

**PUBLIC SERVICE COMMISSION  
OF UTAH**

**Docket No. 13-035-184**

Exhibit SC\_\_\_JIF-8

11A-917E Hayden Update March 2014

**BEFORE THE PUBLIC UTILITIES COMMISSION  
OF THE STATE OF COLORADO**

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**SEMI-ANNUAL PROGRESS REPORT OF )  
PUBLIC SERVICE COMPANY OF COLORADO ) Docket No. 11A-917E  
FOR THE HAYDEN EMISSIONS CONTROL )  
PROJECT )**

**Semi-Annual Progress Report**

**Hayden Emissions Control Project**

**March 17, 2014**

## INTRODUCTION

The Commission has authorized Public Service Company of Colorado (“Public Service”) to proceed with the completion of specific components of its Clean Air Clean Jobs Act (“CACJA”) compliance plan, which the Commission approved in Docket No. 10M-245E. An issue of project status reporting arose in some of the CACJA Certificate of Public Convenience and Necessity (“CPCN”) proceedings and whether the Company would be willing to provide reports to the Commission and interested parties updating them of the Company’s progress towards the completion of these projects. We indicated our willingness to do so and specified the information that we intended to report as we believe that these reports provide useful information and by providing this information now, we may lessen concern in subsequent rate cases regarding the costs of these projects. Although the Commission has declined to require us to provide these reports, the Commission in Decision No. C13-0490 affirmed that status progress reports were not precluded, but that such a filing would not be considered as offering of evidence or comment in Docket No. 11A-917E. As further stated in Decision No. C13-0490, the Docket and its evidentiary proceeding is closed. This report is the fifth semi-annual status report on the Hayden 1 and 2 Emission Controls installation and describes the status of the project as of Dec 31, 2013.

## OVERALL PROJECT STATUS

### Engineering

Sargent & Lundy has been selected to provide consulting and balance of plant engineering services. Several studies of current operating conditions and impacts of the required new equipment have been completed. It has been determined no additional upgrades to the existing duct or scrubbers is required.

### Equipment

The contract for the Selective Catalytic Reduction ("SCR") equipment was awarded to Hitachi Power Systems America, Ltd. Detailed engineering continues and is approximately 92% complete. Initial deliveries are planned to begin in March of 2014.

Upgrades to the existing Induced Draft Fans will be required. Unit 1 will require fan tipping and upgraded motors. Contracts were executed with TLT Babcock for the Unit 1 Fan Tipping and Teco-Westinghouse for the Unit 1 Fan Motor Upgrades. Unit 2 will require new fans and motors. A contract was executed with Howden North America for the Unit 2 Fan and Motor Upgrades.

Requirements for procurement of other equipment including, long lead time electrical equipment and long lead time mechanical equipment have been prepared.

### Construction Update

Contracts for Foundation and general construction were executed with The Industrial Company ("TIC"). Construction activities for Unit 1 foundations were completed in December of 2013, with erection of SCR equipment beginning in 2014 and completing in 2015. Construction activities for Unit 2 foundations are being

planned for summer 2014 with erection of SCR equipment beginning in 2015 and completing in 2016.

### **PROJECT FINANCIAL PERFORMANCE**

In our application in Docket No. 11A-917E, we provided cost estimates for the project of \$73.9 million for Unit 1 and \$91.0 million for unit 2 project. The Company revised its budget for both units 1 and 2 reflecting the discussion above for the induced draft fans, which resulted in a slight modification of the estimates for both Units 1 and 2 adjusting the original estimates to \$74.8 million and \$90.5 million respectfully. These revised estimates are reflected in this report in the CPCN Cost Summary, Attachment 1.0. Summary Cost Estimate in Attachment 2.0 shows these values as the “Baseline Budget”. The term “Current Estimate” is the current expected completion cost for each planned contract. As contracts are awarded, the “Current Estimate” includes the actual contract value plus an allowance for changes over the contract lifecycle. However, the “Current Estimate” includes forecasted estimates that are not yet under contract. The term “Spent to date” is the actual costs incurred through Dec 31, 2013.

The budgets shown in Attachment 2.0, Summary Cost Estimate, are divided into direct costs and indirect costs. The direct cost contracts and purchase orders account for approximately 64.7% of Hayden Unit 1 total project costs and 64.2% of Hayden Unit 2 total project costs. The indirect costs account for 35.3% of the total project costs for Unit 1 and 35.8% of total project costs for Unit 2. As of Dec 31, 2013 we have spent \$22,015,609 or 29.8% of the Unit 1 Project budget of \$74,837,000. As of Dec 31, 2013 we have spent \$13,259,009 or 14.6% of the Unit 2

Project budget of \$90,520,000. Company Share: As of Dec 31, 2013 we have spent \$16,621,785 or 29.8% of the Unit 1 Company budget share of \$56,501.935. As of Dec 31, 2013 we have spent \$4,958,869 or 14.6% of the Unit 2 Company budget share of \$33,854,480.

### **PROJECTED VS. ACTUAL CONSTRUCTION SCHEDULE**

The Company included with its supplemental direct testimony a schedule for project completion of December 2016. Attachment 3.0 is the Company's project schedule reflecting current progress.

## **ATTACHMENTS**

- 1.0 CPCN Cost Summary
- 2.0 Summary Cost Estimate
- 3.0 Project Schedule

ATTACHMENT 1.0 CPCN Cost Summary

██████████ Exhibit No. JRV-1  
 Hayden Unit 1 SCR ██████████ Summary Costs  
 Revised 14 Feb 2012

Overall Project Construction Costs – As of September, 2011 x 1000			
Item	Materials	Labor	Total
Owner Furnished Major Equipment	\$13,665	\$13,958	\$27,623
Mechanical Systems	\$7,178	\$6,345	\$13,523
Electrical Systems	\$1,559	\$1,425	\$2,984
Controls Systems	\$0	\$0	\$0
Civil/Structural	\$0	\$0	\$0
Subtotal	\$22,402	\$21,728	\$44,130
Design and Contractor Overheads & Profit	\$2,104	\$2,173	\$4,277
<b>TOTAL - Direct Costs</b>	<b>\$24,506</b>	<b>\$23,901</b>	<b>\$48,407</b>
Allowance for Escalation			\$5,101
Contingency			\$6,267
AFUDC			\$0
Indirect Costs			\$15,062
<b>TOTAL PROJECT COST</b>			<b>\$74,837</b>
Interconnection Costs			\$0
Other Costs			\$0
<b>ALL-IN COST</b>			<b>\$74,837</b>
<b>PSCO Share (75.5%)</b>			<b>\$56,502</b>

Note: Allowance for Funds Used During Construction (AFUDC) is not included in the project construction costs. AFUDC is calculated as a part of the economic and financial analyses and is included in those results.



██████████ Exhibit No. JRV-2  
 Hayden Unit 2 SCR ██████████ Summary Costs  
 Revised 14 Feb 2012

Overall Project Construction Costs – As of September, 2011 x 1000			
Item	Materials	Labor	Total
Owner Furnished Major Equipment	\$15,049	\$17,845	\$32,894
Mechanical Systems	\$9,049	\$7,366	\$16,415
Electrical Systems	\$2,078	\$1,500	\$3,578
Controls Systems	\$0	\$0	\$0
Civil/Structural	\$0	\$0	\$0
Subtotal	\$26,176	\$26,711	\$52,887
Design and Contractor Overheads & Profit	\$2,548	\$2,671	\$5,219
<b>TOTAL - Direct Costs</b>	<b>\$28,724</b>	<b>\$29,382</b>	<b>\$58,106</b>
Allowance for Escalation			\$8,893
Contingency			\$7,326
AFUDC			\$0
Indirect Costs			\$16,195
<b>TOTAL PROJECT COST</b>			<b>\$90,520</b>
Interconnection Costs			\$0
Other Costs			\$0
<b>ALL-IN COST</b>			<b>\$90,520</b>
<b>PSCO Share (37.4%)</b>			<b>\$33,854</b>

Note: Allowance for Funds Used During Construction (AFUDC) is not included in the project construction costs. AFUDC is calculated as a part of the economic and financial analyses and is included in those results.

ATTACHMENT 2.0 Summary Cost Estimate Report



**Hayden SCR Unit 1 Summary Cost Estimate**

CONTRACT		Baseline Estimate	Estimate	Budget Delta	Spent to-date	
Description		01-Sep-11	30-Jun-13		\$	%
<b>Direct Contracts</b>						
AE	Engineering & Service Contracts	4,277,000	4,021,636	\$ 255,364	2,268,142	56.4%
CC	Construction Contracts	21,728,000	32,936,099	\$(11,208,099)	4,640,307	14.1%
CE	Controls Equipment	0	489,639	\$ (489,639)	219,082	44.7%
EE	Electrical Equipment	1,559,000	0	\$ 1,559,000	0	0.0%
ME	Mechanical Equipment	20,843,000	20,527,416	\$ 315,584	13,158,262	64.1%
<b>Totals</b>		<b>\$48,407,000</b>	<b>\$57,974,790</b>	<b>\$ (9,567,790)</b>	<b>\$20,285,794</b>	<b>35%</b>
<b>Indirects</b>						
ZA	Misc Site P.O.s	445,000	579,066	\$ (134,066)	218,341	37.7%
ZH	Xcel Energy Costs	1,838,000	1,240,000	\$ 598,000	82,399	6.6%
ZL	Xcel Energy Labor	3,018,000	3,610,000	\$ (592,000)	768,701	21.3%
ZS	Staff Augmentation Contracts	9,761,000	6,451,605	\$ 3,309,395	660,374	10.2%
ZZ	Contingency	11,368,000	4,055,539	\$ 7,312,461	0	0.0%
<b>Totals</b>		<b>\$26,430,000</b>	<b>\$15,936,210</b>	<b>\$ 10,493,790</b>	<b>\$1,729,815</b>	<b>10.9%</b>
<b>PROJECT TOTAL</b>		<b>\$74,837,000</b>	<b>\$73,911,000</b>	<b>\$ 926,000</b>	<b>\$22,015,609</b>	<b>29.8%</b>
<b>Energy Supply Total for PSCO Share (75.5%)</b>		<b>\$56,501,935</b>	<b>\$55,802,805</b>	<b>\$ 699,130</b>	<b>\$16,621,785</b>	<b>29.8%</b>



**Hayden SCR Unit 2 Summary Cost Estimate**

CONTRACT		Baseline Estimate	Estimate	Budget Delta	Spent to-date	
Description		01-Sep-11	31-Dec-13		\$	%
<b>Direct Contracts</b>						
AE	Engineering & Service Contracts	5,219,000	5,035,544	\$ 183,456	2,095,141	41.6%
CC	Construction Contracts	26,711,000	36,421,623	\$ (9,710,623)	10,071	0.0%
CE	Controls Equipment	0	244,819	\$ (244,819)	99,941	40.8%
EE	Electrical Equipment	2,078,000	0	\$ 2,078,000	0	0.0%
ME	Mechanical Equipment	24,098,000	24,825,659	\$ (727,659)	10,088,634	40.6%
<b>Totals</b>		<b>\$58,106,000</b>	<b>\$66,527,645</b>	<b>\$ (8,421,645)</b>	<b>\$12,293,786</b>	<b>18%</b>
<b>Indirects</b>						
ZA	Misc Site P.O.s	529,000	676,751	\$ (147,751)	196,468	29.0%
ZH	Xcel Energy Costs	2,287,000	1,571,000	\$ 716,000	28,496	1.8%
ZL	Xcel Energy Labor	3,081,000	4,468,000	\$ (1,387,000)	403,281	9.0%
ZS	Staff Augmentation Contracts	10,298,000	7,095,203	\$ 3,202,797	336,978	4.7%
ZZ	Escalation & Contingency	16,219,000	10,741,401	\$ 5,477,599	0	0.0%
<b>Totals</b>		<b>\$32,414,000</b>	<b>\$24,552,355</b>	<b>\$ 7,861,645</b>	<b>\$965,222</b>	<b>3.9%</b>
<b>PROJECT TOTAL</b>		<b>\$90,520,000</b>	<b>\$91,080,000</b>	<b>\$ (560,000)</b>	<b>\$13,259,009</b>	<b>14.6%</b>
<b>Energy Supply Total for PSCO Share (37.4%)</b>		<b>\$33,854,480</b>	<b>\$34,063,920</b>	<b>\$ (209,440)</b>	<b>\$4,958,869</b>	<b>14.6%</b>

### ATTACHMENT 3.0 Project Schedule

Hayden 1 Selective Catalytic Reduction Project			WBS Schedule Layout - DM			18-Feb-14 13:24									
Activity ID	Activity Name	Remaining Duration	Start	Finish	2014			2015							
					Q2	Q3	Q4	Q1	Q2	Q3	Q4				
<b>HAYSCR-1A-3 Hayden 1 Selective Catalytic...</b>					2065.0d	13-Aug-10 A	30-Nov-15								
<b>HAYSCR-1A-3.0 Milestones / General</b>					1852.0d	15-Dec-10 A	30-Nov-15								
M0130	CPUC Written Order	0.0d		15-Dec-10 A											
M0100	Project Start	0.0d	01-Mar-11 A												
M0110	Award A/E	0.0d		27-May-11 A											
M0120	Receive Title V Permit Mod	0.0d		21-Jun-13 A											
M0115	Start Foundation Construction	0.0d	16-Aug-13 A												
M0125	Start SCR Construction	0.0d	13-Mar-14												
M0800	Commercial Operation	0.0d		10-Jun-15*											
M0810	Acceptance	0.0d		28-Aug-15											
M0900	Project Complete	0.0d		30-Nov-15											
<b>HAYSCR-1A-3.1 Feasibility/Justification</b>					0.0d	13-Aug-10 A	15-Dec-10 A								
J1010	CPUC	0.0d	13-Aug-10 A	15-Dec-10 A											
<b>HAYSCR-1A-3.2 Planning / Design</b>					643.1d	01-Mar-11 A	05-Aug-14								
D2100	Prep Spec/Bid/Eval/Negotiate-Owner's Engr	0.0d	01-Mar-11 A	27-May-11 A											
D2310	Planning/Design	156.0d	01-Mar-11 A	05-Aug-14											
E2540	Mech/Struct/Elect Front End Engineering	0.0d	09-Apr-12 A	28-Dec-12 A											
D2130	Prepare/Submit Title V Permit Mod	0.0d	07-Jan-13 A	29-Mar-13 A											
E2550	Structural Detail Design	0.0d	10-Jan-13 A	16-Dec-13 A											
E2520	Mechanical Detail Design	0.0d	16-Jan-13 A	16-Dec-13 A											
E2530	Electrical/I&C Detail Design	156.0d	15-Feb-13 A	05-Aug-14											
D2110	Environmental Permitting Process/Approval	0.0d	01-Apr-13 A	21-Jun-13 A											
<b>HAYSCR-1A-3.3 Procurement</b>					1123.1d	01-Jun-11 A	16-Jan-15								
P3110	Spec/Bid/Eval/Negotiate/Award SCR Equipment	0.0d	01-Jun-11 A	30-Nov-12 A											
P3280	Procurement	274.0d	01-Jun-11 A	16-Jan-15											
P3243	Spec/Bid/Eval/Negotiate/Award ID Fan Motor	0.0d	01-Aug-12 A	25-Sep-13 A											
P3390	Mech Vendor Engrg Doc/Info	0.0d	03-Dec-12 A	16-Dec-13 A											
P3410	Structural Steel Dwgs's	0.0d	03-Dec-12 A	16-Dec-13 A											
P3380	Structural Vendor Engrg Doc/Info	0.0d	03-Dec-12 A	16-Dec-13 A											
P3400	Elec/I&C Vendor Engrg Doc/Info	156.0d	03-Dec-12 A	05-Aug-14											
P3230	Spec/Bid/Eval/Nego/Award Foundation Constructi...	0.0d	28-Jan-13 A	07-Aug-13 A											
P3310	Spec/Bid/Eval/Nego/Award BOP Equip	0.0d	12-Feb-13 A	25-Sep-13 A											
P3120	Mfg/Deliv SCR Equipment	179.0d	23-Apr-13 A	05-Sep-14											
P3270	Spec/Bid/Eval/Nego/Award General Construction ...	24.0d	24-May-13 A	31-Jan-14											
P3252	Mfg/Deliv ID Fan Motor	228.0d	05-Mar-14*	16-Jan-15											
P3253	Mfg/Deliv BOP Equipment	228.0d	05-Mar-14*	16-Jan-15											
<b>HAYSCR-1A-3.4 Construction / Installation</b>					424.0d	09-Aug-13 A	14-Aug-15								
<b>HAYSCR-1A-3.4.2 SCR Installation</b>					424.0d	09-Aug-13 A	14-Aug-15								
C4028	SCR Construction	424.0d	09-Aug-13 A	14-Aug-15											
C4020	Mobilize Foundation Contractor	0.0d	09-Aug-13 A	16-Aug-13 A											
C4140	U/G Utilities & Foundations	122.0d	16-Aug-13 A	18-Jun-14											
C4105	Install I&C	316.0d	24-Feb-14	11-May-15											
C4030	Mobilize General Construction Contractor	20.0d	24-Feb-14	21-Mar-14											
C4045	Erect SCR Steel Structure	136.0d	13-Mar-14*	18-Sep-14											
C4035	Install Ductwork	230.0d	27-May-14	14-Apr-15											
C4150	Install U/G & A/G Electrical Power	215.0d	07-Jul-14	01-May-15											
C4055	Install SCR Equipment & Piping	175.0d	09-Jul-14	10-Mar-15											
C4040	BOP Construction	150.0d	19-Jan-15	14-Aug-15											
C4025	Tie In Outage	36.3d	20-Mar-15*	11-May-15											
<b>HAYSCR-1A-3.5 Commissioning / Start-up</b>					123.0d	11-Mar-15	28-Aug-15								
S5210	Test/Checkout/Start Up	66.0d	11-Mar-15	10-Jun-15											
S5220	Commissioning/Start-Up	123.0d	11-Mar-15	28-Aug-15											
S5110	Performance Testing/Reliability Testing	57.0d	11-Jun-15	28-Aug-15											
<b>HAYSCR-1A-3.6 Close-out</b>					275.9d	28-Aug-15	30-Nov-15								
F6100	Project Closeout	275.9d	28-Aug-15	30-Nov-15											

Actual Work Remaining Work  
 Critical Remaining ... Milestone

Hayden 2 Selective Catalytic Reduction Project		WBS Schedule Layout - DM			18-Feb-14 13:20											
Activity ID	Activity Name	Remaining Duration	Start	Finish	2014			2015			2016					
					Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
<b>HAYSCR-2A-3 Hayden 2 Selective Catalytic...</b>					3145.0d 13-Aug-10 A 30-Nov-16											
<b>HAYSCR-2A-3.0 Milestones / General</b>					2702.9d 15-Dec-10 A 30-Nov-16											
M0130	CPUC Written Order	0.0d		15-Dec-10 A												
M0100	Project Start	0.0d	01-Mar-11 A													
M0110	Award A/E	0.0d		27-May-11 A												
M0120	Receive Title V Permit Mod	0.0d		21-Jun-13 A												
M0115	Start Foundation Construction	0.0d	29-May-14		◆ Start Foundation Construction											
M0125	Start SCR Construction	0.0d	06-Feb-15		◆ Start SCR Construction											
M0800	Commercial Operation	0.0d		26-Jul-16*	◆ Commercial Operation											
M0810	Acceptance	0.0d		14-Sep-16	◆ Acceptance											
M0900	Project Complete	0.0d		30-Nov-16	◆ Project Complete											
<b>HAYSCR-2A-3.1 Feasibility/Justification</b>					0.0d 13-Aug-10 A 15-Dec-10 A											
J1010	CPUC	0.0d	13-Aug-10 A	15-Dec-10 A												
<b>HAYSCR-2A-3.2 Planning / Design</b>					98.0d 01-Mar-11 A 14-Oct-14											
D2100	Prep Spec/Bid/Eval/Negotiate-Owner's Engr	0.0d	01-Mar-11 A	27-May-11 A												
D2310	Planning/Design	98.0d	01-Mar-11 A	14-Oct-14	Planning/Design											
E2540	Mech/Struct/Elect Front End Engineering	0.0d	01-Oct-12 A	28-Dec-12 A	Engineering											
D2130	Prepare/Submit Title V Permit Modification	0.0d	07-Jan-13 A	29-Mar-13 A	Permit Modification											
E2550	Structural Detail Design	0.0d	10-Jan-13 A	16-Dec-13 A	Structural Detail Design											
E2520	Mechanical Detail Design	0.0d	16-Jan-13 A	16-Dec-13 A	Mechanical Detail Design											
E2530	Electrical/I&C Detail Design	98.0d	15-Feb-13 A	14-Oct-14	Electrical/I&C Detail Design											
D2110	Environmental Permitting Process/Approval	0.0d	01-Apr-13 A	21-Jun-13 A	Permitting/Process Approval											
<b>HAYSCR-2A-3.3 Procurement</b>					534.0d 01-Jun-11 A 15-Jan-16											
P3110	Spec/Bid/Eval/Negotiate/Award SCR Equip	0.0d	01-Jun-11 A	30-Nov-12 A	SCR Equip											
P3280	Procurement	534.0d	01-Jun-11 A	15-Jan-16	Procurement											
P3380	Structural Vendor Engrg Doc/Info	0.0d	03-Dec-12 A	16-Dec-13 A	Structural Vendor Engrg Doc/Info											
P3390	Mech Vendor Engrg Doc/Info	0.0d	03-Dec-12 A	16-Dec-13 A	Mech Vendor Engrg Doc/Info											
P3400	Elec/I&C Vendor Engrg Doc/Info	206.0d	03-Dec-12 A	14-Oct-14	Elec/I&C Vendor Engrg Doc/Info											
P3270	Spec/Bid/Eval/Nego/Award Foundation Constructi...	0.0d	28-Jan-13 A	07-Aug-13 A	Spec/Bid/Eval/Nego/Award Foundation Construction Pkg											
P3410	Structural Steel Dwgs's	0.0d	29-Jan-13 A	16-Dec-13 A	Structural Steel Dwgs's											
P3243	Spec/Bid/Eval/Negotiate/Award ID Fan	20.0d	12-Feb-13 A	27-Jan-14	Spec/Bid/Eval/Negotiate/Award ID Fan											
P3310	Spec/Bid/Eval/Nego/Award BOP Equip	20.0d	12-Feb-13 A	27-Jan-14	Spec/Bid/Eval/Nego/Award BOP Equip											
P3230	Spec/Bid/Eval/Nego/Award General Construction ...	24.0d	24-May-13 A	31-Jan-14	Spec/Bid/Eval/Nego/Award General Construction Pkg											
P3420	Fabricate & Del Structural Steel	160.0d	07-Jul-14	13-Feb-15	Fabricate & Del Structural Steel											
P3120	Mfg/Deliv SCR Equipment	171.0d	15-Sep-14	11-May-15	Mfg/Deliv SCR Equipment											
P3252	Mfg/Deliv ID Fan	262.0d	15-Jan-15*	15-Jan-16	Mfg/Deliv ID Fan											
P3253	Mfg/Deliver BOP Equipment	262.0d	15-Jan-15*	15-Jan-16	Mfg/Deliver BOP Equipment											
<b>HAYSCR-2A-3.4 Construction / Installation</b>					566.0d 02-May-14 01-Jul-16											
<b>HAYSCR-2A-3.4.2 SCR Installation</b>					566.0d 02-May-14 01-Jul-16											
C4028	SCR Construction	566.0d	02-May-14	01-Jul-16	SCR Construction											
C4020	Mobilize Foundation Contractor	20.0d	02-May-14*	29-May-14	Mobilize Foundation Contractor											
C4140	U/G Utilities & Foundations	122.0d	30-May-14	17-Nov-14	U/G Utilities & Foundations											
C4030	Mobilize General Construction Contractor	20.0d	05-Jan-15*	30-Jan-15	Mobilize General Construction Contractor											
C4045	Erect SCR Steel Structure	182.0d	06-Feb-15	19-Oct-15	Erect SCR Steel Structure											
C4035	Install Ductwork	307.0d	02-Mar-15	03-May-16	Install Ductwork											
C4055	Install SCR Equipment & Piping	249.0d	21-May-15	03-May-16	Install SCR Equipment & Piping											
C4150	Install U/G & A/G Electrical Power	243.0d	25-May-15	27-Apr-16	Install U/G & A/G Electrical Power											
C4040	BOP Construction	120.0d	18-Jan-16	01-Jul-16	BOP Construction											
C4105	Install I&C	72.0d	01-Feb-16	11-May-16	Install I&C											
C4025	Tie In Outage	51.0d	18-Mar-16*	27-May-16	Tie In Outage											
<b>HAYSCR-2A-3.5 Commissioning / Start-up</b>					84.0d 20-May-16 14-Sep-16											
S5210	Test/Checkout/Start Up	26.0d	20-May-16	24-Jun-16	Test/Checkout/Start Up											
S5220	Commissioning/Start-Up	84.0d	20-May-16	14-Sep-16	Commissioning/Start-Up											
S5110	Performance Testing/Reliability Testing	58.0d	27-Jun-16	14-Sep-16	Performance Testing/Reliability Testing											
<b>HAYSCR-2A-3.6 Close-out</b>					54.9d 15-Sep-16 30-Nov-16											
F6100	Project Closeout	54.9d	15-Sep-16	30-Nov-16	Project Closeout											