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**Appendix A**

**PROJECT PLAN**

**WEST OF DEVERS UPGRADE PROJECT**

# WEST OF DEVERS UPGRADE PROJECT PROJECT PLAN

## 1.0 INTRODUCTION

This document is a part of Southern California Edison's West Of Devers Upgrade Project ("WODUP") Application for a Certificate of Public Convenience and Necessity ("CPCN") to the California Public Utilities Commission ("CPUC"). This document either includes materials required by California Public Utilities ("PU") Code Section 1003 or indicates by references to where they can be found in the WODUP CPCN Application, Proponent's Environmental Assessment ("PEA"), or elsewhere.

## 2.0 PROJECT SCOPE

The scope of the WODUP, including the preliminary engineering and design information required by PU Code Section 1003 (a), may be found in Chapter 3.0 of the PEA.

## 3.0 OBJECTIVES AND GOALS

The objectives of the WODUP may be found in Section II.D of the Application and Section 1.3 of the PEA. During the execution (final engineering, procurement, and construction) phase, SCE's goals include:

- Completing engineering, procurement, and construction activities by the scheduled operating date
- Ensuring sufficient resources are planned and available to perform work
- Managing project budget and providing cost control and oversight
- Complying with applicable design, construction, and safety standards

## 4.0 PROJECT IMPLEMENTATION PLAN

### 4.1 Introduction

The WODUP will be managed on a Project Management matrix basis. Given the large project scope, cost, long material lead time, and the extended construction period, procurement of major long-lead time materials must be authorized to begin prior to regulatory approval. Extensive support will be required at the start of final engineering and will continue through the end of the project. Construction cannot begin until after regulatory approval. Any required permits identified in the regulatory approval process, must also be obtained before construction can begin in the affected areas.

### 4.2 Project Management Team

The Project Manager has the overall responsibility and commensurate authority for successful completion of the project. Responsibilities include: planning, obtaining regulatory approvals, cost, scheduling, execution (final engineering, procurement, and construction), and the overall quality of the project. Project work will be conducted using a matrix based Project Management model. All personnel assigned to the project functionally report to the Project Manager.

During the life of the project, the Project Management Team ("PMT") will consist of a number of specialized teams and support personnel with special areas of expertise. Because of the changing nature of project needs as it progresses through the development, regulatory approval, and

## **WEST OF DEVERS UPGRADE PROJECT PROJECT PLAN**

construction phases, the PMT will also change to meet the project needs. The PMT is responsible for the successful implementation of the WODUP. It is responsible for tracking costs, scope changes, schedules, and construction performance.

The PMT will have regular meetings to discuss project status, review performance, and identify any special needs or significant concerns.

### **4.3 Project Construction Management Plan**

The complexities of the WODUP may necessitate the use of alternative construction management approaches. The construction management option to be selected will be based on SCE's need to optimize its use of limited "in-house" resources and expertise in the most effective manner. The major construction management approaches under consideration are:

- SCE performs engineering, design, and manages construction using SCE and contractor labor; or,
- SCE develops Engineering, Procurement, and Construction ("EPC") specifications which are the basis for selecting and managing any contractors needed to complete engineering, design, and/or construction activities.

SCE construction management personnel and the PMT will review SCE and contractor costs and progress on a regular basis. Table A-1, Project Schedule, identifies the preliminary design, construction, completion, and operational dates for each of the major project components.

### **5.0 COST ESTIMATE**

The cost estimate required by PU Code Section 1003 (c) may be found in Section II.D of the CPCN Application.

### **6.0 COST CONTROL PLAN**

The WODUP will have a project cost control plan. Depending upon which resource(s) is(are) utilized to perform final engineering, procurement, and construction activities on this project, a schedule of values consistent with the Work Breakdown Structure ("WBS") will serve as the basis for progress payments made to the contractor, or the measure of performance for SCE construction crews. If utilized, the contractor shall submit for SCE's review and approval its payment request, together with all required supporting documentation, for all work performed in the subject period. The contract price may only be changed by a Field Change Order ("FCO") or by a Change Request ("CR") approved by the Project Manager. The value of any work covered by a FCO or a CR will be determined by one of the following methods:

- Where the work involved is covered by unit prices contained in the Contract Documents - apply the unit prices to the quantities of the items.
- By a mutually agreed lump sum itemized and supported by substantiating data.
- Actual cost of the work plus a contractor's fee.

# WEST OF DEVERS UPGRADE PROJECT PROJECT PLAN

## TABLE A-1 PROJECT SCHEDULE

Table A-1 West of Devers Upgrade Project Schedule		Year						
Description	Duration (Months)	1	2	3	4	5	6	7
<b>Filing/CPUC Approval</b>								
CPUC Preparation/Filing								
Draft EIR								
Final EIR								
CPUC CPCN Review/Approval	25							
CPUC CPCN Issued								
BLM Record of Decision/ROW Grant								
T/L NTP Issuance								
<b>Final Engineering</b>								
Subtransmission Engineering	9							
Telecom Engineering	13							
Substations Engineering	14							
Transmission Engineering	20							
<b>Land Acquisitions</b>								
Transmission ROW	12							
Subtransmission ROW	12							
Telecom ROW	12							
Condemnation (If Required)	5							
<b>Procurement</b>								
Long-Lead Mail Procurement (w/ Advance Approval)	13							
<b>Construction</b>								
Telecom Diversity Construction	6							
Subtransmission Construction	7							
IT/Telecom Construction	19							
Substation Construction	25							
Transmission Construction	34							
In-Service Testing	2							
<b>Online Date</b>								
Online Date								

**NOTE:** The construction duration would depend on items such as, but not limited to the following: the availability of substation, transmission, and subtransmission line outages, environmental constraints (such as nesting birds), weather, and construction resource availability.