:

7 Q. Right.

8 MR. HAYNES:

9 A. We don't have any transmission rights over

10 the Maritime Link. Nalcor does; we don't.

11 MR. O'BRIEN:

12 Q. Yes. How would Hydro be able to determine

13 whether the purchases made by Nalcor Energy

14 on behalf of Hydro met with least-cost

15 principles?

16 MR. HAYNES:

17 A. That's a fair question, but I think we've

18 also—you know, some of those things from the

19 point of view of the questions that were

20 asked, we proposed that some of things be

21 done on a—in confidence if you will because,

22 you know, we are operating or Nalcor is

23 operating in the open market. They have

24 confidentiality agreements with other folks

25 that they're buying from, and those things I

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1 think would be better left to the resolution

2 of the motion we put forward with respect to

3 -

4 MR. O'BRIEN:

5 Q. I'm not asking the actual outcome of it.

6 MR. HAYNES:

7 A. Okay.

8 MR. O'BRIEN:

9 Q. I'm just wondering, is there a process that

10 Hydro would -

11 MR. HAYNES:

12 A. We look at the cost of our—our options

13 obviously are—our most expensive cost of

14 power right now is Holyrood, our gas

15 turbines actually, but the normal base power

16 would be Holyrood. And we're comfortable

17 that we're beating that cost. You know,

18 with respect to their buying it on the

19 market, if you go to tender, you know, these

20 things are happening on a daily sort of

21 thing. I don't know how you'd do that from

22 a point of view of, you know, a longer term.

23 You can't go to tender for something you

24 need tomorrow.

25 MR. O'BRIEN:

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1 Q. It's not like you're giving direction to

2 Nalcor Energy -

3 MR. HAYNES:

4 A. Yeah, we're looking for least cost and, you

5 know—we also have to recognize that there

6 are other costs besides the purchase of

7 power. They have to pay—they have to get it

8 through Nova Scotia. They have to get it

9 over to—over the Maritime Link. And so,

10 there may be other tariffs that they have to

11 provide, pay for, besides the cost of supply

12 itself. It's buying the energy.

13 MR. O'BRIEN:

14 Q. Yes.

15 MR. HAYNES:

16 A. And getting it to Bottom Brook.

17 MR. O'BRIEN:

18 Q. So, put aside the actual figures and the

19 purchase price and that sort of thing.

20 MR. HAYNES:

21 A. Yeah.

22 MR. O'BRIEN:

23 Q. Would there be written guidelines that Hydro

24 has with Nalcor or even to Nalcor Energy on

25 -

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1 MR. HAYNES:

2 A. There's a -

3 MR. O'BRIEN:

4 Q. - marketing on how to approach this on cost,

5 these costs?

6 MR. HAYNES:

7 A. At the moment there's a lot of dialogue, you

8 know, and we are we preparing to actually

9 try to formalize that, but there's a lot of

10 dialogue and meetings on an ongoing basis

11 between Nalcor Energy marketing, and the

12 Production Division of Hydro, and Ms.

13 Williams could actually speak in a lot more

14 detail to the parameters. But basically,

15 they do not make any buy decisions without

16 our—in the sense that they don't anything

17 without our approval.

18 MR. O'BRIEN:

19 Q. Okay.

20 MR. HAYNES:

21 A. So, you know, they don't say, "Here it is.

22 You've got to take it." We basically

23 approve that. It has to be lower than what

24 our cost is. We have to look at how we

25 integrate that with Holyrood. You know, we

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1 operate the Holyrood machines at a minimum
 2 load of 70 megawatts, and ideally, if you
 3 can shut down a machine, you save money, but
 4 if you're coming back down—so, the decisions
 5 aren't—the decisions are pretty technical in
 6 that sense that we have to make sure we meet
 7 our capacity requirement and also avail of
 8 trying to get cheaper energy. So, those two
 9 things.

10 MR. O'BRIEN:
 11 Q. So, there's balancing there?
 12 MR. HAYNES:
 13 A. And the production folks are busy with that,
 14 and quite engaged in that process with the
 15 marketing folks.

16 MR. O'BRIEN:
 17 Q. So, is the analysis ahead of time or just
 18 before you purchase or after?
 19 MR. HAYNES:
 20 A. Oh, I'll give you maybe an example, you
 21 know. You know, we had anticipated that the
 22 Maritime Link would be in service in—early
 23 in January. That didn't happen until later
 24 on in February. And in January, we would
 25 have had, you know, a lot more appetite to

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1 actually buying energy from the point of
 2 view of economic energy that would displace
 3 Holyrood, would allow us to build a bit of
 4 water in the reservoirs because you know,
 5 our levels were a little bit lower than we
 6 would normally, but nothing to be concerned
 7 about. On a day-to-day basis right now—so,
 8 we missed that opportunity for buying a lot
 9 of energy because it came in February, and I
 10 think we bought so far about—less than 22
 11 gigawatt hours or so of energy so far from
 12 that. But on an ongoing basis, if we see
 13 that we have, you know, a very cold day
 14 tomorrow and we anticipate we may have to
 15 operate a gas turbine, we would come back
 16 and see if we can actually buy power from
 17 over the Maritime Link to preclude starting
 18 the gas turbine, particularly—primarily the
 19 Holyrood gas turbine, the large one. The
 20 other gas turbines we operate, they're not
 21 as—they don't have a minimum loading
 22 requirement like the one at Holyrood.

23 MR. O'BRIEN:
 24 Q. Holyrood CT.
 25 MR. HAYNES:

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1 A. Holyrood CT likes to be at no less than 40
 2 megawatts a load.

3 MR. O'BRIEN:
 4 Q. Not as efficient otherwise, is it?
 5 MR. HAYNES:
 6 A. Pardon?
 7 MR. O'BRIEN:
 8 Q. It's not as efficient otherwise?
 9 MR. HAYNES:
 10 A. It's not as efficient, but basically if you
 11 need 20 megawatts or 30 megawatts over peak,
 12 if you start the Holyrood gas turbine, then
 13 basically you have to run it at 40. And
 14 obviously the fuel burned in a gas turbine
 15 is a lot more significant than it is at the,
 16 burning Bunker C. So, those decisions are
 17 made, you know. I mentioned the—I mentioned
 18 I think yesterday that there's, you know, a
 19 daily analysis done early in the morning.
 20 You know, there's an email usually that I
 21 see, you know, around 7:00 or 7:30, if not
 22 earlier some days. It's an email that comes
 23 through basically looking at the day's
 24 prognosis for demand requirements. And the
 25 day before there's a look, and if they see

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1 that there's a need to—you know, that we
 2 made a gas turbine, we'll look at our
 3 options to not do that because we can buy
 4 off the market, you know, through NEM.

5 MR. O'BRIEN:
 6 Q. And those are, those decisions, are made
 7 daily?
 8 MR. HAYNES:
 9 A. Yes, and as I said, the mechanics and the
 10 level of detail, Ms. Williams would be the
 11 best one to actually detail that.

12 MR. O'BRIEN:
 13 Q. I'm going to return to that just a little
 14 bit later, but I'm going ask—I'm going to
 15 move to another topic here, Mr. Haynes, and
 16 I'm going to ask you just some questions
 17 about capital expenditures. I wonder if we
 18 could pull up page 3 point 42 of the
 19 evidence? That's good. Under Capital
 20 Costs. So, what's reflected in the test
 21 year of twenty—oh, sorry, 2018. I want to
 22 have a look at some of that. In this sort
 23 of passage, it indicates Hydro's forecast to
 24 spend—and I was looking at line 11, 2017,
 25 approximately 370 million including 167

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1 million on the transmission infrastructure.
 2 That's the TL 266, was it? (Inaudible)
 3 that?
 4 MR. HAYNES:
 5 A. Well, in 2017, primarily it was the TL 267.
 6 MR. O'BRIEN:
 7 Q. Sorry, that's when I meant, sorry.
 8 MR. HAYNES:
 9 A. Yeah, and there was some 266, and more 267
 10 work.
 11 MR. O'BRIEN:
 12 Q. Yes.
 13 MR. HAYNES:
 14 A. There's more 266 work this year.
 15 MR. O'BRIEN:
 16 Q. And if we scroll down to 19, line 19, so in
 17 the test years, Hydro is proposing to spend
 18 206 million in 2018, fair?
 19 MR. HAYNES:
 20 A. Yes.
 21 MR. O'BRIEN:
 22 Q. And 2019, where's the number for 2019? So,
 23 scroll down. Scroll down here, okay. I
 24 want to sort of talk to you about the
 25 capital expenditures and carry-overs over

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1 time within Hydro. And maybe the best place
 2 to do it is to look at the Capital
 3 Expenditures and Carry-Over Report that's
 4 attached to Information 1. There's a table
 5 in there. There's some discussion about in
 6 the last year and I just want to get your
 7 take on it. Page 52. Okay, so there's a
 8 history there of capital budgets,
 9 expenditures and variances there from 20—
 10 from 2007 to 2017. And as I mentioned, in
 11 the last year, there was some concern
 12 expressed about significant variances with
 13 Hydro's budget and actual expenditures over
 14 a ten percent variance. And we see in 2015
 15 to 2016 there's significant ones there, 59
 16 percent and 41 percent. And even the years
 17 before are 27 percent and 27 percent. 2017,
 18 the budget has a variance of .1 percent. Is
 19 that an anomaly?
 20 MR. HAYNES:
 21 A. It certainly looks like it.
 22 MR. O'BRIEN:
 23 Q. Yes, and –
 24 MR. HAYNES:
 25 A. But I would also mention though that in 2017

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1 there was an aggressive—I think when TL 267
 2 was originally put in the budget, it was
 3 planned to be delivered in 2018.
 4 MR. O'BRIEN:
 5 Q. Yes.
 6 MR. HAYNES:
 7 A. So, we basically—you know, we saw, you know,
 8 a lot of benefit to the consumer, a benefit
 9 to the Avalon of getting power in.
 10 Reduction in losses. So, we've actually
 11 accelerated that project and we also delayed
 12 actually some portions of TL 266. We like—
 13 we went back and there were changes made
 14 that basically we felt were the right thing
 15 to do from a customer point of view,
 16 particularly 267 which has brought a
 17 tremendous amount of value from a
 18 reliability point of view, a reduction over
 19 energy losses over the line. And also, it
 20 also eliminated largely the fact that we
 21 have to look at the Avalon Peninsula as a
 22 separate zone from the point of view of peak
 23 planning because, you know, we can get
 24 another 60, 70 megawatts in from Bay
 25 d'Espoir over peak.

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1 MR. O'BRIEN:
 2 Q. Right.
 3 MR. HAYNES:
 4 A. So, there was a rationalization of doing
 5 that. Now –
 6 MR. O'BRIEN:
 7 Q. And it's noted here I think, even -
 8 MR. HAYNES:
 9 A. Yeah.
 10 MR. O'BRIEN:
 11 Q. At line 4, "It should be noted, however,
 12 that TL 267 necessitated moving 38 million
 13 dollars back from the plan of 20" –
 14 MR. HAYNES:
 15 A. Yes, yeah.
 16 MR. O'BRIEN:
 17 Q. So, that one percent, that variance, that's
 18 not a –
 19 MR. HAYNES:
 20 A. So, yeah. No, that's more of a
 21 happenchance.
 22 MR. O'BRIEN:
 23 Q. It's not a –
 24 MR. HAYNES:
 25 A. Yeah, that's –

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1 MR. O'BRIEN:
 2 Q. Yes.
 3 MR. HAYNES:
 4 A. You know, you're trading off a couple of
 5 things there. We advanced TL 267 and we
 6 delayed TL 266. So –
 7 MR. O'BRIEN:
 8 Q. Right. So, would you have moved something
 9 similar to the 38 million dollars from 2018
 10 that was moved back into 2018 from 2017?
 11 MR. HAYNES:
 12 A. I can't speak to that in particular, but Mr.
 13 Gardiner, who is the vice-president of
 14 Engineering, is fully fluent on—and very
 15 engaged in the overall capital budget and
 16 those. He could speak to the specific
 17 projects like that.
 18 MR. O'BRIEN:
 19 Q. Okay. Let me ask you on a higher level,
 20 when you see variances in excess of ten
 21 percent over two years, so you're required
 22 to provide some explanation on that, are you
 23 not, for the budget.
 24 MR. HAYNES:
 25 A. Yes, to the Board and on a—particularly on a

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1 project-by-project basis.
 2 MR. O'BRIEN:
 3 Q. Right.
 4 MR. HAYNES:
 5 A. If a capital project went over by ten
 6 percent. Now, some of things are moving
 7 things around.
 8 MR. O'BRIEN:
 9 Q. Right.
 10 MR. HAYNES:
 11 A. So, as I said, Mr. Gardiner could explain
 12 that, but any project that goes over by ten
 13 percent, is actually scrutinized. And from
 14 that I would add that on TL 267, that
 15 particular work order is not closed yet
 16 because we basically delivered a line,
 17 there's over carry-over work, clean up and
 18 things like that that have to happen in 28
 19 (sic.).
 20 MR. O'BRIEN:
 21 Q. Rolled into 2018?
 22 MR. HAYNES:
 23 A. In this year.
 24 MR. O'BRIEN:
 25 Q. Yes, okay.

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1 MR. HAYNES:
 2 A. So, that's not actually overall closed. The
 3 asset part I think—I forget the total dollar
 4 value that was actually, you know, deemed to
 5 be in service, but you know, that part was
 6 delivered early, and we expect to close that
 7 budget overall within budget.
 8 MR. O'BRIEN:
 9 Q. Okay. And in terms of –
 10 MR. HAYNES:
 11 A. Which I would commend the engineering folks
 12 for actually doing it actually.
 13 MR. O'BRIEN:
 14 Q. And in terms of the overall variance though
 15 that this, I'll indicate, I mean most of
 16 these years have a variance over ten
 17 percent. Has Hydro looked at its budgeting
 18 process and budgeting guidelines, to address
 19 that?
 20 MR. HAYNES:
 21 A. I would ask Mr.—I would suggest that you
 22 speak to Mr. Gardiner. My instructions to
 23 Terry, to Mr. Gardiner, were basically we
 24 want our budgets to be as accurate as we
 25 can.

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1 MR. O'BRIEN:
 2 Q. Right.
 3 MR. HAYNES:
 4 A. You know, there is a balance sometimes of
 5 how far you go doing front engineering
 6 versus the value you get at the end of the
 7 day. And you know, the contingency is there
 8 and so on. So, you try to balance that.
 9 MR. O'BRIEN:
 10 Q. Yes.
 11 MR. HAYNES:
 12 A. But you know, a bigger project requires more
 13 scrutiny. Some of the ones are based on
 14 past practice, particularly in some of the
 15 isolated areas where we know it costs X
 16 dollars to install a diesel. Occasionally
 17 you may get in trouble on certain things or
 18 whatever, but there is an effort on their
 19 project and their project managers are—have
 20 targets on bringing stuff in on time and on
 21 budget. I think you'd have to look under
 22 the covers there from the point of view of
 23 finding out whether that's deferred projects
 24 or additional projects or if it's actually a
 25 variance on each particular capital job.

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1 MR. O'BRIEN:
 2 Q. Do you know if Hydro had looked under the
 3 covers of those figures?
 4 MR. HAYNES:
 5 A. I know that Mr. Gardiner has. They look at
 6 each project. They do a review each year,
 7 on an ongoing basis actually, but
 8 particularly a year-end review of whether—
 9 you know, probably in the early part of this
 10 year to look at each project. You know, do
 11 they come on above or below the ten-percent
 12 target? But you know, we have moved
 13 projects around. So, that kind of—that
 14 school the overall total number of it, but
 15 as I said, Mr. Gardiner could explain that
 16 in more detail that I could. In the
 17 meantime, I think .1 is pretty good, but I –
 18 UNKNOWN SPEAKER MALE:
 19 Q. I'll give you that.
 20 MR. HAYNES:
 21 A. But it is fiction.
 22 UNKNOWN SPEAKER MALE:
 23 Q. I'll give the .1 is fiction.
 24 MR. O'BRIEN:
 25 Q. But I think you'll agree with me that if you

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1 move 38 million dollars from 2018 into 2017,
 2 that gave you the .1?
 3 MR. HAYNES:
 4 A. Oh yes. I mean we did do that, but we also,
 5 you know, we also delayed the, you know, the
 6 TL 267—sorry, the 266 to 2018. So –
 7 MR. O'BRIEN:
 8 Q. Okay.
 9 MR. HAYNES:
 10 A. Yeah, so—but I would spend –
 11 MR. O'BRIEN:
 12 Q. But you're not aware of any –
 13 MR. HAYNES:
 14 Q. I would spend—well, I would be most
 15 concerned if our individual capital budgets
 16 were constantly over by more than 10, 15, 20
 17 percent.
 18 MR. O'BRIEN:
 19 Q. The individual ones versus the overall?
 20 MR. HAYNES:
 21 A. The individuals ones where—yeah. I know
 22 from a point of view of engineering control
 23 over the projects, you know, if there's a
 24 schedule slippage, it affects those things.
 25 MR. O'BRIEN:

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1 Q. Okay.
 2 MR. HAYNES:
 3 A. But at the end of the day, it's the actual
 4 final capital costs in each of these
 5 projects that would be—and obviously, they
 6 add up to what they add up to be. We have
 7 to keep an eye on that there, but from a
 8 diligence point of view on the measurement
 9 of engineering success would be, you know,
 10 on time and on budget delivery of projects.
 11 And they do--Terry, Mr. Gardiner, measures
 12 his folks on that regularly.
 13 MR. O'BRIEN:
 14 Q. And what sort of instruction do you give on
 15 that regularly?
 16 MR. HAYNES:
 17 A. Well, my instruction is that basically we
 18 want them on time, on budget. We want
 19 budgets that are bringing value to the
 20 customer in the sense of reliability. You
 21 know there have been increased costs over
 22 the last number of years. There're—
 23 obviously, there's an increased attention to
 24 safety which is obviously, you know, a must-
 25 do, but basically the estimates should be

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1 timely. They should be fulsome in the sense
 2 that they cover all the risks that we have,
 3 and the contingency based on the amount of
 4 effort that goes into the budgetary estimate
 5 in the first place, but –
 6 MR. O'BRIEN:
 7 Q. And do you agree that their budgets are off
 8 by a significant amount each year, for
 9 individual ones, then budget guidelines
 10 should be looked at?
 11 MR. HAYNES:
 12 A. Well, they have budget guidelines to do it,
 13 but you know, there are changes in the
 14 operating environment. We change
 15 priorities. We have, you know, we have done
 16 that. We've also had supplemental budget
 17 applications for things on capital that were
 18 unforeseen. And you know, the penstocks at
 19 Bay d'Espoir obviously in 2016 was a
 20 significant one. We had a further issue in
 21 2017. Those were unforeseen. So, they were
 22 in the—I forget the total number, but they
 23 were over five million dollars, certainly.
 24 In 2016 I'm thinking it was six or seven,
 25 but—so, they have substantial impact for the

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1 supplemental applications. So, you really
 2 have to look at the whole, and I strongly
 3 would suggest that Mr. Gardiner could
 4 actually looked at that and explain the
 5 variances through.

6 MR. O'BRIEN:
 7 Q. I want to talk to you just about your—about
 8 your capital program asset management. I
 9 wonder if we can bring up page 3.5 of the
 10 evidence? If you go back just to previous
 11 page, there's a list. This is under the
 12 heading of "Asset Management Capital
 13 Investment." So, I just want to look—
 14 there's a mention of some Hydro priorities
 15 there and I want to you about those. So,
 16 the next page if we could, line 9 there,
 17 "Hydro's strategic spending priorities for
 18 its capital program are," and there's a list
 19 here of those priorities, and the last one
 20 at the bottom there is, "Achieve cost-
 21 efficiencies." I just wonder whether you
 22 can take us through some of these particular
 23 priorities and how Hydro looks to achieve
 24 cost-efficiencies with those priorities?
 25 MR. HAYNES:

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1 A. You're just talking about specifically the
 2 last bullet?

3 MR. O'BRIEN:
 4 Q. Well, I'm wondering, is that something that
 5 gets—is implemented throughout or is that
 6 final priority or how does that work?

7 MR. HAYNES:
 8 A. No, no, I think it's implemented throughout.

9 MR. O'BRIEN:
 10 Q. Yes.

11 MR. HAYNES:
 12 Q. Basically, you know –

13 MR. O'BRIEN:
 14 Q. And that's what I assumed.

15 MR. HAYNES:
 16 A. The practice is that basically obviously
 17 safety is first and foremost and always will
 18 be.

19 MR. O'BRIEN:
 20 Q. Right.

21 MR. HAYNES:
 22 A. When you come down to—we obviously look at
 23 our capital budget for our projected load
 24 growth and customer requests. We look at
 25 the asset management from the point of view

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1 of when do we get to the point where we stop
 2 spending money on aging assets and replace
 3 those assets? Those would be another one.
 4 When we—and you know, on cost efficiency,
 5 some of the things that come into play there
 6 sometimes are when we, you know,
 7 interconnect a rural community, which we
 8 haven't done that for a while, but we have
 9 in the past. If there's an overall
 10 efficiency gain by spending capital, we
 11 would do it. You know, the—some examples
 12 would be, you know, interconnecting rural
 13 communities. The other one would be the net
 14 metering would be where we see some
 15 efficiency gains over time, and they don't
 16 happen instantly. Some of the conservation
 17 and demand management things would be also
 18 along there. If you're doing retrofits of
 19 the diesel plant, we look how we go and do
 20 that better. The—those are the things that
 21 drive it and from that perspective, but we
 22 may find in our productivity review that we
 23 may find things that--people up and say,
 24 "Did you look at this?"
 25 MR. O'BRIEN:

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1 Q. Yes.

2 MR. HAYNES:
 3 A. To actually find it. It may be a capital;
 4 it may not be a capital.

5 MR. O'BRIEN:
 6 Q. Okay, yes.

7 MR. HAYNES:
 8 A. You know, we also have programs with our
 9 customers whereby we will ask to go in their
 10 facilities and look for them, to see if they
 11 have energy saving efficiencies within their
 12 particular operation to save them money.

13 MR. O'BRIEN:
 14 Q. Yes, okay. And I guess that's what I'm
 15 wondering about, any specific cost
 16 efficiencies that you've been able to
 17 achieve with your capital program over the
 18 last few years?

19 MR. HAYNES:
 20 A. Unfortunately, I don't think of any one off
 21 the top of my head, but I—but you know, Mr.
 22 Gardiner can actually go—probably review any
 23 that we've actually put forward based on
 24 efficiency savings alone. But most of our
 25 things right now have been with respect to

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1 asset management, ensuring that we actually
 2 are replacing or upgrading or changing
 3 assets that we can. If we are putting in,
 4 you know, new motors or things like that, we
 5 would like for efficient, you know, more
 6 efficient things. You know, the variable
 7 speed drives at Holyhood were done on that
 8 basis a number of years ago, from that
 9 perspective. And you know, the diesel
 10 plants, we look for more efficient engines
 11 to--you know, as long as they're economical.
 12 So, those things would be normal business-
 13 as-usual sort of thing, to actually look at
 14 how we can do it cheaper, how we can save
 15 more money.

16 MR. O'BRIEN:
 17 Q. Okay. I wonder if we can bring up the 2017
 18 and 2018 Winter Readiness Planning Report.
 19 That's one of the documents that I'd ask
 20 that you provide.

21 GREENE Q.C.:
 22 Q. That will be Information Item Number 3.

23 MR. O'BRIEN:
 24 Q. Okay, thank you. Sorry for the volume of
 25 material here, but I figured the full report

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1 might be necessary, but I'm not going to
 2 take you through the whole thing, Mr.
 3 Haynes.

4 MR. HAYNES:
 5 A. Thank you.

6 MR. O'BRIEN:
 7 Q. If we could mark that Information 3.

8 EXHIBIT ENTERED UPON HEARING AND MARKED AS INFORMATION
 9 ITEM NO. 3

10 MR. O'BRIEN:
 11 Q. If I could to turn to page 25 of that
 12 document and this is the--there's an
 13 indication about the--or a line there about
 14 the transmission line TL 267, and that came
 15 in service in December of 2017. Is that
 16 right?

17 MR. HAYNES:
 18 A. December the 6th.

19 MR. O'BRIEN:
 20 Q. December the 6th, okay. And I wonder if you
 21 could comment on how that--if we start at
 22 line 21 here, it says, "The TL 267 will
 23 increase Hydro's capability to deliver power
 24 to the major load centre on the Avalon
 25 Peninsula and will ensure the continued

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1 stability and reliability of the IIS,
 2 particularly during faulting events
 3 (phonetic)." And I wonder whether you can
 4 comment on how that's going to assist with
 5 the reliability on faulting events, just
 6 from an eye level?

7 MR. HAYNES:
 8 A. Okay. So, TL 267 basically is third-circuit
 9 from Bay d'Espoir. So, when Bay d'Espoir
 10 was built, there were two 30 kV lines
 11 primarily coming to the East Coast, and
 12 since then, we've added, you know, Granite
 13 Canal and Upper Salmon, that particular
 14 stream. The change in the system overall
 15 with respect to the papermill in
 16 Stephenville disappearing and the Abitibi
 17 changing and so on, has basically ended up
 18 with a lot more power coming to the East
 19 Coast. So, putting in the third circuit
 20 from Bay d'Espoir actually, you know, we
 21 have more flexibility for maintenance. Over
 22 the peak system, the winter peak, we can get
 23 approximately 60 to 70 megawatts, in that
 24 range, over and still maintain our, you
 25 know, transmission accuracy and from the

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1 point of view, of you know, any minus one
 2 criteria. That also actually goes back to
 3 your previous comment on that does decrease
 4 our actual system losses as well. I don't
 5 have a quantum of the number, but it does
 6 decrease that if you have three circuits.

7 So, when you're operating the system with
 8 two lines from Bay d'Espoir and you have a
 9 heavy load coming in from Bay d'Espoir, we
 10 would look at the system prior to that and
 11 we say we would need to have, for instance,
 12 three generators operating at Holyhood in
 13 case we actually get a lightning strike or,
 14 you know, a transmission line trips for any
 15 reason. With the fact that we have a third
 16 circuit, we can probably take a machine down
 17 in Holyhood earlier, and that is a
 18 significant fuel savings and--as I said, we
 19 do operate the machines at a minimum of 70
 20 megawatts. So, if we're only running in
 21 case of, from a system security point of
 22 view, we can take that machine down earlier.
 23 So, that aids that. And the other thing
 24 with the third circuit is that you do have a
 25 more robust electrical system and it can

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1 sustain more higher—you know, more faults
 2 and survive without causing so much customer
 3 disruption.
 4 MR. O'BRIEN:
 5 Q. So, in terms of –
 6 MR. HAYNES:
 7 A. I don't know if that answers the question
 8 specifically.
 9 MR. O'BRIEN:
 10 Q. I think so, yes. And I'm running into I
 11 think the next couple of lines that--and we
 12 sort of touched on this. "The TL 267 was
 13 energized December 6th and was fully
 14 available in the island interconnected
 15 system. The energization of this line
 16 removes the Avalon restriction." What does
 17 that mean in terms of removing the
 18 restriction? Is that what you're talking
 19 about -
 20 MR. HAYNES:
 21 A. Well, when I mentioned that basically up
 22 until—prior to, you know, the events of 2013
 23 – 2014, the folks in Transmission Planning
 24 and System Operations looked at the entire
 25 system from a point of view of how much

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1 megawatts is available. They didn't
 2 necessarily pay a lot of attention to
 3 whether those megawatts were in Corner Brook
 4 or St. John's or whatever, and specifically
 5 the growth on the Avalon Peninsula has been,
 6 you know, phenomenal over time. You know
 7 there's a lot of people moving here, a lot
 8 of housing construction, so there's been a
 9 significant increase in the load. So, the—I
 10 lost my train of thought, I'm sorry. So,
 11 the fact that we have a lot more load in the
 12 Avalon, the third circuit gives us a lot
 13 more flexibility in the sense that we can
 14 deliver power without having those at
 15 Holyrood. So, up—following, you know, the
 16 events there, the folks in Operations
 17 started to look at the Avalon Peninsula.
 18 It's almost its own planning area. So, you
 19 had two--you know, you had the island as a
 20 whole, you had the Avalon Peninsula with a
 21 particularly high-load area. So, the fact
 22 that the third circuit—now, we can actually
 23 back off on that. So, you know, the daily
 24 reviews that are done now doesn't look at
 25 the Avalon as a separate operating region

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1 unless there's a contingency that we have a
 2 line out of service. Then we will look at
 3 the Avalon load. Do we need to run gas
 4 turbines? We don't—I mean, we don't need to
 5 run gas turbines or Holyrood for the overall
 6 system load. We have to run it because
 7 there's an Avalon Peninsula issue.
 8 MR. O'BRIEN:
 9 Q. Right.
 10 MR. HAYNES:
 11 A. Because we can't get the power from Bay
 12 d'Espoir. That has been largely relieved by
 13 TL 267.
 14 MR. O'BRIEN:
 15 Q. And I think that's where -
 16 MR. HAYNES:
 17 A. You know, which is a big asset to the
 18 reliability to the system overall.
 19 MR. O'BRIEN:
 20 Q. So, in terms of going forward and the
 21 reliance on standby generation sort of at
 22 Holyrood or on the Avalon, I should say,
 23 that will help relieve some that, this -
 24 MR. HAYNES:
 25 A. That will enable us to--you know, enable us

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1 along with, you know, the Soldiers Pond
 2 injection as well to shut down.
 3 MR. O'BRIEN:
 4 Q. Right.
 5 MR. HAYNES:
 6 A. You know, the critical thing is to allow us
 7 to take a unit offline, you know, earlier
 8 than we normally would. You know, years
 9 ago, we used to run--regularly in the summer
 10 we would have a total plant outage at
 11 Holyrood. Right now, they're a little bit
 12 harder to get because we need to run a
 13 certain amount of megawatts on the Avalon
 14 Peninsula. TL 267 relieves that a bit, and
 15 you know, and once the LIL is in service and
 16 reliably operating, then we will make a
 17 decision then, when can we actually shut
 18 down a little bit sooner? We still need it
 19 there for planning purposes. We still need
 20 it there for backup, and we'll still run as
 21 required over peak, but it allows us to
 22 offload a little sooner.
 23 MR. O'BRIEN:
 24 Q. When you talk about being able to shut down
 25 a unit, does that include standby units as

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1 well? Less reliance on standby units?
 2 MR. HAYNES:
 3 A. There could be less reliance on—but ZI mean,
 4 that’s a decision that’s made by Jennifer or
 5 by Ms. Williams’ folks on a regular basis,
 6 about what we need to secure and provide a
 7 system reserve that we have there of the
 8 240-megawatt reserve, whether it’s spinning
 9 or –
 10 MR. O'BRIEN:
 11 Q. The restriction is removed on the Avalon
 12 restriction.
 13 MR. HAYNES:
 14 A. It does reduce –
 15 MR. O'BRIEN:
 16 Q. Does that assist that?
 17 MR. HAYNES:
 18 A. It does reduce the overall requirement, yes.
 19 MR. O'BRIEN:
 20 Q. So, and I’m going to get into this in a
 21 little bit, just in terms of the operation
 22 of the gas turbines and the cost associated
 23 with the operation of the gas turbines over
 24 time. We’ve got an energy supply deferral
 25 account. Should we see a reduction in the

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1 requirement – required usage of those SCT
 2 and those gas turbines for reserve purposes
 3 into the future because of that T26 – TL26
 4 (unintelligible).
 5 MR. HAYNES:
 6 A. TL26’s then will contribute to it. The
 7 Labrador Island Link will contribute to it.
 8 There was one issue this year though I think
 9 we need to acknowledge in the fact that we
 10 have – we are having some issues at Holyrood
 11 with respect to deratings.
 12 MR. O'BRIEN:
 13 Q. Yeah.
 14 MR. HAYNES:
 15 A. So, I would – if we had not had derating
 16 issues at Holyrood, which were there and
 17 which we’re trying to address, I think there
 18 would have been less dependence on the gas
 19 turbine operating. But while those
 20 deratings are there, we still have to meet
 21 the peak requirements of the load and we
 22 also have to carry the system reserve. So,
 23 if you’re looking at it from a singular
 24 point of view, will TL267 allow you to
 25 reduce somewhat, and I don’t know the

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1 degree-
 2 MR. O'BRIEN:
 3 Q. Yes, that’s sort of my question.
 4 MR. HAYNES:
 5 A. - the answer is yes. But we have another
 6 factor over there that we had a significant
 7 round of derating on Holyrood over the
 8 winter because of furnace pressure and air
 9 heater fowling, which we’re addressing to
 10 the best of our ability, and as I said, Ms.
 11 Williams can speak to that. We are looking
 12 at that pretty hard. We also had the outage
 13 of one machine for – again, Ms. Williams can
 14 be specific, but I’m going to say
 15 approximately a month because we had some
 16 issues with a boiler shutdown. So, there
 17 were a couple of outages at Holyrood. So,
 18 that would put us back to the gas turbine.
 19 But on a -
 20 MR. O'BRIEN:
 21 Q. It’s another factor involved.
 22 MR. HAYNES:
 23 A. Another factor, but strictly on a – you
 24 know, will this line reduce the gas turbine
 25 requirements? Yes. However, there are

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1 complicating factors at Holyrood reliability
 2 which factored into the fact that we still
 3 need to run a bit more than we would have
 4 liked.
 5 MR. O'BRIEN:
 6 Q. All things being equal, with the TL267 in –
 7 aligned and energizing, it should have some
 8 effect on reducing the requirement and
 9 reliance on standby generation, presuming
 10 all things equal?
 11 MR. HAYNES:
 12 A. All things equal, yes, and if we get – you
 13 know, if we get a good remedial work done
 14 this year on Holyrood, it should certainly
 15 affect and – along with, of course, the
 16 Labrador Island Link.
 17 MR. O'BRIEN:
 18 Q. And you talked about just in terms of
 19 derating there, I wonder if we could turn to
 20 page 21 of this report? There’s a section
 21 there on deratings.
 22 MR. HAYNES:
 23 A. Yeah.
 24 MR. O'BRIEN:
 25 Q. In terms of Holyrood units one and two

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1 there, starting on line four. Holyrood One
 2 was derated to 150 over the winter. Is that
 3 right?
 4 MR. HAYNES:
 5 A. Yes.
 6 MR. O'BRIEN:
 7 Q. Is Holyrood One generally derated – can you
 8 give me any sort of comment on whether or
 9 not it generally runs at its 170 rating or
 10 is it usually derated?
 11 MR. HAYNES:
 12 A. When I came back from retirement, there were
 13 a lot of issues with respect to some piping
 14 issues and some boiler issues that we had.
 15 We replaced a lot of the reheater section of
 16 the boiler. As I mentioned before, we're
 17 trying to – we're trying not to spend a lot
 18 of major money on actually, you know, doing
 19 a lot of life extension on the boiler
 20 obviously. So, when that was done, you
 21 know, the plant folks would obviously like
 22 to run at 150-160 megawatts and what we had
 23 said was that from an economic point of
 24 view, we went up to 150-155, but if we need
 25 it, we'll run at 170, but we'll back off a

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1 bit just to look for life extension, if you
 2 will, so we're not pushing it to its limits.
 3 It is rated to go there, but we don't want
 4 to risk another failure. So, you know,
 5 there are some derating – the derating
 6 issues we have right now have nothing to do
 7 with the reheater. They have to do with
 8 furnace pressure and air heaters which
 9 basically is a fouling in the economizer
 10 section of the boiler, which is a very, very
 11 confined space and hard to clean. We've
 12 tried two or three different approaches.
 13 The air heaters which are part of the heat
 14 exchangers – the air exchange providing
 15 oxygen, so we can actually sustain a flame.
 16 You know, the air heater is an efficiency
 17 thing where you try to heat the air, so you
 18 don't have all this cold air coming into the
 19 boiler. It's an efficiency thing, but
 20 they're also fouling a lot. We've had some
 21 fuel changes over time. We've looked at
 22 pressure washing those. We've gone with a
 23 very, very super – I'm going to say super
 24 high pressure -- I'm sure that's not the
 25 right term – pressure washing and they've

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1 been unsuccessful. We are looking at maybe
 2 replacing some baskets this year to actually
 3 recover that back. But basically, furnace
 4 pressure, which is an economizer and the air
 5 heater fouling are contributing mostly to
 6 our derating at Holyrood, and we are – we
 7 have a team engaged from Engineering, along
 8 with the operations folks in Holyrood, to
 9 look at ways and means to actually remediate
 10 that so we can get it back to its normal
 11 rating.
 12 MR. O'BRIEN:
 13 Q. Is that unit regularly graded at its name
 14 plate?
 15 MR. HAYNES:
 16 A. The normal rating is 170. I don't recall
 17 offhand what it came in this winter at, but
 18 Ms. Williams could actually provide that
 19 detail.
 20 MR. O'BRIEN:
 21 Q. And what about -
 22 MR. HAYNES:
 23 A. And she's actually been engaged actually in
 24 getting these units back to the normal
 25 rating.

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1 MR. O'BRIEN:
 2 Q. How about No. 2, is that -
 3 MR. HAYNES:
 4 A. No. 1 and 2 are similar. No. 3 is a
 5 different type of boiler. And as I
 6 mentioned before, which No. 1 and 2 were
 7 upgraded a number of years ago to an extra
 8 20 megawatts more machine.
 9 MR. O'BRIEN:
 10 Q. No. 3 is 150?
 11 MR. HAYNES:
 12 A. That's never been changed. That came out at
 13 150; still is.
 14 MR. O'BRIEN:
 15 Q. And is that generally run at 150?
 16 MR. HAYNES:
 17 A. I think we've had deratings there for
 18 various reasons as well, but Ms. Williams
 19 could actually elaborate on those more than
 20 me. I will say that from the point of view
 21 of Holyrood, I do follow Holyrood. I do
 22 have a personal interest in how those
 23 machines perform. If I see something that
 24 looks a bit peculiar, I will send – you
 25 know, speak to Jennifer “have you looked at

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1 this? Have you looked at that?" but
 2 basically, I mean, I haven't worked in that
 3 plant in 35 years, but I still remember it a
 4 lot, but there are a lot of things out there
 5 that -- Holyhood is a complicated machine
 6 and deratings in the thermal world are not
 7 uncommon. We don't generally get many
 8 deratings on a hydro generating unit, which
 9 is fortunate, but particularly the steam
 10 machines are prone to that and every winter,
 11 we come in -- we've always come into the
 12 winter with a high rating and over the
 13 season, you know, we will come down because
 14 of fouling and stuff building up in the
 15 boiler which you go in in the summer and you
 16 clean it out. We've changed our field spec
 17 to go with low sulphur fuel, which was --
 18 which actually helped some of the fouling
 19 issues, but may have caused other issues. I
 20 don't know that, but that detail is being
 21 looked at in detail by Engineering. The
 22 goal is to retain and recover the 170
 23 megawatt rating. That's the goal.
 24 MR. O'BRIEN:
 25 Q. That's the goal.

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1 MR. HAYNES:
 2 A. The goal is to come back to its full rating
 3 and -- but if we come to a fact where it's
 4 going to cost -- you know, I'll pick a number
 5 out of the air -- ten million dollars to
 6 actually replace the economizer section or
 7 more, that's a decision we would look at.
 8 Well, with the Labrador Island Link, can we
 9 delay that? Because it's a ten million
 10 dollar investment that's only going to take
 11 us to 2021. So, we want to be prudent with
 12 the way we do that, but we also don't want
 13 to limit, you know, from the point of view
 14 of our overall capacity to serve our
 15 customers.
 16 MR. O'BRIEN:
 17 Q. Thank you for that, Mr. Haynes. The only
 18 other question I have on this document, page
 19 26. There was a reference to some work done
 20 on a leak at a base Penstock 1, in 2017 that
 21 there was some work done on units 1 and 2,
 22 was it?
 23 MR. HAYNES:
 24 A. Yes.
 25 MR. O'BRIEN:

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1 Q. Can you tell us the status of -- I understand
 2 from this section that there was a -- there's
 3 an investigation into the root cause of that
 4 leak?
 5 MR. HAYNES:
 6 A. Yes.
 7 MR. O'BRIEN:
 8 Q. Can you just tell us the status of that
 9 investigation?
 10 MR. HAYNES:
 11 A. Just the background, we did have a failure
 12 which was unforeseen and unanticipated in
 13 2016, a couple actually in the year, and
 14 then actually -- and the penstock basically
 15 is laid on the ground. There's a limited
 16 amount of backfill around the sides to
 17 cradle it over the top. The design, I
 18 really want to say that the design of
 19 penstock No. 1 and penstock No. 2 are
 20 different. Penstock No. 2 has more support
 21 and so on than penstock No. 1.
 22 My understanding is that we did not
 23 find in the records of when that change was
 24 made or why it was made. We can only
 25

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1 speculate that there was some issues that
 2 arrived whereby they made a conscious
 3 decision to increase the structural support,
 4 I'm sure that's not the right term, but the
 5 -- of No. 2. No. 3 is different again from
 6 those. So, the inspection -- and first when
 7 we had the leak, we did have consultants
 8 involved to go back and do testing. We were
 9 assured that it was a localized issue. We
 10 all had our own speculations, whether it was
 11 just a bad welding rod or a bad welder back
 12 in the '60s when it was built or whatever.
 13 Of course, it manifests itself in time that
 14 we do have an issue with that particular
 15 penstock and it's -- the welds have failed.
 16 We went back in 2016 and did a substantial
 17 amount of rewinding. We engaged, you know,
 18 consultants to come back and give us their
 19 advice on what needs to be done. In 2017,
 20 we had another one, same place, and we were
 21 shocked and we went back and did further
 22 work and that report has been done,
 23 undertaken through Engineering and Jennifer
 24 particularly, if not Terry, could actually
 25 speak to the result of that report. I am

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1 aware that the draft is in. I'm not sure
 2 whether it's final but we are – you know, we
 3 are concerned of what we need on a go-
 4 forward basis.
 5 My understanding is that the steel
 6 itself was not eroded. It's a weld issue,
 7 maybe have to do with the way it was
 8 installed and the way it was actually
 9 backfilled and cradled from the point of
 10 view of long term. So, but we cannot find
 11 the decision process back in the '60s why
 12 they made that change to change the
 13 stiffening, is the word I was looking for,
 14 on penstock No. 2 versus penstock No. 1.
 15 MR. O'BRIEN:
 16 Q. You say that there's a draft done in terms
 17 of a report?
 18 MR. HAYNES:
 19 A. Yeah, that is under review right now is my
 20 understanding, but Ms. Williams could
 21 actually give you the specific status of
 22 that.
 23 MR. O'BRIEN:
 24 Q. Is that kind of the root cause -
 25 MR. HAYNES:

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1 A. That would be, but we're also looking for
 2 how do we get life extension; what do we do.
 3 What are our options to provide that? I
 4 mean, you know -
 5 MR. O'BRIEN:
 6 Q. That's where I was going to go.
 7 MR. HAYNES:
 8 A. Yeah. I mean, quite frankly, you know, a
 9 steel penstock, I would not have anticipated
 10 we would have issues at 50 years, but there
 11 are specific issues with the welding and the
 12 way it was supported that may have
 13 contributed to that erosion of the welds or
 14 failure of the welds, I should say.
 15 MR. O'BRIEN:
 16 Q. Would you anticipate any significant cost
 17 associated with that?
 18 MR. HAYNES:
 19 A. Well, that's to be determined based on the
 20 outcome and recommendations of the study.
 21 You know, it may be that here's a long-term
 22 50-year fix. Maybe it's a ten-year fix, I
 23 don't know. But that – and I have not read
 24 the report. I've not seen that report and
 25 as I said, it's still draft to my knowledge.

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1 But obviously one that we're anxious about
 2 in that sense of what – and also, what are
 3 the implications for penstock No. 2 and if
 4 any on penstock No. 3.
 5 MR. O'BRIEN:
 6 Q. One of the other issues I think – I guess
 7 one of the other questions I had in terms of
 8 some of the capital requirements, your
 9 recent capital budget, there was an
 10 indication that some work had to be done at
 11 Stephenville and Hardwoods for, I think it
 12 was a million and a half over two years for
 13 refurbishment for those GTs or sorry, those
 14 gas turbines. I understand the Board had
 15 directed Hydro to file with its next capital
 16 budget a near term and long-term plan for
 17 those units. Is that progressing?
 18 MR. HAYNES:
 19 A. That's progressing, but Ms. Williams could
 20 actually speak to that, yes. And that also
 21 integrated into our long term – you know, we
 22 are in progress of doing a report, you know,
 23 longer term on the generation requirements
 24 and so on and obviously the gas turbines are
 25 a factor in that, you know. So, they

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1 dovetail together a bit, but on the gas
 2 turbines, I understand that report is
 3 specifically being looked at. There's also
 4 a part of a longer picture of, you know, do
 5 we need to replace, when do we need to
 6 replace, where do we need to replace and so
 7 on, from the point of view of long term
 8 accuracy and security.
 9 MR. O'BRIEN:
 10 Q. Even post Muskrat Falls?
 11 MR. HAYNES:
 12 A. Even post Mus – that report is due in late
 13 fall of this year and that is actually a
 14 specific – you know, a high level objective
 15 to Hydro, to have that report complete,
 16 which will be fairly in-depth and
 17 comprehensive.
 18 MR. O'BRIEN:
 19 Q. Yes, I understood that in one of the – I
 20 understood that Liberty had recommended that
 21 Hydro look at the long-term planning, in
 22 terms of putting in place or obtaining the
 23 300 megawatt additional supply, even from -
 24 MR. HAYNES:
 25 A. We haven't spent a lot of time with that yet

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1 from the point of view, we know that the –
 2 you know, the Maritime Link, I'm not sure if
 3 it's up to available 300 megawatts right
 4 now, but it's also an issue as to find that
 5 available from an emergency response point
 6 of view. There are some contingent things
 7 that we can do now, but they're not longer
 8 term. But that, you know, 300 megawatts
 9 would only be required, I would suggest, if
 10 you had a long-term outage of LIL, for
 11 instance.
 12 MR. O'BRIEN:
 13 Q. (unintelligible).
 14 MR. HAYNES:
 15 A. Or things like that, but those are things we
 16 have to look at from the point of view of
 17 what's required and, you know -
 18 MR. O'BRIEN:
 19 Q. Have you started looking at that at all in
 20 terms of (unintelligible).
 21 MR. HAYNES:
 22 A. I don't think we've looked at that in a hard
 23 light yet. That is a post Muskrat Falls
 24 thing obviously at this point in time, but
 25 at least the connection is there to make it

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1 available if we can find it or source it.
 2 And you know, but playing off against that,
 3 there may be options if we do have to
 4 replace – at the end of the day, there's a
 5 decision made to replace particularly the
 6 older gas turbines at Hardwoods and
 7 Stephenville, the question would be what
 8 size.
 9 MR. O'BRIEN:
 10 Q. Sure.
 11 MR. HAYNES:
 12 A. What's the most optimum location
 13 (unintelligible). So, there may be changes
 14 that all – to my mind, that all dovetails
 15 together a bit from that perspective.
 16 MR. O'BRIEN:
 17 Q. And I guess that's important in terms of how
 18 much capital is needed to refurbish them -
 19 MR. HAYNES:
 20 A. Yeah.
 21 MR. O'BRIEN:
 22 Q. - and sort of when the timing of replacement
 23 would be. Have you looked at – you haven't
 24 got a full approach to that?
 25 MR. HAYNES:

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1 A. No. No, that's being looked at. I mean,
 2 the last time the gas turbines were looked
 3 at in detail I think was 2007 and the
 4 recommendation at the time was that we could
 5 still get a number of years out of those
 6 particular machines, you know, and I think
 7 we have a new generator on one and the
 8 engines are a concern because the engines
 9 are fairly dated and not readily available.
 10 The power turbine, there is no spare for
 11 that. They're unique from Curtiss-Wright
 12 who built the machines in the first place
 13 who are long gone. So, you know, it is a
 14 risk, but it's being looked at for overall.
 15 But in the meantime, if you can get, you
 16 know, value from those machines with small
 17 cap investments or it cost a lot to replace
 18 them as well.
 19 MR. O'BRIEN:
 20 Q. You haven't looked – and you may have
 21 answered this – you haven't looked in terms
 22 of establishing formal agreements with Nova
 23 Scotia Power, New Brunswick Power about
 24 backup supply?
 25 MR. HAYNES:

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1 A. Not at this point in time.
 2 MR. O'BRIEN:
 3 Q. I wonder if we could move to page 3.6 of
 4 your evidence. And I want to talk to you
 5 about some of the operational improvements
 6 that Hydro had implemented. So, the
 7 evidence indicates in recent years that
 8 Hydro has implemented a number of those
 9 operational improvements and there's a
 10 number of bullets there. I just want to
 11 talk through some of those with you, if we
 12 can. The first bullet there is daily system
 13 status meetings which address power supply
 14 capability and reserves. So, are you
 15 involved in those meetings yourself?
 16 MR. HAYNES:
 17 A. I have not attended those meetings. When I
 18 came, I kind of made a conscious decision
 19 that that was basically the responsibility
 20 of the respective VPs and particularly the
 21 Transmission side and at that time it was
 22 Terry Gardiner and Ms. Williams, and they
 23 are – they have been actively engaged in
 24 those meetings. They don't go to every
 25 meeting, but basically, it's an evolution,

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1 if you will, of what we expect from the
 2 folks. So, starting off, there's a lot of
 3 management and VP oversight to actually get
 4 that stuff on track that we expect people to
 5 be looking at that. I do read the emails.
 6 I don't read every one of them, but I read
 7 the emails frequently. There's an
 8 assessment done early in the morning and
 9 that provides the basis for the meeting.
 10 What are the risks today? Do we have enough
 11 generation? Are we anticipating issues? And
 12 so on. So, it's all done in a very
 13 proactive basis, basically the intent being
 14 that we don't have any interruptions.

15 MR. O'BRIEN:
 16 Q. Does that – that deals with load, capacity
 17 in terms -

18 MR. HAYNES:
 19 A. Load, load forecast, if we have, you know,
 20 an emergency, if we have a pending issue to
 21 take down a machine because of something
 22 that – you know, sometimes a machine has to
 23 be taken down immediately, in which case its
 24 done, because we don't want to risk the
 25 asset obviously. We don't want to cause

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1 more damage, if you will. Sometimes we have
 2 to take it down in a number of hours because
 3 something is unfolding and we need to get it
 4 out ASAP.

5 MR. O'BRIEN:
 6 Q. Right.

7 MR. HAYNES:
 8 A. So, they incorporate all those decisions and
 9 if there's a storm coming from a winter
 10 readiness point of view, from the point of
 11 view of, you know, do we need to have staff
 12 at the gas turbines because we expect there
 13 are going to be issues or the peak is really
 14 close to what our capability is. Do we need
 15 to make – do we need to notify Newfoundland
 16 Power that we're in alert state from the
 17 point of view of alert level one that we are
 18 tight. We're not at risk, we're not
 19 violating anything. Or if we move to alert
 20 level two and so on. So, all those
 21 decisions are discussed at those meetings.

22 MR. O'BRIEN:
 23 Q. At those meetings, and I think you
 24 mentioned, and correct me if I'm wrong, that
 25 early on when these meetings started,

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1 management, there were full management
 2 involvement. Are they less involved now?

3 MR. HAYNES:
 4 A. They're slightly less involved because we
 5 see a traction there and that people are
 6 actually taking that and they're actually
 7 running with it. I mean, we don't need to
 8 have 30 or 40 people in a room every day,
 9 but I think starting off, it was a kind of
 10 a, you know, a course correction, if you
 11 will, on the attention to detail, on trying
 12 to mitigate any potential outage or risk
 13 that we saw. So, that has been now a lot
 14 more engrained and people are actually doing
 15 that on a daily basis and, you know, the
 16 folks that are there are extremely focused
 17 on that, particularly the general manager of
 18 hydro generation and thermal. They are all
 19 over it, along with the general manager in
 20 the transmission and distribution world.
 21 Transmission primarily because it's a bigger
 22 system of concern.

23 MR. O'BRIEN:
 24 Q. And who's normally involved now then in the
 25 meetings? Is it -

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1 MR. HAYNES:
 2 A. Normally involved now would be the general
 3 managers, certainly the NLSO primarily.

4 MR. O'BRIEN:
 5 Q. Okay.

6 MR. HAYNES:
 7 A. And I don't know the total number of people
 8 that are at these meetings now, but it would
 9 not have been the original, you know, 30 or
 10 40. It's a lower number, but they are the
 11 critical people to actually go out and make
 12 things happen and get things in order, if we
 13 need to staff, you know, diesel plants or
 14 whatever.

15 MR. O'BRIEN:
 16 Q. And you mentioned emails in the morning,
 17 something -- you get an email in the
 18 morning?

19 MR. HAYNES:
 20 A. I get an email each day on basically, you
 21 know, the prognosis, if you will, for the
 22 day. It will include a map of the storm or
 23 the wind or icy loadings or whatever the
 24 case was. I didn't read it this morning,
 25 but I only heard the news this morning, but

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1 those things are looked at every day as to
 2 what we could reasonably expect to happen
 3 from a load point of view or a storm point
 4 of view or whatever and you know,
 5 preventative actions are taken so far as we
 6 can to mitigate any negative outcomes.
 7 MR. O'BRIEN:
 8 Q. So, they address – the meetings would
 9 address generation, dispatch plans and that
 10 sort of thing throughout the year –
 11 throughout the day?
 12 MR. HAYNES:
 13 A. Yeah, and major line outages or any
 14 constraints that that brings.
 15 MR. O'BRIEN:
 16 Q. And what effect have the meetings themselves
 17 had on reliability in the short term?
 18 MR. HAYNES:
 19 A. Well, I think they've – you know, part of it
 20 is actually, you know, kind of returning
 21 people to the fact that it's not just a cost
 22 issue; it's a reliability issue and we have
 23 to be a lot more proactive from the point of
 24 view of storm response or from the point of
 25 view – you know, at one point in time, and

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1 you know, even when I was in Regulated
 2 Operations, we would have regular meetings
 3 with the hydro manager and the gas turbine –
 4 or the – I'll pick on the Holyrood thermal
 5 plant, but you know, the biggest generator.
 6 We would have regular meetings, but they
 7 would not be daily. So, if there was a risk
 8 arising or a potential risk from the point
 9 of view of Holyrood, the Bay d'Espoir folks
 10 may not have known that. Right now, that
 11 happens on a lot more basis so that people
 12 are thinking about "well, you know, what –
 13 we don't start today because we just need to
 14 keep that for tomorrow because the peak is
 15 past", whatever. So, I think that's an
 16 ongoing thing. I think that people are –
 17 overall, that has aided that response and
 18 our ability to cope with these challenges.
 19 MR. O'BRIEN:
 20 Q. The next bullet there, we see a new
 21 operating instruction which provides a
 22 method of assessing Avalon capability and
 23 reserves. I wonder maybe – and I think
 24 you've touched on that a little bit already.
 25 Maybe we can just pull that operating

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1 instruction up. It's under NP-NLH-38,
 2 Attachment 1. I just want to make sure
 3 we're on the same page. Page 76. And even
 4 if you go back to 75, I think there's a
 5 heading there. We manage the Avalon
 6 capability and reserves. This is the new
 7 operating instruction since –
 8 MR. HAYNES:
 9 A. Yeah, I'm not familiar with the details of
 10 the instruction, but if you have high level
 11 question, I mean, I would try to -
 12 MR. O'BRIEN:
 13 Q. Well, maybe you can, and we'll – if we
 14 scroll down, if it's something you feel that
 15 I should speak to someone else about, that's
 16 fine. Would you have had any involvement
 17 with preparing this operating instruction?
 18 MR. HAYNES:
 19 A. I think that instruction was actually
 20 created before I arrived.
 21 MR. O'BRIEN:
 22 Q. Okay. That's fair.
 23 MR. HAYNES:
 24 A. So, I wouldn't have been involved in it, but
 25 I mean, what I said before was that the –

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1 traditionally, the planning was to system
 2 peak and there was no attention, not an
 3 appropriate amount of attention paid to
 4 whether it was Avalon or Central or
 5 whatever, but basically all this load shift
 6 on the Avalon Peninsula has changed the way
 7 we had to operate. So, that reflects that
 8 Avalon, specific look at the Avalon
 9 Peninsula where most of the load and most of
 10 the customers are.
 11 MR. O'BRIEN:
 12 Q. There's another one of these that looks
 13 similar to that but that deals with the
 14 whole system.
 15 MR. HAYNES:
 16 A. That's a broader perspective. Do we have
 17 enough – you know, on a – from the point of
 18 view of generation adequacy planning, if you
 19 had a well-built transmission system, you
 20 had lines all over the place, you'd only
 21 look at the whole, but the Avalon,
 22 particularly without 267, require a specific
 23 look because it's a high risk area, only two
 24 lines, and we have an aging plant. So, it's
 25 contributing to some of the issues. So, I

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1 think it was an appropriate reaction to the
 2 events that occurred, and I think it's very
 3 positive.
 4 MR. O'BRIEN:
 5 Q. Are you able to tell me who would have sort
 6 of taken the role of developing this?
 7 MR. HAYNES:
 8 A. I don't know offhand, but I would suggest
 9 that would have had a lot of input by the
 10 Transmission and Generation planning folks
 11 at the time, because basically, you know,
 12 they would have to do the studies to
 13 validate how many megawatts you can get over
 14 the system or how much, you know, local
 15 supply security would be on the Avalon
 16 versus the rest of the island. That would
 17 be something that would come from planning
 18 folks and obviously with the input of the
 19 system operator. The individual folks at
 20 the generating stations, their focus is on
 21 their assets. NLSO is operating the system
 22 and the planning folks are looking at how
 23 all this stuff works together from that
 24 perspective. So, I would suggest that it's
 25 primarily generation and transmission

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1 planning would be the biggest contributors
 2 to that there, at least the technical
 3 requirements.
 4 MR. O'BRIEN:
 5 Q. And I'm not sure there's a reference to the
 6 NLSO in here.
 7 MR. HAYNES:
 8 A. That would have been – the NLSO would have
 9 been the ECC. The NLSO would not have been
 10 an entity at that particular time.
 11 MR. O'BRIEN:
 12 Q. That kind of tells us that it would have
 13 been (unintelligible).
 14 MR. HAYNES:
 15 A. That's the energy control centre and
 16 basically, these are instructions they
 17 actually operate on a day-to-day basis.
 18 MR. O'BRIEN:
 19 Q. So, fair to say that these instructions
 20 focus on reliability, system reliability on
 21 the Avalon, more so than -
 22 MR. HAYNES:
 23 A. Primarily from a generation perspective, do
 24 they think we have enough generation
 25 available and the lines to deliver it from

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1 Bay D'Espoir if that's required.
 2 MR. O'BRIEN:
 3 Q. Under the heading here, procedure, paragraph
 4 A, calculation of total Avalon capability
 5 and Avalon reserve, available Avalon
 6 reserve. If we move down past these numbers
 7 here, it just mentions that the reserve is
 8 calculated for the current day and the
 9 following six days. So, is that every
 10 morning that it's calculated from the day of
 11 -
 12 MR. HAYNES:
 13 A. I think my understanding is they reset –
 14 they always look ahead.
 15 MR. O'BRIEN:
 16 Q. Every day it's reset for six days out?
 17 MR. HAYNES:
 18 A. The email that comes out every day usually
 19 has a forward looking forecast and if
 20 there's any anticipation that we may have to
 21 run a gas turbine, for instance, or look for
 22 alternative in day three or four, it's
 23 usually indicated on the email.
 24 MR. O'BRIEN:
 25 Q. So, it's all forecast obviously?

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1 MR. HAYNES:
 2 A. Yeah. And there is a system in the control
 3 centre where we have this what they call
 4 Nostradamus who looks at a bit of a – I
 5 forget the IT term, but I'll say intelligent
 6 system that actually looks at the forecast
 7 and predicts it and most times when I look
 8 at that there, it's a good – occasionally
 9 there's a bump, but by and large, it's a
 10 good correlation between its forecast and
 11 the actual load. If we look at the load
 12 forecast, it integrates what happened
 13 previous times. It's artificial – I won't
 14 say artificial intelligence, but it's
 15 smarter than me.
 16 MR. O'BRIEN:
 17 Q. Does the energy control centre monitor the
 18 forecast, like say the daily forecast? Does
 19 it monitor that throughout the day and any
 20 change -
 21 MR. HAYNES:
 22 A. There's a look. If there's a significant
 23 change – I do know that there's been
 24 additional meetings called later in the day
 25 because there's been a significant change in

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1 the forecast and obviously, you know, our
 2 forecast does change sporadically and
 3 sometimes unforeseen. But there is a look
 4 and if there's something that's going to
 5 come up and cause grief or cause pressure in
 6 the next 24 hours, there have been meetings
 7 that have been set aside to actually go back
 8 and reconsider the plans.

9 MR. O'BRIEN:
 10 Q. So, would it be fair to say that as part of
 11 their role, the control centre role is to
 12 monitor that forecast throughout the day and
 13 if necessary changes are needed, to react to
 14 those changes?

15 MR. HAYNES:
 16 A. To react with – if it's within their span of
 17 operation, if you will, which is pretty
 18 broad, but if they need to muster the
 19 troops, if you will, to go back and look at
 20 other alternatives because things are –
 21 other things have happened. You know, maybe
 22 we had a unit trip during the day which is
 23 not coming back for the peak in the
 24 afternoon. So, all those things have to be
 25 an ongoing basis and I know that the VPs

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1 responsible are engaged in that process, but
 2 primarily general managers in the
 3 transmission world and the thermal world and
 4 the hydro world are – you know, that's a
 5 fairly significant effort on their – not
 6 effort on their part, but they are attune to
 7 that and we will change maintenance plans or
 8 outage – planned outages to accommodate
 9 those changes. We have to react.

10 MR. O'BRIEN:
 11 Q. What about the other side? If there's less
 12 demand, the forecasted demand drops.

13 MR. HAYNES:
 14 A. Well, that would just basically come down,
 15 do we shut down machines or we would, you
 16 know – typically we don't shut down Holyrood
 17 because of a few hours' change, but it may
 18 mean we don't operate a gas turbine or
 19 instead of operating the gas turbine, maybe
 20 we just staff the gas turbine in case it
 21 comes back or something like that. That
 22 depends on the amount of change and what the
 23 forecast is.

24 MR. O'BRIEN:
 25 Q. So, when you say typically you don't shut

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1 down Holyrood, are you talking about one of
 2 the three units or –

3 MR. HAYNES:
 4 A. I'm sorry, the gas turbine, we wouldn't
 5 hesitate shutting that down, you know, but
 6 not for an hour or two because there's a
 7 cost obviously to restart. But from the
 8 point of view of the Holyrood thermal
 9 machines, those are – when you shut those
 10 down, you're usually down for several days.
 11 We could go to hot standby, but even that is
 12 eight hours to get back from hot standby.
 13 So, those are longer term decisions that if
 14 we see that the peak load is down for, you
 15 know, -- I'll be extreme, but if we see that
 16 the temperature forecast in January is, you
 17 know, way higher than we anticipated, if we
 18 see the opportunity to shut the machine down
 19 for a week or two weeks, we will because
 20 we'll save a bunch of money in fuel. If
 21 it's for a day, we won't shut the Holyrood
 22 machine down for a day. We'll run that down
 23 at minimum load because it would – you know,
 24 it takes a long time to restart it to go
 25 again.

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1 MR. O'BRIEN:
 2 Q. So, if in your six-day forecast that changes
 3 and you see that (unintelligible).

4 MR. HAYNES:
 5 A. We would look at that there. Well, usually
 6 the decision to shut down Holyrood for a
 7 longer period of time are a lot more
 8 thoughtful and we're looking at it a little
 9 bit longer than that, you know. When we go
 10 from a three-machine operation to a two-
 11 machine operation to, you know, a total
 12 planned outage.

13 MR. O'BRIEN:
 14 Q. But this idea of potentially, I guess,
 15 reacting to a change in forecast, is that
 16 built into these instructions or is it just
 17 a judgment call that you expect that on
 18 (unintelligible).

19 MR. HAYNES:
 20 A. Well, they would look at the total quantity
 21 of change. If we lost, you know – if we had
 22 a machine trip at Bay D'Espoir of, you know,
 23 75 megawatts or a loss to Holyrood unit,
 24 they would have to go back and look. If
 25 it's a minor change, they can probably

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1 manage that by just readjusting the load and
 2 so on. And energy control centre does have
 3 the dispatch and from a Holyrood point of
 4 view, it's a communication between the
 5 control centre and the Holyrood control
 6 room. For Bay D'Espoir units, they do have
 7 the – you know, they can change the loading
 8 on the units automatically from the control
 9 room.
 10 MR. O'BRIEN:
 11 Q. Okay.
 12 MR. HAYNES:
 13 A. So, they can redispatch from that
 14 perspective.
 15 MR. O'BRIEN:
 16 Q. Yeah, without shutting it off?
 17 MR. HAYNES:
 18 A. Yeah, yeah. And some of the – actually, the
 19 remote plants like Cat Arm and Granite Canal
 20 and Upper Salmon, they can start and stop
 21 from the control centre. In Bay D'Espoir,
 22 the folks in Bay D'Espoir start the machine,
 23 then they turn the control over to control
 24 centre, so they can change the load from 40
 25 megawatts to 30 or to 50, whatever is

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1 required.
 2 MR. O'BRIEN:
 3 Q. And maybe we could turn to – scroll down a
 4 little bit as well, and the idea here of the
 5 assessment and – assessment of Avalon
 6 reserve, I want to get your thoughts, just
 7 on a high level, in terms of the concept of
 8 the N minus one largest contingency.
 9 MR. HAYNES:
 10 A. Yes.
 11 MR. O'BRIEN:
 12 Q. Can you explain that to me? Sort of we
 13 talked earlier about potential deratings of
 14 a unit versus a nameplate, that kind of
 15 thing.
 16 MR. HAYNES:
 17 A. Okay. So, the N minus one basically,
 18 particularly means that a unit, some asset,
 19 usually a generator or a transmission line
 20 has been taken out of service.
 21 MR. O'BRIEN:
 22 Q. Right.
 23 MR. HAYNES:
 24 A. So, you know, the planning criteria from the
 25 point of view of our – our planning criteria

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1 is so that basically we plan for an N minus
 2 one scenario. So, we plan for the loss of
 3 the largest generator. So, if the largest
 4 generator on that day is 160 megawatts or
 5 170, 150, we would plan for that – from a
 6 system design point of view, it would be
 7 170. From an operational point of view that
 8 if we lose – if it's 160, we want to be able
 9 to lose 160 megawatts, if something happens,
 10 realizing that there may be under frequency
 11 load shedding today because we don't have,
 12 you know, all the – under frequency load
 13 shedding is considered part of our reserve,
 14 from that perspective. That we want to be
 15 able to return a normal state within a short
 16 period of time and give Newfoundland Power,
 17 for instance, say okay, we had an under
 18 frequency event. In three or four or five
 19 minutes, you can go back to your normal
 20 load, and then they will start to pick up
 21 their load. So, we would redispatch
 22 generators. We would increase the load on
 23 the hydro machines or the other thermal
 24 machines or start a gas turbine to meet that
 25 load. On the transmission side, an N minus

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1 one would mean that we can survive – for
 2 instance, we talked about 267. If TL267
 3 were to trip today, the customer should not
 4 see anything happen. So, that's the N minus
 5 one. If you go to an N minus two, that's a
 6 usually higher level of reliability which we
 7 have not designed the system for. That
 8 means that we would have, possibly to say
 9 lose two lines from Bay D'Espoir. We will
 10 not survive losing two lines from Bay
 11 D'Espoir. N minus one has been a pretty
 12 standard practice for us for ages. So,
 13 basically on that transmission and
 14 generation, it's losing the-
 15 MR. O'BRIEN:
 16 Q. The largest unit gone?
 17 MR. HAYNES:
 18 A. The largest unit or one transmission line.
 19 So, anything beyond that -
 20 MR. O'BRIEN:
 21 Q. Or one transmission (unintelligible).
 22 MR. HAYNES:
 23 A. - would normally – I mean, it would be a
 24 longer return period to get the customers
 25 back online.

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1 MR. O'BRIEN:
 2 Q. And the one trans – in terms of the rating
 3 of those transmission lines versus the
 4 largest say unit at Holyrood, what's the
 5 difference?
 6 MR. HAYNES:
 7 A. The N minus one covers that off because in
 8 the N minus one, what the system
 9 transmission planning folks would do who
 10 work in Mr. LeBlanc's shop, they would look
 11 at the – several cases on – they don't look
 12 at this every day. This would be kind of on
 13 – you know, when they look at the overall
 14 system design, they would look at losing the
 15 largest line and are we going to cause
 16 overloads in other lines? Because if you
 17 cause an overload, then that basically means
 18 we have to go back and we'd typically look
 19 for ways around that. It could be through
 20 redispatch of generation or it could mean
 21 that we have conductors that we – or
 22 transmission lines that we need to
 23 reinforce, build new lines, or replace the
 24 conductor, if that's possible, and that's
 25 not always possible, depending on the

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1 design. So, they would look at all those
 2 contingencies and they would look at peak
 3 load flows. They would look at, you know,
 4 typically they would look at different load
 5 situations and ensure that we can get
 6 through that N minus one without any grief.
 7 MR. O'BRIEN:
 8 Q. And that – and when we talk about spending
 9 reserves then, so even just reserve, let's
 10 talk about reserve, I guess, in terms of
 11 what you're looking for is the N minus one
 12 as your – the operations seem to work on N
 13 minus one plus one half we're spinning
 14 regardless?
 15 MR. HAYNES:
 16 A. That's on a reserve. That's where we're up
 17 right now, about 240 megawatts is our
 18 reserve. That doesn't – that's not all
 19 spinning.
 20 MR. O'BRIEN:
 21 Q. Okay. Well, explain that to me.
 22 MR. HAYNES:
 23 A. Well, if you have a gas turbine that's
 24 available but not operating, so it's there.
 25 It's available for service, we just don't

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1 need it. So, that would be part of our
 2 reserve.
 3 MR. O'BRIEN:
 4 Q. Okay.
 5 MR. HAYNES:
 6 A. But it's not spinning reserve. Spinning
 7 reserve would be if – you know, if -
 8 MR. O'BRIEN:
 9 Q. It's on.
 10 MR. HAYNES:
 11 A. Pardon?
 12 MR. O'BRIEN:
 13 Q. It's on. It's -
 14 MR. HAYNES:
 15 A. Spinning reserve, yeah, well, under
 16 frequency load shedding and some of our
 17 contaminate things, we would consider as
 18 spinning because we can get them, you know,
 19 practically instantaneously. But spinning
 20 reserve, if our Bay D'Espoir machine is on
 21 50 megawatts and good for 72, then there's
 22 22 megawatts in that machine that's spinning
 23 and available and that can react faster to
 24 slow down the under frequency load shedding.
 25 MR. O'BRIEN:

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1 Q. If it's not a full -
 2 MR. HAYNES:
 3 A. Not at full, the amount above to full
 4 throttle, if you will, would be our spinning
 5 component and the reserve part of spinning.
 6 MR. O'BRIEN:
 7 Q. And when you use your N minus one
 8 contingency, your spinning reserve is your N
 9 minus one the largest unit plus 70? Is that
 10 what you're spinning reserve -
 11 MR. HAYNES:
 12 A. I'm not sure of the specifics right now. I
 13 thought it was 50, but I'm not – maybe Mr.
 14 LeBlanc could answer that.
 15 MR. O'BRIEN:
 16 Q. I understand it to be – and maybe we can go
 17 back. It may be even in this document.
 18 MR. HAYNES:
 19 A. I thought it was 50. I thought it was 50
 20 percent, but -
 21 MR. O'BRIEN:
 22 Q. 50 percent, and I said 70 megawatts is maybe
 23 what -
 24 MR. HAYNES:
 25 A. Well, that's roughly 50 percent of our

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1 largest machine.

2 MR. O'BRIEN:

3 Q. Of your largest machine. So that's – say,

4 if you look at your largest machine at 170

5 nameplate, if it's rated at 150, why

6 wouldn't you have – would you have a

7 spinning reserve then for 225, half of the

8 150 is 75, so you'd have 225 or would you

9 keep (unintelligible).

10 MR. HAYNES:

11 A. I'm not sure of all the math mechanics that

12 go into this one here. I would suggest that

13 Mr. LeBlanc would be – and possibly Ms.

14 Williams would be the -

15 MR. O'BRIEN:

16 Q. Is it possible to have too much reserve on

17 the system?

18 MR. HAYNES:

19 A. Well, if you have reserve that's on the

20 system that's actually hydro generation,

21 you're operating at an economic point, then

22 it's not a problem. If you have thermal

23 generation on the system that's operating

24 and you don't need it, that could be an

25 issue. I don't think we're in that

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1 situation very often, but – because we also

2 have to balance that with the – you know,

3 when you talk about the Avalon, we still

4 need the capacity available. So, you know,

5 it is – I don't think there's a straight

6 piece of math that says yes and no. I think

7 every situation is unique from that

8 perspective.

9 MR. O'BRIEN:

10 Q. But in terms of a piece of math, in terms of

11 how you operate, you do use the largest unit

12 plus one and a half as your -

13 MR. HAYNES:

14 A. Well, that's my understanding, subject to,

15 you know, Mr. LeBlanc and Ms. Williams as to

16 their confirming that.

17 MR. O'BRIEN:

18 Q. So, the largest unit is not operating or

19 able to operate at its nameplate, if the

20 largest unit is derated to 150 and not able

21 to – or not generally operating at

22 nameplate, would you have more reserve?

23 Would it be used 50 percent of the 170

24 nameplate, or is it 50 percent of what it's

25 actually -

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1 MR. HAYNES:

2 A. Mathematically, that's possible. On the

3 day-to-day operations, I would actually

4 defer that to Mr. LeBlanc and Ms. Williams

5 to actually give the day-to-day mechanics of

6 it.

7 MR. O'BRIEN:

8 Q. And the reason I'm asking is you mentioned

9 earlier about running the CT being not

10 necessarily being as cost effective as

11 running Holyrood.

12 MR. HAYNES:

13 A. But the intention is that if we don't need

14 to run the CTs and we don't need it for

15 spinning reserve, we would shut it down.

16 So, the gas turbine in Holyrood, which is

17 120-23 megawatts has a minimum run of 40

18 megawatts. But if you look at the load

19 forecast and you see that it's holding a

20 little bit and the load is not dropping off,

21 you know, it may be a decision by the

22 operator that they're going to leave it on

23 for a little while because there's a risk

24 that it will go to the load for – it's not

25 tapering as planned. So, there are

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1 judgments involved every day on that and,

2 you know, and that's what they do. They do

3 that. If we see in hindsight that there may

4 have been a rare occasion whereby left on a

5 little bit longer, you know, Ms. Williams

6 would go back and question “why are we

7 running the gas turbine? We should have

8 shut that down.” What that is – that is not

9 a common event, but it has happened. It's

10 rare, but you know, I wouldn't – but that's

11 just the diligent facts to operating the

12 system, but there is human judgment required

13 in the operators to say the load is not

14 falling off as fast as had planned. There

15 will be a conservative thing. Do we leave

16 it on? Because we're trying to make sure

17 that we do not get into these alert states

18 of, you know, particularly, you know, load

19 reduction or calling for curtailment of

20 load. We don't mind calling Newfoundland

21 Power and say, you know, “look, we're in a

22 bit of a tight spot” but we don't want to

23 call them and say “we need to reduce load”

24 or call for cancellation.

25 MR. O'BRIEN:

1 Q. Do you have any ideas on a cost basis of
 2 cents per kilowatt hour it is to run the CT?
 3 MR. HAYNES:
 4 A. Not off the top of my head, but Ms. Williams
 5 could actually provide that, but it's – I
 6 don't even remember the conversion rate
 7 there now.
 8 MR. O'BRIEN:
 9 Q. 30 to 31 cent range, in that area?
 10 MR. HAYNES:
 11 A. Well, depending what the price of diesel
 12 fuel is today, but I would defer that
 13 specific answer to Ms. Williams.
 14 MR. O'BRIEN:
 15 Q. This might be a good point to clue up,
 16 Madame Chair.
 17 CHAIR:
 18 Q. Yeah. Tomorrow is a non-sitting day and
 19 we're back at 9:00 a.m. on Thursday. I
 20 guess we're back to you, Mr. O'Brien, on
 21 Thursday as well.
 22
 23
 24
 25

CERTIFICATE

I, Judy Moss, hereby certify that the foregoing is a true and correct transcript of a hearing in the matter of the 2017 General Rate Application by Newfoundland Hydro heard on the 17th day of April, 2018 at 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 an audio recording which were not recorded by Discoveries Unlimited Inc.

Dated at St. John's, Newfoundland and Labrador this 22nd day of April, 2018

Judy Moss

A				
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