

## CalAdvocates Data Request 15.1

In PacifiCorp's 2022 WMP update, PacifiCorp states:

To address these challenges, PacifiCorp is planning to engage a construction management partner through a competitive bidding process in 2022. This new contracted partner is expected to facilitate delivery of the various aspects of covered conductor projects, such as project management, project controls, project reporting, engineering, estimating, permitting, surveying, material procurement, material management, construction, and post construction inspections. PacifiCorp anticipates that the new contracted partner will begin supporting the delivery of covered conductor in late 2022 or early 2023. (p. 282, 283)

Likewise in PacifiCorp's 2023 WMP, PacifiCorp states:

To address these challenges, Pacific Power is planning to engage a construction management partner through a competitive bidding process initiated in 2022 and concluding in 2023. This new contracted partner is expected to facilitate delivery of the various aspects of line rebuild projects, such as project management, project controls, project reporting, engineering, estimating, permitting, surveying, material management, construction, and post construction inspections. Pacific Power anticipates that the new contracted partner will begin supporting the delivery of covered conductor in 2023. (p. 139, 140)

- (a) What has PacifiCorp accomplished in 2022 to obtain a construction management partner?
- (b) What has PacifiCorp accomplished in 2023 to obtain a construction management partner?
- (c) Please provide evidence of PacifiCorp's seeking a construction management partner and provide all responses to PacifiCorp's seeking a construction management partner.

## Response to CalAdvocates Data Request 15.1

- (a) In 2022, PacifiCorp developed a program plan to obtain a construction management partner to share the delivery and risk of the various wildfire mitigation projects. The 2022 activities included:

Issuing a request for information (RFI) to contractors / consultants to gage the bidding landscape and key elements for a successful partnership and program. More than 50 contractors were invited to participate in the RFI and 13 responded;  
Reviewing RFI responses to determine the scope and plan for a request for proposal

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**Subject:** Pre-Bid Communication CMAR Fire Mitigation RFP  
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[Cover Letter and rules of engagement\\_JAGGAER 01-21-21 \(1\).docx](#)

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Good Morning,

PacifiCorp is very excited to extend an invitation to bid on our CMAR Fire Mitigation RFP to your company. We will have this opportunity on the street very soon. Please send me additional Contact information if you want to invite another person at your firm or add them to your Jaggaer supplier profile. Please see the attached for Jaggaer/Bidding instructions. There will be a mandatory pre-bid meeting on 11/15/2022 at 09:30 MT/08:30 PT

**Join with a video conferencing device**

[berkshirehathawayenergy@m.webex.com](mailto:berkshirehathawayenergy@m.webex.com)

Video Conference ID: 111 366 812 6

[Alternate VTC instructions](#)

**Or call in (audio only)**

[+1 563-275-5003,101721895#](#) United States, Davenport

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Thank you,

-Sloan

Best Regards,

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# Wildfire Safety CMAR RFP Response: Review Notes

Date

1/17/2023

Topic / Component		Bidder 1
Program Throughout	Minimum miles/year	350
	Expected (Average) miles / year	350
	Maximum Throughput	400
Resource Plan	Construction Workforce Location(s)	Redacted
	Engineering Workforce Location(s)	Redacted
	Peak Craft Workforce Estimates (FTEs)	<i>Not Provided</i>
	Core Craft Workforce Estimates (FTEs)	240
	Design/Program Management (FTEs)	122
	<b>Total Experience with Covered Conductor</b>	<b>33.5</b>
Covered Conductor Experience	Tree Wire	7.5
	Spacer Cable	6
	Covered Conductor	20
	RFI Response	<b>Limited</b>
	RFI Response for Plotting	<b>0</b>
Project Estimates	Project 1A - Spacer Cable Timeline (months)	14.5
	Project 1A - Tree Wire Timeline (months)	13
	Project 1A - Spacer Cable Cost (\$mil)	\$ 2,911,081.63
	Project 1A - Tree Wire Cost (\$mil)	\$ 2,735,087.50
Ramp Up Plan	Time to First Mile Constructed (months)	9
	Time to Steady State Program Throughput	Not Provided

General	Noteworthy Experience(s)	Hendrix cable rebuild project 6 miles in Gresham/OR City for Portland General Electric (no contact info); heavy projects in SDGE territory for fire mitigation (FIRM)
	Notes	Generally proposal too high level
	General Strength(s)	Experience with laydown/showup yards; pre-construction team deployed in all previous projects for initial setup of construction facilities; proposes scaling as needed
	Weakness(es)	Only one design partner, unclear on staffing levels;

Bidder 2	Bidder 3	Bidder 4	Bidder 5
350	350	350	350
350	400	400	350
400	700	500	350
<b>Redacted</b>	<b>Redacted</b>	<b>Redacted</b>	<b>Redacted</b>
<b>Redacted</b>	<b>Redacted</b>	<b>Redacted</b>	<b>Redacted</b>
50	200	0	20
125	75	125	120
46	200	113	122
<b>150</b>	<b>380.5</b>	<b>69</b>	<b>64.3</b>
150	197	61	51
0	0	8	13.3
0	183.5	0	0
<b>Expert</b>	<b>Very</b>	<b>Some</b>	<b>N/A</b>
<b>1000</b>	<b>500</b>	<b>50</b>	<b>0</b>
8	16	11	10
9	15	10	9.5
\$ 1,161,012.97	\$ 4,971,608.00	\$ 1,378,317.57	\$ 2,023,596.47
\$ 1,236,987.37	\$ 4,448,901.00	\$ 917,292.43	\$ 1,739,821.17
5.5	8	8	8
Not Provided	12	12	12

<p>PAR, Potelco, Summit are all current MSA holders; Used by Gateway South Project; Lots of tree wire reconductoring with PG&amp;E; Notes spacer cable project for PG&amp;E with no miles</p>	<p>14 mile CC project with pole replacements in Mount Baldy by helicopter (reminds me of the WA project planned)</p>	<p>7.5 miles spacer cable construction &gt;21 miles spacer cable design 61 miles tree wire construction one tree wire project design unspecified length</p>	<p>16 miles Tree wire and 3 miles OH/UG conversion for PG&amp;E 1033 kcmil and 765 kcmil spacer cable</p>
<p>Have established operations centers in each of our regions</p>	<p>Strong Resource / Ramp Up Plan</p>	<p>sample project timeline fast (42 and 47 weeks)</p>	<p>completed fuse replacement scope for Pacific Power on time</p>
<p>Largest employer of union/non-union line workers in North America and is scalable for our needs; Can save 25%-35% \$ and time with designing with O-Calc and others besides PLS-CAD</p>	<p>Size of Workforce; 380 miles of CC experience mentioned in bid</p>	<p>28 years of CA permitting experience forecasted quick turn on designs (3 months)</p>	<p>Power Engineers has extensive experience with Pcorp standards and RCMS and will require minimal ramp</p>
<p>will need assistance in assessing appropriate permits</p>	<p>High overhead potential with excessive resources</p>	<p>Permit subcontractor did not provide a federal permit example, though several California projects were listed including linear projects</p>	<p>Power Engineers permits Proposed construction ramp is too slow</p>

- (RFP) bid event and identifying the list of potential bidders to invite; Issuing the RFP to 11 bidders; and Facilitating a pre-bid meeting – mandatory for bidders submitting a proposal – to review the scope and schedule and to ensure that bidders’ questions were addressed.
- (b) As of June 12, 2023, PacifiCorp has performed the following activities to obtain a construction management partner: addressed bidders’ questions before proposals were due; completed technical and commercial evaluations of proposals submitted by seven bidders; and conducted separate interviews with five bidders to give each an opportunity to detail their proposal to the PacifiCorp team.
- (c) PacifiCorp sent pre-bid communication to potential bidders. Please refer to Attachment CalAdvocates 15.1-1 which provides a copy of Pre-Bid Communication CMAR Fire Mitigation RFP\_Redacted.

Please refer to Attachment CalAdvocates 15.1-2 which provides a copy of CMAR RFP Review Summary.

## **CalAdvocates Data Request 15.2**

PacifiCorp's 2023 WMP proposes to "engage a construction management partner ... to facilitate delivery of the various aspects of line rebuild projects, such as project management, project controls, project reporting, engineering, estimating, permitting, surveying, material management, construction, and post construction inspections." (p. 139, 140).

Please describe PacifiCorp's plan for managing this proposed contractor. Please address the following issues, at minimum:

- (a) How many internal staff members will be needed to manage the contractor and what skills or qualifications will the internal staff members bring to bear?
- (b) Which PacifiCorp teams or units will be responsible for managing the contractor?
- (c) How will PacifiCorp provide guidance and direction to the contractor regarding goals, tasks, and deliverables?
- (d) How will PacifiCorp maintain effective oversight and supervision of the contractor's work?

## **Response to CalAdvocates Data Request 15.2**

- (a) PacifiCorp estimates three to eight internal full time equivalent (FTE) resources may be needed to manage the contractor. Skills and qualifications for these internal resources are yet to be determined.
- (b) Plans for managing the contractor have not yet been finalized.
- (c) Plans for managing the contractor have not yet been finalized.
- (d) Plans for management and oversight of the contractor have not yet been finalized.



### **CalAdvocates Data Request 15.3**

In PacifiCorp's quarterly data report for Q4 2022, PacifiCorp missed its annual target for installation of system automation equipment. Please explain:

- (a) Why the installation target was missed;
- (b) What the limiting factors for installation are; and
- (c) What PacifiCorp is changing in 2023 and going forward so that future targets are not missed.

### **Response to CalAdvocates Data Request 15.3**

- (a) PacifiCorp updated the reported number of system automation units to 57 in the 2023 Q1 QDR update. Based on this update, the annual target, 51, was not missed.
- (b) As explained in the Company's response to subpart (a) above, the annual target for installation of system automation units was not missed. However, PacifiCorp notes that system automation projects can be split into two groups;
  - a. Distribution field reclosers require engineering, purchase of non-site specific long lead materials, line construction resources, and meter relay technicians. Generally the engineering and meter relay technicians are the limiting factors driven by turnover and limited qualified staffing
  - b. Substation relay and circuit breakers require engineer, purchase of site specific long lead materials, civil construction resources and meter relay technicians. Generally the engineering, and meter relay technicians are the limiting factors driven by turnover and limited qualified staffing for. Additionally, site specific long lead materials have longer than historic delivery timelines due to supply chain constraints and high industry demand.
- (c) As explained in the Company's response to subpart (a) above, the annual target for installation of system automation was not missed. PacifiCorp continues to improve on its process and has allocated additional time into the project forecast for a more realistic time to engineer and procure long lead materials. PacifiCorp is working with internal meter relay technicians throughout the Pacific Power service territory to assign resources to projects as they become ready for construction. This includes the use of contracted meter relay technicians to support wildfire mitigation work and other projects.

### **CalAdvocates Data Request 15.4**

In PacifiCorp's quarterly data report for Q4 2022, PacifiCorp missed its annual target for expulsion fuse replacement. Please explain:

- (a) Why the installation target was missed;
- (b) What the limiting factors for installation are; and
- (c) What PacifiCorp is changing in 2023 and going forward so that future targets are not missed.

### **Response to CalAdvocates Data Request 15.4**

- (a) Suppliers delivered the required quantities of expulsion fuses later than anticipated. This delayed the mass installation of expulsion fuses until Q4 2022. Additionally, December of 2022 had poor weather impacting construction progress.
- (b) The limiting factors were the date replacement fuses became available and the weather in December 2022.
- (c) The limiting factors in 2022 have been addressed with the receipt of the materials late in 2022 supporting work into 2023. While weather was not favorable in Q1 2023, PacifiCorp was able to complete 1,455 installations during out of an annual target of 5,000 (29 percent complete). Based on this, installations are occurring at a pace to meet targets for 2023.

### **CalAdvocates Data Request 15.5**

For covered conductor installation, PacifiCorp's 2023 target is significantly higher than its 2024-2025 targets (PacifiCorp's 2023 WMP p. 132, 133).

- (a) Why is PacifiCorp's 2023 target significantly higher than its 2024-2025 targets?
- (b) Why does PacifiCorp's strategy of decreasing system hardening targets over time optimally reduce risk?

### **Response to CalAdvocates Data Request 15.5**

- (a) PacifiCorp's targeted run rate of line rebuild projects is 80 miles per year. The 2023 target is higher than this run rate due to inclusion of about 50 miles of 2022 projects that were incomplete at the end of 2022.
- (b) This target of 80 miles was set as an achievable target for predictable results at the recommendation from Cal Advocates. PacifiCorp will look for opportunities to exceed these targets as additional resources or efficiencies allow.

### **CalAdvocates Data Request 15.8**

For transmission pole replacement, PacifiCorp's 2023 target is significantly higher than its 2024-2025 targets (PacifiCorp's 2023 WMP p. 132, 133).

- (a) Why is PacifiCorp's 2023 target significantly higher than its 2024-2025 targets?
- (b) Why does PacifiCorp's strategy of decreasing system hardening targets over time optimally reduce risk?

### **Response to CalAdvocates Data Request 15.8**

- (a) Transmission pole replacements are a function of the line rebuild program. The target line miles for 2023 are higher than 2024-2025 so the transmission pole replacement targets are adjusted proportionally.
- (b) Please refer to Company's response to CalAdvocates Data Request 15.5 subpart (b).

2023WMP-15 / PacifiCorp  
June 13, 2023  
CalAdvocates Data Request 15.6

### **CalAdvocates Data Request 15.6**

For covered conductor installation, PacifiCorp's 2023 target is significantly higher than its 2024-2025 targets (PacifiCorp's 2023 WMP p. 132, 133).

- (a) Why is PacifiCorp's 2023 target significantly higher than its 2024-2025 targets?
- (b) Why does PacifiCorp's strategy of decreasing system hardening targets over time optimally reduce risk?

### **Response to CalAdvocates Data Request 15.6**

Please refer to Company's response to CalAdvocates Data Request 15.5

Despite PacifiCorp's diligent efforts, certain information protected from disclosure by the attorney-client privilege or other applicable privileges, or law may have been included in its responses to these data requests. PacifiCorp did not intend to waive any applicable privileges or rights by the inadvertent disclosure of protected information, and PacifiCorp reserves its right to request the return or destruction of any privileged or protected materials that may have been inadvertently disclosed. Please inform PacifiCorp immediately if you become aware of any inadvertently disclosed information.

### **CalAdvocates Data Request 15.7**

For distribution pole replacement, PacifiCorp's 2023 target is significantly higher than its 2024-2025 targets (PacifiCorp's 2023 WMP p. 132, 133).

- (a) Why is PacifiCorp's 2023 target significantly higher than its 2024-2025 targets?
- (b) Why does PacifiCorp's strategy of decreasing system hardening targets over time optimally reduce risk?

### **Response to CalAdvocates Data Request 15.7**

- (a) Distribution pole replacements are a function of the line rebuild program. The target line miles for 2023 is higher than 2024-2025 so the distribution pole replacement targets are adjusted proportionally.
- (b) Please refer to Company's response to CalAdvocates Data Request 15.5, subpart (b).

### **CalAdvocates Data Request 15.9**

For installation of system automation equipment, PacifiCorp's 2023 target is significantly higher than its 2024-2025 targets (PacifiCorp's 2023 WMP p. 132, 133).

- (a) Why is PacifiCorp's 2023 target significantly higher than its 2024-2025 targets?
- (b) Why does PacifiCorp's strategy of decreasing system hardening targets over time optimally reduce risk?

### **Response to CalAdvocates Data Request 15.9**

- (a) PacifiCorp has already replaced most of the system automation equipment within California including equipment outside the high fire threat districts (HFTD) Tier 2 and Tier 3 areas. While PacifiCorp will continue to evaluate additional system automation projects, there is no additional scope to include in 2024-2025 at this time.
- (b) There is not a strategy to decrease system hardening targets. With respect to this request, PacifiCorp has replaced most of the system automation equipment, so a reduction in targets is a function of that background. .

### **CalAdvocates Data Request 15.10**

For expulsion fuse replacement, PacifiCorp's 2023 target is significantly higher than its 2024-2025 targets (PacifiCorp's 2023 WMP p. 132, 133).

- (a) Why is PacifiCorp's 2023 target significantly higher than its 2024-2025 targets?
- (b) Why does PacifiCorp's strategy of decreasing system hardening targets over time optimally reduce risk?

### **Response to CalAdvocates Data Request 15.10**

- (a) PacifiCorp anticipates that it will have replaced the majority of the total scoped expulsion fuses by the end of 2023. The 2024 scope is projected to complete out this program.
- (b) There is not a strategy to decrease system hardening targets. With respect to this request, PacifiCorp anticipates that it will have replaced the majority of the total scoped expulsion fuses by the end of 2023. The 2024 scope is projected to complete out this program.



### **CalAdvocates Data Request 15.11**

This question relates to the number of electromechanical relays that protect PacifiCorp's California HFTD area.

- (a) What does PacifiCorp mean by "all identified relays" (PacifiCorp's 2023 WMP, p. 132) when it states that it will upgrade all identified relays by December 2026?
- (b) Please provide PacifiCorp's definition of transmission.

### **Response to CalAdvocates Data Request 15.11**

- (a) All protection relays for circuits with sections within high fire threat district (HFTD) areas.
- (b) PacifiCorp's definition of transmission includes any circuit designed to operate at 46 kilovolt (kV) to 200 kV as Local Transmission, and above 200 kV as Main Grid Transmission.

It is understood that this is different than the California Public Utilities Commission (CPUC) definition of transmission as provided in General Order (GO) 131D. PacifiCorp's definition of Local Transmission is similar to how the CPUC defines "power line" and Main Grid Transmission matches the definition of "transmission line." PacifiCorp's current local transmission network in California is operated at 69 kV and 115 kV, therefore the difference in voltage range is not significant.

### **CalAdvocates Data Request 15.12**

This question relates to the number of electromechanical relays that protect PacifiCorp's California HFTD area. Assuming PacifiCorp meets its stated system automation equipment targets, please answer the following:

- (a) Where both the 1st and 2nd local transmission substation relays (which protect HFTD circuit segments) are electromechanical:
  - 1. How many instances of these situations will be left after 2025?
  - 2. How many instances of these situations will be left after December 2026?
  
- (b) Where both the 1st and 2nd local distribution substation relays (which protect HFTD circuit segments) are electromechanical:
  - 1. How many instances of these situations will be left after 2025?
  - 2. How many instances of these situations will be left after December 2026?
  
- (c) For overhead distribution reclosers relays (which protect HFTD circuit segments), where the relay is electromechanical.
  - 1. How many instances of these situations will be left after 2025?
  - 2. How many instances of these situations will be left after December 2026?
  
- (d) How many total electromechanical relays (which protect HFTD circuit segments):
  - 1. Will be left after 2025?
  - 2. Will be left after December 2026?

### **Response to CalAdvocates Data Request 15.12**

- (a) Please refer to the Company's response to subparts 1. and 2. below:
  - 1. Zero
  - 2. Zero
  
- (b) Please refer to the Company's response to subparts 1. and 2. Below:
  - 1. Zero
  - 2. Zero
  
- (c) Please refer to the Company's response to subparts 1. and 2. Below:
  - 1. Zero
  - 2. Zero
  
- (d) Please refer to the Company's response to subparts 1. and 2. Below:
  - 1. Zero
  - 2. Zero