Q. Please provide asset management organization charts related to transmission, substation, subtransmission, and distribution equipment asset management (maintenance). Explain how the asset management organization and personnel have changed since 2009.

A. **General**

Newfoundland Power's organizational charts related to the management of substation, transmission, and distribution assets are provided in Attachment A.[1]

The overall management and the integrity of Newfoundland Power's electricity system is the responsibility of the Vice-President, Customer Operations and Engineering ("Vice-President"). Responsibility for the Company's substation, transmission, and distribution assets is subdivided into five Managers reporting directly to the Vice-President. These include the Manager of Engineering, Manager of Operations, and three Regional Managers.[2]

Manager of Engineering

The Manager of Engineering is responsible for policies, standards, practices, and planning for medium to long term substation, transmission, and distribution asset management initiatives. These initiatives typically require capital expenditures to maintain or replace equipment.[3] Responsibility for these initiatives is delegated to superintendents and supervisors that operate out of Newfoundland Power's Kenmount Road facility.

Manager of Operations

The Manger of Operations is responsible for inspection and maintenance of Newfoundland Power's substations throughout the Company's service territory. This includes monthly substation inspections detailed in the response to Request for Information PUB-NP-064, routine maintenance work, and high priority repairs that cannot wait to be part of a larger planned substation project. The Superintendent of the

[1] Newfoundland Power does not use the terms "transmission" and "subtransmission" to differentiate portions of its transmission system. Newfoundland Power uses the terms "transmission system" or "transmission line" to refer to the parts of its electrical system that transmit electricity from the in-feed points of the Newfoundland and Labrador Hydro ("Hydro") bulk electricity grid, or from its own generation sources, to Newfoundland Power's distribution substations

[2] Newfoundland Power has a Regional Manager for each of its 3 regions; Western Region, Eastern Region, and St. John's Region.

[3] Medium to long term asset management initiatives include the Company's: (i) Substation Refurbishment and Modernization project filed in Section 2.1 of the 2015 Capital Budget Application; (ii) Transmission Line Rebuild project filed in Section 3.1 of the 2015 Capital Budget Application; and (iii) Vaults Refurbishment and Modernization project filed in Section 4.3 of the 2015 Capital Budget Application.

System Control Centre and Electrical Maintenance and his electrical maintenance team are responsible for scheduling and ensuring inspection and maintenance activities are completed.

The Manager of Engineering and the Manager of Operations work in close proximity to each other which enables easy collaboration between larger projects and routine maintenance. Opportunities to coordinate work are pursued to ensure the efficient deployment of resources and to minimize customer outages.[4]

Regional Managers

Regional Managers are responsible for the operations and maintenance of the transmission and distribution systems in their respective regions. This includes the inspections of transmission and distribution lines and correcting required deficiencies.[5] Regional Managers are also responsible for rebuilding and reconstructing distribution lines and for planning and conducting reliability initiatives in their respective regions.[6]

In addition to asset management responsibilities, Regional Managers are also responsible for elements of customer service including outage restoration activities, reliability, and electrical system extensions.

Changes Since 2009

In January 2011, Newfoundland Power established St. John's Region to better address the increase in residential and commercial growth on the Company's load centre on the north-east section of the Avalon Peninsula. Prior to the formation of St. John's Region, the Company had two regions: Western Region and Eastern Region. The area now known as St. John's region was formerly a part of Eastern Region.

[4] An example of the coordination of work between the Operations and Engineering group is the Company's tendency to schedule necessary substation maintenance activities with Substation Refurbishment and Modernization projects. Substation Refurbishment and Modernization projects often require taking a power transformer out of service and installing one of the Company's portable substations. This commonly provides an opportunity to maintain equipment that is temporarily out of service without having to deploy the portable substation a second time or taking an outage to customers.

[5] A copy of Newfoundland Power's Transmission Inspection and Maintenance Practices is provided in Attachment A of the response to Request for Information PUB-NP-060. A copy of the Company's Distribution Inspection and Maintenance Practices is provided in Attachment A of the response to Request for Information PUB-NP-067.

[6] Newfoundland Power files 3 distribution projects that are used to ensure the integrity of distribution assets. These include the: (i) Feeder Rebuild Project; (ii) Reconstruction Project; and (iii) Distribution Reliability Initiative. These projects are filed with the Board as a part of the Company's annual Capital Budget Application.

In January 2012, the Company moved the corporate Transmission Engineering and Distribution Engineering and Standards functions from St. John's Region to the Engineering Department under the responsibility of the Manager of Engineering. The change was conducted to focus medium and long term transmission and distribution engineering initiatives within the Engineering Department.

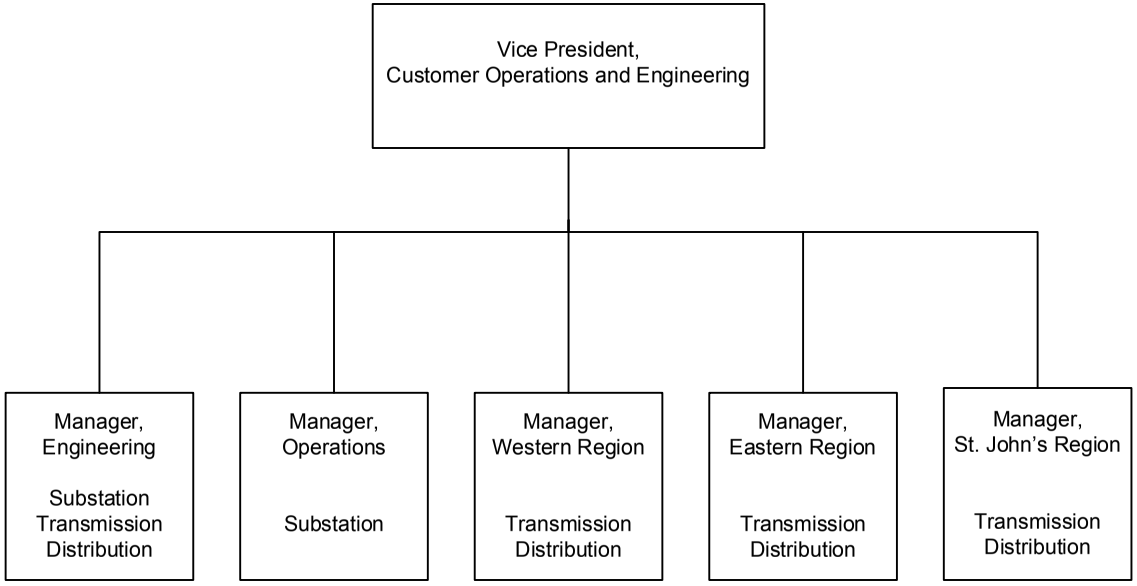
Conclusion

The overall organization of Newfoundland Power's management of its electricity system assets is stable, effective, and consistent with past practices.[7] The Manager of Engineering, Manager of Operations, and Regional Managers are responsible for substation, transmission, and distribution assets and are accountable to the Vice-President of Customer Operations and Engineering. The Manager of Engineering is responsible for medium and long term asset management initiatives, while the implementation of shorter term asset management initiatives is the responsibility of the Manager of Operations for substation assets and Regional Managers for transmission and distribution assets.

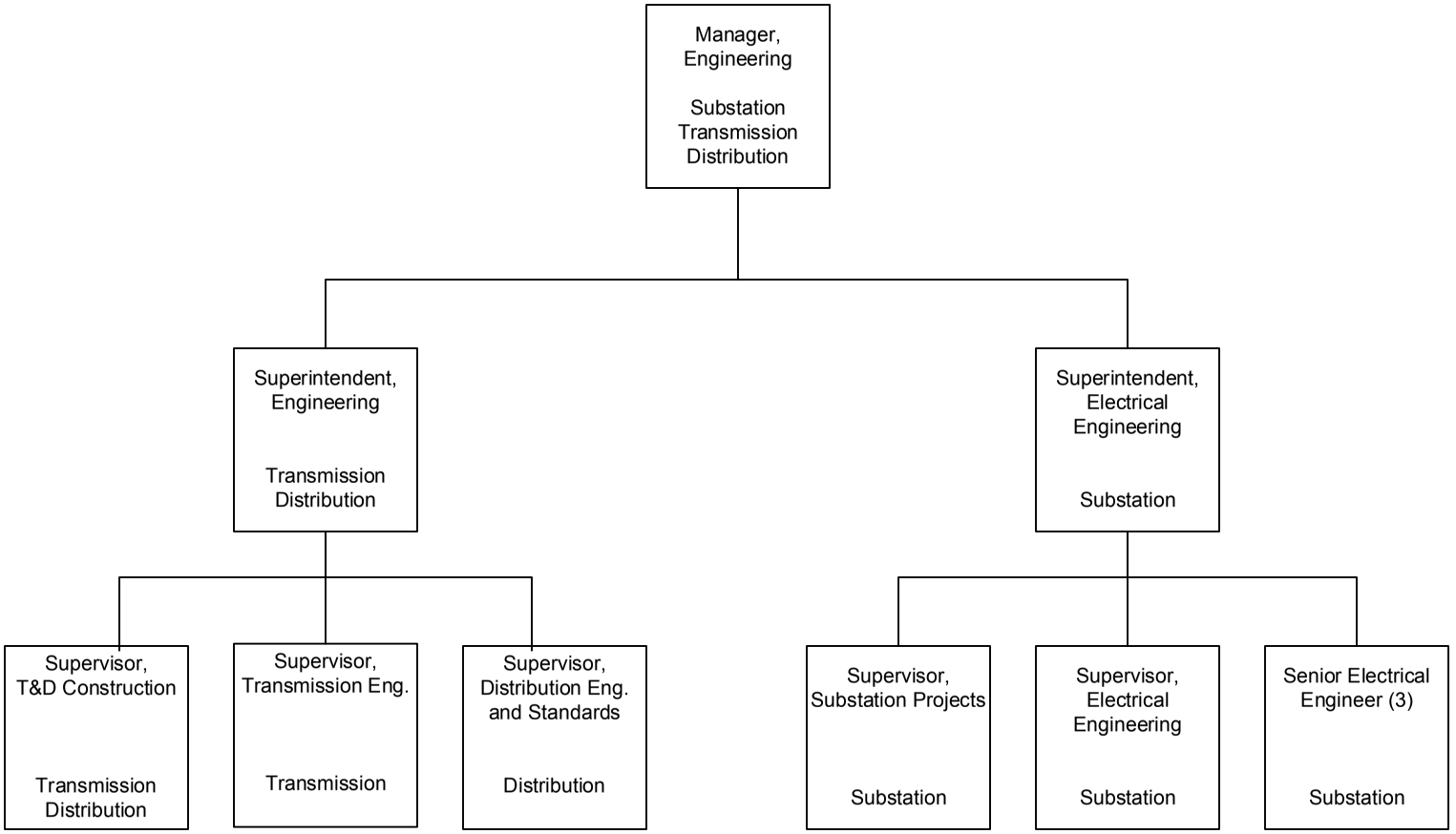
[7] See the responses to Requests for Information PUB-NP-061, PUB-NP-065, and PUB-NP-068 for a description of Newfoundland Powers transmission, substation, and distribution maintenance performance, including the resultant improvement in reliability since 2004.

Asset Management Organizational Charts

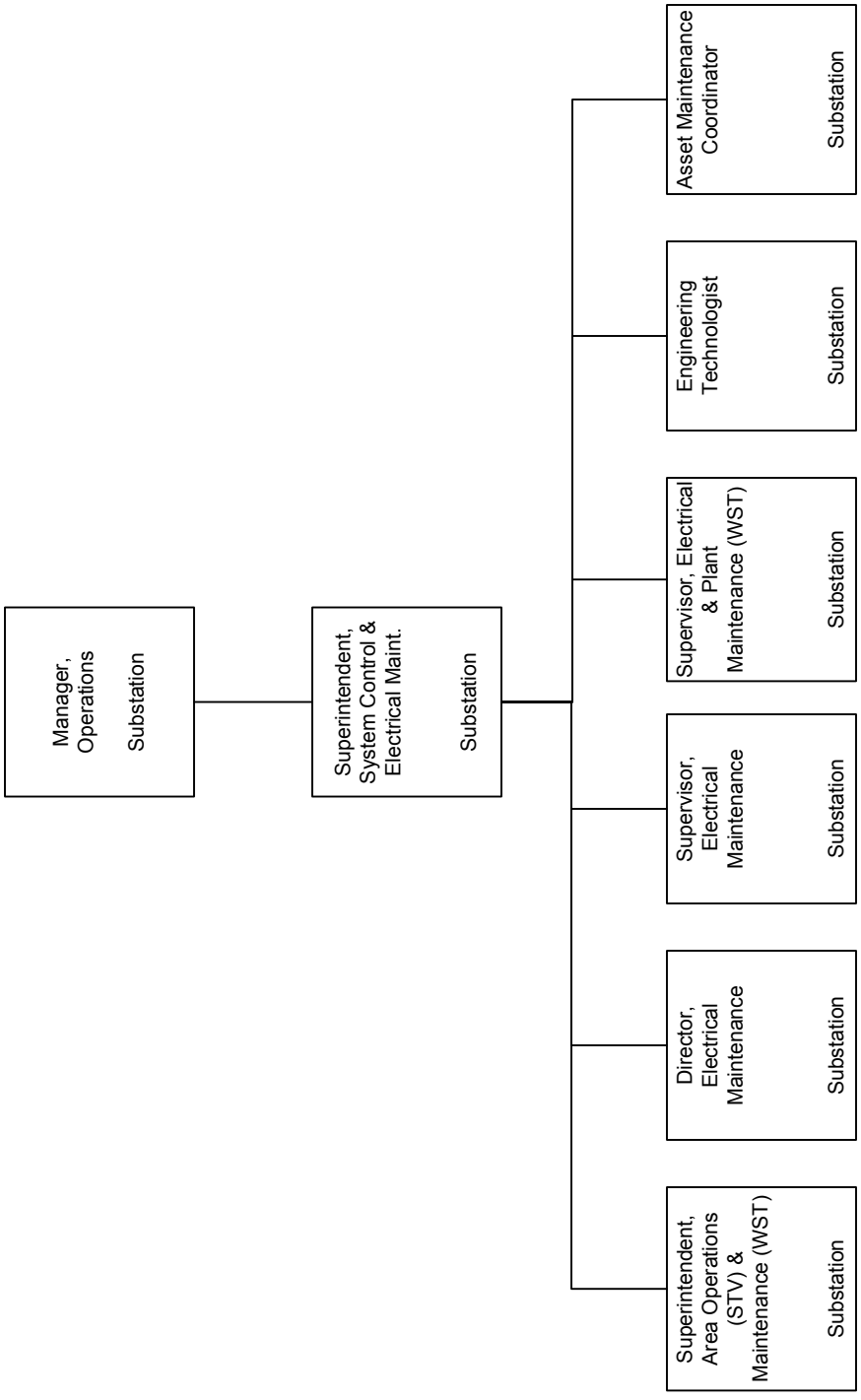
Organization Chart 1
Customer Operations and Engineering



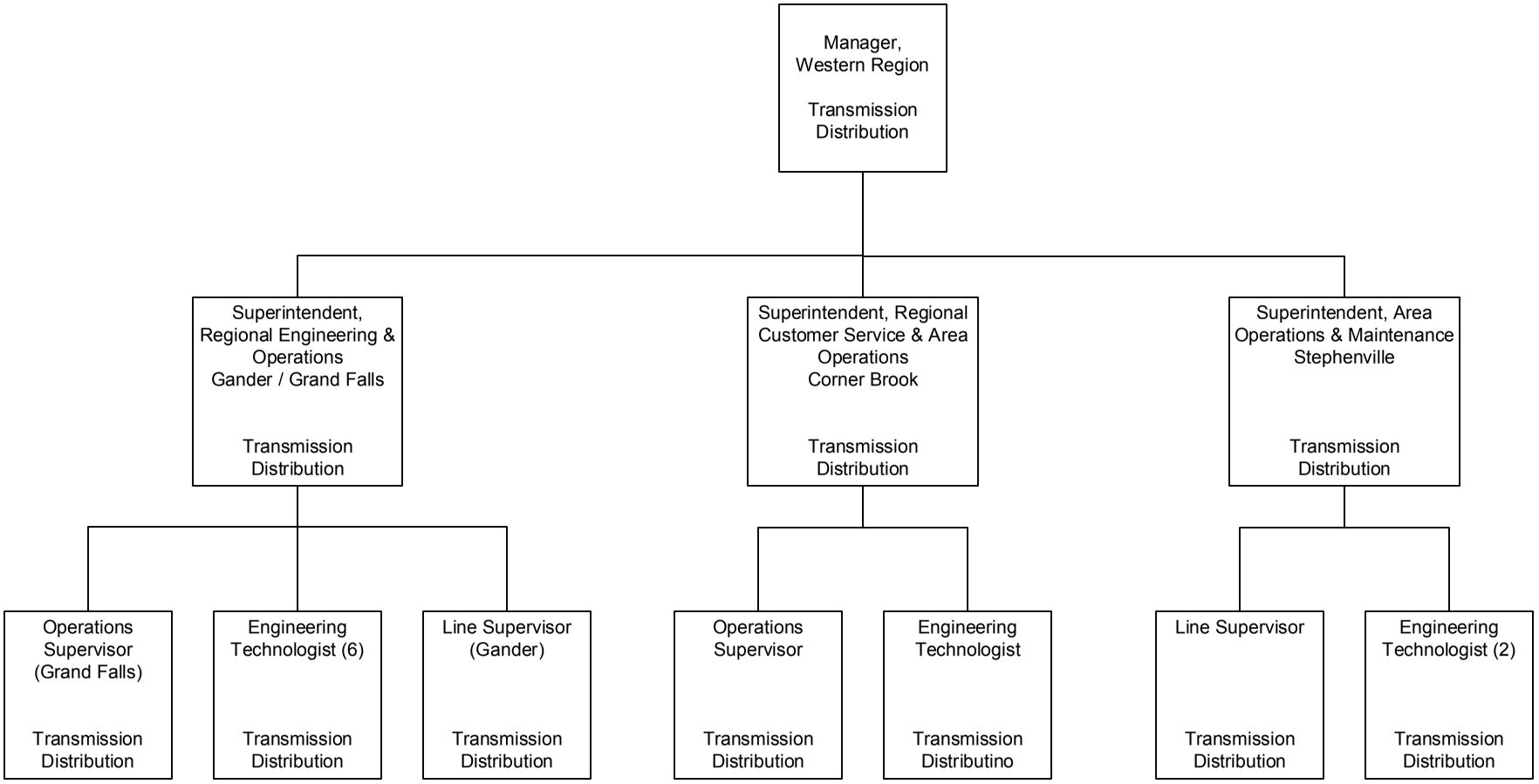
Organization Chart 2
Engineering



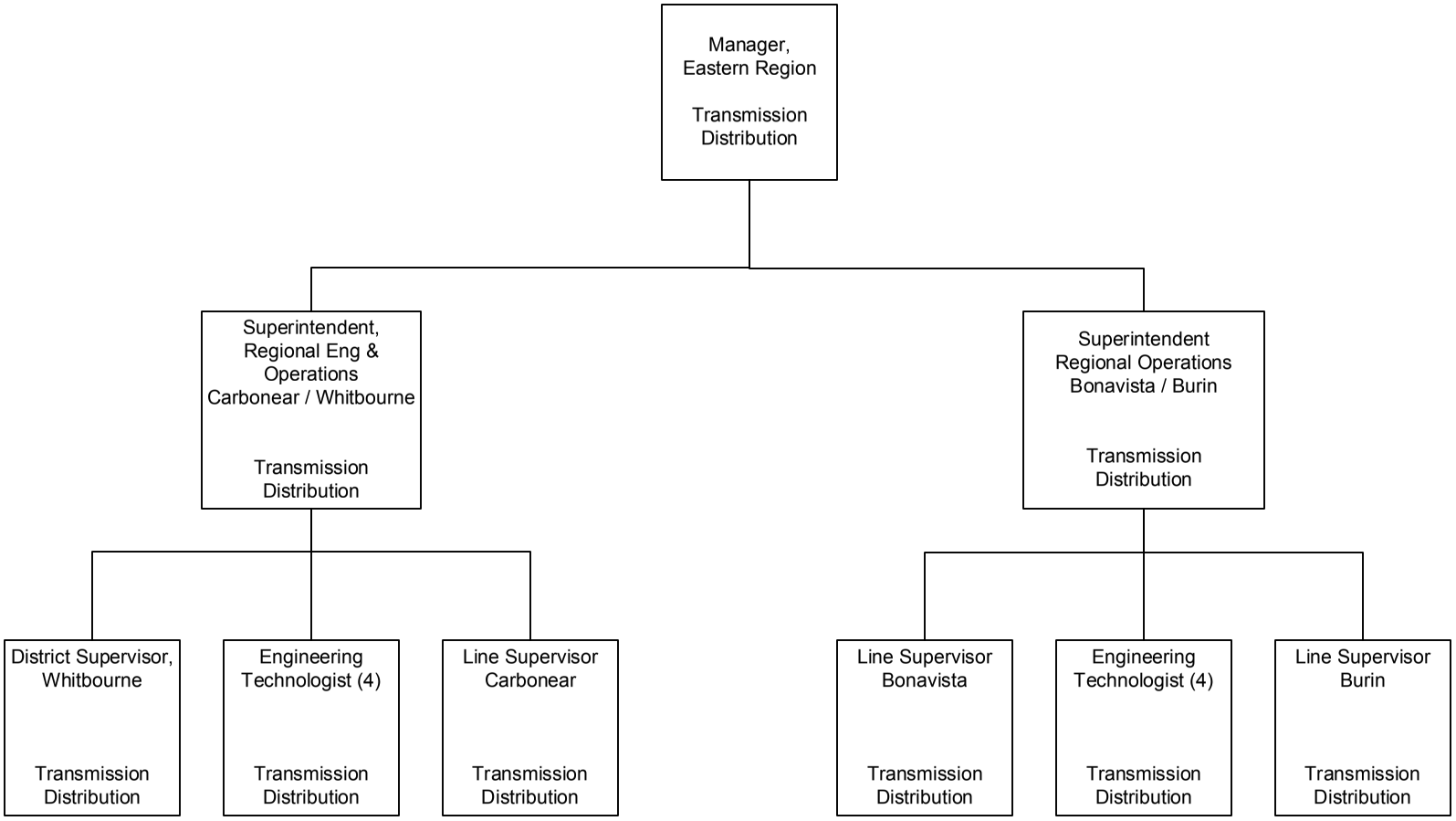
Organization Chart 3
Operations



Organization Chart 4
Western Region



Organization Chart 5
Eastern Region



Organization Chart 6
St. John's Region