Portland General Electric Company
PGE Supply Chain Department
121 SW Salmon St.
Portland, OR, 97204

REQUEST FOR INFORMATION ("RFI")

Third-Party Transmission Developer for the Warm Springs Power Pathway project

RFI Number: PGE01-GID05-SH-016/A

RFI Issue Date: April 14, 2026

Response Due Date: May 1, 2026, by 5:00 PM PDT

PURPOSE OF RFI. Portland General Electric Company ("PGE") is initiating a targeted market outreach to experienced third-party transmission developers with a demonstrated track record in utility-scale, interregional projects that advance grid modernization. Through this effort, PGE seeks to better understand developer capabilities to originate, finance, develop, and execute large-scale high-voltage transmission infrastructure, including the ability to assume and manage associated development, construction, and financial risks. Insights gathered will inform the structure, scope, and commercial framework of a forthcoming formal solicitation.

PGE plans to undertake the following transmission infrastructure improvements (the "Project"):

- Rebuild 88 miles of an existing single circuit 230-kV PGE transmission line to a 500-kV transmission line with fiber
- Construct a new adjacent 500-kV transmission line with fiber
- Rebuild 11 miles of an existing single circuit 230-kV PGE transmission line to a double circuit 230-kV transmission line with fiber

The existing Bethel-Round Butte 230-kV transmission line is approximately 99 miles long, traversing the Warm Springs Reservation and Marion, Wasco, and Jefferson counties – from the Bethel Substation in eastern Salem to the Round Butte Substation southwest of Madras.

The Project will expand transmission capacity to deliver significant volumes of new energy from Central Oregon and surrounding regions, including resources located on Confederated Tribes of Warm Springs ("CTWS") lands, into PGE's load center in the Willamette Valley.

RFI RESPONSE EXPECTATIONS. Suppliers must submit their responses no later than the response due date identified above to: PGEsolicitations@pgn.com. It is the supplier's responsibility to verify receipt of the submitted response. Any supplier in receipt of this RFI who is not submitting a response should indicate such intent in writing to the email address identified above.

Responses are voluntary and shall not bind either the supplier or PGE in any way. PGE is not responsible for any costs incurred by the supplier to develop a response to this RFI. This RFI does not constitute a solicitation for bids or proposals, nor does it necessarily signal the intent of PGE to procure these products or services in the future. Any supplier who does not respond to this RFI will not be precluded from participating in any future solicitation, if any is issued. If a solicitation is issued, it will be published on https://portlandgeneral.com/pgebuys. It is the responsibility of the supplier to monitor this site for additional information pertaining to this requirement.

CONTENT OF RESPONSE. Interested firms must answer all the questions in Attachment A of this document and submit their complete responses as a single PDF document.

CONFIDENTIALITY. Interested suppliers should not submit responses that they consider proprietary or confidential. If an interested supplier desires to submit confidential information, it shall enter into a separate confidentiality agreement with PGE prior to making any disclosure of confidential information to PGE.

FEDERAL GRANT. The Project is subject to a $250 million grant from the United States Department of Energy ("DOE") under the Grid Resilience and Innovation Partnerships ("GRIP") Program. Federal procurement requirements will apply to all contracts for the Project.

Brief Overview of Contracts Awarded for This Project

To date, the following contracts have been awarded for this Project:

Contract Description	Date of Award
Design and launch a website (microsite) to serve as a platform for sharing project information, facilitating stakeholder and public engagement, and communicating project progress.	August, 26, 2025
Provide engineering, design, preconstruction, and construction services, representing PGE in all related matters for the Project.	February 6, 2026
Develop and submit complete applications for all necessary permits and conduct follow-up with relevant agencies to support timely permit issuance.	February 10, 2026
Engage tribal and other communities within Wasco, Jefferson, and Marion counties in Oregon to foster the community relationships necessary to advance project permitting and engagement goals.	February 10, 2026
Develop and implement effective engagement processes and decision-making structures, facilitate committee meetings, and manage communications with committee members throughout the Project.	Notice of Intent to Award issued April 9, 2026

ATTACHMENT A TO RFI # PGE01-GID05-SH-016/A
RFI RESPONSE SHEET

COMPANY INFORMATION:

Supplier's Business Name as filed with any U.S. State Secretary of State's Business Registry:

Supplier's Business Address:

Supplier's Unique Entity Identifier as it appears on SAM.gov:

Primary Contact Name & Title:

Primary Contact Telephone:

Primary Contact Email:

RFI RESPONSE FRAMEWORK:

Third-Party Transmission Developer Qualifications and Relevant Experience

1. **Recent Project Experience**: Describe your firm's experience within the past five (5) years managing or overseeing large-scale, high-voltage transmission projects that involve federal funding, multi-jurisdictional coordination, and/or engagement with Tribal entities.

   For each project, provide at a minimum:

   - **Client Name & Organization Type**: Identify the client and describe the type of organization (e.g., investor-owned utility, federal agency, cooperative).
   - **Project Timeframe & Budget**: Provide the project start and end dates along with the total approved budget.
   - **Project Scope, Objectives & Key Outcomes**: Summarize the overall project scope, stated objectives, and measurable outcomes achieved.
   - **Your Firm's Role & Scope of Responsibility**: Clearly describe your firm's specific role and the boundaries of your responsibility on the project.
   - **Key Personnel Involved**: Identify key personnel who contributed to the project and their respective roles.
   - **Major Challenges & Lessons Learned**: Describe significant challenges encountered during project execution and the lessons learned that are applicable to future projects of similar scope and complexity.

   Tribal Engagement Experience:

   If applicable, describe your firm's experience working with federally recognized Tribal entities within the past five (5) years.

For each engagement, provide at a minimum:

- **Name of Tribal Entities Engaged**: Identify the federally recognized Tribe(s) involved.
- **Nature & Scope of Work Performed**: Describe the context and extent of engagement, including the type of project and your firm's role.
- **Approach to Cultural Competency & Tribal Sovereignty**: Explain how your firm demonstrated cultural sensitivity and respect for Tribal sovereignty throughout the engagement.
- **Challenges Encountered & Resolution**: Describe any significant challenges that arose and how they were effectively resolved.
- **Lessons Learned**: Identify key takeaways that are directly applicable to this Project.

2. **Delivery Model Experience**: Describe your firm's experience within the past five (5) years delivering transmission projects under Engineer-Procure-Construct ("EPC"), Progressive EPC, and/or Engineer-Procure-Construct-Manage ("EPCM") structures.

   For each delivery model, include:

   - **Representative Project Examples**: Provide project name, scope summary, timeline, and total budget.
   - **Delivery Model Utilized & Rationale**: Identify the delivery model used and explain why it was selected for that specific project.
   - **Key Outcomes and Performance Results**: Summarize project performance, including schedule adherence, budget performance, and quality outcomes.

3. **Delivery Model Recommendation (pertains to EPC models):** For a project of this scale and complexity, identify your firm's preferred delivery model and provide a clear rational for your recommendation.

   Your recommendation must address:

   - **Preferred Model & Rationale:** Identify the recommended EPC delivery model and explain why it is best suited for this Project's scope, risk profile, and complexity.
   - **Risk Allocation:** Describe how the recommended model appropriately distributes risk between PGE and the third-party transmission developer.
   - **Cost Certainty:** Explain how the model supports predictable and manageable cost outcomes.
   - **Execution Efficiency:** Outline how the recommended model optimizes project execution, schedule performance, and overall delivery effectiveness.

Technical Approach and Integration Strategy

4. **Integration of Existing Work Products**: Describe your firm's approach to integrating existing PGE engineering, and development work into your proposed delivery structure.

   Specifically address the following

   - **Assumption of Prior PGE Work Products**: Explain how your firm will review, validate, and incorporate existing PGE designs, permits, studies, and executed agreements into the Project delivery framework.

   - **Risk Identification and Mitigation During Transition**: Identify potential risks associated with transitioning existing work products and describe specific mitigation strategies to manage those risks effectively.

   - **Schedule Continuity and Schedule Alignment**: Describe how your firm will maintain project schedule momentum and ensure continued alignment with key stakeholders throughout the transition period.

Statement of Work ("SOW")

5. **Key Assumptions**: Provide your key assumptions for a SOW encompassing the origination, financing, development, and execution of large-scale high-voltage transmission infrastructure. This should include a demonstrated ability to assume and manage associated development, construction, and financial risks.

   Key assumptions must address the following areas:

   - **Work packages & Deliverables**: Clearly identify and describe each specific work package, along with its associated deliverables and expected outcomes.

   - **Scope Boundaries**: Explicitly define what is included and excluded from the project scope, ensuring clear in-scope and out-of-scope boundaries to avoid ambiguity.

   - **Roles & Accountability**: Establish well-defined roles, responsibilities, and accountability between PGE and the third-party transmission developer to ensure seamless collaboration and decision-making.

   - **Budget & Cost Drivers**: Identify and explain the primary cost drivers and provide a comprehensive budget framework that supports forecasting and financial planning.

   - **Project Schedule & Milestones**: Present a detailed project timeline that includes specific milestone dates, key deliverables, and phase completion targets.

- **Critical Path**: Clearly identify the critical path, including key dependencies and potential constraints that could impact overall project delivery and schedule.

- **Regulatory & permitting Requirements**: Address all applicable regulatory obligations, permitting processes, and compliance requirements relative to the project scope and jurisdictions involved.

- **Stakeholder & Jurisdictional Complexity**: Describe the approach to proactive stakeholder engagement and outline strategies for navigating complex, multi-jurisdictional regulatory and community requirements.

Organizational Capacity and Resourcing

6. **Staffing Plan**: Describe your firm's ability to staff this Project with qualified personnel across all required disciplines:

    - **Key Roles & Responsibilities**: Identify all critical project roles and provide a clear description of each position's responsibilities.

    - **Relevant Experience by Role**: Specify the years of relevant experience for each key role, highlighting expertise applicable to large-scale transmission infrastructure projects.

    - **Resource Levels by Discipline**: Outline the required staffing levels across all relevant disciplines throughout each phase of the project.

    - **Portland, Oregon Presence**: Confirm your firm's ability and willingness to support on-site work in Portland, Oregon, as required.

    - **Mobilization Timeline & Availability**: Provide an estimated mobilization timeline and confirm the availability of key personnel to support project initiation.

7. **Delivery Structure**: Indicate whether your firm intends to self-perform the full scope or partner with and/or subcontract to other firms.

    - **If Partnering or Subcontracting**: Identify all key partners and subcontractors, describe their specific roles and scopes of responsibility, and highlight their relevant areas of expertise.

8. **Equipment and Materials Strategy**: Provide a high-level overview of the equipment and materials required to execute this Project.

    The strategy must address the following:

    - **Key Categories & Estimated Quantities**: Identify the primary categories of equipment and materials required, along with estimated quantities where applicable.

    - **Procurement Lead Times**: Highlight items with extended procurement lead times that could impact the project schedule.

- **Sourcing Strategy**: Describe the intended sourcing approach for major equipment and materials (e.g. owned, leased, or procured).

- **Supply Constraints & Long-Lead Risks**: Identify potential supply chain constraints or long-lead item risks and describe strategies to proactively manage them.

Project Execution and Schedule Risk

9. **Schedule Risk Assessment**: Identify and assess the key risks that could impact the successful and timely delivery of project milestones. For each identified risk, provide specific mitigation strategies and contingency approaches.

   Risk areas must include, but are not limited to, the following:

   - **Permitting & Regulatory Processes:** Identify risks associated with permitting delays, regulatory approvals, and compliance requirements that could affect project timelines. Outline strategies to proactively manage and expedite regulatory processes.

   - **Supply Chain & Procurement Constraints:** Address potential risks related to material shortages, equipment lead times, and procurement challenges. Provide contingency plans to minimize supply chain disruptions and ensure continuity of project activities.

   - **Environmental and Weather Considerations:** Identify environmental sensitivities and weather-related risks that could impact construction schedules or site accessibility. Describe adaptive strategies to mitigate these impacts.

   - **Stakeholder and Jurisdictional Coordination:** Highlight risks arising from complex stakeholder dynamics and multi-jurisdictional coordination challenges. Outline approaches to maintain alignment and resolve conflicts efficiently.

   - **Workforce Availability:** Assess risks related to labor shortages, skilled workforce constraints, and resource availability. Provide strategies to ensure adequate staffing levels throughout all project phases.

Commercial and Pricing Considerations

10. **Budgetary Estimate (Planning-Level)**: Provide a high-level, planning-level cost estimate that encompasses all aspects of the project scope. The estimate should be comprehensive, well-structured, and clearly supported by documented assumptions:

    The budgetary estimate must include the following:

    - **Scope Coverage**: Address all identified scope requirements, including any known gaps or areas of uncertainty that may impact the overall cost estimate.

    - **Cost Breakdown**: Present a detailed cost breakdown aligned with major project deliverables and work packages.

    - **Underlying Assumptions**: Clearly document the key assumptions used to develop the estimate, including basis-of-estimate methodology, unit costs, and any exclusions.

- **Cost Drivers & Escalation Risks**: Identify the primary cost drivers and assess potential escalation risks, including material price volatility, labor market conditions, and inflationary pressures.

11. **Contracting Structures**: Describe your firm's experience with various contracting structures on similar projects completed within the past five (5) years. Examples of contracting structures include, but are not limited to, Time and Materials (T&M), Fixed Price, and Cost-Reimbursable arrangements.

    For each contracting structure, provide the following:

    - **Applicable Project Types & Clients**: Describe the types of projects and clients for which each structure was utilized, including project size, scope, and complexity.

    - **Advantages & Limitations**: Outline the key benefits and potential drawbacks of each contracting structure in the context of large-scale transmission infrastructure projects.

    - **Risk Allocation Considerations**: Explain how risks are allocated between the owner and contractor under each structure, and how that allocation influenced project outcomes.

12. **Contracting Recommendation (pertains to Contract models):** Recommend a preferred contracting structure for this Project and provide a clear rationale for your recommendation.

    The recommendation must address the following:

    - **Preferred Structure & Rationale**: Identify the recommended contracting model and explain why it is best suited for this Project's scope, complexity, and risk profile.

    - **Cost Certainty**: Describe how the recommended structure supports predictable and manageable cost outcomes throughout project execution.

    - **Risk Management**: Explain how the structure appropriately allocates and mitigates risk between PGE and the third-party transmission developer.

    - **Execution Implications**: Outline any operational or contractual considerations that may influence project delivery under the recommended structure.

Strategic Insights and Value Creation

13. **Value-Added Capabilities**: Provide strategic insights and innovative perspectives that would enhance the successful delivery of this Project by 2032.

    Responses should address the following:

- **Innovative Approaches & Best Practices:** Highlight proven methodologies, technologies, or industry best practices that could improve project outcomes and reduce delivery risk.

- **Cost efficiency & Schedule Certainty:** Identify specific opportunities to optimize costs, improve schedule performance, and enhance overall project efficiency.

- **Additional Risks & Considerations:** Raise any key risks, challenges, or critical considerations not previously identified that may affect project success.

- **Firm Differentiators:** Clearly articulate what distinguishes your firm from competitors and positions you for success in delivering a project of this scale and complexity.

Proposed RFP Timeline

14. Provide your recommendation for a reasonable and realistic timeline to prepare and submit a comprehensive proposal in response to a formal solicitation of this scope and complexity.