Master Services Agreement

This Master Services Agreement is entered into on this 3rd day of August, 2016, and is by and between Florida Municipal Power Agency, a governmental joint action agency organized and existing pursuant to Florida law, with its office located at 8553 Commodity Circle, Orlando, Florida 32819, ("FMPA") and Michels Power, a Division of Michels Corporation, with its principle place of business located at 1775 E. Shady Lane, Neenah, WI 54956, ("Contractor").

FMPA is a municipal electric joint action agency formed pursuant to section 163.01, Florida Statutes, and exercises powers pursuant to section 163.01 and chapter 361, part II, Florida Statutes.

FMPA's members are 31 municipal electric systems within the state of Florida.

Contractor is a company offering construction and maintenance services.

The parties desire for Contractor to perform the services more fully described in this agreement and Schedule A.

Now therefore, for and in consideration of the premises and mutual covenants made herein, the parties agree as follows:

Section 1. Scope of Services

FMPA is entering into this Master Services Agreement on behalf of its members for Contractor to provide its services as described in Schedule A to this agreement, which is attached hereto and incorporated into this agreement by this reference (the "Services"). For FMPA's members that desire for Contractor to furnish Services under this agreement ("Participating Members"), FMPA is acting as a "Solicitation Agent" only. Each Participating Member will issue a Purchase Order with project- specific technical specifications. In addition, the Participating Member's Purchase Order may carry additional terms and conditions as required by the Participating Member. All project-specific direction, guidance and invoicing will be conducted between the Participating Member and Contractor.

In the event that any terms or conditions provided in Schedule A conflict with any terms or conditions of this agreement, or with the terms and conditions of a Participating Member's Purchase Order, the hierarchy will be as follows: 1) the terms of the Participating Member's Purchase Order, 2) the terms of this agreement, 3) the terms provided in Schedule A.

Section 2. Term & Termination

This agreement shall become effective upon the date stated in the introductory clause of this agreement, and shall remain in effect for a period of four years from the effective date. Thereafter, this agreement may be renewed on an annual basis upon mutual consent of the parties, for up to four additional one-year terms. Either party wishing to extend this agreement must notify the other party in writing no later than 60 days prior to the end of the then-current contract term of its desire to renew. If the other party does not respond to the renewal notification within 30 days of receipt, it will be deemed that the party consents to the renewal of the agreement.

At any time, FMPA may terminate this contract, in whole or in part, for failure of Contractor to perform in accordance with the terms of this contract, or for any reason, at FMPA's sole discretion, upon 30 days prior written notice. Contractor may terminate this contract for cause upon 30 days prior written notice.

Any failure by Contractor to perform or comply with the terms and conditions of a Purchase Order issued under this agreement which continues for 10 calendar days after written notice from Participating Member to Contractor demanding that such failure to perform be cured, shall be deemed an event of default by Contractor. Upon the occurrence of any such event of default, Participating Member may terminate the Purchase Order and pursue any remedies available at law or in equity. Participating Member shall have the right in its sole discretion to terminate by written notice, in whole or in part, the Purchase Order for its convenience. Participating Member shall pay Contractor for any Services performed under the Purchase Order prior to the termination date.

Section 3. Compensation and Payment

Participating Members will through their own initiative issue project-specific Purchase Orders to Contractor. For those Participating Members, FMPA is acting as a "Solicitation Agent" only and shall not be held liable for any costs or damages incurred pursuant to any Purchase Order entered into by them with Contractor.

Prices as stated in Schedule A will be firm for the first two years of this agreement, with pricing updates considered for years thereafter. Any price changes must be agreed to in writing at least 60 days prior to becoming effective.

Section 4. Independent Contractor Status.

It is understood and agreed that Contractor is an independent contractor, is not an agent or employee of FMPA, and is not authorized to act on behalf of FMPA. Contractor agrees not to hold him or herself out as, or give any person any reason to believe that he or she is an employee, agent, or partner of FMPA. Contractor will not be eligible for any employee benefits, nor will FMPA make deductions from any amounts

payable to Contractor for taxes or insurance. All payroll and employment taxes, insurance, and benefits shall be the sole responsibility of Contractor. Contractor retains the right to provide services for others during the term of this Agreement and is not required to devote his or her services exclusively for FMPA. Contractor agrees that it shall bear the responsibility for verifying the employment status, under all applicable immigration laws, of all persons it employs in the performance of this contract. For purposes of this Section 4, the term FMPA includes FMPA's Participating Members.

Section 5. Standard of Care.

The Services and any deliverables provided pursuant to this agreement shall be free from material defect. Contractor represents that the Services shall be performed with reasonable care in a diligent and competent manner and in accordance with generally accepted professional practices.

Section 6. Insurance

The Contractor shall acquire and maintain at all times during the performance of Services the insurance coverage set forth below. Insurance Carrier Rating Coverages provided by the contractor must be underwritten by an insurance company deemed acceptable by the Participating Member. Insurance coverage shall be provided by companies rated A- or better by Best's Insurance Rating. The Participating Member reserves the right to reject all or any insurance carrier(s) with an unacceptable financial rating. Contractor shall furnish Participating Members a copy of the insurance certificate prior to starting any work on site:

(a) **Workers Compensation and Employers Liability**. This insurance shall protect the Contractor against all claims under applicable state workers' compensation laws. Contractor shall also be protected against claims for injury, disease, or death to employees which, for any reason, may not fall within the provisions of a state workers compensation law. The policy shall include an "all states" or "other states" endorsement. The liability limits shall be, at a minimum, as follows: Workers' Compensation- Statutory; Employer's Liability- $100,000 each.

(b) **Commercial General Liability**. This insurance shall be written on an occurrence type policy and shall protect the Contractor and the Participating Member against claims for personal injury including bodily injury and death and property damage. This policy shall include a contractual liability endorsement to insure the contractual liability assumed by the Contractor under the paragraph entitled "Indemnities" and a completed operations and products liability endorsement to remain in effect for 2 years after final payment. Limits of liability will not be less than $2 million combined single limit per occurrence / $4 million general annual aggregate for bodily injury and property damage.

(c) **Automobile Liability Policy**. This insurance shall be written on an occurrence type policy and shall protect the Contractor and the Participating Member against

all claims for injuries arising out of use of any auto including own, hired, or non-owned autos. Limits of liability will not be less than $1 million in combined single limits for bodily injury and property damage.

(d) **Professional Liability**. This insurance shall be written on an occurrence type policy and shall protect the Contractor and the Participating member against any damages caused by an error, omission or any negligent acts. Limits of not less than $2 million combined single limit per occurrence / $4 million general annual aggregate shall be provided.

(e) **Additional Insured**. All insurance coverages furnished under this contract, with the exception of workers compensation and employer's liability shall include the Participating Member as an additional insured with respect to the activities of the Contractor. Any party named an additional insured pursuant to this Agreement shall be an additional insured where permissible by law but only to the extent the loss in question is caused by the negligent act or omission of the Contractor, and only to the extent necessary to provide coverage for the indemnity obligations expressly assumed by Contractor under this Agreement, and not in respect to any act or omission or operation of the Participating Member. It is the express intent and understanding of the Parties that the insurance and indemnity obligations under this Agreement are dependent upon one another and are not separate and distinct.

(f) **Waiver of Subrogation**. The Contractor shall require their insurance carrier to waive all rights of subrogation against the Participating Member, their employees, directors and officers, where and to the extent permissible by law except to the extent the loss is caused by the negligence, gross negligence or willful misconduct of the Participating Member, or any indemnitee.

Contractor shall furnish Participating Member with certificates of insurance as evidence that the policies required under any applicable Purchase Order is in full force and effect.

Section 7. Indemnification

To the fullest extent permitted by law, the Contractor, its heirs, successors and assigns shall indemnify and hold harmless FMPA, its successors and assigns, and its employees, against any and all claims, suits or actions at law, including the bodily injury or death of Contractor during the performance of the Services regardless of cause and/or all damages, costs and judgments (including reasonable attorneys' fees), incurred by FMPA arising from the negligence, gross negligence, and/or intentional or willful misconduct of Contractor while performing work under this Agreement. The liability of the Contractor is full and complete in all respects and subcontracting any part of the work shall not relieve it of primary liability. The indemnity and hold harmless obligations, however, shall not apply to the extent of FMPA's or a Participating Member's negligence, gross negligence, and/or intentional or willful misconduct.

Section 8. General Terms and Conditions

(a) Any notices given pursuant to this agreement shall be in writing, delivered to the address set forth in the introductory clause of this agreement, and shall be considered given when received.

(b) No term of this agreement shall be deemed waived, and no breach of this agreement excused, unless the waiver or consent is in writing signed by the other party granting such waiver or consent.

(c) If any provision of this agreement is determined to be illegal or unenforceable, such term or provision shall be deemed stricken, and all other terms and provisions shall remain in full force and effect.

(d) This agreement shall be governed by the laws of the State of Florida. All controversies, claims or disputes arising out of this agreement shall be brought exclusively in appropriate court in Leon County, Florida.

(e) In the event that either party is required to enforce the terms of this agreement by court proceedings or otherwise, the prevailing party of such proceedings shall be entitled to recover from the non-prevailing party all fees and costs incurred, including reasonable attorney's fees and costs and expenses for trial, alternative dispute resolution and appellate proceedings.

IN WITNESS WHEREOF, the parties have duly executed this agreement as of the date first stated in the introductory paragraph.

FLORIDA MUNICIPAL POWER AGENCY	CONTRACTOR
By: Nicholas P. Guarriello	By: Mark Harasha
	Mark Harasha, Sr. VP

SDS 8-25-16 NMC

Schedule A

BID FORMS & PRICING

DISPUTE DISCLOSURE

Answer the following questions by placing an "X" in the appropriate "YES" or "NO" box. If you answer "YES", please explain in the space provided, or via attachment.

Has your firm, or any of its officers, received a reprimand of any nature or been suspended by the Department of Professional Regulation or any other regulatory agency or professional association within the last five (5) years?

YES ☐ NO ☒

Has your firm, or any member of your firm, been declared in default, terminated or removed from a contract or job related to the services your firm provides in the regular course of business within the last five (5) years?

YES ☐ NO ☒

Has your firm had filed against it or filed any requests for equitable adjustment, contract claims or litigation in the past five (5) years that is related to the services your firm provides in the regular course of business?

YES ☐ NO ☒

If yes, state the nature of the request for equitable adjustment, contract claim or litigation, a brief description of the case, the outcome or status of suit and the monetary amounts or extended contract time involved.

I hereby certify that all statements made are true and agree and understand that any misstatement or misrepresentation or falsification of facts shall be cause for forfeiture of rights for further consideration of this project:

Project: FMPA RFP# 2016-202

Michels Power, Division of Michels Corporation
Firm

May 27, 2016
Date


Authorized Signature

Senior Vice President
Officer Title

Mark Harasha
Printed or Typed Name

EXCEPTIONS & CLARIFICATIONS
FMPA RFP 2016-202

_____ We DO NOT take exception to any items included in the RFP.

__X__ We TAKE exception as follows:

See Attached

Company Name:
Michels Power, Division of Michels Corporation

By: _____
(Authorized Person's Signature)

Mark Harasha
(Print or type name and title of signer)

Company Address: 1755 E. Shady Lane Neenah, WI 54956

Telephone Number: 920-720-5200

Toll Free Number: N/A

Fax Number: 920-720-5214

Date: May 27, 2016

DRUG-FREE WORKPLACE COMPLIANCE FORM

Preference shall be given to businesses with drug-free workplace programs. Pursuant to Section 287.087, Florida Statutes, whenever two or more proposals which are equal with respect to price, quality, and service are received by the State or by any political subdivision for the procurement of commodities or contractual services, a proposal received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process.

The undersigned proposer in conformity with Florida Statute 287.087 hereby certifies that Michels Power, Division of Michels Corporation does:

(Name of business)

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.

2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.

3. Give each employee engaged in providing the commodities or contractual services that are under proposal a copy of the statement specified in Subsection 1.

4. In the statement specified in Subsection 1, notify the employees that, as a condition of working on the commodities or contractual services that are under proposal, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.

5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.

6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify that the undersigned complies fully with the above requirements.

Signature

Michels Power, A Division of Michels Corporation

Name of Proposer

May 27, 2016

Date

FMPA RFP 2016 – 202
Overhead Distribution System Pricing

Contractor Company Name: Michels Power, A Division of Michels Corporation

Authorized Signature: _____ **Date:** May 27, 2016

PRICING:
Please provide general pricing information for the following services. This pricing will be used for comparative purposes to evaluate proposals in conjunction with qualifications provided in the proposal.

We recognize that specific crew sizes, crew composition, equipment and other project-specific details will vary based on the project.

Awarded contractor(s) will be required to submit a specific Scope of Work and pricing for each project as requested by Participating Member(s). All project-specific cost estimates must be consistent with the pricing as quoted below:

Overhead Distribution System Work	
Description	**Unit Price**
Mobilization Rate for 3-person crew[1], including bucket truck	$ 11,775.00
Mileage Rate for 3-person crew[1], including bucket truck (per mile)	$ 25.00
[1] For estimation purposes, a 3-person crew must include a minimum: 1 Foreman, 1 Journeyman Lineman, 1 Apprentice.	

Hourly Labor Rates ($/Hr)				
	Groundman	**Apprentice**	**Journeyman Lineman**	**Foreman**
Standard Rate	See Attached			
Overtime Rate	See Attached			
Rate for Energized Work	See Attached			
Overtime Rate for Energized Work	See Attached			

Please note the location that mobilization begins and ends for each FMPA Member Zone noted in Appendix A (*for calculation purposes*):

Zone 1	Zone 2	Zone 3	Zone 4	Zone 5
Neenah, WI to Project Site	Neenah, WI to Project Site	Neenah, WI to Project Site	Neenah, WI to Project Site	Neenah, WI to Project Site

☐ Check here if you decline to bid on Overhead Distribution System Work

FMPA RFP 2016 – 202
Underground Distribution System Pricing

Contractor Company Name: Michels Power, A Division of Michels Corporation

Authorized Signature: _____ **Date:** May 27, 2016

PRICING:
Please provide general pricing information for the following services. This pricing will be used for comparative purposes to evaluate proposals in conjunction with qualifications provided in the proposal.

We recognize that specific crew sizes, crew composition, equipment and other project-specific details will vary based on the project.

Awarded contractor(s) will be required to submit a specific Scope of Work and pricing for each project as requested by Participating Member(s). All project-specific cost estimates must be consistent with the pricing as quoted below:

Underground Distribution System Work	
Description	**Unit Price**
Mobilization Rate for 3-person crew[1]	$
Mileage Rate for 3-person crew[1] (per mile)	$
[1]*For estimation purposes, a three-person crew must include a minimum - 1 foreman, 1 lineman, 1 apprentice*	

Hourly Labor Rates ($/Hr)				
	Groundman	**Apprentice**	**Journeyman Lineman**	**Foreman**
Standard Rate				
Overtime Rate				
Rate for Energized Work				
Overtime Rate for Energized Work				

Please note the location that mobilization begins and ends for each FMPA Member Zone noted in Appendix A (*for calculation purposes*):

Zone 1	Zone 2	Zone 3	Zone 4	Zone 5

☒ Check here if you decline to bid on Underground Distribution System Work

FMPA RFP 2016 – 202
Transmission System Pricing

Contractor Company Name: Michels Power, A Division of Michels Corporation

Authorized Signature: Mark Thiele **Date:** May 27, 2016

PRICING:
Please provide general pricing information for the following services. This pricing will be used for comparative purposes to evaluate proposals in conjunction with qualifications provided in the proposal.

We recognize that specific crew sizes, crew composition, equipment and other project-specific details will vary based on the project.

Awarded contractor(s) will be required to submit a specific Scope of Work and pricing for each project as requested by Participating Member(s). All project-specific cost estimates must be consistent with the pricing as quoted below:

Transmission System Work	
Description	**Unit Price**
Mobilization Rate for 5-person crew[2], including bucket truck	$ 15,700.00
Mileage Rate for 5-person crew[2] (per mile)	$ 33.00
[2]For estimation purposes, a five-person crew must include a minimum - 1 foreman, 2 linemen, 2 apprentices	

Hourly Labor Rates ($/Hr)				
	Groundman	**Apprentice**	**Journeyman Lineman**	**Foreman**
Standard Rate	See Attached Rates			
Overtime Rate	See Attached Rates			
Rate for Energized Work	See Attached Rates			
Overtime Rate for Energized Work	See Attached Rates			

Please note the location that mobilization begins and ends for each FMPA Member Zone noted in Appendix A (*for calculation purposes*):

Zone 1	Zone 2	Zone 3	Zone 4	Zone 5
Neenah, WI to Project Site	Neenah, WI to Project Site	Neenah, WI to Project Site	Neenah, WI to Project Site	Neenah, WI to Project Site

☐ Check here if you decline to bid on Transmission System Work

FMPA RFP 2016 – 202
Miscellaneous Equipment and Charges - Pricing

Contractor Company Name: Michels Power, A Division of Michels Corporation

Authorized Signature: _____ **Date:** May 27, 2016

PRICING:
Please provide general pricing information for the following. This pricing will be used for comparative purposes to evaluate proposals, in conjunction with qualifications provided in the proposal.

We recognize that specific crew sizes, crew composition, equipment and other project-specific details will vary based on the project.

Awarded contractor(s) will be required to submit a specific Scope of Work and pricing for each project as requested by Participating Member(s). All project-specific cost estimates must be consistent with the pricing as quoted below:

Miscellaneous Charges	
Description	**Unit Price**
Hourly Rate for Digger Derrick Truck	$ All blank line items will be billed per attached labor and equipment rates.
Hourly Rate for Crew Truck	$
Hourly Rate for Underground Truck	$
Hourly Rate for Wire Puller	$
Hourly Rate for Wire Trailer	$
Hourly Rate for Pole Trailer	$
Hourly Rate for Bucket Truck - 46 thru 65 feet Boom/Bucket	$

Miscellaneous Charges (Continued)	
Description	**Unit Price**
Hourly Rate for Bucket Truck - 100 foot Boom/Bucket	$
Hourly Rate for Bucket Truck – 140 foot Boom/Bucket	$
Hourly Rate for Trencher	$
Hourly Rate for Backhoe	$
Per Diem Rate per person	$ 75.00
Per Diem "Premium" rate per person for specific FMPA Member locations (Please specify zones or member locations in the section below.)	$ N/A
Charge if work is cancelled prior to mobilization	$ Mobilization Rate
Charge if work is cancelled after mobilization	$ Mobilization Rate
Mark-Up for Materials	% 15

Additional Information, Notes or Clarifications on pricing provided:

All blank line items will be billed per attached labor and equipment rates.

Contractor Company Name: Michels Power, A Division of Michels Corporation

Authorized Signature: _____ **Date:** May 27, 2016

Exclusions
Please note any specific type of work or projects that your firm is unable or unwilling to perform under this RFP:
None.

STATEMENT OF NO PROPOSAL

Sharon Smeenk
Florida Municipal Power Agency
8553 Commodity Circle
Orlando, FL 32819

We, the undersigned, have declined to submit a proposal on your Request for Proposals Number 2016-202, Florida Municipal Power Agency Provision of Electric Utility Transmission & Distribution System Construction and Maintenance Services - for the following reasons:

_____We do not offer this service/product.
_____Our schedule would not permit us to perform.
_____Unable to meet specifications.
_____Unable to meet bond requirements.
_____Other

We understand that if the Statement of No Proposal letter is not executed and returned, our name may be deleted from the list of qualified proposers of the Florida Municipal Power Agency.

Company Name: _____

By: _____
Authorized Person's Signature)

_____
(Print or type name and title of signer)

Company Address: _____

_____

Telephone Number: _____

Toll Free Number: _____

Fax Number: _____

Date: _____

MICHE-6 OP ID: LR

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 08/04/2016

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER
Weible & Cahill
2300 Cabot Drive, Suite 100
Lisle, IL 60532
William P. Weible

CONTACT NAME: Marija Miljic
PHONE (A/C, No, Ext): 630-245-4600 FAX (A/C, No): 630-245-4601
E-MAIL ADDRESS: m.miljic@weiblecahill.com

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : Arch Insurance Company	11150
INSURER B : National Fire & Marine Ins Co	20079
INSURER C : Arch Indemnity Insurance Co	30830
INSURER D : Starr Surplus Lines Ins Co	13604
INSURER E :	
INSURER F :	

INSURED
Michels Power a division of
Michels Corporation
1775 E Shady Lane
Neenah, WI 56956

COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X COMMERCIAL GENERAL LIABILITY						EACH OCCURRENCE	$ 1,000,000
	CLAIMS-MADE X OCCUR	X	X	41PKG8915307	02/01/2016	02/01/2017	DAMAGE TO RENTED PREMISES (Ea occurrence)	$ 300,000
	X XCU Included						MED EXP (Any one person)	$ Excluded
	GEN'L AGGREGATE LIMIT APPLIES PER:						PERSONAL & ADV INJURY	$ 1,000,000
	POLICY X PRO-JECT X LOC						GENERAL AGGREGATE	$ 2,000,000
	OTHER:						PRODUCTS - COMP/OP AGG	$ 2,000,000
								$
A	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident)	$ 2,000,000
	X ANY AUTO						BODILY INJURY (Per person)	$
	ALL OWNED AUTOS / SCHEDULED AUTOS	X		41PKG8915307	02/01/2016	02/01/2017	BODILY INJURY (Per accident)	$
	X HIRED AUTOS / X NON-OWNED AUTOS						PROPERTY DAMAGE (Per accident)	$
	X MCS-90							$
B	UMBRELLA LIAB X OCCUR						EACH OCCURRENCE	$ 10,000,000
	X EXCESS LIAB / CLAIMS-MADE	X	X	42XSF10013903	02/01/2016	02/01/2017	AGGREGATE	$ 10,000,000
	DED X RETENTION $ 0							$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y/N						X PER STATUTE / OTH-ER	
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? N	N/A		41WCI8915107 W/ STOP GAP	02/01/2016	02/01/2017	E.L. EACH ACCIDENT	$ 1,000,000
C	(Mandatory in NH)			44WCI8915207 (NY ONLY)	02/01/2016	02/01/2017	E.L. DISEASE - EA EMPLOYEE	$ 1,000,000
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - POLICY LIMIT	$ 1,000,000
D	Professional Liability			SLSLPRO26227616	02/01/2016	02/01/2017	5,000,000	Each Claim
							5,000,000	Aggregate

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Re: Master Services Agreement
Additional Insured on General Liability, Auto & Excess and Waiver of Subrogation on General Liability & Excess: Florida Municipal Power Agency their employees, directors and officers

CERTIFICATE HOLDER

FLORI-8

Florida Municipal Power Agency
8553 Commodity Circle
Orlando, FL 32819

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Kyle Saich

PROPOSAL SUBMITTED IN RESPONSE TO RFP

May 25, 2016

Florida Municipal Power Agency
First Floor Conference Room
8553 Commodity Circle
Orlando, Florida 32819

Re: T&D Construction and Maintenance Services, FMPA RFP 2016-202
Michels Bid No. 16-449

Michels is pleased to offer this proposal for Removal and replacement of wood, concrete or steel distribution and or transmission poles (including hardware). Upgrade existing transmission or distribution lines; replace or upgrade overhead and padmount transformers; construction and installation of new distribution/transmission lines; construction/upgrade of utility infrastructure.

Clarifications:

- Material provided by Customer shall be available at the start of construction or per the agreed upon project schedule. Any delays in the receipt of material and equipment not provided by Michels will result in additional cost and time due to schedule interruption, for which Michels shall be entitled to a change order.
- All necessary environmental plans will be furnished by the Customer.
- All permits, including environmental permits, shall be provided by the Customer unless otherwise indicated in Michels' proposal. Once specific environmental permits are available, Michels has the right to review/analyze such permits and negotiate any conditions that were not addressed in bid documents. Bid assumes that environmental permits will not limit the time of year during which clearing or construction can be conducted.
- Customer will provide Michels with copies of all applicable federal, state, and local environmental permits and plans. If requested, Customer will also provide copies of the permit applications.
- Michels shall have no liability or responsibility for any hazardous or contaminated materials, including the release or disturbance of same, that Michels did not bring to the job site, including any hazardous or contaminated materials that existed in, on, under, adjacent to or about the job site prior to the start of Michels' work.
- Michels reserves the right to review any documents not currently provided or updated and make adjustments in the scope of work, pricing and schedule in accordance with any changes or updated documents.
- If a performance bond is required on individual projects the cost will be a pass through to the Owner.
- This Proposal dated May 27, 2016 shall be fully incorporated by reference into any final agreement between Customer and Michels for the work described herein.

Michels Power has the experience and resources to complete your project and we look forward to working with Florida Municipal Power Agency. Please feel free to call Tyler Radl at 920-539-9342 if you have any questions regarding this Proposal and clarifications. This Proposal is valid for 60 days.

Sincerely,
MICHELS POWER

Mark Harasha
Senior Vice President

ABOUT OUR COMPANY

A. Introduction

Michels Corporation is a family owned utility construction company headquartered in Brownsville, WI, and ranked #33 in ENR magazines Top 400 Contractors in North America. Michels has regional offices across North America and we are able to self-perform more than 90% of all electrical utility construction including full-service transmission and substation construction and maintenance through 500kV. The few specialty items that we subcontract are fencing, bus welding, right-of-way clearing, landscaping, testing/commissioning, rebar tying and helicopter work. These are items which are done more efficiently and cost-effectively by firms specializing in those services. We subcontract local resources, seeking out qualified diverse businesses whenever possible and cost-effective.

Michels has 14 operating divisions, including Power, and two related companies. Those other divisions and related companies perform pipeline construction, cured-in-place and sprayed-in-place pipe, horizontal directional drilling, foundation construction, wind energy construction, construction of pipelines, water mains and storm and sanitary sewers, designing and installing communication networks, road building, concrete paving, aggregate production, custom building and landscaping stone, pipe fabrication.

Michels Power is distinguished by its commitment to provide safe, quality, full-service electric utility construction throughout the United States. In addition, we supply emergency and storm response to utilities, municipalities, cooperatives and more.

B. Form of Ownership/Structure

Michels Corporation is a privately-held, family-owned Corporation incorporated in the State of Wisconsin on February 18, 1960.

C. Company Officers

Ruth L. Michels – Chairman of the Board
Patrick D. Michels – President, Chief Executive Officer and Treasurer
Brian P. Johnson – Executive Vice President and Secretary
Kevin P. Michels – Vice President and Assistant Secretary

D. Employees

Our staff increases or decreases based upon workload. As a corporation Michels employs 5,000-6,000 people per year. Currently, the Power Division employs the following personnel.

Title	Quantity
Sr. Vice President	1
Vice Presidents	4
General Managers	5
Administration Managers (office, yard/shop)	4
Administration	25
Senior Managers	5
Project Managers/Estimators	27
Project Engineers	23
Utility Consultants	2
Safety Managers	4
Safety Personnel	20
Office Subtotal	**120**
Construction Managers	4
Superintendents	10
General Foremen	31
Foreman	93
Journeymen	176
Hot Apprentices	45
Cold Apprentices	49
Operators	51
Groundmen	21
Field Subtotal	**480**
TOTAL POWER EMPLOYEES	**600**

E. Safety

Michels approach to safety is to implement a safety culture that consistently drives our journey to zero incidents. Michels Safety Program establishes minimum standards to prevent hazardous exposures to personnel and ensure compliance with the applicable regulatory requirements. It is designed to help ensure that work is performed safely by qualified workers who are trained and provided with the appropriate safe work procedures, protective equipment and other controls. The corporate program is supplemented by Michels Power's safety rule book specifically dedicated to electric utility construction. This book was created for the protection, guidance, and benefit of each and every Michels Power employee. The main goal is to give guidance on what rules need to be followed. These rules meet or exceed guidelines of the Occupational Safety and Health Administration (OSHA), National Electric Safety Code and applicable state and federal regulations.

Below is a summary of Michels Power's safety statistics. These are not corporate figures; these are division-specific figures.

Safety Indicator	2015	2014	2013	2012	2011
EMR	0.66	0.73	0.72	0.75	0.77
TRIR	1.69	2.15	2.94	3.63	5.68

F. Parent Company & Affiliates

Michels Corporation has 14 operating divisions. Other affiliates include one related entity, Mi-Tech Services and Michels Canada Co. which is a subsidiary of Michels Holdings, Inc. These divisions and related companies perform:

- Substation civil and electrical construction
- Overhead and underground transmission and distribution civil and electrical construction
- Foundation construction
- Designing and installing communication networks
- Horizontal directional drilling
- Pipeline/station construction
- Water mains, storm & sanitary sewers
- Cured-in-place and sprayed-in-place pipe
- Pipe fabrication
- Road building
- Concrete paving;
- Complete wind farm construction
- Surveying, engineering, and right-of-way establishment
- Dewatering
- Crushed aggregates
- Custom building and landscaping stone

G. Office Locations

Corporate Headquarters: Michels Corporation, 817 West Main Street, Brownsville, WI 53006

Michels Power Offices:
1775 East Shady Lane, Neenah, WI 54956 (main power location)
944 Pine Street, Paso Robles, CA 93446
1737 Marion Airport Road, Marion, IA 52302
9433 Dowcor Lane S.W., Tumwater, WA 98512
7435 Allentown Blvd., Harrisburg, PA 17112
5870 Fisher Road, E Syracuse, NY 13057
21 Mohawk Trail, Suite, Box 13 Greenfield, MA 01301
2514 South M 76, West Branch, MI 48661
22100 Pillsbury Ave, Lakeville, MN 55044

H. Contractor's Licenses

Michels is licensed to transact business in all fifty states and Washington D.C. Additionally, we hold state contractor's licenses in the majority of states covering a wide range of classes and disciplines. License numbers and/or copies of licenses that may be required to qualify for a specific project or work program can be provided upon request.

I. Services

For more than 65 years, Michels Power has been constructing and maintaining electrical infrastructure to 500kV. Our services include:

Overhead Transmission Line (voltages through 500kV)

- Lattice Tower Construction
- Wood & Steel Pole Construction
- Foundation/Caisson Construction
- Line Relocations
- Reconductoring/Upgrades
- Engineering, Procurement, Construction (EPC)
- Fiber Optic Installation
- Live Line Work & Barehand
- Complete Turnkey Projects Including Survey & ROW Services
- General Maintenance
- Emergency/Storm Response
- Rock Drilling (air-assisted hammer drills)
- Experts in Environmentally Sensitive Installations
- Supply & Install Swamp Matting – Wood or Polymer

Underground Transmission Line

- Terminations
- Directional Drilling
- Duct Packages
- Rock Installations
- Environmental Sensitivity

Overhead Distribution Line

- Complete Design/Build
- Complete Turnkey Projects Including Survey & ROW Services
- New Construction & Rebuilds
- Voltage Conversions
- Road Move Projects
- Fiber Optic, CATV, Phone Installation or Transfers
- Emergency/Storm Response
- Vacuum Excavation
- Rock Drilling (air-assisted hammer drills)
- Energized Work (gloving & hot stick)
- Line Extensions
- Experts in Environmentally Sensitive Installations
- Supply & Install Swamp Matting – Wood or Polymer

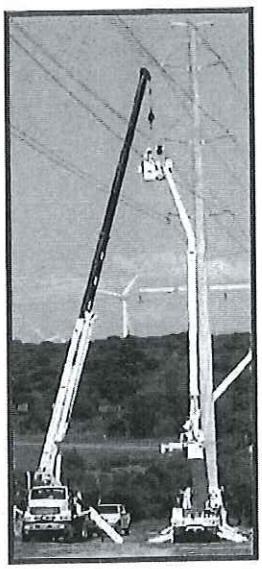
Underground Distribution Line

- Terminations
- Complete Turnkey Projects Including Survey & ROW Services
- Directional Drilling – Small, 2" diameters to Large, 60" diameters

- Vacuum Excavation
- Duct Packages
- Rock Installations
- Fiber Optic, CATV, Phone Installation or Transfers
- Experts in Environmentally Sensitive Installations
- Switching & Cutover Operations

Substations

- Engineering, Procurement, Construction (EPC)
- Site Survey & Preparation
- Below Grade Installations for Grounding & Cable Raceway Systems
- Foundations – both Flat Slab & Drilled Piers including Rock Drilling
- Structure Assembly & Erection – Lattice/Tubular
- Tubular Bus Installation – Welded – Compression – Mechanical
- Strain Bus Installations
- Power Equipment Installation
- Control Wiring – Copper & Fiber
- SCADA/RTU Installations
- Electromechanical or Solid State Control Systems
- Control Building Construction
- Testing & Commissioning
- Transmission Substations to 500kV
- Transmission Switch Stations to 500kV
- Distribution Substations



T&D Construction and Maintenance Multi-Year Contract

May 27, 2016

Michels Power, a division of Michels Corporation
1775 East Shady Lane, Neenah, WI 54956
T 920.720.5200 F 920.720.5214 www.michels.us

EXECUTIVE SUMMARY

Michels is a diversified utility contractor with more than 5,000 employees, more than 9,000 pieces of equipment, and full-service maintenance yards and facilities located throughout North America. We've built transmission lines, distribution lines, and substations across every type of terrain and are able to self-perform 90% of most projects, including access roads, foundation construction, structure erection, stringing and OPGW installation.

Michels Power is uniquely qualified to successfully complete the RFP requirements for several reasons:

- Michels is committed to **SAFETY**—our extensive list of successfully completed projects is proof of this.
- Michels is committed to **QUALITY** workmanship—we have developed an uncommonly honorable reputation from our attention to detail and our goal to exceed client expectations.
- Michels is committed to staying on or ahead of **SCHEDULE**—we have an excellent track record of on-time deliveries and project completion.
- Michels is committed to delivering **VALUE** to the client—we frequently develop innovative, cost-effective solutions that give the client equal or superior quality.

SAFETY FIRST - ALWAYS

Michels Power consistently enforces thorough and sensible safety guidelines at all of our facilities and on every job. These guidelines are implemented as follows:

- *Personnel* – Michels employees utilize the best tools, equipment, information, and training to perform their work safely and effectively. We use these high quality resources to ensure that all employees have the knowledge and means necessary to perform their job as safely as possible. We accomplish this goal by hosting on-site daily job briefings (plan-of-the-day), weekly safety meetings, and regular safety checks.

- *Public* – The residents of neighboring communities are often not factored into the safety plan for construction projects, but Michels recognizes the important role the public plays in any construction project. We also understand that members of the general public are much more vulnerable to unsafe worksite conditions, and that is why we expend great effort to safeguard the public from the jobsite hazards. By doing so, we not only prevent harm to local residents and bystanders, but we protect our company's and our client's reputation.

- *System* – By utilizing safe construction and operation techniques while building and installing the system, we not only protect the people working on the system, but we also protect the system itself. The successful completion of a project hinges on steady, consistent progress, with minimal setbacks. We avoid setbacks caused by damage to the system by avoiding installation short-cuts or other techniques that are inconsistent with power systems construction best practice.

- *Environment* – A project site that is safe for workers is one that is also safe for the environment. Michels implements strict environmental guidelines to minimize the sediment loss, loose debris, and pollutant transport on the jobsite. These guidelines are in place to ensure that worksite environmental hazards do not negatively affect the workers on site and the surrounding communities and ecosystem.

PERFORMANCE

Michels pursues the successful completion of all of our construction projects with a dual-faceted approach: *communication* and *action.* These two concepts are equally essential for efficient performance on the jobsite, and are equally valued by all members of the Michels organization. Without frequent, clear *communication*, misguided or unguided action can be inefficient; even counterproductive. And without efficient, appropriate *action*, all the communication in the world will not complete a project. The project managers at Michels ensure that all workers from all trades and all subcontractors are well-informed of the expectations outlined in the contract documentation. Our project managers communicate this information before starting the project, and reinforce it with daily and weekly project update meetings. QA/QC personnel regularly inspect the completed portions of the work and will actively communicate their observations to project managers in a timely manner. Project managers then communicate project progress reports to, and seek input from, designated representatives of the owner and efficiently implement any changes to the plan of action, if necessary. This consistent, two-way communication ensures that all stakeholders are aware of the status and the current plan of action for successful completion of the project.

VALUE

Any qualified contractor can complete a project. The advantage of choosing Michels, an experienced contractor with an unparalleled reputation for quality, is that we see what other contractors do not see: value. We call upon our decades of experience to uncover opportunities to provide the owner with an equal or superior product while expending fewer resources and minimizing project costs. This principle of value-focused construction performed by an organized team of professionals is what separates us from our competition; and it is what provides our clients with peace of mind and a superior finished product.

MANAGEMENT PHILOSOPHY

Introduction

Michels firmly believes in our ability to manage the full scope of this partnership and has successfully provided multi-year contractor of choice services too many utility companies throughout the United States. This experience has allowed us to work together on countless occasions to resolve any issues that typically can be encountered throughout the life cycle of a unit based contractor. Through this document, it is our intention to show how Michels has worked with other companies and how it translates into meeting the expectations put forth in this RFP.

With our management in the field, Michels focuses on providing a quality product while consistently meeting the performance measures that are outlined in the RFP.

Company Overview

Michels Corporation is a family-owned and operated, privately held company headquartered in Brownsville, WI, where it was founded in 1959. Michels was formally incorporated in 1960 as Michels Pipeline Construction Inc. and officially changed its name to Michels Corporation in 2000 to acknowledge its diverse menu of services and expanding client base.

In 2010, a corporate restructuring was completed that resulted in the formation of Michels Holdings Inc. to act as the parent company to Michels Corporation and other entities. However, because the Michels family owns Michels Holdings Inc., the day-to-day operations and management of Michels Corporation remains unchanged.

Michels Power, a division of Michels Corporation, is distinguished by its commitment to provide safe, quality, full-service electric utility construction throughout the United States. We construct and maintain substations, distribution, and transmission infrastructure to 500kV. Michels Power provides these services in addition to emergency and storm response to utilities, municipalities, cooperatives and more.

Michels Corporation has a total of 18 operating divisions. These divisions and related companies perform:

- Substation civil and electrical construction;
- Overhead and underground transmission and distribution civil and electrical construction;
- Foundation construction;
- Designing and installing communication networks;
- Horizontal directional drilling;
- Pipeline/station construction;
- Water mains, storm & sanitary sewers;
- Cured-in-place and sprayed-in-place pipe;
- Pipe fabrication;
- Road building;
- Concrete paving;

- Complete wind farm construction;
- Surveying, engineering, and right-of-way establishment;
- Dewatering;
- Crushed aggregates; and
- Custom building and landscaping stone.

Transmission and Distribution Experience

Michels Power has been performing, energized and non-energized, transmission and distribution maintenance and construction since 1949 when it began as Superior Electric Company. In 1997 Michels acquired Superior Electric and changed the name to Michels Power.

We've built transmission lines and substations through 500kV across every type of terrain and are able to self-perform 100% of electrical work and more than 90% of other scopes for most projects including access roads, foundation construction, structure erection, stringing and OPGW installation.

Number of employees

Our staff increases or decreases based upon workload. As a corporation Michels employs 5,000-6,000 people per year. *Currently, the Power Division employs approximately 650 field and office employees.*

Competitive Advantages

Michels is a family-owned corporation that promotes forward thinking at all levels of the project to identify cost saving initiatives and innovative solutions, for both the owner and Michels, in order to cultivate an environment of a long-term partnership, instead of a one-time project/customer relationship.

The key differentiators of Michels Corporation are:

- **Culture** – collaborative, open and innovative culture based on integrity, trust and respect. We will form one team with the FMPA for seamless operations.
- **Safety track record** – at Michels we understand that achieving zero incidents requires an absolute commitment from the Michels Family through Field Personnel.
- **Unparalleled financial strength** – Michels reinvests more than 80% of all profits back into the business. Based upon Michels' long history, vast experience and financial strength, we currently have no specific limitations to our bonding capacity.
- **Range and depth of resources** – the staff and management employed by Michels represent some of the most experienced and talented professionals in the industry. We have access to and the ability to retain quality craft personnel to meet the needs of the project, and our equipment fleet is diverse, modern and exactingly maintained.

- **Proven project execution track record** – Michels Corporation has never failed to complete a contract and we are fully committed to devoting every required resource to get the job done for FMPA. Our interest is in long-term relationships and sustainable profits.

- **Ability to execute swift decisions** – as a private company, Michels managers have the rare ability to reach our executives with a phone call to resolve issues critical to job and customer success. Our President and leadership team are involved and committed to project success.

- **Experienced Leadership** – Michels Power team is experienced in transmission, distribution, underground and substation construction which we continue to successfully execute nationwide. We also have 18 other operating divisions with experienced leadership in foundation, wind, pipeline, tunneling and highway construction to name a few.

Value Added Services

Michels offers a variety of value-added services. As a multi divisional corporation we have the unique ability to reach out to numerous people with utility infrastructure backgrounds to solve and circumvent constructability issues.

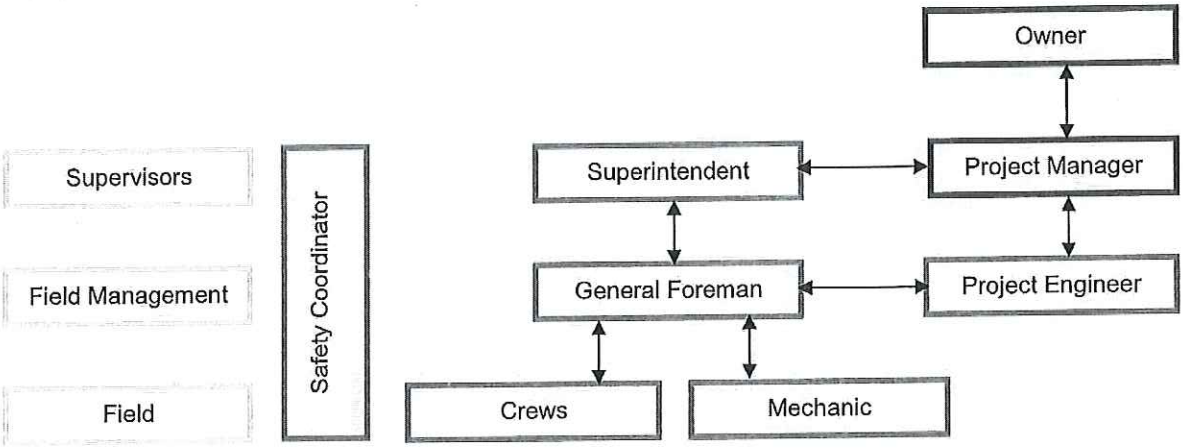
Specific value-added services range from matting supply, to material supply, to engineering. The majority of these services are run through Mi-Tech Services who has more than 100 field technicians, GIS professionals, surveyors and project managers across the country. Michels Power and Mi-Tech have successfully partnered together to complete many projects around the country. Some of the value-added services Michels offers are:

- Underground construction
- New service installations
- Gas
- Distribution design
- Pole loading calculations (OCALC)
- Aerial and underground design
- Pole inspections
- Line inspection
- ROW acquisition
- Permitting (traffic control, county, state, etc.)
- Joint use auditing/management

In addition to the services listed above Michels owns its own machine shop staffed with engineers. These engineers provide Michels the advantage of taking people's ideas regarding tool or machine improvements from ideas to field with a quick turnaround.

Organization Chart for Typical Line Project

Below we outline the basic organizational structure of the project management structure:



Lay Down Areas/ Material Management

Michels has recognized the importance of having permanent yards associated within the contract area to centralize management resources, equipment and tooling. Also, depending on the yearly or project specific demands, Michels routinely establishes and manages temporary laydown yards for material deliveries, and crew show-ups.

The following items are included in our laydown site selection and evaluation process:

- Review of ingress and egress capabilities for material trucks delivering to the yard including review of all local and county road restrictions as well as spring-time weight limit restrictions.
- Review of local environmental conditions and regulations to determine whether any special-use permitting related to watershed is required.
- Review of local tax requirements to determine if a city tax will be assessed to any materials being delivered to that location.
- Evaluation of site-specific security concerns related to potential theft and vandalism; our typical security measures include chain-link fencing of the site and temporary lighting, while some require dedicated security cameras and live security personnel.

Once a site is selected, a lease agreement will be established between Michels and the landowner. The lease agreement will specify the site limits, electrical usage charges (if applicable), and lease durations. Insurance requirements will be reviewed to verify compliance with Michels and Owner requirements.

MANAGEMENT OVERSIGHT/REPORTING

Michels uses COINS accounting system for the majority of its financial and accounting functions. Depending on the type, size, and complexity of a particular job, a variety of cost codes can be created to properly track and record different types of work, invoicing requirements, and any changes in scope that may have to be performed. Our cost-coding system ensures that we are accurately tracking our field production and invoicing our clients on time and in the manner required by our contract.

Internal and external pre-construction meetings are ways in which we enhance the understanding of all involved with the project and align our means and methods with our customers' needs. We find these meetings to be an invaluable tool for the success of a project. In addition to the pre-construction meetings, regularly scheduled progress meetings throughout the course of the project keep the lines of communication open and allow any scope or schedule changes to be addressed as they occur. The frequent and open communication results in a "no surprises" environment, a critical element to the success of a mutually beneficial owner-contractor relationship.

To further foster communication, Michels is enhancing our internal SharePoint server software. This custom portal creates a single document, task and communication point for monitoring job progress and maintaining accountability. This allows us to react quickly and comprehensively to potential issues or changes in schedule.

Our fleet information has been integrated into Fleet Focus software to track work and maintenance history. All Michels Corporation vehicles are equipped with GPS transponders to instantly identify idle equipment for removal from the project site. Furthermore, it allows us to maximize our ability to schedule equipment resources efficiently, thereby reducing cost and enhancing crew productivity.

Michels Corporation maintains a robust and flexible suite of project and cost management software to which our skilled project managers and support staff are trained and adaptable. If, however, we identify a gap in our capabilities where an investment in new software and equipment may improve our interaction with our project partners, our dedicated IT staff will acquire the necessary materials while our project and support staff are trained in the new system.

Project Process

Michels will be involved in every phase of the construction process from pre-design meetings all the way through post construction and reconciliation meetings.

Below we outline the process that is followed on a typical construction project.

Estimating

Below is our typical approach to estimating a typical project. We will adjust this process as needed based on particular project requirements. This process is employed on every project we construct.

1. Bid request received from customer
2. Unique ID number assigned
3. Project reviewed by Senior Manager for
4. Ability to meet customer requirements
5. Available resources
6. Estimator Assigned
7. Site Visit by Estimator (with Owner rep if possible)
8. Detailed material and task takeoff performed
9. Key risk factors identified
10. Access
11. Material
12. Technical difficulty
13. Terrain,
14. Soil conditions
15. Material and subcontractor quotes solicited
16. Determine price based on known production rates, quantified risk, market factors
17. Proposal review between Estimator and Senior Manager

For our customers with whom Michels Corporation has a long-term contract (i.e. Blanket Contract, Master Services Agreement, Alliance, Contractor of Choice, etc.), we often have Unit or Labor & Equipment rates contracted. Since these rates are already established based on an agreed-to volume of work and anticipated regional conditions, we are able to very quickly assemble estimates based on the defined project scope. These estimates are then reviewed between the project estimator and the owner's representative prior to a work order being issued

Pre-Construction Meeting

Following project notification, Michels will drive the line and develop a manpower and equipment plan to effectively meet the defined scope requirements. Michels Project Manager, Project Engineer, Superintendent, General Foreman, and Safety Coordinator will meet to develop a construction plan, which in turn, will allow for production of estimated costs through the already established units. Michels uses an estimating process involving units and a point-by-point basis which outlines each section of the project allowing us to track the project on a percentage basis as it progresses. This also allows for quick change order creation (within each point) and notification because there are pre-established units.

Prior to the start of the project Michels intends to have preconstruction meetings with FMPA regardless of project size. At this meeting, open issues can be addressed and the project schedule and budget can be discussed and finalized. This meeting will also be used as the time to discuss project laydown location, set up facilities, and establish required subcontractors.

Along with the preconstruction meeting, the General Foreman and the Crew Foreman drive out the job to complete a Pre-Task Hazard Analysis form.

During Construction

Once a plan is documented and agreed upon by Michels and FMPA, mobilization of equipment and manpower can begin. Through the planning process, schedule layout, and adequate notification of projects, we can make sure that proper equipment and tooling is in place.

All levels of Michels' personnel are expected to work closely with each other to complete a project. Specific job responsibilities are outlined by job title as follows:

Project Manager

1. Act as single point of contact for the project
2. Conflict resolution and documentation
3. Timely invoicing/production tracking
4. Preparation of required documents
5. Setting up pre/post construction meetings
6. Filing progress reports
7. Handling customer complaints/resolution
8. Red-lining and as-built documentation
9. On site field safety

Project Engineer

1. Assist the Project Manager and General Foreman with production tracking
2. Assist the PM with invoicing
3. Documentation of day-to-day progress
4. On site field safety

Health, Safety & Environmental (HSE) Coordinator

1. Documentation and training of safety material
2. Perform field audits and observations
3. Respond to all incidents safety or environmental related
4. Deliver safety supplies and tooling to crews
5. Covering weekly safety topics with crews
6. On site field safety

Superintendent

1. Oversee labor operations and equipment
2. Manage projects through General Foremen
3. Work with Project Manager and General Foremen to make sure projects are adequately manned and equipped
4. Pre-plan upcoming projects and schedule
5. On site field safety

General Foreman

1. Oversee Foremen on projects and day to day activities
2. Layout project schedule
3. Provide required tooling and equipment to crews
4. Work with Safety Coordinator to make sure crews are following proper safety guidelines

5. On site field safety

The positions outlined above are "field" positions that will be located across the owners property. Corporate services include invoicing, subcontract set up, internal form creation, job costing, material purchasing, tooling purchasing, equipment purchasing and internal auditing processes. In order to minimize the corporate responsibilities of the General Foremen and Superintendent, communication between the field and corporate personnel is done through the Project Manager and Project Engineer. This allows the General Foremen and Superintendent to focus on crew safety and job planning.

Storm Restoration

Michels has crews across the country working on transmission, distribution and substation projects that are available for storm restoration. Michels has strong relationships with other utilities and planning measures in place that allow for easier releases if the situation arises. Estimated mobilization times will be discussed as specific situations arise; but we have consistent workforce in Iowa, Minnesota, Wisconsin, Illinois, New York, Pennsylvania, Massachusetts, Michigan and Washington. Michels can draw resources from these locations as needed.

RELEVANT EXPERIENCE

Michels annually performs extensive training nationwide throughout its operating divisions. This is an ongoing endeavor that helps Michels communicate the importance of working smart and working safely.

Michels Annual Safety Days: Each year, Michels corporate and safety staff travel the country to put on an OSHA 10-hour training and corporate training event to all field employees. This is a two day event that customers are invited and encouraged to attend.

Weekly Safety Topics: On a weekly basis, the General Foreman, Superintendent, Project Manager or HSE Coordinator presents a weekly safety topic to every crew. These topics are made from industry information, specific incidents or general safety requirements.

Ambassador Training: There are a group of Michels Project Managers and Senior Managers across the country that have been selected as ambassadors to Michels who are long standing Michels employees that are further trained in corporate and divisional policies. When a new employee is hired on at Michels, they are assigned to an ambassador who is their mentor as they start with Michels.

Michels Annual Leadership Conference: For the past 15 years, Michels has held the Michels Leadership Conference. This gathering of more than 550 of our leaders is an opportunity for our President, Pat Michels, to report on the state of the company and to reinforce his personal commitment and leadership on the topic of safety and environmental stewardship.

Field Training: All Michels' foremen complete training through the National Joint Apprenticeship Committee program. In addition to the training received through this program Michels provides annual, and as needed, training on topics including, but not limited to pole top/bucket, first aid/CPR, forklift, proper care of PPE, electrical safety, grounding and more.

Annual Divisional Training: Each winter, our safety, environmental, risk management and human resources teams visit our divisional office locations across the United States to train our personnel on industry developments, company policy and safety, and environmental initiatives.

New Hire Orientation: Upon hire, each employee is required to complete Michels Power's New Hire Orientation which is hosted by an HSE Coordinator or General Foreman and includes the following topics:

- The company and its capabilities, including Michels' other divisions
- Michels involvement in the Electrical Transmission & Distribution Partnership which is a group of IBEW union members, electrical contractors and OSHA professionals that meet to determine best industry practices.
- The Michels power behavior based and stretching programs
- Daily DOT and jobsite paperwork requirements
- Incident reporting and investigation procedures
- Basic safety requirements and expectations in the field to include but not limited to:
    - Equipment operation

- Fall protection
- DOT requirements
- Environmental compliance
- Personal protective equipment requirements

- Each employee takes several section quizzes to ensure competency

Supervisor Training: Upon hire or promotion, each supervisor is required to complete Michels Power's Supervisor Orientation which is hosted by an HSE Coordinator and includes but is not limited to the following topics:

- Behavior Based Safety Training
- Attributes of a good supervisor
- Communication techniques
- Roles and responsibilities for the following:
  - Incident reporting requirements and protocol
  - Stretching program
  - Daily DOT and jobsite paperwork requirements
  - Equipment operation
  - Fall protection
  - Environmental compliance
- Personal protective equipment requirements

Program Implementation

Employing HSE Coordinators that also are trained to be trainers allow us to administer many of the programs right in the field. The HSE coordinators work with the crews on a daily basis to follow up on paperwork, complete safety audits and communicate new tools/working techniques. These coordinators also provide another set of eyes into the field.

On a daily basis, HSE Coordinators, Project Managers, Project Engineers, General Foreman and Superintendents all are required to review and sign into the crew tailboard when visiting a project site. This requirement gives each member of the construction team an insight into what type of work the crew is performing and allows him/her to make sure that there is a plan in place and that the plan is being followed.

HSE Coordinators travel from crew to crew. If they hear about a new tool or piece of equipment that could potentially make the task safer, they bring it to the Superintendent and Project Manager to further review and potentially purchase. If it becomes something that could benefit employees across the country, it is brought to the attention of the Michels Safety Council which meets via conference call once a week to discuss safety across the country.

Union Relationships

Michels has an extensive history of working with unions on both the local and national scale along with apprenticeship committees across the country. Senior Vice President, Mark Harasha is a member of the Advisory Committee for the Electrical Distribution Program at Moraine Park Technical College and the Missouri Valley Local 55 Joint Apprenticeship Training sub-committee. Also, between Troy Schneider and the other Vice Presidents and General Managers, we are a part of the following boards: National Electrical Contractors Association (NECA), Electrical Industry

Crane Association (EICA) and multiple Joint Apprenticeship Training sub-committees. Representation on these committees keeps us in tune with what is happening across the country.

Labor Accountability

Across the country, we have been working with unions on the specific goal of accountability. With the work spread across the county, it has been difficult to hold linemen and apprentices accountable because they are able to get themselves reassigned as soon as they are terminated for cause. We have found that the success of accountability varies by employee, therefore we base accountability on our relationship with the employee. We evaluate what the most effective way to hold them accountable will be and we use the incident as a learning experience for that specific crew and all Michels' employees.

Accountability may include: days off without pay, community service, talking in front of an apprenticeship class, speaking about the incident at a union meeting, not getting referred out by the union hall for so many days, performing rework without pay, sharing the specifics of the incident on the Michels Power national safety call, missed per diem or a variety of other things that "hits home" with that specific employee. Each case is very different and it is important that each scenario is addressed differently depending on the situation and employee. Below is a specific example of how we implemented this process for an injury involving a groundman, two apprentices and journeyman lineman in another part of the country:

Having a strong working relationship with the union allowed Michels to work with these employees and make a learning experience out of a very dangerous situation. Both apprentices have been working for Michels since and have been doing a great job watching out for each other and performing work safely. We will continue to work with both locals to continue development of our accountability program.

SUBCONTRACTING

Michels Power, like the other Michels Corporation divisions, has the ability and resources to self-perform 100% of electrical scopes and more than 90% of other construction activities, including landowner contacts, surveying, right-of-way establishment, road building, site work, foundations, substation, transmission and distribution work. In addition to being completely self-sufficient in electrical contracting, we are in a unique position to call on other Michels divisions to perform services not included within the scope of a typical electrical construction project.

A few of the specialty items that we subcontract are fencing, bus welding, right-of-way clearing, landscaping, testing/commissioning, hydro excavating, rebar tying and helicopter work. These are items which are done more efficiently and cost-effectively by firms specializing in those services. We have relationships established with several highly qualified subcontractors, all of which are/have been subject to a prequalification process based on several factors including safety, environmental records and financial stability. All subcontractors will be run past FMPA for approval and whenever possible, we seek the services of qualified diverse firms. Any scope of work that will require use of subcontractors will be competitively bid. Along with our own subcontractor vetting process, we will work with FMPA to make sure companies meet ISNetworld regulations and do our best to support diverse spend.

EQUIPMENT

Overview (Own vs. Lease)

Michels Corporation believes in owning, rather than renting, equipment. Consequently, our fleet of more than 10,000 pieces of equipment ensures that we have the bucket trucks, diggers, drilling equipment, lifts, cranes, pullers, tensioners and other specialty equipment to meet the needs of all of our customers' projects. The average age of this equipment is approximately 8 years.

Rental equipment is used for short durations/specialty needs, examples include: CATS, skid steers and ATVs. We also rent to allow for maintenance time on Michels' equipment.

Maintenance Programs

Michels' vehicle maintenance is tracked and initiated utilizing a software program by AssetWorks, called Fleet Focus. Fleet Focus is a program providing complete vehicle equipment life-cycle management, including budgeting, acquisition, capital improvements, campaigns, and disposal management. Using Fleet Focus allows us to monitor vehicle maintenance electronically so that all vehicles receive the required preventative maintenance.

Other benefits of Fleet Focus include; shop scheduling, warranty and claims tracking, purchasing and parts inventory management, technician training and certification management, accident repair tracking with subrogation claims management and key performance indicator (KPI) dashboards.

Local Maintenance

Michels has highly trained, heavy-duty, vehicle mechanics stationed coast-to-coast at our office locations in addition to some with project-based assignments. Michels has ability to make local mechanic assignments based on long-term contract projects, especially for contractor of choice agreements. These mechanics will be responsible for the overall vehicle maintenance of the equipment assigned to a specific project and division.

Michels has a number of national accounts which can be used to supplement the locally-based mechanics. These resources include Dueco, Altec and CAT.

Equipment Breakdowns

Michels handles break downs first by sending the local mechanic to do an assessment of the vehicle and identity the level of repair required to place the vehicle back into service. If the mechanic cannot repair the vehicle in the field it is sent to a shop for proper repair. During that down time a spare vehicle will be dispatched from the closest equipment yard to the job site. If a spare vehicle is unavailable, or not local, we will utilize one of our national equipment rental accounts to acquire the vehicle until the original is returned from the shop.

MICHELS POWER

a Division of Michels Corporation

May 24, 2016
Labor Rates

Florida Municipal Power Agency
8553 Commodity Circle
Orlando, FL 62819

Attn: Sharon Smeenk
Re: T&D Construction and Maintenance Services, FMPA RFP 2016-202

May 25, 2016 to August 31, 2016

These rates include payroll, taxes, and insurances, including workmen's compensation, bodily injury, property damage, and Federal and State Unemployment. They also include Social Security, Medicare, and all Union benefits, including Lineco, National Electrical Benefit Fund, and National Electrical Annuity Plan, or similar benefit plans.

Classification	Straight Time Per Hour	Time & One Half Per Hour	Double Time Per Hour
SUPERINTENDENT	103.90	148.87	193.83
MECHANIC	72.42	102.90	133.38
STORM COORDINATOR	72.42	102.90	133.38
SAFETY COORDINATOR	59.96	84.71	109.45
GENERAL FOREMAN	81.60	116.31	151.01
FOREMAN	78.32	111.52	144.71
JOURNEYMAN	71.76	101.94	132.12
HEAVY EQUIPMENT OPERATOR	71.76	101.94	132.12
OPERATOR	58.65	82.79	106.93
CABLE SPLICER	75.04	106.73	138.42
GROUNDMAN/TRUCK DRIVER (OVER 1000 HOUR	43.56	60.77	77.97
GROUNDMAN/TRUCK DRIVER (UNDER 1000 HOU	28.51	52.15	66.63
APPRENTICE 1ST	45.53	63.64	81.74
APPRENTICE 2ND	48.81	68.43	88.04
APPRENTICE 3RD	52.09	73.21	94.34
APPRENTICE 4TH	55.37	78.00	100.64
APPRENTICE 5TH	58.65	82.79	106.93
APPRENTICE 6TH	61.93	87.58	113.23
APPRENTICE 7TH	65.21	92.37	119.53

We appreciate the opportunity to submit our rates and look forward to working with you.

Respectfully submitted,

Mark Harasha
Senior Vice President
Michels Power
A Division of Michels Corporation

MICHELS POWER

a Division of Michels Corporation

May 24, 2016
Energized Labor Rates

Florida Municipal Power Agency
8553 Commodity Circle
Orlando, FL 62819

Attn: Sharon Smeenk
Re: T&D Construction and Maintenance Services, FMPA RFP 2016-202

May 25, 2016 to August 31, 2016

These rates include payroll, taxes, and insurances, including workmen's compensation, bodily injury, property damage, and Federal and State Unemployment. They also include Social Security, Medicare, and all Union benefits, including Lineco, National Electrical Benefit Fund, and National Electrical Annuity Plan, or similar benefit plans.

Classification	Straight Time Per Hour	Time & One Half Per Hour	Double Time Per Hour
SUPERINTENDENT	109.41	156.91	204.41
MECHANIC	76.15	108.35	140.55
STORM COORDINATOR	76.15	108.35	140.55
SAFETY COORDINATOR	62.99	89.13	115.27
GENERAL FOREMAN	85.85	122.51	159.18
FOREMAN	82.39	117.46	152.52
JOURNEYMAN	75.46	107.34	139.22
HEAVY EQUIPMENT OPERATOR	75.46	107.34	139.22
OPERATOR	61.60	87.11	112.61
CABLE SPLICER	78.92	112.40	145.87
GROUNDMAN/TRUCK DRIVER (OVER 1000 HOUR	45.67	63.84	82.01
GROUNDMAN/TRUCK DRIVER (UNDER 1000 HOU	30.08	54.74	70.04
APPRENTICE 1ST	47.75	66.88	86.00
APPRENTICE 2ND	51.21	71.93	92.66
APPRENTICE 3RD	54.68	76.99	99.31
APPRENTICE 4TH	58.14	82.05	105.96
APPRENTICE 5TH	61.60	87.11	112.61
APPRENTICE 6TH	65.07	92.17	119.26
APPRENTICE 7TH	68.53	97.22	125.92

We appreciate the opportunity to submit our rates and look forward to working with you.

Respectfully submitted,

Mark Harasha
Senior Vice President
Michels Power
A Division of Michels Corporation

MICHELS POWER

a Division of Michels Corporation

Equipment Rates

With Fuel

May 25, 2016 to August 31, 2016

Customer Name:	**Florida Municipal Power Agency**
Address:	**8553 Commodity Circle**
City, State, Zip	**Orlando, FL 62819**
Contact Person:	**Sharon Smeenk**
Project Name:	**T&D Construction and Maintenance Services, FMPA RFP 2016-202**

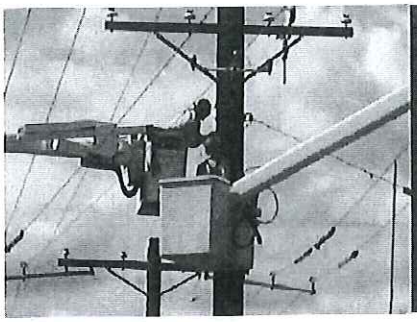
Description	Hourly Rate
UTILITY/FLATBED/DUMP TRUCK	25.31
TANDEM/DUMP TRUCK	38.38
SMALL PICKUP (0.5 TON)	15.86
MEDIUM PICKUP (0.75 TON)	19.80
LARGE PICKUP (1 TON)	20.60
VAN	12.28
BUCKET TRUCK < 48	30.48
BUCKET TRUCK - 48-60ft	40.53
BUCKET TRUCK 6X6-70FT+	43.65
BUCKET TRUCK 6X6-93FT+	81.19
BUCKET TRUCK BAREHAND 93-105 FT	110.75
BUCKET TRUCK BAREHAND 106FT	118.31
DIGGER DERRICK	43.73
DIGGER DERRICK 60-70 FT	54.61
DIGGER DERRICK 80 FT	81.68
DIGGER DERRICK - BACKYARD	30.28
DRUM PULLER - SINGLE OH OR URD	46.44
PULLER - 4 DRUM DISTIBUTION	47.85
PULLER - 4 DRUM TRANSMISSION	95.37
PULLER - V GROOVE	81.02
WIRE RACK ONE POSITION	4.43
WIRE RACK TWO POSITION	4.62
WIRE RACK THREE POSITION	8.80
WIRE RACK THREE POSITION W/HYD TAKE UP	17.12
HARDLINE PULLER SINGLE 10K-15K	103.45
HARDLINE PULLER SINGLE 20K-30K	205.86
HARDLINE 3 DRUM PULLER - TRANSMISSION	201.34
TENSIONER DISTRIBUTION	19.77
TENSIONER SINGLE TRANSMISSION	36.58
TENSIONER TRANSMISSION STATIC/OPGW	19.77
TENSIONER 3 BUNDLE TRANSMISSION	198.41
SLEEVING TRUCK TRANSMISSION	70.50
SAG CAT	113.28

Description	Hourly Rate
TRACK DUMP TRUCK - 600 TO 800	27.64
TRACK DUMP TRUCK - 1500	48.03
TRACK DUMP TRUCK - 2200	67.57
TRACK DUMP TRUCK - 3300	89.63
TRACK DIGGER DERRICK W/BUCKET 1500	77.78
TRACK DIGGER DERRICK W/BUCKET 3300	99.34
TRACK BUCKET 100'	167.79
TRACK SWAMP MASTER	63.05
CRANE - TRK MOUNTED 10 - 20 TON	37.58
CRANE-TRK MOUNTED 21 - 38 TON	64.91
CRANE-TRK MOUNTED 39 - 45 TON	93.58
CRANE-TRK MOUNTED W/ ENERGIZED ARM	97.25
RT CRANE - 10 - 35 TON	69.00
RT CRANE - 36 - 45 TON	67.70
RT CRANE - 46 - 65 TON	89.29
RT CRANE - 66 - 90 TON	116.35
RT CRANE - 130 TON	198.00
CRAWLER CRANE-40/50TON	60.28
MINI BACKHOE/EXCAVATOR	21.02
12/18MT EXCAVATOR	58.83
20/24MT EXCAVATOR	84.95
40/49MT EXCAVATOR	140.55
RUBBER TIRED EXCAVATOR	82.87
SKID LOADER	33.66
BACKHOE	33.36
BACKHOE WITH HAMMER	39.37
SMALL UTILITY TRACTOR	13.32
DIESEL TRACTOR	59.52
DIESEL TRACTOR W/CRANE OR POLE LOADER	52.15
TRAILER (POLE DISTRIBUTION, FRAMING, COMBO)	4.70
TRAILER (WELLS FARGO STYLE SMALL JOB TRAILER)	5.23
TRAILER (2 OR 3 AXEL BACK HOE STYLE)	7.29
TRAILER (POLE TRANSMISSION)	8.87
TRAILER (SEMI - VAN AND STEP DECK)	8.42
TRAILER (LOWBOYS)	34.65
TRAILER (HOT STICK DISTRIBUTION)	8.87
TRAILER (HOT STICK TRANSMISSION 69KV-138KV)	11.00
TRAILER (HOT STICK TRANSMISSION 230KV-345KV)	15.13
TRAILER (URD SPLICE / TERM)	9.35
JD 450	31.96
CAT D5 DOZER	50.39
CAT D6 DOZER	75.22
CAT D7 DOZER	90.94
CAT D8 DOZER	147.16
MEDIUM KNUCKLEBOOM FLATBED-BRIDGETRUCK	21.38
LARGE KNUCKLEBOOM FLATBED	35.30
SCISSORS/MAN LIFT	8.95
TELESCOPIC FORKLIFT	28.85
TELESCOPIC MANLIFT - 40-70 FT	38.79
TELESCOPIC MANLIFT - Over 70FT	65.09

Description	Hourly Rate
FUEL TRUCK - SMALL	26.75
FUEL TRUCK - LARGE	64.60
WOOD MATS 8" 4'X16-18'	0.83
COMPOSITE MATS	1.17
MAT RIG/GRAPPLE	46.72
WALK BEHIND TRENCHER	8.26
SMALL RT TRENCHER PLOW	19.58
MEDIUM RT TRENCHER	30.87
LARGE RT TRENCHER	54.63
VIBRATORY CABLE PLOW 0-130 HP	36.27
VIBRATORY CABLE PLOW 131-200 HP	62.14
D7 CABLE PLOW	73.17
MEDIUM LOADER	87.99
LARGE RT LOADER CAT 980 or Equal	129.54
XL LARGE RT LOADER CAT 988 or equal	220.47
COMPRESSOR 0-250 CFM	22.03
COMPRESSOR 251-800 CFM	35.93
COMPRESSOR 801-1600 CFM	51.31
PRESSURER DIGGER - TEXOMA	81.68
WATSON 1100 DRILL	84.26
WATSON 3100 DRILL	135.72
FRAC TANK	5.02
CAMEL VAC/POT HOLER	20.53
HYDRO VAC	52.73
GENERATOR 0-10KW	7.03
GENERATOR 11-50KW	24.82
GENERATOR 51-125KW	41.43
GENERATOR 126-400KW	50.04
GENERATOR 401-1000KW	56.51
GROUND POUNDER	6.97
JUMPING JACK	4.49
PLATE COMPACTER	2.31
HYD. COMPACTOR	5.18
CLAY PLATE COMPACTOR	6.10
COMPACTOR	7.30
ATV	13.34
ATV - WITH TRACKS	14.29
ATV- 6X6 18" TRACKS	22.47
LIGHT PLANT	6.36

The above equipment rates include gas, oil, insurance and maintenance on equipment. These rates are subject to applicable State Sales Tax. All equipment is charged portal to portal plus transportation cost, if any.

We appreciate the opportunity to submit our rates and look forward to working with you.



69 KV EXPERIENCE

A SAMPLING OF OUR PROJECTS

Lycoming-Lock Haven Line—Pennsylvania
Apr 2015—present • Job 59226

Michels is rebuilding 12 miles of double circuit 69kV with distribution underbuild. In addition, Michels is responsible for the installation of environmental controls, civil/matting needs and foundations.

Customer: PPL Electric Utilities
Contract Amount: $19,000,000.00

GM 46kV Line Relocation—Flint, Michigan
Jan 2016—present • Job 59328

Michels is removing and relocating Lines 97F, 97B, 97M, 97L, & 105AL. This relocation involves the installation of 15 steel structures on foundations and 16 wood poles. Michels' crews will also be responsible for the installation of 795 ACSR conductor and OPGW static.

Customer: Consumers Energy
Contract Amount: $520,000.00

Transmission Units—Iowa
2014—present

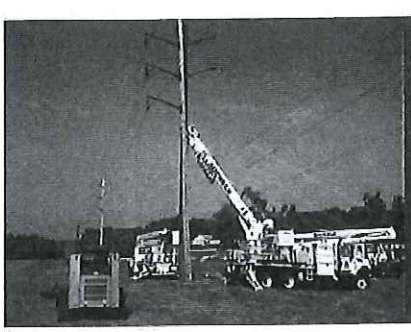
Michels was awarded this contract to perform transmission maintenance and transmission defect pole change outs on a unit price basis in all of MidAmerican Energy's work zones.

Customer: MidAmerican Energy

Transmission Live Line Pilot Program—Connecticut, Massachusetts, New Hampshire
Sep 2015—present • Job 59328

Michels is providing electrical construction and maintenance services on transmission lines under energized conditions using bare hand or hot stick techniques on voltages 69kV through 345kV.

Customer: Eversource Energy



69 KV EXPERIENCE

A SAMPLING OF OUR PROJECTS

Quad Cities Structure Replacements—Iowa
Mar 2014—present • Job 49209

On the Sub 36 to Sub 37 69kV Line Facility L11, Michels replaced three 69kV double circuit wood H-frame structures and seven wood poles, transferred underbuild, switches, devices, risers and attachments. For the Sub 42 to Southpark 69kV Line Facility M22 section, Michels replaced eight 69kV tangent structures, six deadend structures and one 3-pole deadend structure.

Customer: MidAmerican Energy
Contract Amount: $310,000.00

2014 Transmission Projects—Iowa
Jun 2014—Dec 2015 • Jobs 49198, 49242, 49243, 49244

Michels' contract includes work on four work orders: Sale Substation Exit Lines, Toddville Tap to Hiawatha, Adair REC Tap and West Knoxville REC Tap. Under these four work orders there will be a total removal of 1.52 miles of 1-phase, 2.57 miles of 3-phase and 3.3 miles of transmission line. Michels' crews will install 9.64 miles of 69kV single circuit, 1.98 miles of 69kV double circuit with single phase underbuild for 7.6 miles and three phase underbuild for 2.21 miles.

Customer: Central Iowa Power Coop (CIPCO)
Contract Amount: $4,000,000.00

Paupack to Honesdale—Pennsylvania
Feb 2014—Nov 2014 • Job 49161

Michels constructed the new 7.9 mile, Paupack to Honesdale 69/138kV section of the Northeast Pocono Reliability Project from the new Paupack Substation to the existing Dappers Substation. Lines are double circuit initially with two OPGW cables. The ROW is predominately through rural areas with diverse tree covering and rocky soil.

Customer: PPL Electric Utilities
Contract Amount: $9,000,000.00

Westgate Tap—Hanover, Pennsylvania
Oct 2014—Nov 2014 • Job 49298

Michels was contracted to replace 14 Cellon wood poles with steel poles on this 138/69kV line, replace polymer insulators and install two runs of OPGW on the Westagte Tap. Due to outage constraints all work was completed while the line was energized.

Customer: PPL Electric Utilities
Contract Amount: $538,000.00

A SAMPLING OF OUR PROJECTS

2013 W Hwy 92 Transmission—Indianola, Iowa
Jun 2014—Dec 2014 • Job 39173

The work includes construction of approximately 2.25 miles of new 69 kV overhead transmission line and approximately 650 ft of new 69 kV underground line. Michels work also includes the removal of existing overhead and underground lines to clear the area for an Iowa DOT project.

Customer: Indianola Municipal Utilities
Contract Amount: $815,000.00

Hwy 92 & I-35 Transmission Relocation—Indianola, Iowa
Apr 2014—Dec 2014 • Job 49175

Michels constructed 1.75 miles of new 69kV overhead line and removed the existing lines to clear the intersection for an Iowa DOT project. The work in Warren and Madison Counties is scheduled for completion in June.

Customer: Indianola Municipal Utilities
Contract Amount: $425,000.00

River Drive Relocation—Moline, Illinois
Sep 2014—Oct 2014 • Job 49274

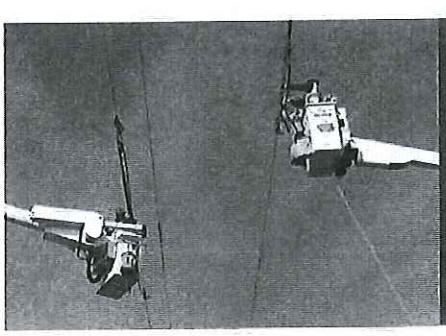
Under this contract, Michels installed seven and removed five 69kV structures and removed three and installed four distribution structures. In addition, Michels' crews installed 0.25 miles of each of the following conductor: 2-4/0 ACST 6/1 "T-2 Penguin", 336 ACSR 18/1 "Merlin", 4/0 ACSR 6/1 "Penguin" and 0.25 miles of 3/8" EHS 7 Strand "Fir" shield wire. Work was completed as part of the I-74 bridge project.

Customer: MidAmerican Energy
Contract Amount: $208,000.00

Frackville Cap Bank Relocation—Schuylkill County, Pennsylvania
Aug 2014—Oct 2014 • Job 49263

Michels was awarded this contract to reroute three transmission lines around the Frackville Substation to clear an area for future capacitor back installation. Michels was also responsible for civil work and E&S controls work.

Customer: PPL Electric Utilities
Contract Amount: $500,000.00



MICHELS POWER

69 KV EXPERIENCE

A SAMPLING OF OUR PROJECTS

Transmission & Distribution Pole Replacements—Washington
Jul 2014—Sep 2014 • Job 48332

Michels' replaced ten distribution poles and thirty 69kV poles in Thurston and Lewis Counties, WA.

Customer: Centralia City Light
Contract Amount: $140,000.00

Blair Street Transmission—Friday Harbor, Washington
Jun 2014—Jun 2014 • Job 48324

Under this agreement Michels replaced six wood poles, modified three poles with new hardware and transferred hardware and conductor on the 69kV line.

Customer: Orcas Power & Light
Contract Amount: $103,000.00

Franklin Transmission—Crawford County, Kansas
Apr 2014—Jul 2014 • Job 49221

Contracted work included three work packages: Franklin to Mulberry–Line 69.103, Franklin to Sheffield–Line 69.60, Litchfield to Marmaton Tap–Line 161.09A. From April to July, Michels constructed a total of 5.67 miles of double circuit 69kV construction with OPGW on these lines in Crawford County, KS.

Customer: Westar Energy
Contract Amount: $3,058,000.00

Long Pond Tap—Tobyhanna, Pennsylvania
Mar 2014—Jul 2014 • Job 49182

Michels' crews constructed a single circuit 69kV tap line off the Lake Naomi tap to the new Long Pond distribution Substation. Crews direct-embed seven poles ranging from 75' to 110'.

Customer: PPL Electric Utilities
Contract Amount: $165,000.00

Janesville-Black Hawk Line Rebuild—Iowa
Jan 2014—Feb 2014 • Job 49166

Michels installed and removed eighty-seven (87) 69kV wood poles, retrofit one 69kV structure and removed and installed 5.75 miles of new 2-4/0 ACSR 6/1 "T-2 Penguin" conductor and shield wire.

Customer: MidAmerican Energy
Contract Amount: $471,000.00

69 KV EXPERIENCE

A SAMPLING OF OUR PROJECTS

Craig-Cheney Line Rebuild—Sedgwick County, Kansas
Aug 2013—Dec 2013 • Job 39177

Michels' crews rebuilt approximately 8.5 miles of single circuit, single pole transmission line with 3900' of single circuit three phase distribution underbuild.

Customer: Westar Energy
Contract Amount: $1,752,000.00

Install Steel Poles—San Juan County, Washington
Jun 2013—Aug 2013 • Job 38311

Michels will assemble and install nine (9) new steel poles and remove nine (9) old wood poles, including transfer of hardware and conductor. The 69kV single pole structures range from 55' to 75' with 12.5kV underbuild. The work will be completed while the line is energized.

Customer: Orcas Power & Light
Contract Amount: $71,000.00

Lansford 69kV Transmission Tap—Summit Hill, Pennsylvania
Apr 2013—Jul 2013 • Job 39195

This project involves a 138' span tap off the Hauto Siegfried #1 69kV line to the new Lansford Sub. Michels will also rebuild the Hauto-Siegfried #1 69kV line for three poles north and four poles south of the new tap adding two LSAB switches.

Customer: PPL Electric Utilities
Contract Amount: $236,000.00

Linn-Craig 69kV Line—Sedgwick County, Kansas
Jan 2013—Jun 2013 • Job 39170

Under this contract Michels rebuilt 6 miles of single circuit single pole 69kV transmission line with a quarter-mile of 7.2kV single phase underbuild. The rebuild was constructed using one 1192.5 KCM-ACSR 45/7 "Bunting" conductor and a single optical shield wire.

Customer: Westar Energy
Contract Amount: $1,136,000.00

69 KV EXPERIENCE

A SAMPLING OF OUR PROJECTS

Factoryville 69kV Transmission Project—Bangor, Pennsylvania
Apr 2012—May 2013 • Job 39193

This contract included the installation of a single-circuit tap from the existing PPL 69kV lines to the new Factoryville Sub. Crews also installed two new steel switch poles and one new steel tap pole.

Customer: PPL Electric Utilities
Contract Amount: $186,000.00

Beacon Power 69kV Tap—Hazelton, Pennsylvania
Apr 2013—May 2013 • Job 39194

Michels constructed a new 69/138 kV Line which included reframing two existing poles, installing three new direct-embed poles and guys, one LSAB switch and 556 KCM conductor and OPGW

Customer: PPL Electric Utilities
Contract Amount: $130,000.00

69kV Pole Changeout & Maintenance—McKinley County, New Mexico
Jun 2012—Jul 2012 • Job 29314

Michels performed maintenance and approximately 170 pole replacements while this 69kV line was energized.

Customer: Continental Divide Electric Cooperative, Inc.
Contract Amount: $288,000.00

69kV Static Replacement—Denison, Iowa
Jun 2012—Jul 2012 • Job 29106

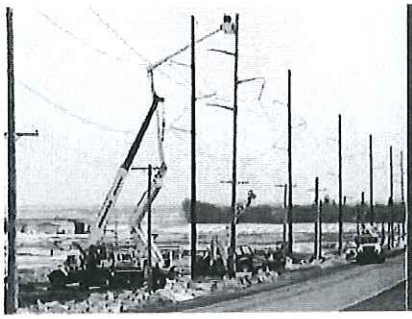
Michels replaced approximately 1.8 miles of overhead station with optical ground wire on existing 69 kV transmission line from Denison's West Receiving Sub to the South Main Substation.

Customer: Denison Municipal Utilities
Contract Amount: $90,000.00

Sub 36-37, Sub 42-Southpark, Sub 22-37 & Southpark-Sub 22, Str Replacements—Quad Cities, Illinois
Jan 2012—Mar 2012 • Job 28600

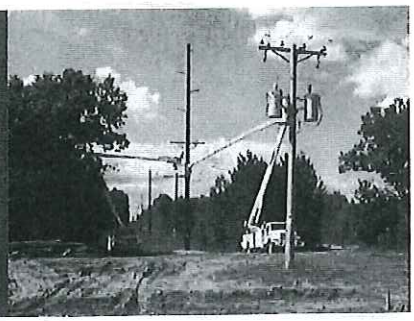
Michels installed 16 new double circuit 69 kV wood H-frame structures, two double circuit 69 kV 3-pole guyed running angle structures and one DE structure. Nineteen structures were removed and the existing wire was transferred to the new structures.

Customer: MidAmerican Energy
Contract Amount: $400,000.00



MICHELS POWER

69 KV EXPERIENCE



A SAMPLING OF OUR PROJECTS

North Baldwinville Tap—Winchendon, Massachusetts
Jan 2012—Mar 2012 • Job 28600

Michels replaced 19 wood pole structures while this 69 kV line (built for 115 kV) was energized.

Customer: National Grid
Contract Amount: $141,000.00

Malvern-Hastings 69 kV Line Lambert Ave Bridge Relocation Project 14217—Mills County, Iowa
Mar 2012—Mar 2012 • Job 29102

On this project Michels removed four existing structures and installed two new 69 kV dead end single pole structures and two deadend three-pole structures. In addition, Michels installed new conductor and shield wire.

Customer: MidAmerican Energy
Contract Amount: $127,000.00

Blackhawk—Janesville 69 kV Line Relocation—Bremer County, Iowa
Oct 2011—Oct 2011 • Job 19057

In a two week timeframe, Michels will install 13 new 69 kV structures and new shield wire, 69 kV conductor, 13 kV conductor and neutral on the Blackhawk-Janesville 69 kV line. We will also be responsible for removing 10 existing wood poles and conductor.

Customer: MidAmerican Energy
Contract Amount: $180,000.00

Pole Replacement—Port Angeles, Washington
Oct 2011—Jan 2012 • Job 19325

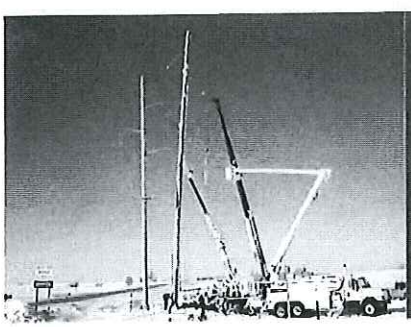
Michels contract consists of the replacement of 85 wood poles with new wood or fiberglass poles at various locations throughout the City of Port Angeles on both 15kV and 69kV transmission systems.

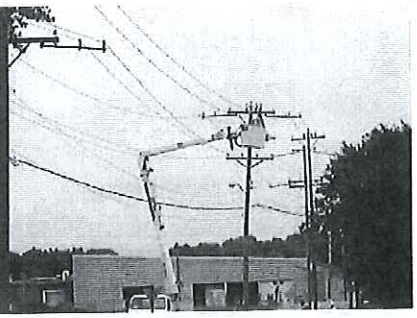
Customer: City of Port Angeles
Contract Amount: $850,000.00

Walla Walla Pole Replacement—Walla Walla, Washington
Sep 2011—Nov 2011 • Job 19343

Under 17 work orders, Michels will replace, reframe, upgrade hardware and/or straighten 19 poles on 69 and 230 kV lines. Additionally, we will replace two complete laminated H-frame structures because of severe woodpecker damage.

Customer: PacifiCorp
Contract Amount: $850,000.00





69 KV EXPERIENCE

A SAMPLING OF OUR PROJECTS

Washington Substation Transmission Line Renovation—Port Angeles, Washington
Mar 2011—Sep 2011 • Job 19312

Michels will remove and rebuild portions of the existing 69 kV transmission line supplying the Washington Substation with fiberglass poles and crossarms.

Customer: City of Port Angeles
Contract Amount: $176,000.00

Sub 56 to Sub G 69 kV Line Projects 64297 & 14054—Davenport, Iowa
Mar 2011—Present • Job 19011

Michels is installing seven double circuit tangent H-frame structures, 17 double circuit type tangent structures and shield wire dead-ends for Sub 56 to Sub G 69 kV line in west Davenport.

Customer: MidAmerican Energy Company
Contract Amount: $240,000.00

Cellon Pole Replacement—Harrisburg & Lancaster, Pennsylvania
Sep 2010—Mar 2011 • Job 09109

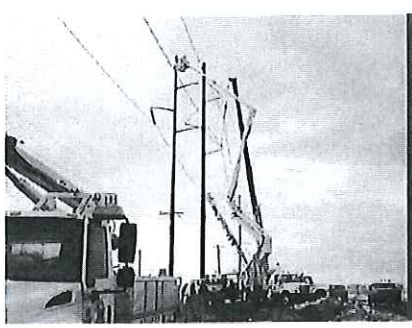
Michels replaced 200 , 69 kV and 138 kV transmission poles on a unit price basis throughout the PPL service area due to decay. In most cases, wood poles were replaced with direct embed steel poles and all work was performed under energized (hot) conditions.

Customer: PPL Electric Utilities
Contract Amount: $5,000,000.00

Derry-Millville 69 kV New Line—Bloomsburg, Pennsylvania
Jul 2010—Nov 2010 • Job 09104

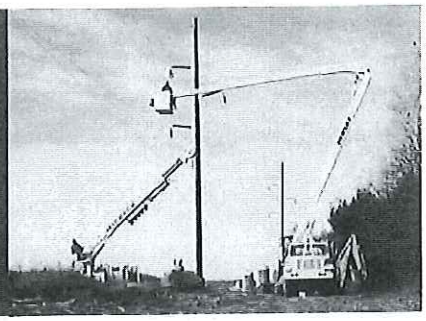
Michels constructed approximately ten miles of new transmission line on five different work orders. The majority of the line was constructed as double circuit with a 12 kV underbuild and required switches in multiple locations. Also included in Michels' contract was roadway construction, pad work and foundations.

Customer: PPL Electric Utilities Corporation
Contract Amount: $1,000,000.00



MICHELS POWER

69 KV EXPERIENCE



A SAMPLING OF OUR PROJECTS

Siegfried Quarry #1 and #2 69 kV Line—Bethlehem, Pennsylvania
Aug 2010—Jan 2011 • Job 09107

This contract included the reconductoring/rebuilding of 6.7 miles of double circuit 69 kV and required Michels Power to remove 6.7 miles of steel tower line including tower removal. In addition to the line work, Michels was responsible for sixteen steel poles foundations. FAA warning lights and markers balls will be installed on various locations throughout the line.

Customer: PPL Electric Utilities Corporation
Contract Amount: $1,983,000.00

Fox River Crossing Project—Kaukauna, Wisconsin
Sep 2010—Dec 2010 • Job 09072

One existing steel monopole structure was replaced with a new steel monopole structure and two existing steel lattice tower structures were replaced with new steel monopole structures. In addition, Michels Power removed all primary conductor, installed two new circuits of 795 kcmil ACSS Drake, a neutral, OHGW, OPGW and dampers including a 1500' span across the Fox River. Michels' contract also included three drilled concrete pier foundations.

Customer: Kaukauna Utilities
Contract Amount: $473,000.00

2009 Transmission Line Projects—Iowa
Sep 2008—Dec 2009 • Jobs 89161-89170

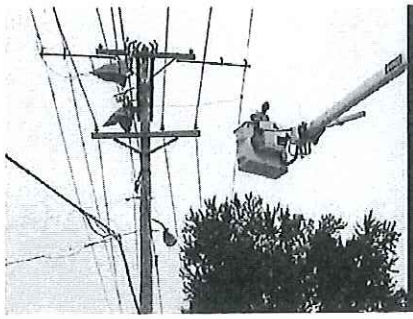
Michels Power began construction on this 41.5 miles of single and double circuit 69 kV transmission line in September 2008 and finished in December 2009. The various lines consisted of wood, laminated and steel poles; T2 "Penguin" conductor was strung. Distribution underbuild work was completed by Michels for five other utilities. Most of the material was purchased by Michels with the exception of the switches and steel and laminated poles.

Customer: Central Iowa Power Cooperative (CIPCO)
Contract Amount: $9,900,000.00

Denison 69 kV Transmission Line Rebuild—Iowa
Apr 2009—Jul 2009 • Job 99001

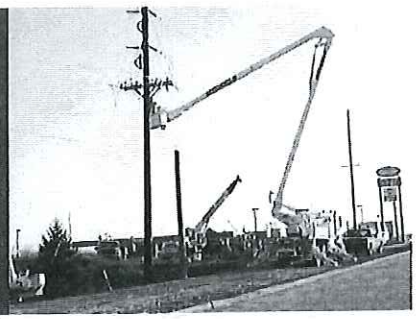
This job consisted of the reconstruction of approximately six miles of 69 kV transmission line from the Western Area Power Administration Substation to the Denison Municipal Utilities South Main Substation. Michels' work included setting poles, installing conductor and insulators and fiber. Michels' crews were also responsible for all removal.

Customer: Denison Municipal Utilities
Contract Amount: $1,040,000.00



MICHELS POWER

69 KV EXPERIENCE



A SAMPLING OF OUR PROJECTS

Phase I—two miles of 69 kV Transmission Line—Minnesota
Jul 2009—Oct 2009 • Job 99102

Michels was contracted to complete phase one of a 69 kV transmission line for People's in Rochester, MN. All work, was completed on a unit-price basis.

Customer: People's Electric Cooperative
Contract Amount: $222,000.00

Moraine II Wind Project—Minnesota
Jun 2008—Jan 2009 • Job 89079

Nearly 11 miles of overhead 34.5 kV transmission line was constructed by Michels. The line consisted of a combination of T2-795 ACSR Drake and T2 4/0 ACSR Penguin, totaling close to 200,000 feet. Michels also installed 55,000 feet of OPTGW fiber optic cable and a 34.5 kV switchyard with a six-circuit switchgear building and capacitor bank.

Customer: Iberdrola Renewables
Contract Amount: $7,318,000.00

WTP/WTT & Willmar Fiber Optic Cable Install—Minnesota
Dec 2008—Apr 2009 • Jobs 89186 & 89199

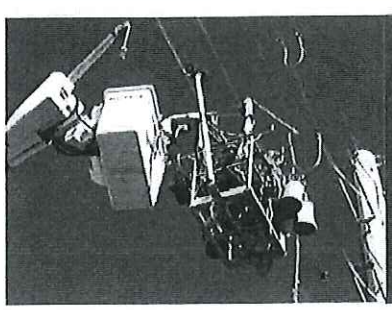
Michels constructed 0.33 miles of new single circuit 69kV transmission line with optical ground wire, rebuilt nearly four miles of existing single circuit 69kV transmission line with optical ground wire, and strung the optical ground wire for approximately 1.1 miles in addition to the approximate 4 miles mentioned above. The WTT line structure rebuilt consisted of replacing 34 structures. On the last portion of the project, Michels replaced the existing 12-fiber optical ground wires with a 60-fiber optical ground wire. Under a separate contract, Michels replaced the static on an existing 69 kV line with 1/2" OPGW fiber optic from the South Substation to Willmar Power Substation.

Customer: Willmar Municipal Utilities
Contract Amount: $600,000.00

Newport to Port Louisa 69 kV Transmission Line—Newport, Iowa
May 2008—Nov 2008 • Job 89028

Michels constructed 8.5 miles of single circuit, 69 kV transmission line strung with T2 Penguin conductor. In addition, Michels transferred primary and secondary overhead taps and transformers on nearly three miles of 3-phase, 12.5 kV underbuild belonging to Eastern Iowa Light & Power Cooperative. With the exception of wire and insulators, Michels furnished transmission and distribution material for this project.

Customer: Central Iowa Power Cooperative (CIPCO)
Contract Amount: $1,850,000.00



MICHELS POWER

115 KV EXPERIENCE

A SAMPLING OF OUR PROJECTS

V148N Reconductoring Project—North Smithfield to Lincoln, Rhode Island
Feb 2015—present • Job 69168

Michels will reconductor 4.2 miles of 115kV line from the Woonsocket Sub to Washington Street Sub.

Customer: National Grid
Contract Amount: $2,300000.00

A127/Y177 Cabot Tap Separation—Greenfield to Montague, Massachusetts
Dec 2015—present • Job 59336

The project consists of separating the existing B128 and Y177 115kV transmission lines from their present alignment on double-circuit towers onto two individual sets of towers (referred to as the A127 and Y177 Lines, respectively) that extend from a transmission tap point known as Cabot Junction to Montague Substation within the Towns of Greenfield and Montague, MA. The structures supporting the existing lines will be removed once the A127/Y177 Lines are energized.

Customer: National Grid
Contract Amount: $8,100000.00

NSTAR Line 139—Barnstable County, Massachusetts
Apr 2015—Dec 2015 • Job 59246

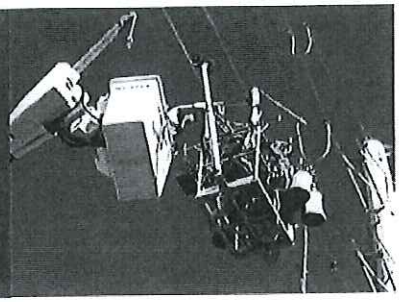
Michels installed a 115kV line between Barnstable Substation and Harwich Tap. The line will consist of 63 monopole steel structures that will be constructed in a delta configuration which will travel parallel from South to North along Lines 118 and 119 H-Frame structures (0.5 mile segment), and from west to east, Line 139 will be parallel to DCT Line 118/119 (7.3 mile segment). This line will be used to separate the Line 118/119 double circuit and provide a superior level of reliability to the Southern Cape territories. Included in this project were modifications to Line 119 at Barnstable Substation and Harwich Tap where two steel pole dead-ends were installed to clean up crossings and provide greater clearances. Line 118 was also modified at Barnstable Substation for the re-routing of the shield wires in the area.

Customer: Eversource Energy
Contract Amount: $1,800000.00

1732 & 1900 Line Structure Replacement—Connecticut
Nov 2015—Jan 2016 • Jobs 59323 / 59324

Michels changed existing poles with new wood poles, installed X braces, and change insulators using hot stick methods while the lines were energized.

Customer: Eversource Energy
Contract Amount: $989,000.00



115 KV EXPERIENCE

A SAMPLING OF OUR PROJECTS

Keeler-Forest Grove & Forest Grove-Tillamook No. 2 Line Replacements—Oregon
Apr 2014—Nov 2014 • Job 48314

Michels' rebuilt 57.94 miles of 115kV line through three counties in Oregon. All structures built prior to 2002 were replaced. Michels' crews installed new ACSR/TW Toutle conductor and designed/built one micropile foundation.

Customer: Bonneville Power Administration
Contract Amount: $17,327,000.00

Cocoa Sub Tap—Dauphin, Pennsylvania
Mar 2014—May 2014 • Job 49207

Michels installed two tap poles on foundations and two switches on direct embed poles. Crews trenched 300' of direct buried URD cable and installed cable in duct pack (by others) for two underground getaways. Michels also installed overhead distribution conductor and line devices.

Customer: PPL Electric
Contract Amount: $845,000.00

Peckville ADSS—Jessup, Pennsylvania
Apr 2014—Apr 2014 • Job 49217

Michels added ADSS fiber to approximately one mile of the Peckville-Varden line and tied into existing fiber on structure B13 on the Susquehanna-Roseland line.

Customer: PPL Electric
Contract Amount: $258,000.00

Burke-Pine Creek Line #4 Rebuild—Wallace, Idaho
May 2014—Nov 2014 • Job 48322

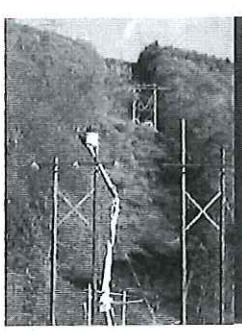
Michels was awarded the rebuild of 5.9 miles of 115kV line. In this mountainous terrain, Michels' replaced 42 wood h-frames structures with 41 steel h-frame structures and strung 5.9 circuit miles of 795 ACSR "Drake" conductor.

Customer: Avista Corporation
Contract Amount: $1,600,000.00

Transmission Pole Replacements—Holyoke, Massachusetts
Sep 2014—Oct 2014 • Job 49260

Michels is removing existing 115kV Line 1894 wood pole structure #7 and replacing it with a steel monopole supported on a caisson foundation. In addition to relocating the conductors and shieldwire, the existing distribution and communication lines were relocated.

Customer: Holyoke Gas & Electric
Contract Amount: $315,000.00



115 KV EXPERIENCE

A SAMPLING OF OUR PROJECTS

Lewiston Mill Road—Lewiston, Idaho
Sep 2014—Oct 2014 • Job 48342

Under this contract Michels built 23 structures and strung approximately 0.76 circuit miles of 556 AAC Dahlia conductor, 0.34 miles of 48-fiber OPGW and 0.72 miles of ADSS fiber. The purpose of the Project was to loop-in Avista's Lo-lo-Clearwater #2 115kV line into Avista's newly constructed Lewiston Mill Rd.115kV substation (LMR). There were two distinct parts to the Project. The first was to build two new lines from the existing right-of-way to the new station (the loop-in), the second was to install ADSS fiber on existing structures from the Clearwater sub-station to the new loop-in ROW. Two new wood poles were installed for that effort. The ADSS fiber was spliced with OPGW at the ROW intersection and OPGW was installed on the northern side of the loop to get fiber to LMR.

Customer: Avista Corporation
Contract Amount: $320,000.00

145 Line Thermal Uprate—Bow to Concord, New Hampshire
Mar 2014—Apr 2014 • Job 49188

The P145 Transmission Line is approximately 12.2 miles long and runs between Merrimack Substation in Bow, NH and Oak Hill Substation in Concord, NH. The objective of this project was to uprate the P145 Line to allow for a maximum operating temperature of 285°F (140°C). Michels replaced structures and altered terrain to achieve proper conductor clearance.

Customer: Public Service of New Hampshire
Contract Amount: $1,015,000.00

T198-J114 Line Uprate—New Hampshire—New York
Oct 2013—Dec 2013 • Job 39167

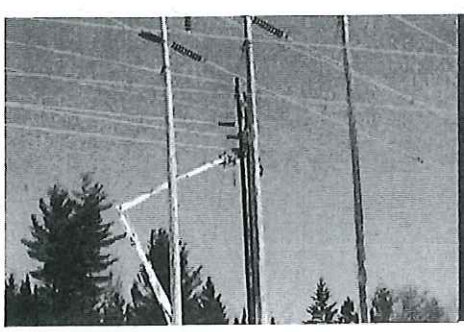
Michels replaced structures, installed clampsters and altered terrain on this 11.1 mile 115kV line between Keene Substation in Keene, NY and Monadnock Sub in Troy, NH. The objective of this project was to uprate the T198 line to allow for maximum operating temperature of 285°.

Customer: Public Service of New Hampshire
Contract Amount: $367,000.00

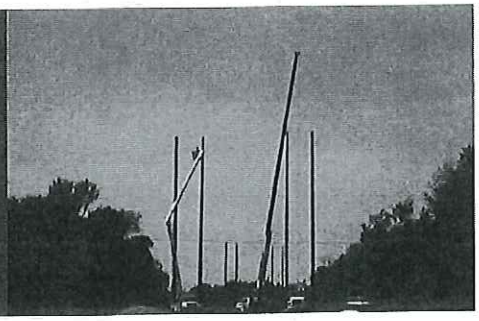
Enterprise Pole Replacements—Enterprise, Oregon
Sep 2013—Dec 2013 • Job 38357

For this project Michels' crews replaced or rebuilt twenty-one 69kV transmission structures to 115kV.

Customer: PacifiCorp
Contract Amount: $300,000.00



115 KV EXPERIENCE



A SAMPLING OF OUR PROJECTS

Shawnee Heights to Carbondale—Kansas
Aug 2013—Dec 2013 • Job 39178

Michels rebuilt approximately 11.46 miles of single circuit, single conductor H-Frame 115kV transmission line. The new transmission line was constructed using one 1192.5 KCM-ACSR 45/7 Bunting conductor per phase with one 64mm/0.528" optical shield wire and one 3/8" EHS galvanized steel 7 strand shield wire. The line was constructed using 17'6" single circuit H-Frame assemblies on class 1 poles.

Customer: Westar Energy
Contract Amount: $3,517,000.00

Lines 111/112 Refurbishment—Dartmouth, Massachusetts
Jul 2012—Mar 2014 • Job 39187

On the 111 line, Michels replaced 52 wood structures, installed steel crossarms and x-braces, storm guys and new hardware. For Line 112 Michels' crews replaced 144 wood structures, installed steel crossarms and braces, storm guys and new hardware. All work was completed barehand while the line was energized with the exception of a few structures which were allotted an outage.

Customer: NSTAR Electric & Gas
Contract Amount: $11,000,000.00

Port of Umatilla 115kV Transmission Line—Umatilla City, Oregon
Jul 2013—Oct 2013 • Job 38353

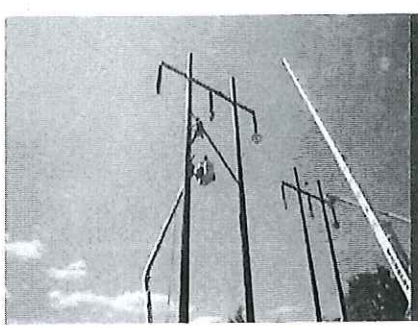
Michels constructed approximately three miles of steel single and double circuit 115kV transmission line consisting of weathering tubular steel poles, composite post and composite deadend insulators, 1272 ACSR "Pheasant" conductor and OPGW shield wire. Additionally, Michels constructed 1.5 miles of single circuit OH distribution.

Customer: Umatilla Electric Cooperative
Contract Amount: $1,961,000.00

Forest Park Line Wreckout—Forest Park, Oregon
Jul 2013—Nov 2013 • Job 38352

Michels was responsible for removing approximately 9 miles of de-energized 115kV line on the Keeler-Pennwalt No. 1 wood pole transmission line and a de-energized section of the St. Johns Tap to Keeler Oregon City No. 2 wood pole transmission line approximately 3 miles in length. Additionally, Michels removed 67 existing structures from the Keeler -Pennwalt No. 1 Line and 28 existing structures from the St. Johns Tap to Keeler-Oregon City No. 2 line. Sections of both lines run through Forest Park in Portland, OR. This was a challenging project in that most of the removal was through a park with heavy foot traffic: trails, bike paths. Daily coordination Portland Parks was necessary.

Customer: Bonneville Power Administration
Contract Amount: $1,208,000.00



115 KV EXPERIENCE

PWC Reconductor Double Circuit 115kV Line—Bothell, Washington
Jun 2013—Sep 2013 • Job 38354

Michels reconductored approximately 1.18 miles of double circuit 115kV from the BPA SnoKing Substation to the District's Thrasher's Corner Substation. Crews also set and framed steel and wood poles, transferred static wire and fiber to new structures, strung new conductor and removed existing poles and conductor along the existing line route.

Customer: Snohomish County PUD
Contract Amount: $850,000.00

A127-B128 & Y177—Wendell, MA to Readsboro, VT
May 2013—Oct 2014 • Jobs 39182/39183

On the A/B portion Michels installed approximately 60 circuit miles of 477 ACCR "Hawk" 26/7 conductor and replaced the existing shield wire for this 115kV line. Michels also reinforced lattice towers and replaced 21 lattice towers with steel pole structures. The Y177 included the replacement of wood chair frame structures and replacement wood crossarms with steel on a 115kV line.

Customer: National Grid
Contract Amount: $25,000,000.00

Brasada-Harney No. 1 Wood Pole Replacements—Redmond-Burns, Oregon
Apr 2013—May 2013 • Job 38351

Michels' crews rebuilt and repaired 34, 115kV danger pole structures between 81/2 and Harney Substation.

Customer: Bonneville Power Administration
Contract Amount: $427,000.00

Line 109 Refurbishment—Dartmouth, Massachusetts
Mar 2013—Jul 2013 • Job 39181

Michels refurbished wood H-frame structures on this 115kV transmission line from Fisher Road to High Street, an approximate distance of 9.25 miles. Crews also installed nine miles of new fiber.

Customer: NSTAR Electric & Gas Corp.
Contract Amount: $5,120,000.00

Michaels Ave Sub Tap—Charlestown, New Hampshire
Mar 2013—May 2013 • Job 39180

Michels' crews installed a new 115kV tap line into the new Michaels Ave Substation in Charlestown, NH. Work included installation of two wood structures, two H-frame switch structures, two switches and new conductor.

Customer: National Grid
Contract Amount: $510,000.00

A SAMPLING OF OUR PROJECTS

Wilson-LeGrand/ Sandy Mush & Hwy 99—Merced County, California
Nov 2012—Dec 2012 • Job 29496

Michels reconfigured the Wilson-LeGrand 115kV Line crossing at California State Hwy 99 and LeGrand Avenue and also reconfigured Wilson-LeGrand 115kV line crossing at California State Hwy 99 and Sandy Mush Road, reconfigure Wilson-LeGrand 70kV Line #742 at Sandy Mush Road.

Customer: Pacific Gas & Electric
Contract Amount: $710,000.00

Kern Power Plant & Lamont Shoo Fly—Bakersfield, California
Oct 2012—Nov 2012 • Job 29490/29492/29495

Michels instated at temporary shoo fly at the Lamont Substation and Kern Power Plant. Later, at Lamont, Michels removed the 115kV shoo fly for the replacement of the bypass switch on HVCB #132. Additionally, Michels' crews removed 1-85# class 2 pole and 3-60# class 2 poles within the Lamont Substation. Later, at the Kern Power Plant Sub Michels reconfigured 115kV shoo fly system to facilitate replacement of HV OCB 242.

Customer: Pacific Gas & Electric
Contract Amount: $736,000.00

Albany Transmission Pole Replacements—Albany, Oregon
Oct 2012—Dec 2012 • Job 29491

Michels' crews replaced 23 transmission poles/structures, transferred underbuild, replaced primary and replaced transformers on this 115 kV line in Albany, Oregon.

Customer: PacifiCorp
Contract Amount: $311,000.00

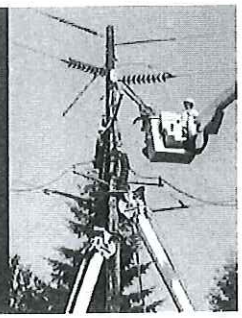
Lines 211-508 Reconductor—Barnstable, Woburn, Burlington, MA
Sep 2012—Dec 2012 • Job 28604

This project involved the reconductoring of a 3.7 mile section of 115 kV transmission line and associated structure replacements. Michels replaced conductor, hardware, insulators, seven structures and changed two running angles to dead ends. The existing 795 ACSR 36/1 was reconductored with 1113 ACSS 45/7 and fiber was transferred. All new structures were direct embedded and consisted of wood H –frames types.

Customer: NSTAR Electric & Gas Corp.
Contract Amount: $3,035,000.00

MICHELS POWER

115 KV EXPERIENCE



A SAMPLING OF OUR PROJECTS

NE Bundled T-Lines—New England & Massachusetts
Mar 2012—Sep 2012 • Job 28601

This work was composed of five small projects including a tap line to the Hoosac Wind farm, reconductoring work associated with Millbury substation, reconductoring M165 & E157 to the Jitney Bus for Millbury #2, installing a switch structure at Wheelabrator and installing two H-frame structures for M165 ad E157 for Millbury #2.

Customer: National Grid
Contract Amount: $340,000.00

Prairie Rose 115 kV Transmission Line EPC Project—Minnesota—South Dakota
Dec 2011—Nov 2012 • Job 19061

The transmission line is approximately 30 miles and will connect the Prairie Rose Wind Project 115 kV switching station located in Rock County, MN to Xcel Energy's Split Rock Sub in Minnehaha County, SD. In general the line was constructed of steel monopoles with 2-conductor bundled 795 kcmil ACSR "Drake" with a 48-strand fiber and shield wire. Michels was be responsible for all engineering, ROW acquisition support, supplemental surveying, staking, geotechnical investigation, material procurement and testing and commissioning.

Customer: Geronimo Wind
Contract Amount: $17,400,000.00

Yakima Transmission Pole Replacement—Yakima County, Washington
Oct 2012—Oct 2012 • Job 29483

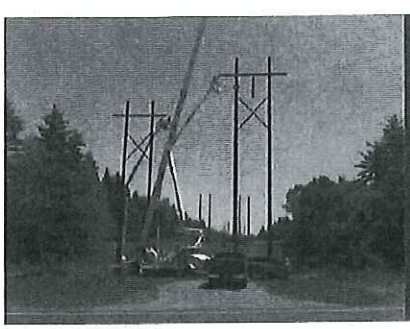
Michels replaced five structures on a radial 115kV transmission feed from Union Gap Sub to White Swan while the line was energized.

Customer: PacifiCorp
Contract Amount: $78,500.00

Bell-Addy Switch Replacement Project—Spokane & Stevens Counties, WA
Aug 2012—Oct 2012 • Job 29482

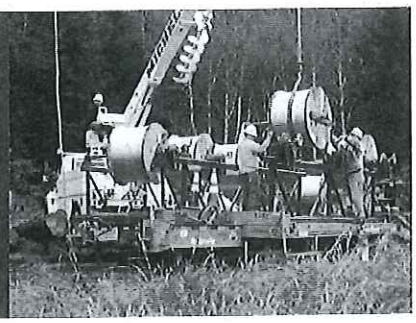
Michels upgraded the switch configuration on this 115kV transmission line which including the installation of one new single circuit deadend wood-pole structure, a switch structure and a new switch

Customer: Bonneville Power Administration
Contract Amount: $154,000.00



MICHELS POWER

115 KV EXPERIENCE



A SAMPLING OF OUR PROJECTS

Chemawa Wood Pole Replacement—Oregon
Jul 2012—Oct 2012 • Job 29480

Michels rebuilt approximately 99 single pole and H-frame wood structures on two 115kV transmission lines. Work included replacing poles, hardware, crossarms, cross braces and guying systems. Work is located on the Forest Grove-McMinnville No. 1 located in the counties of Yamhill and Washington, in the State of Oregon. Oregon City-Chemawa No. 2 is located in the counties of Clackamas and Marion in the State of Oregon.

Customer: Bonneville Power Administration
Contract Amount: $718,000.00

2012 SCADA Aerial Fiber Optic Project—Ferndale, Washington
Feb 2012—May 2012 • Job 29302

Michels constructed aerial fiber optics cable along three segments of existing 115kV transmission line over approximately seven miles.

Customer: Whatcom County PUD No. 1
Contract Amount: $185,000.00

Insulator Replacements—Massachusetts & Rhode Island
Nov 2011—Mar 2012 • Job 18516

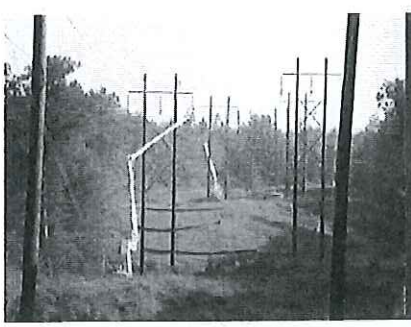
Michels replaced suspension insulators and all tower end hardware on 50 double circuit suspension structures, replaced all deadend insulators and all tower end hardware on 32 double circuit deadend structures, replaced all suspension shieldwire hardware assemblies on double circuit structures and install ground rods where none are present while the lines were energized.

Customer: National Grid
Contract Amount: $2,333,000.00

Gladstone-Springer Fiber Optic Line—Springer to Gladstone, New Mexico
Oct 2011—Dec 2011 • Job 19350

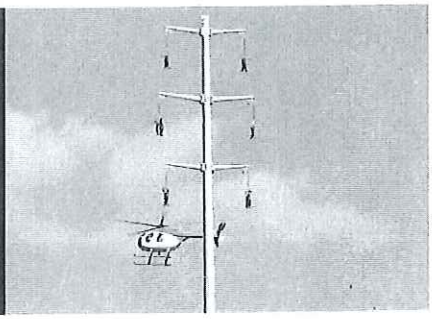
On this 32-mile 115 kV line, Michels will remove and dispose of the existing static and install a 48-fiber optical ground wire. Additionally, Michels will be responsible for installing dampers, splice cans, fiber splicing and testing.

Customer: Tri-State Generation & Transmission Association, Inc.
Contract Amount: $1,191,000.00



MICHELS POWER

115 KV EXPERIENCE



A SAMPLING OF OUR PROJECTS

Hughson Grayson 115 kV Transmission Line—Stanislaus County, California
Oct 2011—Jun 2012 • Job 19347

Approximately 11 miles in length with 69kV and 12kV underbuild, this line crosses both highways and railroads. The project will be constructed on direct embed wood and steel tangent poles. The angle and deadend structures will be steel poles set on drilled pier foundations. Michels will install a double circuit 115 kV line utilizing 954 AAC "Magnolia" conductor which will connect the proposed Grayson Substation and the existing Hughson Substation.

Customer: Turlock Irrigation District
Contract Amount: $6,064,000.00

Station 241 115 kV Transmission Line—Bingham, Maine
Sep 2011—Jul 2012 • Job 18508

The project involved building 39 miles of single pole structures and 1113 kcm 45/7 ACSR Bluejay with OPGW. Michels was responsible for installing, splicing/testing the fiber and for procuring material.

Customer: Central Maine Power
Contract Amount: $22,760,000.00

Corning Valley Transmission Project—Steuben County, New York
Sep 2010—Dec 2010 • Job 09071

Michels installed just over nine miles of 115 kV line from the new 230/115 kV Substation through the Town of Campbell, Town of Erwin and Village of Painted Post, NY. The project was divided into 11 segments each with its own obstacles including highway crossings, river crossings, railroad crossings, crossing existing high-pressure gas mains, dense underground utilities and wetlands.

Customer: New York State Electric & Gas Corporation (NYSEG)
Contract Amount: $7,663,000.00

Bangor Naval Base P-977 Security Enclave NBK Bangor Part 2—Silverdale, Washington
Mar 2011—May 2011 • Job 19302

Michels is constructed a new 115 kV line using single wood pole structures with Hendrix wire. Additionally, crews wrecked out 4 miles of an existing highline, constructed a distribution underbuild and pulled in 2 miles of fiber optics.

Customer: Watts Construction
Contract Amount: $1,300,000.00

MICHELS POWER

115 KV EXPERIENCE

A SAMPLING OF OUR PROJECTS

Luther Forest Transmission Line—Malta, New York
Apr 2010—Dec 2010 • Job 09022

As part of the overall Luther Forest ETL project, Michels' crews constructed three separate overhead 115 kV lines. The first line consisted of approximately 1.8 circuit miles of 6–795 kcm ACSR 26/7 strand conductor and 1–OPGW on double circuit steel poles. The second and third lines consisted of approximately 6.3 circuit miles each of wood pole H-frame construction with 3–1033.5 kcm ACSR 45/7 strand conductors, 1–OPGW and 1–3/8" EHS steel OHGW and the #308 circuit and 3–1033.5 kcm ACSR 45/7 strand conductors and 2–3/8" EHS steel OHGWs on the #3 circuit. Michels' line contract included foundations and civil work in addition to a separate substation contract. Upon completion the line was turned over to National Grid.

Customer: Luther Forest Technology Campus Economic Development Corporation (LFTCEDC)
Contract Amount: $10,000,000.00

Gardenville-Homer Hill #151/#152 Line Rebuild—Buffalo, New York
Aug 2009—Dec 2010 • Job C04718

This project consisted of the complete rebuild of 21 miles of double circuit 115kV structures, including foundations and shield wire. The line crossed I90 & I219 and ran through commercial, residential and agricultural areas requiring substantial matting.

Customer: Niagara Mohawk Power Corporation, a National Grid Company
Contract Amount: $24,800,000.00

Ticonderoga 115 kV Safety Refurbishment—Ticonderoga, New York
Jan 2010—Nov 2010 • Job C19530

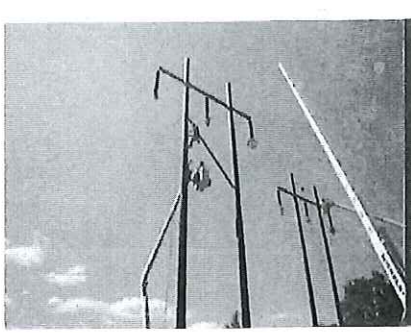
Live line replacement of 105 single circuit wood structures at road crossings on the 115 kV Ticonderoga-Republic and the 115kv Ticonderoga-Whitehall lines. Michels installed new insulators on each replaced structure and installed a 115 kV 2000 AMP Airbreak Sectionalizing Switch and supporting structures. Specialized equipment was brought in to break the rock for new structures and mats were used in wetland areas.

Customer: Niagara Mohawk Power Corporation, a National Grid Company
Contract Amount: $8,240,000.00

Huntley-Lockport 36/37 Shield Wire Refurbishment—Lockport, New York
Apr 2010—Nov 2010 • Job C28707

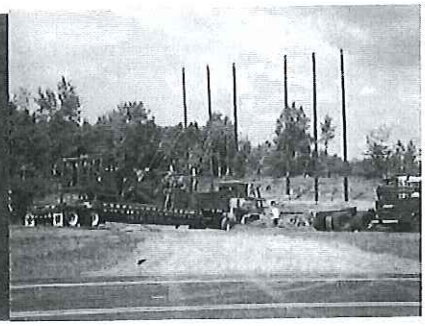
In addition to replacing nearly 20 miles of shield wire on the 115 kV line between the Huntley and Lockport Substations, Michels Power also inspected grounding and replaced insulators and bent structure members.

Customer: Niagara Mohawk Power Corporation, a National Grid Company
Contract Amount: $2,600,000.00



MICHELS POWER

115 KV EXPERIENCE



A SAMPLING OF OUR PROJECTS

Mountain-Lockport 103/104 Shield Wire Refurbishment—Lockport, New York
Nov 2009—Nov 2010 • Job C28681

Michels replaced shield wire on this double circuit, 115 kV lattice tower line between the Mountain and Lockport Substations. Within the bounds of the Tuscarora Native American Reservation, Michels replaced polymer insulators with porcelain. Crews also replaced bent structure members and two structures were replaced and grounded.

Customer: Niagara Mohawk Power Corporation, a National Grid Company

Contract Amount: $2,090,000.00

LaFarge-Pleasant Valley #8 Line Structure & Shield Wire Replacement—Ravena, New York
Sep 2009—Sep 2010 • Job C28678

Michels replaced shield wire on 60 miles of 115 kV and select wooden structures on this line which was originally built in the 1920s. A helicopter was used to dolly out the existing static, cut out mid-span splices, put on pulling grips and clip in new wire in areas of difficult access.

Customer: Niagara Mohawk Power Corporation, a National Grid Company

Contract Amount: $7,200,000.00

Lockport-Mortimer 113/114 Shield Wire Refurbishment—Rochester, New York
Nov 2009—Sep 2010 • Job C18670

Michels replaced the two existing shield wires this double circuit line between Lockport Substation in Lockport, NY, and the Mortimer Substation near Rochester, NY, a distance of approximately 56 miles. Two existing steel flex towers will be replaced with 2-pole double circuit wood structures. In addition, some lower X-braces on steel structures were modified or replaced and grounding was added based on inspection results. A helicopter was used to dolly out the existing static, cut out mid-span splices, put on pulling grips and clip in new wire.

Customer: Niagara Mohawk Power Corporation, a National Grid Company

Contract Amount: $10,500,000.00

Spier Rotterdam #1 & #2 Brook Road Tap-Ballston Tap Reconductor—Saratoga Springs, New York
Sep 2009—May 2010 • Job C28678

Michels replaced eight miles of exising copperweld shield and copper conductor with a 7-strand EHS shield wire and 795 kcmile 26/7 ACSR "Drake" condcutor and completed associated dead ending work.

Customer: Niagara Mohawk Power Corporation, a National Grid Company

Contract Amount: $5,040,000.00

A SAMPLING OF OUR PROJECTS

Walck Rd - Huntley 133 Shield Wire Replacement—Tonowanda, New York
Feb 2010—May 2010 • Job C28712

Approximately 8.5 miles of shield wire was replaced on the T6020 ant T1860 115 kV lines from Walck Road Substation to Tower 226. In addition to the shield wire replacement, Michels replaced any damaged insulators and switched out any polymer insulators for porcelain.

Customer: Niagara Mohawk Power Corporation, a National Grid Company
Contract Amount: $1,060,000.00

Dupont - Packard 183/184 Shield Wire Replacement—Niagara Falls, New York
Sep 2009—Nov 2009 • Job C28710

Michels replaced 3.5 miles of shield wire, damaged porcelain insulators and installed grounding where necessary on this 115 kV transmission line.

Customer: Niagara Mohawk Power Corporation, a National Grid Company
Contract Amount: $600,000.00

Buffalo Ridge II Wind Project—Brookings, South Dakota
May 2010—Nov 2010 • Job 09013

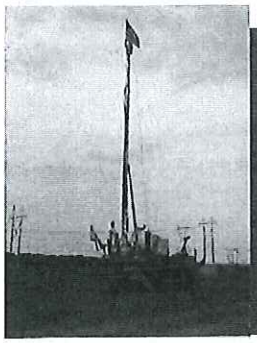
This project consisted of one hundred five (105) Gamesa wind turbine-generators located in two counties of South Dakota, interconnected with an existing substation. Construction included a Collector Substation, 115 kV Transmission Line and a 34.5 kV Collector and Communications System.

Customer: Iberdrola Renewables
Contract Amount: $11,000,000.00

Albeni Falls-Sand Creek Rebuild—Bonner County, Idaho
Apr 2010—Nov 2010 • Job 09328

This project involved rebuilding the first 23 miles of the 30-mile Albeni Falls-Sand Creek No. 1 115-kV single-circuit transmission line. The rebuild included removing existing structures, installing new structures, reusing existing conductor (first 6.3 miles of line), installing new conductor (next 16.7 miles of line), removing all existing overhead ground wire, installing new overhead ground wire, removing all insulators and conductor hardware, and installing new insulators and conductor hardware.

Customer: Bonneville Power Administration
Contract Amount: $2,550,000.00



115 KV EXPERIENCE

A SAMPLING OF OUR PROJECTS

115 kV Transmission Line Refurbishments—Nebraska
Oct 2009—Feb 2010 • Job 99394

The refurbishment of the 115kV transmission line from Johnson 2 Substation near Elwood to McCook was nearly 61 miles; the refurbishment of the 115kV transmission line from North Loup to Loup City was approximately 21 miles.

Customer: Nebraska Public Power District
Contract Amount: $1,530,000.00

Badoura-Pine River 115 kV Transmission Line—Minnesota
Feb 2009—Apr 2010 • Job 99014

This 30-mile 115 kV transmission line between Badoura Substation, Pine River substation, and Pequot Lakes 115kV Substation was constructed in two phases with the second phase commencing in December 2009. Due to the sensitive nature of the area Michels Power packed swamps during winter freeze and matted before the spring thaw.

Customer: Minnesota Power
Contract Amount: $5,112,000.00

Camano Island 115 kV Transmission Line—Washington
May 2009—Jul 2009 • Job 99337

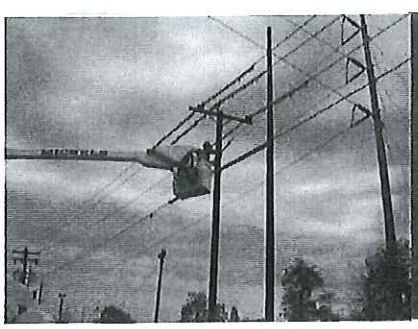
Michels installed four steel 115 kV transmission poles on vibratory caissons, stringing and sagging new wire. Crews also constructed and energize a temporary 115 kV shoofly during construction.

Customer: Snohomish County PUD
Contract Amount: $400,000.00

Albany-Burnt Woods 115/230 kV Pole Replacement—Oregon
Jun 2009—Oct 2009 • Job 99350

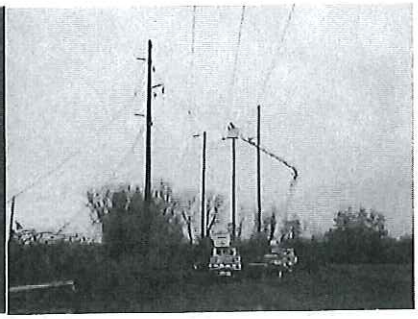
Michels replaced 722 deteriorated H-frame structures and upgraded the outdated structure components. The Albany-Burnt Woods line was approximately 26 miles of 115 kV while the Santiam-Toledo 230 kV line was 20 miles. Michels remained focused on minimizing our impact related to butterfly habits and their surrounding environment for this job.

Customer: Bonneville Power Administration
Contract Amount: $2,878,000.00



MICHELS POWER

115 KV EXPERIENCE



A SAMPLING OF OUR PROJECTS

Empire Generating Project—Rensselaer, New York
Apr 2008—Oct 2009 • Job 89124

An example of a "One Michels" job, Empire incorporated the Power, Pipeline Directional Drilling and Foundation divisions of Michels. The Power portion of the project included a two-mile 115 kV and an eight-mile 230 kV line.

Customer: LG Constructors
Contract Amount: $19,500,000.00

Libby-Troy 115 kV Transmission Line—Montana
Jun 2009—Nov 2009 • Job 99345

Michels removed an existing 115 kV wood pole H-frame transmission line and rebuilt 19 miles using wood and steel H-frames and single pole structures. In addition, Michels completed underbuild work for Flathead Electric. Michels faced 57 sensitive areas including multiple species of birds, salamanders, big horn sheep, bear, wetlands, Native American burial sites and archeological sites.

Customer: Bonneville Power Administration/Flathead Electric
Contract Amount: $7,362,000.00

P115 kV Hardware Changeout—Washington
Aug 2009—Nov 2009 • Job 99378

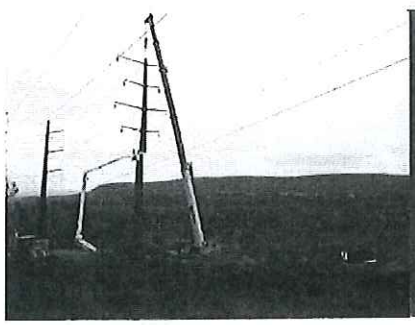
Michels updated the hardware on this 115 kV transmission line for Whatcom County PUD in Washington.

Customer: Whatcom County PUD
Contract Amount: $113,000.00

Palisades to Goshen 115 kV Transmission Line River Crossing—Idaho
Jul 2009—Sep 2009 • Job 99375

This project involved rebuilding the existing Palisades-Goshen No.1 transmission line with lattice steel where it crosses Henry Creek. Included in Michels' scope was the removal of four H-frame deadend structures at Henry Creek & constructing access roads.

Customer: Bonneville Power Administration
Contract Amount: $817,000.00



MICHELS POWER

138 KV EXPERIENCE

A SAMPLING OF OUR PROJECTS

Bulldog to Saltmine Transmission—Big Spring to Colorado City, Texas
Feb 2016—present • Job 69169

As a subcontractor to Burns & McDonnell, Michels will remove and rebuild approximately 26 miles of 138kV transmission line that connects the Sharyland Utilities' Bulldog and Saltmine substations. The new line will consist of tangent structures, running angle structures, monopole deadend structures and 3-pole deadend structures.

Customer: Burns & McDonnell / Sharyland Utilities
Contract Amount: $5,700,000.00

Elliott Heights Phase 2—Lehigh County, Pennsylvania
Feb 2016—present • Job 69203

Michels will rebuild the existing Elliott Heights Tap #1 & #2 138/69kV lines from the Elliott Heights Tap point to the Elliott Heights Substation for 2.6 miles. The line will be built for double circuit 138kV with initial double circuit 69kV operation. A shoofly bypass will be installed from approx. E. Susquehanna St. to the Fountain Hill Tap location. The existing ROW traverses throughout a residential and mountainous terrain, with several pockets of open fields or fringe forest areas. A Norfolk Southern freight rail line also traverses the ROW; Michels' crews will also face a river crossing.

Customer: Burns & McDonnell / Sharyland Utilities
Contract Amount: $5,700,000.00

Jackson-Naomi Line—Jackson & Pocono Townships, Pennsylvania
Jul 2013—May 2014 • Job 39197

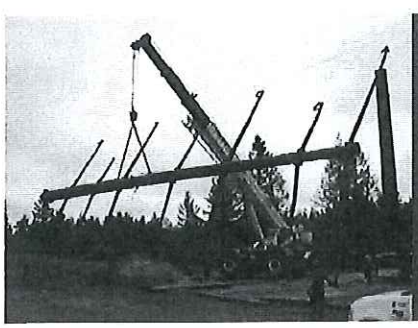
As a subcontractor to Aldridge, Michels built a new 138/69kV double circuit line. Crews removed 19 structures and replaced and/or installed 102 poles, installed new OPGW and 4.4 miles of double circuit conductor. This project was under a specific outage schedule and involved environmentally sensitive areas, including wetlands.

Customer: Aldridge Electric/PPL Electric Utilities
Contract Amount: $4,000,000.00

Mounds-Moab-Pinto NERC Line Rating—Utah
Feb 2014—Nov 2014 • Job 48336

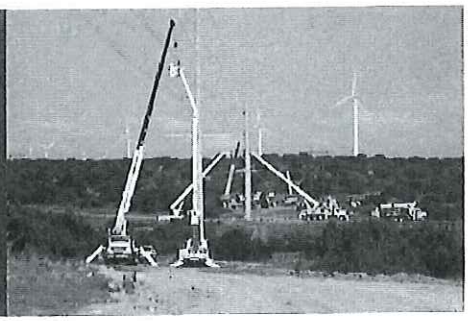
Titan Electric completed this work as a subcontractor for Michels. The contract included two phases: D062 and D063. Project D062 between Price and Moab, UT included installing 58 phase raisers, seven new mid-span structures, 11 structures replacements, and one insulator replacement. For D063 work included four phase raisers, two new mid-span structures, and one structure replacement between Price and Monticello, Utah.

Customer: Rocky Mountain Power
Contract Amount: $330,000



MICHELS POWER

138 KV EXPERIENCE



A SAMPLING OF OUR PROJECTS

El Paso-Farber Line 138.05A Rebuild—Derby, Kansas
Feb 2014—May 2014 • Job 49173

Michels removed 2.95 miles of 138kV and replaced it, on approximately the same right-of-way, with 3.22 miles of 138kV line. Under this agreement Michels was also responsible for installing, splicing and testing the fiber as well as the installation of foundations.

Customer: Westar Energy
Contract Amount: $1,700,000.00

Paupack to Honesdale—Pennsylvania
Feb 2014—Nov 2014 • Job 49161

Michels constructed the new 7.9 mile, Paupack to Honesdale 69/138kV section of the Northeast Pocono Reliability Project from the new Paupack Substation to the existing Dappers Substation. Lines are double circuit initially with two OPGW cables. The ROW is predominately through rural areas with diverse tree covering and rocky soil.

Customer: PPL Electric Utilities
Contract Amount: $9,000,000.00

Route 59 Pole Relocation—Naperville, Illinois
Jul 2013—Feb 2014 • Job 29104

Michels rebuilt 1.1 miles of 138 kV transmission line in an urbanized area of Naperville, IL. Michels also built 0.9 miles of new single circuit utilizing 10 painted steel poles. Three phases of 795 kcm ACSR Drake conductor and one 7/16" EHS steel shield wire were installed new in this section. Additionally, Michels built 0.2 miles of double circuit 138 kV transmission line utilizing two painted steel poles. Six phases of existing 927 kcm AAAC Greeley conductor and two existing shield wires, 7-#6 Alumoweld and OPGW, were transferred from the existing alignment to the two new steel poles. Michels' contract included foundations for all the steel poles as well as procurement of material with the exception of the steel poles.

Customer: City of Naperville
Contract Amount: $1,534,000.00

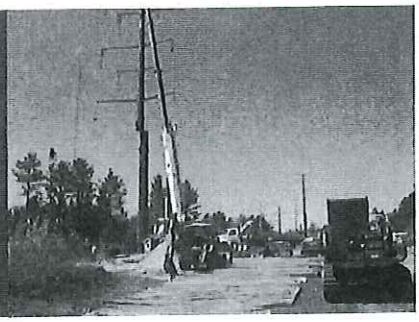
Hummelstown-Harrisburg Pole Replacements—Harrisburg, Pennsylvania
Mar 2013—Dec 2013 • Job 39203

Michels replaced 168 Cellon poles, 138kV, and transferred conductor, hardware and OHGW. The replacement steel poles ranged from 65-105'. Much of the energized work was performed barehanded.

Customer: PPL Electric Utilities
Contract Amount: $4,700,000.00

MICHELS POWER

138 KV EXPERIENCE



A SAMPLING OF OUR PROJECTS

El Toro—Rice Bird 138kV Line—Jackson & Wharton Counties, Texas
Jan 2013—Nov 2013 • Job 38350

Michels' contract included approximately 36 miles of construction of a double circuit 138 and 69kV line between El Toro Switching Station and Rice Bird Substation. The conductor installed was 795 MCM 26/7 ACSR and the shield wire 0.646" Pentacore OPGW with 48SMF.

Customer: South Texas Electric Cooperative
Contract Amount: $10,000,000.00

Tobyhanna Tap 138/69kV Double Circuit Rebuild —Coolbaugh Township, Pennsylvania
Oct 2012—Feb 2013 • Job 28472

This project involved the construction of a new double circuit line on steel structures with the erection of 25 new structures in the existing ROW. Michels also demolished an existing wood H-frame structure tap line.

Customer: PPL Electric Utilities
Contract Amount: $1,330,000.00

L5104 & L5103 Structure Installation—Bedford Park, Illinois
Oct 2012—Dec 2012 • Job 29122

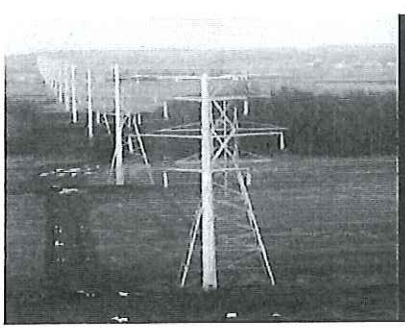
Under WO #07385818 Michels installed eight new transmission structures on ComEd lines L5103 & L5104. The schedule for both lines was outage driven.

Customer: Ingredion, Inc. (formerly Corn Products)
Contract Amount: $430,000.00

Vanderbilt-El Toro Double Circuit 138kV Project—Jackson County, Texas
Oct 2012—Dec 2012 • Job 29488

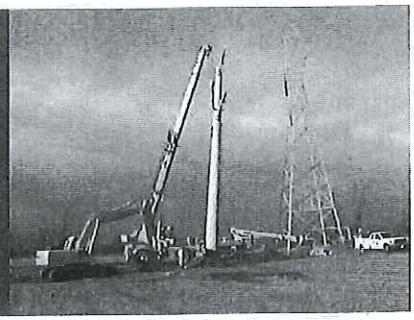
Michels constructed a new 12-mile double circuit 138 and 69kV transmission line on concrete poles. The conductor was 795 MCM 26/7 ACSR and the shield wire was a 0.646" Pentacore OPGW .

Customer: South Texas Electric Coop
Contract Amount: $6,178,000.00



MICHELS POWER

138 KV EXPERIENCE



West Shore-Harrisburg 138/69kV Line Project—Cumberland County, Pennsylvania
Aug 2012—Dec 2012 • Job 28469

Michels built approximately 6500 feet of double circuit and 900 feet of single circuit 138 kV line (operated at 69 kV). This work involved removing six wood poles, installing seven custom steel poles on foundations, installing 31 LDE steel poles and installing approximately 13800 circuit feet of 556 ACSR conductor with one 48-fiber OPGW.

Customer: PPL Electric Utilities
Contract Amount: $1,691,000.00

Waterman Tap to TSS 83 Glidden 138 kV L11106 Reconstruction—DeKalb, Illinois
Oct 2011—Dec 2011 • Job 19056

Michels' crews are rebuilding the existing L11106 138kV transmission line from Structure 260-D to TSS Glidden. The existing 477 kcmil Hawk will be replaced with T2-556.5 kcmil 24/7 Parakeet ACSR. The existing #1/0 ACSR and #1/0 AAAC static wires shall be replaced with 7#6 Alumoweld. All new structures will be direct embedded steel poles with dead-ends constructed on drilled pier foundations to be installed by others.

Customer: Commonwealth Edison (ComEd)
Contract Amount: $686,000.00

Effort Mountain 138 kV Transmission Tap—Effort Mountain, Pennsylvania
Aug 2011—Dec 2011 • Job 18412

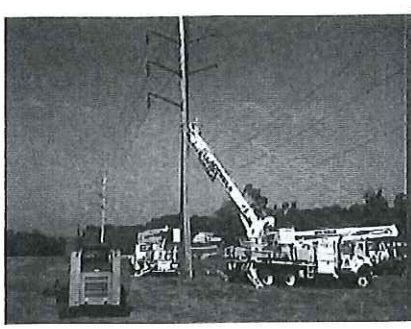
Michels will construct approximately 5.6 miles of 138kV Transmission Line from Taps on the existing Siegfried Jackson #1 and #2 lines to the Effort Mountain Substation. This project includes the installation of forty-six steel pole structures ranging from 80' to 120' in height. Thirty-five of these structures will be supported by drilled pier foundations and the remaining eleven structures will be direct embed with gravel backfill. Construction of this new line also includes the installation of approximately 30,000 Circuit Feet of 556 KCMil ACSR or 795 KCMil ACSR, and approximately 30,000 Linear Feet each of .752" 36-fiber OPGW and 3/8" HS or ½" EHS OHGW as specified. Four existing structures will be removed including the removal and reinstallation of two 138kV air-break switches.

Customer: PPL Electric Utilities
Contract Amount: $2,400,000.00

Cellon Pole Replacement—Harrisburg & Lancaster, Pennsylvania
Sep 2010—Mar 2011 • Job 09109

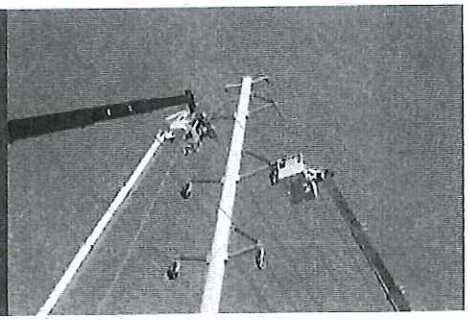
Michels replaced 200 , 69 kV and 138 kV transmission poles on a unit price basis throughout the PPL service area due to decay. In most cases, wood poles were replaced with direct embed steel poles and all work was performed under energized (hot) conditions.

Customer: PPL Electric Utilities
Contract Amount: $5,000,000.00



MICHELS POWER

138 KV EXPERIENCE



A SAMPLING OF OUR PROJECTS

NE Sub to ComEd North Tap & SE Sub to NE Sub—Batavia, Illinois
Mar 2007—Nov 2007 • Jobs 79039/79040

The 138 kV line between the NE Sub and the ComEd North Sub was built as single circuit with the exception of two double circuit structures with most steel poles direct-embed. The line from SE Sub to NE Sub followed suit and included a double circuit underbuild along most of the route.

Customer: City of Batavia, IL
Contract Amount: $3,775,000.00

75th Street Steel Pole Install—Naperville, Illinois
Oct 2006—Nov 2007 • Job 69146

Michels Power was contracted to install approximately two miles of single circuit 138 kV transmission line in addition to fiber work, removal work and foundation work completed by Michels Drilled Foundations. The line spanned from Modaff Substation to Meadows Substation on County Route 33. Michels supplied all material for the project.

Customer: City of Naperville, Illinois
Contract Amount: $3,055,000.00

Sleeping Bear—Lee & LaSalle Counties, Oklahoma
Dec 2006—Apr 2007 • Job 69167

Michels Power was contracted to install approximately 8.9 miles of single circuit 138 kV transmission line in addition to fiber work, removal work and foundation work completed by Michels Drilled Foundations. The line spanned from Modaff Substation to Meadows Substation on County Route 33. Michels supplied all material for the project.

Customer: White Construction
Contract Amount: $1,950,000.00

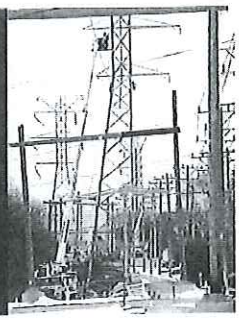
X17 Eden to Spring Green—Milwaukee, Wisconsin
Aug 2006—Dec 2006 • Job 69111

This project involved crossing the Wisconsin River to replace poles on an island which entailed direct coordination among Michels, the DNR and the customer. Woodpeckers were an environmental concern on this 25 mile line. Therefore, Michels' crews wrapped 97 poles to protect the species from danger.

Customer: American Transmission Company
Contract Amount: $670,000.00

MICHELS POWER

138 KV EXPERIENCE



A SAMPLING OF OUR PROJECTS

Horse Hollow to Bluff Creek Switchyard—Wingate, Texas
Feb 2006—June 2006 • Job 69008

Michels' crews built a double circuit 138 kV transmission line with two circuits of 34.5 kV underbuild which connected two new substations. The steel and concrete pole line extended approximately 14 miles with a single circuit extending about seven miles. Crews strung a combination of 1272 ASCR (Bittern) and 795 bundled conductor on 125 double circuit tangent poles and 22 heavy angle or deadend poles. The 34.5 kV underbuild consisted of seven collection system strings of 795 kcmil conductor.

Customer: Florida Power & Light / D.H. Blattner
Contract Amount: $5,000,000.00

Glen Jenks to Hiawatha 6912 Rebuild—Manistique, Michigan
Oct 2004—Aug 2006 • Job 49111/49112

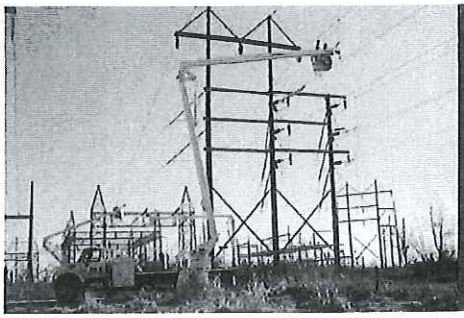
This two part project totals approximately 40 miles of double circuit 138 kV transmission with a 69 kV single circuit underbuild for the future plus a fiber optic (OPGW) static. After encountering many obstacles with respect to the environment, the West end of the project has been completed and the Michels' crews have moved to the East end. With more than 80 wetlands to be conscious of the crews picked and placed 50,000 swamp mats on the first half of the project and expect to have picked and placed 100,000 or more swamp mats by the end of the project.

Customer: American Transmission Company
Contract Amount: $30,000,000.00

Waukesha—Duplainville—Sussex, Wisconsin
Dec 2004—Aug 2005 • Job 49123

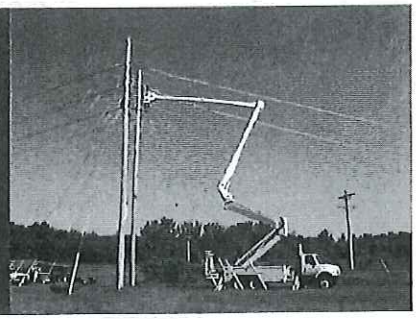
Michels' crews constructed 8.4 miles of new, single circuit 138 kV steel poles with braced line insulators. In conjunction with our Drilled Foundations division, we set 108 poles and poured 57 foundations. More than 80% of the project was built along the right-of-way of a four lane highway; it crossed one interstate and an additional four-lane highway. Michels Power worked closely with the WisDOT to coordinate lane closures which were necessary to complete the project. The environment was another barricade faced by the crews. Silt fences were placed throughout the project due to wetlands and an endangered species of snakes which inhabited the area.

Customer: American Transmission Company
Contract Amount: $2,800,000.00



MICHELS POWER

161 KV EXPERIENCE



A SAMPLING OF OUR PROJECTS

Ottumwa Generating Station—Monroe & Wapello Counties, Iowa
Jul 2014—Dec 2014 • Job 49245

Michels constructed 8.1 miles of new 161kV line consisting of direct embed steel and steel poles on foundations, as well as direct embed wood poles. Michels' crews also installed approximately 1.3 miles of new shield wire.

Customer: Central Iowa Power Cooperative (CIPCO)
Contract Amount: $1,500,000.00

Grand Mound—Iowa City, Iowa
Sep 2011—May 2012 • Job 19037/19041

Under one contract, Michels retired and built the Grand Mound Tap, a 3-mile 161 kV single circuit line. Grand Mound. The second half of the job, Huxley Junction to Hwy 30, consisted of the retirement of 21 miles of 161 kV and the installation of 13 miles of single circuit 161 kV and 2.5 miles of double circuit 69/161 kV.

Customer: Central Iowa Power Cooperative (CIPCO)
Contract Amount: $5,165,000.00

161 kV Storm Repair Project 12334—Council Bluffs, Iowa
Aug 2011—Aug 2011 • Job 19045

In less than one week Michels Power designed a temporary solution for a 161 kV line that fell during a storm and lay floating in nearly seven feet of water. Four temporary A-frame structures were fabricated and assembled in the south-bound lanes of Interstate 29. Each structure and four concrete blocks which were set on the base of each structure and an additional four concrete blocks offset and attached to guys were flown into position with the assistance of Construction Helicopters, Inc. Conductor was transferred to the temporary structures and energized within four days of starting construction.

Customer: MidAmerican Energy
Contract Amount: $630,000.00

Lower Muscatine 161 kV Line Relocation—Iowa City, Iowa
Feb 2011—Mar 2011 • Job 19010

Michels installed four tangent 161 kV wood pole structures, four stacked 161 kV wood pole structures and three distribution mid-span poles on the Hills—Sub E 161 kV line. The existing transmission wire was transferred to the new structures.

Customer: MidAmerican Energy
Contract Amount: $100,000.00

MICHELS POWER

161 KV EXPERIENCE

A SAMPLING OF OUR PROJECTS

Garden Wind (Story County II) 161 kV Transmission Line—Zearing, Iowa
July 2009—Jan 2010 • Job 99055

Michels started construction of 15 miles of 161 kV transmission line at the end of July, 2009. Approximately 10 miles of the 161 kV line also carries distribution underbuild constructed by Michels. In addition to the line work Michels installed and terminated fiber optics, installed marker balls and bird diverters.

Customer: NextEra Energy Resources (Florida Light & Power)
Contract Amount: $2,500,000.00

Boone County Road E-26 Project—Boone County, Iowa
Dec 2007—Apr 2008 • Job 79240

Work under the contract included the relocation of a single circuit 161 kV transmission line using the existing conductor. Michels Power set new poles and removed all existing line and poles. Our crews also constructed a 15 kV class distribution underbuild on a line owned and operated by Midland Power Cooperative.

Customer: City of Ames
Contract Amount: $155,000.00

Troy-Enon and McCredie-Kingdom City OPGW Fiber Projects—Missouri
Sep 2007—Dec 2007 • Job 79182

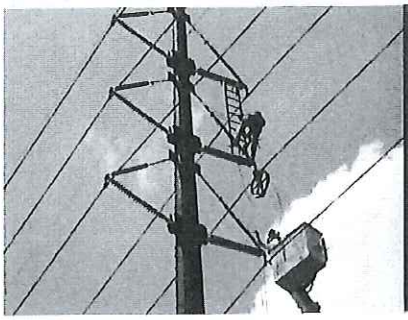
Michels Power used existing overhead ground wire to pull in new .356-inch Brugg OPGW on two different sections of line. The Kingdom City to McCredie 345 kV wood pole H-frame line was nearly 4.5 miles which crossed interstate Highway 70. The second portion, Enon to Troy, was a 161 kV wood pole, H-frame line totaling almost nine miles.

Customer: Central Electric Power Cooperative
Contract Amount: $328,000.00

Pomeroy to Hayes Tap 161 kV Upgrade Project 72377—Iowa
Apr 2007—Jun 2007 • Job 79033

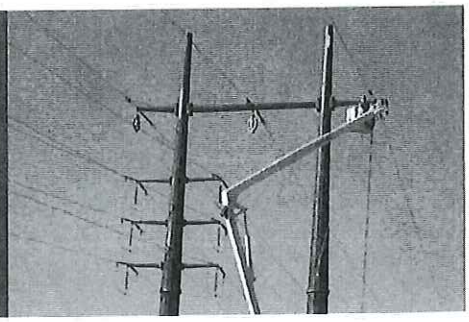
This 18 mile reconductor job consisted of replacing 67 wood H-frame structures and changing out insulators on all 136 structures.

Customer: MidAmerican Energy
Contract Amount: $1,386,000.00



MICHELS POWER

161 KV EXPERIENCE



A SAMPLING OF OUR PROJECTS

DPS to Reasnor 161 kV Upgrade Project 32012—Pleasant Hill, Iowa
Apr 2007—Jun 2007 • Jobs 79018

Michels completed part A of this two-part project consisting of approximately three miles of T2-Ibis reconductoring including all deadends, splicing, damper installations and insulator changeouts. Our crews also replaced two miles of 3/8" EHS shield wire and applicable deadening and splicing. The line consisted of H-frame and A-frame structure replacements as well as installation of new distribution underbuild and guying. This project had multiple obstacles including an interstate and river crossing as well as hilly terrain.

Customer: MidAmerican Energy
Contract Amount: $433,000.00

Poweshiek to Parnell Hills & Parnell to Hills 161 kV Upgrades—Iowa
Mar 2006—Dec 2006 • Job 69021/69147

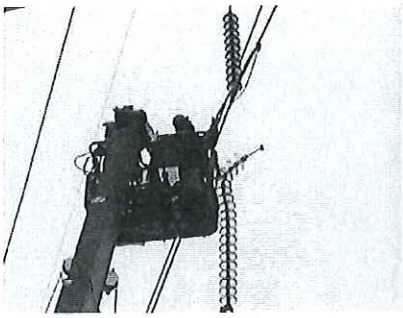
On the first 33 miles of this 161 kV upgrade crews replaced 68 wooden H-frames and five steel H-frames. A total of 66 structures were replaced on the second half of the upgrade, including 55 wooden H-frames, seven three-pole structures and four steel H-frames. In total, Michels reconductored nearly 66 miles of line using T2-397 ACSR wire.

Customer: MidAmerican Energy
Contract Amount: $5,560,000.00

MN Valley to Redwood Falls Tap Line 0876—Redwood Falls, Minnesota
Nov 2004—Jul 2005 • Job 49102

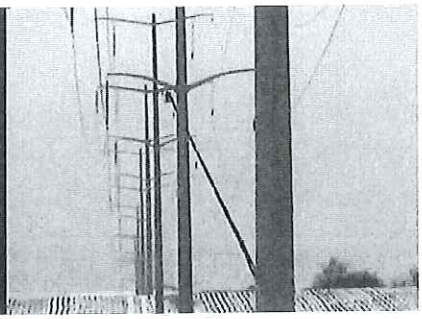
Michels replaced an existing 115 kV transmission line with a 161 kV transmission line consisting of two-pole H-frame structures for 28 miles. The line was rebuilt on the existing right-of-way consisting of three phases of 795 ACSS conductor. The majority of the project was located in areas with very steep hills and valleys. A portion of the work was restricted to frozen ground conditions to avoid ground damage in this DNR designated sensitive area.

Customer: Xcel Energy—Minneapolis, MN
Contract Amount: $3,300,000.00



MICHELS POWER

230 KV EXPERIENCE



A SAMPLING OF OUR PROJECTS

WAPA Upper Great Plains Tower Raisers—Washington, & Oregon
Aug 2015—Feb 2016 • Job 59253

Michels was subcontracted to raise 38 existing double circuit steel lattice towers by installing mast extensions. The technique used must allow for the conductors to remain attached to the steel structures and the conductors to remain energized. Michels was awarded Task Orders 1 2, 3 and 4.

Customer: Ampjack America
Contract Amount: $700,000.00

Alvey_Fairview No. 1 Line Rebuild—Oregon
Jul 2014—Nov 2015 • Job 48325

Michels' contract includes replacing all wood pole structures on this 97.46 mile line. The line is made up of two sections: Alvey-Reston (67.93 miles) and Reston-Fairview (29.53 miles). The existing conductor is ACSR Drake and will remain, but will be placed in travelers and re-sagged. The existing line has 82.41 miles of wood pole H-Frame construction and 15.05 miles of single circuit lattice steel construction. For the lattice steel sections of the line, only the insulator assemblies and signs will be replaced. A CG6/CG9 ADSS Fiber Optic cable is attached for the length of the lines and is to be transferred to rebuilt structure.

Customer: Bonneville Power Administration
Contract Amount: $32,806,000.00

John Day No. 1 & 4 Replacement—Washington, & Oregon
Aug 2014—Dec 2014 • Job 48325

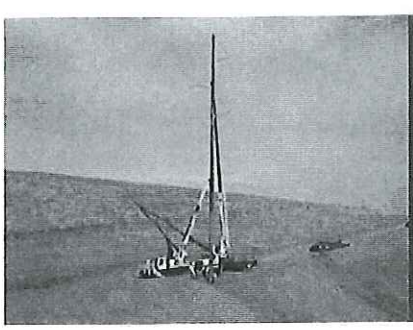
Michels replaced 2.5" ACSR with twin Drake conductor for approximately 0.59 miles on the Monroe-Snohomish No. 1 & 2 230kV in Washington. On the John Day portion in OR, Michels removed three miles of line and install twin ACSR Chuckar.

Customer: Bonneville Power Administration
Contract Amount: $5,395,000.00

Center to Mandan—North Dakota
Aug 2014—Oct 2014 • Job 49231

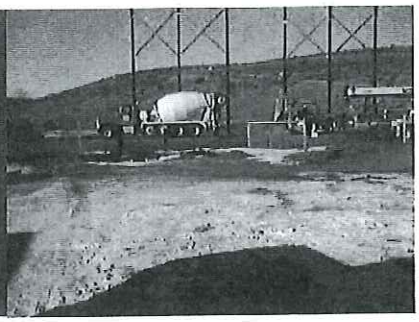
Under this agreement, Michels will re-conductor 21.67 miles of a 230kV Transmission Line from the Center Substation to the Mandan Substation in North Dakota. New conductor will be installed at each phase location for the transmission circuit to maintain existing phasing.

Customer: Minnkota Power Cooperative
Contract Amount: $2,538,000.00



MICHELS POWER

230 KV EXPERIENCE



A SAMPLING OF OUR PROJECTS

Moses-Willis Circuit Separation—Massena, New York
Jul 2013—May 2014 • Job 39185

The project entailed separating two 230kV lines from the Moses switchyard to Dodge's Field in order to eliminate a double circuit contingency. Seven double circuit spans on the Moses-Willis line must be considered single contingency. This will support NYPA in meeting current NY ISO and NPCC criteria.

Customer: New York Power Authority (NYPA)
Contract Amount: $2,526,000.00

Columbia-Rocky Ford 230kV Transmission Line—Grant County, Washington
Nov 2012—Jan 2014 • Job 29487

Under this contract Michels constructed a total of 35.2 miles of 230kv Transmission Line for the Columbia – Rocky Ford 230kV Transmission Line, East & North Quincy Tap, and the West Quincy 230kV Tap, located in Grant County and Douglas County Washington, for Public Utility District No. 2 of Grant County, Washington.

Customer: Grant County PUD No. 2
Contract Amount: $10,500,000.00

Prairie Breeze 230kV Transmission Line—Nebraska
Jul 2013—Dec 2013 • Job 39175

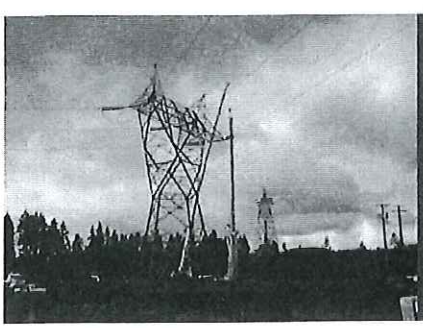
This 22 mile, 230kV line connects the 200 MW Prairie Breeze Wind Farm located in Antelope and Boone counties, NE to the Nebraska Public Power District system at the new 230kV Meadow Grove substation in Madison county, NE.

Customer: Invenergy
Contract Amount: $6,000,000.00

Big Eddy – Redmond No. 1 230kV Wood Pole Replacements—Oregon
Sep 2013—Nov 2013 • Job 38355

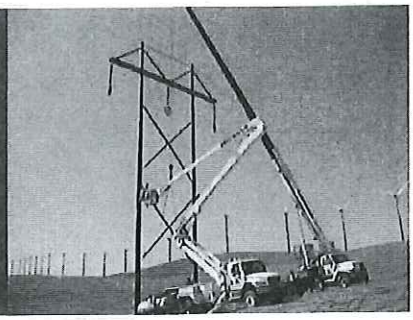
Michels' crews replaced 44 danger-pole structures with new structures including 3-pole deadends and 2-pole suspension structures. The work at one structure included grading, installation of rock and a landing. Michels reused wide-flange cross-arms, hangar straps and steel x-braces and reused the existing fiber assemblies to minimize interruptions to fiber traffic. Any aluminum fiber supports were changed to steel supports.

Customer: Bonneville Power Administration
Contract Amount: $808,000.00



MICHELS POWER

230 KV EXPERIENCE



A SAMPLING OF OUR PROJECTS

Paupack 230kV Line Taps—Paupack Township, Pennsylvania
Jul 2013—Sep 2013 • Job 39184

Under this contract Michels is responsible for the construction of two, 1-mile 230kV lines as well as access roads, environmental controls, installing foundations and grounding and installing conductor and OPGW (slicing by others).

Customer: PPL Electric Utilities
Contract Amount: $2,343,000.00

Yellowtail to Casper 230kV Maintenance Bundle Project—Wyoming
Sep 2013—Nov 2013 • Job 38356

Michels performed maintenance work on the Yellowtail to Casper 230kV Line. The work included replacement of shield wire suspension hardware, X-braces, re-bonding all new hardware installed and tightening all hardware on 273 structures.

Customer: Bonneville Power Administration
Contract Amount: $385,000.00

El Dorado/Magnolia 220kV—Boulder City, Nevada
Nov 2012—Dec 2012 • Job 29494

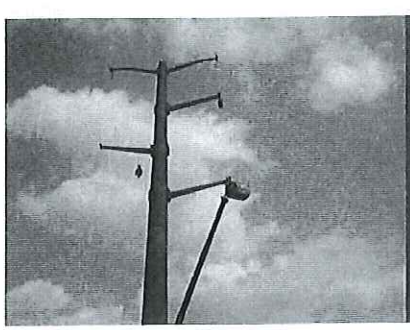
Under this contract Michels installed three tubular steel poles onto foundations, cut and deadend 605 kcmil ACSR conductors on the Cima/Eldorado Pisgah #1 - 220kV circuit, cut and deadend 605 kcmil ACSR conductors on the Cima Eldorado/Pisgah #2 - 220kV circuit, cut and deadend 1033 kcmil ACSR bundled conductors on the Eldorado/Mead #1 220kV circuit, including ground wire arrangements.

Customer: Southern California Edison
Contract Amount: $532,000.00

North Sky 220kV Construction Project—Tehachapi, California
Sep 2012—Oct 2012 • Job 29486

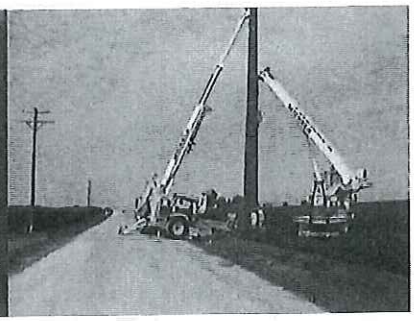
Michels set seven lattice towers ranging from 119' to 139', installed single circuit 220kV conductor and strung and tested OPGW.

Customer: Southern California Edison
Contract Amount: $1,319,000.00



MICHELS POWER

230 KV EXPERIENCE



Walla Walla Blue Mountain Pole Replacements—Columbia and Walla Walla Counties, WA and Umatilla and Wallowa Counties, OR

Sep 2012—Oct 2012 • Job 2944

Michels installed 24 wood and steel poles ranging from 65' to 125'. In addition Michels' crews replaced insulators, anchors, guys, crossarms.

Customer: PacifiCorp
Contract Amount: $280,000.00

W Hempfield Manor #2—Conestoga, Pennsylvania

Apr 2012—May 2012 • Job 28461

Under this contract Michels' crews removed four existing lattice structures and installed six steel poles on foundations. Approximately 5600 feet of single circuit 230 kV line was installed for Lancaster Solid Waste Management Authority.

Customer: PPL Electric Utilities
Contract Amount: $353,000.00

Walla Walla Pole Replacement—Walla Walla, Washington

Sep 2011—Nov 2011 • Job 19343

Under 17 work orders, Michels will replace, reframe, upgrade hardware and/or straighten 19 poles on 69 and 230 kV lines. Additionally, we will replace two complete laminated H-frame structures because of severe woodpecker damage.

Customer: PacifiCorp
Contract Amount: $850,000.00

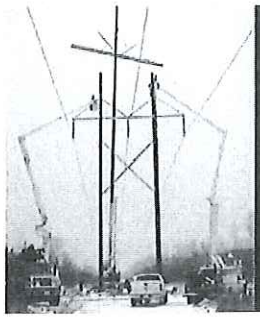
Merchant Expansion Project & Copper Mountain Solar I 230/34.5 kV Sub Expansion—Nevada

Jun 2011—Sep 2011 • Job 19324

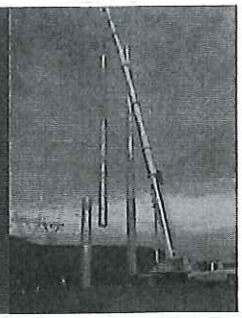
Merchant Expansion Project - Michels will be making modifications at Merchant switchyard and constructing a second 230 kV transmission line between Southern California Edison's Eldorado Sub and El Dorado Energy's Merchant Substation. At the switchyard Michels will install foundations, make ground grid modifications, install below and above grade conduit, install four 230 kV breakers, five disconnect switches and nine 230 kV CCVTs. On the transmission line Michels will add a second circuit to an existing set of tubular steel poles and installing new structures on foundations installed by Michels. Material is both owner and contractor furnished.

Copper Mountain Solar I 230/34.5 kV Substation Expansion - Michels will install foundations, make ground grid modifications, install below and above grade conduit, install one 34.5 kV circuit breaker and one disconnect switch, one 4 kV circuit breaker and one 3-phase 4 kV disconnect switch. Additionally, Michels will construct a 4.16 kV wood pole line from CMSI Substation to existing 4.16 kV poles.

Customer: Sempra Generation
Contract Amount: $1,960,000.00



230 KV EXPERIENCE



A SAMPLING OF OUR PROJECTS

Satsop-Aberdeen No. 2, 230 kV Emergency Tower Replacement—Montesano, Washington
Aug 2010—Nov 2010 • Job 09359

Michels replaced 20 lattice structures on 21 miles of single circuit 230 kV transmission line in mountainous terrain. The existing conductor and fiber was reused.

Customer: Bonneville Power Administration
Contract Amount: $1,462,000.00

Line 17704 230 kV Reconductor—Peotone, Illinois
Sep 2009—Oct 2009 • Job 99155

Michels was allotted a three day outage to complete a total of 16 spans of T2 in two different locations on 160 foot lattice towers. Crews encountered multiple county road crossings and were left with extremely muddy conditions following 3-4" of rain in a short span of time.

Customer: Exelon Energy Delivery (ComEd)
Contract Amount: $135,000.00

Albany-Burnt Woods 115/230 kV Pole Replacement—Oregon
Jun 2008—Oct 2009 • Job 99350

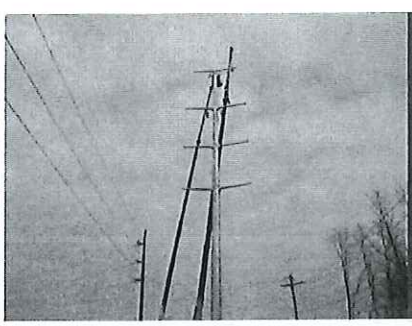
Michels worked to replace 722 deteriorated H-frame structures and upgrade the outdated structure components (e.g. wood cross arms, wood cross braces, ceramic insulators, and designated hardware). The Albany-Burnt Woods line was approximately 26 miles of 115 kV while the Santiam-Toledo 230 kV line was 20 miles long.

Customer: Bonneville Power Administration
Contract Amount: $2,600,000.00

Stateline III 230 kV Transmission Line—Washington/Oregon
Jun 2009—Dec 2009 • Job 99340

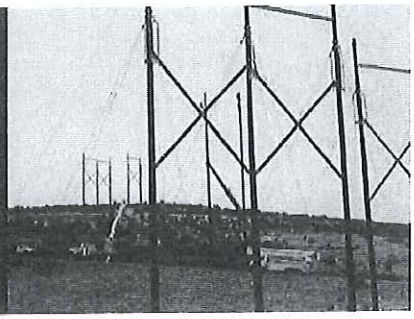
Under this contract, Michels was responsible for the installation of foundations and construction of 17 miles of transmission line and OPGW. The nature of the terrain required the use of helicopters for some material delivery.

Customer: NextEra Energy Resources (Florida Power & Light)
Contract Amount: $2,000,000.00



MICHELS POWER

230 KV EXPERIENCE



A SAMPLING OF OUR PROJECTS

Covington-Berrydale 230 kV Transmission Line Upgrade—Kent, Washington
Aug 2008—Jan 2009 • Job 89387

Michels Power upgraded two miles of 115 kV to 230 kV using 1590 conductor. The monopole, steel structures were set on direct-embed foundations and reached up to 160'. Michels' crews were also responsible for removing a portion of the old H-frame line. Coordination with Bonneville Power Administration (BPA) was necessary during the outage in order to pull the Puget Sound Energy line over the BPA line.

Customer: Puget Sound Energy
Contract Amount: $1,500,000.00

Meridian Way Wind Farm Project—Concordia, Kansas
Apr 2008—Oct 2008 • Job 79219

A mixture of Michels' divisions collaborated to complete this 200 MW wind farm project. The 230 kV transmission line consisted of wood H-frames and steel tangent poles ranging from 65 to 110 feet. The 17-mile line was conductored with 795 ACSR "Drake" conductor. The remainder of Michels' contract included foundations for 67 Vestas V90 wind turbine generators and 36 miles of underground 34.5 kV collection system and two 115 mVA EPC substations.

Customer: Horizon Wind Energy
Contract Amount: $3,557,000.00

Troutdale Line Relocation—Troutdale, Oregon
Sep 2007—Oct 2007 • Job 79437

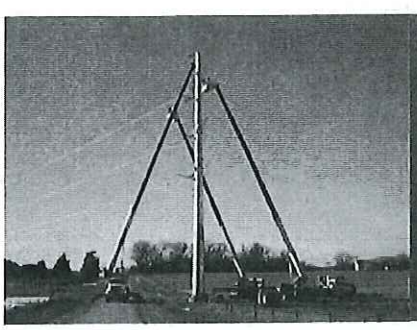
This job consisted of a relocation of a 230 kV transmission line around energized facilities. The project entailed drilling and pouring drilled pier foundations, lattice towers, steel three-piece structures, removing and installing bundled conductor over an existing energized 230 kV line and parallel to an energized 115 kV line. The conductor was "Twin ACSR Drake" with 1/2 inch shield wire. The project was under a tight deadline due to a compressed outage window.

Customer: Bonneville Power Administration
Contract Amount: $200,000.00

Kittitas 230 kV Transmission Line—Kittitas, Washington
Jun 2007—Aug 2007 • Job 79392

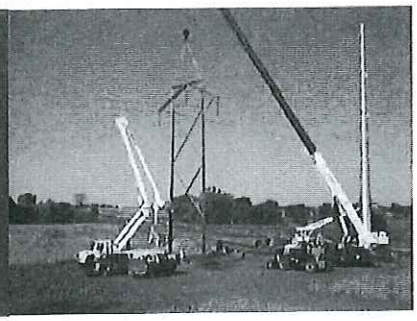
Michels removed the existing 115 kV to upgrade the line to 230 kV bundled 1272 conductor. The line spanned approximately three miles and consisted of 20 steel structures, many of which were angled.

Customer: Puget Sound Energy—Bellevue, WA
Contract Amount: $759,000.00



MICHELS POWER

230 KV EXPERIENCE



A SAMPLING OF OUR PROJECTS

White Creek Transmission—Goldendale, Washington
Jan 2006—Jun 2007 • Job 69504

Michels Power constructed approximately 12 miles of 230 kV transmission between Rock Creek Substation and White Creek Substation. The line consisted of lattice tower construction, wood H-frames and tubular steel 3-pole structures. Our crews installed 1272 kcmil ACSR Pheasant conductors and two OPGW fiber optic shield wires. A helicopter was used to string in the ropes through three sections that had canyon crossings totaling more than three thousand feet spans. The lattice tower construction consisted of D6 lattice steel structures with grillage foundation footers.

Customer: Klickitat County PUD No. 1—Goldendale, WA
Contract Amount: $3,026,000.00

Twin Buttes Transmission Line – Lamar, Colorado
Dec 2006—Nov 2007 • Job 69418

Michels Power is constructing 12.75 miles of new 230 kV, 795 ACSR with static and fiber optics. The 111 steel structures will be direct-embed under a fast-tracked, tight schedule. Michels is furnishing all materials excluding structures. In collaboration Michels Power is also constructing a new substation and installing a collector system for the Twin Buttes project.

Customer: Iberdrola Renewables
Contract Amount: $2,050,000.00

Arrowhead—Blackberry—Duluth, Minnesota
Jan 2006—Mar 2006 • Job 59139

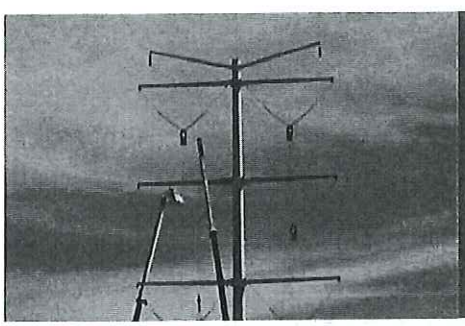
Replaced 136 wood H-frame structures on 230 kV Arrowhead—Blackberry Line No. 98. Replacement structures consisted of new, taller poles assembled in TH1 or TH2 configurations with "Cardinal" 954 kcmil 54/7 ACSR conductor. The resulting upgrade brought the line up to a 100°C thermal limit.

Customer: Minnesota Power—Duluth, MN
Contract Amount: $2,000,000.00

Wanapum—Wind Ridge—Ellensburg, Washington
Nov 2005—Mar 2006 • Job 59373

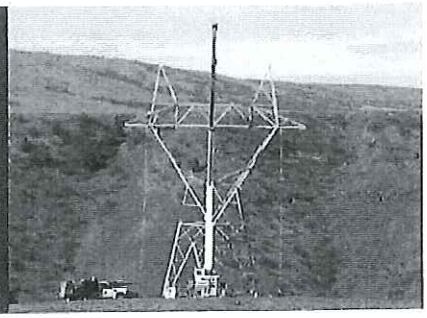
An existing 230 kV transmission line was re-routed into a new substation. Twenty miles of existing line was rebuilt using 1272 bundled conductor. A combination of direct embedded wood H-frames and steel poles set on pier foundations were built and installed for the project.

Customer: Puget Sound Energy—Bellevue, WA
Contract Amount: $720,000.00



MICHELS POWER

345 KV EXPERIENCE



A SAMPLING OF OUR PROJECTS

North Edinburg to Palmito Transmission Line—Hidalgo County to Cameron County, Texas
Apr 2015—present • Job 49338

Michels' crews will construct 48 miles of new electric transmission line. The line will begin at the North Edinburg Substation in Hidalgo County and run east and terminate at the Palmito Substation (under construction by Michels) in Cameron County. This double circuit capable transmission line will be designed on tapered tubular steel poles, supporting a single circuit installation of 954kcmil "Cardinal" double bundle ACSR conductor.

Customer: Sharyland Utilities
Contract Amount: $33,000,000.00

Feeder 76—Rock Tavern, New York
Jun 2015—present • Job 59230

Michels is installing a new 345kV feeder for system reinforcement from Rock Tavern Sub in New Windsor, NY to the new Sugarloaf Sub in Chester, NY. Michels' scope includes steel member modifications of existing towers, installation of conductor, ROW access work, storm water and erosion protections systems and all associated connections.

Customer: Consolidated Edison Company of New York, Inc.
Contract Amount: $13,313,000.00

Transmission Live Line Pilot Program—Connecticut, Massachusetts and/or New Hampshire
Sep 2015—present • Job 59271

Michels is providing electrical construction and maintenance services on 345kV transmission lines under energized conditions using bare hand or hot stick techniques. All work is performed on a time and equipment basis.

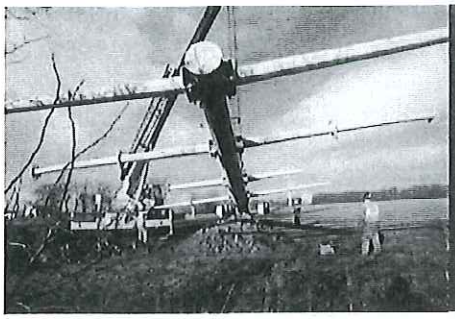
Customer: Eversource Energy

NEEWS IRP—Rhode Island & Massachusetts
Apr 2014—Dec 2015 • Jobs 49212/49216

Under work package 3 Michels constructed 20 miles of new 366 345kV transmission line on existing right-of-way from the Millbury #3 Substation in Millbury, MA to the West Farnum Substation in North Smithfield, RI. There were 113 K11/L12 towers in MA and 24 towers in RI to be removed, for a total of 137 towers to be removed.

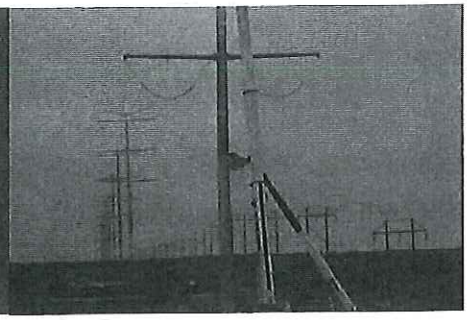
On Work Package 4 Michels constructed 18 miles of new 341 345kV line on existing ROW from the West Farnum Sub in North Smithfield, RI to the RI/CT border. Michels' crews rebuilt and reconductored 9 miles of the existing 328 345kV line on the same corridor, between West Farnum Sub and Sherman Rd Sub. Michels was required to modify certain structures on the existing 347 line and the B-23 115 kV transmission line to facilitate construction of the new facilities. There were significant areas of wetlands on both projects that required environmental mitigation.

Customer: National Grid
Contract Amount: $102,000,000.00



MICHELS POWER

345 KV EXPERIENCE



Headwaters Wind Farm EPC—Randolph County, Indiana
May 2014—Dec 2014 • Jobs 49224, 47235

As a subcontractor to Isolux Corsan, LLC, Michels was responsible for the construction of a 345/34.5kV, 230MVA collector substation. The contract also included the construction of a 10 mile 345kV transmission line which connects the collector substation with the interconnection switch yard (constructed by others).

Customer: Isolux Corsan, LLC/EDP Renewables
Contract Amount: $9,362,000.00

47 Line—Burrillville, Rhode Island
Mar 2014—Jul 2014 • Job 49199

Michels replaced four 3-pole suspension pulloff structures as well as modified guying on another structure on this 345kV line.

Customer: National Grid
Contract Amount: $564,000.00

Center-Grand Forks 345 kV Transmission Line—Minnesota-North Dakota
June 2012—Jul 2014 • Job 29105

The project consisted of approximately 250 miles of new, high voltage (345-kV) AC transmission line from the existing Center 345-kV substation at the Milton R. Young Station located about 4.5 miles southeast of the town of Center, N.D., in Oliver County, to the existing Prairie substation located on the western boundary of the city of Grand Forks, N.D., in Grand Forks County. The project enables the transmission of energy from the existing Young 2 power station directly to the Minnkota's service territory and to Minnkota's cooperative members.

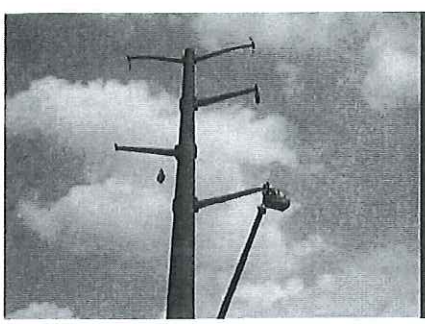
The majority of transmission structures for the project are single-pole, single-circuit, self-weathering tubular steel that oxidizes or rusts to form a dark reddish brown surface coating to protect the structure from further weathering. The steel single poles are placed on large concrete caisson foundations.

Customer: Minnkota Power Cooperative
Contract Amount: $53,014,479.00

West New Madrid Sub and T-Line—New Madrid, Missouri
Jun 2013—Dec 2013 • Jobs 39172/37321

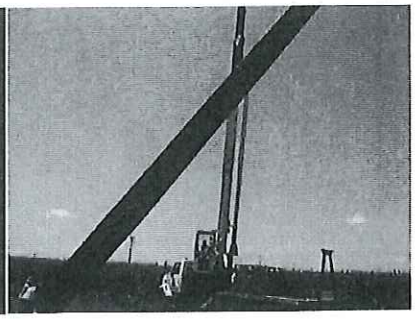
Michels constructed a new 500/345 kV Substation and 0.5 miles of 500kV and 0.5 miles 345kV. The line work included splitting two 345kV lines and a 500kV line then rerouting to the new substation structures. For the substation Michels will 500kV and 345kV structures, install switches, surge arresters, CCVTs, two 500kV and three 345kV circuit breakers and power and control wiring.

Customer: Associated Electric Cooperative, Inc.
Contract Amount: $12,000,000.00



MICHELS POWER

345 KV EXPERIENCE



Line 28—Orange & Rockland Counties, New York
Aug 2013—Dec 2013 • Job 39186

Michels installed a double 345kV circuit which will be operated as a 138kV circuit on Line 28 from the Ramapo Substation to the Sugarloaf Substation, an approximate distance of 15 miles.

Customer: Orange & Rockland Utilities - Consolidated Edison Company of New York, Inc
Contract Amount: $5,800,000.00

WETT Segments 2 & 6 345kV Transmission Line—Texas
Jun 2012—May 2013 • Job 29479

Long Draw to Scurry, Segment 2, is an 18 mile, 345 kV double circuit, double-bundled conductor line. Sand Bluff to Divide, Segment 6, is a single-circuit double bundled conductor line spanning 37 miles. Michels was also responsible for installing foundations and OPGW on both lines.

Customer: Isolux Ingenieria USA LLC
Contract Amount: $35,000,000.00

NE Low Conductor—New England
Sep 2011—Sep 2013 • Job 18510/28510

The purpose of this project was to remediate transmission line conductor low ground clearance conditions with work to include tower/pole structural modifications, deconstruction, complete new structure installations, modification of insulation, creation of in-line deadend, arm replacements and conductor or shield wire modifications.

Customer: National Grid
Contract Amount: $12,000,000.00

Union Pacific Railroad 345 kV Wreck out—Dona Ana County, NM
Apr 2012—Apr 2012 • Job 29477

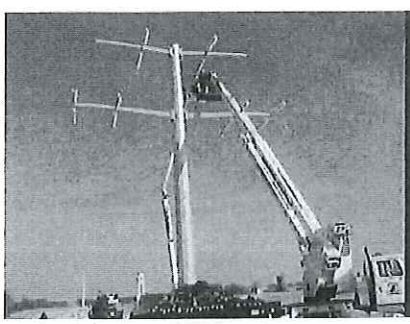
Michels worked as a subcontractor to Bixby Electric to remove 345 kV single circuit double bundled conductor and fifteen structures including single poles, H-frames and 3-pole deadends.

Customer: Bixby Electric, Inc.
Contract Amount: $154,000.00

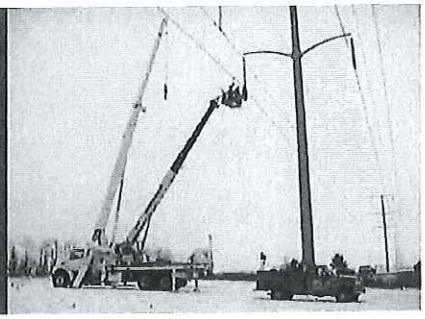
Union Pacific Railroad 345 kV Line Reroute—Dona Ana County, NM
Feb 2012—Mar 2012 • Job 29475

Michels rerouted approximately three miles of double bundled 954MCM ACSR conductor on steel H-frame structures.

Customer: El Paso Electric
Contract Amount: $2,102,500.00



345 KV EXPERIENCE



A SAMPLING OF OUR PROJECTS

340 Circuit 345 kV Deadend Project and Counterpoise—Cavendish, VT
Oct 2011—Jan 2012 • Job 18511/18512

In an effort to reduce the likelihood of long cascading failures, Michels will convert nine tangent, wood H-frame structures to in line deadend structures from the switchyard at the Vermont Yankee Nuclear Plant in Vernon, VT to VELCO's Coolidge Substation in Cavendish, VT. Conductor is double bundle 927.2-24/13 ACSR.

Under a separate unit contract, but on the same line, Michels will be responsible for testing and repair to the counterpoise on 403 structures. Depending upon the results of the ground testing, Michels will be responsible for performing the necessary repairs that may include reconnection of counterpoise to structure, installation of ground rods/ground wire and the installation of counterpoise across ROW to the ground grid of a different line.

Customer: Vermont Electric Power Company, Inc. (VELCO)
Contract Amount: $571,000 + units not to exceed $682,000

McNary—Ross No. 1 345 kV Transmission Line—Umatilla, Oregon—Vancouver, Washington
Mar 2011—May 2011 • Job 19310

This project affects fifteen spans throughout the 174.6 mile McNary - Ross No. 1 345 kV Transmission Line. line. The line begins at McNary Dam, City of Umatilla, OR, crosses the Columbia River and terminates in Vancouver, WA. Michels installed four new steel grillage footings for an existing lattice tower that was moved, removed suspension insulator assemblies from 15 towers and installed new floating deadends on these towers and removed soil and re-graded areas in five tower spans where the soil represented a clearance impairment.

Customer: Bonneville Power Administration
Contract Amount: $300,000.00

Installation of Phase Raiser—York, Nebraska
Apr 2011—May 2011 • Job 19014

Michels installed Laminated Wood Systems' phase raisers on eleven 2-pole H-framed laminated wood structures and one 3-pole round wood pole structure on a 345 kV transmission line.

Customer: Nebraska Public Power District
Contract Amount: $70,000.00

Empire Generating Project—Rensselaer, New York
Apr 2008—Oct 2009 • Job 89124

A prime example of a "One Michels" job, Empire Generating Project incorporated the Power, Pipeline and Directional Drilling and Foundation divisions of Michels Corporation. The Power portion of the project included a two-mile 115 kV line and an eight-mile 345 kV line, portions of the lines being double circuit. The wire on the 345 kV line was double-bundle, 1192.5 ACSR 45/7 (Bunting), non-specular. Wire on the 115 kV line consisted of 795 ACSR 26/7 (Drake), non-specular. Michels was also responsible for installing the OPGW and shield wire for both lines. The project was heavily regulated by the New York Department of Public Safety and fell under the strict guidelines of the New York Public Service Commission's Environmental Management & Construction Plan (EM&CP).

Customer: LG Constructors
Contract Amount: $19,500,000.00

Top Crop Wind Farm 345 kV Interconnection Transmission Lines—Ransom, Illinois
Sep 2009—Oct 2009 • Job 99076

The overhead transmission line construction on this wind farm consisted of the work needed to tap/loop 345 kV line #0301 to new substation TSS196 Katydid Road for the proposed interconnection of Top Crop Wind Farm. Michels' crews installed two new steel poles, foundations and hardware as well as two new spans of static. We also relocated existing 2-bundled conductors and static on two spans and installed two spans of new single circuit 2-bundled spans.

Customer: Exelon Energy Delivery (ComEd)
Contract Amount: $430,000.00

Troy-Enon and McCredie-Kingdom City OPGW Fiber Projects—Missouri
Sep 2007—Dec 2007 • Job 79182

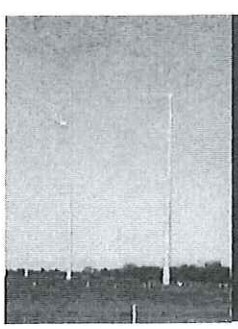
Michels Power used existing overhead ground wire to pull in new .356-inch Brugg OPGW on two different sections of line. The Kingdom City to McCredie 345 kV wood pole H-frame line was nearly 4.5 miles which crossed interstate Highway 70. The second portion, Enon to Troy, was a 161 kV wood pole, H-frame line totally almost nine miles.

Customer: Central Electric Power Cooperative
Contract Amount: $328,000.00

Twin Groves II Wind Farm—Arrowsmith, Illinois
Jul 2007—Oct 2007 • Job 79066

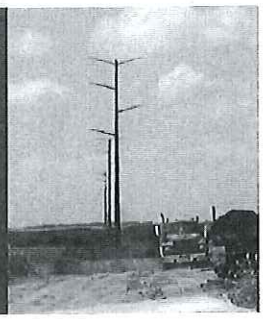
A collaboration of Michels' divisions worked under Michels Wind Energy to complete this wind project. Michels Power constructed five miles of 345 kV single circuit bundled wire with two fiber optic shield wires on the line side; the substation division constructed a new 345 kV sub and added a new 345 kV substation bay in the existing Twin Groves Substation. Michels Drilled Foundations completed the necessary foundations work.

Customer: Horizon Wind
Contract Amount: $1,254,000.00



MICHELS POWER

345 KV EXPERIENCE



A SAMPLING OF OUR PROJECTS

Fox Energy Sub to Forest Junction Sub—Forest Junction, Wisconsin
Jan 2005—May 2005 • Job 49134

Michels' crews installed 35 new structures spanning 5.2 miles of single circuit 345 kV H-frame structures and installed new 2156 ACSR conductors from the Fox Energy Substation to the "T-junction" of the line heading towards Point Beach Substation. On the de-energized portion of the transmission line from the "T-junction" to the Forest Junction sub, we replaced one existing shield wire with OPGW (approximately 6 miles).

Customer: American Transmission Company—DePere, WI
Contract Amount: $1,520,000.00

North Madison to Columbia—Madison, Wisconsin
Dec. 2004—Jan 2005 • Job 49121

This job entailed 17 circuit miles of re-conductoring from 138 kV to 345 kV with an OPGW fiber static consisting of three 2156 kcm conductors and a static producing 66 miles of wire pulling. The largest obstacle was the schedule for the project. The tight schedule needed to be met in a small outage frame of three weeks since offline maintenance had been scheduled before the customer was able to find a contractor willing to perform the work. Even in the frigid cold of January, Michels' crews finished the project in 18 days, seven days ahead of schedule, and prevented the customer from accruing penalties.

Customer: American Transmission Company—Madison, WI
Contract Amount: $1,950,000.00

OUR REFERENCES

OVERHEAD TRANSMISSION LINE

Bonneville Power Administration 7500 NE 41st Street Vancouver, WA 98662	Jared Perez jjperez@bpa.gov	360-619-6342
Central Iowa Power Cooperative 1400 Highway 13 SE Cedar Rapids, IA 52403-9803	Scott Mohwinkle scott.mohwinkle@cipco.net	319-366-4512 x311
Enel Green Power 3636 Nobel Dr, Ste 475 LaJolla, CA 92122	Dave Janssen David.Janssen@enel.com	858-731-5022
MidAmerican Energy Company 106 East Second Street Davenport, IA 52801	Carl Shawver csshawver@midamerican.com	515-281-2955
National Grid 40 Sylvan Rd. Waltham, MA 02451	Joel Lynch Joel.Lynch@us.ngrid.com	781-907-2532
Sempra US Gas & Power 101 Ash Street San Diego, CA 92101	Steve Feiner, P.E. SFeiner@SempraUSGP.com	619-696-2375

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People's Cooperative PO Box 339 Rochester, MN 55903-0339	Russ Halgerson rhalgerson@peoplesrec.com	507-484-6193
Rochester Gas & Electric 400 West Avenue Rochester, NY 14611	David Schaller david_schaller@rge.com	585-724-8368

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