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For projects up to



Agenda

Lloyd

- AWP Overview
- Scalable AWP

Jeremy

- Project Classification
 - Familiarity
 - o Complexity
- Tool Demo

Randy

 ESD Valve Project – First Time

5/25/2018

ESD Valve Program

Kirk

- \circ Solar Farm
- Debottlenecking

Ben

New WFP System

Narjis

- Development Roadmap
- Q&A

Committees and Chairs

• The committees are composed of over 40 professionals from the owner, and engineering, supply chain and construction communities from both sides of the border

| Committee | Chair |
|------------------------------|-------------------------------|
| Steering Committee | Lloyd Rankin (Group ASI) |
| Owners | Jeremy Furzer (Enbridge) |
| Engineering and Supply Chain | Randy Friesen (Fluor) |
| Front-End Construction (FEC) | Kirk Harris (Black & Veatch) |
| WorkFace Planning (WFP) | Ben Swan (Element Industrial) |
| Editor | Narjis Shahzad (Teknobuilt) |



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AWP Overview

Developed by The Construction Industry Institute (CII) https://www.construction-institute.org



Our Mandate

- Improving smaller projects' (\$100 million and under) outcomes through the application of Advanced Work Packaging principles.
- The objective is... maximize value through the right planning at the right time to improve project performance as measured by:
 - Productivity
 - Cost
 - o Safety
 - Schedule
 - o Quality
 - Predictability



AWP Principles: Never Changing

- 1. Determine how you will build the project (POC)
- 2. Determine how to package the project
- 3. Determine how to manage the packages
- 4. Identify and supply the necessary information
- 5. Identify and supply the necessary materials requirements
- 6. Identify and supply the necessary equipment requirements
- 7. Identify and supply the necessary labor requirements





AWP Practices: Must Change

Example: Project Hierarchy (Construction Work Area [CWA])



Example: Project Hierarchy (Construction Work Package [CWP])



Example: Project Hierarchy (Engineering Work Package [EWP])



Example: Project Hierarchy (Installation Work Package [IWP])



Procurement Work Processes - PWP



AWP Benefits

What positive effects will you see on your projects with effective AWP implementation?



- Productivity (+25%)
- Cost (-10% TIC)
- Safety (0 TRIF)
- Schedule (improvement)
- Quality (0 rework)
- Predictability (improvement)

Where is AWP used?



Construction Familiarity and Complexity Screening Tool



- Level Rank Projects: Low, Med, High
- Helps define planning, deliverables, reviews
- Input to RACI

Application

- Low complexity projects trend toward simplified planning and key AWP packaging
- High complexity projects trend toward detailed planning and comprehensive AWP packaging



Classification



- Like a Visual Acuity Test classification Requires a binary response
- Familiarity has 6 questions and requires a choice between Repeatable or Unique Projects
- Complexity asks 11 constructability questions requiring a choice between low and high.

F-C Classification

- Type1 Projects are predominately repeatable
- Type 2 Projects are predominately unique
- Complexity relates to Low or High Constructibility

| Familiarity Type | Type 1 Count | Complexity Low Count | |
|---------------------|-----------------|-------------------------|--------|
| 1 | >3 | >5 | Low |
| 1 | >3 | 1-5 | Medium |
| 2 | 1-3 | >5 | Medium |
| 2 | 1-3 | 1-5 | High |

| | Type 1 | Type 2 |
|--------------------|--------|--------|
| Low Complexity | Low | Medium |
| High Complexity | Medium | High |

Rank - Level

| | Type 1 | Type 2 |
|-----------------|----------------------|-----------------------------------|
| Low Complexity | ESD Valve Program | ESD Valve Project – First Time |
| High Complexity | Solar Farm | Process Debottlenecking |

COAA AWP - SCALABLE

Construction Familiarity & Complexity

Screening Tool

| | | | | | _ | | |
|------|---|-------------------------------|---|--|-----------------------|-------------|-----------------------|
| | Project Name | | | Le | evel Rank Matr | ix | |
| | Project General Description | | | | Type 1 | Type 2 | |
| | Review Date: | | | LOW | Low | Medium | |
| | Project Manager | | | нісн | Medium | High | |
| | Construction Manager | | | | | | |
| No | Question | Complexities (Risks) | Description | | Type or Complexity | Screening (| General Comments |
| Fami | liarity Type | | Select Low/Hi description from Drop | Down Box 🗸 | | Record key | decisions and actions |
| 1 | Is Scope of Work (SOW) similar to previously executed projects? | SOW Familiarity | Duplicate project with scope of work similar t executed projects and has <50% scope char | to previously nge | TYPE 1 | | L |
| 2 | Will the development be managed as a program, portfolio or project | Project execution efficiency | Managed as a Portfolio, Program | | TYPE 1 | rojeci | |
| 3 | Are the work packages reusable for this project? | EWP/CWP production efficiency | Standardized design or >50% engineering a work packages are recycled from previous p | and construct. projects. | | catio | n 1001 |
| 4 | Regulatory and permitting requirement. | CSR, Regulatory, Reputation | Execution team has successfully completed regulatory permitting requirements. | ^d project sp <mark>Paimi</mark> | liarity-Cor | nplexity So | creening Tool |
| 5 | What type of construction contract is planned? | Project execution efficiency | Owner or EPC has partnered with select gen and assigns construction on a highest value | e bases | TYPE 1 | | |
| 6 | How is equipment and materials purchased? | Project execution efficiency | Owner or EPC purchase equipment and mai approved vendors list | terial from an | TYPE 1 | | |

F-C Classification of the Worked Examples

| | Type 1 | Type 2 |
|-----------------|----------------------|-----------------------------------|
| Low Complexity | ESD Valve Program | ESD Valve Project – First Time |
| High Complexity | Solar Farm | Process Debottlenecking |

ESD Valve First Time -Type 2 Complexity (Unique)

5/25/2018



Type 2 (Unique) - Low Complexity



Type 2 - Low Complexity



Type 2 - Low Complexity



ESD Valve Program -Type 1 Low Complexity (Repeatable)

5/25/2018



Type 1 (Repeatable) - Low Complexity



Type 1 - Low Complexity



Type 1 - Low Complexity



T1H – Solar Farm Program (Repeatable High Complexity)





- PWP are not required as material is bulk and interchangeable across CWA's
- All supplier data required to support EWPs

- IWP scope subdivides CWPs based on effort
- IWP's are developed for one CWA and reusable for each subsequent CWA
- Limited IWP count per CWP (likely 1 or 2 per discipline)

PWP

IWP


Solar Farm (Worked Example)

POC General Arrangement CWA /CWP Overview CWP / EWP Boundary Development

Process Debottleneck Project (One-Off High Complexity)



© COAA or respective owners



WorkFace Planning

"WorkFace Planning is the process of organizing and delivering all elements necessary before work is started, to enable craft workers to perform quality work in a safe, effective and efficient manner."

Definition: Paradigm Shift

☑IWPs packaged based on hours.

IWPs packaged based on commodity or task

IWPs are a contractor deliverable NOT engineering

NEW Definition: Installation Work Package

"Installation Work Package (IWP) is a grouping of tasks targeted TO ALIGN WITH THE OPTIMUM PATH OF CONSTRUCTION. These IWPs will contain all of the necessary documents and descriptions required to carry out the tasks required. THE GOAL IS MAINTAIN FNOUGH **EXECUTABLE IWP'S IN EACH F-MANS** BACK LOG TO KEEP THEIR CREWS ACTIVE FOR 2 SHIFTS.



WorkFace Planning – Mega Project

Mega project

Requires dedicated planners





WorkFace Planning – Small Project

Scalable

Planner Tasks Delegated to Others



WorkFace Planning – Small Project

Scalable

Only require your putter





WorkFace Planning - Hazards

Scalable

Mega projects





WorkFace Planning - Challenges

Scalable

Mega Project





WorkFace Planning System

| IWF SCOPI | NG | | IWP | NG | | IW EXECU | P TION | | QUALITY | CONTROL | | TURN OV | VER | |
|--------------------|----|-----|--------------------------------------|----|-----|------------------------------|-----------|-----|-------------|---------|-----|--|-------|---|
| DOCUMENT | RO | LES | CONSTRUCTION | RO | LES | | RO | LES | CASETY | RO. | LES | PROJECTS | ROLES | |
| CONTROL | R | А | MANAGEMENT | R | А | QA/QC | R | А | SAFETY | R | А | CONTROLS | R | А |
| Maintain Drwg Log | | | Internal Coordination | | | Construction Surveillance | | | Meetings | | | IWP Progress Reporting | | |
| Maintain RFI Log | | | External Coordination | | | Receive new Drawings | | | Inspections | | | Address field identified Changes. | | |
| Maintain MOC Log's | | | Equipment Coordination | | | Submit / Receive RFI's | | | Audits | | | Integrate system progress reporting | | |
| | | | Redline changes to IWP documentation | | | | | | JHA's | | | Schedule Updates | | |
| | | | Monitor Constraints | | | | | | | | | | | |
| | | | Track & Report IWP Progress | | | | | | | | | | | |
| | | | Initiate RFI's and field changes | | | | | | | | | | | |
| | | | | | | | | | | | | | | |







| IWP IWP SCOPING PLANNING | IWP EXECUTION | QUALITY CONTROL | TURN OVER |
|--------------------------|------------------|-----------------|-----------|
|--------------------------|------------------|-----------------|-----------|



| IWP SCOPING | IWP PLANNING | IWP EXECUTION | QUALITY CONTROL | TURN OVER |
|----------------|-----------------|------------------|-----------------|-----------|
|----------------|-----------------|------------------|-----------------|-----------|







| IWP SCOPING | IWP PLANNING | IWP EXECUTION | QUALITY CONTROL | TURN OVER |
|----------------|---|----------------------------|------------------------|---------------------------------|
| TURN OVER | CC CONSTRUCTION COMP 1 BINDER REV PROCES FINAL WALK (OWNER DR | PLETE Mechanically Complet | MILESTONE 2 CIES | COMISSIONING and START UP |

WorkFace Planning – where are you?

Level 1 maturity

Level 3 maturity



Deliverables



Project Classification Tool

Ready Now

| C | OAA AWP - 9 | SCALABLE | Construction Familiarity & Complexity Screening Tool | | | | | |
|-----|---|--|---|--|-----------------------|------------|------------------------|--|
| | Project Name | | | evel Rank Matrix | | | | |
| | Project General Description | | | | Type 1 | Туре 2 | | |
| | Review Date: | | | LOW | Low | Medium | | |
| | Project Manager | | | HIGH Medium High | | | | |
| | Construction Manager | | | | | | | |
| No | Question | Complexities (Risks) | Description | | Type or Complexity | Screening | General Comme | |
| ami | liarity Type | | Select Low/Hi description from Drop (| Down Box ▽ | | Record key | y decisions and action | |
| 1 | Is Scope of Work (SOW) similar to previously executed projects? | SOW Familiarity | Duplicate project with scope of work similar to executed projects and has <50% scope chang | previously ge | TYPE 1 | | | |
| 2 | Will the development be managed as a program, portfolio or project | Project execution efficiency | Managed as a Portfolio, Program | | TYPE 1 | | | |
| 3 | Are the work packages reusable for this project? | EWP/CWP production efficiency | Standardized design or >50% engineering ar work packages are recycled from previous pre | nd construction ojects. | TYPE 1 | | | |
| 4 | Regulatory and permitting requirement. | CSR, Regulatory, Reputation | Execution team has successfully completed p regulatory permitting requirements. | project specific | TYPE 1 | | | |
| 5 | What type of construction contract is planned? | Project execution efficiency | Owner or EPC has partnered with select gene and assigns construction on a highest value b | ral contractors bases | TYPE 1 | | | |
| 6 | How is equipment and materials purchased? | Project execution efficiency | Owner or EPC purchase equipment and mate approved vendors list | rial from an | TYPE 1 | | | |
| om | plexity Level (Constr | ructability) | | | - | | | |
| 1 | ls proposed fadiity is brownfield or greenfield? | Operations Interface, Ground Disturbance | Greenfield - No previous facilities existed abo ground, new development will have minimum i operating facilities. New development is separ exiting facility by a minimum of 30 m (100 Ft.) | ove or below mpact on rated from the | LOW | | | |
| 2 | What is number of separate construction areas? | Coordination, Interface, Battery limits | 1 or 2 adjacent areas, Shared resources can l | be utilized | LOW | | | |
| | | | < 7 of any of discipline: earthwork, foundation | ns, structural, | | | | |

WorkFace Planning System

Ready Now

5/25/2018



To be Reviewed By CII and Ready for October 2018



5/25/2018





awpconference.com

The COAA AWP Scalability Steering Committee will report out at the upcoming Advanced Work Packaging Conference.

What is the AWP Conference?

- Global project owners, contractors and suppliers making AWP happen
- Two full days of owner-driven AWP content and thought leadership
- Professional networking and integrated industry tradeshow

Information and registration available at www.awpconference.com

Looking for Projects and Team members

Questions

5/25/2018

| LOW/MED/HIGH RISK | TYPE 1 OR TYPE 2 |
|-------------------|------------------|
| LOW RISK | TYPE 1 |

Instructions:

1. Complete screening during AWP stage 1;

2. Under description: Select the appropriate familiarity and complexity responses from the drop down box;

- 3. Complete project specific screening comments.
- 4. The level-rank result will be indicated in the matrix as low, medium or high

Notes:

1. This risk assessment is intended to address constructability only and excludes business or other risks;

2. All questions are weighed equally;

- 3. The familiarity type is determined on the count of TYPE 1 projects:
 - If >3 questions are rated TYPE 1 then familiarity = TYPE 1
 - If 1-3 questions are rated TYPE 1 then familiarity = TYPE 2

4. The complexity level is determined on the count of LOW complexity assessments:

- If >5 questions rate "LOW" then complexity = LOW
- If 1-5 questions rate "LOW" then complexity = HIGH

COAA AWP - SCALABLE

Construction Familiarity & Complexity Screening Tool

| Project Name | |
|-----------------------------|--|
| Project General Description | |
| Review Date: | |
| Project Manager | |
| Construction Manager | |

| Level Rank Matrix | | | | |
|-------------------|--------|--------|--|--|
| | Type 1 | Type 2 | | |
| LOW | Low | Medium | | |
| нідн | Medium | High | | |

| No | Question | Complexities (Risks) | Description | Type or Complexity | Screening General Comments |
|------|---|--|---|-----------------------|----------------------------------|
| Fami | liarity Type | | Select Low/Hi description from Drop Down Box $~ \bigtriangledown$ | _ | Record key decisions and actions |
| 1 | Is Scope of Work (SOW) similar to previously executed projects? | SOW Familiarity | Duplicate project with scope of work similar to previously executed projects and has <50% scope change | TYPE 1 | |
| 2 | Will the development be managed as a program, portfolio or project | Project execution efficiency | Managed as a Portfolio, Program | TYPE 1 | |
| 3 | Are the work packages reusable for this project? | EWP/CWP production efficiency | Standardized design or >50% engineering and construction work packages are recycled from previous projects. | TYPE 1 | |
| 4 | Regulatory and permitting requirement. | CSR, Regulatory, Reputation | Execution team has successfully completed project specific regulatory permitting requirements. | TYPE 1 | |
| 5 | What type of construction contract is planned? | Project execution efficiency | Owner or EPC has partnered with select general contractors and assigns construction on a highest value bases | TYPE 1 | |
| 6 | How is equipment and materials purchased? | Project execution efficiency | Owner or EPC purchase equipment and material from an approved vendors list | TYPE 1 | |
| Com | olexity Level (Constr | uctability) | | | |
| 1 | ls proposed facility is brownfield or greenfield? | Operations Interface, Ground Disturbance | Greenfield - No previous facilities existed above or below ground, new development will have minimum impact on operating facilities. New development is separated from the exiting facility by a minimum of 30 m (100 Ft.) | LOW | |
| 2 | What is number of separate construction areas? | Coordination, Interface, Battery limits | 1 or 2 adjacent areas; Shared resources can be utilized | LOW | |
| 3 | What is the count of construction disciplines involved in the project? | Coordination, work face density, Interface, Startup | < 7 of any of discipline: earthwork, foundations, structural, Buildings, mechanical equipment, piping, insulation, painting/coating/lining, electrical, Instrumentation and controls. | LOW | |
| 4 | What is the scope or count of mechanical, electrical, instrumentation and controls tie-ins? | Hot Work, Plant Outage | Electrical, Instrumentation and Controls Only (El & C), Hot Work with no Loss of production | LOW | |
| 5 | Are critical or engineered crane lifts required? | Coordination, scheduling, risk to operations | All crane lifts are standard | LOW | |
| 6 | What are the known geotechnical conditions? | Ground Disturbance, water disposal, access, spoil piling | Ground Water Dewatering is not required and/or no rock excavation | LOW | |
| 7 | What type of excavation are required? | Ground Disturbance, Confined Space | 2 m (6.5 Ft) or less depth excavation with trench box and/or OSHA Type 1 or 2 Soils and/or , < 10% Hydro-Vac | LOW | |
| 8 | Will the project be constructed working at heights? | Working at Heights, Productivity | < 25% scope requires working above 2 m (6.5 ft.) height | LOW | |
| 9 | What seasons will the project will be constructed? | Productivity, Transportation, ideal schedule | Spring/Summer/Fall Construction - Standard productivity | LOW | |
| 10 | Is the project planned on a compressed schedule? | Coordination, work face density, productivity | Construction is planned on day shift only and/or All EWP/CWP will be issued IFC prior to commencing construction. EPC phases are sequential | LOW | |
| 11 | ls project site remote? | Transportation, work force recruiting and turnover | Workers drive daily between project and place of residence, no subsistence | LOW | |

Familiarity - Repeatability Type

| | | | 1 |
|---|----|---------|---|
| _ | | | SOW Familiarity |
| | tу | Turne 1 | Duplicate project with scope of work similar to previously |
| | | турет | executed projects and has <50% scope change |
| | mi | Type 2 | One-off project or a duplicate of a previously executed project |
| | ЦЦ | | and the scope of work had changed by $>50\%$. |

Complexity - Constructability

| | | 1 |
|-----|--------|--|
| | | Greenfield, Brownfield |
| | | Greenfield - No previous facilities existed above or below |
| | 1.0 | ground, new development will have minimum impact on |
| itу | LO | operating facilities. New development is separated from the |
| lex | | exiting facility by a minimum of 30 m (100 Ft.) |
| dm | | Brownfield - New development will be constructed where |
| ů | Litada | previous above or below grown facilities or within 30 m (100 |
| | ⊓ıgn | Ft.) of existing above or below ground facilities exist. New |
| | | development interface with existing operation |

Familiarity - Repeatability Type

| 2 |
|---------------------------------|
| Portfolio, Program or Project |
| Managed as a Portfolio, Program |
| Managed as a Project |

Complexity - Constructability

| 2 |
|---|
| Construction Area |
| 1 or 2 adjacent areas; Shared resources can be utilized |
| 3 or more adjacent or non-adjacent areas. Shared resources need to be coordinated and planned |

Familiarity - Repeatability Type

| 3 |
|--|
| Project Information & Documentation |
| Standardized design or >50% engineering and construction |
| work packages are recycled from previous projects. |
| Customized engineering or $<50\%$ engineering and construction |
| work package recycled from previous projects |

Complexity - Constructability

3

Multi - Disciplines

< 7 of any of discipline: earthwork, foundations, structural, Buildings, mechanical equipment, piping, insulation, painting/coating/lining, electrical, Instrumentation and controls.

> 6 of any of discipline: earthwork, foundations, structural, Buildings, mechanical equipment, piping, insulation, painting/coating/lining, electrical, Instrumentation and controls.

Familiarity - Repeatability Type

| 4 | |
|--|--|
| Permitting | |
| Execution team has successfully completed project specific | |
| regulatory permitting requirements. | |
| Although capable, the execution team is not experienced in | |
| project specific regulatory permitting requirements. | |

Complexity - Constructability

| 4 |
|---|
| Tie-Ins |
| Electrical, Instrumentation and Controls Only (El & C), Hot Work with no Loss of production |
| Mechanical only or Mech. and |
| El & C or Plant/System Shut Down and Loss of production |

Familiarity - Repeatability Type

| C |
|---|
| Construction Contract Strategy |
| Owner or EPC has partnered with select general contractors |
| and assigns construction on a highest value bases |
| Owner or EPC SCM formally request project specific proposals, |
| evaluates and awards. |

Complexity - Constructability



Familiarity - Repeatability Type

| 0 |
|---|
| Equipment/Procurement Strategy |
| Owner or EPC purchase equipment and material from an |
| approved vendors list |
| Owner or EPC SCM formally request project specific proposals, |
| evaluates and awards. |

Complexity - Constructability

| 0 |
|--|
| Geotechnical Conditions |
| Ground Water Dewatering is not required and/or no rock |
| excavation |
| |
| |
| Ground Water Dewatering is Required and/or rock excavation |
| |
| |
| |

7

Excavation

2 m (6.5 Ft) or less depth excavation with trench box and/or OSHA Type 1 or 2 Soils and/or , <10% Hydro-Vac

> 2 m (6.5 ft.) depth of excavation and/or OSHA Type 3 soil and/or requires shoring and/or >10% Hydro-Vac

8

Working at heights

< 25% scope requires working above 2 m (6.5 ft.) height

> 25% scope requires working above 2 m (6.5 ft.) height

9

Construction Season

Spring/Summer/Fall Construction - Standard productivity

Winter Construction - Reduced worker productivity, freezing and icy conditions, construction may require hoarding and heating , road weight restrictions, etc.

10

Schedule Compression

Construction is planned on day shift only and/or All EWP/CWP will be issued IFC prior to commencing construction. EPC phases are sequential

Construction planned on day and night shifts and/or all EWP/CWP will not issued IFC prior to commencing construction. EPC phases may overlap.

11

Project Site Remote

Workers drive daily between project and place of residence, no subsistence

Workers commute between project and place of residence between shifts, Projects accommodations or subsistence and turnaround costs required. Seasonal Roads and bridges may impact transportation plan.

TYPE 1 PROJECT

SAMPLE PROJECT 2 – SOLAR FARM

CWA/CWP & WBS STRUCTURE



Construction Work Areas

CWA's will be created and assigned based upon the Work Breakdown Structure and how the WorkFace Planning team will issue work to the field.

| CODE | DESCRIPTION | GUIDANCE |
|-------|------------------|--|
| PROJ | Project | Supporting project work. |
| 000 A | Site | Encompasses entire site. |
| 1100 | Solar Block 1100 | Encompasses area identified as Block 1 per contract G.A. |
| 1200 | Solar Block 1200 | Encompasses area identified as Block 2 per contract G.A. |
| 2100 | Solar Block 2100 | Encompasses area identified as Block 3 per contract G.A. |
| 2200 | Solar Block 2200 | Encompasses area identified as Block 4 per contract G.A. |

Construction Work Packages

CWP's will be created and assigned according to discipline-specific activities within the Work Breakdown Structure and how the work will be executed in the field.

| CODE | DESCRIPTION | GUIDANCE |
|-------|-----------------------------|---|
| 010 A | Site Development | Inclusive of site clearing, excavation, roads, environmentals, and fencing. |
| 200 A | AC Cable & Terminations | AC cable installation and termination. |
| 210 A | DC Cable & Terminations | A.G. DC cable installation and termination. |
| SL 05 | Inverter Skids | Inclusive of the setting and hookup of the inverter skids. |
| 020 A | Rack Piling | Installing rack posts in the field. |
| SL 02 | Rack Staging / Assembly | Assembling racks in the field. |
| SL 03 | PV Module Staging / Install | The receipt, offloading, and transport of PV modules prior to installation. |
| SL 04 | DC – Harnesses/Combiners | Installing PV module harnesses and combiner boxes in the field. |
| SL 01 | Cable Plowing | Inclusive of the excavation, placement and backfill of UG cable & conduit. |
| SL 07 | Instrumentation / Comms. | Inclusive of SCADA and performance testing. |
| S 001 | Startup & Commissioning | All activities related to Startup & Commissioning |
| S 040 | Performance Testing | All activities related to Performance Testing. |

Work Breakdown Structure







TYPE 1 COMPLEX

FRONT-END PLANNING

CWP AND EWP BOUNDARY DEVELOPMENT - NARRATIVE

PURPOSE:This document provides guidance in support of the Front-End
Planning, CWP and EWP Boundary Development, Type 1, as part
of the AWP Scalability Project. This sample project is structured
an EPC role.



REFERENCE DOCS: Acme Solar GA

Acme Solar GA with blocks

Type 1_Sample Proj 2_overview Rev3

GUIDANCE: During Front-End Planning, the Preliminary Engineering and Constructability Review activities serve as the primary guiding factors in developing CWP and EWP boundaries. Once the Construction Execution Strategy is developed, construction activities are identified, and a preliminary Work Breakdown Structure is formed. CWP and EWP boundaries are then created from this WBS. It's important at this stage that CWP boundary development is governed by a focus on contributing to the Path of Construction and not just on a cost collection structure, or detailed scheduling element.

For the Type 1 Complex Sample Project, the Constructability Review efforts result in a Work Breakdown Structure - activities required to execute the work.

| te Development | |
|--------------------------|--|
| ack Post Installation | |
| ack Frame Assembly | |
| olar Panel Installation | |
| olar Panel Wiring | |
| verter Skid Installation | |
| C Wiring | |
| ystem Turnover | |




GUIDANCE (continued):

From the WBS, or the basic execution steps of the project, more detailed craft activities are extracted.

| Site Development | Excavation Roads Fencing Project Facilities | | | | | |
|----------------------------|--|--|--|--|--|--|
| Rack Post Installation | Surveying Rack Post Driving | | | | | |
| Rack Frame Assembly | Rack Frame Staging Rack Frame Assembly Rack Frame Square & Torque | | | | | |
| Solar Panel Installation | Solar Panel Staging Solar Panel Installation | | | | | |
| Solar Panel Wiring | Combiner Box Installation/Termination Solar Panel Harness Connections | | | | | |
| Inverter Skid Installation | Inverter Skid Foundation Inverter Skid Conduit Installation Inverter Skid Set (Crane) Inverter Skid Termination | | | | | |
| DC Wiring | Underground DC Conduit Installation Underground DC Cable Installation/Termination | | | | | |
| System Turnover | Block 1 Turnover Block 2 Turnover Block 3 Turnover Block 4 Turnover | | | | | |

The project team then determines their preferred CWP <> EWP relationship rule: 1-to-1, or 1-to-many. For the purposes of scalability a 1-to-1 CWP <> EWP ratio is recommended, although information contained in a specific EWP may serve multiple CWPs and also be within another EWP. Construction and Engineering will eventually determine which disciplines and/or activities from the expanded list should be identified as Construction Work Packages. At this stage, as both functional groups are structuring their deliverables, collaboration is important to creating an efficient framework for work execution. Preliminary Engineering outputs are then mapped to these activities and the project team determines the most efficient structure for CWP and EWP boundaries.





GUIDANCE (continued):

Engineering Deliverables are associated with the Construction Activities / Tasks. At this point, project indirects are not listed or considered since they are not part of the execution Path of Construction.

| CONSTRUCTION ACTIVIT | IES / TASKS | ENGINEERING DELIVERABLES | | | | |
|-----------------------------|--|--|--|--|--|--|
| Site Development | Excavation Roads Fencing Project Facilities | General Arrangement Road elevation details Environmental details | | | | |
| Rack Post Installation | Surveying Rack Post Driving | Rack Post Layout/Coordinates | | | | |
| Rack Frame Assembly | Rack Frame Staging Rack Frame Assembly Rack Frame Square & Torque | Rack Frame Assembly details Rack Frame Assembly specs | | | | |
| Solar Panel Installation | Solar Panel Staging Solar Panel Installation | Solar Panel Install details Solar Panel Assembly specs | | | | |
| Solar Panel Wiring | Combiner Box Installation/Termination Solar Panel Harness Connections | Wiring Diagrams | | | | |
| Inverter Skid Installation | Inverter Skid Foundation Inverter Skid Conduit Installation Inverter Skid Set (Crane) Inverter Skid Termination | Foundation details Excavation & Conduit details Wiring diagrams | | | | |
| DC Wiring | U/G DC Conduit Installation U/G DC Cable Installation/Termination | Excavation & Conduit details Wiring diagrams | | | | |
| System Turnover | Block 1 Turnover Block 2 Turnover Block 3 Turnover Block 4 Turnover | SCADA details | | | | |

Once the Engineering Deliverable mapping is completed and all stakeholders have reviewed and approved the WBS, the CWP boundaries can be identified. The resulting CWP boundaries serve as aggregates of the Construction Activities, and will exist within multiple Construction Work Areas.





GUIDANCE (continued):

| CWP BOUNDARY | EWP BOUNDARY |
|--------------------------|---|
| Rack Post Installation | |
| Rack Frame Staging | Rack Specs / Installation Details |
| Rack Frame Assembly | |
| Solar Panel Staging | Solar Panal Space / Installation Datails |
| Solar Panel Install | Solar Parler Specs / Installation Details |
| U/G Conduit & Cable | Excavation Details / Conduit Specs / Cable Specs |
| Foundations | Concrete Foundation Details |
| A/G Cable & Terminations | Wiring and Termination Details Cable Specs |
| Combiner Box Install | Combiner Box Specs / Installation Details |
| Inverter Skid Install | Inverter Skid Details Wiring and Termination Details |
| SCADA & MET Station | SCADA Specs / System Procedures |

SUMMARY: The resulting CWP and EWP boundaries are applicable across the entire project and provide the necessary structure to plan, communicate, and execute the work. Early engagement by the construction management, or qualified construction representation, ensure effective information management and the transfer of critical project details to the execution team at the onset of WorkFace Planning.

The guidance within this document does not address specific owner requirements, which vary from project to project, nor does it address any internal commercial or project controls requirements which may exist within the EPC Company's organization.



Solar panels



For demonstration purposes only.



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Block Number

| | TARGE CONTR EXECU | TRACT FNTP// | PROJECT CCESS | | | | | | | | | | PL PR Su CC | ANNED Roject Jestantial Ompletion | ↓ ↓ | GUARANTEED PROJECT SUBSTANTIAL COMPLETION | | | |
|---|---|--|---|---|--|--|--|---|--|---|--|---------------------------|----------------------|--|------------------|--|---|----------------|-------------|
| - | OCT | 2017 NOV | DEC | JAN | FEB | MAR | APR | MAY | JUN | 2018 JUL | AUG | SEP | ОСТ | NC | v | DEC | JAN | FEB | Milestones: |
| OWNER EQUIPMENT DELIVERIES / OWNER MILESTONES | PROVIDE PANEL SPEC PROVIDE INVERTER SKID SPEC | | | | 14 Delivery PV MODULE DELIVERIES | INVE DELIV | 1 ¹⁰ Delivery RTER S ERIES 14 Block 2 Find Delivery Find | n Block 3 Dehrery ▼¥ | Final Delivery | Find Delvery ₹ | | | | | | | | | |
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| BLOCK 1200 | | | | | | | o— | C.P. 1200.00.020A | - PILING | STALLATION SL03 - PV MODULE INSTA ELECTF | LLATION_O RICAL TESTING & TERMS | o oO | | ECH COMP OCK 1200 | | | | | |
| BLOCK 2100 | | | | | | | | 0 <u> </u> | 10.00.020A - PILING C.P.2100.05. | 0 SL02 - RACK INSTALLATI C.P.2100.05.SL03 - PV MC | DN o DULE INSTALLATION O ELECTRICAL TESTING | 8. TERMS | o STARTUP | MECH BLOC | (COMP * 2100 | | | | |
| BLOCK 2200 | | | | | | | | | o <u> </u> | 2209.00.020A - PILING 2.P.2200.05.SL02 - RACK 0 | NSTALLATION L03 - PV MODULE INSTALLA ELECTRICA | TION L TESTING & TERMS | o Startuf | , , , | MECH CO BLOCK | MP 200 SUBSTANTIAL | | | |
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