Schedule BW-5

****Public****

SPP Southwest Power Pool

HELPING OUR MEMBERS WORK TOGETHER TO KEEP THE LIGHTS ON... TODAY AND IN THE FUTURE

October 11, 2021

Dear SPP Members, Qualified RFP Participants, and Stakeholders:

The Transmission Owner Selection Process ("TOSP") is a part of SPP's Tariff as required by FERC Order No. 1000. As we all know, the competitive nature of the TOSP presents new challenges to SPP's open, transparent and collaborative stakeholder process. One challenge in particular is the fact that our FERC-approved process requires that the Board of Directors ("BOD") review and select the "winning" Request for Proposal ("RFP") proposal via a "blind" competitive process. In other words, the BOD is unaware what entities have submitted RFP proposals until after a RFP proposal has been selected by the BOD following a recommendation report from an Industry Expert Panel ("IEP").

Due to the requirement that the BOD be "blind" as to which parties have submitted RFP proposals, we have decided to implement the following requirement and process for the October 26, 2021 meeting.

Ex Parte Communications – No person or entity shall have any communications, in any form, fashion or medium, with the members of the BOD about the substance of any RFP proposals under consideration or the IEP recommendations and report. Similarly, members of the IEP have been instructed to have no contact with any person or entity about their work on and the results contained in the IEP's recommendations and report, except with certain SPP staff, other IEP members, IEP consultants or information related to any request for information about submitted RFP proposals per SPP's Tariff.

October 12, 2021 – Per Attachment Y of SPP's Tariff, two reports based on the IEP recommendation will be completed – a public report and a non-public report. The public report will redact the identity of submitters, as well as confidential information. This report will be posted on SPP's website. The non-public report will be provided to the BOD. This report will redact only the identity of submitters.

October 26, 2021 – A three-phase process will be used during the BOD web-based meeting in which the BOD selects the Designated Transmission Owner ("DTO") and an alternate RFP proposal ("Alternate DTO").

During Phase 1 and 2 of this process, the IEP will participate via WebEx and present their recommendations to the BOD.[1] During Phase 1, only procedural questions will be permitted and during Phase 2 substantive questions are only permitted by members of the BOD. *The purpose of these prohibitions are to ensure that no questions for the IEP could be used -- intentionally or unintentionally -- to disclose the identity of the entities that have submitted RFP proposals.*

Phase 1: The IEP chairman will present the procedural steps and processes used by the IEP during the review of each RFP proposal. After the IEP chairman presents the procedural aspects, questions submitted by SPP stakeholders via email. Questions should be limited to questions to the IEP about the processes and procedures used by the IEP. Questions, should be emailed to Ben Bright, SPP's Manager of Regulatory Processes, at bbright@spp.org. The BOD members can ask questions during the meeting. *Only procedural questions will be permitted. No substantive questions about the IEP's recommendations or report will be allowed in Phase 1.*

Phase 2: The IEP will present its recommendations and report to the BOD. After the IEP presents its recommendations and report, only BOD members will be permitted to question the IEP about its recommendations and report. *Only the BOD will be permitted to pose substantive questions about the IEP's recommendations or report. Any SPP stakeholder that wishes to request that the IEP address any substantive topics during the IEP's presentation during Phase 2 may submit requested topics to the IEP panel via an email.* ***The IEP, in its sole discretion, will have the final decision on addressing these requests.*** *These emails must be submitted to Ben Bright at bbright@spp.org by October 19, 2021.*

Phase 3: The BOD will discuss the RFP proposals and select the entity that will become the DTO and the Alternate DTO, respectively. Only the BOD will be permitted to debate and/or discuss the competing RFP proposals and recommendations and report from the IEP. *No SPP stakeholder will be allowed to participate in the debate or discussion. As with the standard SPP process, the SPP Members Committee will be polled before the BOD conducts any vote.*

If you have any questions about the above requirements or procedures, please contact Paul Suskie, SPP's General Counsel, at psuskie@spp.org or by phone at 501-831-1622.

Sincerely,

Larry Altenbaumer
Chairman SPP Board of Directors

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[1] The members of the IEP designated by SPP's Oversight Committee will not be announced until the BOD meeting on October 26, 2021.

INDUSTRY EXPERT PANEL
TRANSMISSION PROVIDER
PUBLIC REPORT

FINAL

RFP-000003
Wolf Creek – Blackberry 345 kV
October 12, 2021

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Acronyms and Definitions

These terms are used in this report and are taken from the SPP Tariff Attachment Y or have been defined by the IEP for use in this report.

ATRR: Annual Transmission Revenue Requirement0

Applicant: An entity that has submitted an application to the Transmission Provider to be a Qualified RFP Participant (QRP).

Competitive Upgrades (CU): Those upgrades defined in Section I.1 of this Attachment Y or an upgrade for which the Transmission Provider must select a replacement Transmission Owner pursuant to Section IV.3 of this Attachment Y.

Criterion: An element in the SPP Tariff, Attachment Y that the IEP is directed to consider in its evaluation of proposals. As part of its evaluation, the IEP members may have further divided a criterion into sub-criteria, and further divided a sub-criterion into factors.

DPP: Detailed Project Proposal

DTO: Designated Transmission Owner

Guaranty: This term shall have the meaning given in Attachment X of this Tariff.

Guarantor: This term shall have the meaning given in Attachment X of this Tariff.

Industry Expert Panel: The panel of industry experts designated by the SPP Oversight Committee to review and evaluate proposals submitted in response to any Request for Proposals in the Transmission Owner Selection Process.

Project: The Wolf Creek-Blackberry 345 kV Transmission Line Project, the Wolf Creek-Blackberry Project.

Present Value of the Revenue Requirement (PVRR): The estimated ongoing cost of operating the project over a 40 year period as calculated in the RFP Response Form Excel Workbook, Tab 3-PVRR

RFP Response Estimate (RRE) Cost Summary: The RRE is the cost to construct the project including materials, labor, equipment, and other non-material costs, as calculated in the RFP Response Form Excel Workbook, Tab 2B.

Request for Information (RFI): A request to one or more Respondents for information related to its proposal.

Request for Proposals (RFP): For purposes of this Attachment Y, a request issued by the Transmission Provider for proposals from QRPs to construct, own, operate, and maintain a Competitive Upgrade.

RFP Proposal or Proposal: A proposal submitted by one or more QRPs in response to a Request for Proposals issued by the Transmission Provider for a Competitive Upgrade.

RFP Respondent: Each QRP involved in the submission of an RFP Proposal that proposes to be the DTO for all or part of a Competitive Upgrade.

Qualified RFP Participant (QRP): An entity that has been determined by the SPP to meet the requirements in Attachment Y to submit a proposal.

ROW: Right of way.

Scoring category: One of the five major categories identified in the SPP Tariff, Attachment Y for evaluation of proposals, which include Engineering Design, Project Management, Operations, Rate Analysis, and Finance.

SPP Tariff, Attachment Y or Attachment Y: SPP's Open Access Transmission Tariff, Sixth Revised Volume No. 1 that sets out the steps for the Owner Designation Process.

Transmission Owner Selection Process (TOSP): The process of determining the Designated Transmission Owner for a Competitive Upgrade pursuant to Section III.2 of this Attachment Y.

Industry Expert Panel Internal Report Executive Summary

Executive Summary

In October 2019, the Board finalized approval of the 2019 Integrated Transmission Planning (ITP) recommendations that included two Competitive Upgrades (CU). One, the Wolf Creek – Blackberry 345 kV Transmission Line Project (Project), which is the subject of this report, and the Sooner – Wekiwa 345 kV Transmission Line Project which was awarded in October 2020. SPP issued a Request for Proposals (RFP) as required by the SPP Transmission Owner Selection Process (TOSP) to qualified entities soliciting proposals to construct, own, and operate the Wolf Creek-Blackberry Project pursuant to Attachment Y of the SPP Tariff.[1]

Once the RFP was approved for issuance, the Oversight Committee approved the selection of five panel members, with a lead and second in each of the five scoring categories described in Attachment Y of the SPP Tariff, and also designated one expert to act as a chairman for the panel.

The newly formed IEP for the Project held multiple conference calls in November and December 2020 in which the group adopted a set of work practices, provided input to SPP staff on the pending IEP Direction to Respondents document, and defined a successful project as one that would be built within the target in-service date, within budget, and would operate and be maintained in accordance with the requirements set out by SPP.

The IEP also discussed the scoring methodology within each scoring category and began to document those methodologies for ultimate inclusion in the IEP Recommendation Report and IEP Direction to Respondents document. The IEP adopted a scoring philosophy that would be used to allocate points to the specific criterion/sub-criterion in each scoring category based upon information provided in the proposals, using this rubric:

- Unacceptable (0%): Proposals that provided information not relevant to the RFP requirements or did not meet the minimum requirements for a particular criterion/sub-criterion were rated "Unacceptable" and were allocated no points for that criterion/sub-criterion.

- Meets Minimum Expectation (50%): Proposals that provided a response that was rated as meeting only the minimum expectations for addressing a particular criterion/sub-criterion were assigned 50% of the available points for that criterion/sub-criterion.

- Good (80%): Proposals that provided an acceptable level of supporting information for a particular criterion/sub-criterion were rated "Good" and allocated up to 80% of the available points for that criterion/sub-criterion.

[1] www.spp.org

- Better (90%): Proposals that provided a better level of supporting documentation for a particular criterion/sub-criterion were rated "Better" and allocated up to 90% of the available points for that criterion/sub-criterion.

- Best (100%): Proposals with the best supporting documentation for a particular criterion/sub-criterion were rated "Best" and allocated up to 100% of the available points for that criterion/sub-criterion.

Scoring in the Rate Analysis category was driven by the lowest RRE and PVRR proposal numbers, and maintains the scoring methodology used in the other categories. All Proposals received greater than the Minimum Expectation Standard of 50% of available points for each criterion/sub-criterion in the Rate Analysis category. One Proposal did receive the Best Scoring of 100% of available points for all scoring criteria/sub-criteria. The rest of the Proposals received a score above the Minimum Expectation Standard and just below the Good Standard of 80% of available points for the RRE and PVRR criteria. None of these Proposals scored in the Better Standard of 90% of available points, reflecting the large dollar difference in their RRE and PVRR values from those of the lowest cost Proposal.

The proposals were made available to the IEP on April 12, 2021. The group designated a letter identifier for each proposal to avoid focus on any Respondent's identity, as shown in Table 1. At all times the IEP sought to conduct its work in a non-discriminatory manner and to operate within the structure set by Attachment Y.

Table 1
Letter Designation for Each Proposal

Letter Designation	Respondent
Proposal A	[redacted]
Proposal B	
Proposal C	
Proposal D	
Proposal E	
Proposal F	
Proposal G	

During the first several weeks of the evaluation period, each IEP member reviewed each of the proposals, examined the information presented that addressed the criteria and sub-criteria within their primary and secondary categories, and determined point allocations consistent with the scoring methodologies developed prior to the beginning of the evaluation period. If the IEP needed additional information from Respondent(s), the IEP instructed SPP staff to send a Request for Information (RFI) to Respondent(s)

requesting clarifying information to support the IEP's evaluations. During the entire evaluation period the IEP met weekly by video conference to discuss its evaluations and common issues.

On June 2-3, 2021 the full IEP met via video conference and the lead for each scoring team presented their point allocations for each criterion and sub-criterion in their respective categories for review and discussion by the full IEP. As part of this meeting, the IEP examined whether the allocation of points for any criterion or sub-criterion that overlapped across scoring categories resulted in a double counting or inadequate allocation of points. In addition, the IEP addressed whether the point allocation spread for any criterion/sub-criterion was consistent across scoring categories and did not result in an inappropriate weighting of the total point allocation.

Following these discussions, SPP staff presented a summary tabulation of the point allocations for each scoring category. The results showed that the overall scoring was tightly clustered among the top proposals, as shown in Table 2.

Table 2
Total IEP Point Allocation by Scoring Category and RFP Respondent

Scoring Results Matrix SPP-RFP-000003 Wolf Creek-Blackberry 345kV						
RFP Proposal	Engineering Design (200pts)	Project Management (200pts)	Operations (250pts)	Rate Analysis (225pts)	Finance (125pts)	Total Score
C	184.00	169.00	243.25	225.00	113.13	934.38
B	189.00	182.00	239.00	190.17	113.75	913.92
A	186.00	182.00	239.00	192.75	113.75	913.50
G	178.00	187.00	245.00	180.77	118.75	909.52
F	182.00	188.00	196.25	188.32	118.75	873.32
E	185.00	179.00	214.38	177.49	93.13	848.99
D	179.00	179.00	214.38	180.33	93.13	845.83
Average Score	183.29	180.86	227.32	190.69	109.20	891.35

The point allocation for each scoring category including Incentive Points, as described in Section 4 of this Report, is shown in Table 3.

Table 3
Total IEP Point Allocation by Scoring Category and RFP Respondent Including Incentive Points[2]

Scoring Results Matrix SPP-RFP-000003 Wolf Creek-Blackberry 345kV											
RFP Proposal	RRE	PVRR	Engineering Design (200pts)	Project Management (200pts)	Operations (250pts)	Rate Analysis (225pts)	Finance (125pts)	Total Score	Qualified for Incentive Pts?	Incentive Pts	Grand Total Score
C	$ 85,168,938	$ 63,235,728	184.00	169.00	243.25	225.00	113.13	934.38	Yes	100.00	1034.38
B	$ 121,105,590	$ 93,655,553	189.00	182.00	239.00	190.17	113.75	913.92	Yes	100.00	1013.92
A	$ 116,544,151	$ 90,494,897	186.00	182.00	239.00	192.75	113.75	913.50	Yes	100.00	1013.50
G	$ 144,924,580	$ 112,766,772	178.00	187.00	245.00	180.77	118.75	909.52	Yes	100.00	1009.52
F	$ 126,505,598	$ 101,289,581	182.00	188.00	196.25	188.32	118.75	873.32	Yes	100.00	973.32
E	$ 151,156,536	$ 116,566,959	185.00	179.00	214.38	177.49	93.13	848.99	Yes	100.00	948.99
D	$ 143,802,827	$ 110,971,071	179.00	179.00	214.38	180.33	93.13	845.83	Yes	100.00	945.83
Average Score	$ 127,029,746	$ 98,425,794	183.29	180.86	227.32	190.69	109.20	891.35	N/A	N/A	991.35

The IEP unanimously recommends Proposal C as the Recommended RFP Proposal. Proposal C received the highest overall point allocation for its proposal to construct, operate and maintain the Wolf Creek-Blackberry 345 kV Transmission Line. Proposal C also received the highest point allocation in the scoring of Rate Analysis, which represents the lowest cost proposal to SPP customers. The strength of Proposal C went beyond being the lowest cost. The IEP recommendation found Proposal C to merit high scores in the vital areas of Engineering Design (including the highest rated conductor of all proposals), Operations and Finance. The high point scores in these areas reflect a balance across scoring criteria that determine the value to SPP customers, not just the cost. The IEP believes Proposal C demonstrated that it offers capabilities and processes that can deliver a successful project, that the proposed designs are robust, and that the resulting costs are competitive.

The IEP unanimously recommends Proposal B as the Recommended Alternate RFP Proposal. Proposal B received the second highest point allocation as shown in Table 2. In addition, Proposal B scored with the highest points on Engineering Design and third in Project Management, Operations, Rate Analysis, and Finance. The Respondent submitting Proposal B is viewed as having the capability and experience to construct, operate and maintain the Project successfully.

[2] Table 3 includes the RRE and PVRR figures for each Proposal

Industry Expert Panel Evaluation Process and Results

Section 1: Industry Expert Panel History

In October 2019, the Board finalized approval of the 2019 Integrated Transmission Planning recommendations. These recommendations included two projects that were determined to be CUs, as described in the SPP Tariff. Each CU is subject to a separate TOSP. This report is to address the Wolf Creek - Blackberry 345 kV project. Under the SPP TOSP, SPP issued an RFP to qualified entities to provide them an opportunity to submit a proposal to construct, own, and operate the CU facility pursuant to the SPP Tariff.

On November 20-21, 2019, the members of the expert pool and SPP Board member Josh Martin attended a two-day training exercise at the SPP headquarters in Little Rock. The experts were provided an overview of SPP and information related to its ITP process, FERC Order 1000, the SPP Order 1000 Process, and SPP Tariff provisions related to Order 1000, as well as the role and expectations of the expert panel.

In April 2020, the SPP Oversight Committee recommended a pool of experts to the Board that would be available for the creation of an industry expert panel should there be CU projects approved for construction. The Board approved the Oversight Committee recommendation to include these experts in the pool for 2020.

On September 28, 2020, SPP published an RFP for the Wolf Creek - Blackberry 345 kV Transmission Project. The RFP terms were largely dictated by Attachment Y of the SPP Tariff. All interested qualified entities were required to submit proposals on or before March 29, 2021. A standard RFP Response template was provided to each qualified entity. In addition to the required response format, each entity was instructed to meet additional guidelines (such as minimum design standards, SPP Operating Criteria, and incumbent interconnection requirements) in their responses. Each of these additional guidelines was noted in the RFP and included detailed documentation of the requirements.

Once the RFP was approved for issuance, SPP proceeded to identify and gain Oversight Committee approval for 5 members of the expert pool to serve as the Industry Expert Panel (IEP) for the Wolf Creek - Blackberry Project, with a lead and second in each of the five scoring categories as shown in Table 4 below.

Table 4
SPP Industry Expert Panel for Wolf Creek - Blackberry Project

Area of Expertise/Scoring Category	Primary Expert	Secondary Expert
Engineering Design	[redacted]	
Project Management		
Operations		
Rate Analysis		
Finance		

On November 5, 2020 the IEP held its initial meeting by conference call. The group covered general organizational issues, RFI philosophy, and set an evaluation schedule. The group also discussed the need to set up a scoring methodology for each category based on the criteria/sub-criteria outlined in the Tariff and any other items each expert felt could be beneficial to their respective scoring category. Finally, the group discussed its initial task to provide input to the IEP Direction to Respondents document by the mid-point of the RFP response window.

In subsequent calls in November and December 2020, the group met via conference call and adopted a set of work practices that included:

- When emails are used for communications with other IEP members, the consultant retained to support the IEP's activities, or the SPP staff, the sender will copy Aaron Shipley and the IEP Chair on each email.
- Aaron Shipley will maintain a master archive of all email communications involving the IEP's activities.
- Before sending an email, each IEP member will review the draft email for clarity of content understanding that the email may be made public at some point.
- IEP members will not initiate contact directly with any RFP Respondent.
- If a RFP Respondent initiates contact with an IEP member, that member will terminate the contact immediately and notify the IEP Chair, Aaron Shipley, and Ben Bright who will assess whether any follow-up action is appropriate.
- An IEP member may request that an RFI be sent to RFP Respondents utilizing the SPP staff to transmit the RFI and receive and distribute responses to the IEP members as appropriate.
- IEP members will retain documents on which they relied in rating the RFP Respondents' proposals until completion of the TOSP, at which time they will delete notes/files used in the TOSP.
- The IEP adopted a scoring methodology that would subdivide each of the five scoring categories into criteria and sub-criteria with assigned points that sum to the point total set for each scoring category in the SPP Tariff, Attachment Y.
- In May 2021, the IEP decided to seek a 30-day extension in its schedule and requested that Aaron Shipley develop the request to the SPP Oversight Committee. The extension request was later approved by the Oversight Committee.

Also in November and December of 2020, the group met via conference call and discussed the appropriate way to measure the ultimate success or failure of the Project, which is categorized as needed for economic purposes. The IEP determined that a successful project would be built within the target in-service date, within budget, and would operate in accordance with the requirements set out by SPP. The IEP also discussed the scoring methodology within each scoring category and began to document those methodologies for ultimate inclusion in the IEP Recommendation Report and IEP Direction to Respondents document.

The IEP also discussed its policy on seeking additional information from RFP Respondents. The IEP determined that each response would be evaluated based on information provided by the Respondent. If required, a clarification would be sought using an RFI to gain a better understanding of the information provided. No additional information would be requested from an individual Respondent so as not to allow one Respondent an unfair advantage to supplement its response. If additional information was needed in

the evaluation, a request would be sent to all relevant Respondents. In addition, the IEP determined that its role was to evaluate the information provided for reasonableness and for comparison, but not to serve as an audit function.

The IEP published the IEP Direction to Respondents document on December 21, 2020.

The SPP Staff made the proposals available to the IEP on April 12, 2021, and the IEP designated a letter identifier for each proposal in keeping with the SPP's directive that the IEP should act in an impartial way. These identifiers are listed in Table 5.

Table 5
Letter Designation for Each Proposal

Letter Designation	Respondent
Proposal A	[redacted]
Proposal B	
Proposal C	
Proposal D	
Proposal E	
Proposal F	
Proposal G	

Section 2: IEP Scoring Category Methodologies

The primary and secondary panel expert for each scoring category developed a methodology to allocate a portion of the total points specified in Attachment Y for each scoring category - Engineering Design, Project Management, Operations, Rate Analysis, and Finance – to each of the criteria and sub-criteria that were identified to evaluate the RFP proposals and any additional factors. Each scoring category team presented its methodology to the full IEP for review and comment prior to receiving the proposals and prior to applying it to score the proposals. The IEP discussed areas of potential improvement and agreed on a general approach for scoring, while allowing flexibility within each scoring category for the experts to apply their judgment in designing the methodology and distributing the available points to the criteria and sub-criteria, consistent with the requirements of the SPP Tariff, Attachment Y.

Engineering Design

The SPP Tariff, Attachment Y designates four criteria for the Engineering Design review of the Project:

1(a) Type of construction (wood, steel, design loading, etc.),
1(b) Losses (design efficiency),
1(c) Estimated life of construction; and
1(d) Reliability/quality metrics.

The RFP Response Form Excel Workbook included a "Design Experience" criterion, which was in addition to the Attachment Y requirements. This was added to emphasize that long-term reliability/resilience and performance of the transmission line is dependent on the experience and capabilities of the staff and contractors assigned to designing the Project.

The RFP Response Form Excel Workbook also included an "Other" criterion.

These criteria were further divided into multiple sub-criteria to assist in the evaluation of each proposal, resulting in a total of 44 sub-criteria. The 200 points designated by Attachment Y for Engineering Design were assigned to the summary criteria as shown in Table 6 based on their perceived significance to the success of the Project from an Engineering Design standpoint.

Significant effort was expended to carefully read and review all Engineering documents in all Proposals, including the RFP Response Form, the RFP Response Form Excel Workbook, and multiple Engineering Attachments. Utilizing 18 sub-criteria, a side by side comparison of all Proposals supported the scoring of the criteria/sub-criteria in the Engineering Design category.

The most important criteria and sub-criteria were deemed to be those related to the Structure Configuration, Conductor, and Structure Loadings/Foundations, because they determine whether the transmission line will provide the rated capacity of a minimum of 3000 amps specified by SPP and whether it will provide a safe, resilient, and reliable design for its service life. The conductor selection will govern the line capacity. The structural design must consider the impact of the extreme loading criteria the line will experience during its service life. Reliability of the line is critical to the day-to-day operations of the line through its structural resilience, its design for clearances, and its energized characteristics.

The importance of these three sub-criteria is reflected in the high proportion of points, 36, 24, and 20 points respectively, assigned to these sub-criteria.

The next tier of importance, scoring 20 points each, was for Losses, Life of Construction, Reliability/Quality, and Design Experience for delivering an efficient design/power transfer capability, and Project durability/life, Quality, and experience in designing similar relevant projects.

A third tier of importance, scoring 10 points, was for Shield Wire/dual communication paths. Lastly, four points were allocated for the "Other Comments" sub-criterion.

Table 6
Scoring Methodology Point Designation for Engineering Design

Section 1: Engineering Design (Reliability/Quality/General Design) 200 Pts *Measures the quality of the design, material, technology, and life expectancy of the Competitive Upgrade*	**Sub-criteria**	**Weight**	**Total Pts (200)**
1a) Type of Construction (Wood, Steel, Design Loading, etc.)	1a.1) Design Loading Criteria	10%	20
	1a.2) Conductor Type/Name, Ampacity, Number of sub conductors	12%	24
	1a.3) Shield Wire Type/Name, Number of Shield Wires, Size of Wire	5%	10
	1a.4) Structure Configuration	18%	36
	1a.5) Insulators	6%	12
	1a.6) Dampers	4%	8
	1a.7) Markers	3%	6
	Sub-Total Criteria Pts	58%	116
1b) Losses (Design Efficiency)		10%	20
1c) Estimated Life of Construction		10%	20
1d) Reliability/Quality Metrics		10%	20
1e) Other - Design Experience		10%	20
1f) Other - Comments		2%	4
	Scoring Category Total	**100%**	**200**

Project Management

Attachment Y of the SPP Tariff allocates a maximum of 200 points for the defined criteria in the Project Management scoring category. These criteria are Environmental/Route Selection, Right of Way Acquisition, Procurement and Engineering, Project Development Schedule/Scope, Construction, Commissioning Process, Timeframe to Construct/Milestones, and Experience/Track Record.

The criteria judged to have the greatest impact on the success of the Project were assigned the most points:

Construction - 45 points
Environmental/Route Selection - 30 points
ROW Acquisition - 30 points

The criteria judged to have a medium impact on the success of the Project were assigned the next most points:

Project Development Schedule/Scope - 25 points
Experience/Track Record - 25 points

The criteria judged to have a somewhat lower impact on the success of the Project were assigned a lower number of points:

Timeframe to Construct/Milestones - 20 points
Procurement and Engineering - 15 Points
Commissioning Process - 10 points

The Attachment Y criteria were further divided into more discrete sub-criteria to aid in the evaluation and scoring process. Table 7 lists the final criteria, sub-criteria and the maximum points allocated to each.

Table 7
Scoring Methodology Point Designation for Project Management

Section 2: Project Management (Construction Project management) 200 Pts *Measures an RFP Respondent's expertise in implementing construction projects similar in scope to the Competitive Upgrade*	Sub-criteria	Weight	Total Pts (200)
2a) Environmental	2a.1) Route Selection	10.0%	20
	2a.2) Regulatory	2.5%	5
	2a.3) Support Staff	2.5%	5
	Sub-Total Criteria Pts	15.0%	30
2b) Rights-of-way acquisition	2b.1) Acquisition	10.0%	20
	2b.2) Regulatory	2.5%	5
	2b.3) Support Staff	2.5%	5
	Sub-Total Criteria Pts	15.0%	30
2c) Procument	2c.1) Process	5.0%	10
	2c.2) Support Staff	2.5%	5
	Sub-Total Criteria Pts	7.5%	15
2d) Project Devlopment Schedule/Scope	2d.1) Project Scope/Specifications	7.5%	15
	2d.2) Potential Risks/Mitiagtion Plans	2.5%	5
	2d.3) Reg. approval Process/Mitigation Plans	2.5%	5
	Sub-Total Criteria Pts	12.5%	25
2e) Construction Mangament	2e.1) Process and Plan	12.5%	25
	2e.2) Project Manager and Staff	10.0%	20
	Sub-Total Criteria Pts	22.5%	45
2f) Commissioning/Process		5.0%	10
2g) Timeframe to Construct/Milestones		10.0%	20
2h) Experience/Track Record		12.5%	25
	Scoring Category Total	100%	200

While all the criteria of Project Management as listed in the RFP and RFP Response Form are important and were scored and evaluated as stated, the criteria that pose the most risk to the successful and timely completion of this Project are the Environmental and ROW Acquisition categories, without which the other aspects of the Project cannot proceed.

The following guidance was provided to Respondents in the IEP Direction to Respondents document with respect to all criteria in the Project Management category and was used by the IEP team in the final evaluation and scoring of proposals.

Environmental

- Respondents should provide a well-defined environmental review and permitting process, and elaborate on their first-hand knowledge of and experience in evaluating all relevant environmental factors, especially

those related to this Project as described in the RFP Response Form. This should include discussion of factors reasonably expected to be encountered on the proposed route (e.g., endangered species, cultural areas, etc.).

- Respondents should give particular attention to the development and execution of specific plans for addressing these factors in the affected states and municipalities and securing the necessary regulatory approvals.

Rights of Way (ROW) Acquisition

- Equally important is the Respondent's knowledge of and experience with various transmission line siting approval processes. Respondents should provide instances in the last five years in which they have gained the necessary approvals for ROW acquisition, whether through the exercise of eminent domain or other means.

- Respondents should also provide copies of any documents that demonstrate that it has control of any ROW segments related to this Project. If the Respondent does not have eminent domain rights, it should present its plan and experience for gaining the necessary ROW approvals.

Procurement

- Supply chain management has taken on increased importance with respect to equipment ordered to complete a project, especially if some equipment is planned to be purchased from non-domestic sources. To the extent this is an issue regarding the equipment needed for this Project, Respondents should indicate how they plan to address supply chain management issues.

- The evaluation of each Respondent's proposal will consider the quality of the material providers selected, and the Respondent's prior relationships and evidence of warranties on all material.

- Respondents should provide their QA/QC process for material and equipment procurement, including review of each manufacturer's quality processes and anticipated factory inspections.

Project Development Schedule, Scope, Time to Construct, and Commissioning

- Respondents should provide their detailed processes and plans for managing all aspects of Project development and scheduling, including key milestones for the time to construct and commission the Project.

- Respondents should cite their experience and track record in developing and following a critical path schedule for this Project, including how they have addressed unforeseen obstacles encountered in the past on projects of similar scope and magnitude.

- Respondents should reflect in their Project development schedule a clear understanding of the requirements for access to and performance of work on the Wolf Creek property and within the Wolf Creek substation to connect the new 345 kV line and associated fiber optic communications circuits at the designated dead-end structure.

- Respondents should describe their plan for coordination with the Wolf Creek substation owner, the Wolf Creek Nuclear Operating Company, and the NRC, as necessary, to evaluate any crossing(s) the new 345 kV line will make over or under existing lines out of the Wolf Creek substation. In addition, Respondents should describe any special system studies required to evaluate the impacts of such crossings, including the

impact of potential multi-line outages. Respondents should also document any potential restrictions to construction during certain times of the year or during scheduled nuclear plant outages.

Construction

- Respondents should provide specific evidence of significant prior experience in managing the construction of projects similar in scope and magnitude. Respondents should explain how they plan to deploy the necessary support staff, field crews, and material handling resources. Respondents should also describe the safety protocols that will be followed during the construction process. In order to demonstrate its past safety performance, Respondents should provide their Experience Modification Rate (EMR) for previous projects.

- Respondents should provide a Construction Project Organization Chart, and provide resumes of those expected to be in key leadership roles in managing all aspects of construction, including QA/QC process, record keeping, reporting, and their approach to addressing issues that may be encountered.

Operations

Attachment Y of the SPP Tariff provides for a maximum of 250 points for this scoring category. Per Attachment Y, the RFP instructions at Tab 3 describe 12 criteria and associated sub-criteria to assess proposal Respondents' operations, maintenance, safety experience, expertise, and plans as they pertain to the Project facility.

The objectives in allocating the maximum 250 points in this category to the 12 criteria and sub-criteria are: 1) to emphasize that successful operation requires a lifetime commitment to the facility; 2) to recognize that timing is relevant for repairs and storm recovery and there is a difference between what can be done in advance as compared to what would be done in response to external events; and 3) to recognize that the project would operate in a remote location.

Point Allocation

The point allocation system adopted implements the objectives listed above by dividing the 12 criteria into three groups: Operations, Maintenance, and Safety. The sub-criteria for each group, are explained below.

- Operations - control center operations, proposed plan to incorporate this project into a control center for real time monitoring and control, reliability metrics and NERC compliance-process history;
- Maintenance - storm/outage response plan, specialized maintenance equipment and spares, maintenance plans, maintenance staffing/training, maintenance experience and historical performance, and restoration experience and historical performance. Financial strategy for the Project replacement/rebuilds following catastrophic failures will be evaluated as part of the storm/outage response plan; and
- Safety - internal safety programs, contractor safety programs, and safety plans and historical records.

The maximum 250 points for Operations were allocated to these three groups and further subdivided into their sub-criteria. A slightly higher allocation of available points was made to the Maintenance group, followed by Operations and Safety. This point allocation is intended to emphasize that successful operation of the Project:

i) Requires a lifetime commitment to the Project;
ii) Recognizes that timing, and expertise is relevant for repairs and storm recovery, including financial strategy for replacement/rebuilds following catastrophic failures;
iii) Recognizes that there is a difference between what should be done in advance to improve reliability and resiliency as compared to what should be done in response to external events; and
iv) Recognizes that the Project must be operated in a safe manner throughout its life cycle.

Table 8 shows the allocation of 250 points to the 12 criteria under the Operations, Maintenance, and Safety groups.

Table 8
Scoring Methodology Point Designation for Operations

Operations (Operations/Maintenance/Safety) 250 Points *Measures safety and capability of an RFP Respondent to operate, maintain, and restore a transmission facility*	**Sub-criteria**	**Weight**	**Total Pts (200)**
3a) Operations	3a.1) Control Center Operations	10%	25
	3a.2) Reliability Metrics	10%	25
	3a.3) NERC Compliance Process History	10%	25
	Sub-Total Criteria Pts	30%	75
3b) Maintenance	3b.1) Storm/Outage and Emergency Response Plan	10%	25
	3b.2) Specialized Maintenance Equipment and Spare Parts	8%	20
	3b.3) Maintenance Plans	8%	20
	3b.4) Maintenance Staffing/Training	8%	20
	3b.5) Maintenance Performance/Expertise	6%	15
	3b.6) Restoration Experience/Performance	6%	15
	Sub-Total Criteria Pts	46%	115
3c) Safety	3c.1) Internal Safety Program	8%	20
	3c.2) Contractor Safety Program	8%	20
	3c.3) Safety Plan Similar to This Project and Performance Record	8%	20
	Sub-Total Criteria Pts	24%	60
	Scoring Category Total	**100%**	**250**

Rate Analysis

The scoring methodology for the Rate Analysis section (Cost to Customer) is based on Attachment Y. As stated in Attachment Y, the Rate Analysis section measures an RFP Respondent's cost to construct, own, operate, and maintain the Competitive Upgrade over a forty (40) year period.

As stated in the IEP Direction to Respondents document on December 21, 2020, the scoring of the Rate Analysis category used the criteria as listed in Attachment Y grouped within three primary evaluation sub-categories: Total Cost of the Project - RFP Response Estimate (RRE); Present Value Revenue Requirement (PVRR); and Other Attachment Y factors, which could reduce the cost without compromising the quality and risk of the Project.

The IEP evaluator determined that the RRE and PVRR are two distinct rating criteria which are equally important in determining the cost to customers. As a result of this determination, the IEP evaluator assigned 101.25 points to scoring both the RRE criteria and the PVRR criteria. The IEP evaluator made this equal assignment of points to reflect the equal importance of the RRE (cost to construct the Competitive Upgrade) and the PVRR (the cost to own, operate, and maintain) as set forth in Attachment Y.

To reflect further the importance of scoring the RRE and PVRR separately and assigning equal amounts of points to each criterion, the IEP evaluator offers the following logic for this rationale.

RRE

- The RRE is the cost to construct the project including materials, labor, equipment, and other non-material costs, as calculated in the RFP Response Form Excel Workbook, Tab 2 B, while the PVRR is the ongoing cost to operate and maintain the CU over a forty (40) year period.

- Another reason it is important to evaluate and score the RRE is outlined in the Request for Proposal, in Section 2.6 RFP Proposal Cost Estimate.
"Respondents must include an RFP Response Estimate (RRE) as further described in SPP Business Practice 7060" for Wolf Creek-Blackberry. The RRE was used by the IEP to evaluate the RFP Proposal that will be included in the reports given to the SPP. This panel unanimously agreed additional focus should be put on the RRE and not solely on PVRR. Since the RRE will be used as the established baseline for reporting all cost estimate changes during the Project Tracking process and will be the basis for determining project cost variance.

PVRR

- As stated above the RRE is based on the cost to construct the project including materials, labor, equipment, and other non-material costs. While the PVRR uses some different cost components to calculate its value, it does use as a starting point for its calculations the RRE less AFUDC. Using this adjusted RRE number then the RFP Response Form Excel Workbook calculates the ongoing cost of safely operating and maintaining the project based on using the investment number as a starting point for the PVRR calculation. The costs of operating the project include depreciation, the discount rate, various taxes, operating and maintenance expenses, administration and general expenses, the recovery of the Respondent's weighted average cost of capital, any adjustments to the

rate base such as cash working capital, and other operating costs of the project (see Tab 3 – PVRR for a detailed list of the cost items).

In summary, the reason for scoring RRE and PVRR as two distinct criteria is the difference between a Respondent's costs to construct the project versus a Respondent's costs to operate and maintain the project.

As further described in the IEP Direction to Respondents document, points for the first two evaluation sub-categories (RRE and PVRR) were awarded based on the lowest cost numbers (i.e., the lower the cost numbers for RRE and PVRR, the higher the points awarded in each of these sub-categories). The scoring in each of these sub-categories would also be conditioned on the cost proposal meeting the requirements of the other IEP evaluation sections.

The PVRR calculation includes the following Attachment Y criteria:

- RFP Response Estimate (RRE) total
- Financing costs
- FERC incentives
- Revenue Requirements - an estimated present value revenue -requirement (PVRR) for this RFP Proposal by completing Tabs 3-3G of the RFP Response Form Excel Workbook
- Lifetime cost of the Project to customers
- Return on Equity

The third and final evaluation sub-category has a lesser number of points assigned to it than the other two sub-categories. Points will be awarded based on a detailed, quantitative response that demonstrates a reduction in the cost risk of the Project, including the following Attachment Y criteria:

- The quantitative cost impact of material on hand, assets on hand, rights-of-way ownership, control, or acquisition
- Cost certainty guarantee
- Other Comments

The IEP evaluator reviewed all of the proposal documents submitted by Respondents for the Rate Analysis category. The IEP evaluator reviewed the proposal submissions numerous times before scoring the proposals using the evaluation criteria discussed above.

The IEP evaluator verified that the information populated in the RFP Response Form Excel Workbook flowed correctly from worksheet to worksheet. The IEP evaluator also verified that there were no glaring discrepancies between the numerical information in the RFP Response Form Excel Workbook and the proposal narrative. The IEP evaluator not only looked at the calculation of the RRE and PVRR but also the information in the tabs and worksheets that flowed into the calculation of these numbers as part of the ranking and scoring process.

The IEP evaluator identified for evaluation purposes where the numbers in a proposal ranked in comparison to other proposals. For evaluating and scoring purposes, the IEP evaluator did score proposals based on the criteria and sub-criteria outlined in the scoring section with proposals with a lower value RRE and PVRR being awarded more points than proposals with higher value RREs and PVRRs, as long as those proposals satisfactorily met the criteria in the other IEP scoring categories.

RRE Scoring Methodology

The IEP evaluator utilized a two-step process for the RRE scoring methodology. The first step in this process was to determine if a Respondent provided the required RRE information for the Rate Analysis section as outlined in the Wolf Creek -Blackberry RFP. If a Respondent did comply with these RFP standards for the RRE criterion, then it was awarded half of the maximum of 101.25 points (i.e., 50.625). If a Respondent failed to comply with the RFP standards, then it was scored at less than 50.625 points based on the information provided in its proposal.

First Step RRE Points -- 50.625, if the Respondent complied with the RFP standards for the RRE Criterion.

The second step of the RRE scoring process was to assign to each proposal a percentage of the remaining 50.625 points. The proposal with the lowest RRE dollar value will receive100% of the remaining 50.625 points. The proposals with a higher RRE dollar value will be awarded points based on the following two part calculation: the proposal with the lowest RRE dollar value is divided by a proposal with a higher RRE dollar value which equals a percent of the higher RRE dollar value to the lowest RRE dollar value. Then this percentage figure is multiplied by the 50.625 points allocated to this second step of the RRE scoring process.

The actual calculation was as follows:

Second Step RRE Points = [Lowest RRE proposal's dollar value ÷by a Higher RRE proposal's dollar value] *50.625pts.

Once this two-step process was completed, then the points awarded for the first step of the scoring process were added to the points awarded for the second step for a combined total RRE score for each proposal.

Total RRE Points = Points from the 1st step of the scoring process + Points from the 2nd step of the scoring process

Each Respondent's Estimated Total Cost of the Project (RRE) was obtained by the IEP evaluator from each proposal submission. The IEP evaluator listed each Respondent's RRE and compiled several tables and charts to compare the lowest to the highest dollar value of each Respondents' RRE to the other proposal's RREs for evaluation and scoring purposes. The IEP evaluator also developed other tables and charts to illustrate key components of the RRE calculation.

PVRR Scoring Methodology

The IEP evaluator utilized a two-step process for the PVRR scoring methodology similar to what was done for the RRE scoring. The first step was to determine if a Respondent provided the required PVRR information for the Rate Analysis section as outlined in the Wolf Creek -Blackberry RFP. If a Respondent did comply with these PVRR RFP standards, then it was awarded a maximum of 50.625 points out of the 101.25 total points for compliance with these filing standards. If a Respondent failed to comply with the PVRR RFP standards, then it was scored at less than 50.625 points based on the information provided in its proposal.

First Step PVRR Points = 50.625, if the Respondent complied with the RFP standards for the PVRR Criterion

The second step of the PVRR scoring process followed the same approach as was done for the RRE category, using the following formula:

Second Step PVRR Points = [Lowest PVRR proposal's dollar value ÷ by a Higher PVRR proposal's dollar value] *50.625pts.

Once this two-step process was completed, the points awarded for the first step of the scoring process were added to the points awarded for the second step for a combined total PVRR score for each proposal.

Total PVRR Points = Points from the 1st step of the scoring process + Points from the 2nd step

Each Respondent's response to its PVRR ROE was obtained by the IEP evaluator from each proposal submission. In this section of the report the IEP evaluator listed each Respondent's PVRR ROE and compiled tables and charts which compare the lowest to the highest dollar value of each Respondents' PVRR ROE to the other Respondent's PVRR ROE for evaluation and scoring purposes. The IEP evaluator also analyzed and examined the worksheets which flowed into the PVRR ROE such as Investment, O&M expense, A&G expense, AFUDC, and other additions to Rate Base. To illustrate the dollar difference from the lowest to the highest PVRR dollar value, several tables and charts were compiled showing the dollar differences by each proposal for the PVRR ROE lowest value submitted. The IEP evaluator also constructed other tables and charts to illustrate key components of the PVRR calculation.

Cost Certainty Guarantees Scoring Methodology

The IEP evaluator examined all cost certainty guarantee proposals (i.e. cost caps) submitted by Respondents and grouped them into six categories:

- Binding Dollar Cost Cap
- ROE Cap,
- % Equity Cap,
- Schedule Guarantee,
- AFUDC or CWIP in Rate Base;
- Annual Transmission Revenue Requirement (ATRR) Cap

Using these six categories the IEP evaluator reviewed each proposal to determine the effectiveness of the cost caps the Respondent offered including how the terms and conditions for each cost cap provided assurances for cost certainty guarantees. SPP retained an outside consultant to validate the concept of the matrix of the six cost caps developed by the IEP evaluator. Assessment of quality and effectiveness of the cost caps including their terms and conditions were used for scoring. The IEP evaluator developed a table that compares these six cost caps for each Respondent's proposal. This table is contained in the Appendix of this report. The scoring of the cost caps was performed solely by the IEP evaluator.

The scoring methodology point designation for Rate Analysis is shown in Table 9.

Table 9
Scoring Methodology Point Designation for Rate Analysis

Section 4: Rates (Cost to Customer) 225 Pts *Measures an RFP Respondent's and, if applicable, a CU Participant's cost to construct, own, operate, and maintain the Competitive Upgrade over a 40-year period*	**Sub-criteria**	**Weight**	**Total Pts (200)**
4a) Estimated Total Cost of Project (RFP Response Estimate - RRE)		45%	101.25
4b) Present Value Revenue Requirement (PVRR)	4b.1) Financing Costs		
	4b.2) FERC Incentives		
	4b.3) Revenue requirements		
	4b.4) Lifetime Cost of the Project to Customers		
	4b.5 Return on Equity		
	Sub-Total Criteria Pts	45%	101.25
4c) Other Attachment Y Factors	4c.1) The quantitative cost impact of material on hand, assets on hand, rights-of-way ownership, control, or acquisition		
	4c.2) Cost Certainty guarantee		
	4c.3) Other Comments		
	Sub-Total Criteria Pts	10%	22.5
	Scoring Category Total	**100%**	**225**

Finance

The SPP Tariff, Attachment Y provides a maximum of 125 points for scoring the Finance section of RFP responses. To establish the viability and creditworthiness of the proposals, and the analyses requested, Attachment Y lists eight criteria to be used: Evidence of the Respondent's ability to obtain financing; Material conditions; Financial/business plan; Pro forma financial statements; Expected financial leverage; Debt covenants; Projected liquidity; Dividend policy; and Cash flow analysis.

The RFP provided initial guidance regarding the information expected from Respondents, stating "The Respondent shall provide financial information specific to the Wolf Creek-Blackberry Project. Responses should be specific to this upgrade." The descriptions and analyses provided by Respondents to the RFP were evaluated as evidence indicating the plans and preparations of the respective Respondents to meet the demands of financing the Wolf Creek-Blackberry Project. Attention was given to the assumptions made for inputs the Respondent used. The Respondents that support the assumptions for external factors and expectations for other inputs to this section were scored higher than the Respondents that did not support the expectations or assumptions.

The description of the Finance category in Attachment Y emphasizes financial viability and creditworthiness. This evaluation is intended to measure an RFP Respondent's and, if applicable, a CU Participant's ability to obtain financing for the Competitive Upgrade. The weights and scoring of the criteria were selected to reveal differences in the proposals' presentation of their preparations to define a financing strategy, collect meaningful inputs and assumptions to use in financial projections, and broadly show that there are fewer risks to achieving this strategy and achieving the financial, engineering, construction and operational objectives of the proposal.

The Table 10 below displays the weights and maximum possible points for the criteria listed in the RFP and Attachment Y.

Table 10
Scoring Methodology Point Designation for Finance

Section 5: Finance (Financial Viability and Creditworthiness) 125 Points *Measures an RFP Respondents and, if applicable, a CU Participant's ability to obtain financing for the Competitive Upgrade.*	**Weight**	**Total Pts (125Pts)**
A) Evidence of Financing	10%	12.5
B) Material Conditions	5%	6.25
C) Financial/Business Plan	25%	31.25
D) Pro Forma Financial Statements	15%	18.75
E) Expected Financial Leverage	5%	6.25
F) Debt Covenants	5%	6.25
G) Projected Liquidity	15%	18.75
H) Dividend Policy	5%	6.25
I) Cash Flow Analysis	15%	18.75
Scoring Category total:	**100%**	**125**

Section 3: IEP Scoring Category Results

In the initial meetings of the IEP after receiving and reviewing the proposals, the IEP examined and confirmed that the seven Proposals provided qualified and adequate proposals to build the Wolf Creek-Blackberry Project. The seven Proposals were submitted by four Respondent teams. Three of these Respondents each prepared two Proposals. [redacted]

Through weekly video calls, the IEP members described their on-going review and evaluation of each proposal. Discussions emphasized the application of the previously developed scoring methodology to the information provided by each RFP Respondent in its proposal.

Points were allocated to the criterion/sub-criterion for each scoring category based on the information provided in each Proposal including attachments and appendices, using this rubric:

- Unacceptable (0%): Proposals that provided information not relevant to the RFP requirements or did not meet the minimum requirements for a particular criterion/sub-criterion were rated "Unacceptable" and were allocated no points for that criterion/sub-criterion.

- Meets Minimum Expectation (50%): Proposals that provided a response that was rated as meeting only the minimum expectations for addressing a particular criterion/sub-criterion were allocated 50% of the available points for that criterion/sub-criterion.

- Good (80%): Proposals that provided an acceptable level of supporting information for a particular criterion/sub-criterion were rated "Good" and allocated up to 80% of the available points for that criterion/sub-criterion.

- Better (90%): Proposals that provided a better level of supporting documentation for a particular criterion/sub-criterion were rated "Better" and allocated up to 90% of the available points for that criterion/sub-criterion.

- Best (100%): Proposals with the best supporting documentation for a particular criterion/sub-criterion were rated "Best" and allocated up to 100% of the available points for that criterion/sub-criterion.

Scoring in the Rate Analysis category is driven by the lowest RRE and PVRR proposal numbers, and follows the scoring methodology used in the other categories. All Proposals received greater than the Minimum Standard of 50% points for each criterion in the Rate Analysis section. One Proposal did receive the Best Scoring of 100% of points for all scoring criteria. The rest of the Proposals received a score above the Minimum Standard and just below the Good 80% of points for the RRE and PVRR criteria. None of these Proposals scored in the Better Scoring 90% of points,

reflecting the large dollar difference in their RRE and PVRR values from those of the lowest cost Proposal.

The IEP noted that the evaluation of proposed conductors was not straight forward in terms of the benefits of the lower losses of those conductors. The various economic and performance advantages of conductors that exceeded the RFP minimum were not easily or uniformly quantified for comparison with the minimum conductor in characteristics in the Engineering Design category. However, the additional cost for that greater capability was readily captured in the Rate Analysis category.

[redacted] This Proposal offered distinct advantages in the Environmental/Route Selection and Right of Way Acquisition categories, which resulted in higher scores in the Project Management Category. [redacted] Concerns about cost subsidies for the Rate Analysis review and questions regarding Operations were also inadequately addressed in Proposal [redacted]. Some of these weaknesses are described further in this report and associated Appendix.

Engineering Design

Point allocations were made to each criterion/sub-criterion for each proposal based on the information submitted in the RFP response documents. The RFP Response Form Excel Workbook contained line items for more information and provided additional details that provided better insight into other sub-criteria that were assigned point values. Some of the comparisons and allocations were quantitative, while others were qualitative assessments based upon how well the response documented the Respondent's ability to deliver the desired engineering design for the Project.

Type of Construction, including Loading Criteria/Foundations, Conductor, and Structure Configuration, knowledge of and compliance with SPP Planning Process, SPP Minimum Transmission Design Standards, applicable code, and regulatory requirements were carefully evaluated and had the greatest importance in scoring because these factors impact the performance, reliability and resilience of the conductor, structure, foundation designs and ultimately the capital costs. Performance over the service life of the assets, attributed to the structural system loading criteria, structure configuration, and materials also had a significant impact on the scoring because these factors address the safety, reliability, resilience, and quality of the transmission line.

An initial task was to examine whether each proposal met engineering design criteria set out in the RFP. The RFP was specific as to several minimum requirements found in the SPP Minimum Transmission Design Standards (MTDS)[3] and to the minimum line rating of 3000 Amps.

In general, the Engineering Design sections of all proposals were complete and of high quality, with only some slight variations. For example, some Respondents went to greater lengths on Geotech investigations compared to others, some included more specific detailed Studies than others, and some used slightly different assumptions for detailed Studies.

All proposals included a two-conductor bundle and two shield wires. Two shield wires allowed for good lightening protection/performance by all the Respondents. The redundant communications RFP requirement was met, either with dual shield wires with fiber optic capability, or in one case, one fiber optic shield wire and a secondary path utilizing a leased communication path.

All proposals were based on a single pole (steel or concrete). Some utilized a braced post insulator, and some a davit arm with either V String or I String suspension insulators. One Respondent utilized self-supporting angle and dead-end structures (no down guys) [redacted]

With respect to Losses, each proposal was reviewed to record its line rating and validate that the parameters used to calculate the rating were as prescribed by SPP. Again, all proposals were compliant with the RFP, with some variation in the conductor selected and Losses calculated. Most proposals include a very detailed Conductor Selection Study.

Live line work capability also was deemed to have a significant impact on Reliability and Structural criteria. While not required by SPP, designs capable of live line work would provide greater flexibility for future maintenance and added reliability associated with clearances.

[3] "Minimum Transmission Design Standards for Competitive Upgrades Rev2. SPP. December 2016; SPP Planning Criteria Revision 2.1. February 18, 2020.

All proposals included information on the design staff and experience with similar projects. All were highly qualified and had significant experience. [redacted].

In general, the Proposals (Engineering Design category) were complete, comprehensive, and of high quality, with only some slight variations, leading to only slight variations in scoring, from 178 to 189 points.

The allocation of points within Engineering Design for each criterion and sub-criterion by proposal is shown in Table 11.

Table 11
Engineering Design Point Allocation by Criterion and RFP Respondent

Section 1: Engineering Design (Reliability/Quality/General Design) 200 Pts *Measures the quality of the design, material, technology, and life expectancy of the Competitive Upgrade*	**Sub-criteria**	**Weight**	**Total Pts**	**A**	**B**	**C**	**D**	**E**	**F**	**G**
1a) Type of Construction (Wood, Steel, Design Loading, etc.)	1a.1) Design Loading Criteria	10%	20	20	20	18	19	19	19	19
	1a.2) Conductor Type/Name, Ampacity, Number of sub conductors	12%	24	20	22	22	20	24	19	19
	1a.3) Shield Wire Type/Name, Number of Shield Wires, Size of Wire	5%	10	10	10	10	10	10	9	9
	1a.4) Structure Configuration	18%	36	34	34	32	29	29	36	32
	1a.5) Insulators	6%	12	11	11	10	12	12	11	11
	1a.6) Dampers	4%	8	8	8	8	8	8	8	8
	1a.7) Markers	3%	6	6	6	6	6	6	6	6
	Sub-Total Criteria Pts	58%	116	109	111	18	104	108	108	104
1b) Losses (Design Efficiency)		10%	20	17	18	18	17	19	16	16
1c) Estimated Life of Construction		10%	20	19	19	18	18	18	18	18
1d) Reliability/Quality Metrics		10%	20	19	19	20	17	17	18	18
1e) Other - Design Experience		10%	20	19	19	19	20	20	18	18
1f) Other - Comments		2%	4	3	3	3	3	3	4	4
	Scoring Category Total	**100%**	**200**	**186**	**189**	**184**	**179**	**185**	**182**	**178**

Project Management

The evaluation of each Respondent's proposal and assignment of the available 200 points in this scoring category was based on the information provided by the Respondent and the extent to which it demonstrated the Respondent's ability to complete the Project within the scope, proposed budget, and schedule.

After the initial review of the proposals, it was concluded, based upon individual experience and project management capabilities, that all Respondents could construct the Project based on the scope specified in the RFP by the target in-service date, and within the proposed budget. Therefore, all Respondents received an initial score of "*Good*" under all criteria. The task then became determining which proposals would elevate to a score of "*Better*" or "*Best*" for each criterion and sub-criterion. The remainder of the evaluation process assessed each Respondent's ability to articulate its expertise and capabilities in each of the criteria and sub-criteria.

By its nature, the Project Management category and each of its criteria and sub-criteria are more qualitative than quantitative, leaving it to the judgement of the evaluator based on the information provided in the Proposal to assign an appropriate score.

The following three criteria, Environmental, ROW, and Construction, are judged to have the greatest impact on the success of the Project.

Environmental (30)
Route Selection - 20
Regulatory - 5
Support Staff - 5

All Respondents indicated that they have retained or are planning to retain experienced contractors/consultants with first-hand knowledge and experience with the area expected to be traversed by the new line as well as familiarity with the various regulatory/permitting processes and agencies in Kansas and Missouri, which experience will assist in routing and environmental permitting. All proposals provided well-defined plans for addressing all relevant environmental, endangered species, and cultural issues unique to the region, including mitigation plans to address risks associated with the selected route. Finally, all Respondents indicate their plan to assign experienced staff resources to this portion of the Project, leading to a "*Best*" score for the Support Staff sub-criteria for each proposal.

The Regulatory sub-criteria was rated "Good" for all proposals with the exception of Proposal F, which was rated "Best" [redacted]

The Route Selection sub-criteria for Proposal F was also rated "Best" [redacted]

Proposals A/B and Proposal G were both rated "Better" based on their description of their detailed route selection processes and how these processes had been used successfully for other projects.

Proposals C and D/E were judged "Good" but did not have the inherent advantages found in the other proposals. Proposal C indicated Respondent's parent company had a great deal of experience developing transmission [redacted] Of these projects, Proposal C noted 80% were completed on schedule or sooner. In addition, the Respondent for Proposals D/E indicated they had proactively reached out to landowners and the public in advance of being awarded the project.

Right Of Way (30)
Acquisition - 20
Regulatory - 5
Support Staff - 5

All Respondents have extensive Land Acquisition Plans (including timelines) and have engaged experienced contractors to assist in acquiring the necessary easements for the line itself as well as for additional property needed for site access and construction.

All Respondents and their contractors have strong preference for fair market pricing of properties needed for the Project, and plan for several open house events to address landowner issues.

All proposals were rated "Good" or "Best" as it pertains to the Regulatory and Support Staff sub-categories.

All Respondents have experience and plans for obtaining eminent domain if necessary; all plan to use it as a last resort.

Proposal F is again rated "Best" in all aspects of ROW Acquisition, [redacted]

Respondent for Proposal C has already contacted 10% of the landowners for parcels needed, have signed option agreements for 15 parcels, and are in active negotiations for 50 additional parcels.

Proposals A/B, D/E and G are all rated "Better". Respondent for Proposals A/B has extensive experience acquiring ROW[redacted], including >700 miles for EHV transmission, and are using qualified land agents with specific experience in Kansas and Missouri. Respondent for Proposals D/E have a Route Development Agreement with their parent company to leverage resources.

Construction (45)
Process and Plan - 25
Project Manager and Staff - 20

All Respondents identified their detailed Construction Management Processes, including deploying highly qualified and experienced contractors and staff. All plans include detailed safety protocols applicable to all participants in the process.

Proposal G rates "Best" for both Process and Plan and Project Manager and Staff. Highly experienced, well-qualified construction team includes personnel with more than 180 years of combined experience constructing EHV transmission projects.

Proposal G indicates that ROW input will be integrated into construction planning early on; ensuring the full scope of ROW needs (from temporary construction access, crane pad, and pulling station locations to long-term access agreements) are considered.

Local utility partner will provide on-site Transmission Construction Representatives to monitor construction practices and methods, inspect construction installation quality, ensure adherence to safe work practices and programs, and assist the [redacted] in coordinating construction activities with other utilities.

[redacted]

Proposal F is only marginally weaker than Proposal G for the Process and Plan sub-criteria [redacted]

Proposals A/B and D/E are judged "Better" for both Process and Plan and Project Manager and Staff due to their extensive experience constructing projects of similar scope. Proposal C is judged "Good" based on 80% of their previous competitive upgrade projects completed on or ahead of schedule.

The following two Criteria, Project Development Schedule/Scope and Experience/Track Record are judged to have a medium impact on the success of the Project.

Project Development Schedule/Scope (25)
Project Scope/Specifications - 15
Potential Risks/Mitigation Plans - 5
Regulatory Approval Process/Mitigation Plans - 5

All Respondents provided the required schedules and "no later than" dates for regulatory approvals, environmental permits, ROW acquisition, engineering and design, material procurement, construction, commissioning, energization, and final in-service date.

All Respondents identified potential schedule risks and planned mitigation measures, including utilizing schedule float.

Proposal G was judged "Best" in each of the sub-categories. Experience of all involved parties enable Respondent to provide a realistic schedule [redacted] based on significant development work already performed.

Respondent for Proposal F also has the [redacted]

Proposal F Project Team also has experience with planning and installing lines [redacted]; anticipated that Respondent can easily transition from award to siting approval.

Respondent for Proposals A/B was judged "Good" on all aspects of this category. Expended significant effort to develop a thorough understanding of Project specific construction requirements, e.g., clearing, access roads, site grading, foundations and anchors, and wire stringing. Also included 80 potential risks and associated mitigation plans, including final route evaluation, regulatory permitting, permit conditions/requirements, ROW/land acquisition, material procurement, construction, Wolf Creek access, commissioning and energization.

Proposals C and D/E, judged "Better" to "Best" in terms of their detailed approach to identifying risks and mitigation plans.

Respondent for Proposal C offers a guaranteed [redacted]

Respondent for Proposals D/E has substantially negotiated Project Agreements with key partners and contractors. [redacted]

Experience/Track Record (25)
All Respondents have demonstrated experience and strong track records in successfully constructing significant EHV transmission projects in the last five years.

Proposals A/B and D/E are judged "Best" (100%) with regard to Respondents' experience in successfully completing transmission projects of similar scope.

Respondent for Proposals A/B will leverage experience of parent organization delivering projects subject to schedule guarantees; [redacted] Directors of Respondent organization have 20 - 36 years' experience; Contractors have Kansas and Missouri based staff and/or experience.

Construction Contractor has recent experience in Kansas and Missouri [redacted] 290 mi 345 kV in KS, 115 mi 138/69 kV in Kansas and Missouri.

Respondent organization for Proposals D/E formed specifically to develop, own, construct, acquire, operate, lease and otherwise manage parent company's strategic investment in FERC-regulated electric transmission infrastructure across the U.S., [redacted]

Proposal C judged "Better". Will operate under a "support services" model; draw on the entire range of resources of its parent and affiliated companies to ensure successful delivery of the Project. [redacted]

Proposals F and G judged "Better". Respondent employs a Project Lifecycle Management Process, providing a structure to accurately scope and document projects during their life cycles from development to closeout. [redacted]

The following three criteria, Timeframe to Construct/Milestones, Procurement and Engineering, and Commissioning Process, are judged to have a somewhat lower impact on the success of the Project.

Timeframe to Construct/Milestones (20)

All Respondents provided adequate descriptions of their proposed time to construct date in their "Project Development Schedule." Milestone dates and potential risks were also provided.

Proposals A/B, judged as "Best" have substantial float in all phases; [redacted] Will consult with affected parties on benefits of early energization.

If not have all land rights, can start construction where rights have been obtained. No requirement for simultaneous outages of multiple lines.

Project schedule for Proposal C, judged "Better"; has built-in flexibility [redacted]

Proposals F&G judged "Better". Total duration of the Project, from award to in-service [redacted] more than adequate time for preconstruction, all work disciplines, and testing/commissioning activities. Combined overall flexibility of [redacted] on how long it takes SPP from the date of the expected award to issuing the NTC for the Project; [redacted]

Proposals D/E judged "Good".
Potential project risks/mitigations based upon previous experience and information gathered during the RFP response process: ROW Acquisition; Material Quality; Subsurface Conditions; Third Party Outages; Weather.

Procurement (15)
Process - 10
Support Staff - 5

All Respondents:
- Provided comprehensive Procurement and Project Management Plans as called for in the RFP, and plan to use qualified/experienced staff and contractors;
- Described their planned QA/QC program and process with respect to material and equipment procurement, including inspections of materials and equipment at vendors' sites and at construction sites; and
- Indicated their plan to use qualified and experienced material and equipment providers who are expected to provide evidence of warranties on all material and equipment.

Proposals D/E, F & G were judged "Best" in both Process and Support Staff. [redacted] Quality Management Program will ensure all suppliers meet specs prior to start of manufacturing. EPC contractor has already competitively bid all materials and discussed material manufacturing and delivery timelines to prevent risk of delays. Will lock in manufacturing windows with suppliers in advance of contract signing.

Respondent for Proposals F&G has significant collective buying power through affiliated/subsidiary companies; [redacted]. Executed EPC contract with highly capable and experienced contractor; proof of performance with 10 projects; ready to implement without further negotiation.

[redacted] Proposals A/B and C judged "Better".

Respondent for Proposals A/B plans to retain one of the largest EHV transmission construction contractors in the U.S.; used for >700 mi. of 345 kV transmission in the past 10 years and T&D design and engineering firm with 100 years' experience; [redacted].

Respondent will directly purchase all major materials from pre-qualified suppliers based on recent performance, ability to meet schedules and design specs without defects; will use a single supplier for insulator assemblies/hardware to ensure proper fit.

Parent company maintains a stockpile of 345 kV equipment that can be used in event of delivery issues.

Proposal C will use the application process to identify and pre-approve "preferred vendors," and has secured space and priority from vendors' manufacturing queues. Parent company has long-standing development and supply alliances with vendors. Respondent plans to enter into project specific agreements to purchase major equipment.

All material and equipment will be designed and manufactured specifically for this project. Third-party services and materials will be procured through Integrated Supply Chain process; will use all domestic materials and equipment.

Commissioning Process (10)

Respondents for Proposals A/B, C, and D/E have adequately described their commissioning plans, including detailed descriptions of items to be considered, coordination plans with Wolf Creek and Blackberry substation owners, and interconnection agreements; Proposal C judged "Best" and Proposals A/B and D/E judged "Better".

Commissioning Manager for Proposal C has over 19 years of experience; responsible to ensure line and substation assets are tested and commissioned in accordance with interconnection agreements negotiated with each of the substation owners. Designed to occur in the shortest amount of time, no disruptions to electrical service and eliminate the need for future outages.

Construction will require crossing of the Wolf Creek to La Cygne 345 kV Line outside of the Wolf Creek facility, which will require coordination with Evergy, La Cygne Substation and Wolf Creek Generating Station. Switching orders will be prepared consistent with SPP and AECI requirements. Record of successful interconnection processes combined with Respondent's nuclear experience significantly reduces the risk to timely interconnection agreement at Wolf Creek.

Construction Director for Proposals A/B will have the primary responsibility for managing the commissioning activities in coordination with the Project Director. Project Director to develop energization procedure with substation owners and enter into interconnection agreements. Respondent will coordinate outage schedules based on availability of outages at Wolf Creek and Blackberry. Post energization inspection to confirm Project as-built including LIDAR survey. Prior to energization, Respondent and construction contractor will drive the length of the line to verify the phases are correctly aligned and that all construction grounds and safety devices have been removed.

EPC contractor for Proposals D/E will perform detailed checks and acceptance testing of both the transmission and fiber optic system after concluding its detailed QA/QC procedures to verify that the line is in conformance with Power Engineers and Foundation Acceptance standards, and that all grounds have been removed. Testing will include a detailed list of acceptance tests, including: Transmission Line Clearance Verification, Compression Splice Inspection Report, and Fiber Optic testing. Access Road Conditions and ROW Conditions will be completed as work is completed; final inspection conducted to make sure all clean-up is complete for the project.

Proposal F is judged "Good" due primarily to the lack of detailed information how commissioning will be coordinated [redacted]

Proposal G is judged "Good".

Respondent and EPC contractor for Proposals F&G have proposed a construction schedule that allows the line to be available early to coordinate outages, testing, and energization. Substation owners responsible for developing site-specific zones of protection, testing, and commissioning plans for the equipment at their respective existing substations. Respondent anticipates that its construction and installation work can be completed without the need for substation outages because its scope ends at the attachment point of the interconnect poles outside of the energized substations.

Table 12
Project Management Point Allocation by Criterion and RFP Respondent

Section 2: Project Management (Construction Project management) 200 Pts *Measures an RFP Respondent's expertise in implementing construction projects similar in scope to the Competitive Upgrade*	**Sub-criteria**	**Weight**	**Total Pts**	**A**	**B**	**C**	**D**	**E**	**F**	**G**
2a) Environmental	2a.1) Route Selection	10.0%	20	18	18	15	15	15	20	18
	2a.2) Regulatory	2.5%	5	4	4	4	4	4	5	4
	2a.3) Support Staff	2.5%	5	5	5	5	5	5	5	5
	Sub-Total Criteria Pts	15.0%	30	27	27	24	24	24	30	27
2b) Rights-of-way acquisition	2b.1) Acquisition	10.0%	20	17	17	15	17	17	20	17
	2b.2) Regulatory	2.5%	5	5	5	4	5	5	5	5
	2b.3) Support Staff	2.5%	5	5	5	5	5	5	5	5
	Sub-Total Criteria Pts	15.0%	30	27	27	24	27	27	30	27
2c)Procument	2c.1) Process	5.0%	10	9	9	9	10	10	10	10
	2c.2) Support Staff	2.5%	5	5	5	5	5	5	5	5
	Sub-Total Criteria Pts	7.5%	15	14	14	14	15	15	15	15
2d) Project Devlopment Schedule/Scope	2d.1) Project Scope/Specifications	7.5%	15	12	12	13	14	14	14	15
	2d.2) Potential Risks/Mitiagtion Plans	2.5%	5	4	4	5	5	5	4	5
	2d.3) Reg. approval Process/Mitigation Plans	2.5%	5	4	4	4	4	4	5	5
	Sub-Total Criteria Pts	12.5%	25	20	20	22	23	23	23	25
2e) Construction Mangament	2e.1) Process and Plan	12.5%	25	22	22	20	22	22	23	25
	2e.2) Project Manager and Staff	10.0%	20	18	18	15	18	18	20	20
	Sub-Total Criteria Pts	22.5%	45	40	40	35	40	40	43	45
2f) Commissioning/Process		5.0%	10	9	9	10	9	9	7	8
2g) Timeframe to Construct/Milestones		10.0%	20	20	20	18	16	16	18	18
2h) Experience/Track Record		12.5%	25	25	25	22	25	25	22	22
	Scoring Category Total	**100%**	**200**	**182**	**182**	**169**	**179**	**179**	**188**	**187**

Operations

Rating method

To conduct the comparative analysis and score appropriately, each proposal was judged and evaluated based on the information and data provided by the Respondent. The purpose was: i) To ensure each Proposal provided relevant and sufficient information as part of the narration in the response form supplemented with additional supporting information in attachments; and ii) To recognize important differences among the proposals.

If the level of information/data to be used to evaluate each criterion/sub-criterion was not sufficient, then that RFP Respondent was scored less as compared to the RFP Respondent that considered the criteria/sub-criteria provided relevant information in sufficient detail. Each RFP Respondent was evaluated for each of the criteria/sub-criteria listed based solely on the original information that was submitted in response to the RFP. No additional information regarding Operations, Maintenance and Safety was requested from any RFP Respondent in fairness to other RFP Respondents who initially provided information in response to the RFP.

Analysis

The analysis focused on whether the respondent has demonstrated that it has an adequate team with the manpower, equipment, knowledge of the local area, and expertise required to undertake the operation and maintenance of the Project as well as other aspects such as safety, NERC compliance, restoration plan and response time, financial strategy to address catastrophes, etc.

For purposes of the comparative analysis and scoring for the Operations category, the evaluation considered the representations by the respondents regarding adherence to best applicable robustness of operations and maintenance plans and practices proposed for this Project, including but not limited to proposed plans for compliance with NERC requirements as well as safety. The evaluation for the operation category was mostly qualitative, except for the information provided for the criterion safety records, based upon how well the information that was narrated along with the supporting documents and the extent to which it demonstrated Respondent's ability to safely operate, maintain, and increase the availability of the line by quickly restoring the Wolf Creek – Blackberry Project over its life. The resulting point allocation for each RFP Respondent for each criterion is shown in Table 13 below.

The evaluation showed that all respondents have demonstrated to have the capability to adhere to good utility operations and maintenance practices for their respective proposals. However, based on the information provided by each respondent, it was evident that some of the proposals have more well-established organizations and plan processes related to operations and maintenance of the Project than other proposals.

Based on the foregoing analysis and the scoring shown in Table 8, the evaluation pertaining to the operations, maintenance, compliance, reliability, safety, and other aspects listed for the Operations group and its sub-categories revealed no material difference or slight difference among the Proposals A, B, C, and G. Proposals D and E provided far less information to demonstrate Respondent's ability as compared to the other proposals, and provided information that was not relevant for one category for the Maintenance performance/Expertise category.

Proposal F provided relevant information as to how the Project will be integrated into the overall operation and maintenance plans and processes [redacted] Proposal F lacked information addressing operational, maintenance, and safety aspects [redacted] Proposal F also lacked detailed information addressing special considerations [redacted]

It should be noted that the Operations scoring category did not allocate any points for the submitted O&M and A&G expenses as those expenses will be considered under the Rate Analysis category.

Table 13
Operations Point Allocation by Criterion and RFP Respondent

Operations (Operations/Maintenance/Safety) 250 Points *Measures safety and capability of an RFP Respondent to operate, maintain, and restore a transmission facility*	Sub-criteria	Weight	Total Pts	A	B	C	D	E	F	G
3a) Operations	3a.1) Control Center Operations	10%	25	22.5	22.5	25	19.25	19.25	25	25
	3a.2) Reliability Metrics	10%	25	25	25	25	23.25	23.25	15	25
	3a.3) NERC Compliance Process History	10%	25	25	25	23.75	21.88	21.88	25	25
	Sub-Total Criteria Pts	30%	75	72.5	72.5	73.75	64.38	64.38	65	75
3b) Maintenance	3b.1) Storm/Outage and Emergency Response Plan	10%	25	22.5	22.5	25	20	20	15	25
	3b.2) Specialized Maintenance Equipment and Spare Parts	8%	20	16	16	16	15	15	11	18
	3b.3) Maintenance Plans	8%	20	20	20	20	18	18	12	20
	3b.4) Maintenance Staffing/Training	8%	20	20	20	20	18	18	12	19
	3b.5) Maintenance Performance/Expertise	6%	15	15	15	14.25	7.5	7.5	14.25	15
	3b.6) Restoration Experience/Performance	6%	15	15	15	14.25	13.5	13.5	9	15
	Sub-Total Criteria Pts	46%	115	108.5	108.5	109.5	92	92	73.25	112
3c) Safety	3c.1) Internal Safety Program	8%	20	20	20	20	20	20	20	20
	3c.2) Contractor Safety Program	8%	20	18	18	20	20	20	20	20
	3c.3) Safety Plan Similar to This Project and Performance Record	8%	20	20	20	20	18	18	18	18
	Sub-Total Criteria Pts	24%	60	58	58	60	58	58	58	58
	Scoring Category Total	100%	250	239	239	243.25	214.38	214.38	196.25	245

Rate Analysis

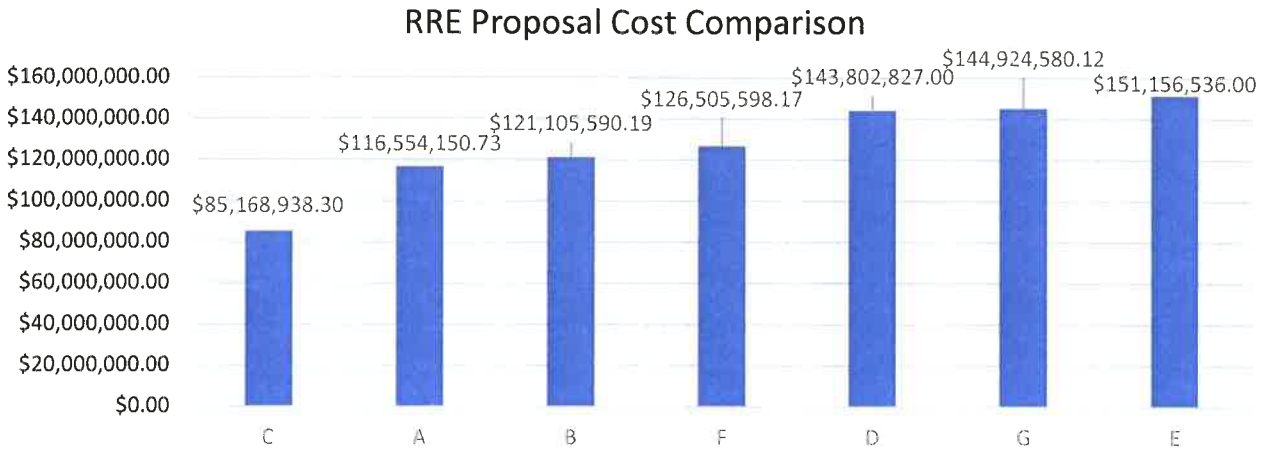
Attachment Y allocates 225 points for this scoring category. Of these total points 101.25 were assigned to the RRE scoring criteria, 101.25 points were assigned to the PVRR scoring criteria and 22.5 were assigned to the Other Attachment Y scoring criteria as illustrated in the table above.

The scoring methodology was based on the criteria listed in the IEP Direction to Respondents document. The scoring process was further defined in the scoring methodology section, as a two-step process for the RRE and PVRR scoring criterion. The first step of this scoring process was the determination of whether a Proposal complied with the RRE and PVRR filing requirements as outlined in the RFP. Those Proposals who did comply with the RRE and PVRR RFP standards were awarded a maximum of 50.625 points out of the 101.25 points for compliance with these filing requirements.

The IEP evaluator reviewed each Proposal's filing for the RRE and PVRR filing requirements and determined that each Proposal did meet the filing requirements for both the RRE and PVRR criteria as outlined in the RFP. Therefore, as part of step one of the scoring process, each Proposal received 50.625 points for the RRE and 50.625 points for the PVRR scoring criteria,

In the second step of the RRE and PVRR scoring methodology process, each Proposal was assigned a percentage of the remaining 50.625 points based on the formula described in Section 2 – Scoring Methodology.

The ranking and scoring of RRE Proposal costs reflects the distribution of the proposals. Table below displays the revenue requirement estimate of each of the Proposals.



The ranking and scoring of PVRR proposal costs reflects the distribution of the proposals with the cost of financing included. Table below displays the present value of the revenue requirement of each of the Proposals.

Once this two-step process was completed, the points awarded for the first step of the scoring process were added to the points awarded for the second step of the scoring process for a combined total RRE and PVRR category score for each Proposal.

The results of this two-step process for each Proposal's RRE and PVRR scoring categories are contained in the table below.

Points for cost cap proposals were allocated based on how the cost caps provided and their respective terms and conditions as shown in the table below.

The resulting point allocation for each RFP Respondent for criteria/sub-criteria in the Rate Analysis category is shown in the table below.

Table 14
Rate Analysis Point Allocation by Criterion and RFP Respondent

Section 4: Rates (Cost to Customer) 225 Pts *Measures an RFP Respondent's and, if applicable, a CU Participant's cost to construct, own, operate, and maintain the Competitive Upgrade over a 40-year period*	**Sub-criteria**	**Weight**	**Total Pts**	**A**	**B**	**C**	**D**	**E**	**F**	**G**
4a) Estimated Total Cost of Project (RFP Response Estimate - RRE)	4a.1) Estimated Total cost of the Project	45%	101.25	87.62	86.23	101.25	80.61	79.15	84.71	80.38
4b) Present Value Revenue Requirement (PVRR)	4b.1) Financing Costs									
	4b.2) FERC Incentives									
	4b.3) Revenue requirements									
	4b.4) Lifetime Cost of the Project to Customers									
	4b.5 Return on Equity									
	Sub-Total Criteria Pts (B)	45%	101.25	86	84.81	101.25	79.47	78.09	82.23	79.01
4c) Other Attachment Y Factors	4c.1) The quantitative cost impact of material on hand, assets on hand, rights-of-way ownership, control, or acquisition									
	4c.2) Cost Certainty guarantee									
	4c.3) Other Comments									
	Sub-Total Criteria Pts (B)	10%	22.5	19.13	19.13	22.5	20.25	20.25	21.38	21.38
	Scoring Category Total	**100%**	**225**	**192.75**	**190.17**	**225**	**180.33**	**177.49**	**188.32**	**180.77**

A more detailed explanation of the point allocation in the Rate Analysis section is included in the Appendix.

Finance

Each Respondent's proposed approach to financing was described in its narration and supporting materials. The Respondents' proposals differed in how cogently and thoroughly they explained and supported their proposed financing plan. The IEP evaluator made comparisons of the strategies and the specific criteria requested in Attachment Y and the RFP for all responses, and looked for the relevance of supporting material. The Respondents that supported their expectations and assumptions were scored higher than the Respondents that did not support their expectations or assumptions.

The strategy and supporting materials criteria provided by the Respondents for Responses A, B, C, F, and G received full points for two or more of the criteria. The total scores for these five proposals were all 90% or higher of the total available points for the Finance category. There were two Responses, D and E that received the full points for only one criterion, with total resulting scores that were not as close to the other five projects. Each proposal's responses and explanation of the allocation of points are described in the Finance section of the Appendix.

Table 15
Finance Point Allocation by Criterion and RFP Respondent

Section 5: Finance (Financial Viability and Creditworthiness) 125 Points *Measures an RFP Respondents and, if applicable, a CU Participant's ability to obtain financing for the Competitive Upgrade.*	Weight	Total Pts	A	B	C	D	E	F	G
A) Evidence of Financing	10%	12.5	12.5	12.5	12.5	11.25	11.25	12.5	12.5
B) Material Conditions	5%	6.25	6.25	6.25	5	5	5	5	5
C) Financial/Business Plan	25%	31.25	28.125	28.125	31.25	25	25	28.125	28.125
D) Pro Forma Financial Statements	15%	18.75	16.875	16.875	15	15	15	18.75	18.75
E) Expected Financial Leverage	5%	6.25	3.125	3.125	5	3.125	3.125	6.25	6.25
F) Debt Covenants	5%	6.25	5.625	5.625	5.625	6.25	6.25	6.25	6.25
G) Projected Liquidity	15%	18.75	18.75	18.75	16.875	9.375	9.375	16.875	16.875
H) Dividend Policy	5%	6.25	5.625	5.625	5	3.125	3.125	6.25	6.25
I) Cash Flow Analysis	15%	18.75	16.875	16.875	16.875	15	15	18.75	18.75
Scoring Category total:	**100%**	**125**	**113.75**	**113.75**	**113.125**	**93.125**	**93.125**	**118.75**	**118.75**

Total IEP Point Allocation

Table 16 shows the summary allocation of points for each scoring category by RFP Respondent.

Table 16
Total IEP Point Allocation by Scoring Category and RFP Respondent

Scoring Results Matrix SPP-RFP-000003 Wolf Creek-Blackberry 345kV						
RFP Proposal	Engineering Design (200pts)	Project Management (200pts)	Operations (250pts)	Rate Analysis (225pts)	Finance (125pts)	Total Score
C	184.00	169.00	243.25	225.00	113.13	934.38
B	189.00	182.00	239.00	190.17	113.75	913.92
A	186.00	182.00	239.00	192.75	113.75	913.50
G	178.00	187.00	245.00	180.77	118.75	909.52
F	182.00	188.00	196.25	188.32	118.75	873.32
E	185.00	179.00	214.38	177.49	93.13	848.99
D	179.00	179.00	214.38	180.33	93.13	845.83
Average Score	183.29	180.86	227.32	190.69	109.20	891.35

Section 4: Incentive Points

Every Respondent to this RFP qualified for and received the incentive points available.

The SPP Tariff, Attachment Y provides that an RFP Respondent that submitted a Detailed Project Proposal (DPP), as defined in Attachment O Section III.8(b), would be eligible to receive 100 incentive points as part of the selection process for a Competitive Upgrade. The process for determining eligible DPPs was determined by SPP staff in accordance with Attachment O of the SPP Tariff and Business Practice 7650. RFP Respondents that were notified of their eligibility for these incentive points were required to document their eligibility as part of their RFP Response. Staff was then required to confirm eligibility and inform the IEP.

Table 17 shows the results of the IEP point allocation with the addition of incentive points. All the RFP Respondents that submitted a proposal on the Wolf Creek - Blackberry project received the 100 incentive points.

Table 17
Total IEP Point Allocation by Scoring Category and RFP Respondent
Including Incentive Points

Scoring Results Matrix SPP-RFP-000003 Wolf Creek-Blackberry 345kV											
RFP Proposal	RRE	PVRR	Engineering Design (200pts)	Project Management (200pts)	Operations (250pts)	Rate Analysis (225pts)	Finance (125pts)	Total Score	Qualified for Incentive Pts?	Incentive Pts	Grand Total Score
C	$ 85,168,938	$ 63,235,728	184.00	169.00	243.25	225.00	113.13	934.38	Yes	100.00	1034.38
B	$ 121,105,590	$ 93,655,553	189.00	182.00	239.00	190.17	113.75	913.92	Yes	100.00	1013.92
A	$ 116,544,151	$ 90,494,897	186.00	182.00	239.00	192.75	113.75	913.50	Yes	100.00	1013.50
G	$ 144,924,580	$ 112,766,772	178.00	187.00	245.00	180.77	118.75	909.52	Yes	100.00	1009.52
F	$ 126,505,598	$ 101,289,581	182.00	188.00	196.25	188.32	118.75	873.32	Yes	100.00	973.32
E	$ 151,156,536	$ 116,566,959	185.00	179.00	214.38	177.49	93.13	848.99	Yes	100.00	948.99
D	$ 143,802,827	$ 110,971,071	179.00	179.00	214.38	180.33	93.13	845.83	Yes	100.00	945.83
Average Score	$ 127,029,746	$ 98,425,794	183.29	180.86	227.32	190.69	109.20	891.35	N/A	N/A	991.35

Section 5: Recommended RFP Proposal

The IEP unanimously recommends Proposal C as the Recommended RFP Proposal to construct the Wolf Creek-Blackberry 345 kV Transmission Line. Proposal C received the highest point allocation of any RFP Respondent. Proposal C received the highest point allocation in the scoring category of Rate Analysis, which represents the lowest cost to SPP customers, both in the cost to construct and operate. The strength of Proposal C went beyond being the lowest cost. The IEP review found Proposal C was able to make the significant cost savings while scoring within 5 points (out of 200) below the best scored proposal in Engineering Design and just 1.8 points (out of 250) below the highest score in Operations. The IEP recommendation examined how well Proposal C was scored in these vital areas to ensure that the high points received were reflecting a balance across all categories and criteria that determine the value to SPP customers, not just the cost.

The IEP views Proposal C demonstrated that it offers capabilities and processes that can deliver a successful project, that the proposed designs are robust and that the resulting costs are competitive. This recommendation reflects particular strengths of Proposal C, noted below.

- Proposal C provides very substantial savings to SPP customers with a net present value of the revenue requirements tens of millions of dollars lower than other proposals
- Proposal C includes design and materials solutions not offered by other Respondents, including the use of the highest thermal-rated conductor of any of the proposals.
- Proposal C demonstrated a strong procurement process and team that manages vendor relationships and leverages economies of scale to secure most favorable terms.
- Proposal C draws on resources of its parent and affiliated companies to ensure successful delivery of the Project. [redacted]
- The proposed construction schedule included significant time float, enabling the Respondent to offer a guaranteed schedule for the Project, and an anticipated in-service date [redacted]
- Proposal C included well-defined construction cost estimates from a detailed and structured review process used over many years and many projects. The proposal provides cost caps [redacted]
- Proposal C provided relevant agreements showing the preparedness of the Respondent to take on the required operations and maintenance responsibilities.
- Proposal C provided specific preventive and predictive maintenance plans specific to this project based on principles and examples of statistical process controls to determine appropriate frequency and the extent of future maintenance activities.
- [redacted] The Respondent indicated established switching coordination, planned outage and operating coordination experience and protocols with SPP-member utilities.

Section 6: Recommended Alternate RFP Proposal

The IEP is tasked with developing "a single recommendation for the SPP Board of Directors consisting of its recommended RFP Proposal and an alternate RFP Proposal for each Competitive Upgrade."[4] Further, Attachment Y recognizes that "[t]he RFP Proposal with the highest score may not always be recommended."[5] As explained in Section 5 of this report, the IEP unanimously recommended Proposal C, which was allocated the highest number of points, as well as other positive attributes as detailed in the previous section.

Table 17 lists the Proposals and their corresponding composite points by scoring category and in sum as determined by the IEP prior to the addition of any applicable Incentive Points. Proposal B received the second highest point allocation. The strengths of Proposal B were spread across all the categories. This proposal scored the highest points on Engineering Design, and third in the Project Management, Operations, Rate Analysis, and Finance categories.

Proposal B has the second highest total score (slightly higher than Proposal A) and in addition merits selection over Proposal A by having a larger size conductor than Proposal A. A larger conductor leads to higher power transfer capacity and lower losses. Proposals A and B were submitted by the same Respondent.

As a result of the scoring and the assessment of how the points were scored, the IEP unanimously recommends SPP consider Proposal B as the preferred alternate. In addition, the IEP assessment indicated that Respondent submitting Proposal B is viewed as having the capability and experience to construct the Project successfully.

[4] Southwest Power Pool – Open Access Transmission Tariff, Sixth-Revised Volume No. 1 – Attachment Y Transmission Owner Designation Process – Attachment Y, Section III at 20.
[5] *Id.* at 39.

INDUSTRY EXPERT PANEL
TRANSMISSION PROVIDER
PUBLIC REPORT

APPENDIX-FINAL

RFP-000003
Wolf Creek-Blackberry 345kV
October 12, 2021

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Section 1: IEP Direction to Respondents

IEP Direction to Respondents - Published to spp.org December 21, 2020

SPP Southwest Power Pool

IEP DIRECTION TO RESPONDENTS

RFP# SPP-RFP-000003

WOLF CREEK-BLACKBERRY 345 KV

Published on December 21, 2020
This document was produced by a team of the Independent Expert Panel for the Wolf Creek – Blackberry 345 kV project.

SPP has empaneled an Independent Expert Panel (IEP) team to work through the Transmission Owner Selection Process for the Wolf Creek - Blackberry 345 kV Transmission Line (the "Project"). The IEP team has met to plan its work effort and evaluated how it plans to score the proposals it receives from Respondents for the Project. This document explains the scoring criteria and areas of emphasis as required by the SPP Strategic Planning Committee and Board of Directors, especially as the scoring criteria and areas of emphasis may differ from those used for the previous two Competitive Upgrade projects.

The evaluation of each Respondent's proposal will be based on the information provided and the extent to which the proposal demonstrates the Respondent's ability to complete and commission the Project within the scope, proposed budget, and schedule, safely and with high quality. The evaluation will judge how well the Respondent fully articulates, in a concise and complete form, its expertise, capabilities, and relevant experience in each area covered by the Request for Proposal (RFP) and associated RFP Response Form.

Given that one terminal of the Project will connect to a substation at the Wolf Creek nuclear plant site, Respondents should discuss in each section of their proposals any additional costs, regulatory requirements, or other considerations that may result from this unique aspect of the Project. The Project Management and Operations sections in this guidance document already identify several specific issues that should be addressed in this regard. To the extent that there are additional impacts in these or any of the other sections, Respondents should identify them as appropriate.

While each section of Respondents' proposals will be evaluated and scored separately, the IEP team will also look at each proposal in its entirety, considering interrelationships between each section that could alter the final overall evaluation. For example, the lowest cost proposal in the Rate Analysis section may be the result of a lower quality design or inferior equipment choice in the Engineering Design section, or less than robust plans in the Project Management and Operations sections.

SECTION 1: ENGINEERING DESIGN (RELIABILITY/QUALITY/GENERAL DESIGN), 200 POINTS

MEASURES THE QUALITY OF THE DESIGN, MATERIAL, TECHNOLOGY, AND LIFE EXPECTANCY OF THE COMPETITIVE UPGRADE.

Overall engineering/design of the Project will play a large role in evaluation of Respondents' proposals. Compliance with the SPP Minimum Transmission Design Standards is required. Respondents should provide their plan for compliance with other requirements such as those of the Wolf Creek Nuclear Operating Company, Nuclear Regulatory Commission (NRC), etc.

Respondents should describe relevant experience designing similar projects and comment on the results of these projects.

Knowledge of and compliance with SPP planning standards, applicable industry codes, and regulatory requirements will have the greatest importance in scoring Respondents' proposals, because they impact the conductor, structure, and foundation designs.

Performance over the service life of the assets also will have significant impact on the scoring because they address the safety, reliability, availability, and quality of the transmission line.

Design staff experience should be addressed by identifying the specific resources in the Organization Chart, by experience, capabilities, and availability that will be applied on the Project's different phases, and include resumes of key personnel.

Scoring for line losses will be based on the line-rating capacity, line geometry, impedance/resistivity and reactance, and conductor type selection. Loss calculation methods are discussed in the RFP in a footnote on page 9. Calculations should be provided in the Response Excel document in 1A.14.

Scoring for the estimated life of the Project will be based on the proposed service-life duration and its impact on the reliability and availability of the transmission line to perform its objective.

In addition to the design itself, Respondents should describe how Engineering will be engaged in Procurement, including approval of materials, as well as in on-site presence during Construction.

SECTION 2: PROJECT MANAGEMENT (CONSTRUCTION PROJECT MANAGEMENT), 200 POINTS

MEASURES AN RFP RESPONDENT'S EXPERTISE IN IMPLEMENTING CONSTRUCTION AND COMMISSIONING OF THE COMPETITIVE UPGRADE.

While all the categories of Project Management as listed in the RFP and RFP Response Form are important and will be scored and evaluated, the categories that pose the most risk to the successful and timely completion of this Project are the Environmental and ROW Acquisition categories, without which the other aspects of the Project cannot proceed.

Environmental

- Respondents should provide a well-defined environmental review and permitting process, and elaborate on their first-hand knowledge of and experience in evaluating all relevant environmental factors, especially those related to this Project as described in the RFP Response Form. This should include discussion of factors reasonably expected to be encountered on the proposed route (e.g., endangered species, cultural areas, etc.).

- Respondents should give particular attention to the development and execution of specific plans for addressing these factors in the affected states and municipalities and securing the necessary regulatory approvals.

Rights of Way Acquisition

- Equally important is the Respondent's knowledge of and experience with various transmission line siting approval processes. Respondents should provide instances in the last five years in which they have gained the necessary approvals for ROW acquisition, whether through the exercise of eminent domain or other means.

- Respondents should also provide copies of any documents that demonstrate that it has control of any ROW segments related to this Project. If the Respondent does not have eminent domain rights, it should present its plan and experience for gaining the necessary ROW approvals.

Procurement

- Supply chain management has taken on increased importance with respect to equipment ordered to complete a project, especially if some equipment is planned to be purchased from non-domestic sources. To the extent this is an issue regarding the equipment needed for this Project, Respondents should indicate how they plan to address supply chain management issues.

- The evaluation of each Respondent's proposal will consider the quality of the material providers selected, and the Respondent's prior relationships and evidence of warranties on all material.

- Respondents should provide their QA/QC process for material and equipment procurement, including review of each manufacturer's quality processes and anticipated factory inspections.

Project Development Schedule, Scope, Time to Construct, and Commissioning

- Respondents should provide their detailed processes and plans for managing all aspects of Project development and scheduling, including key milestones for the time to construct and commission the Project.

- Respondents should cite their experience and track record in developing and following a critical path schedule for this Project, including how they have addressed unforeseen obstacles encountered in the past on projects of similar scope and magnitude.

- Respondents should reflect in their Project development schedule a clear understanding of the requirements for access to and performance of work on the Wolf Creek property and within the Wolf Creek substation to connect the new 345 kV line and associated fiber optic communications circuits at the designated dead-end structure.

- Respondents should describe their plan for coordination with the Wolf Creek substation owner, the Wolf Creek Nuclear Operating Company, and the NRC, as necessary, to evaluate any crossing(s) the new 345 kV line will make over or under existing lines out of the Wolf Creek substation. In addition, Respondents should describe any special system studies required to evaluate the impacts of such crossings, including the impact of potential multi-line outages. Respondents should also document any potential restrictions to construction during certain times of the year or during scheduled nuclear plant outages.

Construction

- Respondents should provide specific evidence of significant prior experience in managing the construction of projects similar in scope and magnitude. Respondents should explain how they plan to deploy the necessary support staff, field crews, and material handling resources. Respondents should also describe the safety protocols that will be followed during the construction process. In order to demonstrate its past safety performance, Respondents should provide their Experience Modification Rate (EMR) for previous projects.

- Respondents should provide a Construction Project Organization Chart. Respondents should provide resumes of those expected to be in key leadership roles in managing all aspects of construction, including QA/QC process, record keeping, reporting, and their approach to addressing issues that may be encountered.

SECTION 3: OPERATIONS (OPERATIONS/MAINTENANCE/SAFETY), 250 POINTS

MEASURES SAFETY AND CAPABILITY OF A RFP RESPONDENT TO OPERATE, MAINTAIN, AND RESTORE THE COMPETITIVE UPGRADE.

The success of the Project within Operations will be reflected in its operation, maintenance, and safety aspects. Scoring will use the criteria in Attachment Y grouped within these categories:

- Operations - control center operations, proposed plan to incorporate this Project into a control center, real time monitoring and control, reliability metrics and NERC reliability compliance-process history;

- Maintenance - storm/outage response plan, specialized maintenance equipment and spares, maintenance plans, maintenance staffing/training, maintenance experience and historical performance, and restoration experience and historical performance. Financial strategy for the Project replacement/rebuilds following catastrophic failures will be evaluated as part of the storm/outage response plan; and

- Safety - internal safety programs, contractor safety programs, and safety plans and historical records, including their most recent Experience Modification Rate (EMR).

Points for Section 3: Operations Evaluation Criteria will be allocated to these three categories described above and further subdivided to their subcategories. A slightly higher allocation of available points will be made to the maintenance criterion, followed by operations and safety criteria.

This point allocation is intended to emphasize that successful operation: i) requires lifetime commitment to the Project, ii) recognizes that timing, financial strategy, and expertise are relevant for repairs and storm recovery including replacement/rebuilds following catastrophic failures, iii) recognizes that there is a difference between what should be done in advance to improve reliability and resiliency as compared to what should be done in response to external events, and iv) recognizes that the Project must be operated in a safe manner throughout its life cycle.

Because part of the line will be located within the plant property requiring security clearance for access, Respondents should describe their plans for gaining access to the Wolf Creek nuclear power plant property to perform routine line maintenance or emergency repairs. If such maintenance or emergency repairs are to be performed by others, Respondents should describe their plans to arrange for such activities.

SECTION 4: RATE ANALYSIS (COST TO CUSTOMER), 225 POINTS

MEASURES AN RFP RESPONDENT'S COST TO CONSTRUCT, OWN, OPERATE, AND MAINTAIN THE COMPETITIVE UPGRADE OVER A FORTY (40) YEAR PERIOD.

The scoring in the Rate Analysis section will use the criteria in Attachment Y grouped within three primary evaluation categories: Total Cost of The Project - RFP Response Estimate (RRE); Present Value Revenue Requirement (PVRR); and Other Attachment Y factors which could reduce the cost and risk of the Project.

Points for the first two evaluation categories (RRE and PVRR) will be awarded based on the lowest cost numbers (i.e., the lower the cost numbers for RRE and PVRR, the higher the points awarded in each of these categories). The scoring in each of these categories could also be conditioned on the cost proposal meeting the requirements of the other IEP evaluation sections.

The PVRR calculation includes the following Attachment Y criteria:

- RFP Response Estimate (RRE) total (Tab 2B cell C36 of the Excel Workbook)
- Financing costs (Response Form 4A.2)
- FERC incentives (Response Form 4A.3)
- Revenue Requirements (Response Form 4A.4) - Provide an estimated present value revenue requirement (PVRR) for this RFP Proposal by completing Tabs 3-3G of the RFP Response Form Excel Workbook
- Lifetime cost of the Project to customers (Response Form 4A.5)
- Return on Equity (Response Form 4A.6)

The third and final evaluation category will have a lesser number of points assigned to it than the other two categories. Points will be awarded based on a detailed, quantitative response that demonstrates a reduction in the cost risk of the Project, including the following Attachment Y criteria:

- The quantitative cost impact of material on hand, assets on hand, rights-of-way ownership, control, or acquisition (Response Form 4A.7)
- Cost certainty guarantee (Response Form 4A.8)
- Other Comments (Response Form 4A.9)

SECTION 5: FINANCE (FINANCIAL VIABILITY AND CREDITWORTHINESS), 125 POINTS

MEASURES AN RFP RESPONDENT'S ABILITY TO OBTAIN FINANCING FOR THE COMPETITIVE UPGRADE.

Financial viability and creditworthiness are ultimately assessed in the market, based on projections of future circumstances. Proposals presented to SPP must provide projections and assumptions for inputs and responses to the criteria described in Attachment Y. All of the criteria listed in Attachment Y under this section will be evaluated and scored, with recognition that assumptions used in the Respondents' analyses can alter the results of those analyses.

To establish the viability and creditworthiness of the proposals, and the analyses requested, attention will be given to the assumptions made for inputs the Respondent has used. The bid that can support the assumptions for external factors and expectations for other inputs to this section will be scored higher.

Section 2: Requests for Information

Requests for Information Issued During IEP Evaluations

Request for Information (RFI): A request for information was issued to one Respondent asking for clarification of how their design provides primary and redundant communications paths as stated in the RFP. The response was received and evaluated as fully acceptable and compliant.

Section 3: Documentation of Points Allocation by Scoring Category

I: Engineering Design

For the Engineering Design evaluation process, all seven proposals were carefully reviewed, looking at all Engineering related documents. This included the RFP Response Form (Proposal word document), the RFP Response Form Workbook, all associated engineering attachments, and other Proposal information. For those proposals that included a Design Criteria document, those were printed hard copy as an aid in reviewing and comparing across the proposals. Notes were taken during the review of each proposal, leading up to capturing significant relevant data/features/attributes of all seven proposals on a large excel spreadsheet, organized to compare each proposal in a side by side manner. This Side by Side comparison included information from the RFP Response Form, the RFP Response Form Workbook (18 of 24 engineering related line items), and the associated engineering attachment (on average 20 plus attachments per proposal).

The Side by Side comparison tool including all six criteria, and associated sub-criteria:

1A.1 Type of Construction (Wood, Steel, Design Loading, etc.)
- Design Loading Criteria, NESC Assumptions, SPP MTDS
- Foundations - score included in Design Loading Criteria
- Conductor Type/Name, Ampacity, Number of sub conductors, Line Emergency MVA rating
- Shield Wire Type/Name, number of Shield Wires, Size of Wire, Number of Fibers
- Structure Configuration, Quantity of Tangent, DE, and Storm Structures
- Insulators, Lightening/BIL
- Dampers
- Markers

1A.2 Losses (Design Efficiency)
1A.3 Estimated Life of Construction
1A.4 Reliability/Quality Metrics, Materials, ISO Cert, Design QA/QC
1A.5 Other - Design Experience
1A.6 Other – Comments

While this Side by Side spreadsheet tool was useful, during the development of scoring, the full breadth of the provided proposal engineering documents was used and referred to frequently.

Another tool used in the evaluation was the Scoring Guideline. This was developed earlier by the full IEP Panel and working in tandem with the Side by Side comparisons excel sheet, was used to develop scores for each proposal in each criteria/sub-criteria.

Scoring Guideline Point Designation for Engineering Design

Section 1: Engineering Design (Reliability/Quality/General Design) 200 Pts *Measures the quality of the design, material, technology, and life expectancy of the Competitive Upgrade*	**Sub-criteria**	**Weight**	**Total Pts (200)**
1a) Type of Construction (Wood, Steel, Design Loading, etc.)	1a.1) Design Loading Criteria	10%	20
	1a.2) Conductor Type/Name, Ampacity, Number of sub conductors	12%	24
	1a.3) Shield Wire Type/Name, Number of Shield Wires, Size of Wire	5%	10
	1a.4) Structure Configuration	18%	36
	1a.5) Insulators	6%	12
	1a.6) Dampers	4%	8
	1a.7) Markers	3%	6
	Sub-Total Criteria Pts	58%	116
1b) Losses (Design Efficiency)		10%	20
1c) Estimated Life of Construction		10%	20
1d) Reliability/Quality Metrics		10%	20
1e) Other - Design Experience		10%	20
1f) Other - Comments		2%	4
	Scoring Category Total	**100%**	**200**

An overall Scoring Methodology for assigning scores was also developed by the full IEP Panel prior to receiving proposals:

0% - non-compliant
50% - meets minimum
Up to 80% - good
Up to 90% - better
Up to 100% best

Scoring was the result of utilizing a combination of the Notes taken during the review, the excel Side by Side comparison, the Scoring Guideline, the Scoring Methodology, and frequent reference back to the full proposal. The overall Engineering Design scores are summarized here, followed by more in-depth discussion of how these scores were derived.

Section 1: Engineering Design (Reliability/Quality/General Design) 200 Pts *Measures the quality of the design, material, technology, and life expectancy of the Competitive Upgrade*	**Sub-criteria**	**Weight**	**Total Pts**	**A**	**B**	**C**	**D**	**E**	**F**	**G**
1a) Type of Construction (Wood, Steel, Design Loading, etc.)	1a.1) Design Loading Criteria	10%	20	20	20	18	19	19	19	19
	1a.2) Conductor Type/Name, Ampacity, Number of sub conductors	12%	24	20	22	22	20	24	19	19
	1a.3) Shield Wire Type/Name, Number of Shield Wires, Size of Wire	5%	10	10	10	10	10	10	9	9
	1a.4) Structure Configuration	18%	36	34	34	32	29	29	36	32
	1a.5) Insulators	6%	12	11	11	10	12	12	11	11
	1a.6) Dampers	4%	8	8	8	8	8	8	8	8
	1a.7) Markers	3%	6	6	6	6	6	6	6	6
	Sub-Total Criteria Pts	58%	116	109	111	18	104	108	108	104
1b) Losses (Design Efficiency)		10%	20	17	18	18	17	19	16	16
1c) Estimated Life of Construction		10%	20	19	19	18	18	18	18	18
1d) Reliability/Quality Metrics		10%	20	19	19	20	17	17	18	18
1e) Other - Design Experience		10%	20	19	19	19	20	20	18	18
1f) Other - Comments		2%	4	3	3	3	3	3	4	4
	Scoring Category Total	**100%**	**200**	**186**	**189**	**184**	**179**	**185**	**182**	**178**

1A.1 Type of Construction (Wood, Steel, Design Loading, etc.)

Design Loading Criteria, NESC Assumptions, SPP MTDS (max 20 points) – all proposals met or exceeded in this area. All met NESC Codes, and all met or exceeded SPP Minimum Transmission Design Standards. Five of the Proposals included a Design Criteria, while two included this information within their Proposal. In the area of Design Loading Criteria, all seven Proposals were similar, with only slight variations. For example, there was some variation across the proposals in the areas of the extreme wind case used (ranging from 90 mph to 105 mph), and the broken conductor case used. With such consistency across all proposals in this category, evaluating good/better/best/ was very "tight". Thus, the scoring across this category varied only slightly, ranging from 18 to 20 points.

Foundations - score included in Design Loading Criteria – Most proposals utilized a direct imbedded type foundation, other proposals utilized drilled pier with anchor bolt/self-supporting foundations allowing, for the elimination of down guys, which was seen as a positive. All proposals had a comprehensive Geotech Study, although the Geotech data used varied from utilizing an area project built several years ago to one proponent who actually took soil borings along their proposed route Evaluation of Foundations and results were included in the above Design Criteria score, and led to some of the variance between 18 to 20 points.

For Type of Construction and the RFP requirement to meet or exceed the SPP Minimum Transmission Design Standards, a comparison was made for all seven proposals for compliance. All seven proposals met these standards previously published by SPP and pasted here for reference:

SPP Minimum Transmission Design Standards, Rev 2, December 2016

General

Transmission lines shall be designed to meet all applicable federal, state, and local environmental and regulatory requirements.

Electrical Clearances

Design clearances shall meet the requirements of the NESC. To account for survey and construction tolerances, a minimum design margin of 2 feet shall be applied to ensure the NESC clearances are maintained after construction. This margin shall be applied to conductor-to-ground and conductor-to-underlying or –adjacent object clearances, but need not be applied to conductor-to-transmission structure clearances. These clearances shall be maintained for all NESC requirements and during the ice with concurrent wind event as defined in the Structure Design Loads Section. In regions susceptible to conductor galloping, phase-to-phase and phase-to-shield wire clearances during these conditions shall be considered.

Sufficient space to maintain OSHA minimum approach distances in place at the date of project approval, either with or without tools, shall be provided. When live-line maintenance is anticipated, designs shall be suitable to support the type of work that will be performed (e.g., insulator assembly replacement) and the methods employed (i.e., hot stick, bucket truck, or helicopter work, etc.).

Structural Design Loads

All structure types (dead ends, tangents, and angles), insulators, hardware, and foundations shall be designed to withstand the following combinations of gravity, wind, ice, conductor tension, construction, and maintenance loads. The magnitude of all weather-related loads, except for NESC

or other legislated loads shall be determined using a 100 year mean return period and the basic wind speed and ice with concurrent wind maps defined in the ASCE Manual of Practice (MOP) 74. With the exception of the NESC or other legislated loads that specify otherwise, overload factors shall be a minimum of 1.0.

Loads with All Wires Intact

- *NESC Grade B, Heavy Loading*
- *Other legislated loads*
- *Extreme wind applied at 90º to the conductor and structure*
- *Extreme wind applied at 45º to the conductor and structure*
- *Ice with concurrent wind*
- *Extreme ice loading*

Unbalanced Loads (applies to tangent structures only)

- *Longitudinal loads due to unbalanced ice conditions, considering 1/2"radial ice, no wind in one span, no ice on adjacent span, with all wires intact at 32º Fahrenheit final tension. This load case does not apply to insulators; however, insulators must be designed such that they do not detach from the supporting structure.*
- *Longitudinal loads due to one broken ground wire or one phase position (the phase may consist of multiple sub-conductors). For single conductor phases, use 0" ice, 70 mph wind, 0º F and for multi-bundled phases use no wind, 60º F. Alternatively, for lines rated below 200 kV, provide stop structures at appropriate intervals to minimize the risk of cascading failures. This load case does not apply to insulators; however, insulators must be designed such that they do not detach from the supporting structure.*

Construction and Maintenance Loads

- *Construction and maintenance loads shall be applied based on the recommendations of ASCE MOP 74.*

Structure and Foundation Design

Structures and foundations shall be designed to the requirements of the applicable publications:

- *ASCE Standard No. 10, Design of Latticed Steel Transmission Structures*
- *ASCE Standard No. 48, Design of Steel Transmission Pole Structures*
- *ASCE Manual No. 91, Design of Guyed Electrical Transmission Structures*
- *ASCE Manual No. 104, Recommended Practice for Fiber-Reinforced Polymer Products for Overhead Utility Line Structures*
- *ASCE Manual No. 123, Prestressed Concrete Transmission Pole Structures*
- *ANSI 05-1, Specifications and Dimensions for Wood Poles*
- *IEEE Std. 751, Trial-Use Design Guide for Wood Transmission Structures*
- *ACI 318 Building Code Requirements for Structural Concrete and Commentary*

Proper clearances with design margins shall be maintained under deflected structure conditions.
A geotechnical study shall be the basis of the final foundation design parameters.

Conductor Type/Name, Ampacity, Number of sub conductors, Line Emergency MVA rating (max 24 points) – Conductor ranged from 1113 Finch up to 1590 Falcon. Most proposals included a very

comprehensive Conductor Selection Study, demonstrating a significant level of effort to bring forward conductors best suited for the project requirements. All Proposals met/exceeded the MTDS 3000 Amps Emergency Rating requirement. From an engineering perspective, the large conductor was seen as a positive (recognizing that design efficiency/cost would be considered in the Rate Analysis section). Scores ranged from 19 (Good) to 21 (Better) to 24 points (Best).

Proposal	Conductor	Configuration
A	[redacted]	
B		
C		
D		
E		
F		
G		

For Conductor and the RFP requirement to meet or exceed the SPP Minimum Transmission Design Standards, a comparison was made for all seven proposals for compliance. All seven proposals met these standards previously published by SPP and pasted here for reference:

SPP Minimum Transmission Design Standards, Rev 2, December 2016

Phase Conductors

The minimum amperage capability of phase conductors shall meet or exceed the values below, unless otherwise specified by SPP. If otherwise specified by SPP, the SPP value govern. The amperage values shown in the table shall be considered to be associated emergency operating conditions.

The emergency rating is the amperage the circuit can carry for the time sufficient transfer schedules, generation dispatch, or line switching in an orderly manner with of life to the circuit involved. Conductors shall be selected such that they will lose percent of their original strength due to anticipated periodic operation above the normal

Voltage (kV) Emergency Rating: 345 kV 3,000 Amps

The conversion from conductor ampacity to conductor temperature shall be based Criteria 7.2.; however, the RFP will specify the design wind speed and direction

A comparison taken from the proposal Response Workbook, for all seven proposals:

Proposal	Conductor Type	Conductor Size	Ampacity	Summer Emergency MVA
C				
E				
B				
D				
A				
F				
G				

Shield Wire Type/Name, number of Shield Wires, Size of Wire, Number of Fibers (max 10 points)
All proposals utilized two shield wires, with the number of fibers ranging from 40 to 72 per SW. The use of repeater stations was called out in some of the proposals, ranging from installation of two repeater stations to "our study indicates repeater stations are not needed [redacted]". The RFP requirement of dual communication paths was evaluated in this category and was accomplished by all proposals. Scoring ranged from 9 to 10 points.

SPP Minimum Transmission Design Standards, Rev 2, December 2016

Shield Wire

Fiber shall be installed on all new transmission lines being constructed, consisting of OPGW, underground fiber, or ADSS fiber. Where there are multiple shield wires and OPGW is utilized, only one need be OPGW. The shield design shall be determined based on the anticipated fault currents generating from the terminal substations. Adequate provisions shall be made for fiber repeater redundancy as well as power supply redundancy at each repeater. The minimum number of fiber strands per cable shall be 36.

Structure Configuration, Quantity of Tangent, Dead End, and Storm Structures (max 36 points) – all proposals were based on a single pole structure, either steel or spun concrete [redacted]. The use of spun concrete poles was not evaluated as a plus or minus compared to steel poles, as both materials have been in use for over 25 years and both have performed well with good reliability. The number of tangents, dead end/storm, and transposition structures varied across the proposals. Total structure count ranged from 470 to 573 and Dead End structure count ranged from 30 to 46. In general, from an engineering perspective, more structures and dead ends were considered better (recognizing design efficiency/cost is considered in the Rate Analysis section). One proposal had a design utilizing self-supporting structures/no down guys which was seen as a positive. Some proposals were clear that their design supported live line maintenance. Scoring ranged from 29 to 36 points.

Proposal	Total	Tang/Light Angle	Dead Ends/Storm
A	[redacted]		
B			
C			
D			
E			
F			
G			

Insulators, Lightening/BIL (max 12 points) – All proposals utilized polymer type insulators. Configuration varied from braced post to davit arm with suspension Vee strings, to davit arm with I String suspension. BIL ranged from 1439 to 1841, with some differences between dead ends and tangent structures. Scores ranged from 10 to 12.

SPP Minimum Transmission Design Standards, Rev 2, December 2016

Insulation Coordination, Shielding, and Grounding

Insulation, grounding, and shielding of the transmission system (line and station) shall be coordinated between the Designated Transmission Owner and the Transmission Owner(s) to which the project interconnects to ensure acceptable facility performance.

All metal transmission line structures, and all metal parts on wood and concrete structures shall be grounded. Overhead shield wires shall also be grounded, or a low impulse flashover path to ground shall be provided. Grounding requirements shall be in accordance with the NESC.

Dampers (max 8 points) – all proposals utilized the same conductor damper and shield wire vibration damper. All had a max score of 8 points.

Markers (max 6 points) – all proposals were very similar, and all had a max score of 6 points

1A.2 Losses (Design Efficiency) (max 20 points) – Proposals and supporting attachments varied across all the proposals. Some clearly stated they utilized the RFP stated requirement to use the criteria listed in the SPP MTDS. Some listed calculated losses in NPV, some in MWh/Yr., and some simply in MW. For this RFP, sufficient information was provided to allow for a fair comparison across all the proposals. In addition to the provided data on losses, the size of the conductor was considered. In general, lower losses were considered better. Scores ranged from 16 to 19 points.

SPP Minimum Transmission Design Standards, Rev 2, December 2016

The emergency rating is the amperage that the circuit can carry for the time sufficient for adjustment of transfer schedules, generation dispatch, or line switching in an orderly manner with acceptable loss of life to the circuit involved. Equipment shall be rated in accordance with SPP Planning Criteria 7.2.

Planning Criteria Section 7.2.1.3

In ANSI/IEEE C57.91, a 65°C rise transformer can operate at 120% for an 8 hour peak load cycle and will experience a 0.25% loss of life. If a 65°C rise transformer experiences 4 incidents where it operates at or below 120% for an 8 hour peak load cycle, it will still be within the target of 1% loss of life per year. In ANSI/IEEE C57.91, a 55°C rise transformer can operate at 123% for an 8 hour peak load cycle and will experience a 0.25% loss of life. Likewise, if a 55°C rise transformer experiences 4 incidents where it operates at or below 123% for an 8 hour peak load cycle, it will still be within the target of 1% loss of life per year.

RFP Footnote under Tab 1A.2

Average annual ambient temperature method can be used to calculate losses. Alternatively, losses can be calculated at rated power in MVA without a temperature using the Proposal's line resistance parameters R and X:
*Current i = (MVA*1000)/(kV*sqrt3)*
*Real Power Losses P = i^2*R*
*Reactive Power Losses Q = i^2*X*

1A.3 Estimated Life of Construction (max 20 points) – all designs were in alignment with industry best practices and provided a robust and durable asset. Some proposals utilized a Mish core which was seen as a slight positive. All proposals were in agreement of an estimated life of 80 – 100 years for the structures, and 40 – 50 years for the polymer insulators. Some proposals included a corrosion study for the foundations, and some were clear they had included ground sleeves on the poles. Since all proposals utilized polymer insulators; and none utilized ceramic insulators, no one received the maximum of 20 points. Points ranged from 18 to 19 points (good/better).

1A.4 Reliability/Quality Metrics, Materials, ISO Cert, Design QA/QC (max 20 points) – all Design Firms provided a high-quality QA/QC and independent check process for the engineering deliverables. [redacted] Return periods varied from 200 years to 300 years. Most proposals included a Lightning Study and flashover rates less than 1<100 miles/year. While not always clearly stated, all proposals include storm structure approximately every 5 miles. Some proposals utilized galvanized poles, with coating thickness in alignment with industry best practices. From the Rates Section, the amount of maintenance expenditure per year had some influence on this category. Scores ranged from 17 to 20 points.

Materials selected and presented in the Proposals were the outcome of the Engineering Design. All materials were industry typical and standard and similar to materials used on countless similar transmission line projects across the industry for many years. That is, all the Proposals were based on tried and true materials in use and proven over many years of successful service in the US Grid.

From a Project Reliability / Quality point of view, Engineering and Design were the primary evaluation focus, but installation and teamwork between the Engineer and the Constructor was considered.

Proposal	Engineer	Contractor
A & B	[redacted]	
C		
D & E		
F & G		

1A.5 Other - Design Experience (max 20 points) – A total of four different design firms were engaged in the seven proposals. All the Firms were considered best in class in the industry. All have completed thousands of miles of successful projects, with some maybe more than others. All have been doing transmission line design for decades. All have access to a robust pool of resources. Resumes were provided. Once detailed design actually starts, there is always some potential for the design leads assigned may vary from the proposed design leads. The overall proposal – Engineering related documents – were complete, with some Firms providing a more complete set of attachments, and some exceeding what might normally be expected. Examples include the areas of a well-organized Design Criteria, obtaining actual soil borings, comprehensive Geotech Study, Lightning Study, Conductor Selection Study, video of the proposed route, with some proposals including other studies above and beyond the norm. Scores ranged from 18 to 20 points.

Proposal	Firm
A & B	[redacted]
C	
D & E	
F & G	

1A.6 Other (max 4 points) – information in the proposals were more in the areas of Project Management and Operations and less in the area of Engineering. The discussion of repeaters was included here which was taken into consideration in the Shield Wire scoring. In general, all Respondents invested significant effort into their submissions. For example, all brought their design to a "30% design" level for developing their full proposal. Scores ranged from 3 to 4.

In general, all proposals were of high quality and completeness, and provided the information as to evaluate across all seven proposals. There was very little variation across the proposals, thus the spread from high to low score was small.

II: Project Management

General Comments on All Proposals - Project Management

Environmental

All respondents have retained experienced contractors/consultants with first-hand knowledge and experience with the area expected to be traversed by the new line as well as familiarity with the various regulatory/permitting processes and agencies in Kansas and Missouri, which experience will assist in routing and environmental permitting. All proposals provided well-defined plans for addressing all relevant environmental and cultural issues unique to the region, including mitigation plans to address risk associated with the selected route.

ROW

All respondents have extensive Land Acquisition Plans (including timelines) and have engaged experienced contractors to assist in acquiring the necessary easements for the line itself as well as for additional property needed for site access and construction.

All respondents and their contractors have strong preference for fair market pricing of properties needed for the Project, and plan for several open house events to address landowner issues.

All respondents have experience and plans for obtaining eminent domain rights, if necessary; all plan to use it as a last resort.

Procurement

All Respondents provided comprehensive Procurement and Project Management Plans as called for in the RFP, and plan to use qualified/experienced staff and contractors.

All Respondents have described their planned QA/QC program and process with respect to material and equipment procurement, including inspections of materials and equipment at vendors' sites and at construction sites.

All Respondents indicate their plan to use qualified and experienced material and equipment providers who are expected to provide evidence of warranties on all material and equipment.

Project Development Schedule/Scope

All Respondents have provided the required schedules and "no later than" dates for regulatory approvals, environmental permits, ROW acquisition, engineering and design, material procurement, construction, commissioning, energization, and final in-service date.

All respondents have identified potential schedule risk and planned mitigation measures, including utilizing schedule float.

Construction

All Respondents identified their detailed Construction Management Processes, including deploying highly qualified and experienced contractors and staff. All plans include detailed safety protocols applicable to all participants in the process.

Commissioning Process

All Respondents have adequately described their commissioning plans, including detailed descriptions of items to be considered, coordination plans with Wolf Creek and Blackberry substation owners, and interconnection agreements.

Timeframe to Construct/Milestones

All Respondents provided adequate descriptions of their proposed "time to construct" dates in their "Project Development Schedule."

Milestone dates and potential risks also provided.

Experience/Track Record

All Respondents have demonstrated experience and strong track records in successfully constructing significant EHV transmission projects in the last five years.

The following section presents the final scoring for each proposal for each category/sub-category in the Project Management section. The maximum points possible, the points awarded, and the percent of the maximum points awarded is shown for each category/sub-category.

Proposals A&B[1]

Environmental - 30/27/90%

Route Selection - 20/18/90%
Regulatory - 5/4/80%
Support Staff - 5/5/100%

Proposals A/B were both rated "Better" for the Route Selection sub-category based on their description of their detailed route selection processes and how it had been used successfully for other projects.

The Regulatory sub-category was rated "Good" based on Respondent's familiarity with the various regulatory/permitting processes [redacted], which experience will assist in routing and environmental permitting.

Respondent indicated that they have retained or are planning to retain experienced contractors/consultants with first-hand knowledge and experience with the area expected to be traversed by the new line and plan to assign excellent staff resources to this portion of the Project, leading to a "*Best*" score of 100% for the Support Staff sub-category for these two proposals.

- Routing study firm >100 years experience
- Successfully performed routing studies in Kansas and Missouri.
- Environmental consultant one of the largest in the U.S. with significant experience in Kansas and Missouri.
- Plan to retain experienced contractors/firms to assist in routing and environmental permitting activities, including:
  - [redacted] (routing study firm) - successfully performed routing studies in Kansas and Missouri.
  - [redacted] (environmental counsel) - provided environmental permitting and legal support to implement 300+ miles of 345 kV transmission.
  - [redacted] - comprehensive, full-service approach to managing planning, permitting, and environmental compliance for transmission lines; significant experience in Kansas and Missouri.
- Approximately 2,900 square mile study area, detailed routing study; desktop selection analysis; detailed design and structure spotting; field visits; local knowledge; and direct consultation with regulatory agencies.
- Identified a geographically diverse set of route alternatives that take advantage of opportunities and avoid constraints to the extent possible; resulted in 19 unique routes. Routing team combined the strongest portions into 5 alternative routes for detailed evaluation.[2]

[1] Proposals A and B are identical for the Project Management section.

[2] Respondent identified three (3) route alternatives, including the preferred route, [redacted]

[redacted]

- Parallels compatible lines and avoids conflicting infrastructure.
- Minimizes distance crossing mined lands; no airport impacts.
- Route avoids [redacted] location.
- Preferred route provides lowest risk of implementation; limited impacts to environment (e.g., bat habitats) and communities while being economical to construct and maintain.

[redacted]

- Kansas CPCN – must demonstrate Project promotes public convenience to use eminent domain, if needed; will not file CPCN application until project awarded.
- Detailed Public Outreach Plan; no public engagement until NTC received.
- Permitting plan developed using the local, state and federal experience of Respondent in coordination with permitting and environmental expertise of environmental consultant. Plan provides a comprehensive discussion of permits and authorizations required for the preferred route.
- Consulted with applicable permitting agencies to confirm the applicability of statutes and regulations to the Project scope and support permit applications.
- Will host three or more public open-house meetings to solicit comments/inputs from residents, landowners, public officials, and other interested parties; notice will be published in local newspapers and provided to property owners, county commissioners, and other relevant agencies and governmental officials.
- Will conduct additional reconnaissance surveys to evaluate the information received through public outreach; surveys, together with information from the public open house meetings, will be used to modify the preferred route.
- Will construct the final route with minor deviations allowed to accommodate directly affected landowners.

ROW - 30/27/90%

Acquisition - 20/17/85%
Regulatory - 5/5/100%
Support Staff - 5/5/100%

Proposals A/B are rated "Better" for ROW Acquisition, as proponent has extensive experience acquiring ROW [redacted] Proposals A/B are rated "Best" for both Regulatory and Support Staff as they are using qualified land agents and support staff for ROW acquisition.

- Experience acquiring ROW/land rights [redacted]
- Retained experienced land acquisition firm, appraisal consultant and surveying consultant with qualified ROW agents with Kansas and Missouri-specific experience.
- Detailed land valuation study to inform easement values for the Project area.
- Detailed study to determine ROW and land rights necessary to implement the Project; identified ownership of every parcel of land impacted by preferred route and prepared an easement acquisition budget by parcel for permanent easements.[3]

[3] Majority of land rights will be permanent easements.

- Establish ROW acquisition database; conduct land market study[4]; incentivize early easement execution; use above-average land value + early signing bonuses; and use eminent domain only if necessary.
- Obtained rights of entry to support pre-construction activities, environmental survey, regulatory permitting, and geotechnical investigations.
- Procurement of meaningful ROW ahead of public engagement processes and regulatory processes would not be consistent with best practices and could lead to confusion that could jeopardize the Project.
- ROW Manager will oversee activities of ROW acquisition firm [redacted] and provide necessary guidance; [redacted] will employ qualified ROW agents with Kansas and Missouri-specific experience that are trained on Project specifics and negotiation strategies.
- Will review and perform due diligence on all ROW agents; conduct training on scope of Project.
- Guiding principles for interactions with landowners: communications and information presented is to be factually correct and made in good faith; all communications and interactions must be respectful and fair, and all communications and interactions must respect the privacy of the landowner or other stakeholders.

Procurement and Engineering - 15/14/93%

Process - 10/9/90%
Support Staff - 5/5/100%

Proposals A/B are judged "Better" as they are planning to retain one of the largest EHV engineering, procurement, and construction contractors in the U.S.

[redacted]

Support Staff is rated "Best" as proponent plans to assign the most qualified staff to support this project.

- Will retain several experienced contractors/firms to assist in engineering, procurement and materials management including:
  - [redacted] (construction contractor) - one of the largest EHV transmission construction contractors in the U.S.; [redacted]
  - [redacted] (detailed engineering) - top T&D design firm with significant years of design and engineering experience; [redacted]
  - [redacted] (geotechnical investigations), a multi-disciplinary firm specializing in environmental, facilities, geotechnical, and materials services; [redacted]
- Already completed comprehensive studies on conductor selection, geotechnical issues, structures/foundations, and soil corrosivity.
- Plan to use LIDAR survey to confirm and update structure loading and framing drawings and provide results to suppliers.
- Will directly purchase all major materials from pre-qualified suppliers based on recent

[4] A land valuation study has been completed to inform easement values for the Project area.

performance, ability to meet schedules and design specs without defects.

- Will use a single supplier for insulator assemblies/hardware to ensure proper fit.
- Non-conformance reports will be provided to suppliers and confirm corrective actions.
- Guaranteed delivery dates on all materials.
- [redacted]
- Transmission line engineers, procurement QA/QC manager, corporate counsel and other internal management teams will provide support.
- The Engineering and Procurement Director has the primary responsibility for managing engineering and procurement activities in coordination with the Project Director.
- Completed a comprehensive conductor selection study, electrical studies, geotechnical studies, structure and foundation studies, and soil corrosivity study.
- Structure loading and framing drawings will be updated based on the final route and LiDAR survey, and provided to suppliers along with conductor specs and transmission line hardware as part of the proposal package used in the material procurement process.
- Once design is finalized, the Engineering and Procurement team will prepare a detailed construction package stipulating how the Project is to be constructed.
- Will directly purchase major materials including the structures, conductor, optical ground wire, and insulators and hardware; [redacted] will procure other materials necessary for construction, including guy wire, rock anchors, gravel, concrete, culverts, fencing, gates, matting, etc.
- All designs provided by suppliers will be reviewed and approved by Respondent and [redacted].
- Pre-qualified suppliers based upon recent performance on similar projects including demonstrating an ability to meet design specifications and deliver materials on schedule without defect; also recently audited the material fabrication and delivery process for all of these suppliers; comfortable with their ability to perform to their contract terms and conditions.
- Insulator assemblies and associated hardware will be purchased from one supplier to ensure assemblies are well designed and fit properly; OPGW assemblies and associated hardware will also be purchased from one supplier.
- Each proposal package will be for the design, fabrication, testing, quality control, packaging, shipping and delivery of the material in accordance with detailed engineering and design requirements specified, and include proposal instructions, proposal forms, a summary of work, technical specifications, and a form of agreement.
- Will conduct a comprehensive evaluation of the proposals to understand each supplier's proposed terms and conditions, design, schedule and price; follow up meetings and discussions conducted with suppliers to ensure understanding of their proposals.
- Contracts awarded to suppliers that provide an acceptable design with certainty in the ability to meet schedule at the lowest overall cost. All procurement contracts reviewed by legal counsel and approved by the Project Director prior to execution.
- All materials procured by [redacted] will meet the detailed specifications and quality requirements for the Project. [redacted] will have access to its vast network of suppliers for these purchases. Prior to selecting suppliers, [redacted] will consult with the Respondent regarding suppliers' ability to meet specifications.
- Oversight will occur through inspections, testing, and witnessing the fabrication process along with progress reporting to ensure production and deliveries meet requirements.

- Inspectors will ensure use of certified welders, and confirm manufacturing of a high quality structure.
- Non-Conformance Reports will be issued to the supplier when an item or condition is not in compliance with designated requirements, instructions, or specifications. Will confirm corrective actions have taken place prior to the scheduling of any deliveries of the material.
- Any modification to the contract price, schedule or specifications must be authorized by the Project Director through a Change Order using the issue management process.
- Construction execution plan includes details related to material management, delivery and storage to support construction.
- Project Management Plan will include methods to limit risk, manage schedule, and control costs.
- Risk mitigation strategies may include executing procurement contracts ahead of schedule, hedging commodity prices, purchasing raw materials, reserving shop space, or taking early delivery of materials.
- Supplier contracts detail specific quality assurance provisions with a quality control system that must be approved by the Respondent. All tests and inspections will be performed and accepted by the Respondent before any material is shipped. Respondent can reject any material that is defective or nonconforming with the Project specifications and return it to the supplier for repair, replacement or a credit back with all costs and expenses to the supplier's account.
- Supplier is required to monitor, report, forecast and control the progress of fabrication and delivery in accordance with an agreed upon schedule that will include guaranteed delivery dates.
- [redacted] will manage the delivery, inspection, offloading and storage of materials to support construction activities, and establish [redacted] material yards in the vicinity of the Project prior to commencement of construction. Majority of materials will be delivered, inspected and stockpiled in the material yards before foundation installation begins.

Project Development Schedule/Scope - 25/20/80%

Project Scope/Specifications - 15/12/80%
Potential Risks/Mitigation Plans - 5/4/80%
Regulatory Approval Process/Mitigation Plans - 5/4/80%

Proposals A/B are judged "Good" for all sub-categories of Project Development Schedule/Scope based on their efforts to develop a thorough understanding of the project-specific requirements and identification of associated risks and mitigation plans.

- Significant effort expended to develop thorough understanding of Project specific construction requirements, e.g., clearing, access roads, site grading, foundations and anchors, and wire stringing.
- Project Risk Register includes [redacted] potential risk and mitigation plans, including final route evaluation, regulatory permitting, permit conditions/requirements, ROW/land acquisition, material procurement, construction, Wolf Creek access, commissioning and energization.
- Included table of "No Later Than" dates.

[redacted]

[redacted]

- Respondent responsible for all routing, design, permitting, financing, procurement, construction, and any other activity necessary to cause the Project to be ready for energization by the needed date.
- Parent company will provide operations and maintenance services for the Project.
- Detailed implementation schedules included for all aspects of the Project.
- [redacted].
- Scheduled float:
  - Route Evaluation [redacted]
  - Regulatory and Environmental Permitting [redacted]
  - ROW and Land Acquisition [redacted]
  - Material Procurement [redacted]
  - Construction, Commissioning and Energization [redacted]

[redacted]

- Proposal packages will be updated to reflect final design and released to vendors in the [redacted] Contracts for materials will be executed by the middle of [redacted] to provide price assurance, reserve facility capacity, and to ensure timely fabrication and delivery to support construction activities beginning in the [redacted].
- Detailed weather analysis conducted to assess the likely number of construction days that may be impacted by adverse weather conditions; schedule allows for [redacted] due to weather. [redacted] has more than [redacted] of schedule float to absorb additional weather days and could add shifts during planned days off.
- Construction will commence with tree clearing and construction of access roads in the [redacted] Installation of foundations will begin at the start of [redacted] and be followed by structure installation beginning in [redacted] Wire stringing will occur in [redacted] through [redacted] in coordination with outages for line crossings. [redacted]
- Critical Path includes: Kansas and Missouri state commission approvals, trail crossings, permits prior to construction, clearing and access during construction, commissioning and energization following construction.
- Will continue to monitor and update the Critical Path throughout implementation of the Project.

Construction - 45/40/89%

Process and Plan - 25/22/88%
Project Manager and Staff - 20/18/90%

Proposals A/B are judged "Better" for both Process and Plan and Project Manager and Staff as a result of their experience constructing projects of similar scope.

- Successfully completed [redacted] of 345 kV transmission in the last 10 years.
- Experienced contractors for construction, foundations, clearing/access, engineer of record.

All contractors retain full-time safety personnel:
  - [redacted] (construction contractor)
  - [redacted] (foundation subcontractor)
  - [redacted] (potential clearing and access subcontractor)
  - [redacted] (potential clearing and access subcontractor)
  - [redacted] (engineer of record)
- Respondent has advanced implementation of the Project and expended significant resources to confirm it can be constructed on both schedule and budget: routing study; consultation with regulatory/permitting agencies; land rights needed and acquisition plan; detailed engineering studies; execution plans for procurement, construction and commissioning; detailed implementation schedule and Risk Register.
- Two dedicated inspectors and a construction manager in the field during construction; will regularly observe, inspect and report on construction progress and quality; ensure compliance with environmental permits, ROW agreements, and safety practices; construction contractor will maintain quality control reports that will be prepared and submitted to Respondent's inspectors for review.
- Construction contractor will establish a local field office that will be self-sufficient and act as the hub for Project team members with construction management personnel based in the office.

[redacted]

- Construction Contractor to establish Inventory Management Program to track shipment of materials, location and delivery to [redacted] material yards spaced along route.
- Identified all ROW and land rights necessary to implement the Project with a detailed acquisition plan.
- Detailed engineering including electrical studies, PLS-CADD models, detailed drawings and diagrams, detailed specifications, and foundation details; Project-specific execution plans for procurement, construction and commissioning; and Detailed implementation schedule and risk register.
- No unique constructability risk; construction plan informed by site visits; design and construction plans incorporate those risks.
- Detailed construction plan assures SPP that Respondent has taken Project specific details into consideration and can execute its plan.
- Project Director to communicate pertinent requirements to the construction contractor and the local field office.
- Will communicate permit requirements, landowner requirements, county-approved haul routes, etc. to construction contractor prior to commencement of construction; documented in writing and discussed at pre-construction planning meetings.
- Parties will establish clear lines of communication for the construction process and make sure the Project goals and expectations are clearly understood.
- Construction contractor will establish a local field office that will be self-sufficient and act as the hub for Project team members with construction contractor construction management personnel based in the office.
- QA/QC manager, construction manager, and field inspectors will have the primary responsibility of ensuring quality during the construction process; construction manager and field inspectors stationed in the field during construction and able to immediately address any quality issues to avoid major impacts.

[redacted]

- Construction contractor to submit detailed work plans and Q-control inspection reports to Project Director
- Project Director and Construction Contractor to establish access plan.
- Construction Contractor to establish Inventory Management Program to track shipment of materials, location and delivery.

[redacted]Wire installation plan - [redacted]

- Final Inspection: Project released to Project Director after conductor and OPGW installed; Project Director to conduct final inspection.
- Final restoration process will begin once the Respondent completes its final inspection and construction contractor has corrected any discrepancies.
- Safety and Health Director will have primary responsibility for ensuring that Respondent implements the Project safely with support from the Project Director.
- Safety Training Program - require all contractors to submit safety plans
- Construction Contractor General Foreman responsible for all safety tasks.

Commissioning Process - 10/9/90%

Proposals A/B are judged "Better" for the adequate description of their commissioning plans and process, [redacted]

- Project Director to develop energization procedures with substation owners and enter into interconnection agreements.
- The Construction Director will have the primary responsibility for managing the commissioning activities in coordination with the Project Director.

[redacted]Will coordinate outage schedules based on availability of outages at Wolf Creek and Blackberry; [redacted]

- Post energization inspection to confirm Project as-built including LIDAR survey.
- Prior to energization, Respondent and construction contractor will drive the length of the line to verify the phases are correctly aligned to synchronize with each substation and all construction grounds and safety devices have been removed.

Timeframe to Construct/Milestones - 20/20/100%

Proposals A/B are judged "Best" for Timeframe to Construct/Milestones as they have included substantial float in all phases of the project but still plan to complete all phases of work [redacted]

Also plan to consult with affected parties on the benefits of early energization.

- Respondent has advanced the Project as far as practicable without a Notification to Construct (NTC); upon receiving NTC, Respondent will immediately resume executing its detailed Project Implementation Plan, Construction Schedule, and Risk Register.

- Commencement of construction contingent on route approval from Kansas Corporation Commission (KCC) and Missouri Public Service Commission (PSC) followed by rights of entry onto private lands to complete environmental and geotechnical surveys.
- Physical construction to begin [redacted]
- If not have all land rights, can start construction where rights have been obtained. [redacted]
- Foundation installation, structure assembly, stringing begin near Wolf Creek and move toward Blackberry.
- No requirement for simultaneous outages of multiple lines.
- Table of anticipated and "no later than" dates included.

Experience/Track Record - 25/25/100%

Proposals A/B are judged "Best" for their experience in successfully completing transmission projects of similar scope.

Proposals A/B also will leverage the experience of proponent's parent organization in delivering projects [redacted]

- Contractors have Kansas and Missouri based staff or experience.
- Construction Contractor has recent experience in Kansas and Missouri [redacted]

Other

- Parent company and Construction Contractor: [redacted]
- No additional costs or regulatory requirements related to Wolf Creek substation

Proposal C

Environmental - 30/24/80%

Route Selection - 20/15/75%
Regulatory - 5/4/80%
Support Staff - 5/5/100%

Proposal C was judged "Good" for Route Selection and Regulatory, as the Respondent indicated it had developed [redacted] new EHV transmission projects [redacted] one of which was not completed on schedule.

Proposal C was judged "Best" for Support Staff as proponent plans to assign experienced contractors and high level support staff to the project.

- Respondent has significant experience working collaboratively with federal, state, local and other regulatory bodies, especially.
- Respondent has engaged [redacted] a legal and regulatory law firm with offices in Kansas City with significant number of years of siting and regulatory experience in Kansas and Missouri.
- Retained [redacted] to assist with engineering, environmental, and routing; experienced transmission line design and permitting firm in both Kansas and Missouri.
- Environmental permitting strategy minimizes the number of permits required.
- Detailed Environmental Permitting Timeline included.
- Longest lead-time environmental approvals are the voluntary, informal coordination with several agencies; upon receipt of Notice to Proceed, voluntary, informal coordination with U.S. Fish and Wildlife Service (USFWS), KDWPT, Missouri Dept. of Natural Resources (DNR), Missouri Dept. of Conservation (MDC) etc. will begin.
- Very thorough and detailed route selection process.
- Captured and used High Precision LiDAR data on the Project to analyze superior topographic data and high-resolution aerial imagery.
- Key considerations for the evaluation and selection of the Preferred Route:
  [redacted]
- Reviewed all 345 kV route proposals submitted to KCC in the past 13 years – including contested routes and challenges from KCC Staff on routing decisions; Respondent and [redacted]
- [redacted] different end-to-end possible routes; narrowed down using structured route evaluation process to a short list of [redacted] potential routes, and then to the proposed route.
- Proposed route [redacted] follows a direct, shortest distance path while avoiding all known risks.
- Followed KCC and MPSC guidelines for a direct, shortest distance siting approach while avoiding key environmental, regulatory, and cultural sensitivities.
- Route designed to minimize wetland impacts, reclaimed strip mines, oil/gas well fields, State and Federal forests, FAA regulation impacts, impact on communities, habitats for protected species, etc.

- Five species (Gray Bat, Indiana Bat, Northern Long-Eared Bat, Eastern Spotted Skunk, and Broadhead Skink) could have potential habitat that occurs within the counties crossed by the Project route and be affected by construction of an overhead electric transmission line.
- Team visited, drove, and visually assessed key aspects of the Project [redacted]
- Minimize impacts through a combination of physical mitigation and avoidance efforts.
- Detailed table of Local Site-Specific Environmental Risk, Mitigating Measures, Timeline, and Status Summary.
- Based on studies, LiDAR data, site visits, and intensive collaboration with engineering and environmental teams, Respondent has imposed several constraints that greatly reduce the complexity, cost, and timeline of wetland and stream permitting:

[redacted]

- All environmental permits for Federal, state and local jurisdictions, even if not required for the Selected Route, were built into the schedule.
- Identified the major environmental issues that could have an impact, what specific criteria would be used for determining Project impact, and the regulatory body or permitting agency involved in the approval of resolution (permits).
- Detailed timeline for Environmental Permitting activities included in the Project schedule.
- Project team conducted data collection, field reconnaissance and regulatory research and quantitative route comparisons to complete the initial route evaluation.
- In addition to streamlining permitting, avoidance of sensitive environmental areas also helps decrease the risk of noncompliance during construction.
- Respondent will have a Field Operations team that will be supported by the environmental team to manage the Project's ongoing environmental obligations.
- Environmental related risks have been fully identified; Respondent has prepared a Project Risk Matrix for those risks; managed from development through completion; collected in a Risk and Issues Log.

[redacted]

ROW - 30/24/80%

Acquisition - 20/15/75%
Regulatory - 5/4/80%
Support Staff - 5/5/100%

Proposal C was judged "Good" for ROW Acquisition and Regulatory. [redacted]

Proposal C's plan to assign experienced Support Staff to the project was judged "Best".

- Plan to use [redacted] of the parent company. [redacted]
- In process of securing site control at key locations along ROW, [redacted]
- Records of Landowner Contacts logged into a tracking table and updated daily. [redacted]
- Respondent and land acquisition contractor have developed a table of FAQs and Responses to use when talking with landowners.
- Will pay for crop damage and/or physical damages resulting from construction or maintenance activities.
- Proposal includes a table of ROW Acquisition risk and Proposed Mitigations.
- Acquisition of land rights based on principles that support and facilitate timely resolutions and fair settlements with directly affected landowners through negotiation of mutually acceptable agreements using a consistent compensation offering based on fair market value of lands.
- Eminent domain used as a last resort; process of gaining ability to exercise eminent domain will be initiated to allow an appropriate amount of time to gain regulatory approval.
- Proposed width of the ROW [redacted] based on: structure type, number of structures, span distance, terrain, soil conditions, and may vary to accommodate topographic features, challenging crossing locations and provide flexibility in final structure placement.
- Land Acquisition Process:

[redacted]

  - Respondent responsible for overall Project undertaking; will provide input to landowner engagement strategy; Respondent legal counsel will review populated easement agreements and support adjustments if necessary.
  - Land Broker [redacted] will support Respondent by leading ROW acquisitions; responsible for development and execution of landowner engagement strategy; [redacted] land agents will form meaningful relationships with landowners and will lead discussions toward amicable settlement.
  - Individual landowners will liaise with Respondent and [redacted] throughout negotiations towards amicable settlements and through eminent domain pursuits, if necessary; expected that landowners will negotiate with Respondent in good faith.
- Team of [redacted] internal land agents located in Kansas and Missouri that have extensive experience in fossil, wind, solar, and transmission-related projects. Overseen by the Director of Land Acquisition.
- Committed to creating long-term relationships in the communities within which it works; follows its established process and code of conduct when engaging landowners.
- Will conduct public outreach with landowners along the proposed route, including public notifications of the project, open houses, opportunity to submit comments, and meeting with local officials.
- For each contact made with landowners, a summary of the interaction will be recorded.
- Land Manager provides strategic guidance to Land Agents to support furtherance of negotiations; check Records of Contacts (ROCs) to ensure they are scrubbed of any sensitive information, and that messaging is clear and concise. ROCs are logged in a tracking table that is updated daily.
- To effectively manage stakeholder concerns, the team uses an internal ticketing system to track requests.
- Respondent and [redacted] have developed messaging to answer questions or concerns preemptively and consistently. (Table of FAQs and Responses)
- Seek Right of Entry Agreements from landowners along the route to permit access for various studies and investigations, including geotechnical studies and environmental due diligence.
- Land Agreement Process includes description of steps and deliverables.
- Fair compensation for landowners will be determined by a third-party appraisal firm and licensed by the Missouri Real Estate Appraisers Commission and the Kansas Real Estate Appraisal Board.
- Table of Specific Option Cost Summary Items and Payment Terms.
- Table of ROW Acquisition risk and Proposed Mitigation.
- Detailed description of [redacted] experience in land acquisition.

Procurement - 15/14/93%

Process - 10/9/90%

Support Staff - 5/5/100%

Proposal C is judged "Better" for Process and "Best" for Support Staff, as it will use an application process to identify and pre-approve "preferred vendors," Proponent has also secured space in priority vendors' manufacturing queues.

Parent company of the proponent has long-standing development and supply alliances with vendors.

- Strong procurement process and team: manages vendor relationships and leverages economies of scale to secure most favorable terms.
- All vendors for the Project have undergone rigorous review under Respondent's application process to become "preferred vendors" and have been pre-approved.
- Secured adequate space and priority in the vendors' manufacturing processes and queues, to ensure timely delivery of main materials.
- Parent company has a long-standing development and supply alliances with vendors; Respondent has entered into project specific agreements to purchase strategic major materials for Wolf Creek-Blackberry Project from these industry leading suppliers:
  - Engineering and design services - [redacted]
  - Transmission pole manufacturing - [redacted]
  - Conductor supply - [redacted]
  - Optical ground wire - [redacted]
  - Construction labor, equipment and BOP materials - [redacted]
  - Supplemental local operations and maintenance support - [redacted]
- All long-lead equipment and materials scheduled with lead times based on Respondent's extensive knowledge of market conditions and from its strong working relationships with key suppliers.
- Project schedule adjusted to allow additional time for delays in material deliveries that could result from various causes.
- [redacted] - dashboard of performance indicators for planned versus actual performance of all suppliers.
- [redacted] - supports the Project Management team in analyzing current versus planned activity and working with suppliers to ensure planned deliverables are met.

[redacted]

- Third-party services and materials procured through [redacted]
- Respondent's engineering team will work with its consultant, [redacted] to provide detailed design services for the Project.
- All major materials will be produced in the U.S., therefore eliminating any non-domestic sourcing risk for the Project.

Project Development Schedule/Scope - 25/22/88%

Project Scope/Specifications - 15/13/87%
Potential Risks/Mitigation Plans - 5/5/100%
Regulatory Approval Process/Mitigation Plans - 5/4/80%

Proposal C was judged "Better" for Project Scope/Specifications and "Best" for Potential Risks/Mitigation Plans as a result of their detailed approach to identifying risks and mitigation plans.

Proposal C also offers [redacted]

- Respondent able to offer [redacted]

[redacted]

- Confident in ability to meet [redacted]
- Immediately upon award of the Project, Respondent will begin executing on critical path items including preparing Certificate of Convenience and Necessity (CCN) and line siting applications, acquiring landowner agreements and finalizing the design.
- Float has been allocated to the work schedule to address risk that may occur:
  [redacted]
- Project Schedule contains all project activities, including but not limited to: route and site evaluation, regulatory permitting, land acquisition, engineering and design, land surveying, material procurement, construction, and commissioning/energization activities.
- The schedule uses critical path methodology with the appropriate predecessor-successor linkages established; Project schedule is monitored for activities that could delay execution.
- [redacted]Following items on the critical path relative to project [redacted]
- Project manager is notified of any linkage conflicts that could delay and constantly evaluates the schedule to adjust as needed.
- [redacted]Project's critical path includes [redacted]
- Project Risk Matrix to identify, prioritize and mitigate potential risk.
- [redacted]Detailed approach to risk identification and mitigation based on the well-known [redacted]
- Flexibility in project schedule to accommodate Wolf Creek's 18-month refueling outage schedule.
- Respondent, along with affiliates and third-party support staff, offers a turn-key model for developing, constructing, and operating the Project.
- Detailed project schedule with [redacted]
- Project incorporated into Respondent's Work Breakdown Structure (WBS) accounting system to enable detailed tracking of project budget and schedule.
- [redacted] makes project data accessible to all internal and external team members.
- Project Schedule contains all project activities, including but not limited to: route and site evaluation, regulatory permitting, land acquisition, engineering and design, land surveying, material procurement, construction, and commissioning/energization activities.
- High level Gantt Chart of the Project Schedule provided.
- Upon award of the Project, Respondent will secure a Total Liability Insurance Policy related to the overall Project; during construction and operations, the Project will be fully self-insured consistent with industry practice.
- Project will require regulatory approvals from the KCC, the MPSC, and various counties in Kansas and Missouri. [redacted]

Construction - 45/35/78%

Process and Plan - 25/20/80%

Project Manager and Staff - 20/15/75%

Proposal C was judged "Good" Proponent cited construction of large-scale transmission lines as a core competency. Respondent's parent company has a great deal of experience developing transmission [redacted] Proposal C listed five competitive upgrade transmission projects from [redacted], 80% of which were completed on schedule.

- Construction of large-scale transmission lines is a core competency of Respondent through its experienced team and affiliates, with proven capabilities and depth of experience in constructing and managing high voltage transmission line projects of similar size, type, and technology.
- Project Execution Plan (PEP) best way to manage project execution and risk; developed early in project cycle.
- Engage all project teams and development teams early in the project management process to create strong working relationships and effective internal communication.
- External communication with major stakeholders including landowners, county officials, and owners of assets crossing the route is essential to meet Project objectives.
- Will coordinate several design review and constructability review meetings with Project Manager, transmission line design engineer and line construction contractor, plus Respondent's construction management team: Project Manager, Engineering Leader and Project Engineering Lead.
- Utilize established project controls methodology; provides methods and tools for budget control, scheduling, tracking, trending, and reporting of work in progress for the engineering, procurement and construction activities.
- Construction management and inspection team will conduct preparatory meetings with [redacted] prior to initiation of major components of work.
- During construction, the plan will be monitored using the: [redacted]
- Schedule, budget, and Risk Register updated based on current information; results of updates used to adjust project plan and potentially compensate for deviations; changes are communicated to all team members affected by the changes.
- Use existing roads to reduce costs of building separate access roads that duplicate the path of existing roads.
- Access roads planned to be built in conjunction with clearing activity; building access roads once while using them for all activities along the ROW.
- Access road file contains:
  [redacted]
- Mobilization of equipment and manpower will begin as needed to meet anticipated schedule to start conductor installation on the project.
- [redacted] laydown yards.
  [redacted]
- Construction program prepares for and actively mitigates risk that could delay construction or increase costs.

- Risk Register identifies risk, potential impacts, and the mitigation; float in schedule available as needed.
- Project Manager relies on the Project Controls department for budget control, scheduling, tracking, trending, and reporting of work in progress.
- [redacted] used to ensure Project parties are aligned on Project requirements, reporting progress, daily reporting, cost change deviations, and project turnover documentation to ensure seamless execution.
- Will work with [redacted] to organize into [redacted] mostly independent operating crews; construction sequence will begin at [redacted] followed by the construction of [redacted]
- When received at the delivery point, items will be checked for condition and correct quantity; shipping records will be kept and reported as appropriate.
- Expect to retain [redacted], a leading regional structural engineering firm, to perform a detailed analysis of the bridges along the planned access route.
- ROW clearing will follow a planned, logical sequence of events and start as soon as easements, permits and operating rights have been acquired.
- By using the same foreman and crew, efficiency and consistency is achieved throughout the framing process.
- Detailed plan for conductor stringing.
- Construction leaders/managers required to perform construction inspections using [redacted] - process verifies that facilities are constructed as designed and that all compliance documentation is provided by the appropriate construction or engineering contractor.
- "Contractor Safety Requirements Policy" provided to all contractors/subcontractors.
- Respondent's construction team 19-20 years of experience[redacted] 14-30 years of experience.
- Respondent's team will coordinate with the Wolf Creek Switchyard Coordinator for safety procedures, security access, scheduling, and related guidance.
- Transmission interconnection and substation work will be scheduled in windows outside of refueling to avoid conflicts with refueling activities.
- Respondent's parent and affiliates have extensive experience leading, and managing interconnections between nuclear facilities and transmission owners.
- Respondent's Engineering and Construction leadership will work with [redacted] to develop and provide Project-specific QA/QC plans based on the established QA/QC processes used by Respondent and [redacted] for every construction project.
- Construction plan broken down into [redacted] to complete structure framing and setting, conductor and OPGW installation.
- Alliance with [redacted] to expand parent company's construction capabilities and reduce project risk.
- Constructability reviews conducted in conjunction with environmental and engineering reviews reduces schedule and cost risk.

Commissioning Process - 10/10/100%

Proposal C was judged "Best" for their planned Commissioning Process.

Commissioning Manager for Proposal C has over [redacted] years of experience commissioning projects including specific experience with substations associated with nuclear plants.

- Commissioning Manager has over [redacted] years of experience; responsible to ensure line and substation assets are tested and commissioned in accordance with interconnection agreements negotiated with each substation owner.
- Goal of commissioning for the Project is to design it to occur in the shortest amount of time, no disruptions to electrical service and eliminate the need for future outages.
- Interconnection agreements for the Blackberry and Wolf Creek substations expected to define coordination, system and protection testing, scheduling of coordination meetings, phasing, fiber testing, outages and final connection of the new 345 kV transmission line.
- Number of system protection, control and monitoring components will be established in coordination with affected parties during interconnection requirements discussions during detailed design.
- Construction is expected to require crossing of the Wolf Creek to La Cygne 345 kV Line outside of the Wolf Creek facility, which will require coordination with Evergy, La Cygne Substation and Wolf Creek Generating station.[11]
- Energization Plan will be used to energize the Project; switching orders will be prepared consistent with SPP and AECI requirements; activities to energize the line, after connections have been made, are completed in a coordinated manner with all parties at each end of the line.
- Will use a visual confirmation after the line is completed, in addition to monitoring the completed sections of the line as new segments are built; confirmation will include a complete flyover of the Project as well as on-ground siting for the entire length of the line.
- Will submit an interconnection request to AECI, who will study the Request to assess compliance with NERC Standard FAC-001 R3/R4.
- AECI will determine if the Interconnection Request has the potential to impact any Third-Party Transmission Owner Facilities.
- Respondent and its affiliates have [redacted]; record of successful interconnection processes combined with Respondent's nuclear experience significantly reduces the risk associated with achieving a timely interconnection agreement at Wolf Creek.

[11] Wolf Creek to La Cygne line is a part of the NRC licensing for the Wolf Creek plant, which will require additional coordination and related agreements with Wolf Creek Generating Station to pull conductor over this 345 kV line.

Timeframe to Construct/Milestones - 20/18/90%

Proposal C Timeframe to Construct/Milestones was judged "Better" due to its built-in flexibility and [redacted] days of float for construction and commissioning activities. Additional [redacted] days of float makes the proponent confident in its ability to deliver the project [redacted]

- Project schedule with built-in flexibility and [redacted] for construction and commissioning activities to ensure the delivery of the project by the proposed in-service date.
- Project constructed in [redacted] to shorten the overall project schedule and reduce the likelihood of any [redacted] adversely impacting critical path.
- Key precursor activities to be completed prior to transmission line construction are engineering, ROW procurement and regulatory and environmental permits.
- Additional [redacted], in addition to the [redacted], makes Respondent confident in the proposed time frame to construct which delivers the project [redacted]
- Ample time in schedule to allow for the completion of these activities including:
  [redacted]
- Timetable covers start/end dates for:
  - ROW Prep and Clearing
  - Transmission Construction [redacted]
  - ROW Clean-up
- Primary Schedule risk/Mitigation:
  - Materials Delivery [redacted]
  - Weather – Winter/High Winds/Thunderstorms/Tornadoes [redacted]
  - Delay in obtaining Transmission Operator agreements impacting construction [redacted]
  - Material theft or vandalism of construction site [redacted]

Experience/Track Record - 25/22/88%

Proposal C was judged "Better" as it will operate under a shared services agreement with its parent company in which the proponent can draw on the entire range of resources of its parent and affiliated companies.

- Respondent will draw on the entire range of resources of its parent and affiliated companies to ensure successful delivery of the Wolf Creek-Blackberry project.
  - Engineering and Construction - [redacted]
  - Integrated Supply Chain [redacted]
  - Environmental Services - [redacted] minimize environmental impacts and reduce permitting and project schedule risk.
  - Power Delivery - [redacted] team members.
  - Regulatory and Legal [redacted] attorneys and staff specializing in Federal, state and local energy sector regulatory proceedings.

- Operate under a "support services" model which enables it to draw on resources and expertise across the entire family of companies.
- Parent company's subsidiaries have built [redacted]
- By the end of 2021 [redacted]
- Extensive nuclear experience; [redacted] experience owning, operating and maintaining nuclear facilities.

[redacted]

Other

[redacted]

- Plan to use [redacted] minimal visual impact, blend into environment, structural reliability, less maintenance, and longer life [redacted].
- Respondent secured exclusive landowner options for [redacted]
- Pandemic Response Plan - Focused on developing and implementing safety programs to navigate COVID pandemic.
- Engineering Design, Construction, and Procurement teams are under the same leadership structure; close coordination among these three functions for every project.

[redacted]

- Parent company has a strong culture of innovation and continuous improvement - [redacted]
- Has entered into a definitive agreement to acquire several related companies that currently own [redacted]

Proposals D&E [12]

Environmental - 30/24/80%

Route Selection - 20/15/75%
Regulatory - 5/4/80%
Support Staff - 5/5/100%

Proposals D/E were judged "Good" for Route Selection and Regulatory. Proponent has reached out to prospective landowners in advance of the contract being awarded, which can lead to confusion if another proponent is awarded the contract.

Proposals D/E was judged "Best" in Support Staff as the proponent has assigned a team of experienced subject matter experts with a proven record working in Kansas and Missouri.

- Siting, environmental assessment, permitting, and construction monitoring will be completed by [redacted] provides professional design and consulting services in planning, engineering, environmental, surveying, and project management.
- Team of subject matter experts with extensive experience working on projects of similar size and complexity throughout the United States and a proven track record [redacted]
- Proactively reaches out to regulators, legislators, landowners, and the public to vet preliminary study areas; uses a phased approach to eliminate those sites that are most impactful to focus on a final route that meets both internal and external criteria.
- Successfully used this collaborative process over the past several years to obtain [redacted]
- Will contract with the parent company to leverage internal resources and contract with key sub-contractors to complete site selection tasks.
- Site selection team will include subject matter experts from a variety of disciplines including planning, design, construction, real estate, environmental, and public communications.
- Respondent already completed a Siting Study to identify the Proposed Route for the Project; defined a 2,196 square mile Study Area for further evaluation.
- Established a segment network with [redacted]
- Field reconnaissance trip to review the Proposed Route via helicopter and ground-based surveys was completed to review constructability and access considerations.
- Proposed route was selected because it minimized overall potential impacts, took advantage of routing opportunities, minimized impacts to biological resources and avoided cultural resources, while maximizing opportunities to align with existing transmission line corridors and rights-of-way.

[12] Proposals D and E are identical for the Project Management category.
[redacted]

- Considered critical habitat and extensive floodplains [redacted] existing and proposed wind/solar energy developments, reclaimed surface mines widespread in the vicinity of [redacted] significant above- and below-ground oil/gas facilities, and several municipalities with high density residential and commercial development.
- Proposed route has a lower number of 303d Impaired waterways, KDWPT-identified "remnant prairies" and known contaminated sites than other routes evaluated in the Siting Study.
- Proposed route had fewer heavy angle turns than other alternatives, representing a reasonable tradeoff between route length and minimized impact to the natural or human environment; no residences in the ROW, few nearby residences and other places of congregation. [redacted]
- Looked for opportunities to site along roadsides and along section or quarter section boundaries to minimize impacts to farming operations.
- Respondent believes proposed route can be supported through the regulatory process and will present a reasonable approach to the local community.
- Proposed route will be thoroughly evaluated as part of the routing process post-award, incorporating input from local, state, and federal stakeholders.
- When the Project is awarded, Respondent will consult with potentially affected agencies, collect public comments during a round of open houses, and gather additional non-public sources for information to refine the proposed route or select a new route if necessary.
- Local stakeholder engagement plan is part of routing and land acquisition plans; will consist of one-on-one meetings with local elected officials, and an open house for all affected landowners. Goal is to establish strong working relationships with local leaders and property owners.
- Respondent identified several major environmental constraints and critical issues in the Study Area, which were avoided to the extent possible during development of the Proposed Route.

ROW - 30/27/90%
Acquisition - 20/17/85%
Regulatory - 5/5/100%
Support Staff - 5/100%

Proposals D/E were judged "Better" for Acquisition and "Best" for Regulatory and Support Staff due to the extensive land acquisition plan and assigned resources.

Proponent for Proposals D/E has a Route Development Agreement with its parent company, [redacted]

- Extensive Land Acquisition Plan; goes into detail concerning internal and external resources devoted to researching, acquiring, and managing real property assets, which include fee owned properties, transmission and distribution rights-of-way and other miscellaneous property rights. [redacted]

[redacted]

- The [redacted] works very closely with parent's Planning, Stakeholder Relations, Engineering, Environmental Services, Legal, Governmental Affairs and Communications departments to either verify existing rights-of-way or acquire new rights-of-way and real property interests.
- Respondent has strong preference for acquiring property rights through fair, good faith negotiations with affected property owners; [redacted] has considerable experience working with state regulatory commissions and local courts to ensure all necessary property rights are acquired in a fair, equitable and timely manner to keep projects on schedule.
- Worked with [redacted] to develop a detailed land acquisition plan, including proposed schedule and estimated real estate costs.

[redacted]

- Will either submit one filing as co-applicants, or separate filings with a request for the KCC to consolidate to align the regulatory approval timeframes.

[redacted]

- [redacted] will provide right of way acquisition services and support for landowner negotiations; involved in successfully planning, managing and executing over 46,500 miles of acquisition and negotiating over 30,000 acres of fee purchase and leaseholds.
- Will implement a local stakeholder engagement plan as part the routing and land acquisition plans for this Project; one-on-one meetings with local elected officials, followed by an open house for all affected landowners.
- [redacted] giving Respondent confidence it will be able to secure the remaining rights in this area successfully.

[redacted]

- Has secured all the parcels [redacted] necessary to construct the Project.

[redacted]

- ROW will be required from approximately [redacted] parcels owned by [redacted] unique landowners; primarily agricultural, with no impacted parcels classified as irrigated [redacted] residential properties are potentially impacted.
- [redacted] parcels held by corporations, companies, or partnerships; another [redacted] properties held by out of state private owners; [redacted] of the properties held in trusts. These properties will be targeted early in the process to minimize schedule impacts.

- Engaged [redacted], a local Appraiser that is licensed in Kansas and is knowledgeable of Kansas statutes, based on their experience as expert witnesses and in providing litigation support on similar projects.
- [redacted] to initiate field work and secure transmission easement documents from landowners.
- Will host three open house events to expedite the initial rollout of the Project prior to its filings with the KCC; upon KCC approval, Respondent will hold an additional three meetings for directly impacted landowners to establish relationships and attempt to obtain survey permissions from landowners in attendance.
- Acquisition strategy will be to acquire easements utilizing GIS sketch exhibits; once survey completes final exhibits, land agents will return to landowners for an Amended Easement agreement; approach will allow survey and acquisition to proceed in parallel so that land agents can maximize use of their time and help to ensure there are no schedule delays.
- Land agents will notify landowners prior to the start of construction activity and act as liaison between the construction group and landowners and their tenants; will also assist in the acquisition of any contractor required laydown areas, additional workspace or other interests that may be desired by the construction group.
- Will secure all non-environmental permits for road and utility crossings; State Highway crossings will require a crossing permit issued by Kansas Dept. of Transportation.
- Use of eminent domain rights considered as a last resort.

Procurement and Engineering - 15/15/100%

Process - 10/10/100%
Support Staff - 5/5/100%

Proposals D/E are judged "Best" for Process and Support Staff [redacted]

All materials have already been competitively bid and discussed material manufacturing and delivery timelines to prevent risk of delays.

- [redacted] will deliver project management, engineering, procurement, and construction services through its affiliates and other strategic partners and subcontractors.
- [redacted] will provide turnkey material procurement, material quality control and yard management for the entire project; Materials Manager will be assigned to lead the overall procurement and material management effort for the project and will report to the EPC Project Manager.
- Materials Manager will work in a close collaborative working relationship with Engineering, Quality, Construction, Material Yard Management, Suppliers, and Project Management Leads as all roles have a shared responsibility to ensure that quality materials are made available to construction when and where they are needed.
- All suppliers must be pre-approved by Procurement, Engineering and Quality based on compliance with standards and specifications, plant audits, where deemed necessary, prior customer references and past performance and experience.
- Compliance with the project's technical requirements and ability to meet delivery schedule factor prominently in the evaluation and selection process.

- Project quality is governed by [redacted] Quality Management Program and includes elements designed to ensure that all materials provided by suppliers meet the required specifications provided by engineering prior to the start of manufacturing.
- Inspection plan and audit schedule will be developed in conjunction with the supplier.
- Inspection and Test Plans (ITPs) and supporting documents and records will be used to verify conformity with specified contractual requirements.
- Periodic audits will be conducted during the manufacturing of key project materials.
- During the RFP response process, [redacted] has competitively bid all materials and discussed material manufacturing and delivery timelines to understand there is no inherent risk of issues preventing [redacted] from receiving material in accordance with the project schedule.
- When a supplier is selected, the contracting process ensures that key deliverables are contractually bound and required project specific terms and conditions are included in the contract.
- Warranty period and supplier's scope of responsibility to address deficiencies should they be found during construction or during the warranty period are included in the contract.
- Procurement risk captured at the project pursuit phase and incorporated into a Risk Register; risk assessed by severity/likelihood; mitigations identified and costs are addressed in project contingency.
- Material Management Process to manage logistics associated with project materials:
    - Receipt/inspection of materials at the yard
    - In-yard inventory management
    - Staging and shipping from material lay down yards to agreed-upon work locations
    - Managing overages, missing, damaged, and defective materials
- [redacted] organize and inventory materials and issue to the right of way; organized by foundation, pole storage, stringing and hardware related materials.
- [redacted] will implement and maintain systems and controls to manage a cradle-to-grave material management process.
- [redacted] allows the project to control the receipt, storage, and issuance of material to the construction site with transparency to all stakeholders on the status of all project materials.
- Construction liaison will be identified to coordinate the preparation of materials at the yard with the construction schedule.
- Materials team will work with the supplier to track all material beginning at the manufacturing location, ensuring accurate delivery schedules, shipping configurations and Quality Control.
- Materials Team will work with Project Management to shift delivery windows to ensure that material needed is available on time with a focus on efficient and on-schedule construction.
- Risks and mitigations:
    - Commodity costs tied to the London Metal Exchange; cost certainty for materials not tied to commodity prices allows for potential cost reductions to SPP should commodity prices decrease.
    - Manufacturing/Delivery schedule risk mitigated through discussions with major manufacturers and through competitive bid process.
    - [redacted] can lock in manufacturing windows in advance of contract signing and utilize many queue positions to acquire additional material if necessary.
- Preliminary list of potential suppliers identified for this project. All of the proposals listed provided preliminary pricing in support of this submittal.

Project Development Schedule/Scope - 25/23/92%

Project Scope/Specifications - 15/14/93%
Potential Risks/Mitigation Plans - 5/5/100%
Regulatory Approval Process/Mitigation Plans - 5/4/80%

Proposals D/E were judged "Best" for Project Scope/Specifications and Potential Risks/Mitigation Plans due to their detailed approach to identification and mitigation of risks.

Proponent for Proposals D/E has substantially negotiated project agreements with key partners and contractors.

Regulatory Approval Process and associated Mitigation Plans were judged "Good".

- Proposes to secure regulatory approvals by [redacted], complete 80% right-of-way acquisition by [redacted], commence construction in [redacted], receive all materials on site [redacted]
- Construction plan developed utilizing an integrated approach between contractors focusing on safety, not only during construction of the Project, but also to the public during the life of the asset; de-risk the overall Project and exceeds the requirements of the RFP and SPP MTDS.
- Project Agreements have been substantially negotiated between Respondent and the key partners and contractors; also intends to issue sub-contracts to third-party consultants and contractors to support Project development and construction.
- Conducted site visits and helicopter flyovers of the route throughout the RFP response period, conducting constructability reviews of the engineering design and building an easily achievable construction schedule with significant float.
- Schedule includes over [redacted] between the Project commissioning and the required Project in-service date.
- Key schedule risks include right-of-way (ROW) acquisition, environmental permitting and material delays.
- Respondents will coordinate efforts to prepare filings required to secure all regulatory approvals: [redacted]
    - FERC (FPA) - formula rate to SPP tariff; approval for certain risk-reducing incentives, e.g., abandoned plant; approval of Joint Ownership Agreement between partners to codify terms and conditions of owning and operating jointly-owned line.
- As development phase of the Project is completed, Project Team will evaluate the remaining float available and seek to mitigate any risk around construction by accelerating activities where practical.
- Respondent already obtained [redacted] of property rights required in Missouri; upon selection to construct the Project, Respondent will initiate a public process to evaluate and refine proposed route, and conduct right-of-way acquisition in accordance with the rules prescribed by KCC.
- Proposed scope provides details of route assessment, environmental studies and environmental permitting process post-award.
- Detailed, step by step description of Project scope and specs.

- Specific detailed mitigation plans for risks associated with ROW acquisition, environmental permitting, regulatory, procurement and construction.

Construction - 45/40/89%

Process and Plan - 25/22/88%
Project Manager and Staff - 20/18/90%

Proposals D/E are judged "Better" for both Process and Plan and Project Manager and Staff due to extensive experience in successfully constructing projects of similar scope.

Contractor has assigned key staff members to the project who bring successful track records of completing projects on time and within budget.

- [redacted] is responsible for all construction related efforts; agreement with [redacted] assigned key staff members to the project who bring successful track records of completing projects in similar scope and budget.
- Construction Plan is an aggregate of best practices stringent construction standards; Plan includes defining the work task, understanding the applicable restrictions, sequence of work, construction methods, roles and responsibilities, and planning of resources to complete the work on schedule; includes construction methods to streamline the construction process for the number of crews and disciplines that will be onsite.
- Detailed description of Sequence of Work provided.
- Site-specific Safe Work Plan: kept on the job location; before the start of each workday, the supervisor/foreman will conduct daily job briefings or Job Safety Analysis (JSA) with the personnel involved.
- During construction, a land agent will notify landowners prior to the start of construction and act as liaison between the construction group and landowners and their tenants, and also assist in the acquisition of any contractor required laydown areas, additional workspace or other interests that may be needed for construction.
- A key methodology in place on all projects is the concept of "self-audit".
- Three phase inspection process that highlights prior to any work beginning a thorough review of the project's quality requirements, documentation requirements, inspection requirements and owner representative's quality roles during the construction process.
- [redacted] Safety, Health and Environmental Plan is the cornerstone of our safety and health program and made Site-Specific for each project.

Commissioning Process - 10/9/90%

Proposals D/E are judged "Better" for Commissioning Process, as EPC contractor will perform detailed checks and acceptance testing of both the transmission line and fiber optic system after completing its detailed QA/QC procedures.

- Outage Plan: based upon the proposed route a total of [redacted] outages will be required from third parties during construction to safely construct the Project.
- [redacted] will perform detailed checks and acceptance testing of both the transmission and fiber optic system.

- Prior to performing the prescribed acceptance testing [redacted] will have previously concluded its detailed QA/QC procedures to verify that the line is in conformance with [redacted] standards; Foundation Acceptance will have been completed as well.
- List provided of additional testing to be completed.

Timeframe to Construct/Milestones - 20/16/80%

Proposals D/E judged "Good" for Timeframe to Construct/Milestones.

Potential project risks/mitigations based on previous experience and information gathered during the RFP response.

- Project construction schedule: [redacted]
- [redacted] and [redacted] have developed a detailed construction schedule by utilizing a detailed scope of work and identifying key risks to the overall project schedule.
- [redacted] has developed the sequence of work by planning to begin work at [redacted] due to the right of way option acquired during the RFP response phase of the Project.
- Crews will begin at the [redacted], working their way in a linear fashion towards [redacted].
- List of Key Milestones provided.
- Potential project risk/mitigations based upon previous experience and information gathered during the RFP response process:
    - ROW Acquisition - can move crews if some parcels are not yet acquired.
    - Material Quality - on-site representatives for QA/QC during fabrication for high risk material such as [redacted].
    - Subsurface Conditions - desktop geotechnical study as well as on-site drilling samples of soils to confirm the desktop study; transmission design developed to utilize [redacted]
    - Third Party Outages - developed expected outage schedule; will share with existing transmission owners early in Project Development phase to understand existing planned outages and other requirements; will allow [redacted] to adjust construction sequencing in the event that an outage may not be provided.
    - Weather - [redacted] days anticipated for weather days during construction; if additional weather days required, the [redacted] months of schedule float is sufficient to absorb these delays.

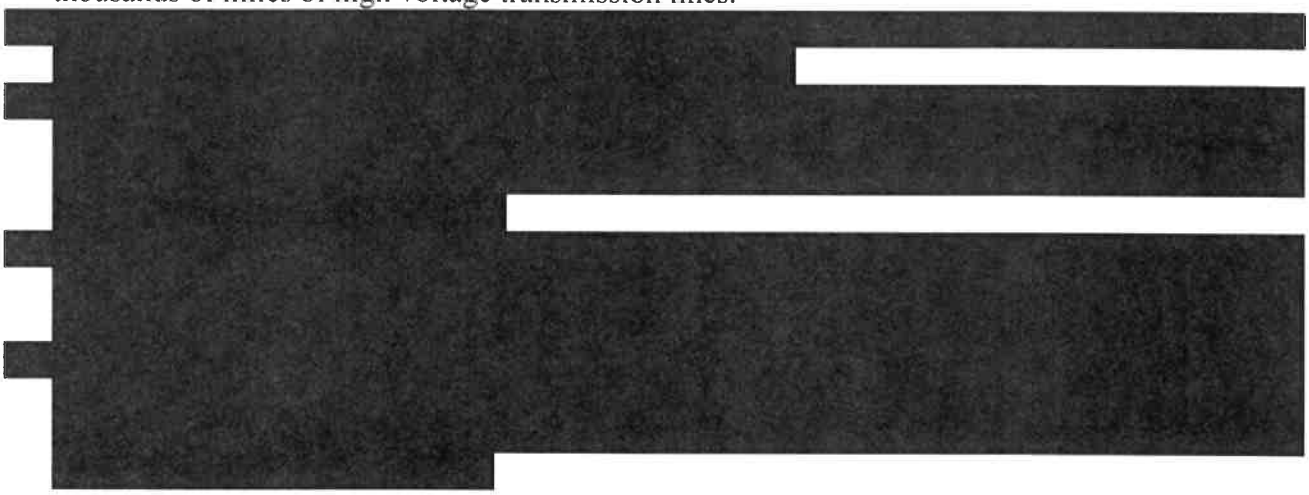
Experience/Track Record - 25/25/100%

Proposals D/E judged "Best" based on the proponent's experience in successfully completing projects of similar scope.

Proponent's organization for Proposals D/E formed specifically to develop, own, construct, acquire, operate, lease and otherwise manage parent company's strategic investments.

- Respondent organization formed specifically to develop, own, construct, acquire, operate, lease and otherwise manage parent company's strategic investment in FERC-regulated electric transmission infrastructure across the United States[redacted]

- Project Team brings decades of experience successfully constructing, operating, and maintaining thousands of miles of high voltage transmission lines.



Other

- Project wide risk discussion included covering risk and mitigation strategies for:
  - Regulatory
  - Routing/Environmental permitting
  - ROW Acquisition
  - Material Quality
  - Subsurface Conditions
  - Third Party Outages
  - Weather
  - Pricing Fluctuations
  - Manufacturing and Deliver Schedule Certainty Respondent organization formed specifically to develop, own, construct, acquire, operate, lease and otherwise manage parent company's strategic investment in FERC-regulated electric transmission infrastructure across the United States
  - Project Team brings decades of experience successfully constructing, operating, and maintaining thousands of miles of high voltage transmission lines.

Proposal F

Environmental - 30/30/100%

Route Selection - 20/20/100%
Regulatory - 5/5/100%
Support Staff - 5/5/100%

All Environmental aspects of Proposal F were judged "Best" [redacted]

[redacted]

- Overall impacts to the environment and current land use reduced by:
  - Over [redacted], minimizing new clearing, ground disturbance, and direct potential impacts to sensitive habitats
  - Reducing the number of structures and foundations in cultivated lands, reducing crop lost to the structure foundations, and reducing challenges associated with tilling/spraying/harvesting operations around multiple sets of parallel structures
  - Reducing overall visual impacts of the new 345 kV Project [redacted]
  - Less land encumbered by easements, resulting in less land use limitations for private landowners
  - Lower impact footprint and overall frequency of entry for regular operations and maintenance activities, reducing impacts and inconveniences on landowners over the life [redacted]

Note: The remainder of notes for Proposal F - Environmental are identical to those found for Proposal G, which appear later in this document.

ROW - 30/30/100%

Acquisition - 20/20/100%
Regulatory - 5/5/100%
Support Staff - 5/5/100%

Proposal F is rated "Best" for all aspects of ROW Acquisition, Regulatory, and Support Staff, primarily because the proponent plans to use [redacted]

[redacted]

[redacted]

Note: The remainder of notes for Proposal F - ROW are identical to those found for Proposal G, which appear later in this document.

Procurement - 15/15/100%

Process - 10/10/100%

Support Staff - 5/5/100%

Proposal F was judged "Best" for Process and Support Staff, in large measure because of the collective buying power through partners' affiliated companies.

[redacted]

- Respondent, through its affiliated and subsidiary companies, have collective buying power; [redacted] is steeped in procurement expertise necessary to manage budgets; established processes, vendor relationships and necessary agreements in place to successfully develop the Project on time and within budget.
- Executed Engineering, Procurement, and Construction contract with [redacted] highly capable and experienced EPC team that will manage procurement activities.
- [redacted] proof of performance - [redacted] expertise to safely and efficiently meet project milestones related to budget and schedule.
- EPC contract executed and ready to implement upon issuance of notice to proceed; does not require any further negotiation or finalization.
- Sophisticated vendor qualification process to distinguish eligibility at the plant/facility level,
- Supply Chain works in conjunction with Engineering to ensure material requirements meet high standards while aligning with offerings from multiple suppliers, both foreign and domestic.
- Source selections for any particular project consider current inventory, delivery timelines, and any foreseeable impacts from approved non-domestic sources.
- Key Engineering and Project Manager technical experts' travel to fabrication sites to inspect quality of goods, conduct factory inspections, and witness owner acceptance tests.
- Prioritize domestic material production over non-domestic, wherever feasible.
- Confidence that all the procurement for engineering, project support, and construction labor, as well as material procurement already complete; certainty in Respondent's ability to execute on time and within budget in a highly volatile environment for labor and commodities.
- Detailed Procurement Plan and proposed Procurement Schedule allows time for common disruptions by keeping major equipment (poles) delivery off the critical path, and having vendors perform kitting tasks.
- To mitigate risk that can impact lead times for [redacted], Procurement and Material Management group will work with selected material suppliers to reserve production – without new financial obligation.

- Risk mitigation/recovery measures include:
  - Working with suppliers with existing positive experience and relationships
  - Ensuring contracts contain appropriate commercial terms to protect against issues
  - Sorting and kitting material at the manufacturing location, where conditions are best suited
  - Applying schedule float, as necessary
  - Conducting appropriate quality assurance/quality control at the material supplier's manufacturing location
  - Performing detailed quality control during material receipt Including line hardware spares to account for breakage, loss, or mis-fabrication, and integrating the management of construction contingency materials and spares so that material is available to address potential failure
  - Certifying appropriate material acceptance procedures and documentation at the work site so that the transfer of responsibility is transparent

- [redacted] which are based on already approved FERC Formula rates.

Project Development Schedule/Scope - 25/23/92%

Project Scope/Specifications - 15/14/93%
Potential Risks/Mitigation Plans - 5/4/80%
Regulatory Approval Process/Mitigation Plans - 5/5/100%

Proposal F was judged "Best" for Project Scope/Specifications, "Good" for Potential Risks/Mitigation Plans, and "Best" for Regulatory Approval Process/Mitigation Plans.

[redacted]

The following items refer to the unique aspects of Proposal F. The remainder of notes for Proposal F - Project Development Schedule/Scope are identical to Proposal G and appear later in this document.

[redacted]

- Overall lower risk profile for quality, schedule, and cost in execution.

Construction - 45/43/96%

Process and Plan - 25/23/92%

Project Manager and Staff - 20/20/100%

Proposal F is judged "Best" for Process and Plan, which is only marginally less than the scoring for Proposal G due to the lack of detail in Proposal F [redacted]

Project Manager and Staff for Proposal F were judged "Best" [redacted]

(Notes for Proposals F & G for this section are identical)

- Respondent integrates ROW input into the construction planning effort early on, ensuring that the full scope of ROW needs (from temporary construction access, crane pad, and pulling station locations to long-term access agreements) are considered.
- Integrated, team approach ensures that ROW agreements include the entirety of construction needs; minimizes potential for delays.
- Project schedule addresses each of the project phases and the critical milestones required to successfully meet the energization timeline.
- Schedule will allow detailed monitoring and forecasting of activities, resources, and production efficiency utilizing a look ahead approach, and ensures focus on critical items and proactive project management.
- Schedule has over [redacted] of overall flexibility, including float and contingency components.
- Key transmission line construction elements include:
    - Mobilization and set up
    - Receiving of materials
    - Clearing, access, and Storm Water Pollution Protection Plan installation
    - Foundation installation
    - Structure installation
    - Conductor/OPGW installation
    - ROW restoration
- Local utility partner will provide on-site Transmission Construction Representatives to the Project to monitor construction practices and methods, inspect construction installation quality, assure adherence to safe work practices and programs, and assist the EPC Project Team in coordinating construction activities with other utilities.
- Authorized to require the EPC Project Team to make corrections to the work, if necessary.
- Project Implementation Team includes support from Engineering and Field Oversight with dedicated safety and quality standards, as well as subject matter experts (SMEs) for critical tasks.
- EPC Project Team will follow a proven and disciplined process, matching appropriate resources to ensure safe, on-time, on-budget delivery as demonstrated by:
    - Everyone on the team already engaged in the development of the Project; will continue to do so from Day One through the entirety of the Project.
    - Team started with clearly defined scopes and risks and developed a clearly defined execution plan.

  - Project success will be defined in terms of safety, compliance to schedule, ability to maintain budget, adherence to Project quality requirements, and avoidance of disputes.
  - Proficient coordination and communication at Project and program levels encourages innovative ideas that lead to Project success.
- Project Team also has specific experience and expertise. [redacted]
- All work will be scheduled through the OCA Switchyard Coordinator.
- EPC Project Team will work closely with Respondent to develop a project-specific Quality Plan based on the specific scope of work and requirements, and incorporate the TQM cycle.
- [redacted] assists employees across the Project spectrum (design team, managerial staff, crews, subcontractors, etc.) to become highly knowledgeable regarding Project specifications and requirements.
- During each of [redacted], meetings will be held to allow any stakeholder the opportunity to ask questions or identify concerns regarding construction quality, specifications, preparations, or safety.
- Highly experienced, well-qualified team to execute construction; includes personnel with more than [redacted] of combined experience in constructing high-voltage transmission projects in Kansas, Missouri and throughout U.S.; average team member has more than [redacted] of relevant experience.
- [redacted] retained to perform ROW clearing and to build access roads and install matting and pads; proven, industry-leader in quality, efficiency, and safety in clearing and access operations.
- ROW clearing subcontractor will perform a pre-construction walkthrough with environmental monitors and inspectors prior to initiating clearing.
- Access construction coordinated among ROW Agent, landowners, [redacted], and Environmental Permitting Compliance workers.
- [redacted] will install temporary access entrances to the ROW, including encroachments to and from existing roads and drives.
- Material Manager and Project Manager will review all IFC drawings, BOMs, plans, and other documents to create a comprehensive view of materials needed for construction.
- Criteria for location of laydown yards:
  - Ready-and-easy access for material delivery rigs
  - Well-draining grounds to prevent flooding and/or water damage to materials
  - Grounds that are easily patrolled by security
  - Grounds where material has adequate space to be managed
  - Minimal drive-time to and from construction/installation sites
- Detailed 5-step safety program
- Strategic Construction Plan that facilitates timely and accurate communication, clarifies expectations, and results in the execution of a safe, reliable transmission system with minimal overall impact to the local area.
- Plan to be ready to energize [redacted]; to mitigate schedule risk, also have identified [redacted] of contingency (construction and ISD) available to account for unknowns.

Commissioning Process - 10/7/70%

Proposal F is judged "Good", slightly below average, due primarily to the lack of detailed information on how Commissioning will be coordinated [redacted]

(Proposals F & G for this section are identical)

- Substantial completion of transmission line construction is essential to completing Project commissioning and energization.
- Respondent and EPC contractor have proposed a construction schedule that allows the line asset to be available early to coordinate outages, testing, and energization with incumbent utilities afterward.
- Commissioning Manager will coordinate and communicate with representatives from each party to establish the necessary outage requirements associated with the Project; critical during communications testing between substations, and during the phasing reviews that must be completed for the entire length of the line prior to energizing.
- TOs will be responsible for developing site-specific zones of protection, testing, and commissioning plans for the equipment at their respective existing substations.
- Respondent anticipates that its construction and installation work can be completed without the need for substation outages because its scope ends at the attachment point of the interconnect poles outside of the TOs' energized substations.

Timeframe to Construct/Milestones - 20/18/90%

Proposal F was judged "Better" for Timeframe to Construct/Milestones given that the total duration of the Project, from award to in service, is [redacted], which is more than adequate for pre-construction, all work disciplines, and testing/commissioning activities.

(Proposals F & G for this section are identical)

- Combined overall flexibility of [redacted] depending on how long it takes SPP from the date of the expected award to issuing the NTC for the Project; [redacted]
- Primary work streams most likely to impact the amount of Total Float are (i) Regulatory approvals, (ii) Permit acquisitions, (iii) Right of Way acquisition, and (iv) Construction activities, including foundations, structure setting and wire pulling operations.

[redacted]

Experience/Track Record - 25/22/88%

Proposal F was judged "Better" as proponent will employ a Project Lifecycle Management Process, which provides a structure to accurately scope and document projects from development to closeout.

(Proposals F & G for this section are identical)

[redacted]

- [redacted] field team is as strong as they come; extensive field leadership assigned to this Project with ample resources to complete the Project.

Other

(Proposals F & G for this section are identical)

[redacted]

Proposal G

Environmental - 30/27/90%

Route Selection - 20/18/90%
Regulatory - 5/4/80%
Support Staff - 5/5/100%

Proposal G was judged "Better" for Route Selection, "Good" for Regulatory, and "Best" for Support Staff.

[redacted]

- Comprehensive Routing Study and environmental review identifies a Proposed Route that minimizes impacts on the environment, local agricultural land use, residential development, and other area land uses; also intentionally avoids:
  - Use of non-standard designs
  - Unreasonable Project costs
  - Restrictive permitting limitations
  - Other potential risk to regulatory approval
- Key objective of routing study was to identify a Proposed Route at a level of specificity to allow for an efficient and timely transition from study to project implementation upon Project award.
- Compiled an interdisciplinary team of key SMEs with significant experience in transmission siting, engineering, permitting, ROW, project management, and construction for the Routing Study; combined expertise from successful projects executed by Respondent partners and the EPC Contractors.

[redacted]

- Used a 6-step iterative route development approach that included multiple phases of information gathering, route development, agency input, and coordination with local officials.
- Routing Study used a range of both quantitative and qualitative factors to identify the Proposed Route; methodology implemented for a wide range of projects [redacted]
- Routing Team coordinated with local government agencies/officials to assist the route development process in affected counties.

- Began process [redacted] by identifying a Study Area and developing routing concepts based on a range of major environmental and land use features that served as primary drivers for route development.
[redacted]
- Routing Team developed more than [redacted] Study Segments to evaluate routing constraints and opportunities.
- Study Segments divided into [redacted]. Respondent iterative routing process evaluated a number of Study Segments in each geographic region.
- Routing Team worked diligently to identify a route that:
  - Minimizes overall impacts on natural and human environments
  - Circumvents indirect routes
  - Avoids unreasonable costs
  - Prevents special design requirements
- Proposed Route chosen because it is the shortest route (by 4 miles), inherently requiring less ROW, clearing, structures, access roads, and construction impacts compared to longer routes, as well as being the most cost effective.
- [redacted].
- Specifically minimizes further fragmentation of area natural resources and land uses, reduces the number of new access roads and costly and impactful heavy angle structures; reduces overall effects to constructability.
- Route spans fewer Special Aquatic Life Use Waters streams and floodplains, requires less tree clearing, and minimizes impacts to natural communities as well as a prairie chicken range.
- Proposed Route:
  - Reasonably minimizes adverse impacts on area land uses, and the natural and cultural environment
  - Minimizes special design requirements and unreasonable costs
  - Can be constructed and operated in a safe, timely, and reliable manner
- [redacted] collaborative relationships with the USFWS; USACE Kansas City and Little Rock offices; KDWPT; and Missouri Department of Natural Resources (MDNR) will enhance the permitting process and contribute to the overall success of this Project.
- Upon award, will initiate a series of public open houses to gather landowner input to finalize the route selection process.
- In-house team will allow for timely, cost-effective communication and completion of this Project.
- Knowledge, experience, and strategies of the team and its long-standing contractor relationships with respect to each of the major permits and consultations required for the Project.
  - Environmental Management & Permitting Team
  - Natural & Cultural Resource Surveys
  - Environmental Permitting Plan
  - Environmental Management During Construction
- Environmental Team maintains working relationships with environmental regulators responsible for resources in the Study Area and throughout the region; [redacted]

ROW - 30/27/90%

Acquisition - 20/17/85%
Regulatory - 5/5/100%
Support Staff - 5/5/100%

Proposal G was judged "Better" for ROW Acquisition and "Best" for Regulatory and Support Staff.

[redacted]

- ROW section of proposal addresses the following:
  - Best Utility Practices and ROW Width Decision
  - ROW Acquisition Team Experience and Expertise
  - Due Diligence Performed to Support ROW Acquisition Plan
  - ROW Acquisition Plan (approach and methods to execute upon award)
  - ROW Acquisition Services (construction support and non-environmental permits)

[redacted]

- [redacted] ROW width also maintains equilibrium between environmental impacts and the safe and affordable construction, operation, and maintenance of the line; design reflects:
  - Reasonable Capital project cost
  - Economical and efficient ongoing maintenance
  - Preserve Habitat to the extent feasible
  - Maintain maximum pre-existing land use, in this case, pasture and agricultural
  - Favorable aesthetics: [redacted]
- Project ROW acquisition assigned to contracted EPC Team who will use one of the most trusted contractor partners [redacted]
- Founded in [redacted] has been involved in successfully planning, managing, and executing over [redacted] of ROW acquisition projects throughout North America. [redacted] has successfully performed ROW services on a multitude of Greenfield and rebuild EHV electric transmission projects ranging from 345 kV to 765 kV.

- Land acquisition contractor has worked within, and throughout, Kansas and Missouri for many years; staff have experience acquiring land rights in the [redacted] counties crossed by the Project.
- Safety Officer implements the [redacted] safety program, preparing a customized safety plan for each [redacted] project.
- Expert ROW Team already completed the following activities:
  - Completed real estate market data study review of area land sales and valuations (performed by a state-licensed appraiser for Kansas and Missouri)
  - Executed market data study, identifying the [redacted] contained within Proposed Route
  - Conducted multiple site visits of the Project area, evaluating numerous study segments within the approximately [redacted]
  - Undertook ROW analysis, reviewing width, parcel considerations, and compatibility of present land use
    [redacted]
  - Reached agreement for the necessary line crossings for the new Wolf Creek-Blackberry line to cross other transmission lines along the route.
  - Meet criteria for a full dead-end structure on each side for their lines to be crossed; cost is already included in the proposal.
- Hired [redacted], an experienced, local real estate consultant to perform the detailed property parcel and market data study using publicly available information.
- ROW Plan includes:
  - [redacted] engineering work completed based on our Proposed Route
  - Geotechnical research performed by Engineering
  - Analysis of cultural, historical, and environmental reviews to inform the Routing effort
  - Agency engagement
- Anticipate completing ROW acquisition activities [redacted] from award, which is [redacted]
- Respondent uses an established code of conduct [redacted] to guide all landowner interactions for easement acquisition:
  - All communications must be based on information and made in good faith.
  - All communications and interactions with property owners and occupants must be respectful and reflect fair dealing.
  - All communications and interactions with property owners and occupants must respect the privacy of property owners and other persons.
- Project team's goal is to achieve over [redacted] or better voluntary settlement.
- ROW team tasks:
  - ROW execution planning and refinement of field study and desktop research, updating for final approved route
  - Conduct additional land/title research
  - Engage landowners to reach agreements on terms to acquire the right to construct the line on their properties
  - Obtain access permission for surveying, etc.
  - Secure rights for construction laydown, wire pulling sites, and temporary access road agreements or other needed contracts

  - Make inquiries and record special conditions for reference and use by surveying and construction teams
  - Provide a primary point of contact for landowners throughout the Project
  - Hire for the final land valuation study and appraisal services
  - Document preparation and data management
  - Eminent domain support
- ROW/Construction support services:
  - Construction liaison support (to landowners, third parties with impacted utilities, railroads, pipelines, roads/highways, schools, etc.)
  - Non-environmental permitting
  - Ensure any damages incurred are resolved in a timely and professional manner
  - Quality assurance and quality control
- [redacted] Appraiser/team expected to start [redacted]
  - Perform independent real estate market study and parcel research
  - Analyze the impact of mineral interests within the easement corridor
  - Review the value consideration of the type of property interest being acquired, such as fee, permanent easement, access right, or temporary easement
  - Provide value analysis and value estimate for impact to the property caused by the Project
  - Prepare site-specific appraisals, where required, to successfully negotiate a settlement with a property/landowner
  - Complete appraisals that are required for the eminent domain process
- [redacted] ROW Lead Agent will communicate with the Project team to escalate any concerns to Respondent's EPC Team Project Management to make them aware of any specifics affecting successful negotiation with landowners.
- [redacted] ROW agent has developed a robust and user-friendly ROW project tracking and management application and database for successful management of ROW projects - [redacted] one of the most comprehensive land records management software solutions in the industry.
- [redacted] ROW Agents will:
  - Provide construction support throughout the build;
  - Attend all necessary construction meetings to obtain correct and current information and provide it to landowners;
  - Involved in Construction team's pre-construction activities, including structure staking by the survey company, so they can notify property owners when and why construction activities are planned;
  - Conduct negotiation and settlement of all damages with landowners/tenants that may arise before, during, or after construction.
- QA/QC measures embedded throughout the ROW process, starting with selection of a top-tier contractor, [redacted], and a highly experienced full-time staff leading the ROW effort; each process is structured in a manner that ensures multiple levels of review prior to execution.
- [redacted] ROW agent responsible for obtaining or supporting Respondent/EPC Team in obtaining non-environmental permits from appropriate agencies.
- Continually evaluate constructability considerations leading up to the construction phase.
- Integrate ROW input into the construction planning effort early on, ensuring that the full scope of ROW needs (from temporary construction access, crane pad, and pulling station locations to long-term access agreements) are considered.

- Integrated, team approach ensures that ROW agreements include the entirety of construction needs; minimizes the potential for delays that can occur late in the construction effort as a result of poorly developed landowner agreements.
- Comprehensive Risk Register allows Respondent to document, categorize, and better manage risk; risk mitigation methods include adequate float within the schedule to manage any delays associated with these risks.

Procurement - 15/15/100%

Process - 10/10/100%
Support Staff - 5/5/100%

Proposal G was judged "Best" for Process and Support Staff, in large measure because of the collective buying power through partners' affiliated companies.

[redacted]

(Proposals F & G for this section are identical)

Project Development Schedule/Scope - 25/25/100%

Project Scope/Specifications - 15/15/100%
Potential Risks/Mitigation Plans - 5/5/100%
Regulatory Approval Process/Mitigation Plans - 5/5/100%

Proposal G was judged "Best" for all aspects of Project Development Schedule/Scope.

[redacted]

- Schedule tracking and management will utilize [redacted], a project management software tool used worldwide; able to manage large and complex projects; enables users to budget, prioritize, plan, administer, and manage multiple projects, optimize limited, shared resources, control changes, and consistently move projects to on-time and on-budget completion.
- [redacted] serves as a single comprehensive framework for project development, planning, and execution; product of deep collaboration between the utility partner SMEs and EPC functional experts; ensures that logic within each work stream and cross-functionally reconciles with field-earned experience.
- Major factors contributing to the critical path schedule include:
  - Timing of SPP proposal and award process
  - Receipt of necessary regulatory approvals, including CCNs
  - Acquisition of ROW, permanent transmission line easements
  - Environmental permitting
  - Construction of the new Wolf Creek - Blackberry line

- Basis of Schedule document is the cornerstone for development of the [redacted] and includes baseline scheduling assumptions, identification of major project activities, risk, and planned Project execution strategy.
- [redacted] views commonly used include: 2-Month Look-Ahead Schedule (focus on near term activities), Variance Analysis (Month to Month or week to week changes in scheduled activities), and Critical Path Schedules (used for monitoring and controlling the activities that directly influence overall on-time completion of the project and support development of any schedule recovery plans if a delay is encountered).
- Primary work streams most likely to impact amount of Total Float are (i) Regulatory approvals, (ii) Permit acquisitions, (iii) ROW acquisition, (iv) Structure setting and wire pulling operations; include the most interaction with the public and agencies, which takes a significant amount of effort, care, and diligence.

[redacted]

- Key land surveying activities will begin in [redacted] with Land Valuation Studies.

[redacted]

- Experience of all involved parties enable Respondent to provide a realistic schedule [redacted] for the Project based on significant development work already performed.
- Specific Risk Categories assessed include: Construction, Engineering, Environmental, Finance, Regulatory, Outages, Procurement, and ROW

[redacted]

- [redacted] has allocated a total of [redacted] in Project contingency dollars resulting from their risk assessment; identified [redacted], each of which have a response plan to ensure the terms of the contract will be met.
- Conducted an independent risk evaluation of retained risk to ensure no gaps or duplication of risk impact adjustments [redacted]
- Comprehensive Risk Register shows a thorough analysis of numerous risk for the Project, addressed through a purposeful and efficient combination of avoidance (design/contract out), mitigation, and contingency planning.
- Scope of work for this contract:
  - Backed by an experienced and creditworthy counterparty [redacted]
  - Includes final siting diligence, surveying, ROW acquisition, and acquisition of pertinent environmental and non-environmental permits.
  - Implementation of all permitting mitigation requiring design, installation, or construction techniques or scope
  - Design and engineering specified to both SPP and Respondent requirements.
  - Procurement of all materials using Respondent's approved material vendors.

- Provides for all construction activities, including installation, clearing, access roads, commissioning and clean-up activities.
- Outlines payment of construction damages for roads and landowner properties.
- [redacted]
- Substantial warranty provisions provided on all installed equipment.
- Notes the significant requirements for continual update of the Project schedule during construction, with the ability for Respondent to require implementation of recovery plans (including step-in rights, if necessary) to correct issues.
- [redacted]

- Procurement Plan and proposed Procurement Schedule allows time for common disruptions by keeping major equipment (poles) delivery off the critical path, and having vendors perform kitting tasks so our people don't have to do so in adverse weather.
- Detailed table of Risk Category, Risk Description, Risk Driver and Mitigation Steps.
- [redacted]

Construction - 45/45/100%

Process and Plan - 25/25/100%
Project Manager and Staff - 20/20/100%

Proposal G was judged "Best" in both Process and Plan and Project Manager and Staff due to knowledge and experience [redacted]

Highly experienced and well-qualified construction team includes personnel with more than 180 years of combined experience constructing EHV transmission projects.

(Proposals F & G for this section are identical)

Commissioning Process - 10/8/80%

Proposal G is judged "Good".

Proponent for Proposal G and its EPC contractor have proposed a construction schedule that allows the line to be available early to coordinate outages, testing and energization.

(Proposals F & G for this section are identical)

Timeframe to Construct/Milestones - 20/18/90%

Proposal G was judged "Better" for Timeframe to Construct/Milestones given that the total duration of the Project, from award to in service, [redacted], which is more than adequate for pre-construction, all work disciplines, and testing/commissioning activities.

(Proposals F & G for this section are identical)

Experience/Track Record - 25/22/88%

Proposal G was judged "Better" as the proponent will employ a Project Lifecycle Management Process, which provides a structure to accurately scope and document projects from development to closeout.

(Proposals F & G for this section are identical)

Other

(Proposals F & G for this section are identical)

III: Operations

Significant effort was expended to carefully read and review all information and data that was included in the response form as well as in the attachments provided in all Proposals using the factors listed above for each criterion. This evaluation has considered not only the adherence to best operations and maintenance practices but also the robustness of the operations and maintenance practices proposed for this project. The evaluation also focused on proposed plans for compliance with NERC requirements for transmission owners and operators as well as safety. In addition, the evaluation considered whether the Respondent has demonstrated that it has assembled, or has a plan to assemble, a sufficiently sized team with the manpower, equipment, knowledge, and skills required to undertake operations and maintenance of this Project over its life.

Following is a list of the major factors, along with other considerations, that were taken into account in evaluating each criterion/sub-criterion for the Operation category proposal. The purpose was to assess Respondents ability, experience, expertise, plans/processes/equipment/tools proposed for safe operation and maintenance of the Wolf Creek – Blackberry 345 kV line over its life.

1. **Control center operation**
    a. Control Center Redundancy and Reliability; Provision of primary and backup control centers; location, distance between them, etc.
    b. Staffing, experience, resumes, organization chart.
    c. Agreement, if the control center belongs to a second or third party.
    d. Specific plan to integrate the Project.
    e. Project's system control center operations program details such as switching and outage coordination, and all real-time monitoring tools including real-time visualization as well as situational awareness.
    f. Weather tracking tool.
    g. Historical performance/experience of the primary and backup control centers, especially during severe weather conditions in the recent past.
    h. Operators' switching step for outage coordination success rates.
    i. Recent NERC audit outcome/experience associated with the Primary and backup control centers (TOP function).

2. **Reliability matrices**
    a. Total Outage Frequency for the last five or so years.
    b. Historical reliability metrics for lines like this Project.
    c. Plan to communicate with substations and RTO.
    d. Provision of ICCP links to the RTO established to transmit and receive the Project data from the substations.
    e. Switching accuracy
    f. Project specific outage coordination with the RTO.
    g. Processes and tools for monitoring reliability and availability reporting.
    h. Switching and communication plans as well as planned and unplanned outage coordination plan.

i. Availability of advanced storm tracking and forecasting tool to forecast and track thunderstorms, lightning activity, tornados, ice storms, and high winds that could impact the Project.

3. **Storm/Outage and Emergency Response Plan**
   a. Estimated outage response time. Primary and Secondary locations, distance, and response time. Primary contractor support time and distance.
   b. Spare parts location and delivery time. Is the location very close to the project? Could that be a problem because spares location could also be impacted by the same storm and could potentially hamper the delivery time and repair/restoration effort?
   c. Pre-defined storm/outage response team with defined roles and responsibilities.
   d. Organization chart and resumes of the key members of the response team.
   e. Emergency response plan
   f. Financial strategy to address catastrophes.
   g. Contractor resources - transmission line contractors, vegetation management contractors, helicopter services, equipment suppliers, and material suppliers. List and Copies of agreement or MOU.
   h. Recent experiences of the Respondent and primary contractor demonstrating the emergency restoration capabilities to address major events.
   i. Project specific continuous weather monitoring and advanced storm tracking and forecasting tool.
   j. Estimated time to complete demolition and reconstruction of damaged one mile of transmission line

4. **Maintenance Staff/Training**
   a. Organization chart, responsibilities and staffing assignment specific to this Project.
   b. Staff experience, resumes.
   c. Safety training and records.
   d. In addition to typical OSHA, fall protection, personal protective equipment, first aid training requirements.
   e. Transmission line specific safety training covering items like induced current, grounding, clearance procedures, and transmission specific equipment.
   f. Contractor training.
   g. NERC reliability standards related training.
   h. Vegetation management training - R/W clearance and NERC
   i. Nuclear substation coordination training, where applicable
   j. Agreements, if any.

5. **Maintenance Plan**
   a. The maintenance program - Predictive and preventative maintenance
      i. Maintenance program strategy to guide maintenance and inspection frequency,
      ii. Maintenance budget provision and estimate of monetary reserves.
      iii. Frequency of the maintenance plan updated to perform maintenance considering the condition of equipment, timing of outages, and resources required.
   b. Who will do the maintenance? Internal staff or contractor or both? Agreement needed, if contractor is to perform maintenance.

c. Transmission line inspection types and frequencies for maintenance
    i. Ariel patrol for line and vegetation maintenance,
    ii. Walking patrol inspections,
    iii. Vegetation maintenance - planned vegetation treatment emergency veg treatment per aerial inspection.
d. Wildfire prevention.
e. Financial Strategy for Maintenance Activities
f. Line maintenance training program

6. Specialized Maintenance Equipment and Spare Parts

a. Maintenance equipment list and inventory
b. Plan to maintain specialized equipment
c. Vegetation management equipment
d. Location and distance of specialized maintenance equipment and spare parts.
e. Contractor's list of maintenance equipment and spare parts; location, delivery time estimates, and distance.
f. Any shared spares as a backup?
g. Agreement for shared spares?

7. Restoration Experience/Performance

a. Project specific emergency restoration capabilities for major events for the Proponent and primary contractor.
b. Recent experiences in similar environments to the Project

8. Maintenance Performance/Expertise

a. Maintenance performance experience with lines in the state/region for facilities similar to the Project over the last five or so years, such as
    i. Number of structures inspected and maintained.
    ii. Vegetation management work experience
    iii. Examples of recent restoration events and work for similar projects
b. Maintenance team expertise

9. NERC Compliance Process / History

a. Project specific processes and procedures to assure NERC compliance
b. Integration of the Project into the Proponent's existing internal NERC compliance programs, controls, and processes.
c. NERC registration requirements associated with this Project
d. Training
e. Vegetation management program for NERC compliance
f. Recent NERC audit history and outcome

10. Internal and Contractor Safety Program

a. Documentation of internal safety programs and past performance
b. Specifics of how the Project will be integrated into the existing safety programs.
c. Safety manual

11. Contractor safety program

a. Description of the safety programs specific to this project detailing existing safety programs and past performance, safety training and certification program
b. Safety manual.
c. Specifics of how the Project will be integrated into the existing safety programs.

12. Safety performance record

i. Documentation detailing safety plans for similar projects and the past performance.
ii. DART history for the last five years (Days Away, Restricted or Transferred).
iii. EMR (Experience Modification Rate) history for the last five years or so.

Furthermore, the information provided by each Respondent was used to analyze how much better one Respondent can do compared to the other Respondents. If the information provided to evaluate these factors and other considerations were judged insufficient, then that Respondent was scored less as compared to the sufficient relevant information provided for evaluating the same criterion by other Respondents. The overall Operation scores are tabulated below, followed by the salient points and other information of each proposal used for this purpose, including the information that was not available for the complete assessment and comparison.

Operations Point Allocation by Criterion and RFP Respondent

Operations (Operations/Maintenance/Safety) 250 Points *Measures safety and capability of an RFP Respondent to operate, maintain, and restore a transmission facility*	Sub-criteria	Weight	Total Pts	A	B	C	D	E	F	G
3a) Operations	3a.1) Control Center Operations	10%	25	22.5	22.5	25	19.25	19.25	25	25
	3a.2) Reliability Metrics	10%	25	25	25	25	23.25	23.25	15	25
	3a.3) NERC Compliance Process History	10%	25	25	25	23.75	21.88	21.88	25	25
	Sub-Total Criteria Pts	30%	75	72.5	72.5	73.75	64.38	64.38	65	75
3b) Maintenance	3b.1) Storm Outage and Emergency Response Plan	10%	25	22.5	22.5	25	20	20	15	25
	3b.2) Specialized Maintenance Equipment and Spare Parts	8%	20	16	16	16	15	15	11	18
	3b.3) Maintenance Plans	8%	20	20	20	20	18	18	12	20
	3b.4) Maintenance Staffing/Training	8%	20	20	20	20	18	18	12	19
	3b.5) Maintenance Performance Expertise	6%	15	15	15	14.25	7.5	7.5	14.25	15
	3b.6) Restoration Experience Performance	6%	15	15	15	14.25	13.5	13.5	9	15
	Sub-Total Criteria Pts	46%	115	108.5	108.5	109.5	92	92	73.25	112
3c) Safety	3c.1) Internal Safety Program	8%	20	20	20	20	20	20	20	20
	3c.2) Contractor Safety Program	8%	20	18	18	20	20	20	20	20
	3c.3) Safety Plan Similar to This Project and Performance Record	8%	20	20	20	20	18	18	18	18
	Sub-Total Criteria Pts	24%	60	58	58	60	58	58	58	58
	Scoring Category Total	100%	250	239	239	243.25	214.38	214.38	196.25	245

Proposals A and B

Proposals A and B provided very detailed information for evaluation.

3A.1) Control Center Operations

- Respondent provided the details of the primary control center from where the real-time monitoring, switching and outage coordination for the proposed Project will be carried out. A fully operable redundant backup control center is located [redacted] from the primary control center. Both the control centers are operated by NERC-certified transmission system operators (TSOs) with an average of over 10 years of experience.
- Recent experience with maintaining full control and keeping its system fully energized in [redacted] The respondent indicated that throughout the entire event, both control centers, as well as the assets they control, remained fully operational.
- A chart of the Respondent's proposed organizations showing the reporting relationships of the maintenance and operations organizations including compliance management functions along with the resumes of the primary and lead personnel provided to assess this criterion.
- Project's Integration plan into the control center not provided to assess this criterion. Project's system control center operations program details such as switching and outage coordination, as well as situational awareness tools with advanced capabilities for real-time monitoring not provided for this criterion.
- Access to continuous weather monitoring and advanced storm tracking and forecasting software.

3A.2) Storm/Outage and Emergency Response Plan

- The Respondent indicated that the outage response team will have a permanent location at [redacted] Additional local support will be provided as needed by its primary contractor from [redacted] The agreement with the Primary contractor was not provided.
- The Respondent indicated that spare parts for the Project will be stored near [redacted] and can be delivered anywhere on the line within [redacted] This spare strategy could be a problem because spares location could also be impacted by the same storm and could potentially hamper the delivery time and repair effort.
- Pre-defined storm/outage response team with names (including designated backup) will be activated in the event of an emergency with each team member having defined roles and responsibilities along with the organization chart of the response team provided to assess this criterion.
- Well documented emergency response plan. A designated finance manager, who is a part of the emergency response team to ensure availability of adequate working capital.
- Maintaining [redacted] to complete maintenance and a working capital revolver to rebuild [redacted] provided as part of the financial strategy to replace/rebuild the line following catastrophes.
- Respondent maintains master service agreements with transmission line contractors, vegetation management contractors, helicopter services, equipment suppliers, and material suppliers to supplement its staff and resources as may be necessary. Eight agreements listed but copies of the master agreement and eight other agreements to prove commitments not provided to assess this criterion.

- Recent experiences demonstrating the emergency restoration capabilities for major events of the Respondent and primary contractor provided to assess this criterion.
- Access to continuous weather monitoring and advanced storm tracking and forecasting tools.
- The proposal indicated the ability to complete demolition and reconstruction/restoration of [redacted].

3A.3) Reliability Metrics

- Respondent provided data on total Outage Frequency for the period 2017 to 2019. The outage frequency is declining.
- Plan to communicate with the Wolf Creek and Blackberry substations and SPP described in detail.
- Respondent described the Project specific outage coordination with SPP in detail.
- Switching and communication plans as well as planned and unplanned outage coordination plans described in detail.
- Advanced storm tracking and forecasting software to forecast and track thunderstorms, lightning activity, tornados, ice storms, and high winds that could impact the Project described in detail.

3A.4) Restoration Experience/Performance

- Respondent described Project specific emergency restoration capabilities for major events for the Proponent and primary contractor and provided recent experiences data for 345 kV lines demonstrating emergency restoration capabilities to address major events.
  [redacted]
- In addition, the Respondent also indicated that its primary contractor has similar experience in maintenance and emergency response.

3A.5) Maintenance Staffing/Training

- The respondent provided:
  - Maintenance organization chart and responsibilities including resumes of key personnel. Provided to assess this criterion. These individuals have, on average, 28 years of industry experience.
  - Safety training manual.
  - Three-year training records.
  - Project specific maintenance plan and process - [redacted]
  - Vegetation management personnel training.
- The training completed by each employee is tracked in the computerized maintenance management system (CMMS). In addition to typical OSHA, fall protection, personal protective equipment, first aid training requirements, field personnel complete transmission specific safety training covering items like induced current, grounding, clearance procedures, and transmission specific equipment.
  - Contractor training not described.

3A.6) Maintenance Plans

- The Maintenance Plan for the Project is described in detail. The maintenance program will utilize a combination of predictive maintenance and preventative maintenance. Annually, the maintenance team will update a detailed [redacted] to perform maintenance considering the condition of equipment, timing of outages, and resources required. The [redacted] is used to guide the maintenance budget and the level of monetary reserves needed for the Project.
- All maintenance activities for the Project will be managed with internal staff. Contractors will provide support on an as needed basis.
- Annual aerial patrol for line and vegetation maintenance; [redacted] walking patrol inspections, vegetation maintenance; planned vegetation treatment no more than [redacted]; emergency vegetation treatment based on the annual aerial inspections.
- Transmission Line Inspection Types and Frequencies include [redacted] A list of components to be inspected provided – specific to age, critical nature of the line, asset location considerations including weather.
- Vegetation management practices and procedure described in detail.
  - Aerial inspections shall be conducted annually; ground patrol based on the results of the aerial patrol [redacted]; Planned Vegetation Treatment no more than [redacted]. The proposal emphasized training and wildfire prevention.
  - Respondent utilizes a computer-based transmission line inspection tool to enable more accurate and intelligent field data collection, report creation, and historical analyses.
- The proposal covered the financial strategy to address catastrophes.

3A.7) Specialized Maintenance Equipment and Spare Parts

- The Proponent will use its existing modern fleet of transmission line and vegetation management equipment to maintain the Project and respond to outages along with its primary contractor's equipment.
- Proponent indicated that the transmission line and vegetation management equipment is sufficient to perform the anticipated maintenance for the Project.
- In addition, the Proponent maintains agreements with its primary construction contractor to provide maintenance and emergency repair services. The contractor has significant equipment approximately 100 miles from the Project in [redacted]
- The Proponent will own the local spare inventory and will store and maintain at its transmission maintenance facilities near the Project [redacted] This could be a problem if the same severe event hits the Wolf Creek – Blackberry line in the area where spares are located, which could result in delay in response and restore time.
- The Proponent provided a detailed inventory of spares for the project including plans to locally maintain the structures sufficient to replace one mile of transmission line with additional spares at a secondary location.
  - The proposal lacks the plan to maintain specialized equipment to ensure the availability when needed.

3A.8) Maintenance Performance/Expertise

- [redacted] maintenance summary experience of the crews that will be utilized to maintain this Project summarized in a tabular form along with the vegetation management work experience/history

3A.9) NERC Compliance-Process/History

- Respondent indicated that the Project would be integrated into its NERC compliance program leveraging its existing policies and procedures, and its existing compliance staff.
- Respondent provided an organization chart and résumés of the responsible staff for NERC compliance. Individuals have, on average, 29 years of industry experience.
- Project specific NERC compliance matrix provided to assess this criterion.
- Respondent will register with the [redacted]
- Vegetation management plan described in detail to comply with FAC-003.Compliance items of particular importance for the Project are vegetation management (FAC-003) and facility ratings (FAC-008) emphasized.
- Respondent indicated that it has dedicated staff that perform regular internal reliability audits to ensure that they are "audit ready" at all times.
- Respondent's most recent NERC Operation and Planning audit [redacted] found that the Respondent had a commitment to "promote a healthy compliance culture within its organization" with no findings of potential non-compliance, areas of concern, or recommendations. "The report emphasized that the Respondent has a very good internal compliance program and culture.

3A.10) Internal and Contractor Safety Program

- The Project will be integrated into the existing safety programs.
- Safety standards include the rules, practices, procedures, training, and equipment to safely operate and maintain the Project including Project Specific Safety Considerations: Emergency action plan, Hazard assessments, Induced current included.
  - Certification requirements addressed.

3A.11) Contractor Safety Program

- Contractor safety program in place; attachments provided. Very brief description.

3A.12) Safety Performance Record

- The OSHA Recordable Incident Rate (Incident Rate) and Days Away Restricted Transferred (DART) Rate for the last 6 years are provided in a tabular form. Safety record consistent. Incident rate [redacted] DART rate [redacted] which is excellent.
- The Proponent's safety record is reflected in its Experience Modification Rate (EMR) for last four [redacted] which is good.
- The primary contractor for the Project has developed a Project specific health and safety plan, which is included,
- Primary contractor provided the safety record for the last six years provided to assess this criterion.

Proposal C

This Proposal provided very detailed information for evaluation.

3A.1) Control Center Operations

The Respondent indicates that while preparing the proposal in preparation for establishing operations for this Project, its Project team performed an assessment of fitness of its existing processes, procedures, tools, training, and personnel that will allow it to perform the operations function of a TO as well as a TOP for the Project.

- The Respondent provided the following to assess this criterion:
  - [redacted] that will be operating and maintaining the facilities specific to this Project on behalf of the Respondent.
  - The location of the primary and backup control centers. The primary and secondary control centers are [redacted]. The control center has [redacted] NERC-certified transmission operators (reliability coordinators certified) and have completed Parent company's formal switching training programs. The control center staff have a range of industry experience of over 19 years and the Senior Operations manager has over 35 years of control center experience.
  - Organization chart with resumes of key personnel along with operations roles and responsibilities for the key O&M activities assigned for the project.
  - Copies of relevant agreements provided showing the well preparedness of the Respondent to take on the operations and maintenance responsibilities.
    - Agreement with the Primary and backup control center entity.
    - Master agreement.
    - Contractor maintenance agreement.
    - O&M Vendor support service agreements/purchase contracts.
  - Example of the recent experience of - [redacted]
  - Project specific operations integration plan described in detail.
- The control center operations program will include switching and outage coordination that will use all real-time monitoring tools including real-time visualization tools (grid wide area view, line operational status, ROW cameras, weather tracking and alert, galloping monitoring, protection information and disturbance alert systems)
- Coordination associated with the nuclear power plant experience.
- Respondent's affiliates successfully completed [redacted] switching steps each year with an accuracy rate more than 99.99%.
- To allow for real time visualization of the Project facilities, cameras will be installed to the line structures at specific points on the ROW. List of camera locations provided to assess this criterion.

3A.2) Storm/Outage and Emergency Response Plan

- The Respondent included the storm/outage and emergency response plans specific to this project including source and location of resources and past emergency restoration performance and experience.
- The Respondent indicated that it will use the Proponent's parent company's existing facility [redacted] Field Operations will be performed by 2 dedicated staff [redacted] supported by an additional 7 HV Field Technicians, and a team of 70 subsidiary technical staff [redacted], and specialist contractors in the region. The Proponent field operations team members will be available to be on-site within [redacted] of being notified by the automatic system.
- Examples of recent restoration experience provided to assess this criterion.
- The Organization chart showed the Field Operations team that will manage day-to-day activities for the Project and provide a 24/7 emergency call-out capability.
- The Project will utilize protection system features that provide advanced monitoring of system conditions and directly communicate status to the Proponent's response team.
- The Respondent indicated that the primary contractor will be available in the vicinity. The contractor will mobilize a minimum of [redacted]
- The proposal included the Forced Outage or Emergency Events Response Times - The local base of field operations for Respondent staff will be within [redacted] of the Project midpoint.
- The proposal provided the following:
  - Contractor's Line Equipment in the Region.
  - List of Vendors and Scope of Services.
  - Example of Forced Outage and Emergency Repair Events for Transmission Line.
  - Transmission Line Restoration Plan.
  - Wolf Creek Nuclear Power Plant Access and Emergency Repair Considerations and coordination plan.
- For special equipment not owned by Proponent has executed a Corporate Services Support Agreement (copy provided) to provide the support needed to respond to a forced outage and emergency events, including logistics, spares, aviation, and weather services.
- Unplanned event response - The Respondent will utilize protection system features that provide advanced monitoring of system conditions and directly communicate status to the Proponent response team.
- The Respondent indicated that it has an Emergency Preparedness business unit, which ensures organizational readiness across all threats and hazards.
- Severe Event Process and transmission line restoration plan described in detail.
- The Respondent developed a plan to replace [redacted]

3A.3) Reliability Metrics

- The proposal described the specific operations plan, including monitoring, switching, and outage coordination specific to this project.
- Respondent provided an example of [redacted] historical reliability metrics [redacted]
- The switching accuracy has averaged over 99.995% accurate [redacted]

- The availability of the project has also been high with only a slight decrease in availability [redacted]
- Experience with managing and coordinating the Projects reliability performance reporting, switching coordination, and outage coordination with SPP and other RTOs.
- [redacted] -- Respondent's affiliates, which will be fully leveraged, already operate and maintain [redacted]. The Respondent indicated project area experience and established switching coordination, planned outage and operating coordination experience and protocols with [redacted]
- Switching coordination manual provided to assess this criterion.
- All switching personnel are required to complete initial switching certification and annual refresher training.
- Respondent's listed experience in monitoring, analyzing, and reporting availability metrics demonstrate its capability to sufficiently provide any reporting obligations in accordance with SPP requirements.
- Proposal included the Availability and Performance Indicators, such as Employee, Cost and Environmental, Availability/Reliability.

3A.4) Restoration Experience/Performance

- The Respondent described restoration experience for the last [redacted] for projects similar in size and scope including recent mutual support [redacted]
- The Respondent continuously works to improve its response plans to catastrophic events by bolstering guidelines and regularly training staff.
  - Undertakes a full week of mock storm drill exercises once a year.
- The Respondent also provided the Emergency Support Contractor's Severe Event Restoration Experience.

3A.5) Maintenance Staffing/Training

- The Respondent indicated a plan to ensure 24/7 coverage of the Project while reducing risk by providing coverage of the Project from [redacted] locations.
- The Respondent designated Field Operations Leader who will be responsible for leading the teams that maintain the transmission line equipment, and for ensuring the safe and reliable operation of the Project. Brief resumes provided.
- Key responsibilities, minimum qualifications requirement, and experience for the maintenance Field Operations team and System Operations positions along with resumes described in detail.
- A dedicated training manager is assigned to the Project.
- Respondent also provided the following in detail:
  - Training program including the core training items of the program,
  - Nuclear plant coordination training
  - NERC training,
  - Safety training related to all work activities.
  - Contractor training
  - Hiring practice and procedures
  - Transmission line crew training
  - Vegetation management training

3A.6) Maintenance Plans

- The Respondent provided the following:
  - A Project specific preventive and predictive maintenance plan.
    - The Project's maintenance plan includes a variety of tasks with the goal of predicting the future trend of equipment condition. The plan includes inspections while the equipment is in service. The principles of statistical process control and risk analysis applied to determine at what point in the future maintenance activities will be appropriate. The results are fed into the Asset Management Program (AMP) and can trigger the following: changes to scheduling, task frequency adjustment, or a new work order to address non-normal condition responses.
  - Financial strategy to address catastrophes provided (checked -yes)).
  - Vegetation Management plan to address NERC FAC-003 compliance and Environmental obligations.
  - Financial Strategy for Maintenance Activities and to address catastrophes.
  - Line Equipment Asset Health Review

3A.7) Specialized Maintenance Equipment and Spare Parts

- The Respondent's consultant conducted the Project specific Transmission Line Spares Stock Analysis to review the line configuration data and evaluate the sag/tension criteria for all sag sections. [redacted]
- The proposal includes a detailed list of material and breakdown of hardware, conductor, poles as well as other spares to cover [redacted]
- The Respondent indicated that its transmission line spares strategy includes separating the storage location of its line spares from the Project locations to reduce the risk of both locations being impacted by the same severe event. However, the line structures hardware and conductor will be stored at a location which is an [redacted] from the proposed Project. This timeline is longer than the time provided by other Respondents.
- The plan includes and describes the Project's specialized maintenance equipment tools.
- Lacks maintenance plan for specialized equipment.

3A.8) Maintenance Performance/Expertise

- Respondent provided details of experience with lines in [redacted] for facilities up to 345kV. Also, provided the reliability performance for each line relating to maintenance and operations for similar projects over the last five years.
- Respondent indicated, with support from its affiliates, it has a wealth of experience in transmission and substation siting, design, construction, operations and maintenance, and financing – including a substantial amount of experience for EHV transmission and substation projects.
- The restoration performance of the [redacted] 345 kV transmission system following recovery from severe weather events (tornadoes) has been 99.99%+.

[redacted]

3A.9) NERC Compliance-Process/History

- Respondent will complete the NERC registrations and the associated requirements specific to the Wolf Creek–Blackberry 345 kV project. Also, upon award of this Project, Respondent will integrate with its internal NERC reliability compliance programs, processes and controls to assure compliance with NERC reliability standards for which Transmission Owners are responsible.
- A copy of the NERC compliance manual included. Internal Compliance Program: Proponent will follow the Parent's documented NERC Reliability Standards Internal Compliance Program (ICP). The [redacted] has responsibility for the internal oversight of compliance with NERC standards.
- Both [redacted] and its Internal Audit (IA) department report through the Senior Vice President of Internal Audit and Compliance, which demonstrates the commitment of the senior management for NERC compliance.
- In preparation for establishing operations for the Project, Respondent team performed an assessment of its existing processes, procedures, tools, training, and personnel that will allow it to perform the operations function of a TO as well as a TOP for the Project.
- Respondent will also have in place vegetation management plans to assure compliance with NERC FAC-003 requirements, and other Proponent processes and procedures assure compliance with the remaining Applicable Reliability Criteria.
- Specific to Wolf Creek–Blackberry, over thirty NERC Reliability Standards compliance training modules have been created and published.
- The proposal lacks the history/recent NERC reliability audit experience.

3A.10) Internal and Contractor Safety Program

- The proposal includes voluminous documentation for internal safety programs specific to this project detailing existing safety programs and past performance, safety training and certification programs. The proposal also includes various attachments to this Proposal that include examples and further explain processes.
- Respondent indicated that its strong safety program has [redacted] safety culture. The safety program, which leverages OSHA's Voluntary Protection Program (VPP), has enabled its T&D function to reach 1st Quartile OSHA and DART rate performance.
- The Proposal includes Process Control Manual, Safety Management Plan and Energy Safety Performance Metrics to further elaborate its safety program.
- The safety program ensures that all contractors, subcontractors, vendors, and suppliers are aware of and comply with the relevant safety requirements, as well as any applicable safety regulations related to the execution of O&M work.
- The safety program also ensures that all appropriate partners have and comply with the "Contractor Safety Requirements Policy", a copy of which is included as part of the Proposal.
- The Proposal includes employee safety training and a list of certification courses.

3A.11) Contractor Safety Program

- The Proposal includes the safety manual of the main support contractor.
- The proposal also includes primary contractor's TCIR & DART data for the last [redacted] provided, which shows a downward trend.

3A.12) Safety Performance Record

- The proposal includes documentation detailing safety plans for similar projects and the past performance of such safety programs.
- The proposal includes Transmission safety records, such as Total Case Incident Rate (TCIR), Days Away Restricted or Transferred (DART) Rates, and Experience Modification Rate (EMR) for the last [redacted]. Respondent indicated [redacted].
- Historical safety performance rates for similar 345 kV Line Design - [redacted] which is excellent.
- Switching errors were zero for the last five years except for two in 2018.

Proposals D and E

Proposals D and E provided relatively less detail information.

3A.1) Control Center Operations

- The Project will be integrated in its Parent company's control center operation located in [redacted] The primary and the secondary control centers are [redacted] miles apart. [redacted]
- Agreement with control center entity not provided to assess this criterion.
- Organization chart and resumes not provided to assess this criterion.
- A total of 23 Operations employees support continued operation of its transmission system, including 10 system operators with an average of 8 years' operating experience, 6 operations supervisors with an average of 12 years' operating experience, 3 outage coordinators with an average of 18 years' experience, 2 operations planners with an average of 16 years' experience, 1 supervising engineer of operations planning and outage coordination with 17 years of experience and a department manager with 21 years of utility experience (10 years in operations).
- Project's integration plan into the control center not provided. Project's system control center operations program details such as switching and outage coordination, real-time monitoring tools including real-time visualization capability not provided to assess this criterion.
- Historical performance of the primary and backup control center, especially during severe weather conditions not provided to assess this criterion.
- Operators' switching success rates Transmission Operations has executed [redacted] since 2012, with an overall switching accuracy of 99.82%.
- Recent NERC TOP audit experience not provided to assess this criterion.

3A.2) Storm/Outage and Emergency Response Plan

- Extensive experience and expertise in quickly and safely responding to unplanned outages due to storm damage.
- Financial strategy to address catastrophes not provided to assess this criterion.
- Major restoration experience within the last three years included only 138 kV response but not for 345 kV facilities similar to this Project.
- Preparation for major storms by utilizing advanced weather forecast tools.
- Respondent also uses a Fault Analysis and Lightning Location tools/software to detect lightning strikes to help determine the cause of lightning-related outages.
- Respondent has a detailed, repeatable process for responding to unplanned outages including a procedure for investigating and evaluating unplanned outages.
- Response time for sustained outage is slower as compared to corresponding information provided by other Respondents.

3A.3) Reliability Metrics

- Respondent is familiar with the SPP outage process and other operational protocols.
- Project specific plan for reliability provided to assess this criterion.
- Transmission Operations has executed [redacted] since 2012, with an overall switching accuracy of 99.82%

- Sustained and force outage data provided for assessment.
- Historical forced line outage data analyzed in detail to identify trends to predict and prevent future unplanned outages. Similarly, the Transmission Line Reliability Team will review all unplanned outages on the Wolf Creek Blackberry 345 kV line in detail to identify trends that it uses to predict and prevent future unplanned outages.
- Experience of coordinating with operations of nuclear power plants.
- Respondent has set the acceptable unplanned outage threshold for the Wolf Creek Blackberry 345 kV line [redacted].
- Long term strategic goal is to perform in the top quartile of our peers per the NATF benchmarking metrics.

3A.4) Restoration Experience/Performance

- Decades of experience in responding to transmission line related emergencies [redacted]
- Experience Example of recent 138 kV line restoration provided but not for 345 kV.

3A.5) Maintenance Staffing/Training

- Brief description of Transmission Line maintenance staff regarding years of service and background.
- Engineering department utilizes a formal training model of [redacted]. Brief description of vegetation maintenance staff regarding years of service and background provided to assess this criterion. The vegetation management team has completed [redacted] with outstanding results of zero Potential Non-Compliance issues or Open Enforcement Actions. New vegetation supervisors follow a multi-week training including review of the FAC-003 standard.
- Maintenance staffing specific to this Project such as organization chart, responsibilities, staffing, assignment, experience, resumes, etc., not described.
- Training for maintenance staff and vegetation management staff described very briefly.

3A.6) Maintenance Plans

- A robust preventative maintenance timeline for transmission line inspections provided and described in detail, which includes aerial, ground and other methods of inspection.
- Respondent proposes to assign all maintenance issues found during inspections of the Wolf Creek-Blackberry 345 kV line a priority ranking and develop a risk profile for the line.
- Transmission line repairs priority ranking system described in detail
- Staffing level, organization chart and resumes not provided to assess this criterion.
- Vegetation management described in detail. Vegetation priority ranking to fix vegetation problems.
- Frequency of inspections slower than other Respondents

3A.7) Specialized Maintenance Equipment and Spare Parts

- Respondent will maintain necessary volumes of spare materials to restore the Wolf Creek-Blackberry 345 kV line within [redacted] of an incident.
- The specialized equipment and other resources are dispersed through Respondent's service territories [redacted] Response time higher than the response time proposed by other Respondents.

- Respondent's alliance contractors have headquarters in the [redacted] region that can arrive at the Wolf Creek-Blackberry 345 kV line within [redacted] of dispatch.
- Respondent to keep spares for [redacted] of the line failures.
  Spare inventory includes all items that will be stocked to support restoration activities for the Project provided to assess this criterion.
- Respondent has partnered with a nearby Cooperative member to store material [redacted] of the Project needed to quickly restore single-component failures.
- Specialized equipment plan and inventory needed to restore the damaged part of this Project as soon as possible not provided to assess the capability of the Respondent for this criterion.
- Maintenance of the specialized equipment not described.

3A.8) Maintenance Performance/Expertise

- The information provided for this criterion includes quality assurance during and after construction, which is irrelevant for the Operations category. The associated attachments provide information that is irrelevant to evaluate this criterion.
- Maintenance performance and expertise information requested for the criterion is not provided to assess the ability of the Respondent for this criterion.
- Vegetation quality assurance plan provided, which is irrelevant for this criterion.
- The following information to evaluate this criterion is not provided to assess the ability of the Respondent for this criterion:
  - Maintenance performance experience, especially with 345 kV lines
  - Reliability performance of 345 kV lines relating to the maintenance and operations for similar projects over the last five years
  - Maintenance organization chart, responsibilities, resumes, expertise
  - Vegetation management organization chart, resumes, expertise, staffing assignment specific to this Project,
  - Maintenance staff training
  - Vegetation management staff training
  - Contractor staffing / organization chart
  - Contractor maintenance training.

3A.9) NERC Compliance-Process/History

- Respondent will use its existing NERC compliance internal processes and controls for the Project to comply with the applicable NERC requirements.
- Respondent will register the line in [redacted] for all necessary reliability functions with NERC and [redacted] required for the Wolf Creek-Blackberry 345 kV transmission line.
- Respondent's Compliance team has eight full time employees supporting Respondent functions including Transmission and generation with four full time members with over 50 years of experience in transmission engineering, operation, and maintenance functions.
- Recent NERC reliability audit history not provided to assess this criterion.
- Details of the NERC compliance plan including corporate hierarchy, senior executive reporting, internal audit function etc., not provided to assess this criterion.
- Vegetation management associated with NERC compliance [redacted] and vegetation management strategy covered in detail.

3A.10) Internal and Contractor Safety Program

- General internal and contractor safety program provided in detail.
- Construction contractor safety program and requirements described in detail.
- Maintenance and repair contractor safety requirements specific to this project are lacking.
- Safety audit dashboard mentioned but no examples or history.

3A.11) Contractor Safety Program

- General internal and contractor safety program described in detail.

3A.12) Safety Performance Record

- Internal Safety Metrics and Safety Metrics for Contractors provided to assess this criterion.
- Days Away Restricted Transferred (DART) Rate provided for the [redacted] years.
- DART rate going down every year indicating better safety.
- DART rate higher than other respondents

Proposal F

This Proposal provided very detailed information for evaluation [redacted]

3A.1) Control Center Operations

- Designated Entity will operate and integrate the Wolf Creek-Blackberry 345 kV line through the primary control centers and backup control centers, [redacted] fully operational.
- Respondent indicated that by using Designated Entity to provide operations and facilitate maintenance services, Respondent would have the advantage of integrating the operations of the project into Designated Entity's existing infrastructure. This capability would be even more valuable because the [redacted]
- Both control centers have state of the art real time tools and ability to analyze over [redacted]
- Enhanced situational awareness capabilities including weather and truck location information.
- Virtualized environment in the control center for real time situational awareness.
- Designated Entity/Respondent agreement provided to assess this criterion.
- Relevant control center operational experience provided to assess this criterion.
- NERC Audit affirmed the Designated Entity as [redacted].
- Over the last 11 years, the transmission system operators have achieved a 99.9% switching step success rate, and successfully complete nearly [redacted] each year.
- The [redacted] employs 17 dedicated employees and 8 NERC-certified and qualified operators. These TSOs are the personnel that will directly monitor and operate the Wolf Creek-Blackberry 345 kV line.
- The [redacted] operators employ a variety of real-time tools for continuous monitoring and evaluation of the Designated Entity transmission system: such as, EMS/SCADA, State estimation, Real-time contingency analysis, Supplemental visualization and Situational awareness applications.
- [redacted]
- Organization chart of the [redacted] along with brief resumes provided to assess this criterion.
- [redacted] staff who will be the primary support for the new line have a combined 278 years of utility experience, in the range of 3 to 36 years, with an average of 7 years of TSO experience per person.

3A.2) Storm/Outage and Emergency Response Plan

- Preventive measures: transmission control center contingency plans in place; training is a core component to the success; Blackstart drills annually; advanced weather forecast.
- Project specific planned outage response program described in detail except for [redacted]
- Designated Entity always has at least 2, 8-man transmission line contract crews [redacted]

- Existing resource locations featuring [redacted] service centers and material hubs within [redacted] These resources may be supplemented by the primary contractor with resources [redacted].
- A rigorous and proven predictive and preventive maintenance program with Track record of performance of system emergency response capabilities.
- Material and spare hub about [redacted] from the line.
- Local response team can respond with [redacted].
- Project specific planned and forced outage response plan including major/widespread outage emergency plan described in detail [redacted]
- The [redacted] supporting the Wolf Creek-Blackberry Project shares dedication to delivering rapid and superior emergency response as demonstrated by achievements and experience, such as over 140 years of combined experience; 12,500+ hours of storm response in 2020; and 478 miles of emergency aerial patrols in 2020.
- Respondent also will have access to Designated Entity's external meteorological [redacted] weather forecast program, which provides daily updates that will alert the crew of any weather threats that can cause widespread power outages.
- A list of local emergency response key personnel along with brief resumes provided to assess this criterion.

[redacted]

- Financial strategy provided to address catastrophes.

3A.3) Reliability Metrics

- History of record of safe operation and line availability described in detail [redacted]
- To ensure accurate monitoring of the Wolf Creek-Blackberry 345 kV line, Designated Entity will add displays to the Designated Entity EMS system for the new line and devices. Data from the AECI Blackberry substation will be coordinated.

[redacted]

- Key momentary and sustained outage metrics for each of the past 5 years, along with our 5-year average [redacted]

[redacted]The 5-year outage average for 345 kV single circuit lines shows less than 1 outage per year per circuit. [redacted]

- All planned line and substation switching will be completed in accordance with the well-established and known procedures in the existing Designated Entity System using the Operating Manual, a copy of which is provided, as part of the Proposal.

3A.4) Restoration Experience/Performance

- Past restoration experience for projects similar in size and scope in the last five years. Restoration associated [redacted] not provided to assess this criterion.
- [redacted] tool applied for weather forecast.

[redacted]

- Experience and statistics on recent major storms and restoration for similar 345 kV lines provided to assess this criterion.

3A.5) Maintenance Staffing/Training

- Respondent indicated that its personnel will provide operations and maintenance services to the Wolf Creek-Blackberry line with [redacted]
- Maintenance training and expertise to deal with the [redacted] not addressed.
- The organization chart for the Transmission C&M department along with specialist capabilities provided to assess this criterion.
- Qualifications and experience of the anticipated staff specific to the maintenance of this project provided in very detail and designated key personnel for this Project with brief resumes; Makeup of the maintenance Crew Staffing; maintenance crew equipment; training, staffing, and qualifications for internal and contractor. The proposal claims that one of the many reasons why for [redacted], on average, experienced less than 1 outage per year.
- Transmission vegetation management related maintenance staffing and training specific to this Project provided in detail, including names and their resumes.
- Transmission vegetation management - Designated Entity has a dedicated team of 9 employees based out of [redacted] who manage vegetation management work and help protect transmission line assets. The designated qualified individuals have 30 years of combined vegetation management experience who will provide vegetation management strategy and services to the Wolf Creek-Blackberry 345 kV line.
- Transmission Line Engineering organization that will support this Project, as needed, has over 50 years of combined experience and four Professional Engineering licenses in the state of Missouri.
- Any special considerations for special expertise required for maintenance and training associated with the [redacted] not addressed.

3A.6) Maintenance Plans

- Preventive and predictive maintenance plans specific to this project including description for transmission lines maintenance programs provided in detail. [redacted]
- The Respondent will leverage the expertise of Designated Entity Large Construction, Construction & Maintenance (C&M), and Vegetation Management to plan and implement industry-leading predictive and preventive maintenance of the Wolf Creek-Blackberry 345 kV line in accordance with the guidelines outlined in the proposal, consistent with good utility practice, including the financial strategy for maintenance.
- A robust preventative maintenance timeline for transmission line inspections provided and described in detail, which includes aerial, ground, and other methods.
- Rigorous vegetation maintenance plan to keep the ROW clear and comply with NERC requirements.
- After successful construction and commissioning of this Project completion, [redacted] will be put in place to ensure that Project assets are operating to the highest possible level.

3A.7) Specialized Maintenance Equipment and Spare Parts

- A list of maintenance equipment specifically required for this project and information regarding its use provided to assess this criterion.
- Replacement capabilities, i.e., "spare parts" that will be maintained for this project and planned sharing agreements with other entities.
- List of transmission class equipment currently being used on transmission maintenance work [redacted] Approximately 1/4 of this transmission maintenance contractor equipment is working within 50 miles of the proposed line.
- Respondent will store spares for [redacted] of line replacement including conductors, shield wire, fiber optics reels, insulators hardware, and poles. Inventory of all spares provided except for spares associated with the double circuit tower segment of the lines.
- A list of specialized tools and equipment owned by the primary contractor, which will be used to provide preventive maintenance for the Wolf Creek-Blackberry 345 kV transmission line.
- The spares are located at [redacted].
- Respondent estimates that it can replace [redacted] completely destroyed structures plus [redacted] minimally damaged structures and return the Project line to service within [redacted], at most, following damage assessment, which is far less than the estimates provided by other Respondents.

3A.8) Maintenance Performance/Expertise

- On average, within the [redacted], Designated Entity experienced less than 1 outage per year, [redacted]
- Maintenance experience and itemize relevant past performance in the last five years provided for assessment of this criterion. This [redacted] with 345 kV transmission line maintenance.
- Designated Entity, currently maintains [redacted]
- Vegetation management work completed since 2010 [redacted] is described in detail.
- Examples of recent restoration events provided to assess this criterion [redacted]
- Contractor experience/expertise not provided to assess this criterion.

3A.9) NERC Compliance-Process/History

- Respondent is already registered in [redacted] and the NERC compliance obligations will be performed by Designated Entity as a NERC compliance registered TO and Transmission Planner (TP).
- Designated Entity is already fully qualified to address and respond to the complete portfolio of NERC standards and requirements on behalf of Respondent in the [redacted], regarding TO and TP applicability.
- Respondent has created a [redacted] composed of compliance professionals from its parent company and Designated Entity to ensure peer review and continuity for all new and existing operating assets. This same committee also will have oversight of this Project.
- [redacted] provided as part of the Proposal, which includes governance, organization chart, comprehensive matrix of applicable regulatory requirements that identifies company personnel responsible for compliance with these requirements.

- Processes for auditing, reporting violations and ensuring remediation efforts when appropriate were described in detail.
- Mandated training to enable employees to comply with the requirements and training.
- Designated Entity has 17 full-time employees dedicated to FERC and NERC compliance, 5 of which are dedicated to assurance monitoring. These employees have a broad range of experience and backgrounds to guide Designated Entity's compliance with applicable FERC and NERC regulations.
- Detailed specific plan for Wolf Creek-Blackberry facility integration into NERC compliance. [redacted]
- Vegetation management and associated training described as part of the NERC requirement FAC 003.
- Recent NERC reliability audit experience provided to assess this criterion.

3A.10) Internal and Contractor Safety Program

- Internal safety programs detailing existing safety and certification programs and past performance described in detail.
- The Designated Entity Safety Program is a multifaceted program that addresses safety at all organizational levels.
- A comprehensive Contractor Safety Program (CSP) covering monthly field safety meetings, safety monitoring, auditing, tracking, and trending described in detail.
- The Designated Entity Safety Organization has 52 individuals dedicated to providing safety and health strategy, training, processes, policies, and best practices across the Designated Entity system.
- Designated Entity Safety organization chart provided with resumes.
- The Proposal includes documentation detailing safety plans for similar projects and the past performance for such safety programs.
- Contractor's safety performance statistics for last two years including OSHA, DART, and EMR provided to assess this criterion. The designated contractor has received [redacted] Safety Achievements awards.

3A.11) Contractor Safety Program

- The Proposal described and provided documentation for any contractors that will be used for this project detailing existing safety programs and past performance, safety training and certification programs described in detail.
- Contractor's Safety Performance including DART and EMR for the last two years provided to assess this criterion.
- Respondent will leverage Designated Entity's rigorous [redacted] contractor safety qualification process for the Wolf Creek-Blackberry 345 kV Project. [redacted] is a contractor management program that supports its safe contractor hiring practices.

3A.12) Safety Performance Record

- Documentation detailing safety plans for similar projects and the past performance for such safety programs described and provided including two years of safety performance statistics. The DART rate is higher than other respondents while the EMR rate [redacted], which is good.

Proposal G

This Proposal provided very detail information for evaluation.

3A.1) Control Center Operations

- Designated Entity will operate and integrate the Wolf Creek-Blackberry 345 kV line through the primary control centers and backup control centers, which are [redacted] apart and fully operational.
- Respondent indicated that by using Designated Entity to provide operations and facilitate maintenance services, Respondent would have the advantage of integrating the operations of the project into Designated Entity's existing infrastructure. This capability would be even more valuable because the [redacted]
- Both control centers have state of the art real time tools and ability to analyze over [redacted]
- Enhanced situational awareness capabilities including weather and truck location information.
- Virtualized environment in the control center for real time situational awareness.
- Designated Entity/Respondent agreement provided to assess this criterion.
- Relevant control center operational experience provided to assess this criterion.
- NERC Audit affirmed the Designated Entity as [redacted].
- Over the last 11 years, the transmission system operators have achieved a 99.9% switching step success rate, and successfully complete nearly [redacted] each year.
- The [redacted] employs 17 dedicated employees and 8 NERC-certified and qualified operators. These TSOs are the personnel that will directly monitor and operate the Wolf Creek-Blackberry 345 kV line.
- The [redacted] operators employ a variety of real-time tools for continuous monitoring and evaluation of the Designated Entity transmission system: such as, EMS/SCADA, State estimation, Real-time contingency analysis, Supplemental visualization and Situational awareness applications.

[redacted]

- Organization chart of the [redacted] along with brief resumes provided to assess this criterion.
- [redacted] staff who will be the primary support for the new line have a combined 278 years of utility experience, in the range of 3 to 36 years, with an average of 7 years of TSO experience per person.

3A.2) Storm/Outage and Emergency Response Plan

- Preventive measures: transmission control center contingency plans in place; training is a core component to the success; Blackstart drills annually; advanced weather forecast.
- Project specific planned outage response program described in detail.
- [redacted] collectively [redacted] of the Project location.
- Designated Entity always has at least 2, 8-man transmission line contract crews in the Project area.
- Existing resource locations featuring our service centers and material hubs within [redacted] resources may be supplemented by the primary contractor with resources [redacted]

- A rigorous and proven predictive and preventive maintenance program with Track record of performance of system emergency response capabilities.
- Material and spare hub about [redacted] from the line.
- Local response team can respond with [redacted].
- Project specific planned and forced outage response plan including major/widespread outage emergency plan described in detail.
- The [redacted] supporting the Wolf Creek-Blackberry Project will share a dedication to delivering rapid and superior emergency response as demonstrated by achievements and experience, such as over 140 years of combined experience; 12,500+ hours of storm response in 2020; and 478 miles of emergency aerial patrols in 2020.
- Respondent also will have access to Designated Entity's external meteorological [redacted] weather forecast program, which provides daily updates that will alert the crew of any weather threats that can cause widespread power outages.
- A list of local emergency response key personnel along with brief resumes provided to assess this criterion.

[redacted]

- Financial strategy provided to address catastrophes.

3A.3) Reliability Metrics

- History of record of safe operation and line availability described in detail.
- To ensure accurate monitoring of the Wolf Creek-Blackberry 345 kV line, Designated Entity will add displays to the Designated Entity EMS system for the new line and devices. Data from the AECI Blackberry substation will be coordinated.

[redacted]

- Key momentary and sustained outage metrics for each of the past 5 years, along with our 5-year average provided to assess this criterion.
- The 5-year average shows less than 1 outage per year per circuit. [redacted]
- All planned line and substation switching will be completed in accordance with the well-established and known procedures in the existing Designated Entity System using the Operating Manual, a copy of which is provided, as part of the Proposal.

3A.4) Restoration Experience/Performance

- Past restoration experience for projects similar in size and scope in the last five years.
- [redacted] tool applied for weather forecasts.

[redacted]

- Experience and statistics on recent major storms and restoration for similar 345 kV lines provided to assess this criterion.

3A.5) Maintenance Staffing/Training

- Respondent indicated that its personnel will provide operations and maintenance services to the Wolf Creek-Blackberry line with [redacted]
- The organization chart for the Transmission C&M department along with specialist capabilities provided to assess this criterion.
- Qualifications and experience of the anticipated staff specific to the maintenance of this project provided in very detail and designated key personnel for this Project with brief resumes; Makeup of the maintenance Crew Staffing; maintenance Crew Equipment; training, staffing, and qualifications for internal and contractor. The proposal claims that one of the many reasons why for [redacted] have, on average, experienced less than 1 outage per year.
- Transmission vegetation management related maintenance staffing and training specific to this Project provided in detail, including names and their resumes.
- Transmission vegetation management - Designated Entity has a dedicated team of 9 employees [redacted] who manage vegetation management work and help protect transmission line assets. The designated qualified individuals have 30 years of combined vegetation management experience who will provide vegetation management strategy and services to the Wolf Creek-Blackberry 345 kV line.
- Transmission Line Engineering organization that will support this Project, as needed, has over 50 years of combined experience and four Professional Engineering licenses [redacted]

3A.6) Maintenance Plans

- Preventive and predictive maintenance plans specific to this project including description for transmission lines maintenance programs provided in detail.
- The Respondent will leverage the expertise [redacted] in accordance with the guidelines outlined in the proposal, consistent with good utility practice, including the financial strategy for maintenance.
- A robust preventative maintenance timeline for transmission line inspections provided and described in detail, which includes aerial, ground and other methods.
- Rigorous vegetation maintenance plan to keep the ROW clear and comply with NERC requirements.
- After successful construction and commissioning of this Project completion, a [redacted] will be put in place to ensure that Project assets are operating to the highest possible level.

3A.7) Specialized Maintenance Equipment and Spare Parts

- A list of maintenance equipment specifically required for this project and information regarding its use provided to assess this criterion.
- Replacement capabilities, i.e., "spare parts" that will be maintained for this project and planned sharing agreements with other entities.
- List of transmission class equipment currently being used on transmission maintenance work [redacted] Approximately 1/4 of this transmission maintenance contractor equipment is working within 50 miles of the proposed line.

- Respondent will store spares for [redacted] of line replacement including conductors, shield wire, fiber optics reels, insulators hardware, and poles. Inventory of all spares provided to assess this criterion.
- A list of specialized tools and equipment owned by the primary contractor, which will be used to provide preventive maintenance for the Wolf Creek-Blackberry 345 kV transmission line.
- The spares are located at [redacted].
- Respondent estimates that it can replace [redacted] completely destroyed structures plus [redacted] minimally damaged structures and return the Project line to service within [redacted], at most, following damage assessment, which is far less than the estimates provided by other Respondents.

3A.8) Maintenance Performance/Expertise

- On average, within the [redacted], Designated Entity experienced less than [redacted] outage per year, [redacted]
- Maintenance experience and itemize relevant past performance in the last five years provided for assessment of this criterion. [redacted] direct experience with 345 kV transmission line maintenance.
- Designated Entity, currently maintains [redacted]
- Vegetation management work completed since 2010 [redacted] is described in detail. .
- Examples of recent restoration events provided to assess this criterion.
- Contractor experience/expertise not provided to assess this criterion.

3A.9) NERC Compliance-Process/History

- Respondent is already registered in [redacted] and the NERC compliance obligations will be performed by Designated Entity as a NERC compliance registered TO and Transmission Planner (TP).
- Designated Entity is already fully qualified to address and respond to the complete portfolio of NERC standards and requirements on behalf of Respondent in the [redacted], regarding TO and TP applicability.
- Respondent has created a [redacted] comprised of compliance professionals from its parent company and Designated Entity to ensure peer review and continuity for all new and existing operating assets. This same committee also will have oversight of this Project.
- [redacted] provided as part of the Proposal, which includes governance, organization chart, comprehensive matrix of applicable regulatory requirements that identifies company personnel responsible for compliance with these requirements.
- Processes for auditing, reporting violations and ensuring remediation efforts when appropriate is described in detail.
- Mandated training to enable employees to comply with the requirements and training.
- Designated Entity has 17 full-time employees dedicated to FERC and NERC compliance, 5 of which are dedicated to assurance monitoring. These employees have a broad range of experience and backgrounds to guide Designated Entity's compliance with applicable FERC and NERC regulations.
- Detailed specific plan for Wolf creek-blackberry facility integration into NERC compliance.

[redacted]

- Vegetation management and associated training described as part of the NERC requirement FAC 003.
- Recent NERC reliability audit experience provided to assess this criterion.

3A.10) Internal and Contractor Safety Program

- Internal safety programs detailing existing safety and certification programs and past performance described in detail.
- The Designated Entity Safety Program is a multifaceted program that addresses safety at all organizational levels.
- A comprehensive Contractor Safety Program (CSP) covering monthly field safety meetings, safety monitoring, auditing, tracking, and trending described in detail.
- The Designated Entity Safety Organization has 52 individuals dedicated to providing safety and health strategy, training, processes, policies, and best practices across the Designated Entity system.
- Designated Entity Safety organization chart provided with resumes.
- The Proposal includes documentation detailing safety plans for similar projects and the past performance for such safety programs.
- Contractor's safety performance statistics for last two years including OSHA, DART, and EMR provided to assess this criterion. The designated contractor has received [redacted] Safety Achievements awards.

3A.11) Contractor Safety Program

- The Proposal described and provided documentation for any contractors that will be used for this project detailing existing safety programs and past performance, safety training and certification programs described in detail.
- Contractor's Safety Performance including DART and EMR for the last two years provided to assess this criterion.
- Respondent will leverage Designated Entity's rigorous [redacted] contractor safety qualification process for the Wolf Creek-Blackberry 345 kV Project. [redacted] is a contractor management program that supports its safe contractor hiring practices.

3A.12) Safety Performance Record

- Documentation detailing safety plans for similar projects and the past performance for such safety programs described including two years of safety performance statistics. The DART rate is higher than other respondents while the EMR rate [redacted], which is good.

The following Tables list the DART and EMR rates provided by all/some Respondents.

DART Rate Comparison For All Proposals.

OSHA Recordable Incident Rate (Incident Rate) and Days Away Restricted Transferred (DART) Rate												
	2015		2016		2017		2018		2019		2020	
Proposal	Incident Rate	DART Rate	Incident Rate	DART Rate	Incident Rate	DART Rate	Incident Rate	DART Rate	Incident Rate	DART Rate	Incident Rate	DART Rate
A	[redacted]											
B												
C												
D												
E												
F												
G												

EMR Comparison For All Proposals

Experience Modification Rate (EMR)						
Proposal	2015	2016	2017	2018	2019	2020
A	[redacted]					
B						
C						
D						
E						
F						
G						

IV: Rate Analysis

This Appendix to the Rate Analysis Section is organized into the following parts:

- Part 1: Executive Summary
- Part 2: The establishment of the evaluation criteria.
- Part 3: Scoring methodologies, proposal scores and supporting IEP analysis for scoring the following criteria:
  - RRE
  - PVRR
  - Other Attachment Y criteria
- Part 4: The final results of the proposal evaluations

Part 1: Executive Summary

The IEP evaluator has divided the analysis into 4 sections in order to document the process the IEP utilized in scoring the Rate Analysis section. The IEP evaluator utilized the scoring criteria as outlined in this Appendix. The IEP scored the pre-established criteria of RRE, PVRR and other Attachment Y factors. This IEP evaluator utilized the information filed in the bid proposals to develop tables for further analysis of the cost input components for the RRE and PVRR criteria. The IEP evaluator in this Appendix outlines their evaluation and scoring criteria, the scoring results as well as, providing a descriptions of the analysis of the information reviewed in developing the scores by criteria.

Part 2: The Establishment of the Evaluation Criteria

The IEP met prior to the submission of the bid proposals and established their evaluation methodology and criteria. These criteria were released prior to the deadline for the submission of proposals.

Section 4: Rates (Cost to Customer) 225 Pts *Measures an RFP Respondent's and, if applicable, a CU Participant's cost to construct, own, operate, and maintain the Competitive Upgrade over a 40-year period*	**Sub-criteria**	**Weight**	**Total Pts (200)**
4a) Estimated Total Cost of Project (RFP Response Estimate - RRE)		45%	101.25
4b) Present Value Revenue Requirement (PVRR)	4b.1) Financing Costs		
	4b.2) FERC Incentives		
	4b.3) Revenue requirements		
	4b.4) Lifetime Cost of the Project to Customers		
	4b.5 Return on Equity		
	Sub-Total Criteria Pts	45%	101.25
4c) Other Attachment Y Factors	4c.1) The quantitative cost impact of material on hand, assets on hand, rights-of-way ownership, control, or acquisition		
	4c.2) Cost Certainty guarantee		
	4c.3) Other Comments		
	Sub-Total Criteria Pts	10%	22.5
	Scoring Category Total	**100%**	**225**

Part 3: Scoring methodologies and proposal evaluation results for the RRE criteria

RRE Scoring Methodologies:

As discussed in the evaluation section, points for the RRE (cost to construct) were awarded based on the lowest cost numbers (i.e., the lower the cost numbers for RRE the higher the amount of points were awarded. In addition, the scoring for the RRE criteria was also conditioned on the cost proposal meeting the requirements of the other IEP evaluation categories.

In addition, the IEP evaluator determined that each Respondent did meet the filing requirements for the RRE criteria as outlined in the RFP and therefore would receive 50.625 points for meeting this criteria.

Scoring Results for the RRE Criteria

As stated in the scoring methodology narrative section, the scoring and awarding of points for the RRE category were based on a two-step process. The table below illustrate the two-step process for scoring each proposal for the RRE criterion.

Scoring Methodology for RRE Criterion

	A	B	C	D	E	F
Line No.	Bid	Lowest to Highest Bid RRE	Perccent of lowest RRE	50.625 pts Times Percent of Lowest RRE	Minmum RRE Score of 50.625 pts	Total RRE Point Score (ColumnD+E=F)
1	C	$ 85,168,938.30	100.00%	50.625	50.625	101.25
2	A	$ 116,554,150.73	73.07%	36.99	50.625	87.62
3	B	$ 121,105,590.19	70.33%	35.60	50.625	86.23
4	F	$ 126,505,598.17	67.32%	34.08	50.625	84.71
5	D	$ 143,802,827.00	59.23%	29.98	50.625	80.61
6	G	$ 144,924,580.12	58.77%	29.75	50.625	80.38
7	E	$ 151,156,536.00	56.34%	28.52	50.625	79.15

Supporting IEP Analysis for Scoring the RRE Criteria

IEP Analysis of RFP Response Estimate (RRE)

Each Proposal's response to its Estimated Total Cost of the Project (RRE) was compiled by the IEP evaluator from each proposal's submission found in tab 2B cell C36 of the Response Form Excel Workbook. In this section of the report the IEP evaluator listed each proposal's RRE along with several tables that compared the dollar value of each proposal's RRE to the other proposal's RRE for evaluation and scoring purposes.

To illustrate the dollar difference from the lowest to the highest RRE, the evaluator compiled the table below to illustrate the dollar and percentage differences between the bid proposals.

Table 4A.1.2
RRE Cost Summary
Wolf Creek - Blackberry RFP
4A.1-1- Response Form Excel Workbook -Tab 2B - RRE Cost Summary
Dollar Difference From Lowest to Highest RRE

Line No.	Bidder	Total RRE Cost Estimate:	Dollar Difference From Lowest to Highest RRE	Percentage Difference
1	C	$ 85,168,938.30	$0	0.00%
2	A	$ 116,554,150.73	$31,385,212	26.93%
2	B	$ 121,105,590.19	$35,936,652	29.67%
4	F	$ 126,505,598.17	$41,336,660	32.68%
5	D	$ 143,802,827.00	$58,633,889	40.77%
6	G	$ 144,924,580.12	$59,755,642	41.23%
7	E	$ 151,156,536.00	$65,987,598	43.66%

As stated in the RFP and bid proposals, the details for the basis of calculating the RRE were from the cost estimates contained in the Excel Response Form Workbook Tabs 2a and 2b.

Tab 2A is "Itemized Cost of Transmission line Materials". Tab 2A includes the following line items:

- Conductors
- Dead Ends
- Tangents
- Storm Structures
- Steel (lbs.)
- Wood (lbs.)
- Foundations (installed) (cubic yards)
- Tap Switch
- Shield Wire
- Permitting
- Environmental
- Other – Itemize
- Access Road
- Demolition / Disposal Costs
- Transmission Line Material Subtotal
- Sales Tax; and
- Transmission Line Material Total (cell 43D). [The Transmission Line Material Total (cell 43D) is included in Tab2 B cell 7C]

Tab 2B is the "RRE Cost Summary"

Tab 2B includes the following line items: Transmission Line #1 – Costs. This category includes the line items of Engineering Labor; Construction Labor; Right-of-Way Clearing and Real Estate Acquisition; and Material (the material number is from Tab 2A.

Tab 2B also includes a category labeled Summary Info. Within this category are the following line items: Transmission Line Total; AFUDC (If amount given, CWIP should be "No"); Contingency; Overhead; Risk Management; Security Measures; Regulatory/Legal; Other - Misc. Expenses (Describe below).

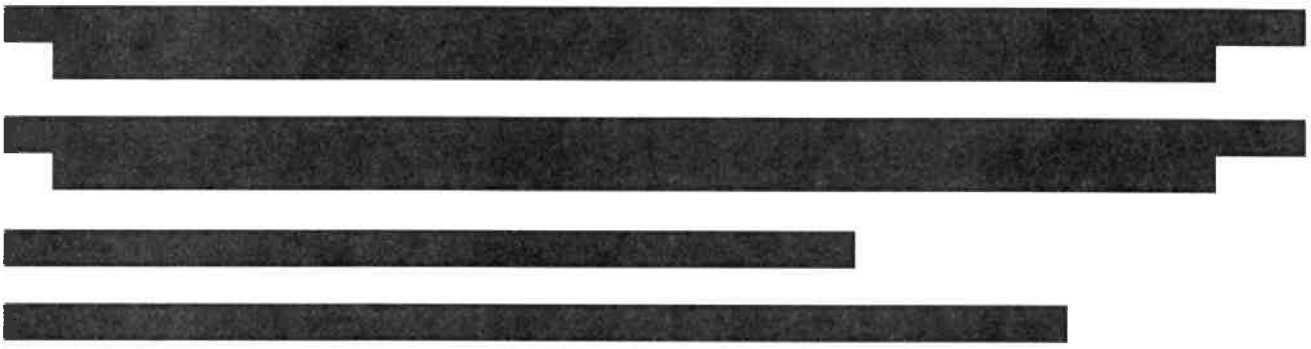
When the numbers in Tab 2B are totaled they result in the computation of the Total RRE Cost Estimate.

Since the cost estimates in Tabs 2A and 2B have a direct impact on the calculation of the RRE, the IEP evaluator performed an analysis of the information submitted in these tabs by the Respondents. This analysis is discussed below.

IEP Analysis of Total Estimate RRE Proposal Submissions

Analysis of Proposal A's Response

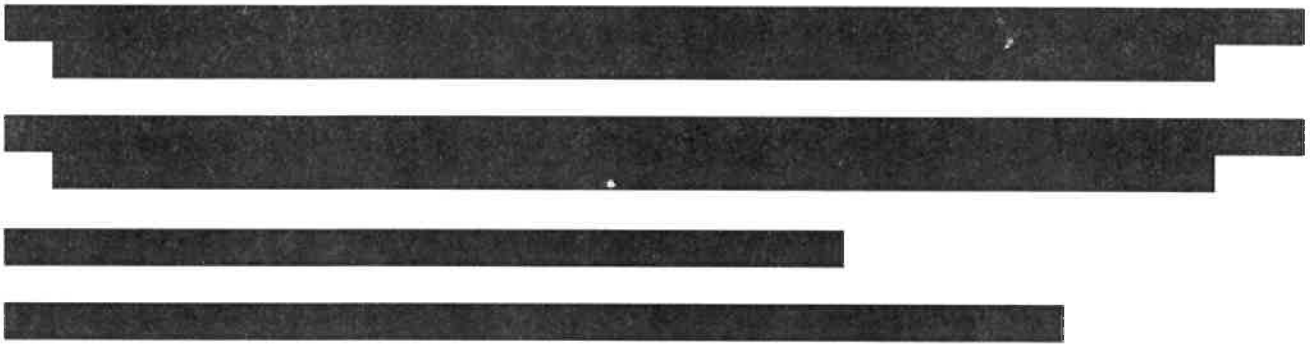
- Proposal A's RRE is $116,554,151 (second lowest RRE). Proposal A's RRE is $31,385,212 higher than the lowest RRE of Proposal C's which is $85,168,938.



- Proposal A submitted a well-developed and documented proposal which identified a cost estimate based on Project specific designs and implementation plans. In addition to the cost of materials the Proposal cost estimates for labor, equipment, and other non-materials were developed based on Project specific information contained in the implementation plans completed by Proposal A and its team of contractors and firms. (see Section B1.4). A breakdown and description of these costs are included in Table 4A.1-16 through Table 4A.1-26.

Analysis of Proposal B's Response

- Proposal B's RRE is $121,105,590 (third lowest RRE). Proposal B's RRE is $35,936,652 higher than the lowest RRE of Proposal C's which is $85,168,938.



- Proposal B submitted an excellent detailed cost estimate based on a team of experts familiar with the area of operations in order to complete the following tasks:
    - Detailed routing studies to identify a realistic route alternative in support of obtaining the necessary permits and right-of-way considering key drivers;
    - A permitting plan in consultation with permitting agencies;
    - Identification of permanent right-of-way requirements, potentially affected landowners and parcels, and anticipated land values supported by a market study;
    - A detailed access plan that identifies access need to every structure and all temporary construction land rights;
    - A conductor study considering capital costs and costs during operations (e.g., losses);
    - A structure optimization study to identify a structure design that is cost effective with a low risk to implementation;
    - A geotechnical study in combination with local knowledge and experience to inform anticipated geotechnical conditions and foundation design;
    - Detailed transmission line engineering for the preferred route including designing every structure and foundation with full plan and profile drawings and PLS-CADD models;
    - Identification of all required materials with vendor quotes specific to the Project;
    - Procurement, construction and commissioning execution plans informed by field reconnaissance, right-of-way access plans, detailed engineering and vendor discussions;
    - Detailed construction cost build ups by the contractors that will be performing the work; and
    - A detailed risk assessment for the cost of the Project and implemented strategies to mitigate those risks to inform the appropriate allowance for contingency.

Analysis of Proposal C's Response

- Proposal C's RRE is $85,168,938, which is the lowest RRE of all seven proposals and therefore it is awarded the highest number of points.

[redacted]

- Thorough narrative by Proposal C on its cost proposal. All Proposal C's cost estimates go through a detailed and structured review process. Project Estimators within the Respondents organization review the cost estimates internally with the Manager of Estimating, then with Engineering & Construction Project Management and the Executive Leadership team before estimates are approved for a proposal. [redacted]

Analysis of Proposal D's Response

- Proposal D's RRE is $143,802,827 (fifth lowest RRE). Proposal D's RRE is $58,633,889 higher than the lowest RRE of Proposal C's which is $85,168,938.

[redacted]

- For the purposes of the cost estimate, Proposal D applied an escalation rate of [redacted] for capital/construction costs to arrive at the total RRE referenced in 4A1.1. Proposal D's internal and external estimators each have procurement groups with significant breadth and scale that have worked jointly to reduce the risk of cost escalation over the construction period. The RFP Respondents are confident in the cost estimate using the estimated escalation rate of [redacted] Proposal D provided detailed cost estimates and documents in their Bid proposal for the cost estimate for the total RRE.

Analysis of Proposal E's Response

- Proposal E's RRE is $151,156,536 (seventh-lowest RRE). Proposal E's RRE is $65,987,598 higher than the lowest RRE of Proposal C's which is $85,168,938.

[redacted]

- For the purposes of the cost estimate, Proposal E applied an escalation rate of [redacted] for capital/construction costs to arrive at the total RRE referenced in 4A1.1. Proposal E's internal and external estimators each have procurement groups with significant breadth and scale that have worked jointly to reduce the risk of cost escalation over the construction period. The RFP Respondents are confident in the cost estimate using the estimated escalation rate of [redacted] Proposal E provided detailed cost estimates and documents in their Bid proposal for the cost estimate for the total RRE.

Analysis of Proposal F's Response

- Proposal F's RRE is $126,505,598 (fourth-lowest RRE). Proposal F's RRE is $41,336,660 higher than the lowest RRE of Proposal C's which is $85,168,938.

[redacted]

- In Proposal F's proposal, it states that in order to develop project cost estimates the team worked to establish a [redacted] procurement path for all engineering and right-of-way services, permitting, materials, and line construction including safety management, clearing, access, material management, testing, and commissioning support [redacted]

Analysis of Proposal G's Response

- Proposal G's RRE is $144,924,580 (sixth lowest RRE). Proposal G's RRE is $59,755,642 higher than the lowest RRE of Proposal C's which is $85,168,938.

[redacted]

[redacted] In Proposal G's proposal, it states that in order to develop project cost estimates the team worked to establish a [redacted] procurement path for all engineering and right-of-way services, permitting, materials, and line construction including safety management, clearing, access, material management, testing, and commissioning support. [redacted]

The IEP evaluator also looked to see what the relationship between Proposals are for the dollar amount of materials compared to the other RRE costs in relation to the Total Estimated RRE. The table illustrates those dollar and percentage relationships.

[redacted]

Part 3: Scoring Methodologies, Proposal Scores and Supporting IEP Analysis for Scoring the PVRR Criteria

PVRR Scoring Methodologies:

As discussed in the evaluation section, points for the PVRR (cost to own, operate and maintain the project) were awarded based on the lowest cost numbers (i.e., the lower the cost numbers for PVRR the higher the amount of points were awarded. In addition, the scoring for the PVRR criteria was also conditioned on the cost proposal meeting the requirements of the other IEP evaluation categories.

In addition, the IEP evaluator determined that each Proposal did meet the filing requirements for the PVRR criteria as outlined in the RFP and therefore would receive 50.625 points for meeting this criteria.

Scoring Results for the PVRR Criteria

As stated in the scoring narrative of this section, the scoring and awarding of points for the PVRR category were based on a two-step process. The table below illustrates the two-step process for each Proposal scoring for awarding points under the PVRR criterion.

Scoring Methodology for PVRR Criterion

	A	B	C	D	E	F
Line No.	Bid	Lowest to Highest Bid PVRR	Lowest to Highest Bid PVRR	50.625 pts Times Percent of Lowest PVRR	Minmum PVRR Score of 50.625 pts	Total PVRR Point Score (Column D+E=F)
1	C	$63,235,728	100.00%	50.625	50.625	101.25
2	A	$90,494,897	69.88%	35.38	50.625	86.00
3	B	$93,655,553	67.52%	34.18	50.625	84.81
4	F	$101,289,581	62.43%	31.61	50.625	82.23
5	D	$110,971,071	56.98%	28.85	50.625	79.47
6	G	$112,766,772	56.08%	28.39	50.625	79.01
7	E	$116,566,959	54.25%	27.46	50.625	78.09

Supporting IEP Analysis for Scoring the PVRR Criteria

For ease of comparison, the IEP evaluator has placed all the Proposal's PVRR's in the table below:

SPP-RFP-000003 Wolf Creek - Blackberry RFP 4A.1-1- Response Form Excel Workbook - Tab 3 - RRE ROE Summary Comparison of Each Bid's PVRR From Lowest to Highest			
Line No.	Bidder	Present Value Revenue Requirement	Dollar Difference From Lowest to Highest PVRR
1	C	$63,235,728	$0
2	A	$90,494,897	$27,259,169
3	B	$93,655,553	$30,419,825
4	F	$101,289,581	$38,053,853
5	D	$110,971,071	$47,735,343
6	G	$112,766,772	$49,531,044
7	E	$116,566,959	$53,331,231

IEP Analysis of PVRR Proposal Submissions

Analysis of Proposal A's Response

- Proposal A's PVRR is $90,494,897 (second lowest PVRR). Proposal A's PVRR is $27,259,169 higher than the lowest PVRR of Proposal C's which is $63,235,728.
- Proposal A's Tab 3 PVRR Investment total is $106,173,335. This is the second lowest dollar amount for this line item, with Proposal C having the lowest dollar amount of $85,168,938.

[redacted]

Analysis of Proposal B's Response

- Proposal B's PVRR is $93,655,553 (third lowest PVRR). Proposal B's PVRR is $30,419,825 higher than the lowest PVRR of Proposal C's which is $63,235,728.
- Proposal B's Tab 3 PVRR Investment total is $110,336,029. This is the third lowest dollar amount for this line item, with Proposal C having the lowest dollar amount of $85,168,938.

[redacted]

[redacted]

Analysis of Proposal C's Response

- Proposal C's PVRR is $63,235,728, which is the lowest PVRR.
- Proposal C's Tab 3 PVRR Investment total is $85,168,938. This is the lowest dollar amount for this line item.

[redacted]

Analysis of Proposal D's Response

- Proposal D's PVRR is $110,971,071 (fifth lowest PVRR). Proposal D's PVRR is $47,735,343 higher than the lowest PVRR of Proposal C's which is $63,235,728.
- Proposal D's Tab 3 PVRR Investment total is $141,517,007. This is the sixth lowest dollar amount for this line item, with Proposal C having the lowest dollar amount of $85,168,938.

[redacted]

Analysis of Proposal E's Response

- Proposal E's PVRR is $116,566,959 (seventh lowest PVRR). Proposal E's PVRR is $53,331,231 higher than the lowest PVRR of Proposal C's which is $63,235,728.

- Proposal E's Tab 3 PVRR Investment total is $148,736,632. This is the seventh lowest dollar amount for this line item, with Proposal C having the lowest dollar amount of $85,168,938.

[redacted]

[redacted]

Analysis of Proposal F's Response

- Proposal F's PVRR is $101,289,581 (fourth lowest PVRR). Proposal F's PVRR is $38,053,853 higher than the lowest PVRR of Proposal C's which is $63,235,728.

- Proposal F's Tab 3 PVRR Investment total is $116,195,796. This is the fourth lowest dollar amount for this line item, with Proposal C having the lowest dollar amount of $85,168,938.

[redacted]

Analysis of Proposal G's Response

- Proposal G's PVRR is $112,766,772 (sixth lowest PVRR). Proposal G's PVRR is $49,531,044 higher than the lowest PVRR of Proposal C's which is $63,235,728.

- Proposal G's Tab 3 PVRR Investment total is $131,616,744. This is the fifth lowest dollar amount for this line item, with Proposal C having the lowest dollar amount of $85,168,938.

[redacted]

[redacted]

Analysis of PVRR Investment

- One of the first line items in the PVRR spreadsheet is Investment (cost to construct the project). The dollar amount of Investment comes from the Total Estimate RRE Cost, Tab 2B, cell C36 less AFUDC cell C29. If the Proposal is going to take AFUDC it will be added back in later. The table below illustrates the Investment line item from the lowest to highest dollar amount by Proposal.

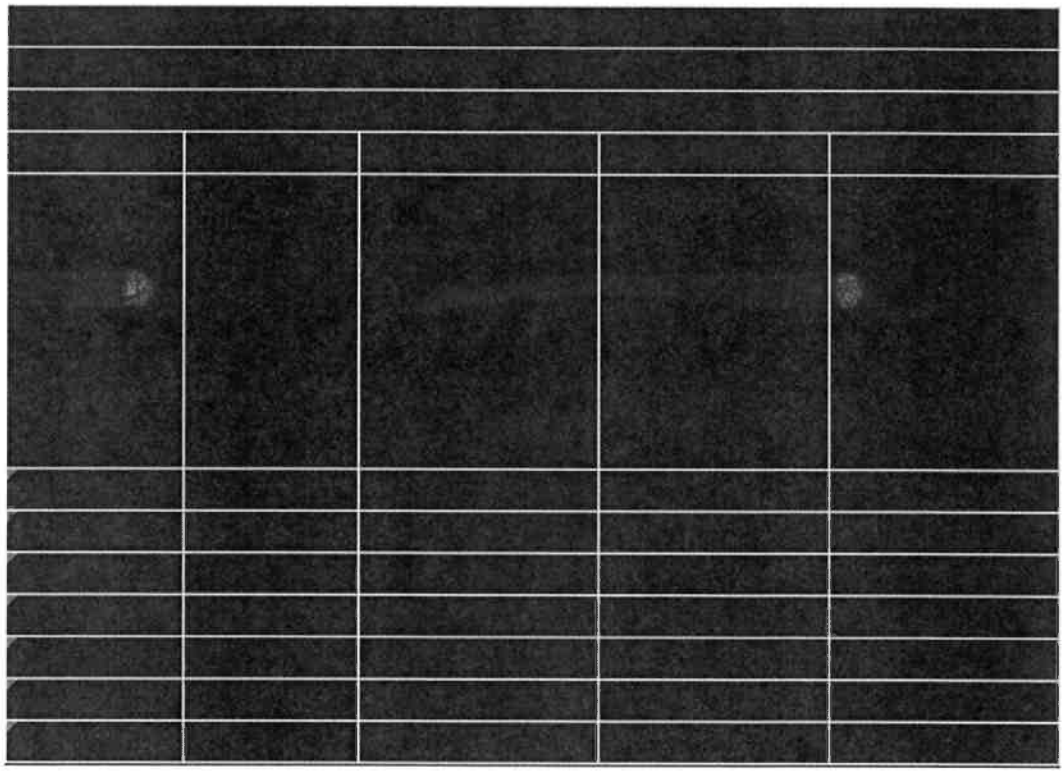
SPP-RFP-000003
Wolf Creek - Blackberry RFP
Response Form Excel Workbook - Tab 3 - PVRR ROE

SPP Transmission Project:
Lowest to Highest Dollar Investment by Bid

Line	Bid	Investment (cell 8E)	Dollar Difference From Lowest to Highest Investment Amount	Percentage Difference
1	C	$85,168,938	$0	0.00%
2	A	$106,173,335	$21,004,397	19.78%
3	B	$110,336,029	$25,167,091	22.81%
4	F	$116,195,796	$31,026,858	26.70%
5	G	$131,616,744	$46,447,806	35.29%
6	D	$141,517,007	$56,348,069	39.82%
7	E	$148,736,632	$63,567,694	42.74%

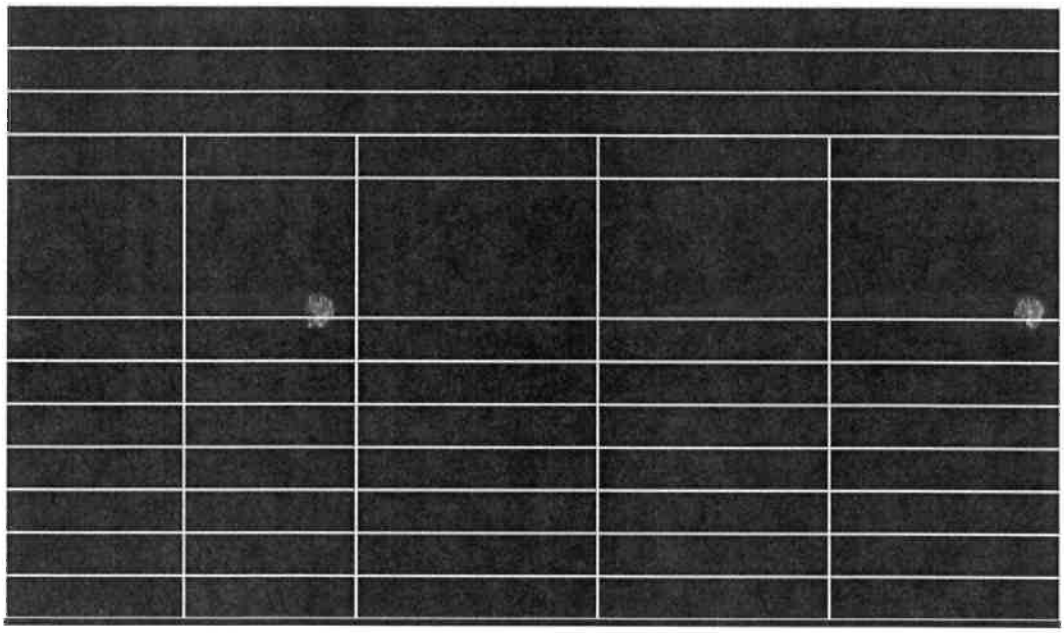
Analysis of the Rate Base Adjustment

One of the next major PVRR calculations is Rate Base Adjustment – annual, year 1. The Rate Base is the original cost of the investment plus additions to that investment, cash working capital, materials and supplies and other long term assets. The source of information for this adjustment is calculated in Worksheet 3C, the table below illustrates the Rate Base Adjustment line item from the lowest to highest dollar value by Proposal.



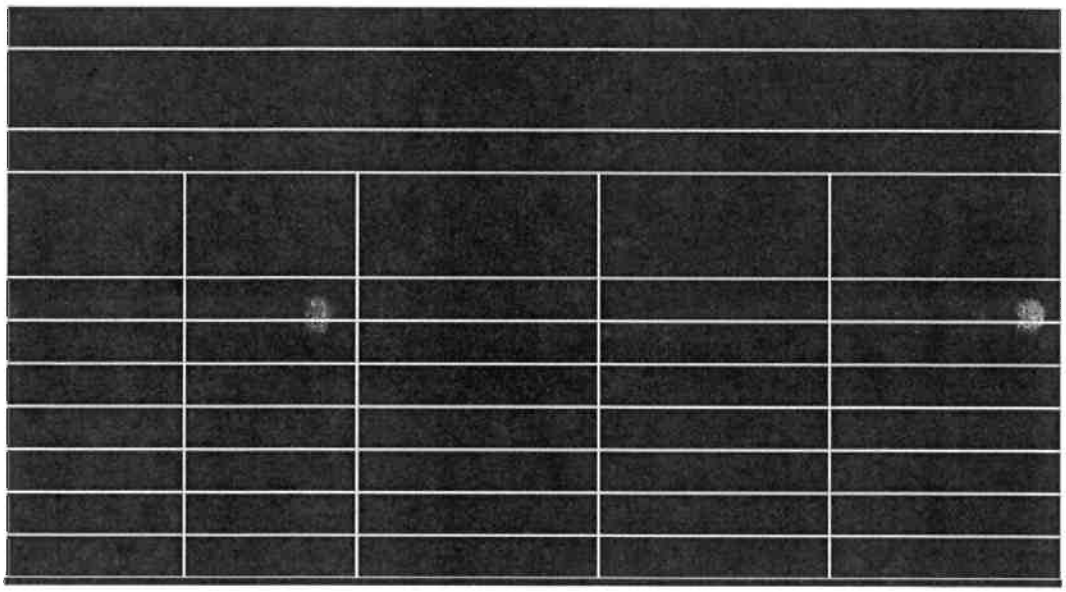
Analysis of the O&M Expense – Annual Year 1

One of the next major PVRR calculations is Operations and Maintenance (O&M) Expense – annual, year 1. The source of information for this adjustment is calculated in Worksheet 3D. The table below illustrates the O&M expense line item from the lowest to highest dollar value by Proposal.



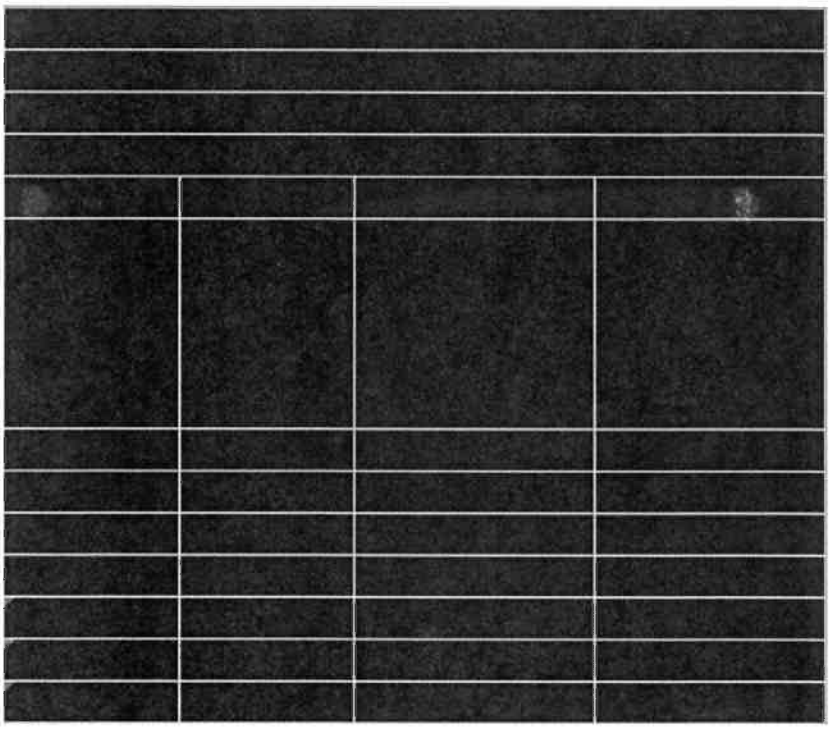
Analysis of the A&G Expense – Annual Year 1

One of the next major PVRR calculations is Administrative and General (A&G) Expense – annual, year 1. The source of information for this adjustment is calculated in Worksheet 3E. The table below illustrates the A&G expense line item from the lowest to highest dollar value by Proposal.



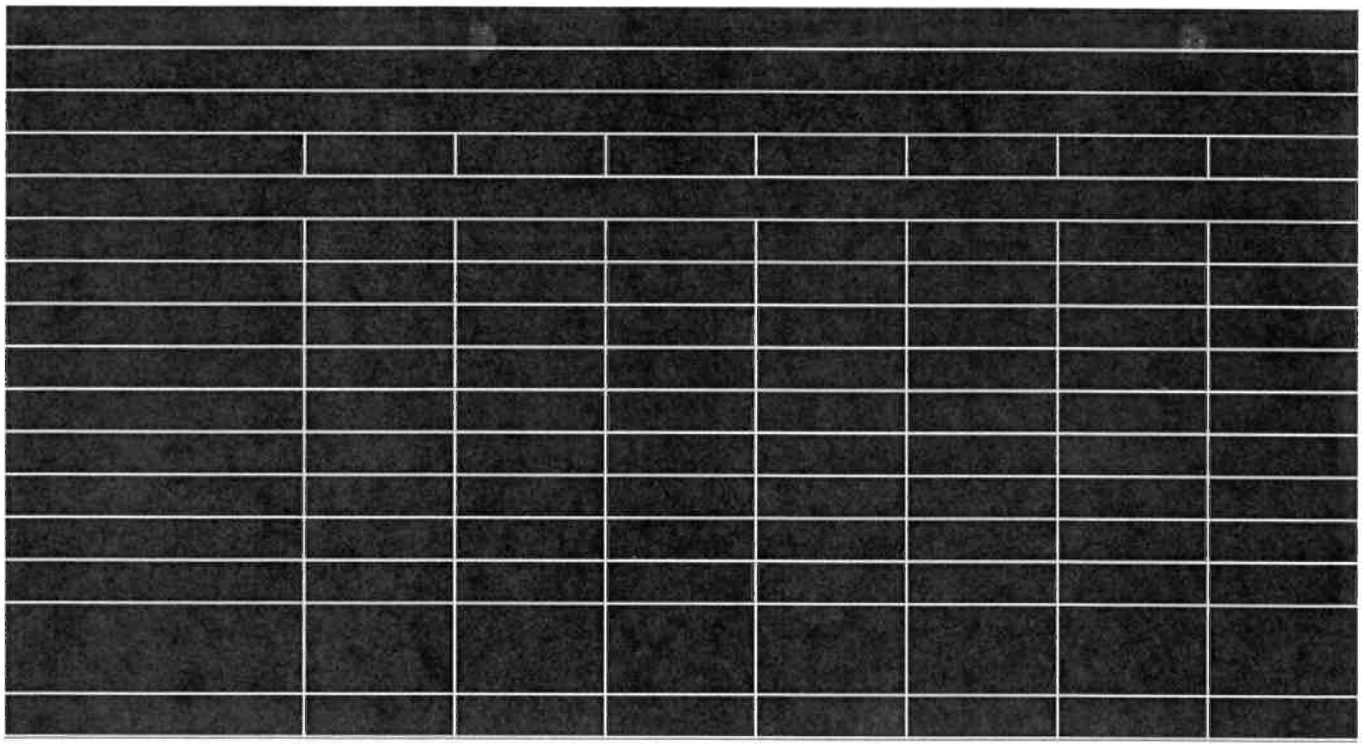
Analysis of the AFUDC

Another major PVRR calculation is Allowance for Funds Used During Construction (AFUDC). AFUDC are the carrying cost that occur during the construction of the project. The AFUDC calculation is based on a FERC formula. This FERC formula includes a debt and equity cost components. Some of the Proposals have forgone asking for AFUDC while one Respondent has asked for only the cost recovery for the debt component. The table below illustrates the AFUDC line item in the PVRR calculation from the lowest to highest dollar amount by Proposal.



Analysis of the WACOC

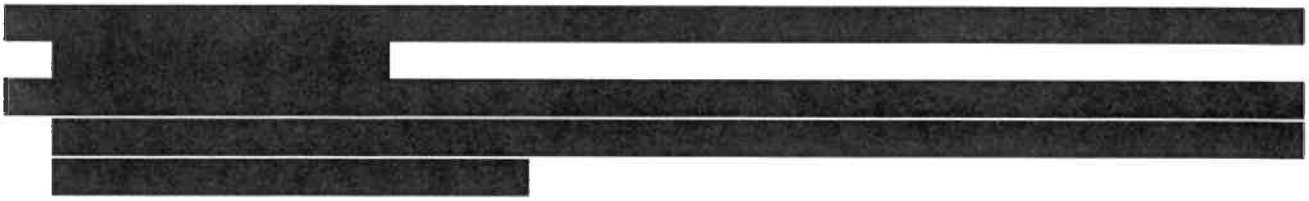
Another major PVRR calculation is Weighted Average Cost of Capital (WACOC). The WACOC is composed of debt and equity components. The calculation of the WACOC is impact not only by the cost of debt and equity but also the percentage of debt to equity funding, i.e. capitalization. For example, Respondents may have used a capitalization ratio of 60 percentage debt and 40 percentage equity. One of the reasons that the capital structure ratio is important is equity has a higher cost because it is a more risky form of investment than debt which is guaranteed being paid before equity dividends to shareholders. The table below illustrates the WACOC line item in the PVRR calculation from the lowest to highest dollar amount by Proposal. The analysis which follows this table provides a description of financing costs submitted by the Respondents in their proposals.



Return on Equity

One of the largest dollar value cost components in the calculation of the WACOC is the return on equity. This is the profit for the shareholder investing in the company. Since shareholders receive their dividend after all costs including debt are paid, they have a great risk, hence a higher cost. Therefore, the higher the return on equity the larger the WACOCs.

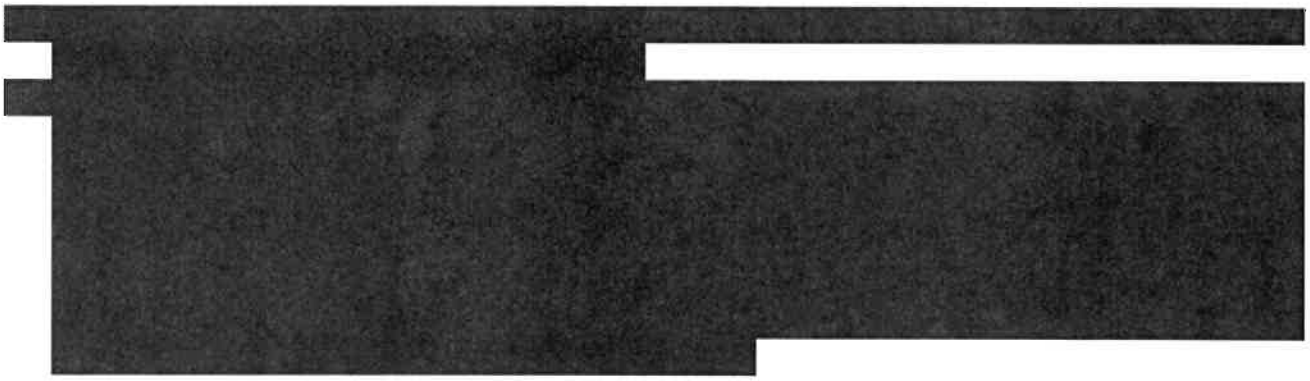
Analysis of Proposal A's Response



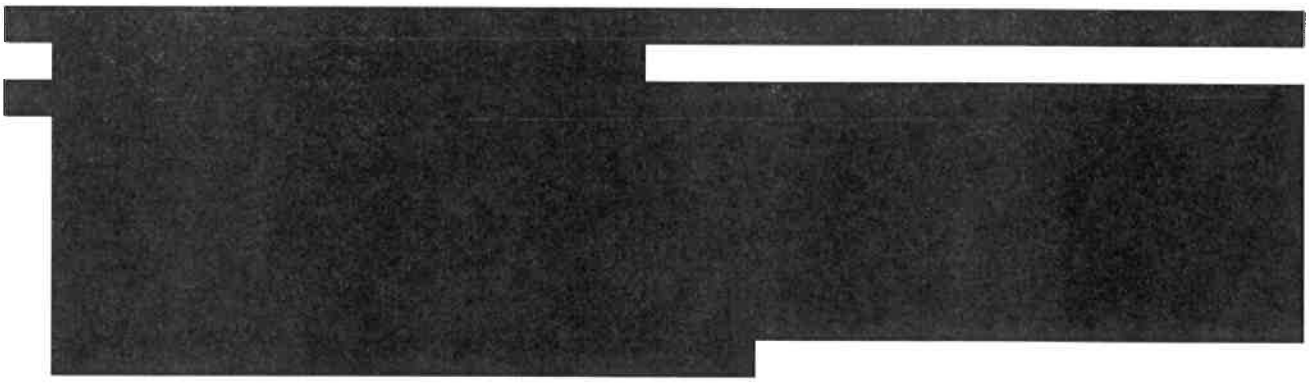
Analysis of Proposal B's Response

Analysis of Proposal C's Response

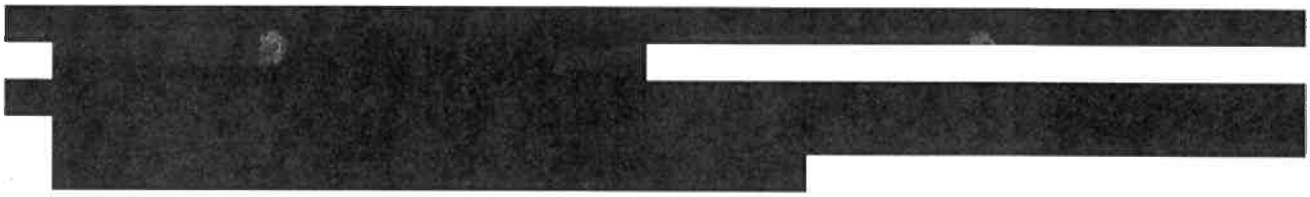
Analysis of Proposal D's Response



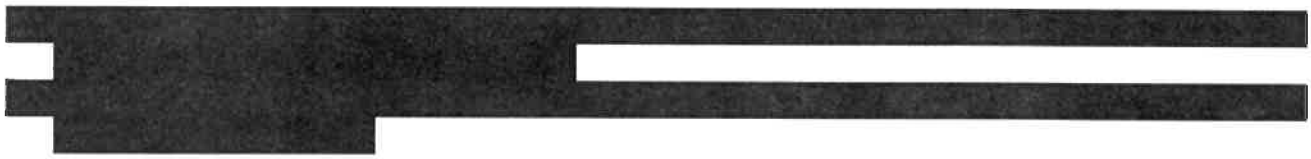
Analysis of Proposal E's Response



Analysis of Proposal F's Response



Analysis of Proposal G's Response



Financing costs

Each Proposal was to provide a description of all financing costs, and any relevant documentation supporting these costs specific to this project.

Analysis of Proposal A's Response

- Provided a standard description of Financing Costs.

[redacted]

Analysis of Proposal B's Response

- Provided a standard description of Financing Costs.

[redacted]

Analysis of Proposal C's Response

- Provided a standard description of Financing Costs.

[redacted]

Analysis of Proposal D's Response

- Provided a standard description of Financing Costs.

[redacted]

Analysis of Proposal E's Response

- Provided a standard description of Financing Costs.

[redacted]

Analysis of Proposal F's Response

- Provided a standard description of Financing Costs.

[redacted]

Analysis of Proposal G's Response

- Provided a standard description of Financing Costs.

[redacted]

FERC Incentives

Each Proposal was to provide a description of any anticipated FERC Incentives and any relevant documentation detailing these incentives specific to this project.

Analysis of Proposal A's Response

[redacted]

Analysis of Proposal B's Response

[redacted]

Analysis of Proposal C's Response

[redacted]

Analysis of Proposal D's Response

[redacted]

[redacted]

Analysis of Proposal E's Response

[redacted]

Analysis of Proposal F's Response

[redacted]

[redacted]

Analysis of Proposal G's Response

[redacted]

[redacted]

Lifetime Cost of The Project to Customers

The RFP Respondent was asked to provide the lifetime cost of this project to customers.

Analysis of Proposal A's Response

[redacted]

Analysis of Proposal B's Response

[redacted]

Analysis of Proposal C's Response

[redacted]

Analysis of Proposal D's Response

[redacted]

Analysis of Proposal E's Response

[redacted]

Analysis of Proposal F's Response

[redacted]

Analysis of Proposal G's Response

[redacted]

The quantitative cost impact of material on hand, assets on hand, rights-of-way ownership, control, or acquisition

The Respondent was asked to detail any material on hand, assets on hand, rights-of-way ownership, control, or acquisition and the quantitative impact they have on this RFP Proposal.

Analysis of Proposal A's Response

[redacted]

Analysis of Proposal B's Response

[redacted]

Analysis of Proposal C's Response

[redacted]

Analysis of Proposal D's Response

[redacted]

[redacted]

Analysis of Proposal E's Response

[redacted]

[redacted]

[redacted]

Analysis of Proposal F's Response

[redacted]

[redacted]

Analysis of Proposal G's Response

[redacted]

[redacted]

Scoring Methodologies: or Other Attachment Y Criteria

Points will be awarded based on a detailed, quantitative response that demonstrates a reduction in the cost risk of the Project, including the following Attachment Y criteria:

- The quantitative cost impact of material on hand, assets on hand, rights-of-way ownership, control, or acquisition
- Cost certainty guarantee
- Other Comments

The IEP evaluator examined all cost certainty guarantee proposals (i.e. cost caps) submitted by Respondents and grouped them into six categories:

- Binding Dollar Cost Cap
- ROE Cap,
- % Equity Cap,
- Schedule Guarantee,
- AFUDC or CWIP in Rate Base;
- Annual Transmission Revenue Requirement (ATRR) Cap

Using these six categories the IEP evaluator reviewed each proposal to determine the effectiveness of the cost caps the Respondent offered including how the terms and conditions for each cost cap provided assurances for cost certainty guarantees. SPP retained an outside consultant to validate the concept of the matrix of the six cost caps developed by the IEP evaluator. Assessment of the quality and effectiveness of the cost caps including their terms and conditions were used by the IEP evaluator for awarding points. The IEP evaluator developed a table which compares these six cost caps terms and conditions for each Respondent's proposal. The majority of the Respondents offered similar cost cap guarantees with some differences in the terms and conditions, however, there were two cost cap guarantees which included terms and conditions that were not offered by all Respondents. These two cost cap guarantees were caps on the recovery of AFUDC/CWIP and ATRR.

Based on the analysis performed by the IEP evaluator points were awarded to each proposal based on their detailed, quantitative response which demonstrated a reduction in the cost risk of the Project.

Scoring Results for the Cost Cap Criteria

SPP-RFP-000003		
Wolf Creek - Blackberry RFP		
Other Attachment Y - Cost Caps		
Line No.	Bid	Score
1	C	22.5
2	F	21.38
3	G	21.38
4	D	20.25
5	E	20.25
6	A	19.13
7	B	19.13

4A.8: Cost Certainty Guarantee

The RFP Respondent is to detail any cost certainty guarantee and any relevant documentation specific to this project.

Analysis of Proposal A's Response

[redacted]

[redacted]

IEP Analysis

The IEP evaluator scored this proposal as a Better at 19.13 points out of a total of 22.5 points for this criterion. The Proposal has provided an acceptable level of supporting documentation regarding the terms and conditions in its cost caps.

[redacted]

Analysis of Proposal B's Response

[redacted]

- [redacted]

[redacted]

[redacted]

[redacted]

IEP Analysis

The IEP evaluator scored this proposal as a Better at 19.13 points out of a total of 22.5 points for this criterion. The Proposal has provided an acceptable level of supporting documentation regarding the terms and conditions in its cost caps.

[redacted]

Analysis of Proposal C's Response

[redacted]

[redacted]

[redacted]

[redacted]

IEP Analysis

The IEP evaluator scored this proposal as a Best at 22.5 points out of a total 22.5 points for this criteria. This Proposal has provided the best supporting documentation regarding the terms and conditions in its cost caps.

[redacted]

Analysis of Proposal D's Response

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

IEP Analysis

The IEP evaluator scored this proposal as a Better at 20.25 points out of a total 22.5 points for this criteria. This Proposal has provided a better level of supporting documentation regarding the terms and conditions in its cost caps.

[redacted]

[redacted]

Analysis of Proposal E's Response

[redacted]

[redacted]

[redacted]

IEP Analysis

The IEP evaluator scored this proposal as a Better at 20.25 points out of a total 22.5 points for this criteria. This Proposal has provided a better level of supporting documentation regarding the terms and conditions in its cost caps.

[redacted]

Analysis of Proposal F's Response

[redacted]

[redacted]

IEP Analysis

The IEP evaluator scored this proposal as Best at 21.38 points out of a total 22.5 points for this criteria. This Proposal has provided a better level of supporting documentation regarding the terms and conditions in its cost caps.

[redacted]

[redacted]

Analysis of Proposal G's Response

[redacted]

[redacted]

[redacted]

IEP Analysis
The IEP evaluator scored this proposal as Best at 21.38 points out of a total 22.5 points for this criteria. This Proposal has provided a better level of supporting documentation regarding the terms and conditions in its cost caps.

[redacted]

[redacted]

Other comments

Provide any other comments related to rate analysis the RFP Respondent(s) would like to document.

Analysis of Proposal A's Response
None.

Analysis of Proposal B's Response
None.

Analysis of Proposal C's Response

[redacted]

[redacted]

[redacted]

[redacted]

Analysis of Proposal D's Response
None.

Analysis of Proposal E's Response
None.

Analysis of Proposal F's Response

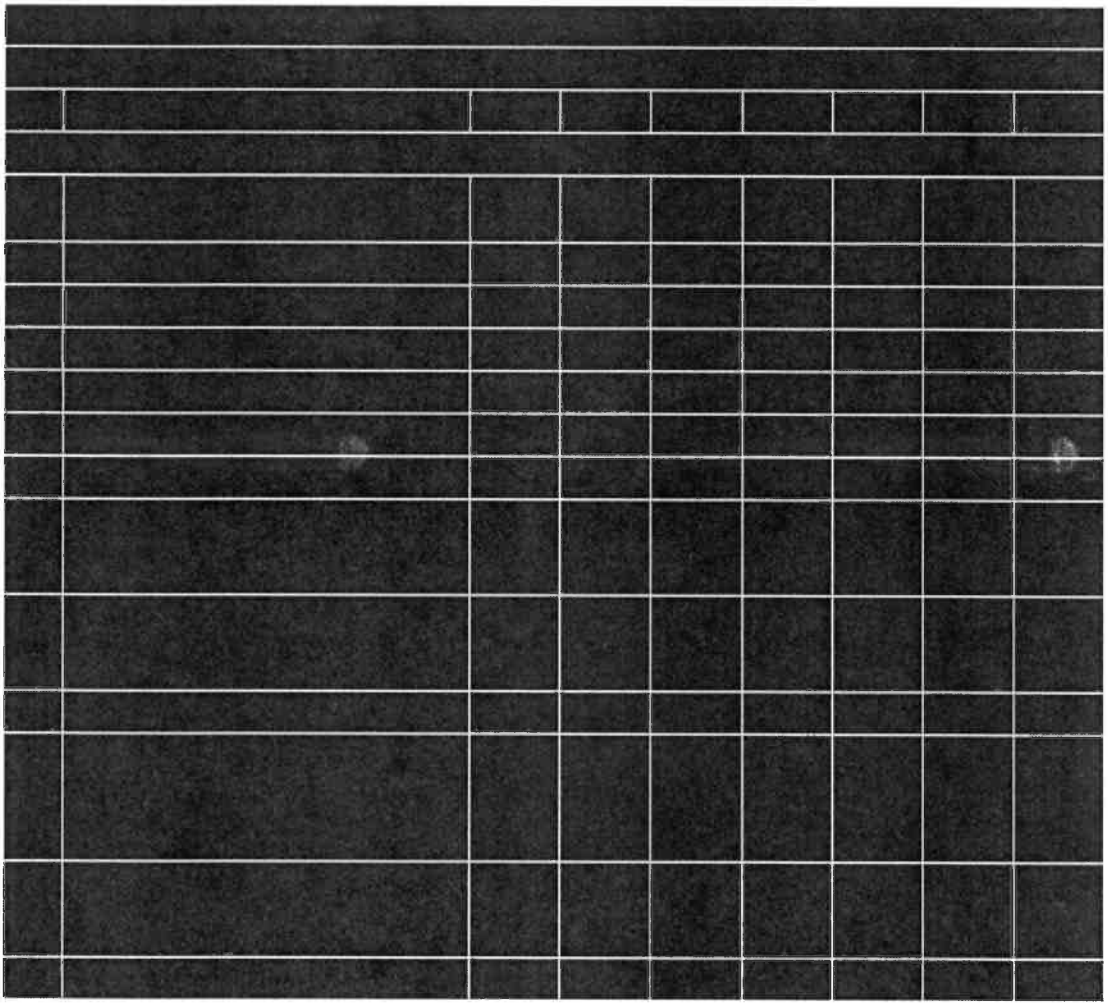
[redacted]

Analysis of Proposal G's Response

[redacted]

Part 4: The final results of the Proposal evaluations

Summary of Findings



SPP-RFP-000003

Wolf Creek - Blackberry RFP

Comparison of Each Bid's RRE, PVRR and Other Attachment Y Factors

Line No.	Bidder	RRE Points Scored by Bid (max pts 101.25)	PVRR ROE Points Scored by Bid (max pts 101.25)	Other Attahment Y Factors Scored by Bid (max pts 22.25)	Total Points
1	A	87.62	86.00	19.13	192.75
2	B	86.23	84.81	19.13	190.17
3	C	101.25	101.25	22.50	225.00
4	D	80.61	79.47	20.25	180.33
5	E	79.15	78.09	20.25	177.49
6	F	84.71	82.23	21.38	188.32
7	G	80.38	79.01	21.38	180.77

V: Finance

All Respondents demonstrated they have the ability to finance the Wolf Creek- Blackberry project according to the standards set forth in the RFP. Therefore, the IEP focused the scoring on how each Respondent addressed the scoring criteria as outlined in Attachment Y and the Direction to the Respondents document, in a comparison with the other Proposals.

Proposals A and B – Score 113.75

Evidence of ability to obtain financing - Score 12.5

[redacted] with Respondent planning to obtain project-level financing. Respondent demonstrated a track record of raising capital to support its power system project development and deployment. Respondent included attachments demonstrating past financings, banking relationship, and audited financial statements. This received the full score available for this criterion.

Material conditions -- Score 6.25 points

Respondent include a detailed document describing material conditions for financing a generic project with generic counterparties. The proposal collected and described material conditions and covenants, as well as fees and collateral requirements, all in one table to reflect the role and profile of these considerations. This received the highest score in the evaluation.

Financial/business plan - Score 28.12 points

Respondent provided a narrative of its preparation to provide competitive transmission proposals in general over past years, as well as describing financing strategy for this specific project. Respondent described a plan to obtain project-level financing with provision of capital requirements during construction and then conversion to long-term project finance. This was scored in the middle of the range of proposals.

Pro forma financial statements -Score 16.87 points

The Respondent provided 40-year projections for required Project Rate Base, Income and Capital Structure. These statements are supported by a narrative and direct references to other sections of the proposal package that provide the source or origin for the values shown. Only one other proposal scored higher on this criterion.

Expected financial leverage -Score 3.12 points

The Respondent plans to obtain project-level financing. However, the Respondent did not use narrative or opportunities in tables to address how the proposal has prepared for the expected debt coverage. This Proposal provided the barest minimum attention to this criterion.

Debt covenants – Score 5.62

The Respondent made a detailed list of Financing Material Conditions while stating the financing will include no Financial Covenants. The scoring of this criterion, Debt covenants, includes attention to Affirmative Covenants and Negative Covenants, which the Respondent did list. This resulted in an unclear narrative for this criterion. That caused the score to be lower than the best.

Projected liquidity- Score 18.75

The Respondent described a plan for project-level financing and observed the RFP instructions that responses should be specific to the WC-BB upgrade. Respondent provided information regarding liquidity

by describing plans to maintain a cash balance. References were provided to the cash balance in the pro forma financial statements and cash flow analysis included in Tab 4C and Tab 4D of the RFP Response Form Excel Workbook. Combined, this comprehensive narrative provided the best response to this criterion and received the highest score.

Dividend policy – Score 5.62
Proposals A & B were scored better than most for the narrative of policy and support with reference to spreadsheet analyses. The Respondent described a plan to maintain a cash balance sufficient to meet operating needs, forecasted capital expenditures, and debt repayments. The references for maintaining a balance between dividends and the needs for the Project are in Tab 4C and Tab 4D of the RFP Response Form Excel Workbook.

Cash flow analysis - Score 16.87
The Respondent provided cash flow analyses that were better than some but not the best. These analyses used the 6 lines suggested in the template provided in the RFP.

Proposal C – Score 113.13

Evidence of ability to obtain financing - Score 12.5
[redacted] Respondent planning to use corporate-level financing. Sundry deep examples were attached supporting the ability of corporate level financing to serve this project. This received the full score available for this criterion.

Material conditions – Score 5.0
Proposal C included an answer is for this criterion. The answer made reference to an attached letter of commitment from its parent company. A comparison of the commitment letter with the narrative in the response allowed for a scoring of this response in the middle of the range of responses for this criterion.

Financial/business plan – Score 31.25
Respondent described a strategy for its plan to use corporate-level financing as well as business plan for managing all the other aspects of Proposal C. The business plan description demonstrated clear attention to competitiveness and efficiency of execution, which distinguished this as the best of proposals submitted. Combined, this comprehensive narrative provided the best response to this criterion and received the highest score.

Pro forma financial statements —Score 15.0
Proposal C included the financial statements as shown in the template. Other proposals did work on this criterion that were better.

Expected financial leverage– Score 5.0
The response to this section of the RFP is very brief. The Respondent included a reference to Table 5A.3-2 in its narrative, which is also very brief.

Debt covenants – Score 5.62
The Respondent described the corporate financing arrangements that are generally less dependent on covenants when the loans are made between affiliated companies. To illustrate the narrow list of debt

covenants, the Respondent provided prior project documents used for financing a prior transmission project. This example supports the description and allows a better score.

Projected liquidity– Score 16.88
Proposal C emphasized the liquidity of the Proponent at the corporate level. As the RFP instructions call for "finance information specific to WC-BB upgrade," the more relevant information was provided in the financial statements. In the range of responses seen, Proposal C was better than some, and weaker than others.

Dividend policy – Score 5.0
The Respondent response to this criteria was indirect. In Section 5A.8 the proposal refers generally to the business plan provided in Section 5A.3. By describing the need for the corporate financing structure and debt/equity ratio creating obligations on cash flow, Respondent has provided the bare minimum of a policy for dividends.

Cash flow analysis – Score 16.88
The Respondent provided a better response to this criterion, citing both the sufficiency of expected cash flows and financial arrangements with affiliates that are not dependent on project cash flows for financing. Proposal C included cash flows metrics in Tab 4D of the RFP Response Form Excel Workbook that were a level more comprehensive and relevant than other proposals.

Proposals D and E – Score 93.13 points

Evidence of ability to obtain financing – Score 11.25 points
[redacted] Respondents are planning to obtain project-level financing for the Competitive Upgrade. Respondents provided audited financials of holding company members. The Respondents demonstrated the ability to pursue a short-term financing approach for the project utilizing internally generated funds from the owners of the project holding company to contribute equity to the Project during the construction period. The Respondents demonstrated the liquidity and financing track record of the parent companies by including annual financial reports. However, the discussion of prior experience with project-level financing was much less robust.

Material conditions - Score 5 points
Respondents stated that their proposal is not contingent on any financing conditions, but described plans for short-term and long-term borrowing. Attached financing support letter from a third-party describes numerous expected conditions. Annual reports' descriptions for corporate financings and credit agreements establish conditions and covenants. The Proposal's financing plans and descriptions differ from the brief descriptions and pro forma projections for the project's viability, and that is scored lower.

Financial/business plan- Score 25 points
Respondents plan to obtain project-level financing. The presentation made through narrative, attachments and pro-forma financial statements, projected liquidity and dividend policy was not as supportive or demonstrative of a de-risked plan as other proposals. The proposal did not describe any of the tasks it must complete or references from past project-level financing for its expectations or experience regarding the project-level financing.

Pro forma financial statements -Score 15 points
The Respondents provided 10-year projections for required Project Rate Base, Income and Capital Structure. These statements do not include components of the financing that are described in the business plan or financing structures described in the narrative.

Expected financial leverage– Score 3.12 points
The Respondents described a plan for project-level financing and the RFP states that responses should be specific to this upgrade. Respondents provided limited information regarding the liquidity and debt service coverage of the project. With an expectation that the Respondents will need a strong ability to service debt when seeking project-level financing after construction, these proposals instead illustrate a decline each year in available reserves for the project with a negative change in cash available each year. This was scored low.

Debt covenants – Score 6.25 points
The Respondents provided a project-specific bank document that included indicative covenants for the Projects. The evidence provided for this criterion was scored at the highest level, as did most of the projects seen for this RFP.

Projected liquidity– Score 9.37 points
The Respondents described a plan for project-level financing and the RFP states that responses should be specific to this upgrade. However, Respondents provided limited information regarding the liquidity and debt service coverage of the project. The information included illustrates a decline each year in available reserves for the project with a negative change in cash available each year. This was scored lower than the other proposals.

Dividend policy – Score 3.12 points
The Respondents did not support or coordinate a description of dividend policy with other documents or narratives. The reference provided to another document makes no mention of distributions, dividends, liquidity reserves, giving little support.

Cash flow analysis -Score 15 points
The Respondents provided a minimal projection of cash flow for the project. This analysis does not include components of the financing that are described in the business plan or financing structures described in the narrative. This description of cash flow with a negative change in cash available each year is not a strong support for operations or creditworthiness and viability of the project.

Proposals F and G – Score 118.75

Evidence of ability to obtain financing - Score 12.5 points
[redacted] The Proposals F & G use a corporate finance approach using general corporate debt funding. The evidence provided for this criterion was scored at the highest level, as did most of the projects seen for this RFP.

Material conditions - Score 5 points
The Respondents state that they "do not have nor do they anticipate any material conditions that would impact the ability to execute the Project, which includes obtaining necessary financing for the Project." However, the Respondents explain that the credit agreement to be used during the construction period for financing the debt will reach the termination date before construction is completed. While the Respondents have demonstrated the ability to obtain financing, this condition in the credit arrangements merits attention and keeps the scoring of this criterion below the best.

Financial/business plan - Score 28.12 points
Respondents described plans to use corporate-level financing for the WC-BB project that included specific information regarding preparation of financial structures, timing of capital expenditures for the project as well as company strengths. The business plan description did not reflect attention to competitiveness and efficiency of execution, which distinguish the best proposals submitted.

Pro forma financial statements - Score 18.75 points
These are multi-owner Responses which include pro-forma financial statements for each owner. These statements were more comprehensive and detailed than other proposals. The evidence provided for this criterion was scored at the highest level.

Expected financial leverage - Score 6.25 points
The Respondents' narrative and tables addressed several aspects of the planned use of a [redacted] structure for financing. The split of financial obligations between owners in Project, and their differing recovery rates' structures was evident. The Respondents also referenced a leverage ratio covenant which limits the ratio of total debt for one of the parent companies. The evidence provided for this criterion was scored the highest of the projects seen for this RFP.

Debt covenants - Score 6.25 points
The Respondents plan to use corporate-level financing and provided a corporate Credit Agreement. This agreement requires a number of non-financial covenants. The evidence provided for this criterion was scored at the highest level, as did most of the projects seen for this RFP.

Projected liquidity - Score 16.87 points
The Respondents plan a corporate finance approach using general corporate debt funding. The Respondents described in narrative and with references to other sections of the proposals. The Respondents emphasized the role of an existing [redacted], which the Respondents acknowledged is before the planned completion of construction. The Respondents also attached the liquidity section of audited financial reports to illustrate the range and depth of liquidity available for these projects. This scored better than most proposals.

Dividend policy – Score 6.25
The Respondents provided several references describing the dividend policy and how that policy interacts with other aspects of the financial viability of the proposals. [redacted] This Project-specific evidence provides support for this criterion scored at the highest level of the projects seen for this RFP.

Cash flow analysis – Score 18.75
These proposals demonstrated the best response in this category of criteria.
The Respondents have provided a comprehensive estimate of cash flow and included components of the financing as well as liquidity reserves for operations.