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Transmission Project Contracting and Packaging Strategy Risk Assessment – Action Items from June 26, 2012 Roundtable

Attendees at June 26 Roundtable

The following participated in the June 26, 2012 roundtable to discuss and debate certain risks and opportunities identified in PowerAdvocate's Transmission Project Contracting and Packaging Strategy Risk Assessment

- Paul Harrington – Nalcor
- Lance Clarke - Nalcor
- Jason Kean – Nalcor
- Pat Hussey – Nalcor
- Darren Debourke - Nalcor
- Kyle Tucker - Nalcor
- Keenan Healey – SNC Lavalin
- Ken McClintock – Consultant
- Tim Dorsey – PowerAdvocate
- Jim Cerone - PowerAdvocate

Summary of Risks and Opportunities Discussed

Packaging and Commercial risks and opportunities (bolded items) were the primary focus in the June 26 roundtable

	<u>Risks and Opportunities</u>	<u>Risk/ Opp'y #</u>
1 Packaging	○ Understated Cost Variability Risk due to deficient performance by upstream suppliers	1
	○ Enhanced materials management strategy/approach	3
	○ Increase QA/QC during fabrication of lattice towers	4
	○ Cost impact of access road construction	8
	○ Use of EPC contracting approach for substations package	11
2 Commercial	○ Transparency into and effective use of unit prices	5
	○ Risk sharing/ incentive program with the EpCM	6
	○ Gaps in warranty provisions and other commercial terms	7
	○ Effective review of OCIP commercial provisions	10
3 Market	○ Impact of commodity escalation on project costs	2
	○ Labour availability	N/A
	○ Use of traditional strategic sourcing principles	9

Note: Detailed discussion and case studies will be included for bolded items

Roundtable resulted in a list of Action Items

Action	Owner(s)	Status
1. Develop a marketing strategy for the Transmission Line projects to raise interest and awareness among major transmission line contractors	Nalcor (is there a public relations team?)	
1a. Identify upcoming trade shows and industry conferences at which Nalcor might speak or set up a booth to showcase the LCP	PA	
1b. Identify relevant publications that Nalcor can leverage to raise awareness of the project	PA	
2. Review Lattice Tower specification (or other relevant sources) to determine what the current expectations are for QA/QC on proper bolt hole alignment. Ask questions to remaining bidders to confirm their QA / QC approach. Determine whether 100% inspection of every bolt hole is worth the additional upfront expense compared to the potential avoided cost.	Nalcor (Kyle) / SNC (Keenan)	
2a. Contact owners that have tower steel supplied by one of Nalcor's three bidders to verify quality/performance	Nalcor (Kyle) / SNC (Keenan)	
2b. Facilitate discussion by Nalcor with Allegheny / Kenny Construction on Lattice Tower QA/QC and delivery lessons learned from TrAIL project	PA	
3. Solidify materials management strategy	Nalcor, PA	
3a. Finalize / document desired approach and division of responsibilities in light of current project challenges and available solutions in the supply market	Nalcor	
3b. Facilitate discussion with supplier(s) capable of performing broader scope	PA	
4. Revisit the strategy regarding clearing contractor and TL contractor, including around which contractor builds the access roads and the timing/mechanics of the communications between the two contractors	Nalcor / SNC	

Action Items (continued)

Action	Owner(s)	Status
5. Verify RFP documents contain unit "language" consistency	Nalcor / SNC	
6. Update Package Dictionary for consistency as to contract basis to ensure common understanding across project	Nalcor	
6a. Inconsistencies between check boxes and words describing "contract basis"	PA	
6b. Inconsistencies in contract basis for similar type packages	PA	
7. Reach out to three converter station bidders on AC substations and on CM capabilities	Nalcor / SNC	
8. Perform analysis to document/support decision to combine AC switchyard equipment, other associated major material purchases and the construction of AC switchyards into a single EPC approach performed on LS basis	Nalcor/SNC/PA	
9. Facilitate discussion with PSEG on EPC approach for AC substations and Siemens' CM capabilities	PA	
10. Provide example of cut sheet used by other Owners to help facilitate the determination of the number of manhours associated with EpCM work	PA	
11. Nalcor to provide sample bid package to PA for better understanding of Exhibits 1 and 2 of RFP package, which would be a focus of PA on procurement team	Pat Hussey	
12. PA to network for experienced personnel interested in supporting the LCP	PA	