

**STATE OF NEW HAMPSHIRE**  
**BEFORE THE**  
**PUBLIC UTILITIES COMMISSION**

**DOCKET NO. DE 14-238**

**2015 PUBLIC SERVICE COMPANY OF NEW HAMPSHIRE**  
**RESTRUCTURING AND RATE STABILIZATION AGREEMENT**

**DIRECT TESTIMONY OF JOHN J. REED**

**July 6, 2015**

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1     **Introduction**

2     **Q.     Please state your name and business address.**

3     A.     My name is John J. Reed. My business address is 293 Boston Post Road  
4             West, Suite 500, Marlborough, Massachusetts 01752.

5     **Q.     By whom are you employed and what is your position?**

6     A.     I am the Chairman and Chief Executive Officer of Concentric Energy  
7             Advisors, Inc. (“Concentric”) and CE Capital Advisors, Inc.  
8             (<http://www.ceadvisors.com/>).

9     **Q.     On whose behalf are you submitting this testimony?**

10    A.     I am submitting this testimony on behalf of Public Service Company of New  
11             Hampshire (“PSNH”) as part of the approval process for the 2015  
12             Restructuring and Rate Stabilization Agreement (“Agreement”).

13    **Q.     Please describe your educational background and professional**  
14             **experience.**

15    A.     I have more than 35 years of experience in the energy industry, and have  
16             worked as an executive in, and consultant and economist to, the energy  
17             industry. Over the past 27 years, I have directed the energy consulting  
18             services of Concentric, Navigant Consulting, and Reed Consulting Group. I  
19             have served as Vice Chairman and Co-Chief Executive Officer of the largest  
20             publicly-traded management consulting firm and as Chief Economist for the  
21             nation’s largest gas utility. I have provided regulatory policy, transactions and

1 regulatory economics support to more than 100 energy and utility clients and  
2 have provided expert testimony on a wide variety of regulatory, economic and  
3 financial matters on more than 150 occasions before the Federal Energy  
4 Regulatory Commission (“FERC”), Canadian regulatory agencies, state utility  
5 regulatory agencies, various state and federal courts, and before arbitration  
6 panels across North America. I have also been involved in numerous utility  
7 transactions over the past 20 years, including mergers, divestitures, asset  
8 acquisitions and reorganizations. Recently, I have advised clients involved in  
9 utility transactions in Massachusetts, Connecticut, New Hampshire, Arizona,  
10 Wisconsin, Illinois, Michigan, Minnesota, Indiana, and Louisiana. I, and  
11 members of the Concentric team, were heavily involved in nearly all of the  
12 utility generation divestitures in the Northeast, advising either the seller or a  
13 potential buyer in these divestitures. As part of these activities, I and others at  
14 our firm conducted all three of the divestiture auctions that NSTAR initiated  
15 post deregulation. Attachment A to this testimony provides my background  
16 and a list of prior engagements in which I have provided expert testimony.

17 **Q. Please describe Concentric’s and CE Capital’s activities in energy and**  
18 **utility engagements.**

19 **A.** Concentric provides financial, economic advisory and management consulting  
20 services to many and various energy and utility clients across North America.  
21 Our regulatory, economic and market analysis services include utility  
22 ratemaking and regulatory advisory services, energy market assessments,  
23 market entry and exit strategies, business unit strategy development, demand

1 forecasting, resource planning, and energy contract negotiations. Our  
2 financial advisory activities include both buy and sell-side merger, acquisition  
3 and divestiture assignments, due diligence and valuation assignments, project  
4 and corporate finance services, and transaction support services. In addition,  
5 we provide litigation support services on a wide range of financial and  
6 economic issues on behalf of clients throughout North America. CE Capital is  
7 a fully registered broker-dealer securities firm specializing in energy industry  
8 merger and acquisition activities. As CEO of CE Capital, I hold several  
9 securities licenses that cover all forms of securities and investment banking  
10 activities.

11 **Q. What is the purpose of your testimony in this proceeding?**

12 A. One element of the Agreement is PSNH's commitment to "expeditiously  
13 pursue divestiture of PSNH's owned generation fleet upon final Commission  
14 approval of the settlement agreement reflecting the provisions of this  
15 Agreement."<sup>1</sup> The Agreement further provides that PSNH would engage an  
16 expert consultant regarding typical divestiture processes and such expert  
17 would submit testimony in this proceeding for the Commission's review.<sup>2</sup>  
18 The Concentric team, led by me, is that expert and the purpose of my  
19 testimony is to review the divestiture-related provisions in the Agreement and

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<sup>1</sup> 2015 Public Service Company of New Hampshire Restructuring and Rate Stabilization Agreement, June 10, 2015, pg. 16.

<sup>2</sup> 2015 Public Service Company of New Hampshire Restructuring and Rate Stabilization Agreement, June 10, 2015, pg. 17.

1 to offer my perspective on the divestiture of PSNH's generating plants and the  
2 efforts in the near-term to prepare for this divestiture.

3 **Q. Which of PSNH's generating plants are part of this divestiture**  
4 **commitment?**

5 A. All of PSNH's owned generation fleet is included in the divestiture  
6 commitment. As described in more detail in the testimony of Mr. Smagula,  
7 this includes three thermal facilities, ten hydro facilities, and two remotely  
8 located combustion turbines as listed below (collectively referred to as  
9 "Generating Assets" or "Generating Plants").

10 Thermal Facilities:

- 11 • Merrimack Station
- 12 • Newington Station
- 13 • Schiller Station

14 Hydro Facilities:

- 15 • Smith Station
- 16 • Gorham Station
- 17 • Androscoggin Reservoir Company
- 18 • Canaan Station
- 19 • Ayers Island Station
- 20 • Eastman Falls Station
- 21 • Amoskeag Station
- 22 • Hooksett Station

1           • Garvin Falls Station

2           • Jackman Station

3                           Remote Combustion Turbines:

4           • Lost Nation Combustion Turbine

5           • White Lake Combustion Turbine

6           PSNH also has a minority ownership interest in Wyman Unit 4 which will  
7           also be sold, but may be sold outside of the auction process specified for the  
8           other generating plants.

9       **Q.     How is the remainder of your testimony organized?**

10      A.     Section II of my testimony provides my key conclusions. In Section III, I  
11           discuss the commitments made in the Agreement and the objectives which  
12           will guide the divestiture of PSNH's Generating Assets, including how PSNH,  
13           and the Commission, might best facilitate achieving these objectives and  
14           satisfying these requirements. Section IV provides a discussion of my  
15           understanding of Non-Advocate Staff's June 17<sup>th</sup> Response to the Motion of  
16           the Settling Parties and the divestiture process and schedule I believe is most  
17           appropriate. In Section V, I discuss the PSNH divestiture plan more  
18           specifically, focusing on the near-term steps PSNH is taking to prepare for the  
19           divestiture, including the development of specific terms of sale.

1    **Key Conclusion**

2    **Q.     Please summarize the key conclusions of your testimony.**

3    **A.     The key conclusions of my testimony are that the Agreement:**

- 4           • Establishes the guidelines for a typical divestiture process that is  
5           consistent with industry norms and will assist PSNH in meeting its  
6           divestiture commitments of: 1) maximizing the Total Transaction Value  
7           (“TTV”); 2) minimizing stranded costs to ratepayers; 3) establishing a  
8           competitive energy market; and 4) providing certain employee and host  
9           community protections.
- 10          • Provides for a reasonable schedule and process that would be expected by  
11          industry participants and should satisfy the Non-Advocate Staff’s  
12          overarching objective of an expeditious schedule.

13          In addition, I conclude that:

- 14          • PSNH has appropriately begun preparing for the auction as it is well aware  
15          that if the Commission approves the Agreement, the effort that is needed  
16          to effectively pull together all of the materials necessary for a successful  
17          auction, could take a significant amount of time.
- 18          • Non-Advocate Staff’s proposal for development of both an independent  
19          environmental assessment of PSNH’s Generating Assets and a general  
20          economic assessment of the potential impacts of the sale of PSNH’s  
21          generating assets on the economy in PSNH’s service territory, are  
22          unnecessary, given the commitments recently made by the Settling Parties



1           to pursue these activities, and should not delay the Commission's  
2           consideration of the Agreement.

3           • There is little or no benefit, but substantial risk, that would be created by  
4           adopting the Non-Advocate Staff's proposal for a conditional auction,  
5           including that it could damage the success of any subsequent binding  
6           auction.

7           **Divestiture Commitments and Objectives**

8           **Q.     What is your understanding of the divestiture commitment made in the**  
9           **Agreement?**

10          A.     As noted earlier in my testimony, as part of the Agreement PSNH has  
11               committed to pursuing the divestiture of its generating assets, after the  
12               Commission has approved the Agreement. The Agreement lays out a number  
13               of objectives for the divestiture overall, as well as some specific requirements  
14               which must be met in any sale(s) of PSNH's Generating Plants. I describe  
15               these objectives and requirements in more detail later in this section of my  
16               testimony, as well as how PSNH and the Commission, might best facilitate  
17               achieving these objectives and satisfying these requirements. It is also  
18               important to note that the Commission will have administrative oversight for  
19               the auction process through which the generation assets will be sold.

1   **Q.    Are the objectives summarized above consistent with what you have seen**  
2       **in other generation divestitures?**

3    A.   While each divestiture is unique to its particular assets and circumstances, the  
4       objectives specified in the Agreement are consistent with the objectives I  
5       would expect for a divestiture of this kind. Maximizing TTV is among the  
6       most fundamental divestiture objectives and, in this case, is the “primary  
7       objective” of the auction advisor for the PSNH divestiture. As described in  
8       the Agreement, TTV is the net value realized from a sale after considering all  
9       of its cash and non-cash elements. Cash elements include primarily the  
10      purchase price for the assets. Non-cash elements may include the transfer of  
11      liabilities or requirements (e.g., environmental, decommissioning).  
12      Maximizing TTV, through a competitive, well-run divestiture process is a  
13      reasonable goal, consistent with divestiture norms.  
14      Helping to establish a competitive energy market is also a reasonable  
15      objective and consistent with divestiture norms in a market which has been, or  
16      is being, restructured. The hallmark of restructuring is the intention of  
17      facilitating competition, and in many cases has come with a commitment or a  
18      preference for the regulated utilities to exit the generation ownership market.  
19      Similarly, providing a market-based determination of, and minimizing,  
20      Stranded Costs is also consistent with divestiture norms in a restructured(ing)  
21      market and is a reasonable objective, consistent with the objectives of  
22      maximizing TTV and helping to establish a competitive energy market.

1 Providing specific protections, in particular to employees and host  
2 communities, are also reasonable goals and are consistent with divestiture  
3 norms. In most cases, utilities selling generating assets seek to provide  
4 protections to employees in the form of continuity of employment, wages, and  
5 benefits for a period of time. Similarly, most utilities likewise seek to provide  
6 some protections to local communities. Please see the testimonies of Messrs.  
7 Quinlan and Smagula for a more detailed discussion of these features of the  
8 Agreement.

9 **Q. Does the Agreement provide any guidance regarding the process for**  
10 **divesting the Generating Assets?**

11 A. Yes, it does. The Agreement specifies a number of requirements for the  
12 design and management of the divestiture process:

- 13 • As noted earlier in my testimony, the Commission shall have  
14 administrative oversight of the auction process;
- 15 • Affiliates or subsidiaries of Eversource may not bid in the auction;
- 16 • PSNH shall engage an expert consultant regarding the divestiture process,  
17 and the auction will be conducted by a qualified advisor whose primary  
18 objective will be to maximize the realized value of the Generating Assets;<sup>3</sup>
- 19 • The auction process is anticipated to consist of an initial non-binding  
20 phase (“Initial Phase”) and subsequent bidding phases (“Subsequent  
21 Phases”). In the Initial Phase, interested parties will be given access to the

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<sup>3</sup> 2015 Public Service Company of New Hampshire Restructuring and Rate Stabilization Agreement, June 10, 2015, pg. 17.

1 data room, invited to ask preliminary questions, and conduct initial due  
2 diligence. Following the Initial Phase, a group of the most qualified  
3 bidders will be selected and offered the opportunity to participate in any  
4 Subsequent Phases; and

- 5 • Any municipalities providing notice to the Commission of their desire to  
6 bid on generating assets shall automatically be offered the opportunity to  
7 participate beyond the Initial Phase.<sup>4</sup>

8 **Q. Is this process consistent with a “typical” generation asset divestiture**  
9 **process?**

10 A. Yes, a multi-phase auction process conducted by an expert advisor, with  
11 specific rules regarding participation and ultimate oversight/approval by the  
12 state regulator is typical of a utility generation asset divestiture process. This  
13 is the general approach followed in virtually all of the divestiture processes  
14 undertaken in the northeast during the height of industry restructuring. The  
15 multi-phase auction approach has been commonly used in many recent  
16 auctions.

17 **Q. Approximately how long will the divestiture process contemplated in the**  
18 **Agreement take?**

19 A. The typical two-stage divestiture process takes approximately three to six  
20 months from the commencement of the auction to the negotiation and

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<sup>4</sup> 2015 Public Service Company of New Hampshire Restructuring and Rate Stabilization Agreement, June 10, 2015, pg. 18.

1 execution of transaction documents. The schedule for the divestiture process  
2 is dependent on a number of factors including:

- 3 • Commission approval of the Agreement. To be clear, Commission  
4 approval of the Agreement does not mean that the Commission approves  
5 the sale of any of PSNH's generating plants, rather it does mean that the  
6 Company is authorized to commence the divestiture process.  
7 Commission, and other (e.g., FERC) approval of any resulting  
8 transaction(s) is still required.
- 9 • Thorough divestiture preparation in advance of initiating the divestiture  
10 process. I discuss the steps that PSNH is taking to prepare for a  
11 divestiture, if the Agreement is approved by the Commission, in more  
12 detail in Section V of my testimony.
- 13 • Clear objectives and requirements, including terms of a transaction, for the  
14 divestiture process and any resulting transaction(s).
- 15 • Expert design and management of the divestiture, well-supported by  
16 PSNH, the Commission and other key stakeholders.
- 17 • The reaction of the market to the opportunity presented by the divestiture,  
18 including other competing opportunities which may be available in the  
19 market.

1   **Q.   Does the Agreement also identify any other requirements or**  
2       **commitments related to the divestiture or the Generating Assets?**

3   A.   Yes. In addition to a number of requirements for the design and management  
4       of the divestiture process which I address later in my testimony, the  
5       Agreement articulates the following:

- 6       • PSNH will be responsible for prudently operating its Generating Assets  
7       until they are sold or transferred to another entity or retired;<sup>5</sup>
- 8       • All purchaser(s) of PSNH's Generating Assets shall be required to keep  
9       the plants in service for a minimum of eighteen months following the date  
10      of purchase;<sup>6</sup> and
- 11      • PSNH shall complete its transition to a competitive procurement process  
12      for default service.<sup>7</sup>

13      Implicit in the Agreement's objectives and requirements is also maintaining a  
14      commitment to safety and system reliability.

15   **Q.   What is your view of the requirement that PSNH continue to prudently**  
16       **operate its Generating Assets?**

17   A.   Prudently operating the plants in accordance with good utility practice is  
18       critical to maintaining their value for customers today, and in the market  
19       during the divestiture process. In fact, this requirement is almost always

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<sup>5</sup> 2015 Public Service Company of New Hampshire Restructuring and Rate Stabilization Agreement, June 10, 2015, pg. 22.

<sup>6</sup> 2015 Public Service Company of New Hampshire Restructuring and Rate Stabilization Agreement, June 10, 2015, pg. 17.

<sup>7</sup> 2015 Public Service Company of New Hampshire Restructuring and Rate Stabilization Agreement, June 10, 2015, pg. 3.

1 included in the Asset Sale Agreement specifying the contractual commitments  
2 of the seller and the buyer in the sale of generating assets. Consistent with  
3 this commitment, PSNH will continue to invest in O&M in the Generating  
4 Plants on behalf of its customers until ownership is transferred to a buyer(s) or  
5 the plant(s) are decommissioned, as discussed in the testimony of Mr.  
6 Smagula.

7 **Q. What is your view of the requirement that all purchaser(s) of the**  
8 **Generating Plants keep them in service for a minimum of eighteen**  
9 **months following the date of purchase?**

10 A. It is my understanding that this requirement represents a compromise of the  
11 signatories to the Agreement. I believe that a requirement to continue to keep  
12 the plants in service for a minimum of eighteen months is a reasonable  
13 requirement and represents a fair commitment to employees and the market.  
14 As I noted earlier, the Agreement provides certain employee protections as  
15 required by New Hampshire law, in particular maintaining the commitments  
16 and protections offered under the collective bargaining agreement (“CBA”) and offering similar protections to non-represented employees, management,  
17 and officers.<sup>8</sup> The eighteen month continued operation commitment  
18 complements and supports these important employee commitments.  
19

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<sup>8</sup> See Appendix B of the Settlement: *PSNH d/b/a as Eversource Energy, NH (hereinafter referred to as “Eversource NH”) and IBEW, Local 1837 agree to extend the existing collective-bargaining agreement (CBA) for a period of two (2) years following the divestiture by PSNH of any generating facility currently owned by Eversource NH to another entity or upon the shut-down of any generating facility currently owned by Eversource NH.*

1       The eighteen month continued operation requirement is also a reasonable  
2       commitment to the market. These plants serve a role in supporting system  
3       reliability. Their continued operation for a minimum of eighteen months,  
4       coupled with specific plans regarding their operation or decommissioning  
5       thereafter, will allow important time for planning. These plants also have  
6       value in New England's Forward Capacity Market ("FCM"). ISO New  
7       England runs an annual auction for future capacity three years in advance of  
8       the operating period. For example, the last auction concluded in February  
9       2015 and identified capacity resources for 2018-2019. As a result, 20 of the  
10      individual units at the Generating Plants are committed through 2019 and will  
11      generate capacity revenues. If any of these plants withdraw from the market  
12      before 2019, they will be subject to penalties.

13      The Agreement requires PSNH to continue to bid its generating assets into the  
14      ISO-NE forward capacity markets in order to preserve the value of those  
15      assets. I find this provision of the Agreement to be reasonable and necessary  
16      to accomplish the goal of maximizing sale TTV.

17      Placing requirements like these on bidders in an auction can have purchase  
18      price implications. The bidders will include their assessment of the value or  
19      cost of these requirements in their proposals. Maximizing the TTV, however,  
20      allows PSNH and the Commission to consider that in the administration of the  
21      auction and the evaluation of proposals.



1    **Q.     What is your view of the requirement that PSNH complete its transition**  
2           **to a competitive procurement process for default service? How does this**  
3           **requirement relate to the divestiture of PSNH's Generating Plants?**

4    A.    I believe that this is a very important objective of the Agreement that will  
5           create meaningful benefits for customers. Currently, PSNH is using its  
6           Generating Assets to backstop its default service requirements. Default  
7           service demand has experienced significant swings. Within the most current  
8           12 months swings have ranged between 45 percent and 63 percent. Divesting  
9           the Generating Assets and relying on short term contracts to supply default  
10          service will be much more effective and efficient. The competitive  
11          procurement of six-month supply contracts to provide default service will  
12          allow PSNH to better match its default service supply with its current needs.  
13          Completing the transition to a competitive procurement process for default  
14          service also supports establishing a competitive energy market. Divesting the  
15          Generating Assets now is critical to this transition being successful.

16   **Q.     Are there other things which may be appropriately required of any**  
17          **buyer(s) of PSNH's Generating Assets?**

18   A.    As I discuss in more detail in Section V of my testimony, PSNH is preparing  
19          for the divestiture including developing the specific process, schedule, and  
20          various materials, including draft transaction terms, which will support the  
21          divestiture after a final decision is issued by the Commission approving the  
22          settlement set forth in the Agreement. Part of this preparation will include  
23          identifying other things which may be appropriately required of any buyer(s),

1 or which may be desired or encouraged by PSNH and the Commission to  
2 achieve the divestiture's objectives including maximizing TTV.

3 **Q. Are the divestiture commitments and objectives in the Agreement**  
4 **consistent with other divestitures?**

5 A. As I discussed above, the divestiture commitments and objectives are  
6 reasonable and consistent with other divestitures of utility generating assets in  
7 restructured(ing) markets. The key to satisfying the divestiture commitments  
8 and achieving its objectives here is the design and management of the  
9 divestiture process.

10 First, the Agreement itself, once approved by the Commission, is a key factor.  
11 Clear regulatory requirements and stakeholder support help define critical  
12 elements of the transaction and the environment within which an ultimate  
13 buyer will operate. The clarity offered by the Agreement significantly reduces  
14 regulatory risk and uncertainty. Absent this clarity, these risks and  
15 uncertainties would impact the divestiture by potentially limiting participation  
16 and reducing the price due to a risk discount.

17 The divestiture's key objective – maximizing TTV – will best be facilitated by  
18 developing and executing a divestiture which includes:

- 19 • An open, competitive process where all eligible parties are afforded an  
20 equal opportunity to participate, and a level playing field upon which to  
21 compete. To be clear, this is a competitive auction process not a more  
22 traditional Request for Proposals. Bidders must be afforded confidential  
23 treatment and know that the competitive advantage they bring to the table

1 will not be shared with other bidders. As discussed in more detail below,  
2 the process must be clear but also flexible. Negotiation of the final  
3 proposal(s) will be necessary to execute transaction documents which best  
4 satisfy the divestiture's objectives.

5 • High-quality due diligence materials and processes which allow bidders to  
6 evaluate the assets and put forth their best proposals, minimizing discounts  
7 for risks/uncertainties. As discussed in Section IV, this includes an  
8 offering memorandum, technical support papers, document room, process  
9 for bidders to ask and have answered questions, the opportunity for site  
10 tours and meetings with management, term sheets and ultimately  
11 transaction documents.

12 • Clear objectives and requirements. Again the Agreement itself is  
13 important in this regard. Its requirements (e.g., employee protections,  
14 keeping the plants in service for a minimum of eighteen months) are clear,  
15 as are its objectives. To the extent other required or desired terms are  
16 identified, they should be equally clear and supported. The terms of the  
17 transaction will drive its TTV.

18 • At the same time, being flexible and responsive to the market. In order to  
19 maximize competition and TTV, the market should be allowed and  
20 encouraged to be creative and bring their best proposals to the table which  
21 may include bids for single or small groups of assets, and other terms and  
22 conditions.

- 1       • An ability to expeditiously review final bids received and determine
- 2           whether to approve the divestiture of the assets. Any delays in that
- 3           review/approval process extending the time between when bids are due
- 4           and the ultimate closing on the transaction(s) creates risks that bidders will
- 5           accommodate via downward adjustments in their bid prices.
- 6       • The engagement of PSNH's workforce, in particular, the workforce at the
- 7           Generating Plants. An engaged workforce is very important to the
- 8           effectiveness of the due diligence process and demonstrating the value of
- 9           the Generating Plants as a going concern.

10       These are the factors that are being reflected in the work PSNH is doing to  
11       prepare for the divestiture which I discuss in more detail in Section V of my  
12       testimony.

13   **Q.     Regardless of these actions, is there the potential for a “failed auction”?**

14   A.     The Agreement defines a failed auction as an asset “that results, after  
15       Commission determination, in some or all of the generation assets listed in  
16       Section IV.C herein not being sold.”<sup>9</sup> It is possible that an acceptable  
17       proposal for an asset may not be received and, as a result, the asset will not be  
18       sold. It is important to note that while commencing the divestiture process is  
19       required by the Agreement, and, if the Agreement is approved, supported by  
20       the Commission, it is not a “sell at all costs/any price” proposition. I discuss  
21       the market for generating assets like PSNH's in Section V of my testimony.

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<sup>9</sup> 2015 Public Service Company of New Hampshire Restructuring and Rate Stabilization Agreement, June 10, 2015, pg. 5.

1       The Agreement provides processes following a “failed auction” including a  
2       second divestiture auction or retirement.<sup>10</sup>

3       **Q.     Does the commitment to commence the divestiture process serve an**  
4       **important role in the Agreement overall?**

5       A.     Yes, the divestiture commitment is a key component of the Agreement. It is  
6       critical to the achievement of the Agreement’s overall objectives, which  
7       include:

- 8       •     Protecting the economic interests of PSNH’s electricity customers;
- 9       •     Avoiding protracted litigation in the Commission proceedings for both the  
10       Merrimack Station Scrubber and the investigation into PSNH’s owned  
11       generation fleet;
- 12       •     Resolving long-standing issues regarding the restructuring of New  
13       Hampshire’s electricity market;
- 14       •     Taking advantage of a historically low-cost financing environment; and
- 15       •     Ensuring adequate and meaningful protections for both New Hampshire’s  
16       labor force and for impacted municipalities.

17       The divestiture is a key means of protecting the economic interests of PSNH’s  
18       electricity customers. A competitive, well-run divestiture will maximize  
19       TTV, thus mitigating Stranded Costs. Divesting PSNH’s Generating Assets,  
20       coupled with the Agreement’s requirement regarding a competitive  
21       procurement process for default energy service, will finalize the establishment

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<sup>10</sup> 2015 Public Service Company of New Hampshire Restructuring and Rate Stabilization Agreement, June 10, 2015, pg. 22.

1 of a competitive energy market and help resolve issues regarding restructuring  
2 New Hampshire's electricity market. The divestiture objectives and  
3 commitments also provide meaningful protections for New Hampshire's labor  
4 force that are supported by organized labor and impacted municipalities. The  
5 divestiture is a key component of the Agreement.

6 **Non-Advocate Staff Response to Motion of Settling Parties and the Divestiture**  
7 **Process and Schedule Implicit in the Agreement**

8 **Q. Are you familiar with Non-Advocate Staff's Response to the Settling**  
9 **Parties' Joint Motion for Expedited Approval of Settlement Agreement**  
10 **and Rate Adjustments as it pertains to the divestiture of PSNH's**  
11 **generating assets.**

12 **A.** Yes. It is my understanding that Non-Advocate Staff's June 17<sup>th</sup> letter  
13 response addresses four points related to the Agreement's divestiture  
14 commitments:

- 15 1. The near-term completion of an independent consultant's environmental  
16 assessment of PSNH's physical generation assets;
- 17 2. The near-term completion of a consultant's general economic assessment  
18 of the potential impacts of the sale of PSNH's generating assets on the  
19 economy in PSNH's service territory;
- 20 3. A conditional auction of PSNH's generation fleet well in advance of the  
21 Commission's decision on the Agreement; and
- 22 4. The overarching objective of an expeditious schedule.

1   **Q.   What is your reaction to Non-Advocate Staff's recommendation**  
2       **regarding the completion of an environmental assessment?**

3   A.   I agree with Non-Advocate Staff that completing an independent  
4       environmental assessment of PSNH's Generating Assets prior to commencing  
5       the divestiture process is necessary, however this assessment is best  
6       commissioned by PSNH. As I discussed in Section III and will discuss more  
7       in Section V of my testimony, a key factor in the success of a divestiture  
8       process is thorough preparation and minimizing uncertainties/unknowns.  
9       Completing and making available a third-party environmental assessment will  
10      make important information available to bidders. As discussed in more detail  
11      by Mr. Smagula, PSNH has already commenced the process to hire a qualified  
12      third-party consultant to conduct a phase 1 ASTM environmental assessment  
13      and produce a report by December 2015. It is my understanding that this is  
14      the same assessment and timeframe recommended by Non-Advocate Staff. In  
15      my opinion, there is no need for a separate or additional environmental  
16      assessment in order for the Commission to reach an informed conclusion on  
17      whether it is in the public interest to approve the Agreement. The results of  
18      the environmental assessment, and its impact on the TTV for the generating  
19      assets, can be further considered when the auction results are brought back to  
20      the Commission for approval.

1   **Q.    What is your reaction to Non-Advocate Staff's recommendation**  
2       **regarding the completion of a general economic assessment of the**  
3       **potential impacts of the sale of PSNH's Generating Assets on the**  
4       **economy in PSNH's service territory?**

5    A.   As discussed in Mr. Frantz's testimony, the Company, with the agreement of  
6       the Settling Parties, retained Regional Economic Models, Inc. ("REM") to  
7       complete this economic assessment. The Company welcomes Non-Advocate  
8       Staff's, and other parties', review of this assessment, and expects to make use  
9       of the model, and its inputs and outputs, available to all of the parties in this  
10      proceeding. In my opinion, this obviates the need for Non-Advocate Staff to  
11      hire its own economic modeler to make this assessment. I would like to point  
12      out that Non-Advocate Staff could not have known that the Company was  
13      planning to put forth this assessment prior to the filing of its response to the  
14      Motion.

15   **Q.    What is your reaction to Non-Advocate Staff's recommendation**  
16       **regarding the completion of a condition auction of PSNH's Generating**  
17       **Assets prior to the Commission's decision regarding the Agreement?**

18   A.   I want to be clear that Commission approval of the Agreement simply means,  
19       as it pertains to divestiture, that the Commission approves PSNH conducting a  
20       divestiture process. It does not mean that the Commission approves any  
21       specific sale of PSNH's generating assets. This is a very important  
22       distinction. Any transaction which may result from the divestiture process  
23       contemplated in the Agreement would be subject to Commission approval at a



1 later date. Accordingly, in my view, the price discovery sought by the  
2 conditional auction is not necessary in order for the Commission to make an  
3 informed decision as to whether the Agreement is in the public interest.

4 **Q. Please describe in more detail your understanding of the conditional**  
5 **auction recommended by Non-Advocate Staff.**

6 A. As I understand it, the conditional auction is akin to the Initial Phase of the  
7 auction specified in the Agreement. In the Initial Phase of a typical divestiture  
8 process, bidders participate in preliminary due diligence and provide non-  
9 binding indicative bids. I believe that is what Non-Advocate Staff intends the  
10 conditional auction to be. Where the Non-Advocate Staff's conditional  
11 auction differs from the Settling Parties' Initial Phase is in its timing and the  
12 use of the information it delivers. As I understand Non-Advocate Staff's  
13 recommendation, the conditional auction would be conducted over a three-day  
14 period prior to any order from the Commission approving the Agreement (and  
15 the divestiture process) and its results would be used to inform the  
16 Commission's consideration of the Agreement.

17 In contrast, the typical Initial Phase of a divestiture is conducted over a four to  
18 six week period after detailed auction preparation has been conducted by the  
19 potential seller and interested parties are identified and provided with access  
20 to both preliminary marketing and due diligence materials. Based upon this  
21 information, interested parties perform their assessment and valuation of the  
22 assets and submit their non-binding bids. The primary purpose of non-binding  
23 indicative bids is to help distinguish the groups that are interested in

1 purchasing the assets from those that just may be looking for information. A  
2 short list of bidders is then provided with the opportunity to conduct much  
3 more detailed due diligence, including site tours, which is a very intense  
4 process that is best made available only to the most interested parties. In my  
5 experience, non-binding indicative bids can bear very little resemblance to the  
6 final binding bids provided after detailed due diligence in the Subsequent  
7 Phase and as a result provide limited price discovery, which is my  
8 understanding of Non-Advocate Staff's primary interest in conditional bids.  
9 Under these circumstances, where the Commission will not have approved the  
10 Agreement, or even the commencement of a real divestiture process, the  
11 information that could be gleaned from a conditional auction would be  
12 extraordinarily unreliable, and would likely adversely affected by the tactical  
13 interests of the few bidders that may choose to participate.

14 **Q. Do you have any other concerns about the conditional auction as you**  
15 **understand it?**

16 A. Yes, I am also concerned that the conditional auction would damage the  
17 success of any subsequent auction. There are, or will be, a number of assets,  
18 similar to PSNH's fossil assets in particular, available in the marketplace. If a  
19 divestiture process is initiated, PSNH's Generating Assets will be competing  
20 with these other assets. Parties interested in acquiring assets like these will  
21 devote their time and resources to the transaction processes that they believe  
22 have the highest likelihood of success. The lack of Commission approval of a  
23 divestiture process indicates that there is no commitment to the divestiture

1 process, creating uncertainty in the market, and likely affecting the market's  
2 interest in and response to the assets. Non-binding, preliminary bids well in  
3 advance of an actual sales process are unlikely to reflect the true value of the  
4 assets.

5 In addition, the timing between receiving the conditional auction results and  
6 commencing a Subsequent Phase, assuming the Agreement is approved, could  
7 be as much as six months or more (conditional auction in November, hearings  
8 three months later in February, followed by a Commission order which could  
9 presumably take up to three months). That would be an unprecedented and  
10 potentially unmanageable lag between an indicative bid phase and a binding  
11 bid phase. A lot can change during that time making the information  
12 ascertained from a conditional auction even less reliable. Changes could  
13 include: 1) energy market changes; 2) new assets for sale that may not have  
14 the regulatory risk that exists for PSNH's Generating Assets without approval  
15 of the Agreement; 3) interest rates could increase changing the financial  
16 position of the bidders; and 4) operational experience of the generating assets  
17 during the 2015-2016 winter period. It is unlikely that the bidders who  
18 participated in the conditional auction would participate in the same way, if at  
19 all, in any subsequent auction.

20 For all of these reasons, I see no benefit in, but substantial risk being created  
21 by, the proposed conditional auction. Such a process would be completely  
22 unprecedented in U.S. generation divestiture processes, and materially delay  
23 the achievement of a successful divestiture. I do not believe that Non-

1 Advocate Staff intended such a result, and it is my expectation that the  
2 Commission can obtain all of the information it needs to fairly evaluate the  
3 Agreement without the need to resort to such an unprecedented step, knowing  
4 that the auction results will have to come back to the Commission for further  
5 consideration.

6 **Q. If the Agreement is approved by the Commission as proposed, when do**  
7 **you anticipate the auction process will conclude?**

8 A. If the Commission approves the Agreement in December, I anticipate that  
9 binding bids, the final step in the Subsequent Phase, will be submitted in the  
10 second quarter of 2016. The timing of the next steps in the auction will be  
11 dependent upon the results of the divestiture process. Assuming one or more  
12 transactions is presented to the Commission for its approval, the sale of those  
13 assets could be concluded in or before the fourth quarter of 2016. These  
14 timeframes are consistent with U.S. industry norms for generation  
15 divestitures.

16 **Q. Please describe in more detail the typical two-stage generation divestiture**  
17 **process and schedule and how that compares with the process and**  
18 **schedule you anticipate for PSNH's assets.**

19 A. A typical generation divestiture process is comprised of the following stages:  
20 1) auction preparation; 2) Initial Phase - preliminary due diligence and  
21 indicative bids; 3) Subsequent Phase 2 - detailed due diligence and binding  
22 bids; 4) Phase 3 – bid evaluation; and 5) Phase 4 - negotiations and bidder

1 selection. Following the selection of the winning bidder(s) and the execution  
2 of definitive transaction documents, regulatory approvals are sought and when  
3 received the closing and transfer of ownership occurs. This is the process that  
4 the Agreement anticipates

5 **Q. What does the preparation phase of a generation asset divestiture auction**  
6 **process encompass and what is its typical timeline?**

7 A. The auction preparation phase of the divestiture allows the seller time to  
8 prepare marketing and due diligence materials and processes, and to initiate  
9 technical and other ongoing divestiture efforts that are necessary during the  
10 Initial Phase and Subsequent Phase 2 of the auction process. As discussed in  
11 more detail in Section V of my testimony, PSNH has begun work on this  
12 phase of the divestiture. Given the importance of this work, the breadth of  
13 issues to be addressed, and the objective of “expeditiously” pursuing the  
14 divestiture, PSNH must begin its auction preparation work now to be prepared  
15 to move forward quickly, efficiently, and effectively with the divestiture  
16 following the Commission’s approval of the Agreement.

17 **Q. Please describe what the Preliminary Due Diligence and Indicative Bids,**  
18 **phase of the auction entails.**

19 A. This Initial Phase typically begins with the issuance of the preliminary  
20 marketing materials to the contacts provided in the marketing database and the  
21 distribution of the auction press release to the mainstream press as well as to  
22 targeted energy industry publications.

1           The marketing and due diligence materials typically include the following:

- 2           • Document room(s) housing the extensive due diligence documentation  
3           which will be necessary for bidders to conduct due diligence (e.g.,  
4           operational, financial, environmental, employee-related, contracts). The  
5           document room may be provided in two parts – an Initial Phase document  
6           room and a more extensive Phase 2 document room. The document room  
7           will be electronic, using a secure website. A legal review of all documents  
8           will be conducted before they are included in the relevant document room;
- 9           • Preliminary marketing includes development of an early interest letter  
10          (“EIL”) and confidentiality agreement (“CA”) to send to potential bidders  
11          that provides a brief description of the assets being divested and the  
12          auction process;
- 13          • A “marketing list” of parties to whom the preliminary marketing materials  
14          will be sent and a press release to be widely distributed to solicit interest  
15          from any other parties;
- 16          • An Offering Memorandum (“OM”) which describes each asset in detail  
17          and includes a term sheet for which bidders can begin evaluating the  
18          required or desired terms of the transaction and more detail regarding the  
19          auction process;
- 20          • A process for receiving and responding to bidder questions which includes  
21          a Q&A database to house, organize, and process bidders’ questions. Like  
22          the document room, this process may be different for the Initial Phase and  
23          Phase 2; typically, the responses developed for questions asked during the

1 Initial Phase are provided to all the Initial Phase bidders, while responses  
2 generated by questions asked during Phase 2 are provided only to the  
3 specific bidder that asked the question; and

- 4 • Begin development of other due diligence processes specific to Phase 2  
5 including site tours and meetings with management.

6 Once the preliminary marketing materials are issued, the auction manager  
7 begins soliciting interest in the generating assets by contacting all of the  
8 entities in the marketing database and fielding contacts from entities that  
9 became aware of the auction through the press. Negotiating CAs with bidders  
10 and providing access to the OM and the Initial Phase document room and  
11 Q&A process is done on a rolling basis throughout the Initial Phase.  
12 Typically, during the Initial Phase, bidders are allowed to ask questions, and  
13 the answers are provided to all bidders.

14 Indicative bid instructions are sent to all bidders that executed a CA  
15 identifying the information which must be provided in an indicative bid for  
16 the plant(s) and the process and timing for submitting indicative bid(s). These  
17 instructions generally require, among other things, the following information  
18 from bidders: 1) structure and qualifications of the bidding entity; 2) an  
19 indicative purchase price (i.e., a non-binding indication of price subject to  
20 additional due diligence); 3) the assets that are included in the bid; and 4) the  
21 bidders general ability to adhere to the terms of sale and any comments on  
22 those terms of sale.

1       The Initial Phase indicative bids are then evaluated, and a short list of the  
2       highest value bids/bidders is established. In the case of the PSNH divestiture,  
3       this process will include the auction manager, PSNH, and the Commission.  
4       The schedule for a typical Initial Phase process can range from four to six  
5       weeks.

6       **Q.     How is the next stage of the auction, Subsequent Phase 2-Detailed Due**  
7       **Diligence and Binding Bids, typically structured?**

8       A.     Phase 2 commences with a letter inviting certain of the Initial Phase bidders to  
9       engage in detailed due diligence and submit a binding bid for the generation  
10      assets. During this phase, bidders may ask detailed questions about each of  
11      the assets that they wish to purchase. The seller and the auction manager must  
12      work together to provide timely answers to all of the bidders' questions.  
13      Typically, during Phase 2, bidders are offered site tours of the plants and a  
14      separate meeting with the company's management team to discuss terms of  
15      sale and other relevant topics. In addition, during this phase the seller's  
16      advisors and attorneys develop transaction documents that will be provided to  
17      bidders several weeks before binding bids are due. Transaction documents  
18      include a purchase and sale agreement, interconnection agreement, easement  
19      agreements as appropriate, and in some cases, a transition services agreement  
20      and power purchase agreement. At the end of Phase 2, a final bid instruction  
21      letter is sent to the bidders requesting final binding bids and any modifications  
22      requested to the transaction documents.



1       The timeline for this process varies based upon the number of plants and  
2       complexity of the anticipated due diligence, but, in general, takes  
3       approximately eight weeks.

4       **Q.     How does the next phase of the auction process unfold?**

5       A.     Once the auction manager has received all final binding bids, it begins, in  
6       collaboration with the seller and in the case of PSNH the Commission, an  
7       evaluation process which may include calling the bidders with clarifying  
8       questions. This timeline for this process is heavily influenced by the  
9       complexity of the proposals received, but, in general, takes approximately two  
10      weeks.

11      **Q.     What happens in Phase 4 of the auction process?**

12      A.     As soon as practicable following the preliminary review of bids, negotiations  
13      with the lead bidder(s) begin. Negotiations surrounding both purchase price  
14      and transaction terms are included in the TTV determination. Phase 4  
15      concludes when a purchase and sale agreement is executed with one or more  
16      bidder(s). Again, the timeline for this process is dependent on the specifics of  
17      the negotiations, but, in general, takes approximately two to three weeks.

18      **Q.     What is the final step in the auction process?**

19      A.     All regulatory approvals, including federal and state approvals will be  
20      requested by both the buyer and the seller in the final stage of the auction  
21      process. As I noted earlier, this is the point at which the Commission renders  
22      its decision regarding the actual sale, or divestiture, of any of the Generating

1       Assets. Once those approvals are gained, and all necessary pre-closing  
2       transition activities have concluded, the generating asset(s) closing(s) can  
3       occur. Like the preceding steps, the timing of regulatory approvals can vary  
4       based upon the specific circumstances, but is generally driven by the time  
5       necessary to secure state Commission decisions. Given the desire of the  
6       Settling Parties and Non-Advocate Staff for an expeditious schedule I would  
7       expect that the regulatory approval process could take as little as four months  
8       and would not exceed six months.

9       **Q. Do you believe that the typical divestiture process contemplated by the**  
10       **Agreement will satisfy Non-Advocate Staff's overarching objective of an**  
11       **expeditious schedule?**

12      A. Yes I do. It is my view that the procedural schedule as proposed by the  
13       Settling Parties and the divestiture process schedule implicit in the Agreement  
14       provides adequate time for (1) parties to review the Agreement, (2) PSNH to  
15       prepare for the divestiture process, (3) the Commission to rule on the  
16       Agreement, and (4) if the Agreement is approved by the Commission, the  
17       divestiture process to be conducted as successfully as possible.

18       In contrast, it is my view that the Non-Advocate Staff's proposed divestiture  
19       process introduces unprecedented risks and uncertainties, creating a high  
20       likelihood of negatively impacting the ability to successfully divest the  
21       generating assets at the maximum value.

1    **PSNH's Near Term Divestiture Planning Activities**

2    **Q.    You noted earlier in your testimony that PSNH has started planning for**  
3        **the divestiture of its Generating Plants. Please expand.**

4    A.    PSNH is aware that the auction itself cannot begin until there is regulatory  
5        approval for the Agreement, but as noted above, PSNH has begun work on the  
6        auction preparation phase of the divestiture. This is very appropriate as the  
7        preparation phase of the process could take a significant amount of time  
8        considering the size of PSNH's generating fleet and the effort that is needed to  
9        effectively pull together all of the materials necessary for a successful auction.

10   **Q.    Please describe the technical and other ongoing programs which will be**  
11        **initiated during the auction preparation phase of the divestiture process.**

12   A.    PSNH's Generating Assets have been part of an integrated utility operation  
13        for a very long time. In order to successfully offer the Generating Assets in a  
14        way that maximizes value for ratepayers, numerous technical issues must be  
15        resolved prior to the auction process. Clarity around these points for bidders  
16        at the commencement of the Initial Phase of an auction is very important to  
17        minimize uncertainty and mitigate risks.

- 1           • Asset Boundaries – identifying all of the assets that will be included in, or  
2           excluded from, the sale. This includes consideration of real estate  
3           (including any needs for surveys), easements, licenses, hardware, spares,  
4           etc.;
- 5           • Interconnection – establishing a formal agreement governing the new  
6           owner’s access to transmission facilities necessary for them to operate the  
7           plant(s) they acquire;
- 8           • Workforce Considerations – in addition to the collective bargaining  
9           agreement (“CBA”) itself, thoroughly evaluating all employees’  
10          (collective bargaining and non-represented), compensation, health and  
11          welfare benefits, retirement programs, and other considerations so as to  
12          provide thorough due diligence materials and specify the full spectrum of  
13          rights and obligations under the CBA, pension assets, hiring obligations,  
14          etc. of the buyer, and related matters. In addition, establishing clear and  
15          open communication with the affected workforce and engaging them in  
16          the auction process is an important part of the work done around  
17          workforce considerations;
- 18          • Property Taxes – assessing property tax;
- 19          • Environmental – as discussed above, conducting ASTM Phase 1  
20          environmental site assessments at each generating site, determination of  
21          whether Phase 2 environmental assessments will be conducted, and a

1 review of any known environmental liabilities at the plants, all to be  
2 considered in developing terms of sale;<sup>11</sup>

- 3 • Stakeholder Communications – establishing stakeholder communications  
4 processes to keep key stakeholders appropriate informed; and  
5 • Commission Administration – in the case of the divestiture of the PSNH  
6 Generating Assets, establishing the process and protocols to facilitate the  
7 Commission's administration of the auction and ultimate regulatory  
8 review of its results.

9 **Q. Please describe the steps PSNH has taken to prepare for the divestiture**  
10 **process.**

11 A. PSNH has established the following functional teams to address the issues  
12 identified above: 1) Leadership; 2) Legal; 3) Regulatory; 4) Terms of Sale and  
13 Sale Process; 5) Documentaiton; 6) Technical, including; 7) Communications;  
14 8) Human Resources; and 9) Environmental.

15 **Q. Please describe the Leadership Team and its role.**

16 A. The Leadership team is managed by the divestiture project manager with  
17 assistance from the Vice President of Generation. That team reports monthly  
18 to the Executive Committee, which consists of Eversource's top management.  
19 That same group, along with the Regulatory Team will communicate the

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<sup>11</sup> An ASTM Environmental Phase 1 is a standard practice for identifying recognized environmental conditions at an industrial real estate property. The report is performed by an environmental professional and includes a site inspection; interviews with owners, occupants, environmental agencies and neighboring properties; review of environmental databases; analysis of local geologic conditions; and review of historical records for the subject property. The purpose of the report is to determine if there are any known or potential significant environmental liabilities at the property.

1 project's status with the Commission staff on a bi-monthly basis. The role of  
2 this team is to keep the project organized and on course to begin the Initial  
3 Phase of the divestiture by early 2016. This milestone is extremely important  
4 to the success of the divestiture as the coal units mostly likely will not be on-  
5 line past the winter months. Interested bidders will want to tour and inspect  
6 the Generating Plants when they are operating. Since the Initial Phase of the  
7 divestiture could take four to six weeks, it is imperative to have the Phase 2  
8 bidders identified and scheduled to tour the Generating Plants by mid-  
9 February.

10 **Q. Please discuss the Legal Team's responsibilities throughout the pre-**  
11 **auction phase.**

12 A. The Legal Team will consist of Eversource's internal and external counsel and  
13 subject matter experts. This team has a significant amount of work to do  
14 during the pre-auction phase. Some of those responsibilities include: 1)  
15 drafting confidentiality and non-disclosure agreements; 2) drafting the asset  
16 purchase agreement; 3) drafting the interconnection agreements; 3) preparing  
17 filings necessary to obtain necessary regulatory approvals; and 4) reviewing  
18 all contracts and documentation for each site included in the sale process.

19 **Q. Please explain the Regulatory group's responsibilities throughout the**  
20 **auction preparation.**

21 A. Throughout the entire auction process, the Regulatory team, along with the  
22 Leadership Team will work with the Commission to ensure that all parties'

1 goals and objectives are aligned. Currently, the Regulatory team is  
2 establishing the process and protocols to facilitate PSNH and the  
3 Commission's administration of the auction and ultimate regulatory review of  
4 its results

5 **Q. How has the Terms of Sale team begun their auction preparations?**

6 A. The Terms of Sale team has begun by considering the actions needed to  
7 address the following Settlement terms:

- 8 • The current PSNH CBA will be in effect for two years following closing  
9 of the sale of the Generating Plants;
- 10 • PSNH will support the buyer's efforts to seek Exempt Wholesale  
11 Generator status from the Commission and/or FERC; and
- 12 • PSNH will make property tax stabilization payments over a period of three  
13 tax years following divestiture to the municipalities to the extent that the  
14 purchase price of the asset is less than the municipality's imputed fair  
15 market value.<sup>12</sup>

16 In addition, the Terms of Sale team, working in tandem with some of the  
17 Technical teams, has begun reviewing other terms of sale issues. Some of  
18 those issues include, 1) identifying which assets at each of the Generating  
19 Plants will be sold and which will be retained, 2) the approach to workforce  
20 terms, including possible retention bonus' and post-employment benefit  
21 issues, 3) the disposition of environmental liabilities, 4) specific

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<sup>12</sup> 2015 Public Service Company of New Hampshire Restructuring and Rate Stabilization Agreement, June 10, 2015, pgs. 22-23.

1       representations and warranties, including material adverse effects, provided by  
2       both the seller and the buyer, 5) any specific closing conditions, 6) timing and  
3       procedures for any transition services necessary after the closing; 7) review of  
4       property tax issues; and 8) a review of possible asset bundling. Finally, this  
5       group will take the lead in development of the OM. For the divestiture to  
6       meet its goal of touring bidders through the Generating Plants in February,  
7       2016, the OM and any other materials that bidders will review in the Initial  
8       Phase must be completed during the pre-auction phase. Once the EIL is sent  
9       to bidders and confidentiality agreements are executed, bidders will expect to  
10      begin their due diligence in earnest.

11   **Q.     Please describe activities the Documentation and Due Diligence team will**  
12   **undertake during the auction preparation phase.**

13   A.     The Documentation and Due Diligence team has begun identifying and  
14   assembling information which will be necessary for bidders to conduct their  
15   due diligence throughout both the Initial Phase and Phase 2 of the auction.  
16   This information set is expected to include hundreds of documents. The team  
17   will organize all of the due diligence documents so they will be ready to  
18   transfer to the electronic document room for the Initial Phase. The  
19   documentation team will also develop the Q&A process, site tour and  
20   management meeting processes, and support materials.



1    **Q.     What are the Technical Team's near-term efforts and its responsibilities**  
2           **throughout the auction preparation?**

3    A.     As noted above, technical issues like Human Resources, Environmental and  
4           Communications, both internal and external to PSNH, should be evaluated  
5           and addressed before the auction process begins in order to provide clarity  
6           around these points for bidders. Sub-working groups addressing the issues  
7           noted above have been identified, and the establishment of processes,  
8           timelines, and tasks for each team is in progress.

9    **Q.     Why is it important to begin preparing for the auction at this time?**

10   A.     Planning and developing the materials necessary to go to market as soon as  
11           possible is important for a successful auction. An expeditious auction of the  
12           PSNH assets will provide the best market result. In addition, the ability for  
13           bidders to visit the coal plants while they are still operating (by the end of  
14           March, 2016) is important. Moreover, the extra work for employees in  
15           preparing the plants for a sale, while performing their everyday work creates  
16           additional pressure. Moving the process forward by proactively planning and  
17           developing the materials necessary to go to market as soon as the Agreement  
18           is approved is important not only for employees but also for customers  
19           through a successful auction. An expeditious auction of the PSNH assets will  
20           provide the best market result.

21   **Q.     Does this conclude your Testimony?**

22   A.     Yes, it does.