

1                   IN THE COURT OF COMMON PLEAS  
2                   FOR THE STATE OF SOUTH CAROLINA  
                      RICHLAND COUNTY

3                   DEPOSITION OF CARLETTE L. WALKER

4                   LEBRIAN CLECKLEY, on behalf of  
5                   himself and all others similarly  
                      situated,

6                                   Plaintiffs,

7                                   vs.                                   Case No. 2017-CP-40-04833

8                   SOUTH CAROLINA ELECTRIC & GAS  
9                   COMPANY and the STATE OF SOUTH  
                      CAROLINA,

10                                   Defendants.

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11                                   CONFIDENTIAL

12                   DEPONENT:                   CARLETTE L. WALKER

13                   DATE:                                   APRIL 24, 2018

14                   TIME:                                   9:21 AM

15                   LOCATION:                               HOLIDAY INN  
16   COLUMBIA, SOUTH CAROLINA

17                   REPORTED BY:                   JULIE K. LYLE, RPR/RMR/CRR  
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EXAMINATION

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EXHIBITS

No. 1	Notice of deposition	7
No. 2	Cash flow documented with updated expenditures	69
No. 3	Transcription of voice mail to Marion Cherry	106
No. 4	Thumb drive containing audio of voice mail	186

1 (Exhibit No. 1 was marked for  
2 identification.)

3 CARLETTE L. WALKER,  
4 having been first duly sworn, was examined  
5 and testified as follows:

6 EXAMINATION

7 BY MR. HALTIWANGER:

8 Q All right. Ms. Walker, my name is  
9 Dan Haltiwanger, and we got introduced right  
10 before the deposition started. And it's my  
11 understanding you've had a deposition taken  
12 before, but our court rules require me to go  
13 over a little bit of the ground rules so that  
14 they're on the record and it's clear that  
15 I've had the opportunity to explain them to  
16 you.

17 One of the most important rules is  
18 that we have a court reporter here today that  
19 is going to be taking down everything we say.  
20 Therefore, it's important to verbalize your  
21 answers, to say yes or no instead of uh-huh  
22 or uh-uh so she can make a clear record of  
23 what is said.

24 Also, I think as we were just  
25 talking about, it's not an endurance contest

1 today. If at any point you need to take a  
2 break, use the restroom, get a glass of  
3 water, anything like that, let me know, and  
4 we'll take a break. Okay?

5 A Okay.

6 Q Also, as you were just sworn in,  
7 the testimony is under oath today, so it can  
8 be used in a court of law later. But it's  
9 important for me to remind you of that for  
10 your testimony today.

11 And, also, it's my understanding  
12 when we were setting this up that you -- that  
13 there may be an obligation you have this  
14 afternoon, so I'm going to try to get as much  
15 in today. I hope to get it finished today,  
16 but if not, we'll get as much done as we can  
17 today and work with you and your lawyer about  
18 if we have to get back together at some point  
19 in the future.

20 But it's -- my understanding is  
21 1:30 is the time we're shooting to be done  
22 for today; is that right?

23 A That's right.

24 Q Okay. That being said, can you  
25 give us your full name for the record?

1 A Carlette L. Walker.

2 Q And what is your current  
3 occupation?

4 A I'm retired.

5 Q Retired. And when did you retire?

6 A After I resigned from SCANA in June  
7 of 2016.

8 Q Okay. And I'm going to hand you  
9 what has been marked as Exhibit 1. I don't  
10 know if anybody wants a copy of that, but  
11 this is Exhibit 1 to your deposition.

12 Have you seen this document before?

13 MR. MOORE: This is just the  
14 notice of deposition, Carlette.

15 THE WITNESS: Yeah.

16 A Yes, I have.

17 Q Okay. And you're appearing here  
18 today for us because you were subpoenaed to  
19 be here in order to give your testimony,  
20 correct?

21 A That's correct.

22 Q All right. Can I ask you -- and I  
23 don't want any conversations you had with  
24 your lawyers or with your lawyer, but did you  
25 do anything to prepare for your deposition

1 today?

2 A No.

3 Q So you have not gone back and  
4 looked at any documents, anything like that?

5 A No.

6 Q Any conversations with any SCANA  
7 employees or former employees that you knew?

8 A No.

9 Q Okay. You say you retired in June  
10 of 2016. What was your position when you  
11 retired?

12 A Vice president of nuclear finance  
13 administration.

14 Q And I don't need exact dates, but  
15 I'm just trying to get a timeline of how long  
16 you had that position and going back, so your  
17 employment history there.

18 So how long had you been vice  
19 president?

20 A I think I was VP for six years.

21 Q And what was your position before  
22 that?

23 A Before that I was the corporate  
24 compliance officer for SCANA.

25 Q And how long, approximately, did



1 you serve as a corporate compliance officer?

2 A I think I was corporate compliance  
3 officer for four years.

4 Q And prior to being a corporate  
5 compliance officer?

6 A I was assistant controller for  
7 SCE&G.

8 Q And approximately how long had you  
9 been an assistant controller?

10 A That's where I'm not as exact on  
11 the dates. I want to say -- I think I was  
12 assistant controller about eight years.

13 Q And before being assistant  
14 controller?

15 A I was controller of South Carolina  
16 Pipeline. No, wait a minute. I was manager  
17 of fossil hydro -- or, no, I was manager of  
18 generation --

19 Q And how long --

20 A -- for accounting. That was one  
21 year.

22 Q Okay. And prior to that?

23 A Prior to that I was controller for  
24 South Carolina Pipeline.

25 Q And before controller at South

1 Carolina Pipeline?

2 A That was -- I was controller for  
3 South Carolina Pipeline for probably about  
4 two years, and then prior to that, I was  
5 manager of customer billing, measurement, and  
6 finance.

7 Q Okay. And before that?

8 A And before that I was manager of  
9 customer billing and measurement. Actually,  
10 I was the supervisor at that point.

11 Q And your position before that?

12 A I was a senior auditor in the  
13 internal audit department of SCE&G. And that  
14 should take you back to when I started with  
15 the company, which would have been in October  
16 of '83.

17 Q Okay. When you left as vice  
18 president of nuclear finance, what entity was  
19 actually signing your paycheck? And we're  
20 going to get into that.

21 A SCANA.

22 Q SCANA?

23 A There's an entity that's a service  
24 company --

25 Q Okay.

1           A       -- under the umbrella of SCANA, and  
2       so it would really be SCANA Services that  
3       would have been the employing entity.  So I  
4       worked for SCANA Services, and that's where  
5       all of the finance organization was operating  
6       out of.

7           Q       Do you recall your e-mail address  
8       when you worked there?

9           A       It was CWalker@scana.com.

10          Q       And did that ever change during  
11       your time of employment there?

12          A       I think it did change when I  
13       left -- no, I think it stayed the same.  I  
14       don't think I had a different e-mail when I  
15       was at Pipeline.

16          Q       Did you ever use other e-mail  
17       addresses while you were doing work for  
18       SCANA?

19          A       No.

20          Q       Are you aware of any other  
21       employees that you interacted with at SCANA  
22       using e-mail addresses that were different  
23       from the domain address that you had?

24          A       What -- what do you mean?

25          Q       Yeah.  I guess I'm trying to figure

1 out, we've got a bunch of documents, and  
2 we're trying to figure out if we're  
3 understanding how the e-mail system worked  
4 with the -- you know, like you said, the  
5 CWalker then @scana.com.

6 Were there other endings that you  
7 were familiar with with any of the other  
8 companies or any other employees there?

9 A Well, I know that Santee Cooper  
10 had, you know, their own e-mail system, and  
11 then the site representative for Santee  
12 Cooper, I believe he also had an @scana.com  
13 e-mail.

14 Q And who would that have been?

15 A Marion Cherry.

16 Q Marion?

17 A Uh-huh. Marion Cherry.

18 Q Okay. Any of the SCE&G employees  
19 that you interacted with on a regular basis  
20 use an e-mail besides their company e-mail to  
21 interact with you?

22 A Not that I remember. I mean, they  
23 may have used a personal e-mail if they were  
24 at home, if for some reason they couldn't  
25 sign on and they needed to send me a message,

1 but not on any kind of routine basis.

2 Q Okay. And we sort of talked about  
3 this. I'm trying to get myself educated  
4 about SCANA and SCE&G. I noticed there were  
5 a lot of SCANA and SCE&G entities. And if  
6 you could -- you're the first witness we've  
7 talked to in this case, so I'm trying to get  
8 an idea of how all those companies  
9 interacted.

10 A Okay.

11 Q If you could do your best job of  
12 explaining SCANA's relationship to SCE&G and  
13 SCE&G Services and what other entities were  
14 involved in the project out there.

15 A Okay. Well, SCE&G is the utility  
16 company, and SCE&G was going to be the owner  
17 of the nuclear plant. It was also the entity  
18 that was building the plant.

19 SCANA Services was providing  
20 services to supplement the SCE&G staff. So I  
21 was an -- I was a SCANA Services support team  
22 that was going to be assigned to the project.

23 There were also -- like the IT  
24 group, which would be information technology,  
25 they came from SCANA Services and

1 supplemented the project team.

2           The project team itself was made up  
3 of a lot of engineering and technical people  
4 that came from SCE&G personnel, which a lot  
5 of them came from Unit 1. And so those were  
6 SCE&G employees.

7           So, generally speaking, SCE&G  
8 employees are more technical and are utility  
9 specific. They're not the homogeneous  
10 employees that can provide services to any of  
11 the different subsidiaries that we might have  
12 had.

13           So in your SCANA Services, you  
14 tended to have your governance employees,  
15 like your corporate secretary, your  
16 accounting, your IT, your payroll, your  
17 internal audit. I'm trying to think of the  
18 different departments. Corporate security,  
19 your senior executives.

20           SCE&G had some designated  
21 executives, but they were also SCANA  
22 executives. So you might have had Keller  
23 Kissam as a designated SCE&G executive, but  
24 he was also a SCANA executive. So they were  
25 one and the same.

1           Q       And as we talked about, we have a  
2 court reporter writing everything down. When  
3 we come to names, sometimes to help her out,  
4 the name you just said, can you spell it for  
5 her, if you know?

6           A       Yeah. Keller Kissam. That's  
7 K-E-L-L-E-R. Kissam, K-I-S-S-A-M.

8                   And then like Kevin Marsh,  
9 K-E-V-I-N, Marsh, M-A-R-S-H. Kevin was the  
10 CEO of SCANA, but he was also -- had that  
11 same authority over SCE&G. So it's not like  
12 there was a separate CEO for SCE&G. He had  
13 that same CEO authority over SCE&G. He made  
14 all the final decisions and had all the  
15 purchasing power authority given to him by  
16 the board for SCE&G.

17                   So SCE&G was by far the largest  
18 subsidiary of SCANA. They had a couple other  
19 smaller subsidiaries, like SEMI-GAS.  
20 SEMI-GAS bought gas on the open market and  
21 then sold it and moved it through  
22 transmission lines. SEMI is S-E-M-I. And  
23 that was -- they strictly bought gas in  
24 Houston and then brought it across  
25 transmission lines in the -- across the south

1 and then brought it to end users, primarily  
2 in South Carolina but also in Georgia.

3 South Carolina Pipeline was a big  
4 subsidiary, but they sold it probably about  
5 maybe three or four years before I left the  
6 company. As I had mentioned, I had worked at  
7 South Carolina Pipeline for about nine years.  
8 That was a transmission company.

9 But they sold it because they  
10 wanted to consolidate what their efforts were  
11 on, and they felt like generation and  
12 distribution of electricity was their core  
13 business, and so that's where their efforts  
14 were going to be, was consolidated toward  
15 distribution with the end-user customers.

16 Q Okay. When we talk about SCANA  
17 Services, how is -- where does SCANA Services  
18 get its income from?

19 A SCANA Services bills out its  
20 employees for cost and then its benefits. So  
21 it's pretty much a zero game. It doesn't  
22 have -- it doesn't -- it's not there to make  
23 a profit. It's strictly there to provide  
24 services at a zero markup other than for the  
25 benefits for its employees and the costs for



1 office -- you know, office furniture and  
2 equipment and stuff like that.

3           So it's built into -- what we did  
4 was we had time sheets that were incremental  
5 time sheets. You were supposed to keep up  
6 with your time sheets up to a tenth of an  
7 hour, and you billed your time out according  
8 to where you spent your time. So if you  
9 spent time with SEMI or if you spent time  
10 with SCE&G, with distribution or if you spent  
11 time with a project, capital project, you  
12 were supposed to charge your time according  
13 to what you did and who got the benefit of  
14 your time.

15           And so in the case of me working on  
16 a capital project, I charged my name to that  
17 capital work order. And so my labor rate, my  
18 actual labor rate and my benefits and any  
19 overhead costs of my efforts would be charged  
20 directly to that capital work order. And so  
21 SCANA Services would be zeroed out on any  
22 costs associated with my employment, and my  
23 employment costs would go directly to that  
24 capital work order.

25           And in this case, it would go

1 against that BRLA and be collected from the  
2 rate payors whenever the rates were changed.

3 Does that answer your question?

4 Q Yes, that's very helpful. I've  
5 been trying to understand SCANA Services and  
6 its relationship to all the other entities  
7 out there.

8 A Right.

9 Q If your time, though, is billed to  
10 SCANA -- or the SCANA Services time that  
11 would be billed on the capital work project,  
12 would there be any markup on that on the BRLA  
13 that would be profit to SCE&G, or how would  
14 that work?

15 A There would be no additional profit  
16 other than the profit that was allowed in the  
17 capital work order for the interest component  
18 of AFUDC, and I think the allowed rate of  
19 return was like 12 1/2 percent maybe.

20 Q Okay. And for the -- well, it  
21 would probably help us to get it straight.  
22 The problem we're here to talk about is the  
23 nuclear project up in Fairfield County.

24 What would be the title that would  
25 be used at SCANA to denote that project in

1 general?

2 A NND. New Nuclear Development is  
3 what they called it.

4 Q And I've heard it -- we've seen in  
5 documents like VC Summer project, Number 2  
6 and 3 project.

7 A No. That's -- all of those refer  
8 to the same thing. That's the new nuclear  
9 build. That's Units 2 and 3. Because  
10 they've got an operating unit that was put in  
11 service back in '83. That's Unit 1.

12 Q Okay.

13 A And back when they built that unit,  
14 it was -- that site was sized for two units,  
15 but they didn't build the second unit, so  
16 there was always plans to build a second  
17 unit.

18 But when they went out and decided  
19 to build again in the early 2000s, the  
20 footprint or the amount of space needed for  
21 the new technology allowed you to build two  
22 plants in the footprint that used to require  
23 the amount of space to build one.

24 So they knew that they had enough  
25 footprint next to Unit 1 to build two units,

1 and so they were going to build Units 2 and 3  
2 in the same site that in the early '70s they  
3 were only going to be able to build one more  
4 unit. So that's where you get the Units 2  
5 and 3.

6 Q Okay. And for the NND project or  
7 VC Summer project, who was -- I guess which  
8 entities made management decisions relating  
9 to that project?

10 I'm trying to get an idea of the  
11 hierarchy of decision-making for VC Summer 2  
12 and 3.

13 A Say that again.

14 Q I'm trying to get an idea if we're  
15 trying to make a chart of who made decisions  
16 regarding the construction and management of  
17 Units 2 and 3. You know, SCANA versus SCANA  
18 Services versus SCE&G, kind of just give us  
19 an idea of the hierarchy of command, I guess  
20 is the easiest way to say it.

21 A Well, that's a good question. I  
22 never could find anybody that would make a  
23 decision. That was a major issue.

24 The body that was supposed to make  
25 decisions about it was the senior executives

1 of SCANA.

2 Q Okay.

3 A Because the people at the project  
4 apparently didn't have any authority. I  
5 couldn't make any decisions. I wasn't given  
6 the authority to make any.

7 Q What about the board of directors  
8 of SCANA or SCE&G? Did they ever have any  
9 interaction with the project out on VC  
10 Summer?

11 A I never -- I know that they had at  
12 least one board meeting at the site, but that  
13 doesn't necessarily -- I'm not trying to  
14 indicate that they did anything at the site.  
15 You know, they may have come to the office  
16 and used the office space. Because we had an  
17 office out there. But, you know, they may  
18 have gone on a tour.

19 I wasn't in attendance to the  
20 meeting, so I couldn't tell you what they did  
21 or what they saw, nor could I tell you what  
22 was told to them about the progress of the  
23 project from one quarter to the next.

24 Q Do you know if SCANA and SCE&G have  
25 the same board or if they're different?

1           A       It is one board.

2           Q       I want to shift a little bit back  
3 to your employment at SCANA. How -- you've  
4 told us that your paycheck actually came from  
5 SCANA Services; is that correct?

6           A       Right.

7           Q       How was your personal compensation  
8 structured? Were you on an annual salary?  
9 Was it salary plus bonus? Was it commission?  
10 Just tell us in general how you were  
11 compensated.

12          A       I was compensated with an annual  
13 salary, and then I had two risk components  
14 associated with my salary. I had a long-term  
15 bonus and then I had a short-term bonus.

16          Q       Okay. And for somebody like me  
17 who's completely unfamiliar with that system,  
18 can you explain it as best you can?

19          A       Yeah. The short-term bonus was  
20 tied to -- it was two components at the end.  
21 One component was based on operational goals,  
22 and those goals for my team, I set those so  
23 that they were focused on goals that would  
24 support the success of the project.

25                   And then the others were the

1 earnings goals for the company. So those --  
2 those were set by senior staff.

3 And then the long-term bonus was  
4 based on how our stock did in comparison to  
5 some indexes. And it was kind of convoluted.  
6 I never did the calculation. But there was  
7 more to it than that. You'd have to look in  
8 the proxy statements and get the full  
9 description of the long-term bonus.

10 So it was kind of a convoluted  
11 calculation on how you did -- it was like a  
12 rolling three-year calculation that they did.  
13 And one, you locked in a year -- it was kind  
14 of crazy, and they would change it just about  
15 every year.

16 Q Who was in charge of deciding the  
17 goals that would make up the bonus structure?

18 A I think senior staff pretty much  
19 reviewed all the goals to make sure that the  
20 goals had enough meat to them. And then they  
21 presented them to the board, and then the  
22 board had the final say-so whether or not to  
23 approve them.

24 And then the board had the final  
25 say-so as to whether or not the bonus goals

1 were achieved and whether or not they were  
2 going to pay out at 100 percent or if there  
3 was going to be a payout to include  
4 discretion.

5 Q And when you say senior staff, in  
6 general, who would that be?

7 A Those would be the top senior  
8 executives. And that's probably six or seven  
9 of the executives, to include the CEO and the  
10 CFO.

11 Q And for your time there, who would  
12 have been in those positions?

13 A Well, when I first went up to the  
14 nuclear project, it would have been Bill  
15 Timmerman as the CEO; Kevin Marsh as the CFO;  
16 Jimmy Addison; Keller Kissam; Frank Mood;  
17 Gina Champion; Jeff Archie, Steve Byrne.

18 THE WITNESS: I'm trying to  
19 remember the guy -- who's the guy that's  
20 over -- that was over PSNC and they brought  
21 him back down?

22 Q One of the things I should have  
23 told you when we started, even though it's  
24 not a test, there's no pass/fail grades,  
25 we're really just asking for your



1 recollection today.

2 A Okay.

3 Q So --

4 A I can't ask any questions?

5 MS. HODGES: I'll tell you  
6 when it's over.

7 Q Another thing I should have told  
8 you, any time during the deposition, if you  
9 gave an answer earlier that you think was  
10 either incomplete or incorrect for any  
11 reason, we can also go back and address it.  
12 Just let me know and we can go back.

13 For instance, if you say, you know  
14 what, I said so-and-so was the CEO at that  
15 time and I now remember it was somebody else,  
16 we can go back and correct it. You're not  
17 held to bite your tongue or anything, if  
18 you've said it, once you've said it.

19 A Okay. Rusty Harris.

20 Oh, yeah, and -- what was that last  
21 name --

22 Q Now, for bonus payments, did these  
23 come out on an annual occurrence, or were  
24 they triggered by other events?

25 A It was annual because they had to

1 have year-end stock prices and year-end  
2 earnings.

3 Q And during the time of the  
4 construction of VC Summer Units 2 and 3, did  
5 you actually receive bonus payments related  
6 to the construction out there on the site?

7 A Say that again.

8 Q During the time that the VC Summer  
9 project was ongoing, did you receive bonus  
10 payments related to the work going on out at  
11 the site?

12 A I did.

13 Q And what would be the criteria that  
14 would be related to that, those bonuses? Was  
15 it just, in general, if you get enough done,  
16 if it's price related? What would be  
17 triggering your bonuses?

18 A I mean, we would have goals set for  
19 each year based on what we were trying to  
20 achieve, and they were much more in minutia  
21 than what you're talking about.

22 I mean, ours would have been  
23 something more like to establish -- and this  
24 is just an example. I don't even know if  
25 this would have been a goal, but to establish

1 a database, an electronic database, for use  
2 in reviewing all invoice data for  
3 inappropriate billings.

4 Because we were getting invoice  
5 billings from Westinghouse and CB&I that had  
6 thousands and thousands of lines of data, and  
7 so we had, you know, our information that we  
8 were sifting through and looking for  
9 duplicate billings for the same employee or  
10 employees that supposedly worked more than  
11 the 40 hours or the 50 hours.

12 And, you know, we found a lot of  
13 mistakes in the billings by just doing just  
14 common sense or simple internal controls that  
15 any shop should be doing when they're  
16 reviewing billings that are cost-plus.

17 Q And this -- we may get into this  
18 later, but since you brought it up, cost-plus  
19 billing, explain first your understanding of  
20 how that operated with respect to the project  
21 in Fairfield.

22 A Well, there was different aspects  
23 of the contract, and one aspect of the  
24 contract, which was the labor for the site,  
25 was billed at what you call target. And that

1 target was a cost-plus part of the contract.

2           So in our mind, from an accounting  
3 perspective, that was a high-risk area for  
4 the company and the project, so we spent a  
5 fair amount of resource trying to make sure  
6 that that area of cost was under control and  
7 that they had controls in place as far as  
8 trying to manage time sheets and make sure  
9 that there weren't fraudulent charges coming  
10 through.

11           Q       And for somebody who's not familiar  
12 with accounting like that, what do you mean  
13 when you say it's a high-risk area? What  
14 makes it high risk as opposed to low risk?

15           A       It's high risk because the  
16 contractor bears no -- if somebody charges  
17 time and they're not at the site or they're  
18 not being productive, the contractor bears no  
19 loss on it. The only people that lose money  
20 on it would be the owner of the -- owner of  
21 the site.

22                   So just like the gasoline or the  
23 inventory, the other areas of cost-plus, if  
24 they're not managing those types of costs,  
25 the owner, which was SCANA or SCE&G, bore the

1 risk of fuel being used to fuel cars to drive  
2 back and forth to their trailer or wherever  
3 they might be living rather than it being  
4 used to fuel the trucks that were actually  
5 used at the site to produce construction  
6 product.

7           So there were different pieces or  
8 elements of the construction that we felt and  
9 we put in high risk, so we did audits or we  
10 did reviews of those kind of areas because we  
11 felt like those were high-risk areas for  
12 fraudulent activity.

13           Q     And who at SCANA would have been in  
14 charge of that process of overseeing that  
15 audit and that type of work?

16           A     Well, my team did most of it. And  
17 then we also shared what our plans were with  
18 internal audit, and internal audit would then  
19 add those to their audit plan. And a lot of  
20 times they would work with my team in doing  
21 some of the overseeing of the audits.

22           Q     And who would have been the names  
23 of some of the people on your team doing that  
24 work?

25           A     Shirley Johnson was my manager who

1 led those efforts.

2 Q And who else would have been  
3 involved?

4 A Well, one was in the paper,  
5 unfortunately, and her name was Margaret  
6 Feckle.

7 Q And the phrase you just used, her  
8 name was in the paper, unfortunately, what do  
9 you mean by that?

10 A I just hate to have somebody who's  
11 a senior accountant's name put in the  
12 newspaper when she was doing a good job, and  
13 to be added to a list of people that are  
14 associated with the scandal at the nuclear  
15 project is probably not great. I mean,  
16 that's not exactly a common name, Margaret  
17 Feckle.

18 Q Uh-huh. All right.

19 Besides Shirley Johnson and  
20 Margaret Feckle, what other SCANA employees  
21 would have been doing that work out there?

22 A I'm trying to remember that one's  
23 name. I can't remember the guy's name that  
24 Shirley had hired.

25 Kullen Boling did some. That name

1 is B-O-L-I-N-G. First name is K-U-L-L-E-N.  
2 So it's Kullen Boling.

3 Q And --

4 A Joey Giles pie did some work.

5 Q And part of their job was reviewing  
6 the -- or auditing, I should say, the work  
7 being done for SCANA Services looking for  
8 fraudulent or other improper billing?

9 A For SCE&G.

10 Q For SCE&G.

11 A For NND.

12 Q For NND.

13 And if they found any of that or  
14 they wanted to follow up with anything they  
15 found that's suspicious or curious, take me  
16 through that process. What documents would  
17 be created, who would be notified, and how  
18 would that be logged in?

19 A We would have exit interviews with  
20 a representative from the area with  
21 Westinghouse or CB&I, whichever area was  
22 responsible for it. Generally it was CB&I.

23 And as time passed, those meetings  
24 became more and more confrontational. They  
25 were never friendly, but they became more and

1 more confrontational. It got to where they  
2 usually had one or two lawyers in the  
3 meetings. They started bringing in a manager  
4 from the construction side. He was kind of  
5 burly, so they were -- it seemed like it was  
6 becoming more like they were trying to team  
7 up on us.

8           But anyway, they had a lawyer for  
9 procurement that was particularly nasty, and  
10 we would meet with them, explain to them what  
11 our problem was, and usually an example --  
12 this is just a really good example, was like  
13 the gasoline and the marked vehicles, where  
14 we talked to them about how many cars did  
15 they have that were marked vehicles that  
16 would be using the gasoline. You know, we  
17 were told that they might have 10.

18           Well, when we actually had somebody  
19 sit out front and watch the number of  
20 vehicles going into the gated secured area  
21 where the cars would be going in, they might  
22 have counted 40.

23           And then when they went to check to  
24 see how the secured fuel tanks were actually  
25 operated, unlike the way they were described,



1 there wasn't a key that was serviced so that  
2 you had to use the key to swipe it to be able  
3 to engage the fuel. All you had to do was  
4 walk into the little shop, and you got the  
5 key, and you swiped it. And anybody could go  
6 up there and pump gas.

7           It was just like the Hess station,  
8 and everybody knew to go in the little gated  
9 house, pull the key off there, swipe it, and  
10 then you could fuel your car. So when we  
11 asked them how we counted 40 cars compared to  
12 the 10 you had on the list -- I mean, nothing  
13 reconciled. There was no controls over the  
14 fuel.

15           And so when we met with them, you  
16 know, instead of acknowledging that they  
17 didn't have control, they'd fight you tooth  
18 and nail on it. And then we would fight for,  
19 you know, months over this.

20           And we would try to get a credit  
21 back on it because we'd say, Well, okay,  
22 we've been in this project for "X" number of  
23 months. You've ramped up by this number of  
24 days, you know, this number of people.  
25 You've given out cars by this. And we'd come

1 up with some reasonable way of calculating  
2 how much we think that the fuel has been  
3 inappropriately used, and we would try to  
4 seek out a credit.

5 And then we would add this to a  
6 sheet, what we called a running tab of  
7 disputed amounts. And we would put it in a  
8 letter, and they would have their response  
9 put in the letter.

10 And we never were able to get those  
11 disputed amounts settled. Our senior  
12 executives never supported us on them. And  
13 at the end, when they negotiated a  
14 fixed-price contract, that all got just  
15 lumped in supposedly with the negotiations,  
16 and whether it was treated fairly or not, I  
17 couldn't tell you.

18 Q Okay. I want to go back through a  
19 little bit of that.

20 And one of the reasons I'm asking  
21 is I'm trying to find if I can go back and  
22 look for documents that would, for instance,  
23 trace this dispute about the fuel and who had  
24 access and who was using it.

25 What type of document names or

1 databases or what would I go to look for if I  
2 wanted to go back and sort of educate myself  
3 about this controversy or other controversies  
4 that you would have with the contractors with  
5 regard to payments that were being requested?

6 A I think you probably would ask for  
7 the disputed invoice log.

8 Q And who would have been responsible  
9 for maintaining that?

10 A Shirley Johnson. Marion Cherry  
11 should have probably been getting a copy of  
12 it from Santee Cooper.

13 Q And how often -- and, again,  
14 because I'm not familiar with the whole  
15 process.

16 A Right.

17 Q You have this disputed invoice log.  
18 Is this something that would be addressed in  
19 any sort of regular time frame, or is it as  
20 things went along, it would come up? How did  
21 that work?

22 A We would update it with different  
23 things that we would come up with where we  
24 felt like we were inappropriately billed.  
25 And we would take it to senior executives,

1 and they would look at it and make no  
2 comment. No decisions were ever made until  
3 they got to the point where they were going  
4 to negotiate this fixed-price contract in the  
5 latter part of '15.

6 Q And the senior executives for SCANA  
7 that would have been --

8 A Kevin Marsh, Jimmy Addison.

9 Q And any others?

10 A I can't remember if Lonnie Carter  
11 was in there or not.

12 Q And was Lonnie Carter an executive  
13 at SCANA or --

14 A No, he's Santee Cooper. I'm sorry.

15 Q So, again, just so I can try to  
16 educate myself with it, we've been produced a  
17 lot of documents from SCANA and SCE&G related  
18 to the project, thousands of them. If I  
19 wanted to search through them to find  
20 information about instances like we were  
21 talking with the fuel, the disputed invoice  
22 log, any other titles of documents that I  
23 would be looking for?

24 A You might want to look for audit  
25 reports.

1 Q Who would be doing audit reports?

2 A Internal audit was producing audit  
3 reports, and then my team was producing audit  
4 reports.

5 Q And who was the internal audit  
6 team?

7 A Well, Iris Griffin, who's now CFO,  
8 was internal auditor then.

9 Q And who else would have been on  
10 Iris's team?

11 A Courtney Owen. She was the  
12 manager.

13 Q And how did -- I mean, it sounds  
14 like you had two groups working here,  
15 internal audit and your group. How did they  
16 interact or how was that system set up?

17 A They worked hand in hand together.  
18 Sometimes they would lead the audit and then  
19 other times Shirley's team would lead the  
20 audit.

21 Q And --

22 A And our team was physically located  
23 at the site.

24 Q Okay.

25 A And so that made it to where we had

1 relationships and insight into what was going  
2 on in the project more so than people that  
3 were at corporate.

4           That was one thing that, you know,  
5 when I was told that I needed to go out to  
6 the project, I went straight out to the  
7 project and made myself an office at the  
8 project. I didn't stay at the corporate  
9 headquarters like my predecessors had done.  
10 I mean, they never even went out to the  
11 project for the two years they had it. Their  
12 view of it was, Well, they get two invoices a  
13 month; what could there be that needs to be  
14 done.

15           Q     And who was your two predecessors?

16           A     Casey Coffe.

17           Q     And how do you spell that name for  
18 her?

19           A     I'm sorry. Casey, C-A-S-E-Y. And  
20 then his last name, Coffe, is C-O-F-F-E-R.

21                     And then Jim Swan, S-W-A-N. And  
22 Jim Swan is the controller of SCANA and  
23 SCE&G.

24                     And they never even went out to the  
25 site. And when I went to visit them when

1 Bill Timmerman told me he needed me to go out  
2 to the site, I went to see them to see what  
3 they had been doing so I could get a flavor  
4 for what I should expect, and their view of  
5 it was, you know, they didn't think it was a  
6 big deal because they only get two invoices a  
7 month. They get one from WEC and one from  
8 CB&I. They didn't see it as a big deal.

9           And when I got up there, I mean,  
10 I -- I was shocked at how far behind we were.  
11 I ended up getting people from internal audit  
12 to augment my staff so that we could start  
13 doing some flowcharts of what processes that  
14 were going on at the project so we could get  
15 a feel for what CB&I was doing -- or at that  
16 point I think it was Stone & Webster -- find  
17 out what processes they were using to bill us  
18 so we could start getting a flavor for where  
19 we might need to be doing some intrusive  
20 audit work so we could get a better handle on  
21 what was going on and try to, you know, do  
22 some risk analysis.

23           Q       And about what time frame was that?

24           A       Okay.

25                       MR. MOORE: You're going to

1 have to excuse me for a minute.

2 MR. HALTIWANGER: We'll take a  
3 break.

4 (Off-the-record discussion.)

5 Q Ms. Walker, I'm just trying to --  
6 I'm going back over some of the things we  
7 asked before. When did you become in charge  
8 of accounting?

9 A What do you mean, in charge of  
10 accounting?

11 Q Or for the project. When would you  
12 have taken over the role out at VC Summer,  
13 those responsibilities?

14 A I think I was there for six years,  
15 so I think it was around 2010.

16 Q And the disputed invoice log, is  
17 that a process you created, or was that in  
18 place before you got there?

19 A Actually, Shirley Johnson came up  
20 with that.

21 Q And, again, if I'm doing word  
22 searches trying to find those documents,  
23 disputed invoice log, any other terms that  
24 would come up or were being used?

25 A That's the name of it.



1 Q Okay. When we talked about bonus  
2 goals, were those written down?

3 A Uh-huh.

4 Q Where would I find those for the  
5 various employees involved in the project?  
6 What would they be titled?

7 A That's what they would be titled,  
8 would be bonus goals.

9 Q Bonus goals.

10 A I mean, they might be called  
11 short-term bonus goals.

12 Q The disputed invoice log, prior to  
13 that process being in place, how were issues  
14 with billing handled with the contractors,  
15 billing disputes?

16 A I couldn't tell you. I mean,  
17 that's the process that, you know, we came up  
18 with when I got there.

19 Q Can you tell us or give us an idea  
20 of what was going on before if there was an  
21 issue?

22 A I couldn't tell you.

23 Q Who would know most about that?

24 A Probably Sheri Wicker. Sheri  
25 Wicker. She's currently employed by SCANA.

1           Q     All right.  And how often would you  
2     be meeting with Westinghouse or CB&I to go  
3     over the disputed invoice log or the issues  
4     that arose with the disputed invoice log?

5           A     We ended up going over that with  
6     them every single month.

7           Q     And what paperwork would be  
8     generated along with those meetings that we  
9     could look for?

10          A     I think that they had notes beside  
11     each one of the things that were discussed on  
12     the disputed invoice log.

13          Q     And can you give us an idea of  
14     generally what amounts of money we're talking  
15     about on the disputed invoice log?

16          A     I mean, those could be anywhere  
17     from 40, 50, \$60, up to, you know, hundreds  
18     of thousands of dollars.

19                     And those don't necessarily all  
20     come from any one source.  I mean, those  
21     could be from audits.  They could be from  
22     review of the invoice.  They could be from  
23     the review of -- or something that was seen  
24     by engineers out in the site.

25                     It could be from the review of the

1 billables of miscellaneous items that Ken  
2 Browne did. And he would find things that  
3 were absolutely wrong and being billed to us  
4 that were supposed to be included in the  
5 fixed price, and they were billing it to us  
6 as recoverable.

7 Q And I just want to make sure that I  
8 can go back and find all those disputes and  
9 all those materials, and if I'm searching  
10 under the disputed invoice log, I'll be able  
11 to find that?

12 A Uh-huh. You should.

13 Q Okay. And was the disputed invoice  
14 log continued the entire time you were there,  
15 or did that end whenever it switched to the  
16 cost-plus, or do you know?

17 A Well, the cost-plus was the  
18 whole -- the whole time. Now, when it went  
19 to fixed price --

20 Q Fixed price, that's what I meant.

21 A -- I can't tell you because that's  
22 when I quit, after they negotiated that.

23 Q Okay. Well, that will bring us  
24 right to the next topic, which is the date  
25 that you left employment at SCANA. Do you

1 recall the date?

2 A Uh-huh.

3 Q What is it? What was it?

4 A January 7th, I think.

5 Q Of?

6 A 2016.

7 Q And what was the official job title  
8 at the time you left?

9 A Vice president of nuclear finance  
10 administration.

11 Q And I want to get an idea of  
12 your -- the supervisory hierarchy at the  
13 time.

14 Who did you report to at the time  
15 you left?

16 A The CFO, Jimmy Addison.

17 Q And he would have been your direct  
18 boss?

19 A Yeah. I had reported to Jimmy from  
20 the time that I started on the project.  
21 Prior to that I was in corporate compliance.  
22 I reported to the CEO who had since retired.

23 Q And who was that?

24 A Bill Timmerman.

25 Q And, again, just trying to get a

1 hierarchy, if you're the vice president, you  
2 report to the CFO, Jimmy Addison. Who  
3 reported to you, underneath you, if anybody?

4 A When I was --

5 Q At the time you left.

6 A I had three managers reporting --  
7 well, I had four -- five. I had Shirley  
8 Johnson, Kevin Kochems. That's -- Kochems is  
9 K-O-C-H-E-M-S.

10 And then I had Sheri Wicker. And  
11 Sheri has an I instead of a Y at the end.

12 And then I had Billie Kaye --  
13 that's K-A-Y-E -- Morris, and she had Unit 1.

14 And then I had Shannon Perry, and  
15 she had responsibility for transmission.  
16 That was the construction for the  
17 transmission line that was going to take the  
18 electricity from Units 2 and 3 and move it  
19 down toward the beach.

20 And I take that back. They had --  
21 right before -- right before the -- I think  
22 it was at the beginning of 2015, I think they  
23 went ahead and made her a part of the  
24 transmission organization.

25 Q Okay. And let me ask you, when you

1 came to leave SCANA, did you resign from  
2 SCANA, or were you terminated?

3 A I resigned.

4 Q And in as much detail as you can  
5 give us, tell us how you came to leave SCANA  
6 employment.

7 A Well, actually, I went to talk to  
8 Kevin Marsh to be able to tell him some  
9 concerns that I had with the project. And,  
10 much to my surprise, Kevin didn't want to  
11 hear what I had to say.

12 And he put me out on a medical  
13 leave. A special medical leave was the term  
14 he used. And so I was on a medical leave for  
15 three months. And it was obvious when he put  
16 me on the medical leave that it was a  
17 complete exit from the company.

18 I went to see one attorney to start  
19 with, and then I moved to go see Jake. And I  
20 explained what I had seen with the company to  
21 Jake and what had happened when I testified  
22 in the 2015 rate case that was before the  
23 Public Service Commission and how  
24 uncomfortable I was with the number that they  
25 had put in my testimony and filed in my

1 testimony while I was out of work when my  
2 husband was deathly ill.

3 And then at the end of that year,  
4 in -- I guess it was the fall of '15, I  
5 watched the negotiations of that fixed-price  
6 contract, and that was like the icing on the  
7 cake. And I told Jimmy Addison on the phone  
8 that I was not going to lie for the company.  
9 And it was six weeks later that I was put out  
10 on a special medical leave.

11 But they -- what I saw in the  
12 negotiations of the fixed-price contract, I  
13 thought it was just a rouse. And everything  
14 that they negotiated, what Kevin negotiated  
15 was ridiculous, and it was all in the best  
16 interests of SCANA and in the worst interest  
17 of the ratepayers.

18 I mean, he was basically financing  
19 Westinghouse's cash flow needs for 2016 in  
20 the first five months of 2016, which happens  
21 to line up with exactly when he was going to  
22 be filing for the BLRA new rates. He was  
23 going to pay them \$100 million a month,  
24 January through May, which is \$500 million,  
25 and at the end of May was the cut-off period

1 for revised rates that he would file for and  
2 they'd be in his rates for October.

3 And he would have spent  
4 \$500 million, which is double what he'd ever  
5 spent in target price for construction  
6 on-site.

7 And he was going to have a new  
8 contractor, that was when he was going to  
9 have the company out of Greenville come  
10 on-site in January. So they'd be the least  
11 productive possible, and he promised them  
12 he'd pay them \$100 million a month during the  
13 least productive period and you're going to  
14 bring on a new construction crowd. And it's  
15 like, I just -- I just can't go here anymore.

16 Q Okay. There's a lot that you just  
17 covered that we're going to go through, go  
18 through in some detail.

19 But I do want to ask, at -- when  
20 was the first time that you went to go see an  
21 attorney?

22 A Probably in January.

23 Q Of which year?

24 A '16.

25 Q Okay. And when you say that you



1 resigned from SCE&G, you were not terminated;  
2 is that correct?

3 A That's right.

4 Q What reason did you give SCE&G for  
5 your decision to resign?

6 A Because I wasn't going to lie.

7 Q And who do you feel was pressuring  
8 you to lie?

9 A Kevin Marsh, Steve Byrne, Jimmy  
10 Addison.

11 Q And what do you believe that they  
12 were pressuring you to lie about?

13 A Well, in 2015 I went and I fought  
14 them for four months before that rate case in  
15 2015 about what the budget should be. And I  
16 even went to Jimmy with a file that  
17 documented exactly how we calculate -- how  
18 his team, his finance team, calculated what  
19 the budget needed to be.

20 And it was just math. We  
21 mathematically went through, and we had a  
22 team that sat and built what the budget  
23 needed to be based on the number of man-hours  
24 that originally was calculated that needed to  
25 be done to build the project, based on the

1 productivity factor that CB&I was actually  
2 achieving at the project, and we made the  
3 mathematical calculation based on the hourly  
4 rates that they were -- they were actually  
5 paying out and their markups. And we came up  
6 with a number that was at least a half -- a  
7 half a billion dollars more than the number  
8 that Westinghouse was saying it would take  
9 them to complete the project.

10 And Kevin made the decision that he  
11 was going to go with the low number. It was  
12 a number he could point to that Westinghouse  
13 had given him as the price tag to finish the  
14 project.

15 And so I went to Jimmy, and I  
16 walked him through this file. I gave him a  
17 copy, and I made me a duplicate of exactly  
18 what I gave him. And he said, Carlette, I  
19 understand where you're coming from and I  
20 thought I agreed with you, but they showed me  
21 why that other number was the right number  
22 and I agree with them now.

23 And so I made one more formal pitch  
24 the next day and got overturned again. And  
25 every time we met to talk about the strategy

1 as to what was going to be filed in the rate  
2 case, every time we met, it was as if there  
3 was a meeting the night before the team was  
4 there and another decision was made and we  
5 just missed the meeting.

6 And we all said, Well, it's kind of  
7 like did you feel like you missed a meeting?  
8 We all agreed, Well, we must have missed the  
9 meeting because it seemed like the agenda was  
10 a day ahead.

11 And anyway, in the midst of the  
12 decision being made, my husband went into  
13 total kidney failure, and I had to take him  
14 to the emergency room. And I was out for  
15 about five weeks or six weeks.

16 And while I was out, they wrote  
17 testimony under my name, and they filed  
18 testimony under my name with the number that  
19 I had fought against.

20 And when I came back to work, it  
21 was right before the hearing. And I went  
22 through testimony prep knowing that I had to  
23 testify because I couldn't lose my job  
24 because my husband was just out of the  
25 hospital. I didn't know what condition he

1 was going to be in. And so the testimony  
2 prep went terribly. It was awkward. It --  
3 it was just a bad period for me.

4 So they filed the testimony. We  
5 went through the motions of having the  
6 testimony read into the record and all that  
7 stuff. Nobody asked any questions. Really  
8 didn't think about what I was answering on  
9 the witness stand.

10 But anyway, after that is when I  
11 started worrying about things more. I  
12 started losing weight. I was losing weight  
13 at 10 pounds every two weeks. So by the end  
14 of the year, I was down about 70 pounds. I  
15 know I looked like hell.

16 And that was the pretense that he  
17 was saying he was putting me out on medical  
18 leave. It was obvious that something was  
19 wrong, and I don't doubt it.

20 Because I was worried. It was  
21 like, Something is wrong. And I know the  
22 stress was right through the roof. My  
23 headaches were awful. I was going and  
24 getting cortisone injections in my neck  
25 trying to see if I could get it under

1 control. And, I mean, I was stressed to the  
2 max because they were all over me. I was  
3 getting reprimanded for everything I did.  
4 Kevin was involved in it, I found out.

5 I couldn't understand things. I  
6 was -- I mean, it was just -- it was awful.  
7 And then when I finally figured out that  
8 Kevin was not the Kevin that I thought he  
9 was, it all made sense.

10 But I didn't -- I still believed  
11 and trusted him up until the last meeting  
12 that I had with him. And that's when I found  
13 out that Kevin Marsh was just a piece of  
14 trash and he'd been lying to me for two years  
15 and that he would lie and steal from every  
16 person in South Carolina to line his own  
17 pocket. And, I mean, that was just --

18 Q Okay. Going back to the 2015  
19 testimony, you said you-all had prepared  
20 numbers internally of what you thought the  
21 cost for Westinghouse would be?

22 A Uh-huh.

23 Q How would I -- if I wanted to go  
24 back and find those numbers from SCE&G, how  
25 would I track those down?

1           A       I don't know how you'd find those.  
2   Ask Jimmy Addison.  He should have a file of  
3   it.  I gave it to him.

4           Q       And what -- how would that file be  
5   titled?  Would it have been e-mailed to him?  
6   Would it have been handed to him?

7           A       I handed it to him.  Just ask him.  
8   Say Jackass, where's the file Carlette gave  
9   you that was supposed to be used in the  
10  testimony in 2015?  He said he totally  
11  understood it.

12          Q       Okay.

13          A       His was red.  Mine was yellow.

14          Q       Okay.  And the numbers that your  
15  team prepared that you provided Jimmy Addison  
16  were not the numbers that eventually made it  
17  into the 2015 testimony?

18          A       No.

19          Q       And how were they different?

20          A       I think my number was somewhere  
21  around 1.2 billion and his was like somewhere  
22  around 698 million.  Don't hold me to those  
23  numbers, but, I mean, it's significantly  
24  different.

25          Q       And the numbers we're talking about

1 is the cost to complete the project?

2 A Yes.

3 Q All right.

4 A And it would have a likely -- a  
5 similar effect on the schedule. I mean, you  
6 can't have that kind of a difference in the  
7 budget and not have a similar impact on the  
8 schedule.

9 I mean, they can't -- they were  
10 working at -- their ratio to be able to  
11 actually do the work was horrible, but I  
12 couldn't get any of them to acknowledge that.  
13 They wouldn't even listen to Bechtel, which  
14 came out, I think, the month after I left,  
15 that they weren't managing the project.

16 Q Okay. When you left SCANA, did you  
17 take any materials of any of this work  
18 product with you?

19 A Yeah.

20 Q And what materials did you take  
21 with you when you left SCANA?

22 A I think one of them was that file.

23 Q And what would you call that file?

24 A It was the 2015 Jimmy file.

25 Q Besides the 2015 Jimmy file, any

1 other materials that you remember taking?

2 A No. I mean, that was the big --  
3 that was the most important thing for me. I  
4 mean, you can go in and read all of the SEC  
5 filings and you can see where -- I mean, if  
6 you go in and -- well, you have to go to the  
7 project records, but if you go in and look at  
8 the project records, you can see their PF  
9 factor did nothing but climb.

10 Q And for a layperson like me, what  
11 does that mean?

12 A Their performance factor.

13 Q And what is the effect of their  
14 performance factor?

15 A Well, a performance factor tells  
16 you how originally they're budgeted to -- in  
17 this case we used a performance factor of 1,  
18 1 meaning that they're going to budget one  
19 man-hour to do -- to do one -- I don't know  
20 how you'd say it, how you describe it. To do  
21 1 yard of concrete is going to be 1.

22 If you -- if it takes more than one  
23 hour to do a yard of concrete, then you're  
24 not doing it in time. So if it takes two  
25 hours to do 1 yard of concrete, then you're



1 now at a performance factor of 2.

2 Q Okay.

3 A Well, concrete was like one of the  
4 biggest commodities that they had to install  
5 at a nuclear plant. Their performance factor  
6 for something that they had millions of hours  
7 for pouring was at 5. So it took them five  
8 times the amount of time to pour concrete  
9 than it did when they budgeted it, so if  
10 you've got millions of hours to pour concrete  
11 and it takes you five times the amount of  
12 time to do it, you got a major issue.

13 Q And those are the performance  
14 factors. You mentioned they'd be in the SEC  
15 files?

16 A Not in the SEC. They're going to  
17 be in project reports.

18 Q Are those called project reports,  
19 and who would be preparing those?

20 A You would want to look for the  
21 Westinghouse -- or the consortium monthly  
22 project reports.

23 Q Any other documents you can think  
24 to steer me towards to find that type of  
25 information in?

1           A       I think you're just going to have  
2       to look for the monthly project meeting and  
3       then try to get those -- and they're  
4       PowerPoint slides. And if you could get your  
5       hands on those, there's maybe 100 or 75  
6       slides in there and they're metrics.

7                        They later changed to less focused  
8       on metrics, but for the first four or five  
9       years that I was on the project, they were  
10      metrics-based. And there's a couple in there  
11      that are on their PF factor.

12                      And every time I raised questions  
13      about the PF factor and wanted to get to know  
14      what they were doing to change the PF factor,  
15      I was shut down by the VP of construction and  
16      told to take that discussion offline because  
17      it really wasn't appropriate to ask questions  
18      about that in this meeting.

19           Q       And who was the VP of construction?

20           A       He made a big impression on me. I  
21      can't even remember his name. He was that  
22      good.

23           Q       And when you say -- when you used  
24      the terminology take it offline, what does  
25      that mean?

1           A       He didn't want to talk about it.

2           Q       And why?  What was your impression  
3 of why that would be?

4           A       Because he didn't care.  He was  
5 there just for the money.

6           Q       Was this VP of construction at  
7 SCANA or at Westinghouse or CB&I?

8           A       This was SCANA.  He retired from  
9 Duke or kind of got pushed out by Duke  
10 whenever they got bought up by I think  
11 Progress.  And so he came down here.  His  
12 family was still in Charlotte.  He got a job  
13 offer to come down here for construction, and  
14 so he came down here for that.

15                   And he was here for a stint, and  
16 then went home to Charlotte after he lost his  
17 job.  I'll remember his name.

18           Q       At some point probably the name  
19 will pop into your head, and just bring it to  
20 me and we'll --

21           A       He was a nice guy.  I mean, he just  
22 didn't care.  Jones, I think.  Ron Jones.

23           Q       All right.  And in --

24           A       Dan, his name was Ron Jones.

25           Q       Okay.

1           A       He was VP of construction, and he  
2 would be an SCE&G employee. Because he was  
3 actually in the nuclear organization, so he  
4 reported to Jeff Archie.

5           Jeff would be another interesting  
6 person for you to talk to.

7           Q       And why do you believe that?

8           A       Just be an interesting one to  
9 get -- or to interview him.

10          Q       I want to look at a couple of  
11 documents now, so give us a --

12                  Let me ask you this. What is your  
13 understanding of what the South Carolina  
14 Public Service Commission is?

15          A       Say that again.

16          Q       The South Carolina Public Service  
17 Commission, what is it that they do?

18          A       Well, they're supposed to look out  
19 for the rate payors while they also balance  
20 the long-term sustainability of the utility  
21 in establishing rates.

22          Q       And so would it be fair to say that  
23 the Public -- the relationship between the  
24 PSC and SCANA is that PSC would be setting  
25 the rates that SCANA could charge to its

1 customers?

2 A Yes.

3 Q And as part of your employment at  
4 SCANA, did you ever provide testimony before  
5 the South Carolina Public Service Commission?

6 A I did.

7 Q And why would it be you giving that  
8 testimony as opposed to somebody else at  
9 SCANA?

10 A Well, I had given testimony when I  
11 was at Pipeline on quite a few occasions, and  
12 they seemed to be happy with my ability to  
13 give testimony before the commissioners. And  
14 I had done it for the two electric rate cases  
15 in the early 2000s, I think it was, and the  
16 commissioner seemed to respond to me. And so  
17 it seemed natural, I guess, for them to do  
18 the same when I got to the nuclear project.

19 Q And when did you last give  
20 testimony to the PSC?

21 A It would be that 2015.

22 Q And what was the purpose of your  
23 testimony in 2015 to the PSC?

24 A It was to get a revised budget and  
25 the revised schedule approved.

1 Q And was it the -- the intention of  
2 it was for the PSC to rely on the information  
3 in determining to do what?

4 A To approve the revised budget and  
5 schedule.

6 Q And the two main topics that you  
7 were going to testify to were forecasting of  
8 construction and accounting and budgeting?

9 A Right.

10 Q All right. Who all was prepared --  
11 I'm going to get -- we've touched on it a  
12 little bit, but I want to get into how the  
13 testimony in 2015 for the PSC was prepared.  
14 Can you give us a list of everybody at SCANA  
15 that would have been involved in preparing  
16 your testimony?

17 A Kevin Kochems.

18 Q Uh-huh.

19 A And Mitch Willoughby was the  
20 outside regulatory counsel.

21 Q Do you know which firm he works  
22 for?

23 A His firm, Willoughby -- I think  
24 he's in his own practice.

25 Q Okay.

1           A       Belton Ziegler would have probably  
2 had the last say on it, but I think Mitch  
3 Willoughby wrote my testimony. And then I  
4 think that Ken Browne made some comments, and  
5 he was pretty much cussed out by Mitch  
6 Willoughby and put in his place and so he  
7 just shut up.

8           Q       All right. You're going to have to  
9 elaborate on that for me. Explain that.

10          A       That's all I know. Ken said  
11 something to me about him pushing back on  
12 Mitch about something in my testimony in my  
13 absence and Mitch really let him hold it,  
14 which was out of character for Ken to see in  
15 Mitch, and that's why he shared it with me  
16 just to let me know that he saw how Mitch  
17 could get really pissed off. And so he felt  
18 the need to share that with me.

19          Q       What was it substancewise that you  
20 believe Ken had shared with Mitch that upset  
21 him?

22                           MR. BALSER: Object to the  
23 form of the question to the extent that it  
24 calls for the witness to reveal SCANA  
25 attorney-client privileged communications. I

1 instruct the witness that the privilege  
2 belongs to SCANA and that you may not waive  
3 any attorney-client privilege that involves  
4 the company.

5 MR. MOORE: She is here under  
6 subpoena, so, gentlemen, you tell me what to  
7 do.

8 MR. BALSER: You're not  
9 seeking any attorney-client privilege  
10 testimony, are you?

11 MR. HALTIWANGER: I don't  
12 believe that she has had a conversation with  
13 Mitch Willoughby -- is that correct? -- about  
14 this.

15 THE WITNESS: No.

16 MR. BALSER: As I understand  
17 the question, you asked for the substance of  
18 the discussion between SCANA's outside  
19 counsel and SCANA employees, and that is  
20 privileged information. She cannot reveal it  
21 no matter where she worked.

22 MR. HALTIWANGER: All right.  
23 I'll tell you what, I'm going to see if we  
24 can't work around this. I'll respect that  
25 objection.



1 MR. MOORE: Or I suggest that  
2 we skip the question, certify it for  
3 consideration by the Court, and allow you to  
4 take it up with the Court at a later date  
5 should you choose to do so.

6 MR. HALTIWANGER: We can agree  
7 with that.

8 MR. MOORE: Great.

9 Q Let me ask you, was there a name  
10 for the team that was prepared -- or that  
11 participated in preparing your testimony for  
12 2015?

13 A Uh-uh.

14 Q If I wanted to do sort of a word  
15 search to find any documents related to your  
16 2015 testimony preparation, how would I go  
17 about finding that?

18 A I wouldn't know.

19 Q Were there drafts of written  
20 materials that were prepared going into the  
21 2015 testimony?

22 A I'm sure there were drafts.

23 Q Who would have been involved in  
24 drafting that material?

25 A Mitch and Kevin.

1 Q Do you know who Mitch would have  
2 been getting the information from?

3 A Kevin.

4 Q Do you know who Kevin would be  
5 getting his information from to supply to  
6 Mitch?

7 A Kevin would have been preparing it.  
8 He would be getting some of the information  
9 from the documents that were prepared by the  
10 team that pulled together the estimates.

11 Q Who would have been in charge of  
12 putting the estimates together?

13 A That ultimately was given to Ken  
14 Browne.

15 Q And so Ken Browne, he was a SCANA  
16 employee, a SCANA Services employee?

17 A He was an SCE&G employee. He was  
18 employed within the nuclear organization.

19 Q And what information would he have  
20 been gathering in order to help prepare your  
21 testimony?

22 A He didn't -- I don't mean that --  
23 he would have been involved in the  
24 preparation of our team's development of the  
25 budget based on where the project was in the

1 winter of 2015.

2 Q Okay.

3 A And that was the basis for my  
4 arguing with senior executives about what we  
5 should put in the testimony as our estimate  
6 to complete the project. It would have been  
7 his work --

8 Q Ken Browne's work?

9 A Right. And Ken Browne, that last  
10 name has an E on the end.

11 Q Were there any external accountants  
12 involved in preparing your 2015 testimony?

13 A No.

14 Q Anybody from Pricewaterhouse Cooper  
15 involved?

16 A No.

17 Q From an internal accounting  
18 standpoint, besides Ken Browne, who else  
19 would have been involved in preparing that  
20 testimony or the materials that would  
21 underlie the testimony?

22 A Just Ken and Kevin. Shirley might  
23 have -- Shirley might have been involved,  
24 too, with some things. Shirley Johnson.

25 Q During this process, did you ever

1 see any rough drafts of the testimony prior  
2 to signing off on it to give to the PSC?

3 A They may have e-mailed them to me,  
4 but I didn't look at them. My husband was in  
5 total kidney failure.

6 Q So this all was occurring while you  
7 were occupied with your husband's health  
8 situation?

9 A Absolutely. He was in the hospital  
10 for ten days.

11 Q And in addition to estimates about  
12 cost of completion, there was also a  
13 component dealing with the -- I guess the  
14 timeline for when the project would be  
15 completed?

16 A Right.

17 Q And in 2015, do you recall what the  
18 approximate date was that was given for when  
19 the project would have been completed?

20 A I can't remember.

21 Q Do you recall whether you agreed  
22 with those dates whenever they were given in  
23 your testimony?

24 A I can't remember.

25 (Exhibit No. 2 was marked for

1 identification.)

2 Q Ms. Walker, I've handed you what's  
3 been marked as Exhibit 2. And I'll give you  
4 a chance to review it, and then I'm going to  
5 ask you if you recognize what this document  
6 is.

7 A Uh-huh.

8 Q You do --

9 A I do.

10 Q Okay. And can you tell us what  
11 this is?

12 A Yeah, this is just the cash flow  
13 reformatted for the new updated expenditures.

14 Q And this would have been an exhibit  
15 to your 2015 testimony?

16 A That's correct.

17 Q And who would have been involved,  
18 and we may have covered this, but who would  
19 have been involved in preparing the numbers  
20 to put into this material?

21 A Kevin Kochems.

22 Q And --

23 A And there was another --

24 Q Do you recall?

25 A Rachel Robinson, I know she's

1 involved in doing the final step on this.

2 Q And who does she work for?

3 A Ultimately Kenny Jackson. He was  
4 on senior staff.

5 Q Of SCANA?

6 A Uh-huh.

7 Q And --

8 A I'm trying to remember the guy that  
9 trained her.

10 Q Okay. In looking at Exhibit  
11 Number 2, the restated and updated  
12 construction expenditures, for a layperson,  
13 can you explain what this material is we're  
14 looking at? What was the purpose of this  
15 exhibit?

16 A Well, the first column that has  
17 numbers in it, you can see what the  
18 transmission costs are?

19 Q Yes.

20 A And they're just laying out by year  
21 the actuals, or through 2014. You see the  
22 last -- the last one is 47 million?

23 Q Yes.

24 A That's actual how much they spent  
25 in each one of those years. And then for

1 those years after that line, that's what they  
2 expect that they were going to spend through  
3 '16 or '18. They were expecting to spend  
4 64 million or 84 million, whatever those  
5 numbers are to be able to complete the  
6 transmission line.

7 Q And the -- explain for us what the  
8 total revised project cash flow number  
9 represents.

10 A That is the total -- well, I mean,  
11 that's just the total of the escalation and  
12 the base project costs added together.

13 Q And so that is the -- is that the  
14 dollar amount that SCANA is telling the PSC  
15 that this is what it's going to cost to  
16 complete the project?

17 A Yes.

18 Q And what was that number in  
19 Exhibit 1?

20 A What? Say that again.

21 Q What was the number in Exhibit 1  
22 that SCANA gave to the PSC as the number that  
23 it believed was the amount necessary to  
24 complete the project?

25 A 6,547,124.

1 Q And at the time this material was  
2 prepared in 2015, do you believe that number  
3 was accurate?

4 A No. I don't -- this is the one  
5 that's got the projection I didn't agree  
6 with.

7 Q I'm sorry. What did you say?

8 A No, because this is the one that's  
9 got the amounts that I didn't agree with.

10 Q And what -- what would be the  
11 difference in the amount that was given in  
12 Exhibit 1 and what you actually believed to  
13 be the proper amount?

14 A I don't remember the numbers  
15 exactly.

16 Q Rough ballpark would do.

17 A I think it was about a half a  
18 billion dollar difference. You would  
19 increase it by a half a billion dollars.

20 Q And that was your belief back in  
21 2015 when this testimony was given to the  
22 PSC?

23 A Right.

24 Q And you had shared that belief with  
25 who at SCE&G or SCANA?



1           A       The CEO, the CFO, Steve Byrne,  
2 Marty Phalen. So I gave -- I had shared my  
3 feelings with five of the senior executives.

4           Q       And if I wanted to go back and see  
5 if I could put together any communication  
6 with that information in it to those  
7 individuals, what documents or --

8           A       There wouldn't be anything you  
9 could find.

10          Q       And why is that?

11          A       Because no matter what I said or  
12 did, they would not put it on the agenda.

13          Q       So if I wanted to find any  
14 documentation about your concerns you had  
15 raised to those five individuals, where would  
16 I go to find it?

17          A       I don't think you will.

18          Q       And, again, explain why that is.

19          A       Because they didn't -- they didn't  
20 want to hear it. Kevin had made the decision  
21 that he was going to go to the number that he  
22 could point to that Westinghouse had given  
23 him.

24          Q       And elaborate what that means based  
25 on your understanding of the project as

1 it's --

2 A Exactly what I just said. I don't  
3 know what it means other than exactly what I  
4 just said. That's what he decided to do.  
5 That's what I heard somebody say.

6 Q And so the number --

7 A This is when I'm -- this is when I  
8 believe that Kevin Marsh is an upstanding  
9 citizen with integrity.

10 Q Okay.

11 A It wasn't until eight months later  
12 that I find out that he's a schmuck.

13 Q And what led you to make that  
14 discovery?

15 A When I watched him negotiate that  
16 fixed-price contract.

17 Q And what about --

18 A And then when I also -- after I  
19 told him of things that I knew was going on  
20 in his organization and he told me he was  
21 going to simply put together a team to find  
22 out about whether or not his nuclear  
23 organization operated as an island and that  
24 was okay.

25 Any CFO who knows he's got 800

1 people -- and the organization, the motto is  
2 what happens at nuclear stays at nuclear --  
3 and they're okay with that has got a major  
4 issue. And he was going to put together a  
5 team to see if that really was the  
6 organization at nuclear, the culture.

7 Q So when you say what happens at  
8 nuclear stays at nuclear, is that a phrase  
9 you had heard while employed at SCANA?

10 A Oh, my gosh, yes. And I saw it in  
11 living color when I was at nuclear.

12 Q Uh-huh.

13 A That's where I invite you to  
14 interview Jeff Archie.

15 Q And what was his position?

16 A He's the chief nuclear officer. I  
17 don't think he could find his way out of a  
18 paper bag.

19 Q All right. So we've looked at  
20 Exhibit Number 2, which has the -- what I  
21 would consider to be the cost of completion  
22 number given to the PSC in 2015, and that was  
23 the -- and I believe this is in billions. So  
24 that would have been 6.5 million, roughly?

25 A Uh-huh.

1           Q       And I believe we touched on it.  
2       There's also a time frame under which the  
3       project was supposed to be completed as part  
4       of the testimony in 2015; is that correct?

5           A       Uh-huh.

6           Q       And do you believe that that time  
7       frame was also accurate, or do you believe  
8       that there was an issue with the time frame  
9       that was given to the PSC?

10          A       I'm not an engineering expert  
11       witness, so I would have relied on, you know,  
12       some of the engineers looking at the  
13       schedule. So it would have been included  
14       probably in my testimony, but I would not be  
15       an expert, you know, on schedules.

16          Q       Then why would that have been  
17       included in your testimony as opposed to  
18       somebody else for the PSC?

19          A       I don't know.

20          Q       Who would have made that decision?

21          A       Belton Ziegler and Mitch. You  
22       would expect that that would have been in  
23       Steve's testimony.

24          Q       All right. Now, we've talked about  
25       testimony, and I just don't know this. When

1 we talk about the testimony that was given to  
2 the PSC, did you actually have to go in and  
3 give live testimony to the PSC, or was this  
4 submitted as written materials, or both?

5 A Both. They put us on a panel. I  
6 think they had myself, Ron Jones, and  
7 somebody else. There were three of us, I  
8 think, on the panel.

9 Q And the testimony that you -- or  
10 that was given on your behalf with respect to  
11 the total revised project cash flow of 6 1/2  
12 billion dollars, from what we're talking  
13 about here today, it sounds to me like you  
14 did not believe that number was accurate?

15 A Well, let me clarify something. I  
16 mean, you can -- I mean, if Westinghouse said  
17 they could do it in \$698 million, you know,  
18 we calculated something different.

19 Now, if they have some workaround  
20 method, they might have been able to do it in  
21 698 million. My calculation, based on the  
22 performance factor to date, said that it  
23 wasn't probable.

24 But they were also getting rid of  
25 CB&I and they were going to bring in Fluor

1 Daniel. Fluor Daniel is the one that built  
2 the first unit, so Fluor Daniel might have  
3 been able to do it.

4 Q At the time that this testimony was  
5 given, though, you were aware of information  
6 that led you to believe that it probably  
7 wasn't accurate?

8 A I was not real happy with them  
9 putting that 698 -- yeah, the 698 in there  
10 because I didn't think that that was very  
11 likely.

12 Q And did you feel pressure to put  
13 that number in there?

14 A I didn't put the number there.  
15 Remember, I wasn't at work.

16 Q Okay. Did you feel any pressure  
17 not to raise concerns about that number once  
18 you became aware of it?

19 A Say that again.

20 Q Did you feel any pressure about not  
21 raising your concern about that number,  
22 whatever --

23 A Once it was filed?

24 Q Once it was filed.

25 A Yeah, I felt pressure not to raise

1 a concern.

2 Q And how would you have come to feel  
3 that pressure? In conversations or e-mails  
4 or anything like that from anybody?

5 A No. I mean, I -- I mean, we all --  
6 Ken Browne and I, those of us who had argued  
7 for four months about that number, I mean, we  
8 didn't change our position despite management  
9 deciding to go with the WEC number. That was  
10 Westinghouse. I'm sorry.

11 Q And I guess what I'm looking for,  
12 in coming to that -- or coming to your  
13 conclusion about what that number would be,  
14 had you done any written work or any written  
15 materials that we could look for to support  
16 the number you were thinking as opposed to  
17 the number that Westinghouse was given?

18 A Yeah. That record that I gave to  
19 Jimmy has got all the documentation that  
20 supports why we thought the million two was  
21 the appropriate number. It's got all the  
22 calculations and all the supporting  
23 documents. It all ties together.

24 Q And you say million. Is it  
25 actually a billion two?

1 A Billion, yeah. I'm sorry.

2 Q So your testimony is that you would  
3 have given to -- this is Jimmy Addison --

4 A Uh-huh.

5 Q -- all the calculations and  
6 information that would show that the number  
7 that -- that the SCANA team that you were  
8 working with came to the conclusion of was  
9 closer to \$1.2 billion?

10 A Right.

11 Q And the number that was being  
12 included to the PSC was closer to 6 1/2  
13 million?

14 A Million, uh-huh.

15 Q 600 million, I should say.

16 A Right.

17 Q And when would you have supplied  
18 that information to Jimmy Addison?

19 A It was somewhere between January  
20 and April of '15. It was toward -- more  
21 toward April because it was my last-ditch  
22 effort and it was my chance to say you can't  
23 say I didn't tell you because I put it in  
24 writing, in a file. And I had an exact  
25 duplicate so that I knew that I could say,



1 Don't tell me you didn't see it and I didn't  
2 tell you because I left you a written copy  
3 because I've got a duplicate right here  
4 (indicating).

5 Q And do you still have a copy of  
6 that duplicate today?

7 A Yeah.

8 Q And if I wanted to ask you for a  
9 copy of that material, you would refer to it  
10 as the Jimmy Addison file? If I wanted to  
11 ask your lawyer for a copy of it, is that how  
12 he would know to refer to it?

13 MR. MOORE: As far as I know,  
14 you can refer to it basically any way we -- I  
15 mean, that would be pretty rational, I think.

16 MR. HALTIWANGER: Okay.

17 MR. MOORE: I'm not supposed  
18 to speak, but I think -- if they want me to,  
19 I will.

20 A I can tell you, I can't look at the  
21 file, so if you want some of it --

22 Q And why is that?

23 A It drives too much emotion.

24 Q And it's not because you've signed  
25 any -- let me ask you this. When you came to

1 leave employment at SCANA, did you sign any  
2 sort of severance package with them?

3 A Uh-huh.

4 Q Explain how that came to be.

5 A Well, Jake negotiated something  
6 with me that said that unless I was  
7 subpoenaed and had to talk, that I wouldn't  
8 talk to anybody about anything that happened  
9 to me in my employment with SCANA.

10 Q And when did that agreement come  
11 into place?

12 A In July or August of '16.

13 Q And are you -- just tell us, in  
14 your own words, how did that agreement come  
15 to be?

16 A Well, they knew that I had records  
17 at the house, and they wanted those records  
18 back for their own destruction or maybe  
19 keeping. I don't know.

20 And I guess just good clean living,  
21 when I sent them the records, their lawyer  
22 made a faux pas, and when they returned some  
23 boxes that didn't have records in them that  
24 they wanted to keep, he also sent back a  
25 yellow file that just happened to be the very

1 yellow file that was the Jimmy Addison file.  
2 And it's like, Well, damn, if you don't want  
3 it, I'll keep it.

4 And so I got my yellow file back,  
5 which was the pivotal file. And so I had one  
6 file in my safe at home that was the one file  
7 that he probably should have kept of all the  
8 files he got.

9 Q And I guess we've all heard about  
10 this in the press lately due to some of the  
11 news, but nondisclosure agreement, are you  
12 familiar with that term?

13 A Uh-huh.

14 Q As part of your severance package,  
15 was there a nondisclosure agreement?

16 A Uh-huh.

17 Q And do you recall what the terms  
18 were of that agreement? Is that the you  
19 can't talk unless you're under subpoena?

20 A Right.

21 Q Are there any penalties in the  
22 package for violation of that NDA?

23 A On both parts, yeah.

24 Q Explain what those are.

25 A I don't know what they are for me.

1 I think they're pretty steep. If they  
2 violate it, I think they have to pay me  
3 25 percent of the contract that's been unpaid  
4 at that point.

5 Q Let me shift to that. What are the  
6 terms of payment under that contract?

7 A Why do we need to talk about that?

8 Q I'll let you talk to your --

9 MR. MOORE: I would prefer not  
10 to. I mean, I understand that we -- she has  
11 a confidentiality agreement with -- she  
12 basically agreed to resign, and she agreed  
13 that she would receive certain benefits under  
14 the agreement.

15 I would hope that -- I mean,  
16 that doesn't seem to be particularly relevant  
17 to the whole thing. She's here to testify --  
18 the lady has had certainly enough of her  
19 personal life exposed. I would hope we could  
20 pass that by.

21 MR. HALTIWANGER: Okay. I  
22 will respect that, Mr. Moore.

23 MR. MOORE: I appreciate that  
24 very much.

25 Q I guess what I'm going to try to do

1 is I'm going to try to recreate what  
2 documents would be covered by that by going  
3 to SCE&G and asking them for those materials.  
4 And as best as you can, what should I be  
5 asking them for besides the Jimmy Addison  
6 file, the yellow folder, and that material  
7 that we've discussed? Is there anything else  
8 that we haven't discovered?

9 A I mean, there's not that much that  
10 I had at the house. I mean, I had created  
11 some timelines.

12 Q And what was the information in  
13 those timelines?

14 A Who did what and some documents  
15 that would have been good and people that you  
16 could have identified to use to depose if you  
17 wanted to go ahead and do a file with the  
18 SEC.

19 Q And this was all materials you  
20 would have prepared in what time frame?

21 A Probably January through March of  
22 2016.

23 Q And do those materials still exist  
24 today?

25 A I don't know. I mean, SCE&G's

1 attorney Ted Speth got them, so I don't know  
2 what he would have done with them.

3 Q What was the name of the attorney?

4 A Ted Speth. I think it's S-P-E-T-H.

5 Q So these are timelines and  
6 identities of individuals that you believe  
7 had information relevant to the 2015  
8 testimony in front of the PSC?

9 A No. This was related to the whole  
10 project.

11 Q The whole project. Okay. Besides  
12 the 2015 testimony, what else about the  
13 project was covered in that material?

14 A I had identified something that had  
15 happened early on in the project before I was  
16 actually at the project that had to do with  
17 owner's costs.

18 Q And explain -- I've never heard of  
19 owner's costs before. Explain what this  
20 issue was, as best as you can, to me.

21 A I wasn't -- I don't know if Bill  
22 Timmerman was made aware of this, but I know  
23 that Ron Clary, who was given the charge  
24 for -- that's C-L-A-R-Y -- Ron Clary was a  
25 nuclear Navy and Unit 1 person. He was given

1 charge with going out and doing the research  
2 to find out what would be the best next layer  
3 of generation for the plant -- for the  
4 company. And he came back. The expectation  
5 was that he was going to go out with an open  
6 mind, whether it be gas, nuclear. You know,  
7 whatever the alternatives were.

8           But keep in mind, he's also been  
9 nuclear for his entire career. So the story  
10 that I've been told, so it's hearsay, was  
11 that when he gathered his information from  
12 AREVA and GE and all the different makers of  
13 nuclear technology, he was trying to get  
14 information on what owner's costs should be  
15 expected to be.

16           And when they came up with the  
17 owner's costs, it was -- it was extremely  
18 tight with running the numbers between a gas  
19 plant or a turbine versus a nuclear. And so  
20 to make sure nuclear came out as the obvious  
21 choice, he cut the owner's costs in half for  
22 SCE&G's numbers, and that made nuclear come  
23 out as the choice of fuel.

24           And Santee Cooper's representative  
25 at that point was Ken Browne, the same person

1 that we've talked about earlier that worked  
2 for SCE&G at the end.

3 Q Uh-huh.

4 A He didn't cut Santee Cooper's  
5 owner's costs, and that's why Santee Cooper  
6 didn't have to go before their board and ask  
7 for more money in their owner's costs.

8 And so the first hearing that I  
9 testified in for SCE&G several years after  
10 the project had started was, in fact, to  
11 raise owner's costs because they had been set  
12 artificially too low. And so we ended up  
13 raising them, I think, about -- I think that  
14 we ended up doubling them in that first rate  
15 case that I had to testify.

16 Q And what was the date of that  
17 testimony? Roughly, what year?

18 A It must have been -- I think it was  
19 2012.

20 Q And, again, I'm not an accountant  
21 or an engineer or anything, so I'm just going  
22 to try to explain to you what I just  
23 understood you to say.

24 Owner's cost is -- or SCE&G was in  
25 the position of trying to decide between



1 building different types of baseload  
2 generation plants?

3 A Uh-huh.

4 Q One of the options would be  
5 nuclear. There would be other options, such  
6 as gas or coal.

7 And in coming to make that  
8 determination about which plant to build,  
9 they would come up with what would be the  
10 owner's costs for constructing the different  
11 types of plants?

12 A Uh-huh.

13 Q And, again, we're writing it down,  
14 so if you're nodding your head, can you say  
15 yes or no?

16 A Yes. Yes.

17 Q Okay. And you -- when you came  
18 onto the project, you believe you discovered  
19 there was an issue with owner's costs with  
20 regard to the nuclear costs that was given to  
21 the PSC?

22 A That's right.

23 Q And it was your belief --

24 A No, not to the PSC.

25 Q Okay.

1           A       To the management for them to make  
2 a decision as to which one they were going to  
3 choose.

4           Q       Okay.

5           A       To senior executives.

6           Q       So this would have been --

7           A       This was in like 2005, 2007 time  
8 frame.

9           Q       And so, again, I don't want to put  
10 words in your mouth, so I just want to get  
11 your understanding.

12                    The owner's costs that was looked  
13 at for nuclear for SCE&G -- or for SCANA, you  
14 don't believe that those numbers were  
15 accurate?

16           A       Right.

17           Q       And what is your understanding of  
18 how that inaccuracy came to be as part of  
19 this project?

20           A       I believe that Ron Clary cut  
21 owner's costs in half so that when those  
22 numbers were put in the model, along with the  
23 gas, that the model would show that nuclear  
24 was the choice for the next baseload  
25 generation.

1           Q     And what was Ron Clary's position  
2     at the time? Do you know?

3           A     He got promoted to the vice  
4     president of construction at the same time  
5     that Bill Timmerman sent me up there to the  
6     project as vice president of nuclear finance  
7     administration.

8           Q     And eventually the owner's cost was  
9     adjusted?

10          A     Right.

11          Q     And explain how that adjustment  
12     came to be and what was the result.

13          A     When I got up there, we did an  
14     exhaustive analysis of owner's costs by going  
15     to each of the department heads and getting  
16     them to do a layout of their manpower needs  
17     for the life of the project, and then we also  
18     did training and all the other things that go  
19     along with manpower.

20          Q     Uh-huh.

21          A     And we also did a -- tried to do an  
22     exhaustive list of supplies in inventory.

23          Q     So is this basically just trying to  
24     actually put numbers, hard numbers, as to  
25     what was the projected owner's costs?

1           A     Right.

2           Q     And --

3           A     And when we did that, it was  
4     obvious that the owner's cost was lacking.

5           Q     And, again, one of the things I'm  
6     going to try to do is go back and find these  
7     materials as written. What document names or  
8     titles would I be looking for that would go  
9     into this owner's cost revision analysis?

10          A     I would just look for the 2012 rate  
11     case documentation or owner's cost, 2012  
12     owner's costs.

13          Q     And -- and this was occurring  
14     around the -- was this part of your 2012  
15     testimony when you went in front of the PSC?

16          A     Uh-huh. I think it was 2012.

17          Q     Okay. And would it have been your  
18     responsibility -- would you have been the one  
19     that would have been revising the owner's  
20     cost numbers, or was that somebody else on  
21     the team? Or who would have been --

22          A     We would have been doing that.  
23     That was my responsibility.

24          Q     And whenever you came up with those  
25     numbers, new numbers, were there any

1 discussions with management about the  
2 difference between the owner's costs that you  
3 came up with versus what Mr. Clary had put  
4 together?

5 A No.

6 Q Nobody -- you never went back and  
7 said Ron was wrong or --

8 A No.

9 Q -- look at the difference between  
10 these numbers?

11 A No.

12 Q Did SCE&G -- did anybody give you  
13 any indication that they disagreed with the  
14 new number you came up with?

15 A No. Bill had already retired. The  
16 contract was already signed. I mean, that  
17 water had already flown under the bridge, and  
18 so there was no real reason to bring it up.  
19 We were way beyond pulling the plug on that.

20 You know, this is after the fact.  
21 People are telling me about war stories, and  
22 I'm just flabbergasted by what they were  
23 telling me. It was like, wow, this is pretty  
24 incredible.

25 Q When you talk about war stories,

1 this is one of them, this owner's cost issue?

2 A Uh-huh.

3 Q That would be one of the things  
4 that --

5 A Well, I mean, you got to keep in  
6 mind, I mean, Ron Clary -- this is, you know,  
7 the nuclear mentality. You know, I got to  
8 the project, and Ron Clary is doing  
9 everything he can to make it to where he's  
10 undermining everything I am and everything  
11 I'm trying to do. He's having me taken off  
12 of every distribution so that I can't get  
13 e-mails, I can't get letters, so -- because  
14 he doesn't want me to be successful on the  
15 project because I'm not part of the nuclear  
16 organization. I'm part of SCANA Services.

17 And so, you know, that's the  
18 mentality of the nuclear organization.  
19 Instead of embracing somebody from SCANA  
20 Services who's supposed to help you, he tries  
21 to push me to the side and keep me from being  
22 a part of the organization and helping him.  
23 And so I fought battles with him trying to  
24 get him just to let me become a part of the  
25 team and work with him.

1 I went to his boss, Jeff Archie,  
2 and Jeff Archie told me, he said, Yeah -- he  
3 said, Ron, we've always known we had to keep  
4 him in a box.

5 And I said, Well, he's out of the  
6 box. Can you help me put him back in the  
7 box?

8 And, you know, then I told -- I  
9 went to my boss after a while and I said, Can  
10 you think of anything you can do to help me  
11 with Ron Clary? He's driving me crazy. I  
12 mean, I can't get a seat at the table with  
13 this guy.

14 Did Jimmy do anything? No,  
15 nothing.

16 So one day he -- finally on a  
17 Friday, we were working out trying to make  
18 plans to do this re-budgeting, and I had all  
19 the names of all the department heads on my  
20 white board, and I had somebody in my office.  
21 We were talking about, you know, how are we  
22 going to approach getting this re-budgeting  
23 done for the owner's costs.

24 And in comes Ron Clary in my  
25 office, and he walks in and he says, What are

1 you-all trying to do?

2 And I said we got to get a  
3 realistic owner's costs because we know the  
4 one we've got right now is bad. So I told  
5 him the approach we were going to take.

6 He said, Oh, you don't need to do  
7 that. We've already done that.

8 And I was like, You know, Ron? And  
9 so I got mad. And so I left for the day  
10 after I kind of got pissed off at him. And I  
11 did have a witness to the conversation.

12 But on Monday morning, I found out  
13 that I got called into a meeting with Jeff  
14 Archie, his boss, and my boss, Jimmy Addison,  
15 and I was reprimanded because I got mad.

16 And both of them called and had a  
17 conversation with the witness, and they  
18 acknowledged I didn't holler, I didn't  
19 scream, and I didn't cuss. But they both  
20 told me I did have emotion in my voice.

21 And I was like, Good god almighty.  
22 I said, How many men scream, holler, and cuss  
23 in meetings, but if I've got emotion in my  
24 voice, that's too much.

25 And both of you, I've went to both



1 of you to try to get you to get this  
2 knucklehead to get off of his ass and let me  
3 have a seat at the table, and you both looked  
4 at me like you were retarded.

5 But now I'm getting reprimanded, my  
6 pay and my bonuses are being called into  
7 question, and you got nothing more to say but  
8 to tell me I had emotion in my voice?

9 And so, I mean, that's the kind of  
10 people that I'm working with. And so it was  
11 like, Okay, you won't ever hear emotion in my  
12 voice.

13 Q And this all goes back to your  
14 attempt to recalculate the owner's costs for  
15 the project?

16 A Right.

17 Q And based on the work that was  
18 completed, do you believe you were correct  
19 about the owner's costs on that issue?

20 A Absolutely. So we redid it under  
21 my command, and we came up with the right  
22 one. And despite what Ron Clary was going to  
23 try to do, we did it the right way, and we  
24 came up with the right owner's costs.

25 It had to be changed because over

1 time you learn more and more about the  
2 systems and the training crew had to be  
3 developed and, you know, you have to adjust  
4 things. But, I mean, at least we made a  
5 good-faith effort at doing it instead of  
6 doing a SWAG based on where the sun might be.

7 Q Besides this issue with owner's  
8 costs, any other -- I think you used the term  
9 war stories. Any other topic like that that  
10 you experienced on the project?

11 A I mean, every day was a war with  
12 those vendors.

13 Q Explain what you mean by that.

14 A Well, I mean, I had one of the  
15 Westinghouse executives or project  
16 managers -- I can't remember his name. He  
17 died when he was the Westinghouse executive  
18 for the project -- turn around and, I mean,  
19 jumped down my throat like crazy when we were  
20 arguing about whether or not something should  
21 be credited back to us.

22 And then he sent me an e-mail -- it  
23 was hilarious -- saying what a great meeting  
24 we had and how professional it was.

25 And it was like, This is just a

1 joke. It's like you climbed down my throat  
2 and all but threatened my life.

3 And we all agreed that it was the  
4 least professional meeting I'd ever been in,  
5 and he sends an e-mail and makes a comment  
6 about how professional it was, and it was  
7 anything but professional.

8 And all of the meetings ended up  
9 being very confrontational because they  
10 didn't want to pay -- or they wanted a bill  
11 and we didn't want to pay.

12 And so their attorneys were  
13 becoming more obnoxious. I mean, they had, I  
14 mean, roughhouse attorneys at every meeting.

15 Q And these would be attorneys for  
16 the vendors that were charging on a  
17 cost-plus --

18 A Right.

19 Q -- program with SCANA?

20 A Westinghouse and CB&I.

21 Q Okay.

22 A And they were bringing in people  
23 out of construction into the meetings so that  
24 they could have just sheer volume in the  
25 room. I mean, I have junior auditors and

1 junior accountants and I had to have -- set  
2 up a policy, nobody has a meeting unless  
3 myself or the manager named Skip Smith was in  
4 the meeting because they were too rough on my  
5 accountants.

6 Q And what would have been the  
7 outcome of them being so rough with your  
8 accountants? What was the goal that you  
9 believe they were trying to accomplish?

10 A Intimidate them.

11 Q Intimidate them into doing what?

12 A Not bringing up issues.

13 Q And those issues would have been  
14 billing issues with --

15 A Exactly.

16 Q In other words, the vendors would  
17 be billing information that your audit team  
18 would have questions about --

19 A Right.

20 Q -- or feel that they should  
21 challenge?

22 A Right.

23 Q And --

24 A Rather than challenge them, they  
25 wouldn't have brought them up because they

1 know that the meetings would be -- they'd be  
2 a slaughterhouse.

3 Q And who was supposed to be  
4 representing SCANA in these meetings?

5 A Myself and another manager and then  
6 the person that actually did the work. I  
7 mean, we normally got to the point where we  
8 would have at least three people that were  
9 out of management in our meetings.

10 Q And, again, one of the things --  
11 like I've said from the beginning, I'm trying  
12 to find documentation of things. What type  
13 of materials or documents would I look for  
14 that would be able to lay out some of these  
15 confrontations and some of these  
16 disagreements?

17 A I mean, you're not going to be able  
18 to see the confrontation in the -- all of  
19 it's going to be in the invoice -- what was  
20 the name of the document that we had talked  
21 about earlier? The invoice issues log? It's  
22 all -- yeah, it all boils down to that.

23 Q Okay.

24 A And we always went back to that.  
25 That was our documentation that we always

1 went back to.

2           You might find -- if you go to  
3 audit work papers, you'll find where we had  
4 meetings, and they might have documentation  
5 in there about the meetings.

6           But it all boils back down to that  
7 issues log is going to have the substance of  
8 what we ended up doing with it. I don't know  
9 if you're going to be able to find audit work  
10 papers. I don't know how -- I don't know  
11 what you have access to.

12           Q     Okay.

13           A     But they do have -- they have audit  
14 work papers. Internal audit and the project  
15 team had audit work papers.

16           Q     And can you give us an idea of what  
17 amounts of money we're talking about in  
18 dispute?

19           A     It's just -- like I said, I mean,  
20 before, I mean, you might find something  
21 that's symptomatic, so you're disputing  
22 something that might be minor in the few that  
23 you found, but it's symptomatic of some -- of  
24 a control that could be -- you know, when you  
25 start talking about thousands of people and

1 you found 6 out of 20 or 40 that you were  
2 checking, you could -- you know, if you could  
3 extrapolate it -- that was a scientific  
4 sample, and you did the extrapolation, then  
5 that would be a huge amount of money. But we  
6 didn't always do it with a scientific sample,  
7 so you couldn't extrapolate.

8 But we thought, when we found 6 out  
9 of 40 that were bad, we got a problem.

10 Q And so it would be your team's  
11 responsibility to -- or role to engage with  
12 the vendors about the disputes over these --  
13 these invoices?

14 A Or these transactions.

15 Q Transactions.

16 A Uh-huh. Because we felt like their  
17 controls were lacking. And then they would  
18 try to suggest to us our controls are fine.  
19 You only found 6. I mean, you looked at 40;  
20 you only found 6. What's the problem? And  
21 we'd fix those 6.

22 Q And --

23 A And then they would try to prove to  
24 you that was an anomaly, that was just a  
25 fluke.

1           Or like one of the things, we were  
2 always badgering them about the expense  
3 reports. So what did they do? They  
4 contracted it out, and it cost us three  
5 times -- any mistakes that could be made on  
6 expense reports, they paid a local CPA firm  
7 to audit 100 percent of them.

8           Q     All right. So I think I understand  
9 what you're saying there, but for a  
10 layperson, explain what you just -- what you  
11 just said. You were explaining about --

12          A     Expense reimbursements.

13          Q     So they said, Well, okay, fine,  
14 we'll have 100 percent of them audited?

15          A     Which cost us -- you know, if you  
16 have five that were lying about where they  
17 lived and shouldn't have been paid per diem,  
18 well, that might have cost you, I don't know,  
19 \$100,000 a year.

20                Well, instead of, you know, them  
21 checking them, they just said, Okay, we'll  
22 outsource that and we'll hire a CPA firm and  
23 you can pay for a senior accountant to sit  
24 over here at \$200 an hour and they'll review  
25 100 percent of our expense reports for every



1 year. And that will cost you \$400,000, but  
2 you won't have any mistakes. And we couldn't  
3 argue because we wanted them audited.

4 Q And for somebody not familiar with  
5 the contract, why would that end up being an  
6 expense for SCANA as opposed to an expense  
7 carried by the vendor?

8 A Because we wanted them audited.  
9 And they would say they didn't have the  
10 personnel and they didn't want to pay for the  
11 personnel and pay for the benefits. They had  
12 to bring in two people to review them  
13 full-time and pay benefits, and at their  
14 rates, they'd calculate and approve it was  
15 more expensive to have them full-time than to  
16 bring somebody in seasonal to do it from an  
17 accounting firm.

18 MR. HALTIWANGER: We've been  
19 going about another hour. Let's take a short  
20 break.

21 (A recess was taken.)

22 (Exhibit No. 3 was marked for  
23 identification.)

24 Q All right. Ms. Walker, I'm going  
25 to hand you Exhibit Number 3. And before we

1 go through it, I just want to let you know,  
2 when we -- when this law firm, our law firm,  
3 first got involved in this project or this  
4 matter, we sent a Freedom of Information  
5 request to Santee Cooper and asked for a lot  
6 of different materials from them that they  
7 might have in their files. And one of the  
8 materials we got in response to our request  
9 was a phone message left on a Santee Cooper  
10 voice mail. In a second, I'm going to play  
11 that voice mail for you because I believe it  
12 was you that left the voice mail.

13 A I've heard it.

14 Q What's that?

15 A I've heard it. You don't have to  
16 play it.

17 Q Well, I need it just for the court  
18 reporter to make a copy of it, for you to  
19 verify what I've done in **Exhibit 3** is typed  
20 up, the message itself. And I want to make  
21 sure that you get an opportunity to read  
22 along with it and make any corrections.

23 For instance, I believe right in  
24 the first sentence, I believe there's an  
25 error in that and I say Mary and I believe

1 it's Marion. Is that correct?

2 A Yes.

3 Q So what I'm going to do now, and if  
4 at any point you need me to stop it to get  
5 caught up, but I'm going to play a voice  
6 mail.

7 MR. HALTIWANGER: And, David,  
8 I'm going to get that marked as Exhibit 4  
9 just to have a hard copy of it, if that works  
10 for you.

11 MR. BALSER: You're going to  
12 mark what as 4?

13 MR. HALTIWANGER: The little  
14 disk that has the voice mail on it.

15 MR. BALSER: Okay.

16 MR. HALTIWANGER: And that way  
17 we can get an audio if we need it.

18 Q And really what I want to do is,  
19 from a housekeeping standpoint, I'm going to  
20 play the message, have you listen to it, read  
21 along with it, and let me know if any changes  
22 need to be made, verify it's you on the  
23 message. And then we'll go from there.  
24 Okay?

25 MR. RICHARDSON: It may be

1 better to stop it -- if you see an  
2 inaccuracy, stop it and make the change  
3 instead of trying to go back.

4 A Okay. Well, we know that Mary  
5 should be Marion.

6 Q That's M-A-R-I-O-N?

7 A I-O-N. That's Marion Cherry of  
8 Santee Cooper.

9 Q Okay. Here we go.

10 (Audio recording played.)

11 Q Ms. Walker, were you able to follow  
12 along --

13 A Uh-huh.

14 Q -- in Exhibit 3 with the message as  
15 it played?

16 A Uh-huh. Yes.

17 Q Besides the change to the name Mary  
18 to Marion, any other changes that you believe  
19 need to be made in Exhibit 3 to accurately  
20 reflect the message you had left on the voice  
21 mail?

22 A No.

23 Q And that was your voice on the  
24 phone call?

25 A That's right.

1 Q And what was the approximate date  
2 of that call?

3 A I have no idea.

4 Q Based on the information given in  
5 it, can you give us a time frame of when that  
6 call --

7 A I would think that that would  
8 probably be in January.

9 Q Of what year?

10 A 2016.

11 Q Do you remember where you were  
12 physically when you made the call? Were you  
13 at your house or an office or --

14 A No. I was on my company's cell  
15 phone, so I'm thinking that I was probably  
16 driving or walking somewhere. I wasn't at  
17 home.

18 Q Was there any event that you recall  
19 in particular that triggered you to make that  
20 phone call to Marion?

21 A No. I know that I felt especially  
22 protective of the rate payors, whether they  
23 were Santee Cooper or SCE&G's. And I knew at  
24 that point I could not do anything to protect  
25 SCE&G's rate payors, but I knew that Marion,

1 especially Michael and Lonnie, they had been  
2 pushing back against SCE&G's management or  
3 SCANA a lot, and -- and I didn't know if they  
4 had actually signed that fixed-price  
5 agreement yet. And so my intention was to  
6 try to get them to not sign that fixed-price  
7 agreement if they had not signed it yet  
8 because my expectation was is that  
9 fixed-price contract wasn't in their best  
10 interests.

11 Q Whose interests would it have been  
12 in, in your opinion?

13 A SCANA's only.

14 Q And how would it be in SCANA's  
15 interest and not the rate payors?

16 A Because SCANA is the only person or  
17 only organization that had the Base Load  
18 Review Act as a means to have cost recovery.

19 Q And so what did that mean as a  
20 practical effect, having cost recovery? How  
21 did that benefit SCANA as opposed to the rate  
22 payors with respect to that fixed-price  
23 contract?

24 A Like I said earlier, the  
25 arrangements, as I understood it, was SCE&G

1 was going to pay them, which put Santee  
2 Cooper in the same block, they were going to  
3 be paying them \$100 million per month January  
4 through May of 2016 for -- to Westinghouse,  
5 and that was going to be for craft labor.

6 The highest craft labor that I had  
7 ever seen was between 50 and 60 million, and  
8 so I questioned where the \$100 million a  
9 month -- yeah, \$100 million a month came out  
10 and why we had agreed to pay such a large  
11 amount.

12 And so the only thing that I could  
13 come up with was that Kevin had wished to  
14 finance Westinghouse's functions by giving  
15 them that large amount of money, knowing that  
16 they were going to be in a start-up with a  
17 new contractor because Fluor Daniels was  
18 supposed to be coming onboard. CB&I was  
19 leaving the site.

20 And that was all a part of that  
21 fixed-price contract, and that negotiation  
22 was the release of CB&I from the site. And  
23 you expect a lot of CB&I's craft personnel to  
24 leave because they're a part of that  
25 organization.

1           And so under the Base Load Review  
2 Act, the tradition was that, from  
3 July 1st through June 30th, the cash that's  
4 paid out on the project is measured and you  
5 do a filing at June 30th for rates that would  
6 go into effect in October of that calendar  
7 year.

8           Well, if you paid out excessive  
9 amounts January through May, it certainly  
10 supports you being able to increase your  
11 revenue later in that year in October if you  
12 pay it early in January through May. And  
13 that's what it looked like Kevin had set up,  
14 so that he would pay out a hundred million  
15 dollars for five months, finance  
16 Westinghouse's operations so they could  
17 continue to operate, because they were  
18 basically bankrupt, and then he would get his  
19 highest bang in revenue that he had ever had  
20 in October when the rates were approved.

21           Because there was no real approval  
22 process to go through. It was just a matter  
23 of signing -- filling in the documents,  
24 filing them with the PSC, and then they  
25 automatically went in and got approved.



1           And then in November he'd have the  
2 revenue stream from the \$500 million, plus  
3 what was spent in the 2015 period.

4           And I believe -- I'm not certain,  
5 but I think that those rates went into  
6 effect. Or maybe they didn't. I don't know.  
7 I know they pulled the plug on the project  
8 that July.

9           Q     Okay.

10          A     No. They pulled the plug in '17,  
11 didn't they? So those rates -- that cost  
12 probably went into the rates in '16, so the  
13 customers were bearing that cost.

14          Q     All right. I'm going to now dig  
15 into little details kind of line by line in  
16 the message, and that's why I had it printed  
17 out for you in **Exhibit 3**.

18                 Let's start with the question, who  
19 is the Marion that you left the message for?

20          A     Marion Cherry.

21          Q     And what --

22          A     He's the site representative for  
23 Santee Cooper. His background is  
24 engineering.

25          Q     And what would be your

1 understanding of the job responsibilities he  
2 would have had with regard to the project?

3 A Marion had endless job  
4 responsibility. Not an enviable position.  
5 He had to do pretty much everything. He was  
6 a one-man shop, and he had to do -- cover all  
7 the bases for protecting Santee Cooper, from  
8 engineering to billing.

9 Q And was he there for the time  
10 period you were there at SCANA?

11 A He was.

12 Q And why would you have been calling  
13 Marion as opposed to anybody else with this  
14 information?

15 A Marion and I had developed a  
16 business relationship that was very  
17 supportive of each other, and I knew -- I  
18 felt like Marion was deserving to know that  
19 Kevin Marsh and the other executives that he  
20 had met in front of and had spoken in front  
21 of was not the person that I had thought he  
22 was. And I thought that Marion should know  
23 that.

24 Q And so you had had a prior  
25 relationship with Marion as a result of your

1 work on the project?

2 A Not prior to the project.

3 Q Not prior to the project but  
4 prior --

5 A Just on the project.

6 Q On the project. Okay.

7 Besides Marion, did you reach out  
8 to anybody else at Santee Cooper?

9 A No.

10 Q I'm just going to read through some  
11 of the statement and then ask you some  
12 questions about the material that was in the  
13 voice mail.

14 The message starts off: Hey,  
15 Marion. It's Carlette. Listen, I just  
16 wanted to give you a heads-up, and this is  
17 just between you and me and the fencepost.  
18 I'm fine. Whatever they're telling you-all  
19 is just bullshit.

20 What was it that you believe that  
21 they might be or were telling Santee Cooper  
22 about you?

23 A What I expected them to tell  
24 everybody was that I had a nervous breakdown  
25 and I wasn't able to take phone calls and --

1 because that's basically what I had been told  
2 was that don't call Carlette; she needs time  
3 away from work and, you know, no e-mails, no  
4 nothing.

5 And I thought they were telling  
6 everybody that I had just had a nervous  
7 breakdown. And what I understood was unlike  
8 anything I've ever heard of. There was some  
9 attorneys sent out, and they were out asking  
10 some questions about my -- about me.

11 Q Who would these attorneys have  
12 been? Were they --

13 A I think one of them was an HR  
14 attorney, and then the other one was the  
15 project attorney.

16 Q And these would have been SCANA  
17 attorneys?

18 A Uh-huh.

19 Q And do you believe you had had a  
20 nervous breakdown?

21 A I think -- I think -- I might have.  
22 If I didn't, I came within a hair of having  
23 one.

24 Q And what about it -- or what about  
25 the work on this project do you believe would

1 have brought about that condition for you?

2 A Working for Jimmy Addison and Jeff  
3 Archie. Those two worked to collaborate -- I  
4 think those two worked collaboratively under  
5 Kevin's watchful hand to wear me out so that  
6 I'd leave. I think if I would have walked  
7 out a zombie and unable to talk, that would  
8 have been perfect.

9 Q And what would have been their  
10 motivation of doing that? You were a fellow  
11 SCANA employee, correct?

12 A Yep.

13 Q So why -- why would they want to do  
14 that to you?

15 A Because then I wouldn't be able to  
16 talk to you today.

17 Q And what -- why do you think that  
18 that was their goal or what was -- I --

19 A Because they knew I wasn't going to  
20 lie for them.

21 Q And why would it have been in their  
22 benefit -- I guess I'm trying to get at the  
23 big picture. What is the benefit to them to  
24 doing that?

25 A Because they knowingly lied to the

1 public about that fixed-price contract and  
2 lied about being able to complete that  
3 project on time or in a time frame.

4           And they knew that, as they  
5 continued to start the lies -- that started  
6 in 2015 in my testimony, and that was just  
7 like, Okay, we don't really like these  
8 numbers Carlette is coming up with; we'd  
9 rather it be a smaller number.

10           So that one was kind of like  
11 borderline, but the fixed-price contract, way  
12 out of bounds. And I think that's when they  
13 just decided things are out of control. We  
14 have people coming in and telling us that,  
15 but we are -- there's no going back.

16           And she's a problem. She's already  
17 said I'm not going to lie for you. And  
18 they -- and they knew that. I mean, once  
19 Bill retired -- Bill is the one that put me  
20 up there, and Bill put me in corporate  
21 compliance.

22           And I think they knew that I wasn't  
23 going to be a liar. And I think they knew  
24 that early enough on that they started  
25 working on me well in advance of when I had

1 that testimony.

2 Q And going from a big-picture  
3 viewpoint, though, your role was as an  
4 auditor accountant for SCANA, correct?

5 A Uh-huh.

6 Q They were also employees of SCANA?

7 A (Nods head.)

8 Q I guess what did you see as their  
9 interest that was crosswise with SCANA  
10 getting auditing and accounting information  
11 on this project? What was in it for them?

12 A Money.

13 Q Explain how that would be.

14 A Their short-term bonuses and  
15 long-term bonuses were at much higher levels  
16 than mine. And then they also had other  
17 programs that I wasn't a party to that also  
18 paid large amounts of money, supplemental  
19 executive retirement programs and, you know,  
20 who -- I mean, I don't even know about some  
21 of the stuff they had. I mean, it just came  
22 down to greed.

23 Q And that's what I want to try to  
24 get a better understanding of since I'm  
25 coming at this totally from the outside.

1           If you're going to explain it to me  
2 as a layperson coming into this project, what  
3 about it -- what incentives were there to not  
4 be honest with the public and PSC?

5           A     Yeah. I mean, under Kevin -- I  
6 mean, Kevin is the new CEO. The other one  
7 has been successful for however long he had  
8 been in the position. He's coming in. He's  
9 got a nuclear project underway, and if he  
10 comes out publicly and says that we got  
11 problems with the project, stock price is  
12 going to start turning. Kevin looks like a  
13 bad CEO.

14           So first thing he's going to want  
15 to do -- oh, my god, I can't let anybody know  
16 that the project is not doing good. What are  
17 we going to do?

18           The first thing he's going to do,  
19 he's going to start questioning, Well, we're  
20 not going to go out there and tell them the  
21 project is not doing good. What can we do?  
22 Let's start fudging a little bit.

23           Well, once you tell one white lie  
24 and then the next time the lie has got to get  
25 a little bit bigger, and before you know it,



1 you're on a really fine little limb. And I  
2 think that's what happened.

3 I don't know that Kevin was ever a  
4 good person. I thought he was. But the  
5 first person that he promoted after he became  
6 CEO -- you could almost hear a hush across  
7 the whole company because the guy that he  
8 promoted was known to be a bad person, and  
9 Kevin knew this.

10 Q And who was that person?

11 A Marty Phalen.

12 Q Okay.

13 A I mean, he lied and cheated on his  
14 expense report and his procurement card. I  
15 was in compliance, and I saw it. And Kevin  
16 knew that. And you promote somebody that has  
17 no integrity into a senior vice president  
18 position? And that says something really  
19 bold about the person that promoted him.

20 And so everybody in the whole  
21 company questioned, Well, what does Kevin  
22 stand for when you promote somebody that  
23 everybody knows is a bad person and you  
24 promote somebody like that to be your  
25 right-hand person?

1           And so that was the -- kind of like  
2 a fatal fall right there for Kevin. And then  
3 right after that is -- the project starts  
4 going bad, and everywhere you see Kevin, you  
5 see Marty Phalen. It's like, Well, what's  
6 wrong with this picture?

7           And so, I mean, I'm speculating. I  
8 mean, I don't -- I don't get it. But all I  
9 know is that the Kevin Marsh that I once  
10 thought I knew is not the executive at the  
11 helm of the company.

12           Because, I mean, he told me  
13 on -- the one thing that should have sent me  
14 just a huge alarm was an employee had been, I  
15 think, mishandled. And I saw him in the  
16 hall, and I just briefed him on it. And he  
17 said, Carlette, just send me an appeal on  
18 that. And I don't know, Jimmy can be cold  
19 sometimes.

20           And it was an employee who had had  
21 her position re-evaluated, and it came back  
22 as even a lower position. And Marty Phalen's  
23 decision was to cut her pay 30 percent.  
24 She'd been with the company 35 years.

25           And I fought it, and I said, You

1 don't cut somebody's pay that's been here for  
2 35 years by 30 percent. I said, That's  
3 insanity.

4 And -- well, Marty Phalen was just  
5 like, Well, that's what you do. I mean, her  
6 market is a clerk now.

7 I said, Well, you don't cut her  
8 pay. You redline it, and then when she --  
9 the market eventually gets here, she's going  
10 to get a pay increase for the next ten years.

11 And I took it to an outside  
12 attorney just as a touch point for me just to  
13 make sure I wasn't crazy. And the outside  
14 legal counsel told me absolutely, it's  
15 against the law to do what they're doing.

16 And so I came back in, and I just  
17 asked Kevin -- I didn't say anything about  
18 seeing an outside attorney about it. I asked  
19 Kevin to -- I told him the situation. He  
20 said, Just appeal it to me.

21 So I -- my bosses signed off on it  
22 and so had Marty Phalen, who was over at HR.  
23 So I wrote this very nice e-mail, I thought  
24 was extremely nice and politically sensitive,  
25 and I copied Marty and Jimmy Addison on it.

1           And it was to Kevin, and it took a  
2 long time for him to respond. And he  
3 remanded it back to the two people that  
4 approved it.

5           I was like, Oh, shit. Now I'm in  
6 real hot water. And of course, I mean, what  
7 are they going to do but approve it and then  
8 call me in.

9           And, I mean, they raked me over the  
10 coals like no man's business. And, I mean,  
11 at that point, you just broke my spirit  
12 beyond breaking it.

13           I mean, my -- Jimmy Addison went to  
14 CB&I and got feedback from them on me, and  
15 it's like, Really? It's like, If you're  
16 going to go on a witch hunt like that, why  
17 don't you go catch some people on Main Street  
18 and just tell them you're trying to come up  
19 with some mean statements and just solicit  
20 mean statements?

21           I mean, from CB&I, you're getting  
22 feedback from them on your VP of nuclear  
23 operations? Really? I mean, it was god  
24 awful. It was like having your -- your  
25 wrists slit for 30 minutes and him telling

1 you what a shit ass you are at work. And  
2 it's like, Are you done yet?

3 And so after that, he was like,  
4 Carlette, I just want to let you know, you  
5 took that criticism more professionally than  
6 anybody I have ever seen.

7 And it was like, What do you mean  
8 by that, Jimmy?

9 He said, Well, you kept your  
10 composure.

11 And I said, Well, let me tell you  
12 something, Jimmy. I said, The reason I  
13 appeared to have kept my composure is I was  
14 speechless. That was what you considered  
15 composure; I was speechless.

16 Let me tell you another thing. And  
17 we were on the phone, and I said, The other  
18 thing I need to tell you is you broke my  
19 spirit on that same day. And I'll tell you  
20 one more thing, I will not lie for this  
21 company. And I said, So you can go ahead and  
22 stick that where you want to, I said, but I  
23 will not lie for this company.

24 And six weeks later is when they  
25 walked me out the front door. And that was

1 in November of '15.

2 Q And we're going to touch on this  
3 some more, but while we're on the topic, what  
4 lies do you feel you were being asked to tell  
5 for the company?

6 A I just knew they were going to ask  
7 me to lie about that fixed-price contract.

8 Q In what way?

9 A With the Public Service  
10 Commission -- well, the ORS, the Office of  
11 Regulatory Staff, when they were around, I  
12 was going to have to act like that was a good  
13 thing; it was positive for the ratepayers.  
14 And it was like, I'm not going to tell them  
15 that.

16 Q And that's because you didn't  
17 believe it?

18 A No.

19 Q And why would it not have been a  
20 good thing in general?

21 A Because, as I explained to you, you  
22 were financing Westinghouse's operations, and  
23 to the extent that you were financing their  
24 operations, you were upfront financing the  
25 BLRA so that you could charge your customers

1 early.

2 I mean, you wouldn't have spent  
3 that money in 2016. You would have spent  
4 that money in 2017, not when you agreed to  
5 pay it to Westinghouse. That cash flow would  
6 have looked very different.

7 Q All right. Going back to the voice  
8 mail, the statement, I just want to let you  
9 know that I know the truth now, and I don't  
10 want you and Santee to get screwed any more  
11 by the executives of SCE&G and SCANA.

12 When you used the phrase the truth  
13 you believe you had learned when you made  
14 this call, what was the truth you believe you  
15 had learned?

16 A As to what -- who Kevin Marsh was  
17 and what was driving Kevin Marsh and his  
18 executives in their decision-making.

19 Q And what did you believe was  
20 driving them in their decision-making?

21 A They were trying to prop up the  
22 purchase -- the stock purchase price and the  
23 earnings for SCANA.

24 Q And how would that benefit them?

25 A Because their bonus was tied to

1 earnings and stock price.

2 Q And how did you come to learn what  
3 you called this truth? What information came  
4 to you that gave you this knowledge?

5 A Just my experience as a CPA looking  
6 at the sequence of events.

7 Q Had you had any discussions with  
8 anyone else at SCANA about this?

9 A No.

10 Q All right. Many a times today  
11 we've talked about documentation. What  
12 documents would you point me to if I wanted  
13 to go out and find documents that would be in  
14 support of what you're telling us here?

15 A If you go look at the SEC filings  
16 and then if you were to go look at the PF  
17 factors and the reality of how that project  
18 was actually performing, based on those  
19 project -- monthly project review meetings,  
20 you can't. They don't match.

21 Q All right.

22 A And you got VPs out there, you got  
23 a chief nuclear officer, and you've got a  
24 chief operating officer, and whether Kevin  
25 likes it or not, he had a responsibility to



1 go out there. You can't turn your head to a  
2 responsibility.

3 I mean, I think somebody said that  
4 he had legislators out there two weeks before  
5 we closed the project, and he was boasting  
6 about how good it was going.

7 Q Do you know who those legislators  
8 would have been by chance?

9 A Uh-uh.

10 Q All right. In the message you  
11 stated you did not want Santee Cooper to,  
12 quote/unquote, get screwed anymore.

13 At that time you left this message,  
14 did you believe that Santee Cooper had been  
15 screwed in the past in relation to the  
16 nuclear project?

17 A Yeah.

18 Q Explain how.

19 A Because they were making payments  
20 according to when SCE&G made payments, and  
21 instead of disputing the payments like Santee  
22 Cooper was requesting, SCE&G kept making full  
23 payments.

24 Q Who at Santee Cooper was requesting  
25 that?

1 A Michael Crosby.

2 Q And who was responsible for  
3 responding to those requests for SCANA?

4 A I guess it would be Steve Byrne and  
5 Kevin Marsh.

6 Q And what was the outcome of that?

7 A They didn't respond to him. I  
8 remember Jimmy Addison making comments to the  
9 effect that Michael Crosby had just made a  
10 bunch of noise.

11 Q Who -- these complaints, would  
12 there have been like documentation of these  
13 complaints by Michael Crosby? Would they  
14 have come in e-mails or documents?

15 A It might. It wouldn't have come to  
16 me.

17 Q Who would it have gone to, do you  
18 think?

19 A I would think it would have gone to  
20 Jimmy or either Steve.

21 Q Steve?

22 A Byrne.

23 Q Byrne. Okay.

24 A And that's B-Y-R-N-E.

25 Q And that leads us right into the

1 next question I have is that -- your  
2 inference that you didn't want Santee to get  
3 screwed anymore by, quote, the executives of  
4 SCE&G and SCANA, end quote.

5 Who are the executives of SCE&G and  
6 SCANA that you were talking about? If you  
7 can list them for me.

8 A That would be Kevin Marsh, Jimmy  
9 Addison, Steve Byrne, Marty Phalen, and Jeff  
10 Archie.

11 Q And --

12 A And you might as well add Kenny  
13 Jackson.

14 Q What was his role?

15 A He was over rates and regulation.

16 Q And -- going on in the message, you  
17 say that Kevin Marsh is not the guy that  
18 everybody thinks he is. He is a liar, and  
19 he's just like Steve and Jeff and Jimmy and  
20 Marty Phalen. They're all of the same cloth.  
21 They all think that they are the smartest  
22 guys in the room, but they're on the fricken'  
23 take.

24 The lies that you believe Kevin  
25 Marsh would have been told -- would have

1 told, what would they have been? I just want  
2 to try to get a list as general as I can.

3 A Say what now?

4 Q Lies that you believe Kevin Marsh  
5 had told in relation to the project that  
6 would have been the basis for your statement  
7 in the phone message.

8 A I couldn't believe anything that he  
9 said. I mean, once I found out that he was a  
10 liar, then I pretty much painted him off as  
11 just everything that came out of his mouth, I  
12 wouldn't trust anything.

13 Q Okay. But for the purposes of what  
14 I'm looking for, I'm looking for things that  
15 would have had an impact on the project out  
16 there as opposed to -- or as opposed to  
17 something not related to the Fairfield  
18 project.

19 What specifically would you believe  
20 would have been dishonest statements Kevin  
21 had made with respect to the nuclear project  
22 itself that I could look into?

23 A Just like the SEC filings that he  
24 has filed and signed for 2016.

25 Q Uh-huh.

1           A     You know, where they're saying that  
2     the project -- they're saying that the  
3     project is ongoing and everything is okay.  
4     You know, I mean, that's -- in 2016, he knew  
5     that project was failing. I mean, the  
6     Bechtel report clearly told him that the  
7     project was upside down. I had already told  
8     him that.

9           Q     All right. So I'm going to go look  
10    at the SEC filings.

11                    What else should I go look to try  
12    to find anything that you would characterize  
13    as dishonest statements by Kevin Marsh?

14           A     Well, I mean, that's -- that's the  
15    big one. I mean, that's -- that's  
16    Sarbanes-Oxley right there.

17           Q     Okay. And at what point do you  
18    believe that you came across the information  
19    that led you to believe -- or led you to  
20    understand that that information was untrue?  
21    What time frame would we have been looking  
22    at?

23           A     I mean, I knew that in early 2016.  
24    I mean, as soon as they filed, which would  
25    have probably been in February, it's like

1 it's a done deal. I mean, unless you pull  
2 the plug on the project and you start telling  
3 the truth, something's got to give. I mean,  
4 you're either going to lie about it again or  
5 you're going to come out and tell the truth.  
6 And they didn't.

7 But with the PF factors that they  
8 had and based on all the problems that I  
9 knew -- I'm an accountant, and I could tell  
10 you, I mean, the engineering design was so  
11 screwed up and so far behind and impacted so  
12 much of the fabrication for that project that  
13 there was no way they were going to be able  
14 to complete that project in the timeline or  
15 anywhere close to the cost.

16 If you look at the project down in  
17 Georgia right now, I mean, they're looking at  
18 \$25 million -- billion.

19 Q All right. In the voice message  
20 you reference Steve. And this is sort of  
21 housekeeping. What would have been Steve's  
22 name?

23 A That's Steve Byrne.

24 Q And what was his relationship to  
25 the project?

1           A       He was in charge of the project.

2           Q       Does he still work at SCANA?

3           A       No, he quit.

4           Q       Do you know --

5           A       Or retired. I don't know what the  
6 status was, but he left at the same time as  
7 Kevin Marsh.

8           Q       Have you ever heard any information  
9 about why he may have left?

10          A       Uh-uh.

11          Q       Can you say it out loud for the  
12 court reporter.

13          A       No. I'm sorry. I never heard  
14 anything.

15          Q       Who is the Jeff that you're  
16 referring to?

17          A       Jeff Archie.

18          Q       And what was his relationship to  
19 the project?

20          A       Pretty much nothing, but he had  
21 more responsibility for the project, I guess,  
22 than Steve. He was the chief nuclear  
23 officer.

24          Q       And do you know if he still works  
25 at the company?

1           A       Yeah.  As I understand it, he's  
2       been told to stay at Unit 1, so he's at  
3       Unit 1.

4           Q       And that would be the Unit 1  
5       nuclear reactor in Fairfield?

6           A       Uh-huh.  That's right.

7           Q       And who was the Jimmy that you're  
8       referring to?

9           A       That's Jimmy Addison, and he's now  
10      the current CEO.

11          Q       And you referenced --

12          A       And you ought to -- another good  
13      point would be to check the qualifications  
14      for the new CFO, Iris Griffin, and compare  
15      that to your -- get some federal statistics  
16      on qualifications for CFO.  I think you'll  
17      find that to be pretty interesting.

18          Q       And what about that would I find  
19      interesting?

20          A       She pretty much doesn't have a lot  
21      of qualifications other than she's kind of  
22      cute and she'll say anything that Jimmy tells  
23      her to say.

24          Q       And when would she have gotten that  
25      position?



1           A       The same time Jimmy got CEO.

2           Q       And who is the Marty you're  
3 referring to in the message?

4           A       Marty Phalen.

5           Q       And what was his relationship to  
6 the project?

7           A       That's a really good question. He  
8 was just always wherever Kevin was. He's the  
9 one that the news said that he was -- sold a  
10 pretty big block of stock right after he had  
11 left the company.

12          Q       So he has left the company?

13          A       Well, once they found -- once it  
14 hit the public media -- or I don't know if it  
15 ever hit the media, but Marty had lied about  
16 graduating from college.

17          Q       Okay.

18          A       He never went to College of  
19 Charleston even though that's what he put on  
20 his application. And so an employee brought  
21 that to the attention of the company, and so  
22 that didn't look real good since he was a  
23 senior executive, and so he left on that one.

24          Q       Do you know what time frame that  
25 was?

1           A       That was 2017, in the fall of 2017.

2           Q       In the message you used the phrase  
3 they're all from the same cloth. And I think  
4 I understand how you're using that phrase,  
5 but I want to give you the opportunity to  
6 explain. What did you mean by that?

7           A       Arrogant, pompous.

8           Q       And you followed that up with the  
9 statement that, quote, they all think that  
10 they are the smartest guys in the room, end  
11 quote.

12                    Elaborate what you mean by that  
13 description of them.

14           A       More arrogance and pompous. I  
15 mean, they all thought that they were like  
16 geniuses, and you couldn't tell them  
17 anything.

18           Q       Does that have an impact on the  
19 project itself?

20           A       Oh, yeah.

21           Q       Explain how.

22           A       Because, I mean, they didn't want  
23 to hear anything from anybody. If you had  
24 consultant after your name, how dare you  
25 approach Steve Byrne. He hated consultants.

1           Q     I may be a little confused.  Isn't  
2     the purpose of a consultant to provide you  
3     information?

4           A     He -- how dare you think that you  
5     could tell him anything.  I'm telling you, he  
6     was pompous.  Most arrogant person I've ever  
7     met in my life.

8           Q     There was a movie documentary about  
9     the --

10          A     Yeah.  His opinion of nuclear, it's  
11     going to cost what it's going to cost.

12          Q     There was a documentary about the  
13     Enron Company called "The Smartest Guys in  
14     the Room."  And I just wondered if that was a  
15     coincidence or we're using that phrase in  
16     reference to the Enron documentary.

17          A     No.  But I've said before, this is  
18     like the South Carolina Enron.

19          Q     And what do you mean by that?

20          A     Because it's the exact same thing.  
21     I mean, these guys propping up everything  
22     trying to make it look great, and then all  
23     the sudden the deck of cards all just fell  
24     apart.  I mean, you can only lie so long  
25     before the truth just -- I mean, it has to

1     come out.

2                     And what really is disappointing is  
3     that there were so many managers, general  
4     managers, at that project that were right  
5     there with them. And they had to know, too,  
6     and they went along with it.

7                     I wasn't out in the project, so I  
8     didn't see that stuff. I mean, I just saw  
9     accounting records, and they were --  
10    damnedest thing I ever seen in my life. When  
11    I figured out what was going on, I was just  
12    like, God almighty, these people are crazy.  
13    I don't operate like that.

14                    Q     Well, the next phrase, you talked  
15    about them all -- they're all on the fricken'  
16    take. My understanding of a person being on  
17    the take is that they're being improperly  
18    influenced.

19                    Do you believe that these persons  
20    were being improperly influenced by  
21    something?

22                    A     By money and greed.

23                    Q     And, again, explain to us how money  
24    and greed would play into this.

25                    A     Because if you can prop up that

1 stock price and keep that stock price up and  
2 then keep that net income up by that BLRA,  
3 then your base pay continues to get increased  
4 by compensation from the compensation  
5 committee of the board and then your bonus  
6 continues to excel because it's all based on  
7 stock and on net income or earnings.

8 Q So the compensation of these  
9 executives was tied to the stock price and --

10 A Earnings per share.

11 Q And earnings per share?

12 A Yes.

13 Q And how would this project impact  
14 stock price and earnings per share?

15 A Well, that was a growth strategy,  
16 was this project. I mean, they had a little  
17 bit of electric growth on the system but  
18 nothing compared to the growth in their -- on  
19 that capital project. That capital project  
20 was their whole growth strategy. I mean,  
21 that was the mother lode for SCE&G or SCANA.

22 Q And explain in more detail what you  
23 mean by that.

24 A The more you spend on that capital  
25 project, the more money you make at 12 1/2

1 percent. It was a no-risk 12 1/2 percent. I  
2 mean, who wouldn't invest in that if you  
3 could make 12 1/2 percent and have no risk?  
4 That's what that base load review gave them.

5 Q Explain your understanding of why  
6 there was no risk.

7 A Because you were guaranteed on the  
8 front end, before you spent a dollar, that  
9 you were going to get recovery of it. You  
10 didn't have to go before a -- the PSC to get  
11 approval on it. Once you spent it, it was  
12 deemed proven already. It was a matter of  
13 filing the paperwork, and it was put into the  
14 rates in October.

15 The only time you had to go before  
16 the commission was if you thought you were  
17 going to be outside of your approved budget  
18 or your schedule.

19 Q And --

20 A And then you had to just make sure  
21 that you showed them it was proven, that they  
22 approved your schedule or your budget  
23 increase.

24 Q So in order to continue it, you  
25 just had -- did SCE&G or SCANA have the

1 ability to change the schedule?

2 A Yeah.

3 Q Was that subject to oversight by  
4 the PSC?

5 A That -- yes.

6 Q Let me talk, again, about this  
7 growth strategy and your understanding of it  
8 because I'm trying to get a better idea.

9 SCE&G has a footprint of customers  
10 that they service as a utility. While there  
11 might be some growth or change based on  
12 population change, they're pretty much tied  
13 to that footprint; is that --

14 A That's right.

15 Q In general. And so you talk about  
16 a growth strategy. If you tie the executive  
17 compensation into earnings per share and the  
18 growth of the company, how is that -- how can  
19 a utility, a public utility -- can it grow by  
20 capital expenditures?

21 A Uh-huh. That's how you grow.

22 Q Explain more for me.

23 A You can only grow one of two ways.  
24 You can either add customers or you can add  
25 capital and charge more to your customers for

1 capital investment. So that's what they did.  
2 They're adding base load capital. And you're  
3 allowed to earn on your capital investment.

4 So you had a plant and now, you  
5 know, you had so many plants out there.  
6 Well, they decided they were going to retire  
7 a couple of those old coal-burning plants  
8 because they're not good for the environment.

9 Well, those were old and they had  
10 been depreciated and they really didn't have  
11 a lot of cost left on the books. But we're  
12 going to build this big nuclear project and  
13 that project is going to cost -- I don't  
14 remember what the original amount was, but  
15 let's just say it was going to be \$5 billion.

16 Well, now you're going to put  
17 \$5 billion on the books. And I remember  
18 whenever the project was first announced  
19 Kevin Marsh talking about how we are going to  
20 bet the family farm on this project. So  
21 we're going to double the balance sheet with  
22 this project.

23 Well, what that means is you're  
24 going to take and add \$5 billion of capital.  
25 And when you set your rates, you get your



1 operating cost recovered at -- just  
2 recovered. You know, zero -- no profit on  
3 there. Where you get a profit added to it is  
4 on your capital investment. So you get a  
5 return on equity on what you've got invested.

6           What your rate -- what your  
7 stockholders invest in, you take that money  
8 and you put it into capital assets, like the  
9 lines that you see up above the roads and  
10 going into the neighborhoods and in the  
11 plants.

12           Well, when you add a \$5 billion  
13 plant, you've got a \$5 billion plant now that  
14 you can earn 12 1/2 percent on. And so  
15 that's what your customers are going to pay  
16 for, and you're going to get -- earn 12 1/2  
17 percent on that.

18           Whereas before you were only paying  
19 5 percent -- or 12 percent on -- maybe we  
20 only had \$4.6 billion in plant. Well, now  
21 we've got \$9 billion because we had some and  
22 now we're doubling it.

23           Now they're paying -- the same  
24 700,000 customers are now paying for  
25 \$9 billion worth of plant. Because we had

1 4.6. Now we're adding \$5 billion more. Now  
2 we got \$9.6 billion worth of plant.

3 So it's not like you have -- you  
4 have excess electricity, and so you hope to  
5 sell it off and defray some of the cost. But  
6 your customers have got to pay for that  
7 plant, and they're going to pay a profit for  
8 you to be able to carry that plant on the  
9 books.

10 And so the 700,000 customers are  
11 going to have an increase in their electric  
12 bill. And the only way it's going to get  
13 watered down would be if there's a huge  
14 growth in the system. And then you've got  
15 that fixed price that you can -- you can  
16 spread over a larger number of heads.

17 But we don't have that, and we  
18 probably don't have prospects for that in any  
19 near future that I know of.

20 Q Well, and I know this is somewhat  
21 out of your realm, but these -- obviously  
22 these plants have been abandoned, correct, is  
23 your understanding?

24 A Right.

25 Q We haven't lost any -- we're still

1 getting our electricity?

2 A Right.

3 Q It seems to me, if these plants are  
4 supposed to go online, you know, either by  
5 now originally or even under the revised, why  
6 are we not in an electricity shortage?

7 A Well, I mean, I don't know that  
8 we're not. I mean, we might be buying off of  
9 the grid. You know, I don't know.

10 Q Okay.

11 A I can't really answer that. And  
12 they may not have abandoned a plant that they  
13 were going to plan to abandon, a coal-burning  
14 plant. You know, that's just outside of my  
15 realm of knowledge.

16 Q So from a company perspective, what  
17 I hear in general is that the incentive is  
18 there to -- you make more profit by growing.  
19 We grow by building a bigger plant. The  
20 bigger the plant we build, the bigger the  
21 growth, the bigger the profit we get.

22 Is that, in general --

23 A Yeah. But, I mean, it also -- you  
24 know, there was a big leap for a company the  
25 size of SCANA to take on a project like that.

1 Q What do you mean by that?

2 A Well, I mean, they're going to  
3 secure financing to be able to carry a  
4 project like that. They're going to have to  
5 go out and borrow money, and then they're  
6 going to have to hope that people are going  
7 to be willing to hold on to their stock  
8 knowing that they've kind of taken a bite at  
9 total 100 percent costs. I mean, that thing  
10 was more like an \$8 billion plant.

11 And, I mean, there weren't a lot of  
12 utilities jumping at -- you know, signing a  
13 contract. There were a lot of people that --  
14 originally that were interested, and then at  
15 the end of the day, there were only two  
16 contracts that were actually executed, the  
17 one in Augusta and then the one here.

18 So there was -- there was some risk  
19 involved. SCANA is not a huge utility.

20 Q Yeah.

21 A And you can see that there was real  
22 risk there given that the management may not  
23 have been up to the test of being able to  
24 drive the contractor like they needed to.

25 Q You mentioned earlier I bet the --

1           A       The PF factor.

2           Q       Oh, no. The decision to go nuclear  
3 was to bet the farm or bet the company-type  
4 decision. Am I misquoting you on that or is  
5 that --

6           A       What's your question?

7           Q       When you were talking about the  
8 size of the project undertaken by SCANA being  
9 as large as it was, at some point did you  
10 hear someone say that it was a  
11 bet-the-company-type proposition?

12          A       Oh, I heard Kevin Marsh saying  
13 that.

14          Q       Okay. And that's because the size  
15 of the project was something that SCANA --

16          A       It was tremendous in size relative  
17 to the size of SCANA. And that's why, when I  
18 would go to Kevin, it surprised me that he  
19 didn't seem to want to be in attendance to  
20 some of the meetings. And Jimmy never came  
21 to any meetings.

22                   And I would have thought that if  
23 you had a project of that magnitude, that  
24 your CFO and your chief nuclear officer and  
25 your COO, I would have expected them to be at

1 all the meetings.

2 The monthly meetings, I mean, we  
3 would see Jeff periodically, the chief  
4 nuclear officer.

5 You would see Steve Byrne at the  
6 monthly meetings maybe twice a year. And he  
7 acted like he was bored at his quarterly  
8 executive meeting with the general managers.  
9 I mean, it's -- he acted like he was bored  
10 stiff with those meetings.

11 Q Let me move on to the side aspect  
12 of this.

13 The company -- as we just went  
14 through in detail, the company itself seems  
15 to make money whenever the company is growing  
16 based on the rate of -- that it could charge  
17 for the customers for the costs that are  
18 associated with the construction?

19 A Uh-huh.

20 Q What about CEO compensation? How  
21 is that related to company growth?

22 A It would -- well, it's -- like I  
23 said before, it's based on the earnings per  
24 share and then the stock price.

25 Q Uh-huh.

1           A       So, I mean, as long as -- I mean,  
2 earnings per share is net income. So as long  
3 as you're bringing in 12 1/2 percent on a  
4 capital account that continues to grow,  
5 you're going to see where net income just  
6 continues to grow. So, I mean, every year in  
7 November, their revenue stream got bigger.  
8 Every year.

9           Q       And that revenue stream isn't  
10 coming from selling more electricity? It's  
11 not coming from servicing --

12          A       No.

13          Q       -- the customers?

14          A       It's selling -- it's at a more  
15 expensive price. It's cumulative. It's this  
16 price this year. Now next year it's this  
17 price, and next year it's this price. So  
18 your net income keeps going up but your  
19 operating costs stay the same.

20                    You're not writing the project off  
21 yet. You wait until the end of the project.  
22 Then you start writing the asset down. So  
23 there's no cost hitting the books for that  
24 project, but your revenue stream is going up.

25          Q       And if the revenue stream goes up,

1 the --

2 A And there's no costs, your income  
3 is going up.

4 Q And what's the impact on that on  
5 executive compensation?

6 A It goes up.

7 Q Can you give us an idea of numbers?

8 A I don't know what their payout  
9 percentage was. I mean, if their payout  
10 percentage was 90 percent of their income or  
11 their salary and their salary was a half a  
12 million dollars, then they'd get another  
13 \$450,000 in a bonus.

14 And then if the company did really  
15 good for the year, they might get 20 percent  
16 more for discretion.

17 Q Well, let me ask you, bonuses that  
18 are paid, did you ever see -- are you aware  
19 of any employees receiving bonuses in stock  
20 as opposed to cash bonuses?

21 A Yeah, I think they do. I think  
22 some of them do.

23 Q And so instead of receiving a cash  
24 check for a bonus, they might receive shares  
25 of company stock?



1           A     Yeah. I think they -- I think the  
2 executives -- I didn't, but I think there  
3 were some executive stock bonus programs.

4           Q     Okay.

5           A     You can look that stuff up in the  
6 proxy --

7           Q     Okay.

8           A     -- if you get a copy of the proxy.  
9 It's a public document that -- if you go to  
10 SCANA.com and look at the proxy, I think you  
11 can just read all about -- until your heart's  
12 content about bonus programs.

13          Q     All right. Jumping back to the  
14 message, I want to try to get through this.  
15 You mentioned going to a lawyer and, quote,  
16 they have broken every fricken' law that you  
17 can break.

18                     What time frame was it when you had  
19 gone to this lawyer?

20          A     Are we talking about that? It was  
21 probably in January.

22          Q     January.

23                     Is there anything specific that  
24 triggered you going to the lawyer, a  
25 conversation or a document or something you

1 had seen?

2 A No.

3 Q Had you already left the company at  
4 that time?

5 A I was on that special medical  
6 leave.

7 Q And in this part, you actually  
8 mention specific laws -- or you mention laws  
9 being broken.

10 Can you tell me -- I think you  
11 referenced SEC laws earlier. Are there laws  
12 that you think may have been violated by the  
13 actions of the executives?

14 A I thought that there were criminal  
15 laws that they probably had broken.

16 Q And what, by example, could you  
17 tell me?

18 A I can't remember now what I all had  
19 in mind. I know that I had taken a class at  
20 the end of the year for my CPE, and I had  
21 talked to the teacher of the class who was a  
22 lawyer out of Denver, I think. And I figured  
23 he was so far away that he couldn't possibly  
24 figure out or have any connection to the  
25 South Carolina utility, so I was asking him

1 questions at break. And by the time we  
2 finished that CPE session, he was like, You  
3 really need to go talk to somebody.

4 Q Well, and I want to try to get  
5 details of that. What actions were criminal  
6 that you thought or were discussed with that  
7 professor?

8 A I don't remember. I mean, you're  
9 talking about something that was two and a  
10 half years ago.

11 Q Yeah.

12 A And by the time I left that  
13 company, I mean, I was just about out of my  
14 mind. I mean, I was -- at this point had  
15 been berated probably for two years.

16 Q And who would have been doing that?

17 A Jimmy Addison, Marty Phalen, Kevin  
18 Marsh, and Jeff Archie.

19 Q And what were their main criticisms  
20 of you?

21 A Everything. I mean, anything. I  
22 mean, pick it, and they would criticize me.  
23 Anything I did.

24 I mean, at one point I went to  
25 Kevin -- or to Jimmy, and I said, Jimmy, are

1 you -- are you going to have any comments for  
2 me for midyear, year end, or whatever?

3 And he said, Uhm, you might want to  
4 talk to Jeff. And I was just kind of like,  
5 Okay.

6 And so I went to Jeff, and I was  
7 like, Jeff, have you got any concerns or  
8 something you need to share with me?

9 And he was like, You might want to  
10 talk with Jimmy. And I was just like, Oh,  
11 screw you-all. I mean, just a bunch of  
12 jackasses.

13 So I'm sure that was probably close  
14 to the end of the year, or maybe it was the  
15 middle of the year. And it was just, You  
16 know what? I was so sick of it. I hated  
17 them. I hated them. I mean, they didn't  
18 have the man enough to be able to even stand  
19 up. It's just like, God almighty, a bunch of  
20 sickos.

21 Q Jumping down the statement a little  
22 bit, you say -- you reference, you know,  
23 Michael and Lonnie and you need to push back  
24 and don't let them to continue to mismanage  
25 that project. Just don't let them. Don't

1 furnish anything. Refuse to pay. Don't pay  
2 SCANA. Push back. Just say no. We're not  
3 going to do it because they're mismanaging  
4 that project and it's at you-all's expense.

5 I want to break that down a little  
6 bit. Who was the Michael you're referring  
7 to?

8 A That would be Michael Crosby.

9 Q And what was his position?

10 A I think he was a VP of -- at Santee  
11 Cooper.

12 Q And why did you think that he would  
13 have been somebody who could push back on the  
14 issue?

15 A Because I knew he was pretty hot  
16 about the way the project was being managed.

17 Q And when you say hot --

18 A Upset. He didn't think that SCE&G  
19 was doing a good job at all.

20 Q And did you know this from  
21 conversations with him?

22 A Yeah.

23 Q What about written communication?  
24 Anything --

25 A Uh-uh. He would tend to support me

1 when I would stand up against them in the  
2 project -- in the project meetings. And, you  
3 know, he would thank me for asking questions  
4 and pushing back on the PF factor when nobody  
5 on my team would do anything.

6           You know, when I would go to like  
7 the risk management meeting, which I went to  
8 one and it was just pathetic what they had on  
9 there for risks for the project. I was just  
10 like, Are you kidding?

11           I mean, these were -- what you have  
12 on this risk management project, I don't even  
13 want my name associated with this meeting  
14 because if you-all are even having my name  
15 saying that I attended this meeting and I had  
16 signed off as these were the risks for this  
17 project, I said, I want my name taken off of  
18 being in attendance because this is  
19 so -- this is such a crappy work product that  
20 I don't want this to be in a Westinghouse  
21 file that can be pulled up and you can say  
22 that I was here and that I accepted this work  
23 product.

24           And I named a couple things that I  
25 thought were much higher in risks than what

1 they had. This was a committee of probably  
2 seven or eight people from Westinghouse that  
3 produced this risk product. And the  
4 construction VP was sitting right there. He  
5 was working with his little BlackBerry or  
6 whatever little thing he's got. He didn't  
7 ever look up. And it was like, I'm going to  
8 kill him.

9 And he finally, at the end of the  
10 meeting, he closed the meeting and he's like,  
11 Well, there's very -- there's some room for  
12 improvement here and we'll -- we'll look to  
13 see a better product next time.

14 I was like, That's it. That's what  
15 we should say. That is exactly what I  
16 thought.

17 And that's all he had to say.

18 Q Okay.

19 A So, I mean, when you work with  
20 people like that, I mean, it's just only so  
21 much you can take. And that was Ron Jones on  
22 risk -- a risk register.

23 Q Ron Jones would have been working  
24 for?

25 A Jeff Archie.

1 Q Jeff Archie.

2 A And, see, when I -- when I raised  
3 questions like that, I'm told that I'm  
4 derogatory in my comments. And it's like,  
5 it's hard not to be when you've got  
6 engineers, senior engineers for Westinghouse,  
7 that are being billed over to us at \$300 an  
8 hour and they give you a work product that  
9 I'm not going to count it. And I can tell  
10 you that this is the worst work product and  
11 these are not the risks of this project.

12 I'm an accountant telling them  
13 these are not the engineering risks of a  
14 project. There's something wrong with a  
15 picture when I'm the one that's calling in  
16 the problems like that.

17 Q And what -- I want to try to get to  
18 your understanding of why do you think that  
19 that is. Why would they not have the same  
20 attitude you had with respect to that?

21 A That's the thing I don't  
22 understand. Unless they -- I mean, everybody  
23 up there is either -- I don't know.

24 Q Did they have financial incentive  
25 to do a better job or not? I mean, the way



1 the payment is set up as a cost-plus, would  
2 that have interfered with any financial  
3 incentive to do a better job?

4 A For Westinghouse?

5 Q Yeah.

6 A I mean, I would think that -- the  
7 only thing I could figure is they were  
8 papering the files so that later on they  
9 could sue us and say, Well, here it is; we  
10 gave you everything that we owed you. And  
11 the VP of construction never proved or said  
12 anything to indicate otherwise. I mean, he  
13 was a do-nothing.

14 Q All right. I think we left off, I  
15 was asking you about Lonnie. Who was Lonnie?

16 A Carter.

17 Q And what was his position?

18 A He was CEO of Santee Cooper.

19 Q And being CEO, is that a position  
20 that you believe would have been able to push  
21 back on the --

22 A Oh, yeah. I mean, you would hope.  
23 But I don't think Lonnie was able to make any  
24 changes with them either. I think Kevin  
25 would talk to Lonnie and quiet Lonnie down

1 and make him, you know, comfortable somehow  
2 or another.

3 Q And I know we've touched on this,  
4 but you used the phrase continue to mismanage  
5 that project. If we can take a moment here,  
6 get as many examples as I can of what you  
7 consider to be mismanagement of the project  
8 itself.

9 A I mean, that example I just gave  
10 you is perfect.

11 Q Okay.

12 A Everywhere I turned, I ran into  
13 stuff like that where I wanted my name taken  
14 off of the record because I didn't want  
15 anybody to assume that, because I was there,  
16 that was evidence that whatever they produced  
17 was a good record.

18 Q Uh-huh.

19 A Everything was screwed up like  
20 that.

21 Q And one of the reasons I'm  
22 following this up, as I continue to say,  
23 we're going to go back and try to go through  
24 these documents and find evidence and, you  
25 know, materials related to this. And if I'm

1 looking for examples of mismanagement, can  
2 you point me to anything you recall to be  
3 specific examples of go look at this project  
4 manager, go look at that memo, go look at  
5 this meeting, go look at those e-mails,  
6 something like that?

7 A I mean, it's way harder than --

8 Q Like we talked about owner's costs  
9 earlier. That seemed to be an issue that you  
10 came back to.

11 A Owner's cost is not really the  
12 issue. You need to look at stuff that  
13 Westinghouse was doing. I mean, like Lake  
14 Charles is a huge one.

15 Q Explain that.

16 A Do a word search on Lake Charles.  
17 Lake Charles was like a nightmare in the  
18 making. Do a word search on Module 20.

19 Q Uh-huh.

20 A Module 5. Shield building. I'm  
21 trying to remember that company's name.  
22 There was a company that was building the  
23 shield building's walls. They didn't have a  
24 prayer.

25 Q Other keyword searches you would

1 recommend looking -- for us to chase down?

2 A Are you-all going to interview  
3 other people?

4 Q Oh, yeah. We plan to do this with  
5 a lot of different witnesses.

6 A Ken Browne would be a good person  
7 to talk to.

8 Q Okay.

9 A He'd remember the names of  
10 companies probably. Because there's -- there  
11 was a company that was building the shield  
12 building's walls that was really struggling  
13 because the design was changing as they were  
14 trying to build the walls, which is  
15 problematic. You know, as you're trying to  
16 fabricate walls, if you change it, it screws  
17 you up pretty bad.

18 Q Yeah. Okay.

19 When you were talking with Michael  
20 Crosby, did he express that he shared your  
21 views on these concerns, or what was his  
22 position?

23 A Yeah, he had the same concerns.  
24 I'm sure he had more. But, I mean, we shared  
25 a lot of the same concerns about not going

1 along with what Westinghouse wants and doing  
2 something different.

3 Because, obviously, if you continue  
4 doing the same thing, you get the same  
5 results. And they kept doing the same thing.  
6 Kept paying, and it's like, Well, if you keep  
7 paying, you're not going to get anything  
8 different.

9 But for some reason, withholding  
10 payment just seemed to be a land that Kevin  
11 and Steve and those just did not want to go.  
12 They just didn't want to go there for some  
13 reason.

14 Q Do you -- what could be some of the  
15 reasons why they wouldn't go there?

16 A I couldn't understand that. They  
17 didn't want to short-pay the invoice or  
18 withhold. And the contract seemed like it  
19 was written so it was very supportive of the  
20 consortium, very biased towards the  
21 consortium.

22 I mean, I think if you look at the  
23 contract and you look at the payment terms,  
24 the payment terms, if I remember correctly,  
25 were set up so that you could withhold

1 payment on disputed invoice amounts for 30  
2 days, but at the end of the 30 days, you  
3 still had to pay.

4 Q Even though the dispute wasn't  
5 wrapped up?

6 A Yeah.

7 Q Okay.

8 A So it was -- it was, like I said,  
9 very biased toward the consortium and not --  
10 and I don't know -- I know -- I remember  
11 hearing them say that, during the contract  
12 review period when they were negotiating the  
13 contract, they didn't have a lot of time.  
14 They didn't have the luxury of being able to  
15 review a lot of the contract terms, and they  
16 did some really quick reviews of the buildup  
17 of the budget that supported the contract.  
18 And it was just a small team of like maybe  
19 five or six people.

20 So that probably plays into why the  
21 terms are so consortium-oriented and not  
22 customer-oriented, I would think.

23 Q Okay. I'm going to jump off ship  
24 for just a quick second here.

25 If the terms are so beneficial to

1 the consortium, why did the consortium end up  
2 not being successful? Do you have any input  
3 on that?

4 A Well, I think that -- I think the  
5 consortium came into the project having  
6 underperformed at the beginning of the  
7 contract, and I think that that played  
8 heavily into why the contract as a whole here  
9 and at Vogtle has been less successful. I  
10 think that they may have oversold where they  
11 were in the design of the plant.

12 Q And, in other words, you believe  
13 they may have represented that the project --  
14 or the plant itself were further along than  
15 they actually were?

16 A Uh-huh. That's a nonengineer's  
17 opinion.

18 Q Yeah. All right.

19 In the message next you use the  
20 phrase they're doing it because they want to  
21 make money and they're propping up earnings  
22 to be able to make their bonuses, and it's  
23 going to be at your expense.

24 And to be -- the they, that they're  
25 doing it, who is the they that you're talking

1 about?

2 A It's those same five or six senior  
3 executives that I talked about. Kevin,  
4 Marsh, Jimmy Addison, Steve Byrne, Jeff  
5 Archie, and then Kenny Jackson.

6 Q And for somebody who is not a  
7 financial person, when you say propping up  
8 earnings, explain to a layperson what that  
9 means.

10 A Creating increased revenue streams,  
11 like we talked about as far as them agreeing  
12 to pay Westinghouse or the consortium  
13 \$100 million instead of something that's more  
14 reasonable, like 50 million like what you've  
15 paid before.

16 Pay them 100 million a month for  
17 five months instead of 50 million for five  
18 months, which is more like what historically  
19 you've paid them, and then turn around and  
20 taking 100 million a month for five months  
21 and then rolling that into rates, and then  
22 now all the sudden your revenue is double  
23 what you would have had when you rolled that  
24 into the rates in November.

25 Q And the doubling, that would have



1 had what type of impact on the bonuses and  
2 salaries of those individuals?

3 A Oh, huge.

4 Q Elaborate.

5 A Well, I mean, at the end of the  
6 year, you're going to see where -- you're  
7 only going to have two months of that revenue  
8 stream, but with two months, if you've got  
9 cold weather, you could probably end up with  
10 15 to 20 cents added to the bottom line. And  
11 with that, if you already are close to making  
12 earnings anyway and then you pick up 20 cents  
13 in the last two months of the year, you're  
14 going to get not only 100 percent of your  
15 bonus, but you're probably going to get your  
16 discretion. So you're going to end up  
17 earning 120 percent of your bonus.

18 And your stock is going to look  
19 great because you hit Wall Street's  
20 expectations and you exceeded it. So, you  
21 know, Wall Street is going to be happy with  
22 you.

23 Q Well, let me ask you about that.  
24 As just an investor in general, sometimes I'm  
25 aware that there are -- you know, companies

1 will have phone calls for investors to  
2 provide information to them about what's  
3 going on with the company and their  
4 expectations and what's going on.

5 So are you aware of any calls to  
6 Wall Street investors or anything where there  
7 may have been any misrepresentations by SCANA  
8 executives about what was going on?

9 A I haven't been following them. I  
10 know recently they haven't been having any,  
11 which I think is unusual. But I believe  
12 that, during the period that I was there,  
13 they were having those calls.

14 Q And generally, all of the propping  
15 up of the earnings and all that, it all comes  
16 eventually from the rates being paid by the  
17 customers of SCANA or SCE&G?

18 A Uh-huh. Uh-huh.

19 Q And that's through the BLRA  
20 advanced recovery costs?

21 A Right.

22 Q I think it's cost recovery program.

23 A Right.

24 Q During this time or prior to your  
25 leaving SCANA, all these concerns that we've

1 been talking about today, were there other  
2 SCANA employees that you had interactions  
3 with and discussions with that agreed with  
4 you, that saw the same things you saw with  
5 respect to the management and -- or  
6 mismanagement of the project?

7 A Probably the one person that saw it  
8 like I did was probably Ken. Ken was in a  
9 lot of the same meetings I was. But there  
10 weren't a lot of people that were in the same  
11 meetings that I was in because the level of  
12 the position I was in and then the level of  
13 meetings that I was in with executives.

14 Q And that would be Ken?

15 A Browne.

16 Q Browne. Well, let me ask you,  
17 then, if -- as this process goes forward, if  
18 they come -- you know, if we go forward and  
19 they say, Look, Carlette was a voice in the  
20 wilderness; nobody else agreed with her and  
21 she has no support for what she's telling  
22 you, that's what I'm trying to get a -- who  
23 agreed with you? Who would be able to  
24 support what you're saying here today about  
25 all this and what documents should I be

1 looking for to support you in that so that we  
2 can respond to an argument that, you know,  
3 Carlette was just out there on her own?

4 A I think Ken -- Ken Browne would be  
5 good. Another one would probably be Dave  
6 Levine.

7 Q What was his position?

8 A He was a general manager over the  
9 start-up team. And probably Kevin Kochems.

10 Q And who else would I talk to that  
11 would -- you think might give a similar  
12 perspective?

13 A Shirley Johnson.

14 Q Anyone else?

15 A Skip Smith. Skip saw a lot of  
16 this.

17 Q And who else? I'm just trying to  
18 figure out who's on -- for a slang term, who  
19 would be on Team Carlette verse Kevin Marsh,  
20 Jimmy Addison, and some of the others.

21 A I think Marion Cherry would agree,  
22 Michael Crosby.

23 I mean, the other people, I  
24 can't -- I mean, I just don't even know what  
25 to think about the other general managers

1 because, I mean, they all saw it, and I don't  
2 know where they stand.

3 I mean, they've all lost their  
4 jobs, but I don't -- I don't know what --  
5 what they were thinking.

6 I think Courtney Owen would be  
7 another one. She saw a lot of the efforts.  
8 She's in SCANA Services. She was the audit  
9 manager.

10 Q And, again, going back to, with  
11 this group of people, what documentation  
12 would be most supportive of what you're  
13 telling us today as opposed to an argument  
14 that you're wrong, that this didn't happen  
15 that way? What would be the best  
16 documentation to support your --

17 A I'll tell you, if you go and you  
18 read the Post and Courier's newspaper  
19 articles about our -- what happened at that  
20 project, if you read it, I mean, I think you  
21 can see that they've broken the  
22 Sarbanes-Oxley law.

23 Q And I want to get some  
24 clarification on some of the terms you used.  
25 Later in the statement you said that I want

1 those five guys out of the company so they  
2 can't keep hurting people.

3 I think I understand what you were  
4 saying about propping up earnings, but what  
5 action would be actually -- what would be  
6 hurting people?

7 A Well, I mean, each one of them had  
8 their little mean streak and so, you know, if  
9 they looked -- if somebody looked at them the  
10 wrong way and it pissed them off, it  
11 wasn't -- you couldn't put it past them. I  
12 mean, they'd fire somebody.

13 Jeff Archie was notorious for doing  
14 stuff like that. I mean, if somebody said  
15 something that he didn't like, you know, 12  
16 years later, they could come back to the  
17 project or come back to Unit 1 and he'd  
18 remember that he didn't like something that  
19 they said and he'd make sure that they were  
20 blackballed and didn't come back to Unit 1.  
21 Just -- you know, just being mean.

22 Marty Phalen was like super mean  
23 like that. Just hateful where he would just  
24 say and do mean things to people just because  
25 he had the authority to do it. And it's like

1 that's just not a way to treat people.

2 I mean, that company was a great  
3 company up until the time Kevin Marsh became  
4 CEO. I mean, they worked with people and  
5 everybody was proud of their jobs and felt  
6 like the company was moving in the right  
7 direction for the customers and for the  
8 employees and everybody was proud to say they  
9 worked for that company.

10 And then Kevin Marsh became CEO,  
11 and you could watch the morale of the company  
12 just plummet. And it's because of those  
13 executives that I just named, they just  
14 didn't have any integrity. And, I mean, I  
15 think overall, those people, the people that  
16 reported to them, instead of protecting them  
17 in a battle, they would have gotten speared  
18 by their own army and run over.

19 Q Okay. Later in the message you  
20 say -- and this is when you're speaking to  
21 Marion -- you saw the condition I was in when  
22 I left physically, but you have no idea of  
23 the emotional stress and what they have done  
24 to me and to Gene emotionally, and it's like  
25 if I never heard the word SCANA again, it

1 would be great.

2 When you say the phrase that  
3 they've all but stripped me of my life, what  
4 did you mean by that? Can you explain what  
5 was done to you or what --

6 A I mean, I've shared some examples.  
7 But, I mean, there's --

8 Q I want to give you the opportunity  
9 to elaborate on that.

10 A Well, I mean, there's just -- I  
11 can't talk about it.

12 Q And that is because it's personally  
13 troubling to you?

14 A Yeah.

15 MR. WALKER: Extremely.

16 Q What about Gene? What was done to  
17 him that you observed at SCANA that you felt  
18 was -- would have brought emotional stress to  
19 him?

20 A Well, you screw up his wife, I  
21 mean, what do you think it's going to do to  
22 him?

23 Q I don't know anything about that.  
24 That's what I'm asking about.

25 A Well, they screwed with me for five



1 or six years, which screws up my family life.

2 Q So moving -- focusing on Gene, what  
3 can you tell us about what was involved with  
4 him that you felt that they were emotionally  
5 impacting him.

6 A You cannot imagine what I went  
7 through and what it did to him. I can't -- I  
8 can't explain it to you, but it tore our  
9 family up. I was the bedrock to the family,  
10 and my family saw me go through just a hell  
11 period.

12 Q Okay.

13 A You don't lose 70 pounds in six  
14 months and not have something that's  
15 seriously driving you crazy.

16 Q Well, let me ask you -- and that  
17 may be a good -- what I want to understand is  
18 what I can look to to make sure that if the  
19 argument is made that -- a very inartful way  
20 of saying this -- the cause and effect is  
21 different -- what if you were faced with the  
22 argument that what you're saying about the  
23 company was stemming from problems you were  
24 having medically or emotionally as opposed to  
25 the other way around? You know, what I would

1 generally say about your testimony today is  
2 you're saying that what you were seeing and  
3 what you were experiencing in your work was  
4 causing your medical problems.

5           What would I look at in response to  
6 an argument that, no, that your medical  
7 problems were actually causing you to  
8 misunderstand or misapprehend what was going  
9 on at the project?

10           A       Well, I mean, how did the project  
11 turn out? I mean, it turned out exactly like  
12 I predicted.

13                       MR. WALKER: And she didn't  
14 have any medical problems.

15           A       I mean, yeah, I lost weight  
16 because, I mean, I was so stressed because of  
17 that project. But the project turned out  
18 exactly like I was telling everybody it was  
19 going to turn out.

20                       I mean, 12 months almost to the day  
21 after we settled, they pulled the plug on the  
22 project. If the project was still going  
23 today, I'd feel differently. But I think  
24 when they pulled the plug on the project,  
25 that pretty much vindicated me.

1           As a matter of fact, I left in  
2           January of '16. In February of '16, the  
3           Bechtel report came out. It read exactly  
4           like what I said. It might have been gone  
5           into a little bit more depth, which it  
6           should. I mean, they were an engineering  
7           outfit. But I don't think there's a whole  
8           lot of difference between what they're saying  
9           and what I'm saying.

10           Q       Okay. Let me jump to another  
11           topic, and this is following the time you've  
12           left SCANA.

13                       Since leaving employment, have you  
14           had any discussions related to the South  
15           Carolina law enforcement division called  
16           SLED?

17           A       Yeah.

18           Q       How did those discussions come  
19           about? Did you reach out to them? Did they  
20           reach out to you?

21           A       They reached out to me.

22           Q       And who in particular reached out  
23           to you?

24           A       The FBI.

25           Q       Okay. Well, I'm -- maybe they were

1 together. I'm talking about SLED versus -- I  
2 mean, I'm going to ask you about SLED, the  
3 FBI, the SEC, all these various groups.

4 Who was the first to reach out to  
5 you?

6 A The FBI came to the house, and SLED  
7 joined them in the interview.

8 Q Okay. When was that?

9 THE WITNESS: Do you remember  
10 when that was?

11 MR. WALKER: I don't know.

12 Q Ms. Walker, as best as you can.  
13 It's not a test. There's no penalties or  
14 anything.

15 A Summer of last year, I think.

16 Q Summer of last year.

17 Who in particular reached out to  
18 you? Do you recall if somebody called up and  
19 said this is Agent So-and-So?

20 A No. They just showed up at the  
21 house. I don't remember their names.

22 Q Did they give you a card or  
23 anything that you would be able to look back  
24 on to find out who it was?

25 A I'd have to look.

1           Q     Okay. Give me some details about  
2 what happened. They showed up at the door.  
3 They knock on the door. They say,  
4 Ms. Walker, I'm with the FBI.

5           A     Yeah, they came to the door.  
6 Actually, they didn't come to the door. They  
7 came into the driveway, and my husband  
8 thought that they were from the Mormon church  
9 or somewhere like that, and so he kind of  
10 circled back around the back and met them at  
11 the back gate. And then he was going to show  
12 them his alligators or something; I don't  
13 know.

14                     And then he realized they really  
15 were from the FBI, so they came in off the  
16 back porch. And I didn't believe that they  
17 were with the FBI for a while, and then I  
18 finally realized they really were with the  
19 FBI.

20                     And so we sat down for a little  
21 while, and I think we established a date.  
22 But we agreed that they would contact Jake  
23 and we would go from there. And so I think  
24 they served Jake with a subpoena.

25           Q     Okay. And did that subpoena ask

1 you for documents or for a meeting?

2 A I think it was for a meeting.

3 Q And did you go through with that  
4 meeting?

5 A Yes, I did.

6 Q And who was present at that  
7 meeting?

8 A My husband Gene, myself, Jake, a  
9 SLED agent was there, and then the two FBI  
10 agents.

11 Q And did you provide any written  
12 materials or documentation to them or to your  
13 lawyer to provide to them?

14 A Yeah. I think that at the end of  
15 the meeting we gave them a copy of the file,  
16 the yellow file that was for -- you know, it  
17 had the contents of the file that I gave to  
18 Jimmy Addison that proved the numbers for the  
19 2015 re-budgeting baseline.

20 Q Okay. Besides that material, any  
21 other written materials you recall providing  
22 to your lawyer or to the FBI to provide to  
23 the lawyer or provide to the FBI?

24 A No, I think that was it. And at  
25 that point, just like with when I talked to

1 you about it, they agreed to have Ken Browne  
2 walk them through the mechanics of that file.

3 Q Okay. And you said there was  
4 somebody from the South Carolina law  
5 enforcement division involved as well, SLED?

6 A Yeah. I think -- yeah, it was --  
7 yeah, it was SLED.

8 Q Okay. Any other -- any other  
9 meetings with any other law enforcement?

10 A Uh-uh.

11 Q What about any discussions with  
12 persons related to the Securities and  
13 Exchange Commission?

14 A No, I haven't heard anything from  
15 them.

16 Q What about elected officials? Any  
17 politicians involved in South Carolina ever  
18 contact you or ask you for any information?

19 A (Shakes head.) Uh-uh.

20 Q Well, besides here today and the  
21 meeting with SLED and FBI, anybody else  
22 interview you about the VC Summer project and  
23 SCANA's role in it and your involvement in  
24 it?

25 A No. I know a Post and Courier

1 reporter called asking to talk to me about  
2 this voice mail, but I referred him to Jake.

3 Q Okay.

4 A I didn't comment.

5 Q Let me ask you, with respect to the  
6 project and your work for SCANA, has anybody  
7 ever asked you to take a lie detector test?

8 A Uh-uh.

9 Q And have you ever taken one?

10 A Uh-uh.

11 MR. HALTIWANGER: My  
12 understanding is Mr. Moore had talked with  
13 Mr. Richardson about your availability today.

14 MR. MOORE: Right.

15 MR. HALTIWANGER: And we've  
16 bumped up on that time frame. I know that  
17 I've taken all day, so we're going to have to  
18 have some follow-up discussions about this.

19 MR. MOORE: We're at your  
20 disposal. We'll be where you tell us to be.  
21 Next time I suggest we do it at my place.  
22 We've got enough room at my place.

23 MR. RICHARDSON: Yeah, we'll  
24 be glad to be there.

25 MR. MOORE: It will save you



1 money.

2 MR. BALSER: A few  
3 housekeeping matters before we wrap up. We,  
4 on behalf of SCANA and SCE&G, are prepared  
5 today to go forward and ask a series of  
6 questions of this witness. We understand  
7 that she has requested, based on health  
8 concerns, to stop the deposition at 1:30.  
9 We're prepared to honor that request.

10 Of course we will need to have  
11 the opportunity to ask all the questions that  
12 we need to ask, and we will cooperate with  
13 Mr. Moore and the witness in rescheduling.

14 We have agreed, in principle,  
15 upon a confidentiality order with counsel for  
16 the plaintiffs in this case, and subject to  
17 final entry of that order by Judge Hayes, we  
18 would like to designate the entire transcript  
19 of this deposition as confidential subject to  
20 that protective order.

21 We can discuss later whether  
22 parts of the deposition should be  
23 de-designated, but until we see the  
24 transcript, until we get the order entered,  
25 this transcript should be treated as

1 confidential pursuant to a protective order.

2 That's all.

3 MR. HALTIWANGER: Okay. One  
4 more.

5 MR. MOORE: Well, go ahead.

6 MR. HALTIWANGER: I was just  
7 going to say, as I had mentioned earlier, I  
8 was going to mark the actual audio of the  
9 voice mail as an exhibit, so --

10 (Exhibit No. 4 was marked for  
11 identification.)

12 (Off-the-record discussion.)

13 (Deposition concluded at 1:33  
14 PM)

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1 CERTIFICATE OF REPORTER  
2 STATE OF SOUTH CAROLINA  
3 COUNTY OF CHARLESTON

4 I, Julie K. Lyle, Notary Public for the  
5 State of South Carolina at Large, do hereby  
6 certify that the witness in the foregoing  
7 deposition was by me duly sworn to testify to  
8 the truth, the whole truth, and nothing but  
9 the truth in the within-entitled cause; that  
10 said deposition was taken at the time and  
11 location therein stated; that the testimony  
12 of the witness and all objections made at the  
13 time of the examination were recorded  
14 stenographically by me and were thereafter  
15 transcribed by computer-aided transcription;  
16 that the foregoing is a full, complete, and  
17 true record of the testimony of the witness  
18 and of all objections made at the time of the  
19 examination; and that the witness was given  
20 an opportunity to read and correct said  
21 deposition and to subscribe the same.

22 Should the signature of the witness not  
23 be affixed to the deposition, the witness  
24 shall not have availed himself of the  
25 opportunity to sign or the signature has been  
waived.

I further certify that I am neither  
related to nor counsel for any party to the  
cause pending or interested in the events  
thereof.

Witness my hand, I have hereunto affixed  
my official seal on April 25, 2018, at  
Charleston, Charleston County, South  
Carolina.

23 \_\_\_\_\_  
24 Julie K. Lyle, RPR/RMR/CRR  
25 REGISTERED PROFESSIONAL REPORTER  
REGISTERED MERIT REPORTER  
CERTIFIED REALTIME REPORTER  
My commission expires 7/22/2024

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<b>\$100</b> (6)	<b>2017</b> (3)	<b>75</b> (1)	<b>address</b> (3)
<b>\$100,000</b> (1)	<b>2017-CP-40-04833</b> (1)	<b>7th</b> (1)	<b>addressed</b> (1)
<b>\$200</b> (1)	<b>2018</b> (2)	< 8 >	<b>addresses</b> (2)
<b>\$25</b> (1)	<b>2024</b> (1)	<b>800</b> (1)	<b>adjust</b> (1)
<b>\$300</b> (1)	<b>2110</b> (1)	<b>83</b> (2)	<b>adjusted</b> (1)
<b>\$4.6</b> (1)	<b>22</b> (1)	<b>84</b> (1)	<b>adjustment</b> (1)
<b>\$400,000</b> (1)	<b>235</b> (1)	<b>843-762-6294</b> (1)	<b>administration</b> (3)
<b>\$450,000</b> (1)	<b>24</b> (1)	< 9 >	<b>advance</b> (1)
<b>\$5</b> (6)	<b>25</b> (2)	<b>9:21</b> (1)	<b>advanced</b> (1)
<b>\$500</b> (3)	<b>29169</b> (1)	<b>90</b> (1)	<b>affixed</b> (2)
<b>\$60</b> (1)	<b>29204</b> (1)	< A >	<b>afternoon</b> (1)
<b>\$698</b> (1)	<b>29415</b> (1)	<b>abandon</b> (1)	<b>AFUDC</b> (1)
<b>\$8</b> (1)	<b>29730</b> (1)	<b>abandoned</b> (2)	<b>agenda</b> (2)
<b>\$9</b> (2)	<b>29812</b> (1)	<b>ability</b> (2)	<b>Agent</b> (2)
<b>\$9.6</b> (1)	< 3 >	<b>able</b> (28)	<b>agents</b> (1)
< 1 >	<b>3</b> (15)	<b>absence</b> (1)	<b>ago</b> (1)
<b>1</b> (31)	<b>30</b> (5)	<b>absolutely</b> (4)	<b>agree</b> (5)
<b>1.2</b> (1)	<b>30309</b> (1)	<b>accepted</b> (1)	<b>agreed</b> (14)
<b>1:30</b> (2)	<b>30th</b> (2)	<b>access</b> (2)	<b>agreeing</b> (1)
<b>1:33</b> (1)	<b>35</b> (2)	<b>accomplish</b> (1)	<b>agreement</b> (9)
<b>10</b> (3)	< 4 >	<b>account</b> (1)	<b>ahead</b> (5)
<b>100</b> (9)	<b>4</b> (4)	<b>accountant</b> (5)	<b>alarm</b> (1)
<b>106</b> (1)	<b>4.6</b> (1)	<b>accountants</b> (4)	<b>alligators</b> (1)
<b>1180</b> (1)	<b>40</b> (7)	<b>accountant's</b> (1)	<b>allow</b> (1)
<b>12</b> (10)	<b>47</b> (1)	<b>accounting</b> (11)	<b>allowed</b> (4)
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<b>1368</b> (1)	<b>5</b> (4)	<b>accurately</b> (1)	<b>alternatives</b> (1)
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<b>16</b> (6)	< 6 >	<b>achieved</b> (1)	<b>amounts</b> (8)
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<b>1700</b> (1)	<b>6,547,124</b> (1)	<b>acknowledge</b> (1)	<b>announced</b> (1)
<b>18</b> (1)	<b>6.5</b> (1)	<b>acknowledged</b> (1)	<b>annual</b> (4)
<b>186</b> (1)	<b>60</b> (1)	<b>acknowledging</b> (1)	<b>anomaly</b> (1)
<b>1st</b> (1)	<b>600</b> (1)	<b>Act</b> (3)	<b>answer</b> (3)
< 2 >	<b>64</b> (1)	<b>acted</b> (2)	<b>answering</b> (1)
<b>2</b> (23)	<b>69</b> (1)	<b>action</b> (1)	<b>answers</b> (1)
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<b>2007</b> (1)	<b>70</b> (2)	<b>actuals</b> (1)	<b>apart</b> (1)
<b>2010</b> (1)	<b>700,000</b> (2)	<b>add</b> (7)	<b>apparently</b> (1)
<b>2012</b> (5)		<b>added</b> (4)	<b>appeal</b> (2)
<b>2014</b> (1)		<b>adding</b> (2)	<b>appeared</b> (1)
		<b>Addison</b> (24)	<b>APPEARING</b> (4)
			<b>application</b> (1)
			<b>appreciate</b> (1)
			<b>approach</b> (3)

appropriate (2)	audits (3)	benefits (6)	Box (5)
approval (2)	augment (1)	berated (1)	boxes (1)
approve (4)	August (1)	best (9)	break (7)
approved (6)	Augusta (1)	bet (4)	breakdown (3)
approximate (2)	authority (6)	better (7)	breaking (1)
approximately (2)	automatically (1)		<b>BRICKMAN</b> (1)
<b>APRIL</b> (4)	availability (1)	bet-the-company-type (1)	bridge (1)
Archie (14)	availed (1)	beyond (2)	briefed (1)
area (6)	aware (7)	biased (2)	bring (7)
areas (3)	awful (3)	big (10)	bringing (4)
<b>AREVA</b> (1)	awkward (1)	bigger (6)	<b>BRLA</b> (2)
argue (1)		biggest (1)	broke (2)
argued (1)	< B >	big-picture (1)	broken (4)
arguing (2)	back (61)	Bill (12)	brought (8)
argument (5)	background (1)	billables (1)	<b>Browne</b> (13)
army (1)	bad (8)	billed (7)	<b>Browne's</b> (1)
arose (1)	badgering (1)	Billie (1)	<b>BRYONY</b> (1)
arrangements (1)	bag (1)	billing (10)	budget (11)
arrogance (1)	balance (2)	billings (5)	budgeted (2)
Arrogant (2)	ballpark (1)	billion (20)	budgeting (1)
articles (1)	<b>BALSER</b> (7)	billions (1)	build (14)
artificially (1)	bang (1)	bills (1)	building (6)
asked (9)	bankrupt (1)	bite (2)	building's (2)
asking (10)	<b>Barnwell</b> (1)	blackballed (1)	buildup (1)
aspect (2)	base (6)	BlackBerry (1)	built (4)
aspects (1)	based (19)	block (2)	bullshit (1)
ass (2)	baseline (1)	<b>BLRA</b> (4)	bumped (1)
asset (1)	baseload (2)	board (11)	bunch (4)
assets (1)	bases (1)	boasting (1)	burly (1)
assigned (1)	basically (6)	body (1)	business (3)
<b>ASSISTANT</b> (5)	basis (4)	boils (2)	buying (1)
associated (5)	battle (1)	bold (1)	<b>Byrne</b> (11)
<b>ASSOCIATES</b> (1)	battles (1)	<b>B-O-L-I-N-G</b> (1)	<b>B-Y-R-N-E</b> (1)
assume (1)	beach (1)	bonus (23)	
Atlanta (1)	bearing (1)	bonuses (10)	< C >
attempt (1)	bears (2)	books (4)	cake (1)
attendance (3)	<b>Bechtel</b> (3)	borderline (1)	calculate (2)
attended (1)	becoming (2)	bore (1)	calculated (3)
attention (1)	bedrock (1)	bored (2)	calculating (1)
attitude (1)	beginning (3)	borrow (1)	calculation (5)
attorney (8)	behalf (6)	boss (5)	calculations (2)
attorney-client (3)	belief (3)	bosses (1)	calendar (1)
attorneys (6)	believe (44)	bottom (1)	call (10)
audio (4)	believed (3)	bought (3)	called (12)
audit (25)	belongs (1)	<b>Boulevard</b> (2)	calling (2)
audited (3)	<b>Beltline</b> (1)	bounds (1)	calls (5)
auditing (2)	<b>Belton</b> (2)		capital (19)
auditor (3)	beneficial (1)		car (1)
auditors (1)	benefit (5)		card (2)



<b>cards</b> (1)	<b>Cherry</b> (7)	<b>committee</b> (2)	<b>consultants</b> (1)
<b>care</b> (2)	<b>chief</b> (6)	<b>commodities</b> (1)	<b>contact</b> (2)
<b>career</b> (1)	<b>choice</b> (3)	<b>COMMON</b> (3)	<b>containing</b> (1)
<b>CARLETTE</b> (15)	<b>choose</b> (2)	<b>communication</b> (2)	<b>content</b> (1)
<b>CAROLINA</b> (23)	<b>church</b> (1)	<b>communications</b> (1)	<b>contents</b> (1)
<b>carried</b> (1)	<b>circled</b> (1)	<b>companies</b> (4)	<b>contest</b> (1)
<b>carry</b> (2)	<b>citizen</b> (1)	<b>COMPANY</b> (48)	<b>continue</b> (6)
<b>cars</b> (5)	<b>clarification</b> (1)	<b>company's</b> (2)	<b>continued</b> (2)
<b>Carter</b> (3)	<b>clarify</b> (1)	<b>company-type</b> (1)	<b>continues</b> (4)
<b>Case</b> (11)	<b>CLARK</b> (1)	<b>compare</b> (1)	<b>contract</b> (27)
<b>cases</b> (1)	<b>Clary</b> (9)	<b>compared</b> (2)	<b>contracted</b> (1)
<b>Casey</b> (2)	<b>C-L-A-R-Y</b> (1)	<b>comparison</b> (1)	<b>contractor</b> (5)
<b>C-A-S-E-Y</b> (1)	<b>Clary's</b> (1)	<b>compensated</b> (2)	<b>contractors</b> (2)
<b>Cash</b> (9)	<b>class</b> (2)	<b>compensation</b> (7)	<b>contracts</b> (1)
<b>catch</b> (1)	<b>clean</b> (1)	<b>complaints</b> (2)	<b>control</b> (5)
<b>caught</b> (1)	<b>clear</b> (2)	<b>complete</b> (10)	<b>controller</b> (9)
<b>cause</b> (3)	<b>clearly</b> (1)	<b>completed</b> (4)	<b>controls</b> (5)
<b>causing</b> (2)	<b>CLECKLEY</b> (1)	<b>completely</b> (1)	<b>controversies</b> (1)
<b>CB</b> (15)	<b>clerk</b> (1)	<b>completion</b> (2)	<b>controversy</b> (1)
<b>cell</b> (1)	<b>climb</b> (1)	<b>compliance</b> (7)	<b>conversation</b> (4)
<b>cents</b> (2)	<b>climbed</b> (1)	<b>component</b> (3)	<b>conversations</b> (4)
<b>CEO</b> (18)	<b>close</b> (3)	<b>components</b> (2)	<b>convoluted</b> (2)
<b>certain</b> (2)	<b>closed</b> (2)	<b>composure</b> (3)	<b>COO</b> (1)
<b>certainly</b> (2)	<b>closer</b> (2)	<b>computer-aided</b> (1)	<b>Cooper</b> (21)
<b>CERTIFICATE</b> (1)	<b>cloth</b> (2)	<b>concern</b> (2)	<b>cooperate</b> (1)
<b>Certified</b> (2)	<b>coal</b> (1)	<b>concerns</b> (9)	<b>Cooper's</b> (2)
<b>certify</b> (3)	<b>coal-burning</b> (2)	<b>concluded</b> (1)	<b>copied</b> (1)
<b>CFO</b> (10)	<b>coals</b> (1)	<b>conclusion</b> (2)	<b>copy</b> (11)
<b>challenge</b> (2)	<b>Coffer</b> (2)	<b>concrete</b> (6)	<b>core</b> (1)
<b>Champion</b> (1)	<b>C-O-F-F-E-R</b> (1)	<b>condition</b> (3)	<b>corporate</b> (10)
<b>chance</b> (3)	<b>coincidence</b> (1)	<b>CONFIDENTIAL</b>	<b>correct</b> (14)
<b>change</b> (11)	<b>cold</b> (2)	(3)	<b>corrections</b> (1)
<b>changed</b> (3)	<b>collaborate</b> (1)	<b>confidentiality</b> (2)	<b>correctly</b> (1)
<b>changes</b> (3)	<b>collaboratively</b> (1)	<b>confrontation</b> (1)	<b>cortisone</b> (1)
<b>changing</b> (1)	<b>collected</b> (1)	<b>confrontational</b> (3)	<b>cost</b> (32)
<b>character</b> (1)	<b>college</b> (2)	<b>confrontations</b> (1)	<b>cost-plus</b> (8)
<b>characterize</b> (1)	<b>color</b> (1)	<b>confused</b> (1)	<b>costs</b> (36)
<b>charge</b> (13)	<b>COLUMBIA</b> (3)	<b>connection</b> (1)	<b>COUNSEL</b> (6)
<b>charged</b> (2)	<b>column</b> (1)	<b>consider</b> (2)	<b>count</b> (1)
<b>charges</b> (2)	<b>come</b> (28)	<b>consideration</b> (1)	<b>counted</b> (2)
<b>charging</b> (1)	<b>comes</b> (3)	<b>considered</b> (1)	<b>COUNTY</b> (4)
<b>Charles</b> (3)	<b>comfortable</b> (1)	<b>consolidate</b> (1)	<b>couple</b> (5)
<b>Charleston</b> (5)	<b>coming</b> (13)	<b>consolidated</b> (1)	<b>Courier</b> (1)
<b>Charlotte</b> (2)	<b>command</b> (2)	<b>consortium</b> (8)	<b>Courier's</b> (1)
<b>chart</b> (1)	<b>comment</b> (3)	<b>consortium-oriented</b>	<b>course</b> (2)
<b>chase</b> (1)	<b>comments</b> (4)	(1)	<b>COURT</b> (9)
<b>cheated</b> (1)	<b>commission</b> (9)	<b>constructing</b> (1)	<b>Courtney</b> (2)
<b>check</b> (3)	<b>commissioner</b> (1)	<b>construction</b> (21)	<b>cover</b> (1)
<b>checking</b> (2)	<b>commissioners</b> (1)	<b>consultant</b> (2)	<b>covered</b> (4)

<b>CPA</b> (3)	<b>dates</b> (3)	<b>differently</b> (1)	< E >
<b>CPE</b> (2)	<b>Dave</b> (1)	<b>dig</b> (1)	<b>earlier</b> (8)
<b>craft</b> (3)	<b>DAVID</b> (2)	<b>direct</b> (1)	<b>early</b> (8)
<b>crappy</b> (1)	<b>day</b> (9)	<b>direction</b> (1)	<b>earn</b> (3)
<b>crazy</b> (6)	<b>days</b> (4)	<b>directly</b> (2)	<b>earning</b> (1)
<b>created</b> (3)	<b>deal</b> (3)	<b>directors</b> (1)	<b>earnings</b> (16)
<b>Creating</b> (1)	<b>dealing</b> (1)	<b>disagreed</b> (1)	<b>easiest</b> (1)
<b>credit</b> (2)	<b>deathly</b> (1)	<b>disagreements</b> (1)	<b>educate</b> (2)
<b>credited</b> (1)	<b>decide</b> (1)	<b>disappointing</b> (1)	<b>educated</b> (1)
<b>crew</b> (1)	<b>decided</b> (4)	<b>discovered</b> (2)	<b>effect</b> (7)
<b>criminal</b> (2)	<b>deciding</b> (2)	<b>discovery</b> (1)	<b>effort</b> (2)
<b>criteria</b> (1)	<b>decision</b> (11)	<b>discretion</b> (3)	<b>efforts</b> (5)
<b>criticism</b> (1)	<b>decision-making</b> (3)	<b>discuss</b> (1)	<b>eight</b> (3)
<b>criticisms</b> (1)	<b>decisions</b> (6)	<b>discussed</b> (3)	<b>either</b> (7)
<b>criticize</b> (1)	<b>deck</b> (1)	<b>discussion</b> (4)	<b>elaborate</b> (5)
<b>Crosby</b> (6)	<b>de-designated</b> (1)	<b>discussions</b> (7)	<b>elected</b> (1)
<b>crosswise</b> (1)	<b>deemed</b> (1)	<b>dishonest</b> (2)	<b>ELECTRIC</b> (4)
<b>crowd</b> (1)	<b>Defendants</b> (2)	<b>disk</b> (1)	<b>electricity</b> (6)
<b>CRR</b> (2)	<b>defray</b> (1)	<b>disposal</b> (1)	<b>electronic</b> (1)
<b>culture</b> (1)	<b>denote</b> (1)	<b>dispute</b> (3)	<b>elements</b> (1)
<b>cumulative</b> (1)	<b>Denver</b> (1)	<b>disputed</b> (15)	<b>e-mail</b> (13)
<b>curious</b> (1)	<b>department</b> (3)	<b>disputes</b> (3)	<b>e-mailed</b> (2)
<b>current</b> (2)	<b>departments</b> (1)	<b>disputing</b> (2)	<b>e-mails</b> (5)
<b>currently</b> (1)	<b>DEPONENT</b> (1)	<b>distribution</b> (4)	<b>embracing</b> (1)
<b>cuss</b> (2)	<b>depose</b> (1)	<b>division</b> (2)	<b>emergency</b> (1)
<b>cussed</b> (1)	<b>DEPOSITION</b> (16)	<b>document</b> (7)	<b>emotion</b> (5)
<b>customer</b> (2)	<b>depreciated</b> (1)	<b>documentary</b> (3)	<b>emotional</b> (2)
<b>customer-oriented</b> (1)	<b>depth</b> (1)	<b>documentation</b> (11)	<b>emotionally</b> (3)
<b>customers</b> (15)	<b>derogatory</b> (1)	<b>documented</b> (2)	<b>employed</b> (3)
<b>cut</b> (6)	<b>describe</b> (1)	<b>documents</b> (24)	<b>employee</b> (9)
<b>cute</b> (1)	<b>described</b> (1)	<b>doing</b> (37)	<b>employees</b> (19)
<b>cut-off</b> (1)	<b>description</b> (2)	<b>dollar</b> (3)	<b>employing</b> (1)
<b>CWalker</b> (1)	<b>deserving</b> (1)	<b>dollars</b> (6)	<b>employment</b> (11)
	<b>design</b> (3)	<b>domain</b> (1)	<b>ended</b> (6)
	<b>designate</b> (1)	<b>do-nothing</b> (1)	<b>endings</b> (1)
<b>CWalker@scana.com</b> (1)	<b>designated</b> (2)	<b>door</b> (5)	<b>endless</b> (1)
	<b>despite</b> (2)	<b>double</b> (3)	<b>endurance</b> (1)
< D >	<b>destruction</b> (1)	<b>doubling</b> (3)	<b>end-user</b> (1)
<b>damn</b> (1)	<b>detail</b> (4)	<b>doubt</b> (1)	<b>enforcement</b> (3)
<b>damnedest</b> (1)	<b>details</b> (3)	<b>drafting</b> (1)	<b>engage</b> (2)
<b>Dan</b> (2)	<b>detector</b> (1)	<b>drafts</b> (3)	<b>engineer</b> (1)
<b>DANIEL</b> (4)	<b>determination</b> (1)	<b>drive</b> (3)	<b>engineering</b> (7)
<b>Daniels</b> (1)	<b>determining</b> (1)	<b>drives</b> (1)	<b>engineers</b> (4)
<b>dare</b> (2)	<b>developed</b> (2)	<b>driveway</b> (1)	<b>Enron</b> (3)
<b>data</b> (2)	<b>Development</b> (2)	<b>driving</b> (5)	<b>entered</b> (1)
<b>database</b> (2)	<b>died</b> (1)	<b>due</b> (1)	<b>entire</b> (3)
<b>databases</b> (1)	<b>diem</b> (1)	<b>Duke</b> (2)	<b>entities</b> (4)
<b>DATE</b> (9)	<b>difference</b> (6)	<b>duly</b> (2)	<b>entity</b> (4)
	<b>different</b> (20)	<b>duplicate</b> (5)	

<b>entry</b> (1)	<b>expert</b> (2)	<b>filed</b> (8)	<b>frame</b> (13)
<b>enviable</b> (1)	<b>expires</b> (1)	<b>files</b> (4)	<b>Frank</b> (1)
<b>environment</b> (1)	<b>explain</b> (29)	<b>filing</b> (4)	<b>fraudulent</b> (3)
<b>equipment</b> (1)	<b>explained</b> (2)	<b>filings</b> (4)	<b>Freedom</b> (1)
<b>equity</b> (1)	<b>explaining</b> (2)	<b>filling</b> (1)	<b>friicken</b> (3)
<b>error</b> (1)	<b>exposed</b> (1)	<b>final</b> (5)	<b>Friday</b> (1)
<b>escalation</b> (1)	<b>express</b> (1)	<b>finally</b> (4)	<b>friendly</b> (1)
<b>especially</b> (2)	<b>extent</b> (2)	<b>finance</b> (9)	<b>front</b> (7)
<b>establish</b> (2)	<b>external</b> (1)	<b>financial</b> (3)	<b>fudging</b> (1)
<b>established</b> (1)	<b>extrapolate</b> (2)	<b>financing</b> (5)	<b>fuel</b> (11)
<b>establishing</b> (1)	<b>extrapolation</b> (1)	<b>find</b> (32)	<b>full</b> (4)
<b>estimate</b> (1)	<b>extremely</b> (3)	<b>finding</b> (1)	<b>full-time</b> (2)
<b>estimates</b> (3)		<b>fine</b> (4)	<b>functions</b> (1)
<b>event</b> (1)	< F >	<b>finish</b> (1)	<b>furnish</b> (1)
<b>events</b> (3)	<b>fabricate</b> (1)	<b>finished</b> (2)	<b>furniture</b> (1)
<b>eventually</b> (4)	<b>fabrication</b> (1)	<b>fire</b> (1)	<b>further</b> (2)
<b>everybody</b> (11)	<b>faced</b> (1)	<b>FIRM</b> (9)	<b>future</b> (2)
<b>evidence</b> (2)	<b>fact</b> (3)	<b>first</b> (19)	
<b>exact</b> (4)	<b>factor</b> (14)	<b>five</b> (17)	< G >
<b>exactly</b> (12)	<b>factors</b> (3)	<b>fix</b> (1)	<b>GA</b> (1)
<b>EXAMINATION</b> (4)	<b>fail</b> (1)	<b>fixed</b> (4)	<b>game</b> (1)
<b>examined</b> (1)	<b>failing</b> (1)	<b>fixed-price</b> (13)	<b>GAS</b> (8)
<b>example</b> (5)	<b>failure</b> (2)	<b>flabbergasted</b> (1)	<b>gasoline</b> (3)
<b>examples</b> (4)	<b>fair</b> (2)	<b>flavor</b> (2)	<b>gate</b> (1)
<b>exceeded</b> (1)	<b>Fairfield</b> (4)	<b>flow</b> (6)	<b>gated</b> (2)
<b>excel</b> (1)	<b>fairly</b> (1)	<b>flowcharts</b> (1)	<b>gathered</b> (1)
<b>excess</b> (1)	<b>fall</b> (3)	<b>flown</b> (1)	<b>gathering</b> (1)
<b>excessive</b> (1)	<b>familiar</b> (5)	<b>fluke</b> (1)	<b>GE</b> (1)
<b>Exchange</b> (1)	<b>family</b> (6)	<b>Fluor</b> (4)	<b>GENE</b> (5)
<b>excuse</b> (1)	<b>far</b> (7)	<b>focused</b> (2)	<b>GENERAL</b> (15)
<b>executed</b> (1)	<b>farm</b> (2)	<b>focusing</b> (1)	<b>generally</b> (5)
<b>executive</b> (11)	<b>fatal</b> (1)	<b>folder</b> (1)	<b>generated</b> (1)
<b>executives</b> (25)	<b>faux</b> (1)	<b>follow</b> (2)	<b>generation</b> (5)
<b>exhaustive</b> (2)	<b>FBI</b> (11)	<b>followed</b> (1)	<b>geniuses</b> (1)
<b>Exhibit</b> (21)	<b>February</b> (2)	<b>following</b> (3)	<b>gentlemen</b> (1)
<b>EXHIBITS</b> (1)	<b>Feckle</b> (3)	<b>follows</b> (1)	<b>Georgia</b> (2)
<b>exist</b> (1)	<b>federal</b> (1)	<b>follow-up</b> (1)	<b>getting</b> (16)
<b>exit</b> (2)	<b>feedback</b> (2)	<b>footprint</b> (5)	<b>Gilespie</b> (1)
<b>expect</b> (4)	<b>feel</b> (10)	<b>forecasting</b> (1)	<b>Gina</b> (1)
<b>expectation</b> (2)	<b>feelings</b> (1)	<b>foregoing</b> (2)	<b>give</b> (26)
<b>expectations</b> (2)	<b>fell</b> (1)	<b>form</b> (1)	<b>given</b> (24)
<b>expected</b> (3)	<b>fellow</b> (1)	<b>formal</b> (1)	<b>giving</b> (2)
<b>expecting</b> (1)	<b>felt</b> (12)	<b>former</b> (1)	<b>glad</b> (1)
<b>expenditures</b> (4)	<b>fencepost</b> (1)	<b>forth</b> (1)	<b>glass</b> (1)
<b>expense</b> (9)	<b>FICKLING</b> (1)	<b>forward</b> (3)	<b>go</b> (81)
<b>expensive</b> (2)	<b>fight</b> (2)	<b>fossil</b> (1)	<b>goal</b> (3)
<b>experience</b> (1)	<b>figure</b> (5)	<b>fought</b> (4)	<b>goals</b> (13)
<b>experienced</b> (1)	<b>figured</b> (3)	<b>found</b> (13)	<b>god</b> (5)
<b>experiencing</b> (1)	<b>file</b> (27)	<b>four</b> (6)	<b>goes</b> (4)

<b>going</b> (171)	<b>headaches</b> (1)	<b>house</b> (6)	<b>individuals</b> (4)
<b>good</b> (23)	<b>headquarters</b> (1)	<b>housekeeping</b> (3)	<b>inference</b> (1)
<b>good-faith</b> (1)	<b>heads</b> (3)	<b>Houston</b> (1)	<b>influenced</b> (2)
<b>gosh</b> (1)	<b>heads-up</b> (1)	<b>HR</b> (2)	<b>information</b> (30)
<b>gotten</b> (2)	<b>health</b> (2)	<b>huge</b> (6)	<b>injections</b> (1)
<b>governance</b> (1)	<b>hear</b> (7)	<b>hundred</b> (1)	<b>INN</b> (1)
<b>grades</b> (1)	<b>heard</b> (13)	<b>hundreds</b> (1)	<b>input</b> (1)
<b>graduating</b> (1)	<b>hearing</b> (3)	<b>hunt</b> (1)	<b>insanity</b> (1)
<b>great</b> (7)	<b>hearsay</b> (1)	<b>hurting</b> (2)	<b>insight</b> (1)
<b>greed</b> (3)	<b>heart's</b> (1)	<b>husband</b> (6)	<b>install</b> (1)
<b>Greenville</b> (1)	<b>heavily</b> (1)	<b>husband's</b> (1)	<b>instance</b> (3)
<b>grid</b> (1)	<b>he'd</b> (7)	<b>hush</b> (1)	<b>instances</b> (1)
<b>Griffin</b> (2)	<b>held</b> (1)	<b>hydro</b> (1)	<b>instruct</b> (1)
<b>ground</b> (1)	<b>hell</b> (2)	< I >	<b>integrity</b> (3)
<b>group</b> (3)	<b>helm</b> (1)	<b>icing</b> (1)	<b>intention</b> (2)
<b>groups</b> (2)	<b>help</b> (6)	<b>idea</b> (12)	<b>interact</b> (2)
<b>grow</b> (6)	<b>helpful</b> (1)	<b>identification</b> (4)	<b>interacted</b> (3)
<b>growing</b> (2)	<b>helping</b> (1)	<b>identified</b> (2)	<b>interaction</b> (1)
<b>growth</b> (11)	<b>hereunto</b> (1)	<b>identities</b> (1)	<b>interactions</b> (1)
<b>G's</b> (5)	<b>Hess</b> (1)	<b>ill</b> (1)	<b>interest</b> (4)
<b>guaranteed</b> (1)	<b>Hey</b> (1)	<b>imagine</b> (1)	<b>interested</b> (2)
<b>guess</b> (14)	<b>hierarchy</b> (4)	<b>impact</b> (6)	<b>interesting</b> (4)
<b>guy</b> (7)	<b>high</b> (3)	<b>impacted</b> (1)	<b>interests</b> (3)
<b>guys</b> (5)	<b>higher</b> (2)	<b>impacting</b> (1)	<b>interfered</b> (1)
<b>guy's</b> (1)	<b>highest</b> (2)	<b>important</b> (4)	<b>internal</b> (12)
< H >	<b>high-risk</b> (3)	<b>impression</b> (2)	<b>internally</b> (1)
<b>hair</b> (1)	<b>hilarious</b> (1)	<b>improper</b> (1)	<b>interview</b> (5)
<b>half</b> (8)	<b>Hill</b> (1)	<b>improperly</b> (2)	<b>interviews</b> (1)
<b>hall</b> (1)	<b>hire</b> (1)	<b>improvement</b> (1)	<b>Intimidate</b> (2)
<b>HALTIWANGER</b>	<b>hired</b> (1)	<b>inaccuracy</b> (2)	<b>introduced</b> (1)
(18)	<b>historically</b> (1)	<b>inappropriate</b> (1)	<b>intrusive</b> (1)
<b>hand</b> (6)	<b>history</b> (1)	<b>inappropriately</b> (2)	<b>inventory</b> (2)
<b>handed</b> (3)	<b>hit</b> (3)	<b>inartful</b> (1)	<b>invest</b> (2)
<b>handle</b> (1)	<b>hitting</b> (1)	<b>incentive</b> (3)	<b>invested</b> (1)
<b>handled</b> (1)	<b>HODGES</b> (2)	<b>incentives</b> (1)	<b>investment</b> (3)
<b>hands</b> (1)	<b>hold</b> (3)	<b>include</b> (2)	<b>investor</b> (1)
<b>happen</b> (1)	<b>HOLIDAY</b> (1)	<b>included</b> (4)	<b>investors</b> (2)
<b>happened</b> (7)	<b>holler</b> (2)	<b>income</b> (8)	<b>invite</b> (1)
<b>happens</b> (3)	<b>home</b> (4)	<b>incomplete</b> (1)	<b>invoice</b> (19)
<b>happy</b> (3)	<b>homogeneous</b> (1)	<b>incorrect</b> (1)	<b>invoices</b> (3)
<b>hard</b> (3)	<b>honest</b> (1)	<b>increase</b> (5)	<b>involved</b> (19)
<b>harder</b> (1)	<b>honor</b> (1)	<b>increased</b> (2)	<b>involvement</b> (1)
<b>Harris</b> (1)	<b>hope</b> (6)	<b>incredible</b> (1)	<b>involves</b> (1)
<b>hate</b> (1)	<b>horrible</b> (1)	<b>incremental</b> (1)	<b>I-O-N</b> (1)
<b>hated</b> (3)	<b>hospital</b> (2)	<b>indexes</b> (1)	<b>Iris</b> (2)
<b>hateful</b> (1)	<b>hot</b> (3)	<b>indicate</b> (2)	<b>Iris's</b> (1)
<b>Hayes</b> (1)	<b>hour</b> (5)	<b>indicating</b> (1)	<b>I's</b> (1)
<b>head</b> (5)	<b>hourly</b> (1)	<b>indication</b> (1)	<b>island</b> (1)
	<b>hours</b> (5)		<b>issue</b> (13)

issues (7)  
 items (1)  
 its (6)

## &lt; J &gt;

Jackass (1)  
 jackasses (1)  
 Jackson (3)  
 JAHUE (1)  
 Jake (7)  
 January (13)  
 Jeff (21)  
 JESSICA (1)  
 Jim (2)  
 Jimmy (43)  
 job (12)  
 jobs (2)  
 Joey (1)  
 Johnson (7)  
 joined (1)  
 joke (1)  
 Jones (6)  
 JR (1)  
 Judge (1)  
 JULIE (3)  
 July (3)  
 jump (2)  
 jumped (1)  
 jumping (3)  
 June (4)  
 junior (2)

## &lt; K &gt;

Kaye (1)  
 K-A-Y-E (1)  
 keep (11)  
 keeping (1)  
 keeps (1)  
 Keller (3)  
 K-E-L-L-E-R (1)  
 Ken (20)  
 Kenny (3)  
 kept (6)  
 Kevin (63)  
 K-E-V-I-N (1)  
 Kevin's (1)  
 key (4)  
 keyword (1)  
 kidding (1)

kidney (2)  
 kill (1)  
 kind (19)  
 KING (1)  
 Kissam (4)  
 K-I-S-S-A-M (1)  
 knew (22)  
 knock (1)  
 know (147)  
 knowing (3)  
 knowingly (1)  
 knowledge (2)  
 known (2)  
 knows (2)  
 knucklehead (1)  
 Kochems (5)  
 K-O-C-H-E-M-S (1)  
 Kullen (2)  
 K-U-L-L-E-N (1)

## &lt; L &gt;

labor (5)  
 lacking (2)  
 lady (1)  
 Lake (3)  
 land (1)  
 large (5)  
 larger (1)  
 largest (1)  
 last-ditch (1)  
 lately (1)  
 LAW (12)  
 laws (5)  
 lawyer (12)  
 lawyers (2)  
 lay (1)  
 layer (1)  
 laying (1)  
 layout (1)  
 layperson (5)  
 lead (2)  
 leads (1)  
 LEAH (2)  
 leap (1)  
 learn (2)  
 learned (2)  
 leave (12)  
 leaving (3)  
 LEBRIAN (1)  
 led (5)  
 left (29)  
 legal (1)  
 legislators (2)  
 letter (2)  
 letters (1)  
 level (2)  
 levels (1)  
 Levine (1)  
 liar (3)  
 lie (15)  
 lied (4)  
 lies (4)  
 life (7)  
 likes (1)  
 limb (1)  
 line (8)  
 lines (4)  
 list (6)  
 listen (3)  
 little (20)  
 live (1)  
 lived (1)  
 living (3)  
 LLC (3)  
 LLP (1)  
 Load (4)  
 local (1)  
 located (1)  
 LOCATION (2)  
 locked (1)  
 lode (1)  
 log (14)  
 logged (1)  
 long (10)  
 long-term (5)  
 Lonnie (9)  
 look (42)  
 looked (10)  
 looking (16)  
 looks (1)  
 lose (3)  
 losing (2)  
 loss (1)  
 lost (4)  
 lot (23)  
 loud (1)  
 low (3)  
 lower (1)

lumped (1)  
 luxury (1)  
 lying (2)  
 LYLE (3)

## &lt; M &gt;

mad (2)  
 magnitude (1)  
 mail (12)  
 Main (4)  
 maintaining (1)  
 major (3)  
 makers (1)  
 making (5)  
 man (1)  
 manage (1)  
 managed (1)  
 management (11)  
 manager (12)  
 managers (6)  
 managing (2)  
 man-hour (1)  
 man-hours (1)  
 manpower (2)  
 man's (1)  
 March (1)  
 Margaret (3)  
 Marion (23)  
 M-A-R-I-O-N (1)  
 mark (2)  
 marked (9)  
 market (3)  
 markup (2)  
 markups (1)  
 Marsh (26)  
 M-A-R-S-H (1)  
 Marty (14)  
 Mary (3)  
 match (1)  
 material (9)  
 materials (18)  
 math (1)  
 mathematical (1)  
 mathematically (1)  
 matter (6)  
 matters (1)  
 max (1)  
 mean (168)  
 meaning (1)

<b>means</b> (5)	<b>Module</b> (2)	<b>net</b> (5)	<b>officials</b> (1)
<b>meant</b> (1)	<b>moment</b> (1)	<b>never</b> (15)	<b>offline</b> (2)
<b>measured</b> (1)	<b>Monday</b> (1)	<b>New</b> (12)	<b>Off-the-record</b> (2)
<b>measurement</b> (2)	<b>money</b> (19)	<b>news</b> (2)	<b>Oh</b> (12)
<b>meat</b> (1)	<b>month</b> (11)	<b>newspaper</b> (2)	<b>Okay</b> (95)
<b>mechanics</b> (1)	<b>monthly</b> (5)	<b>nice</b> (3)	<b>old</b> (2)
<b>media</b> (2)	<b>months</b> (16)	<b>night</b> (1)	<b>onboard</b> (1)
<b>medical</b> (10)	<b>Mood</b> (1)	<b>nightmare</b> (1)	<b>once</b> (11)
<b>medically</b> (1)	<b>MOODY</b> (2)	<b>nine</b> (1)	<b>one-man</b> (1)
<b>meet</b> (1)	<b>MOORE</b> (18)	<b>NND</b> (4)	<b>one's</b> (1)
<b>meeting</b> (29)	<b>morale</b> (1)	<b>NOBLES</b> (1)	<b>ongoing</b> (2)
<b>meetings</b> (23)	<b>Mormon</b> (1)	<b>nodding</b> (1)	<b>online</b> (1)
<b>memo</b> (1)	<b>morning</b> (1)	<b>Nods</b> (1)	<b>on-site</b> (2)
<b>men</b> (1)	<b>Morris</b> (1)	<b>noise</b> (1)	<b>open</b> (2)
<b>mentality</b> (2)	<b>mother</b> (1)	<b>nondisclosure</b> (2)	<b>operate</b> (2)
<b>mention</b> (2)	<b>motions</b> (1)	<b>nonengineer's</b> (1)	<b>operated</b> (3)
<b>mentioned</b> (5)	<b>motivation</b> (1)	<b>no-risk</b> (1)	<b>operating</b> (5)
<b>Merit</b> (2)	<b>motto</b> (1)	<b>normally</b> (1)	<b>operational</b> (1)
<b>message</b> (20)	<b>mouth</b> (2)	<b>Notary</b> (1)	<b>operations</b> (4)
<b>met</b> (6)	<b>move</b> (2)	<b>notes</b> (1)	<b>opinion</b> (3)
<b>method</b> (1)	<b>moved</b> (2)	<b>Notice</b> (2)	<b>opportunity</b> (7)
<b>metrics</b> (2)	<b>movie</b> (1)	<b>noticed</b> (1)	<b>opposed</b> (12)
<b>metrics-based</b> (1)	<b>moving</b> (2)	<b>notified</b> (1)	<b>options</b> (2)
<b>Michael</b> (9)		<b>notorious</b> (1)	<b>order</b> (12)
<b>middle</b> (1)	< N >	<b>November</b> (4)	<b>organization</b> (13)
<b>midst</b> (1)	<b>nail</b> (1)	<b>nuclear</b> (48)	<b>original</b> (1)
<b>midyear</b> (1)	<b>name</b> (35)	<b>Number</b> (42)	<b>originally</b> (4)
<b>million</b> (29)	<b>named</b> (3)	<b>numbers</b> (23)	<b>ORS</b> (1)
<b>millions</b> (2)	<b>names</b> (7)		<b>ought</b> (1)
<b>mind</b> (6)	<b>nasty</b> (1)	< O >	<b>outcome</b> (2)
<b>Mine</b> (2)	<b>natural</b> (1)	<b>oath</b> (1)	<b>outfit</b> (1)
<b>minor</b> (1)	<b>Navy</b> (1)	<b>Object</b> (1)	<b>outside</b> (8)
<b>minute</b> (2)	<b>NDA</b> (1)	<b>objection</b> (1)	<b>outsource</b> (1)
<b>minutes</b> (1)	<b>NE</b> (1)	<b>objections</b> (2)	<b>overall</b> (1)
<b>minutia</b> (1)	<b>near</b> (1)	<b>obligation</b> (1)	<b>overhead</b> (1)
<b>misapprehend</b> (1)	<b>necessarily</b> (2)	<b>obnoxious</b> (1)	<b>overseeing</b> (2)
<b>miscellaneous</b> (1)	<b>necessary</b> (1)	<b>observed</b> (1)	<b>oversight</b> (1)
<b>mishandled</b> (1)	<b>neck</b> (1)	<b>obvious</b> (4)	<b>oversold</b> (1)
<b>mismanage</b> (2)	<b>need</b> (18)	<b>obviously</b> (2)	<b>overturned</b> (1)
<b>mismanagement</b> (3)	<b>needed</b> (8)	<b>occasions</b> (1)	<b>owed</b> (1)
<b>mismanaging</b> (1)	<b>needs</b> (4)	<b>occupation</b> (1)	<b>Owen</b> (2)
<b>misquoting</b> (1)	<b>negotiate</b> (2)	<b>occupied</b> (1)	<b>owner</b> (4)
<b>misrepresentations</b>	<b>negotiated</b> (5)	<b>occurrence</b> (1)	<b>owner's</b> (31)
(1)	<b>negotiating</b> (1)	<b>occurring</b> (2)	
<b>missed</b> (3)	<b>negotiation</b> (1)	<b>October</b> (6)	< P >
<b>mistakes</b> (3)	<b>negotiations</b> (3)	<b>offer</b> (1)	<b>P.O</b> (2)
<b>misunderstand</b> (1)	<b>neighborhoods</b> (1)	<b>OFFICE</b> (11)	<b>package</b> (3)
<b>Mitch</b> (13)	<b>neither</b> (1)	<b>officer</b> (10)	<b>PAGE</b> (1)
<b>model</b> (2)	<b>nervous</b> (3)	<b>official</b> (2)	<b>paid</b> (9)

<b>PAIGE</b> (1)	<b>physically</b> (3)	<b>prep</b> (2)	<b>prop</b> (2)
<b>painted</b> (1)	<b>pick</b> (2)	<b>preparation</b> (2)	<b>proper</b> (1)
<b>panel</b> (2)	<b>picture</b> (3)	<b>prepare</b> (2)	<b>proposition</b> (1)
<b>paper</b> (3)	<b>piece</b> (1)	<b>prepared</b> (11)	<b>propping</b> (5)
<b>papering</b> (1)	<b>pieces</b> (1)	<b>preparing</b> (7)	<b>prospects</b> (1)
<b>papers</b> (4)	<b>Pipeline</b> (8)	<b>PRESENT</b> (2)	<b>protect</b> (1)
<b>paperwork</b> (2)	<b>pissed</b> (3)	<b>presented</b> (1)	<b>protecting</b> (2)
<b>part</b> (16)	<b>pitch</b> (1)	<b>president</b> (8)	<b>protective</b> (3)
<b>participated</b> (1)	<b>pivotal</b> (1)	<b>press</b> (1)	<b>proud</b> (2)
<b>particular</b> (3)	<b>place</b> (7)	<b>pressure</b> (5)	<b>prove</b> (1)
<b>particularly</b> (2)	<b>Plaintiffs</b> (3)	<b>pressuring</b> (2)	<b>proved</b> (2)
<b>parts</b> (2)	<b>plan</b> (3)	<b>pretense</b> (1)	<b>proven</b> (2)
<b>party</b> (2)	<b>plans</b> (3)	<b>pretty</b> (16)	<b>provide</b> (9)
<b>pas</b> (1)	<b>plant</b> (21)	<b>price</b> (19)	<b>provided</b> (1)
<b>pass</b> (2)	<b>plants</b> (8)	<b>prices</b> (1)	<b>providing</b> (2)
<b>passed</b> (1)	<b>play</b> (5)	<b>Pricewaterhouse</b> (1)	<b>proxy</b> (4)
<b>pathetic</b> (1)	<b>played</b> (3)	<b>primarily</b> (1)	<b>PSC</b> (24)
<b>PATRICK</b> (1)	<b>plays</b> (1)	<b>principle</b> (1)	<b>PSNC</b> (1)
<b>pay</b> (29)	<b>PLEAS</b> (1)	<b>printed</b> (1)	<b>Public</b> (12)
<b>paycheck</b> (2)	<b>plug</b> (6)	<b>prior</b> (12)	<b>publicly</b> (1)
<b>paying</b> (7)	<b>plummet</b> (1)	<b>privilege</b> (3)	<b>pull</b> (2)
<b>payment</b> (6)	<b>plus</b> (2)	<b>privileged</b> (2)	<b>pulled</b> (6)
<b>payments</b> (8)	<b>PM</b> (1)	<b>probable</b> (1)	<b>pulling</b> (1)
<b>payors</b> (6)	<b>pocket</b> (1)	<b>probably</b> (33)	<b>pump</b> (1)
<b>payout</b> (3)	<b>point</b> (23)	<b>problem</b> (5)	<b>purchase</b> (2)
<b>payroll</b> (1)	<b>policy</b> (1)	<b>problematic</b> (1)	<b>purchasing</b> (1)
<b>Peachtree</b> (1)	<b>politically</b> (1)	<b>problems</b> (7)	<b>purpose</b> (3)
<b>penalties</b> (2)	<b>politicians</b> (1)	<b>process</b> (9)	<b>purposes</b> (1)
<b>pending</b> (1)	<b>pompous</b> (3)	<b>processes</b> (2)	<b>pursuant</b> (1)
<b>people</b> (36)	<b>pop</b> (1)	<b>procurement</b> (2)	<b>push</b> (5)
<b>percent</b> (21)	<b>population</b> (1)	<b>produce</b> (1)	<b>pushed</b> (1)
<b>percentage</b> (2)	<b>porch</b> (1)	<b>produced</b> (3)	<b>pushing</b> (3)
<b>perfect</b> (2)	<b>position</b> (20)	<b>producing</b> (2)	<b>put</b> (33)
<b>performance</b> (8)	<b>positions</b> (1)	<b>product</b> (8)	<b>putting</b> (3)
<b>performing</b> (1)	<b>positive</b> (1)	<b>productive</b> (3)	
<b>period</b> (8)	<b>possible</b> (1)	<b>productivity</b> (1)	< Q >
<b>periodically</b> (1)	<b>possibly</b> (1)	<b>professional</b> (5)	<b>qualifications</b> (3)
<b>Perry</b> (1)	<b>Post</b> (2)	<b>professionally</b> (1)	<b>quarter</b> (1)
<b>person</b> (19)	<b>pounds</b> (3)	<b>professor</b> (1)	<b>quarterly</b> (1)
<b>personal</b> (3)	<b>pour</b> (2)	<b>profit</b> (9)	<b>question</b> (10)
<b>personally</b> (1)	<b>pouring</b> (1)	<b>program</b> (2)	<b>questioned</b> (2)
<b>personnel</b> (4)	<b>power</b> (1)	<b>programs</b> (4)	<b>questioning</b> (1)
<b>persons</b> (2)	<b>PowerPoint</b> (1)	<b>progress</b> (2)	<b>questions</b> (12)
<b>perspective</b> (3)	<b>practical</b> (1)	<b>project</b> (167)	<b>quick</b> (2)
<b>PF</b> (8)	<b>practice</b> (1)	<b>projected</b> (1)	<b>quiet</b> (1)
<b>Phalen</b> (10)	<b>prayer</b> (1)	<b>projection</b> (1)	<b>quit</b> (2)
<b>Phalen's</b> (1)	<b>predecessors</b> (2)	<b>promised</b> (1)	<b>quite</b> (1)
<b>phone</b> (9)	<b>predicted</b> (1)	<b>promote</b> (3)	<b>quote</b> (6)
<b>phrase</b> (10)	<b>prefer</b> (1)	<b>promoted</b> (4)	

## &lt; R &gt;

**Rachel** (1)  
**raise** (3)  
**raised** (3)  
**raising** (2)  
**raked** (1)  
**ramped** (1)  
**ran** (1)  
**rate** (17)  
**ratepayers** (2)  
**rates** (19)  
**ratio** (1)  
**rational** (1)  
**reach** (4)  
**reached** (3)  
**reactor** (1)  
**read** (10)  
**real** (6)  
**realistic** (1)  
**reality** (1)  
**realized** (2)  
**really** (25)  
**realm** (2)  
**Realtime** (2)  
**reason** (7)  
**reasonable** (2)  
**reasons** (3)  
**re-budgeting** (3)  
**recalculate** (1)  
**recall** (10)  
**receive** (4)  
**receiving** (2)  
**recess** (1)  
**recognize** (1)  
**recollection** (1)  
**recommend** (1)  
**reconciled** (1)  
**record** (8)  
**recorded** (1)  
**recording** (1)  
**records** (7)  
**recoverable** (1)  
**recovered** (2)  
**recovery** (5)  
**recreate** (1)  
**red** (1)  
**redid** (1)  
**redline** (1)  
**re-evaluated** (1)

**refer** (4)  
**reference** (3)  
**referenced** (2)  
**referred** (1)  
**referring** (4)  
**reflect** (1)  
**reformatted** (1)  
**Refuse** (1)  
**regard** (3)  
**regarding** (1)  
**register** (1)  
**Registered** (3)  
**regular** (2)  
**regulation** (1)  
**regulatory** (2)  
**reimbursements** (1)  
**related** (13)  
**relating** (1)  
**relation** (2)  
**relationship** (8)  
**relationships** (1)  
**relative** (1)  
**release** (1)  
**relevant** (2)  
**relied** (1)  
**rely** (1)  
**remanded** (1)  
**remember** (28)  
**remind** (1)  
**report** (5)  
**REPORTED** (6)  
**Reporter** (11)  
**reporting** (1)  
**reports** (10)  
**representative** (4)  
**represented** (1)  
**representing** (1)  
**represents** (1)  
**reprimanded** (3)  
**request** (3)  
**requested** (2)  
**requesting** (2)  
**requests** (1)  
**require** (2)  
**rescheduling** (1)  
**research** (1)  
**resign** (3)  
**resigned** (3)  
**resource** (1)

**respect** (9)  
**respond** (4)  
**responding** (1)  
**response** (3)  
**responsibilities** (2)  
**responsibility** (8)  
**responsible** (3)  
**restated** (1)  
**restroom** (1)  
**result** (2)  
**results** (1)  
**retarded** (1)  
**retire** (2)  
**retired** (9)  
**retirement** (1)  
**return** (2)  
**returned** (1)  
**reveal** (2)  
**revenue** (10)  
**review** (12)  
**reviewed** (1)  
**reviewing** (3)  
**reviews** (2)  
**revised** (7)  
**revising** (1)  
**revision** (1)  
**RICHARDSON** (5)  
**RICHLAND** (1)  
**rid** (1)  
**ridiculous** (1)  
**right** (74)  
**right-hand** (1)  
**risk** (16)  
**risks** (5)  
**RMR** (2)  
**roads** (1)  
**Robinson** (1)  
**Rock** (1)  
**role** (5)  
**rolled** (1)  
**rolling** (2)  
**Ron** (17)  
**roof** (1)  
**room** (7)  
**rough** (4)  
**roughhouse** (1)  
**roughly** (2)  
**rouse** (1)  
**routine** (1)

**RPR** (2)  
**rules** (3)  
**run** (1)  
**running** (2)  
**Rusty** (1)  
  
 < S >  
**safe** (1)  
**salaries** (1)  
**salary** (6)  
**sample** (2)  
**Santee** (24)  
**Sarbanes-Oxley** (2)  
**sat** (2)  
**save** (1)  
**saw** (15)  
**saying** (15)  
**says** (3)  
**say-so** (2)  
**SC** (5)  
**SCANA** (112)  
**scana.com** (3)  
**SCANA's** (5)  
**scandal** (1)  
**SCE** (59)  
**schedule** (8)  
**schedules** (1)  
**schmuck** (1)  
**scientific** (2)  
**scream** (2)  
**screw** (2)  
**screwed** (7)  
**screws** (2)  
**seal** (1)  
**search** (4)  
**searches** (2)  
**searching** (1)  
**seasonal** (1)  
**seat** (2)  
**SEC** (9)  
**second** (4)  
**secretary** (1)  
**secure** (1)  
**secured** (2)  
**Securities** (1)  
**security** (1)  
**see** (35)  
**seeing** (2)  
**seek** (1)



seeking (1)	shop (3)	sort (6)	stint (1)
seen (8)	short (1)	sounds (2)	stock (17)
sell (1)	shortage (1)	source (1)	stockholders (1)
selling (2)	short-pay (1)	<b>SOUTH</b> (24)	Stone (1)
<b>SEMI</b> (2)	short-term (4)	space (3)	stop (4)
<b>S-E-M-I</b> (1)	show (3)	<b>SPALDING</b> (1)	stories (3)
<b>SEMI-GAS</b> (2)	showed (4)	speak (1)	story (1)
send (2)	shut (2)	speaking (2)	straight (2)
sends (1)	sick (1)	speared (1)	strategy (5)
senior (20)	sickos (1)	special (3)	streak (1)
sense (2)	side (3)	specific (4)	stream (6)
sensitive (1)	sifting (1)	specifically (1)	streams (1)
sent (7)	sign (4)	speculating (1)	Street (5)
sentence (1)	signature (2)	speechless (2)	Street's (1)
separate (1)	signed (7)	spell (2)	stress (3)
sequence (1)	significantly (1)	spend (3)	stressed (2)
series (1)	signing (4)	spent (13)	strictly (2)
seriously (1)	similar (3)	Speth (2)	stripped (1)
serve (1)	similarly (1)	<b>S-P-E-T-H</b> (1)	<b>STROM</b> (1)
served (1)	simple (1)	spirit (2)	structure (1)
service (8)	simply (1)	spoken (1)	structured (1)
serviced (1)	single (1)	spread (1)	struggling (1)
Services (23)	sit (2)	staff (7)	stuff (8)
servicing (1)	site (18)	stand (5)	subject (3)
session (1)	sitting (1)	standpoint (2)	submitted (1)
set (10)	situated (1)	start (11)	subpoena (4)
setting (2)	situation (2)	started (10)	subpoenaed (2)
settled (2)	six (10)	starts (2)	subscribe (1)
seven (2)	size (5)	start-up (2)	subsidiaries (2)
severance (2)	sized (1)	<b>STATE</b> (4)	subsidiary (2)
Shakes (1)	skip (4)	stated (2)	substance (2)
Shannon (1)	slang (1)	statement (6)	substancewise (1)
share (8)	slaughterhouse (1)	statements (5)	success (1)
shared (8)	<b>SLED</b> (8)	station (1)	successful (4)
shares (1)	slides (2)	statistics (1)	sudden (2)
She'd (1)	slit (1)	status (1)	sue (1)
sheer (1)	small (1)	stay (3)	suggest (3)
sheet (2)	smaller (2)	stayed (1)	<b>Summer</b> (10)
sheets (4)	smartest (3)	stays (2)	sun (1)
she'll (1)	<b>Smith</b> (2)	steal (1)	<b>Sunset</b> (1)
Sheri (4)	so-and-so (2)	steep (1)	super (1)
Shield (3)	sold (4)	steer (1)	supervisor (1)
shift (2)	solicit (1)	stemming (1)	supervisory (1)
ship (1)	somebody (27)	stenographically (1)	supplement (1)
Shirley (10)	somebody's (1)	step (1)	supplemental (1)
Shirley's (1)	something's (1)	Steve (15)	supplemented (1)
shit (2)	somewhat (1)	Steve's (2)	supplied (1)
shocked (1)	soon (1)	stick (1)	supplies (1)
shooting (1)	sorry (6)	stiff (1)	supply (1)

<b>support</b> (9)	<b>term</b> (4)	<b>trace</b> (1)	<b>understand</b> (14)
<b>supported</b> (2)	<b>terminated</b> (2)	<b>track</b> (1)	<b>understanding</b> (17)
<b>supporting</b> (1)	<b>terminology</b> (1)	<b>tradition</b> (1)	<b>understood</b> (4)
<b>supportive</b> (3)	<b>terms</b> (9)	<b>trailer</b> (1)	<b>undertaken</b> (1)
<b>supports</b> (2)	<b>terribly</b> (1)	<b>trained</b> (1)	<b>underway</b> (1)
<b>supposed</b> (12)	<b>TERRY</b> (1)	<b>training</b> (2)	<b>unfamiliar</b> (1)
<b>supposedly</b> (2)	<b>test</b> (4)	<b>transactions</b> (2)	<b>unfortunately</b> (2)
<b>sure</b> (13)	<b>testified</b> (3)	<b>transcribed</b> (1)	<b>Unit</b> (16)
<b>surprise</b> (1)	<b>testify</b> (5)	<b>transcript</b> (3)	<b>Units</b> (8)
<b>surprised</b> (1)	<b>testimony</b> (56)	<b>Transcription</b> (2)	<b>unpaid</b> (1)
<b>suspicious</b> (1)	<b>thank</b> (1)	<b>transmission</b> (8)	<b>unquote</b> (1)
<b>sustainability</b> (1)	<b>thereof</b> (1)	<b>trash</b> (1)	<b>untrue</b> (1)
<b>SWAG</b> (1)	<b>thing</b> (22)	<b>treat</b> (1)	<b>unusual</b> (1)
<b>Swan</b> (2)	<b>things</b> (22)	<b>treated</b> (2)	<b>update</b> (1)
<b>S-W-A-N</b> (1)	<b>think</b> (115)	<b>tremendous</b> (1)	<b>updated</b> (3)
<b>swipe</b> (2)	<b>thinking</b> (3)	<b>tried</b> (1)	<b>upfront</b> (1)
<b>swiped</b> (1)	<b>thinks</b> (1)	<b>tries</b> (1)	<b>upset</b> (2)
<b>switched</b> (1)	<b>thought</b> (20)	<b>triggered</b> (3)	<b>upside</b> (1)
<b>sworn</b> (3)	<b>thousands</b> (5)	<b>triggering</b> (1)	<b>upstanding</b> (1)
<b>symptomatic</b> (2)	<b>threatened</b> (1)	<b>troubling</b> (1)	<b>use</b> (7)
<b>system</b> (6)	<b>three</b> (6)	<b>trucks</b> (1)	<b>users</b> (1)
<b>systems</b> (1)	<b>three-year</b> (1)	<b>true</b> (1)	<b>usually</b> (2)
	<b>throat</b> (2)	<b>trust</b> (1)	<b>utilities</b> (1)
	<b>Thumb</b> (1)	<b>trusted</b> (1)	<b>utility</b> (8)
<b>&lt; T &gt;</b>	<b>tie</b> (1)	<b>truth</b> (10)	<b>&lt; V &gt;</b>
<b>tab</b> (1)	<b>tied</b> (4)	<b>try</b> (22)	<b>various</b> (2)
<b>table</b> (2)	<b>ties</b> (1)	<b>trying</b> (43)	<b>VC</b> (8)
<b>tag</b> (1)	<b>tight</b> (1)	<b>turbine</b> (1)	<b>vehicles</b> (3)
<b>take</b> (27)	<b>TIME</b> (76)	<b>turn</b> (5)	<b>vendor</b> (1)
<b>taken</b> (11)	<b>timeline</b> (3)	<b>turned</b> (3)	<b>vendors</b> (4)
<b>takes</b> (3)	<b>timelines</b> (3)	<b>turning</b> (1)	<b>verbalize</b> (1)
<b>talk</b> (25)	<b>times</b> (6)	<b>twice</b> (1)	<b>verify</b> (2)
<b>talked</b> (16)	<b>Timmerman</b> (5)	<b>two</b> (32)	<b>verse</b> (1)
<b>talking</b> (18)	<b>title</b> (2)	<b>type</b> (5)	<b>versus</b> (5)
<b>tanks</b> (1)	<b>titled</b> (3)	<b>typed</b> (1)	<b>Vice</b> (8)
<b>target</b> (3)	<b>titles</b> (2)	<b>types</b> (3)	<b>view</b> (2)
<b>TAYLOR</b> (1)	<b>today</b> (24)	<b>&lt; U &gt;</b>	<b>viewpoint</b> (1)
<b>teacher</b> (1)	<b>told</b> (27)	<b>uh-huh</b> (39)	<b>views</b> (1)
<b>team</b> (31)	<b>tongue</b> (1)	<b>Uhm</b> (1)	<b>vindicated</b> (1)
<b>team's</b> (2)	<b>tooth</b> (1)	<b>uh-uh</b> (9)	<b>violate</b> (1)
<b>technical</b> (2)	<b>top</b> (1)	<b>ultimately</b> (2)	<b>violated</b> (1)
<b>technology</b> (3)	<b>topic</b> (4)	<b>umbrella</b> (1)	<b>violation</b> (1)
<b>Ted</b> (2)	<b>topics</b> (1)	<b>unable</b> (1)	<b>visit</b> (1)
<b>tell</b> (40)	<b>tore</b> (1)	<b>uncomfortable</b> (1)	<b>Vogtle</b> (1)
<b>telling</b> (15)	<b>total</b> (7)	<b>underlie</b> (1)	<b>voice</b> (19)
<b>tells</b> (2)	<b>totally</b> (2)	<b>undermining</b> (1)	<b>volume</b> (1)
<b>ten</b> (2)	<b>touch</b> (2)	<b>underneath</b> (1)	<b>VP</b> (9)
<b>tend</b> (1)	<b>touched</b> (3)	<b>underperformed</b> (1)	<b>VPs</b> (1)
<b>tended</b> (1)	<b>tour</b> (1)		
<b>tenth</b> (1)			

vs (1)

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wait (2)

waive (1)

waived (1)

walk (2)

walked (3)

WALKER (15)

walking (1)

walks (1)

Wall (3)

walls (4)

want (57)

wanted (20)

wants (2)

war (4)

watch (2)

watched (2)

watchful (1)

water (3)

watered (1)

way (20)

ways (1)

wear (1)

weather (1)

Webster (1)

WEC (2)

weeks (6)

weight (3)

Well (84)

went (41)

we're (29)

West (1)

WESTBROOK (1)

Westinghouse (24)

Westinghouse's (4)

we've (21)

whichever (1)

white (2)

Wicker (3)

wife (1)

wilderness (1)

willing (1)

Willoughby (5)

winter (1)

wished (1)

witch (1)

withhold (2)

withholding (1)

within-entitled (1)

WITNESS (21)

witnesses (1)

wondered (1)

word (5)

words (4)

work (46)

workaround (1)

worked (12)

working (10)

works (3)

worried (1)

worrying (1)

worst (2)

worth (2)

wow (1)

wrap (1)

wrapped (1)

wrists (1)

writing (5)

written (11)

wrong (8)

wrote (3)

WWW.CLARK-ASS  
OCIATES.COM (1)

< Y >

yard (3)

Yeah (45)

year (29)

year-end (2)

years (20)

yellow (6)

Yep (1)

you-all (6)

you-all's (1)

< Z >

zero (3)

zeroed (1)

Ziegler (2)

zombie (1)