

Provided by  
Paul Harrington  
10.24.2018.  
ABrown.



**CH00031 Balance of Plant Muskrat Falls Contract**  
Paul Harrington to John MacIsaac, Gilbert Bennett  
Cc Derrick Sturge, Lance Clarke

06/22/2016 01:21 PM

John/Gilbert

I have been made aware of some recent emails and discussions regarding CH00031 and feel it is my duty to clarify some important matters.

There is an existing LCMC bid review team in place and I have every confidence in that team and in the technical and commercial review that is underway. The approved commercial and technical evaluation process will continue through to its conclusion with an award recommendation signed off by the Technical and Commercial review team, Component Manager, Commercial Manager and others as per the LCMC approval matrix. This process cannot be compromised. Additional support from Greg Fleming, Keith Drover, Gerard Dunphy or Terry Gardner is not required at this late stage and is not in accordance with LCMC procedures. The amount of recent discussion and email traffic on this Contract whilst the evaluation process is underway is in itself very concerning and it is recommended that it cease forthwith. Such discussions occurring amongst non-members of the approved bid team is out with process, can lead to audit issues, transparency and reputation risks and ultimately legal liability problems.

The bid evaluation team will make any recommendations to LCMC leadership regarding next steps and moving forward with some or all of the bidders and this decision will be made following due process and documented accordingly. The procurement process on the project has withstood multiple audits, reviews and public scrutiny, it is imperative that this last significant contract package follows that approved process.

If it would be helpful to you, we can arrange a presentation of the approved and audited Supply Chain processes and procedures that LCMC uses for all Contracts and Purchase Orders, please let me know if you would like to take that offer up.

Regards Paul

**Paul Harrington**

Project Director

**PROJECT DELIVERY TEAM**

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Re: Alignment discussion on package 31

John MacIsaac

to:

Gilbert Bennett

06/22/2016 05:00 AM

Cc:

Gerard Dunphy, Greg Fleming

Hide Details

From: John MacIsaac/NLHydro

To: Gilbert Bennett/NLHydro@nlhydro

Cc: Gerard Dunphy/NLHydro@nlhydro, Greg Fleming/NLHydro@nlhydro

Hey good morning Gilbert and Thank you for your note .

We will respect process and strategy , and ensure that nothing in approach gets off sides . At this juncture it is about removing complexity and accelerating and completing the final commercial & technical clarifications .

With support / input and oversight from Lance and Greg / Keith , Gerard and Terry G don't see this getting off track .

We will hold until You have the alignment discussion with Paul on your return .

Let's reconnect for Friday to confirm and align on next steps .

Best Regards .

Jm

Sent from my iPhone

On Jun 21, 2016, at 8:35 PM, "Gilbert Bennett" <[GBennett@nalcoreenergy.com](mailto:GBennett@nalcoreenergy.com)> wrote:

John,

Further to my last note on this, I committed to discuss with Paul, which I will do this week.

This package has an approved contracting strategy and evaluation plan, so we need to be aware of and respect those processes, along with the people who are responsible for them.

Once I have had an opportunity to review with him, I will revert and we can discuss next steps from there.

Gilbert

Gilbert Bennett, P. Eng., FCAE

Executive Vice President, Power Development

On Jun 21, 2016, at 4:05 PM, John MacIsaac <[JohnMacIsaac@nalcoreenergy.com](mailto:JohnMacIsaac@nalcoreenergy.com)> wrote:

Gilbert ,

Wanted to ensure you were further updated as I know you were supportive of the idea of Greg helping here , I spoke with Greg and he added that both Keith Drover and Terry Gardiner would be valued additions .

Gerard is going to use this week to come up to speed thru review of current responses and discussion with the package leads , and then lay out a plan of action for next week .

Can you please ensure you cover off with Paul and component and package leads to enable the sharing and conversations to start for Thursday / Friday of this week .

Best REGARDS .  
J.M.

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John MacIsaac  
Executive Vice-President Power Supply  
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You owe it to yourself, and your family, to make it home safely every day. What have you done today so that nobody gets hurt?

----- Forwarded by John MacIsaac/NLHydro on 06/21/2016 04:28 PM -----

From: John MacIsaac/NLHydro  
To: Gilbert Bennett/NLHydro@NLHydro  
Cc: Gerard Dunphy/NLHydro@NLHydro  
Date: 06/21/2016 11:33 AM  
Subject: Fw: Alignment discussion on package 31

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Good afternoon Gilbert ,

Audrey had this sent , prior to my having an opportunity to add your input from our late afternoon touch point , regarding potentially having participation and support from Greg with Gerard .

Wanted to loop back and confirm that I support your suggestion of having Greg participate .

Gerard please hold off engaging the LCP , team members until tomorrow , allowing Gilbert time to align with Paul , and myself the opportunity for a touch point with Greg .

Best REGARDS .  
J.M.

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**John MacIsaac**  
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You owe it to yourself, and your family, to make it home safely every day. What have you done today so that nobody gets hurt?

--- Forwarded by John MacIsaac/NLHydro on 06/21/2016 11:21 AM ---

From: John MacIsaac/NLHydro  
To: Gilbert Bennett/NLHydro@NLHydro  
Date: 06/20/2016 03:19 PM  
Subject: Alignment discussion on package 31  
Sent by: Audrey Brophy

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Gilbert,

A brief note to capture key points from this mornings discussion as follows:

1. All three of the respondents are pushing for/interested in an open book, reimbursable basis.
2. Lance would provide commercial coaching and guidance to Gerard
3. Gerard Dunphy available to engage and lead next steps, leveraging existing work all ready done
4. Stepped/staged threshold with decreasing role of margin within an open book reimbursable approach, including revisit of timelines/schedules
5. Building on existing work done enables immediate progress/next steps

We will connect at the end of the day.

Additionally, I will get you a marked up copy of org charts for your review, consideration and input.

Best regards,  
J.M.