

Overland TL – 2017 Look-ahead

7-Dec-2016

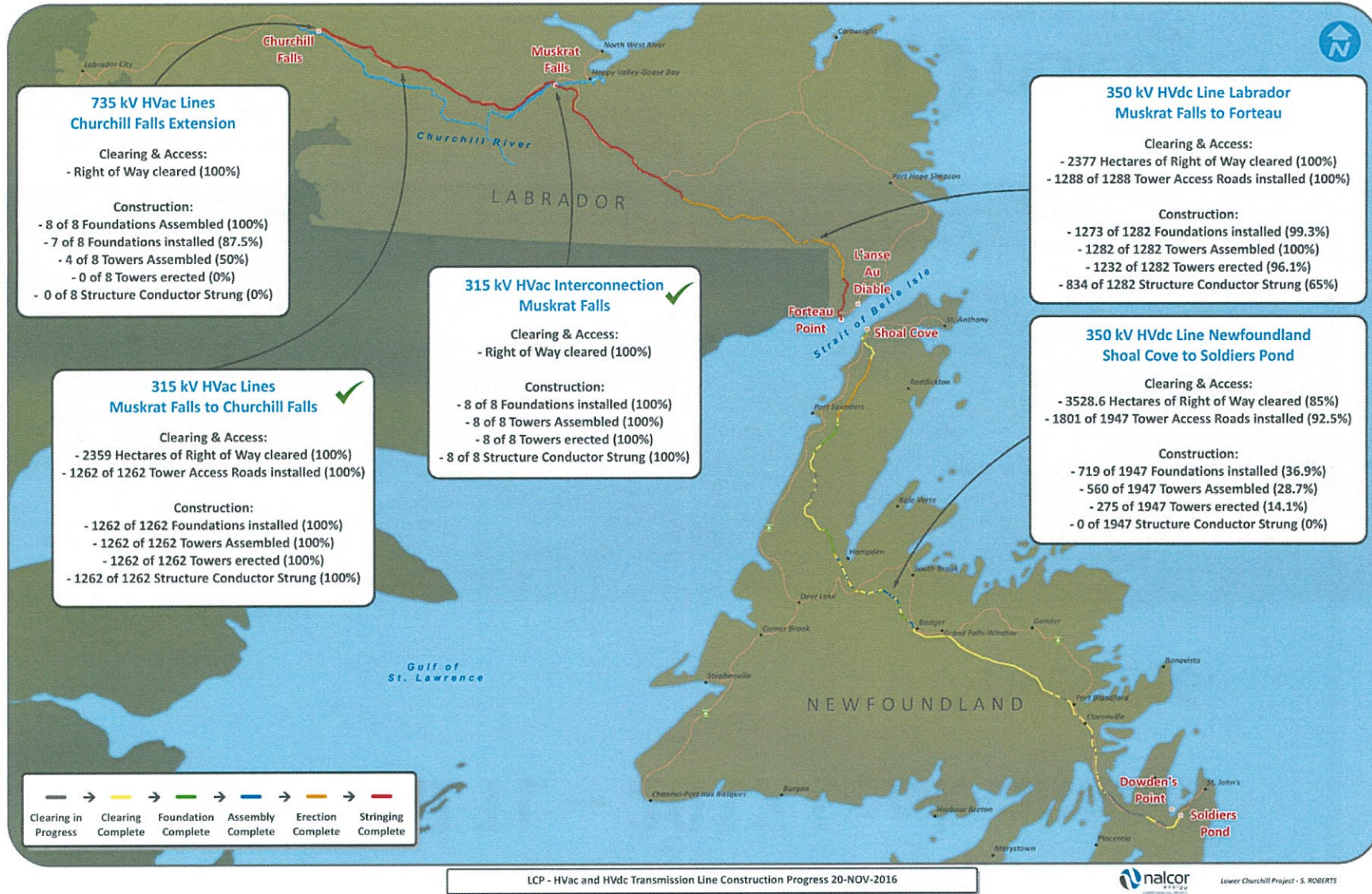
Boundless Energy



Briefing presentation prepared by J. Kean and presented to new Project Director - G. Fleming. Meeting occurred 4 - 4:45PM in Greg's office



Progress as of 20-Nov-2016



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Over the past 12 months

Leaving 2015

- Overall construction **38%** complete
- Significantly behind baseline plan with no recovery plan – forecasting late Q1-2018
- Valard just mobilizing to Island; disjointed progress in Labrador
- Dispersed AC and DC work fronts
- Phase 1 AC Rebuilds Complete
- No alignment with Valard on LRM build
- Significant winter work constraints
 - Segment 3, 1 – 93
 - Segment 2, 1 to 235
 - TNWZ
- HVdc stringing just commencing
- Struggling through learning challenging geotechnical conditions in Labrador

Leaving 2016

- Overall construction **74%** complete
- Viable plan to finish line in 2017
- HVac – Substantially complete
- HVdc Labrador – foundations & towers complete. Stringing well advanced.
- ROW and access substantially complete
- Work fronts compressing – Island focus
- Phase 2 of AC Rebuilds complete
- 735kV progressing for Q1 completion
- LRM – conventional build, access complete, ahead of plan.
- Winter work constraints removed – S2 1-235, TNWZ via all-season access
- 45% of foundations complete on Island
- New tools in the toolbox – micro and macro pile
- All materials available
- High predictability on foundation conditions

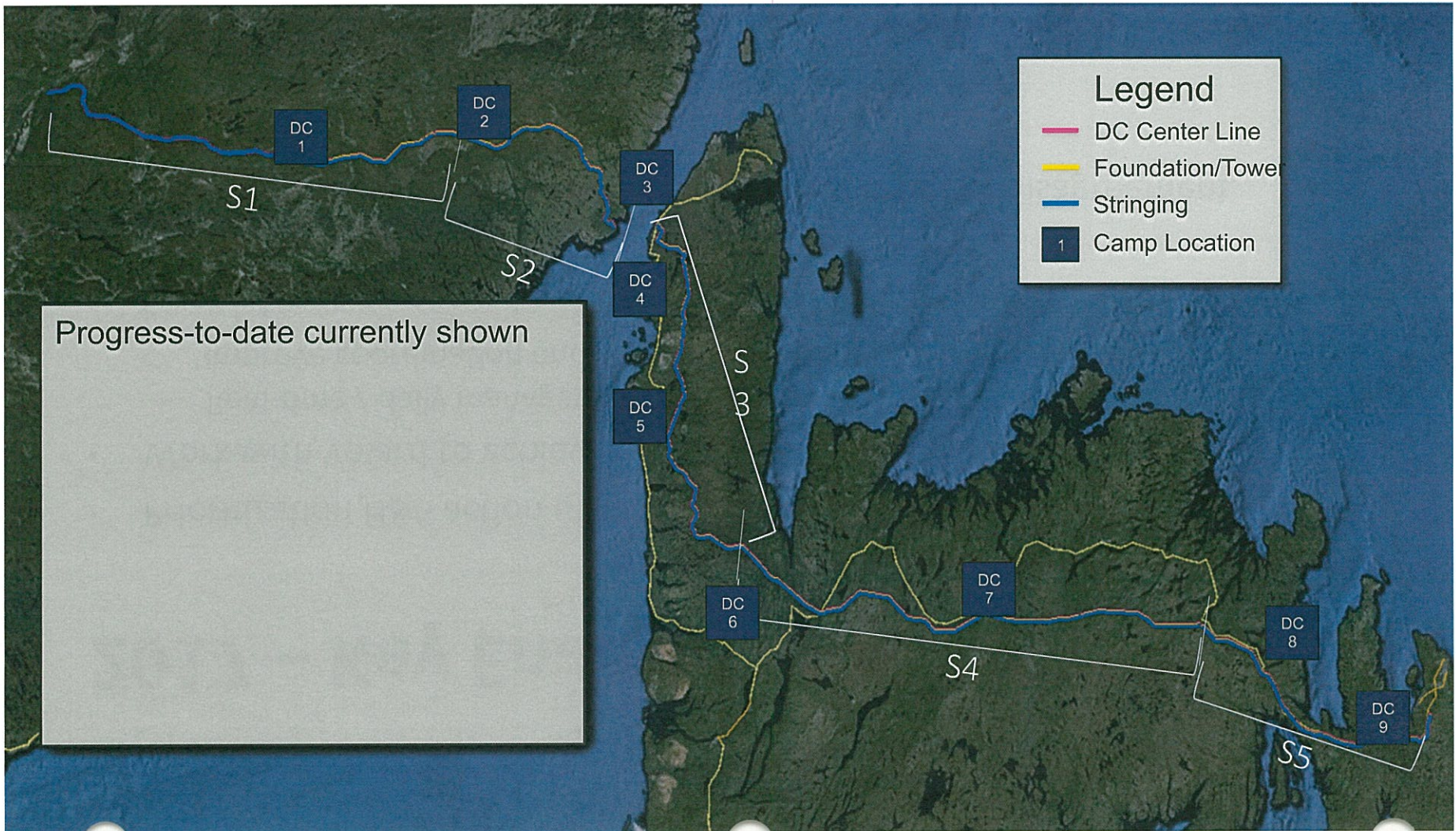
2017 Year-Ahead

- Scope is well-defined with many uncertainties removed
 - ROW, access, foundations and conductor
- Organization in-place who understands their roles
- Viable plan in-place, understood by team, weekly targets set
 - Contractor demonstrating a commitment to deliver
- Critical focus areas on team's radar
 - Segment 3 Winter Zone, LRM, restringing
- Process implemented for resolution of open commercial issues

2017 – Key Enablers

- Prioritization H&S action plan against key risks
- Work with Valard to achieve committed production levels
 - Real-time / daily management of deficiencies and opportunities through improve coordination and cooperation (both LCMC and Valard)
- Strong focus on ensure quality objectives are met and risk areas under close surveillance
- Work towards addressing open commercial items of disagreement
- De-risking Tactics
 - Test pitting, geotechnical and advanced groundtruthing
 - Implement Macro-Pile
 - SWOT team approach on open risk areas (e.g. Segment 3 Winter Zone)
 - Investment in critical access (e.g. LRM, TNWZ)

Schedule Overview



Organizational Design


- Levels and competency to implement strategies and tactics contained in Key Management Plans
- Area-based management approach with 3 key positions
- Scaled (up and down) to reflect level of activity (315 HVac – 350 HVdc TL)
- Resources transition from AC to DC TL (each of E, P and C phases) and eventually from Labrador to Island
- Following ROW completion, key resources transition to either access maintenance or line construction

Organizational Design (cont'd)

- 80%+ of resources are field based, with some key positions “roving” to ensure consistency of activity
- Continuity of engineering from design through follow-on support to construction.
 - Home office based providing support to 315kV, 350kV, AC rebuilds, TL267.
 - Engaged in daily construction operations – SQs, SINs, Structure staking, survey, sag checks, material issues
 - Field visits when and where required.
- Central and moving field operations office to act as the nerve center. Located in close proximity to Valard operations.
 - HVGB MY ---> Forteau ---> Deer Lake ---> Grand Falls ---> Arnold’s Cove?

Governing Documents

Lower Churchill Management Corporation



Overland Transmission Lines Completions Plan
Nalcor Doc. No. LCP-PT-MD-0000-CM-PL-0005-01

Comments: This document complies with EN-PH-0049-01 and the Overland Transmission Lines Completions & Ready for Operations forms as indicated in the text.

B1	27 Oct 2014	Issued for Use
Status / Revision	Date	Reason for Issue

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LCP-PT-MD-0000-QM-FR-0001-01, Rev. B4

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Overland Transmission Management Plan – Construction Phase
Nalcor Doc. No. LCP-PT-MD-0000-TL-PL-0001-01

Comments: This document covers the Construction phase of the Project.


Total # of Pages (Including Cover): 502

B1	18-Mar-2015	Issued for Use	J. Ryan	S. Sullivan	T. Green	A. S. Power	
A1	2-Feb-2015	Issued for Review	J. Ryan				
Status / Revision	Date	Reason for Issue	Prepared by	Checked by	Quality Assurance Approval	General Project Manager	

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350 kV HVdc TRANSMISSION LINES - INSPECTOR'S HANDBOOK
Nalcor Doc. No. ILK-PT-MD-6200-TL-MN-0001-01

Comments: This document covers the Quality Surveillance strategy for Overland Transmission

Total # of Pages (Including Cover): 306

B1	9-Oct-2015	Issued for Use	Dennis Sutton	David Green	Elizabeth Healy	Kumar Mandaswamy	
Status / Revision	Date	Reason for Issue	Prepared by	Functional Manager Approval	Area Managers	Project Manager – Overland Transmission	

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