

How NetPoint is Used in a Multi-Billion-Dollar Capital Project Portfolio

Presented by:
Cargill PMA Team

AGENDA



Team Introduction



About Cargill



NetPoint at Cargill



Final Thoughts



Q&A

TEAM INTRODUCTION

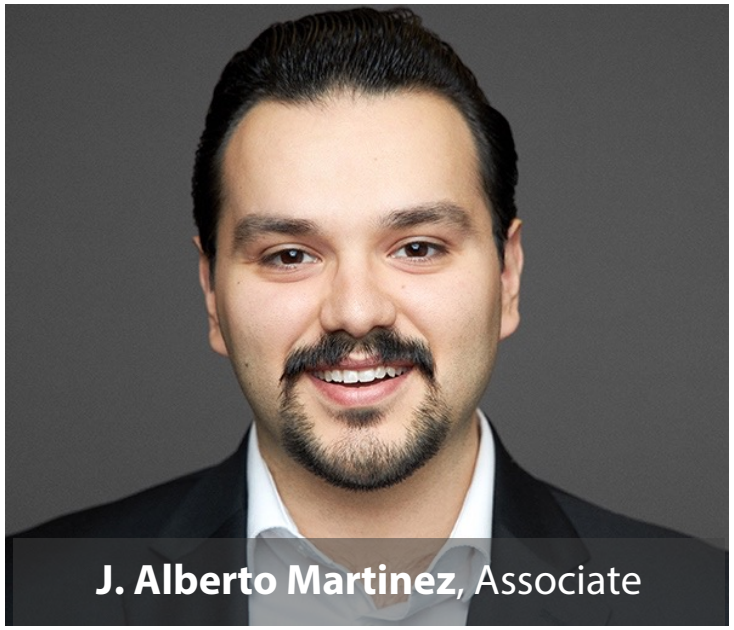
meet the presenters

MEET THE PRESENTER

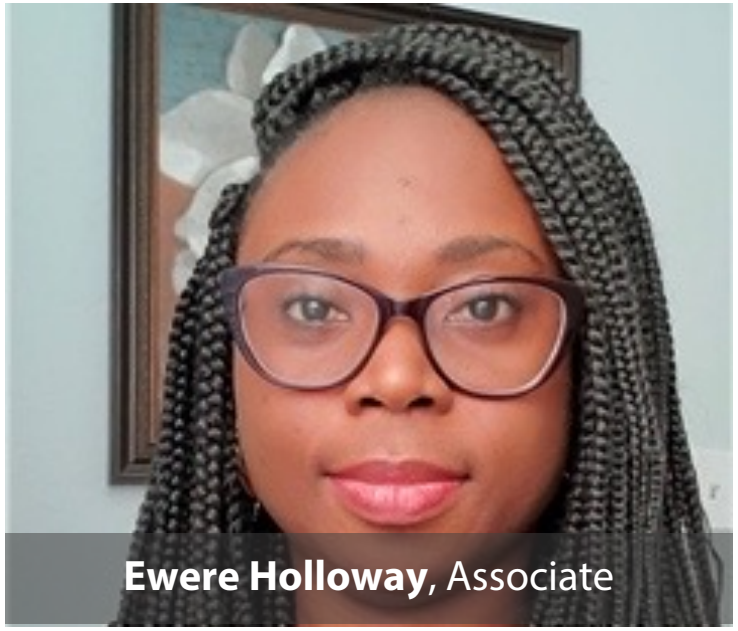
Reniz Moosa, Senior Director

Mr. Reniz Moosa is a project management professional with extensive experience in providing schedule, cost, and change control services. Currently, Mr. Moosa actively manages Cargill's overall portfolio and ensures his team provides the client appropriate support to complete projects on time and on budget. He orchestrates the effort to implement industry best practices and best-in-class standards as the client expands their business reach in the US, Canada, and Latin America. Mr. Moosa also manages the proposal process, purchase orders, and invoices for PMA's engagement with the client's North America Capability Center.





J. Alberto Martinez, Associate



Ewere Holloway, Associate



Archana Harikrishnan, Associate



Vaisakh Kizhakkedathu, Sr. Engineer



Benjamin Solano, Sr. Consultant



Besher Alsbiei, Sr. Associate

ABOUT CARGILL



INTRODUCTION TO CARGILL



155,000
employees



70
countries



155+
years of experience



$134.4B
in annual revenue

Largest privately owned organization in the United States

Farmers → Markets
Customers → Ingredients
People & Animals → Food

INTRODUCTION TO CARGILL



Agricultural Supply Chain

CASC North America

CASC South America



Food Ingredients & Bio industrial

Bioindustrial

Cargill Cocoa & Chocolate

Cargill Global Edible Oil Solutions

Cargill Starches, Sweeteners & Texturizers



Animal Nutrition & Health

Cargill Animal Nutrition

Cargill Aqua Nutrition



Protein & Salt

Cargill Protein North America

Cargill Salt

NORTH AMERICA CAPABILITY CENTER

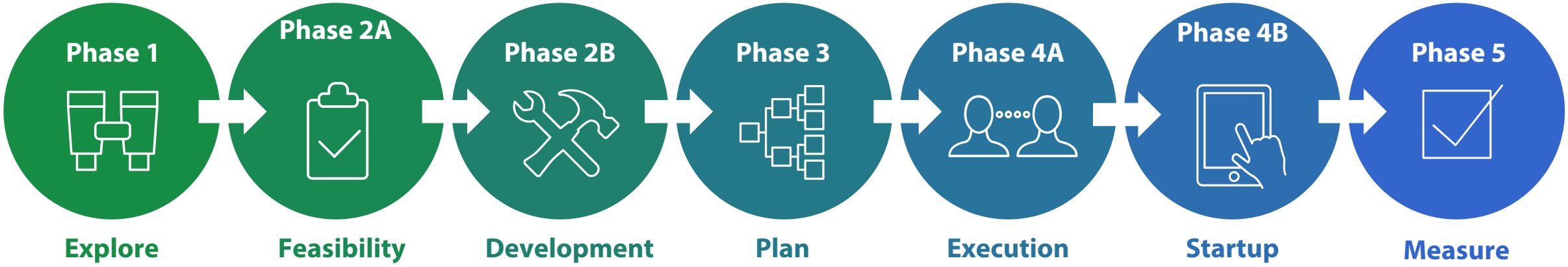
Internal **PMO** at Cargill

Managing capital projects across all sectors in **USA** and **Canada**

Typical project threshold is above $1**0M**

~100 active projects
>$5B

PROJECT DELIVERY PROCESS (PDP)





AVENGERS PORTFOLIO

Commander	Drax	Tesseract	Scarlet	Bruce
Hawkeye	Wasp	Aether	Thanos	Legend

OUR PORTFOLIO


Surfer & Wave


Goldilocks


Jedi


Seuss


Bulldog


Queen

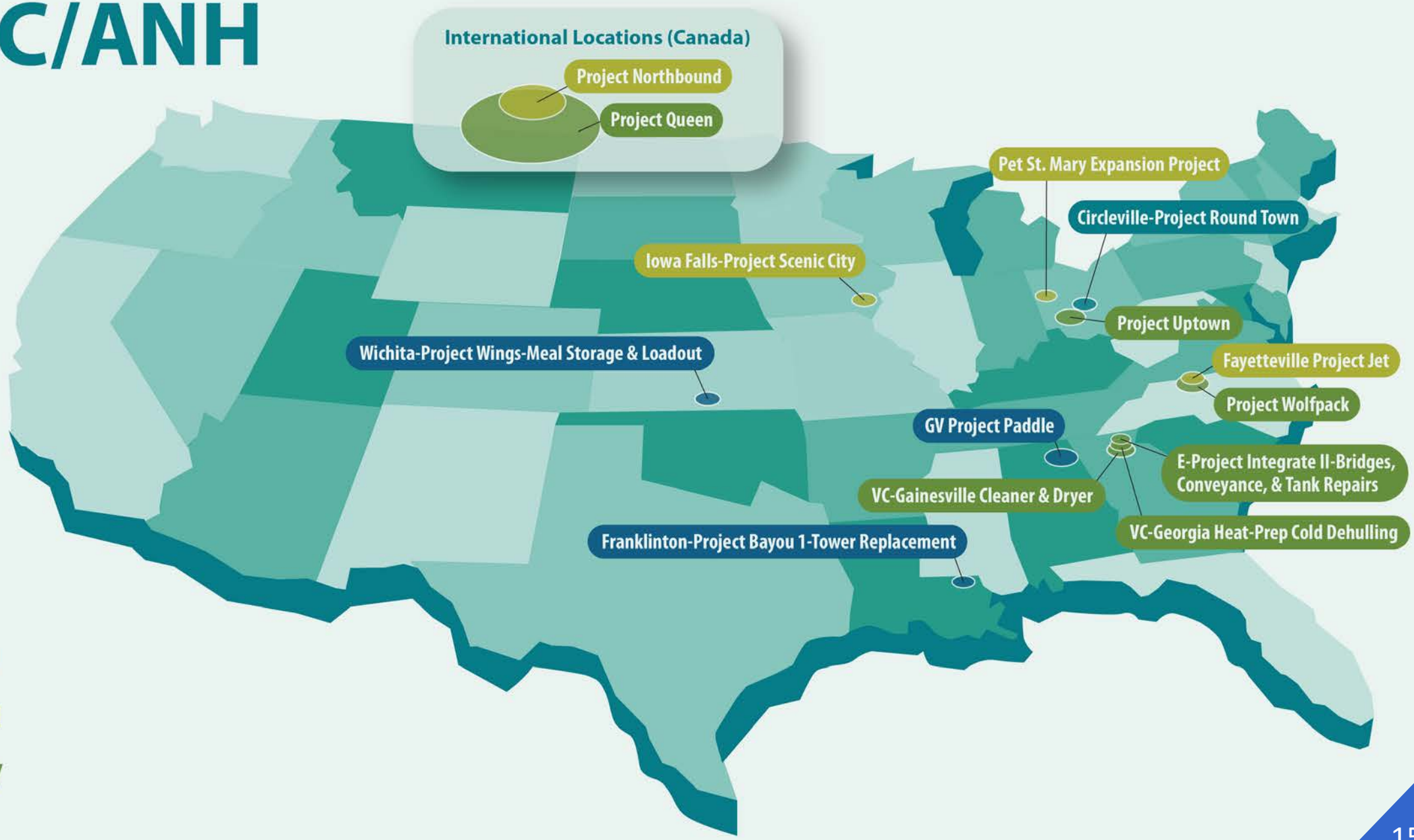

Hotstuff


Milkshake

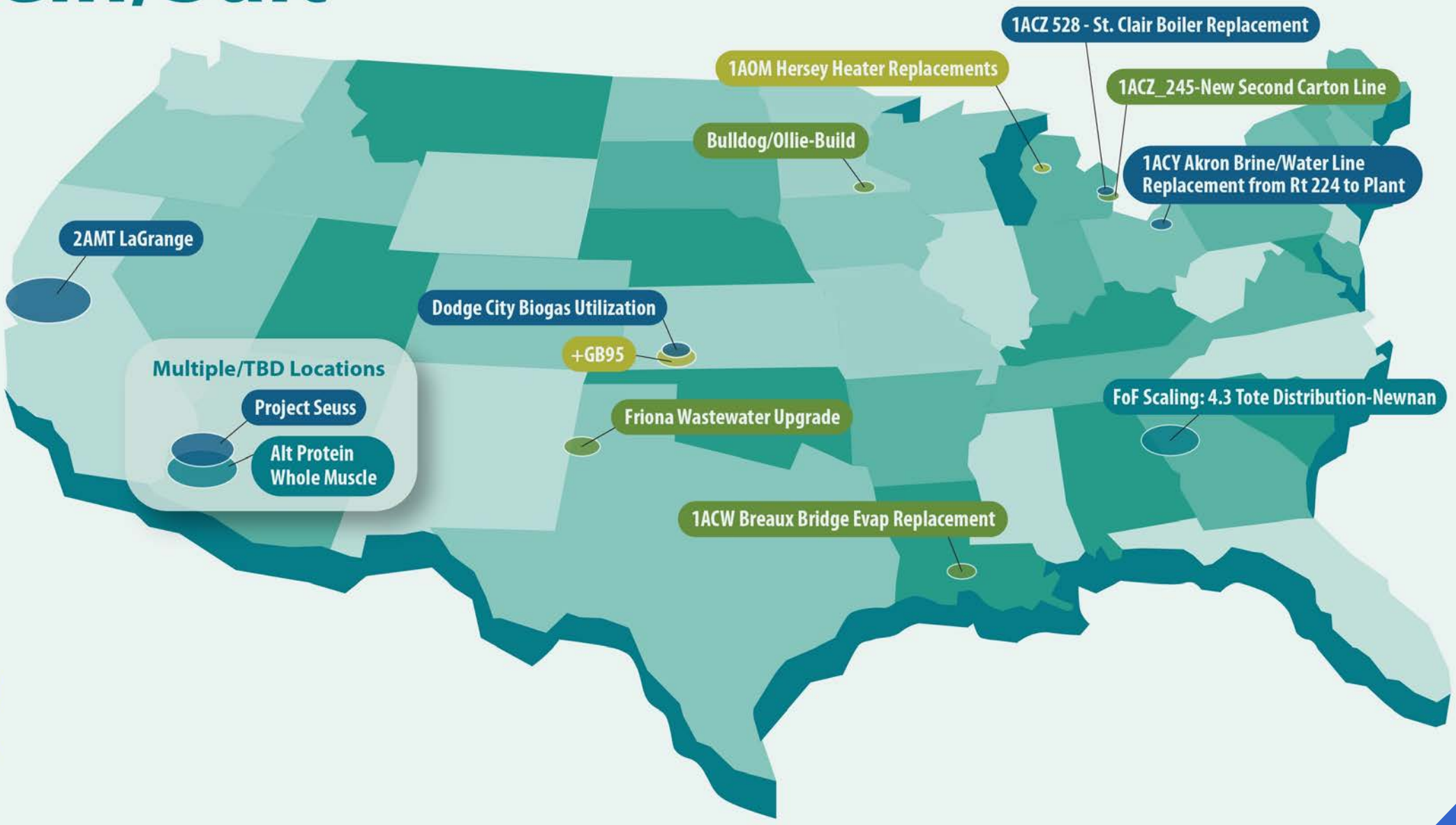
FIBI


CJ White Bio
Commander
Qbit (Surfer 2.0)
Drax Equity
WASP
Dulce Xylitol Fermentation
Morlock-Equalization 1
Lonestar
Wave
Sling Ring
1CAM - Caustic Refining (Buffer)
Tesseract
Surfer
Legend
Scarlet
Spiderweb
Speed
1CAM - Combo Caustic Refining (Buffer)
Hellcat
Sling Ring 2.0
Scratch
Tapestry
Hollywood AA
Chester
Husk
1CAM-Storage Tanks (Buffer)
Hollywood LA
1CAN Romulus
Hawkeye
CBI Alternatives
Bruce
Motiv
Aether
Goldilocks
Bakery Program GE Mitigation
Morlock-N&P Reduction
Degree
Expanded IE (Bakery Program)
1CAJ-New Hydrogenation Plant
Phase I
Phase II
Phase III
Phase IV

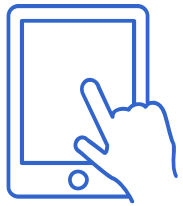
CASC/ANH


International Locations (Canada)
Project Northbound
Project Queen
Pet St. Mary Expansion Project
Circleville-Project Round Town
Iowa Falls-Project Scenic City
Project Uptown
Wichita-Project Wings-Meal Storage & Loadout
Fayetteville Project Jet
Project Wolfpack
GV Project Paddle
E-Project Integrate II-Bridges, Conveyance, & Tank Repairs
VC-Gainesville Cleaner & Dryer
VC-Georgia Heat-Prep Cold Dehulling
Franklinton-Project Bayou 1-Tower Replacement
Phase I
Phase II
Phase III
Phase IV

Protein/Salt



PMA'S SCOPE AT CARGILL



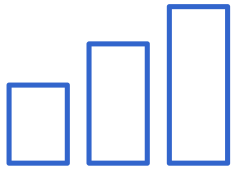
Schedule Management



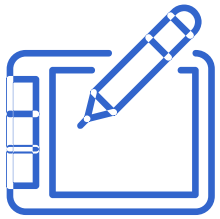
Cost Management



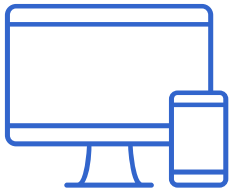
Risk Management



Data Analytics

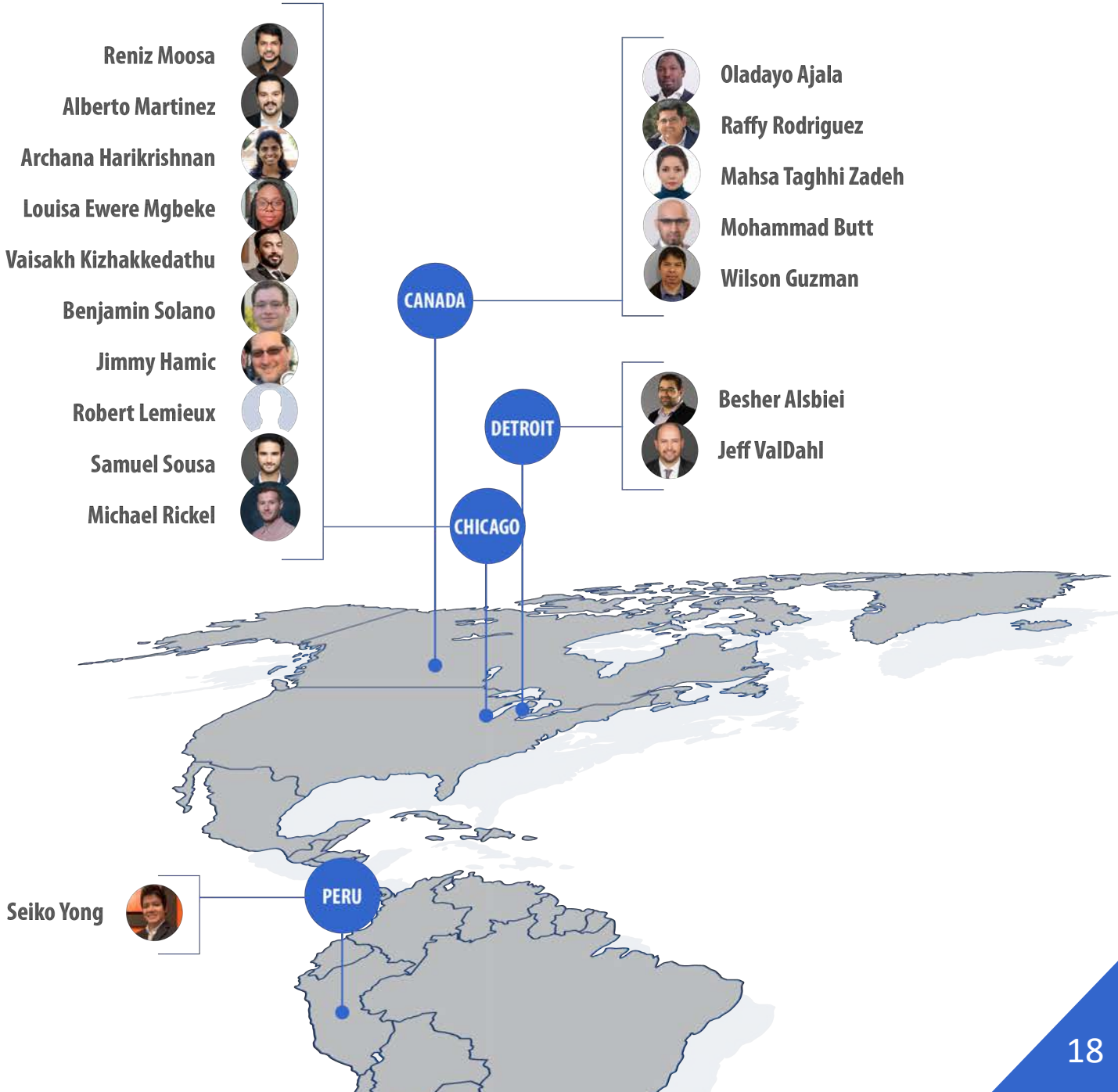


Graphics



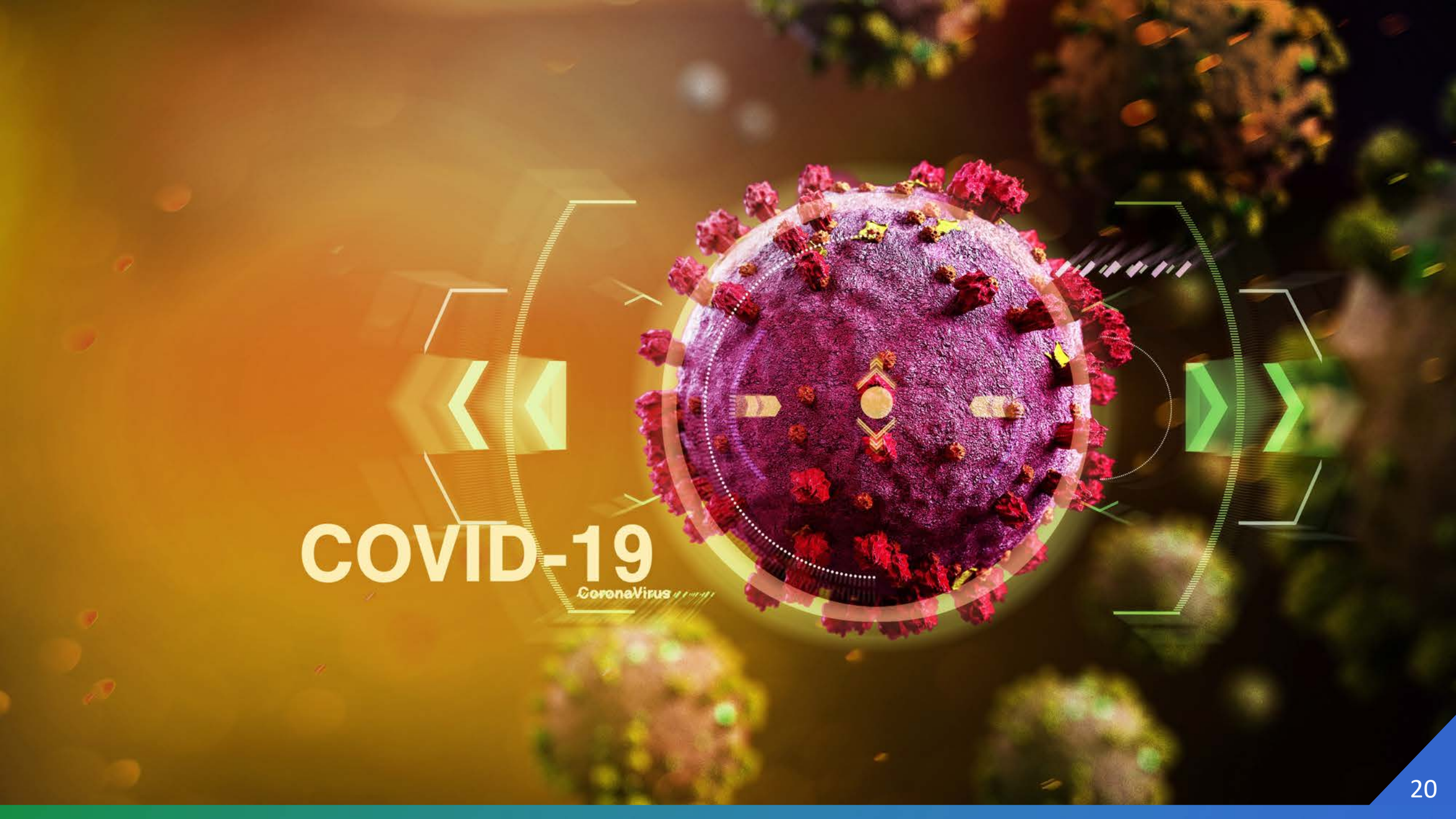
System Integration

CURRENT PMA TEAM



NETPOINT AT CARGILL




COVID-19
CoronaVirus



KEEP CALM AND OPEN NETPOINT

WHY NETPOINT?

Involvement

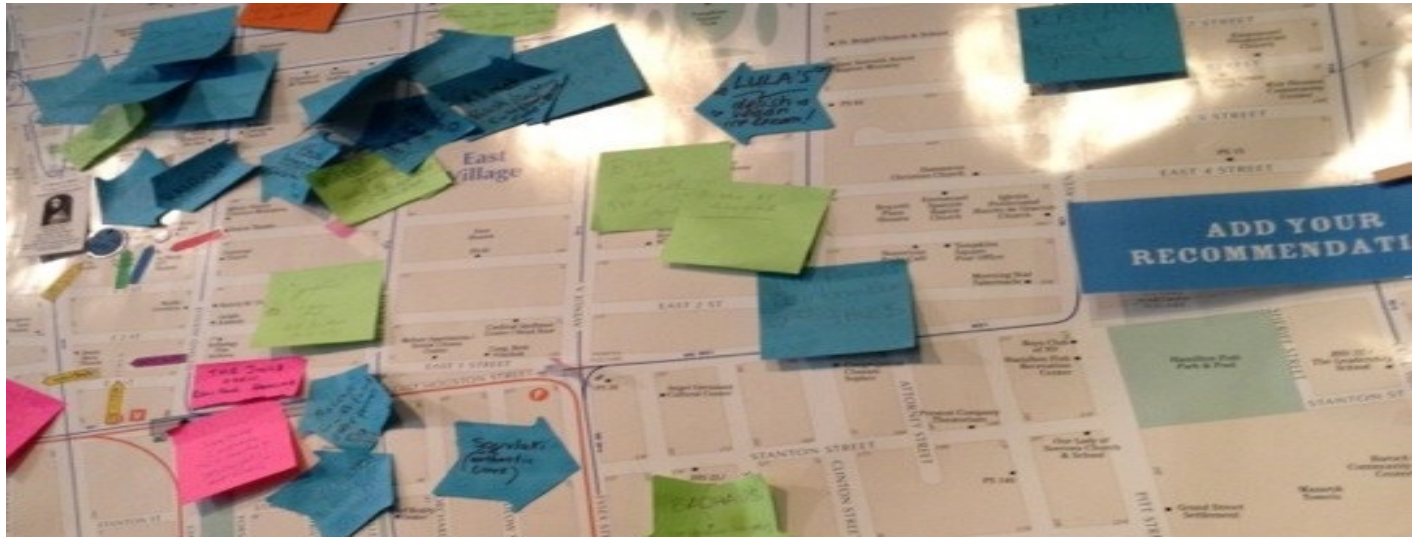
Team is being part of the whole process and seeing the engine in motion

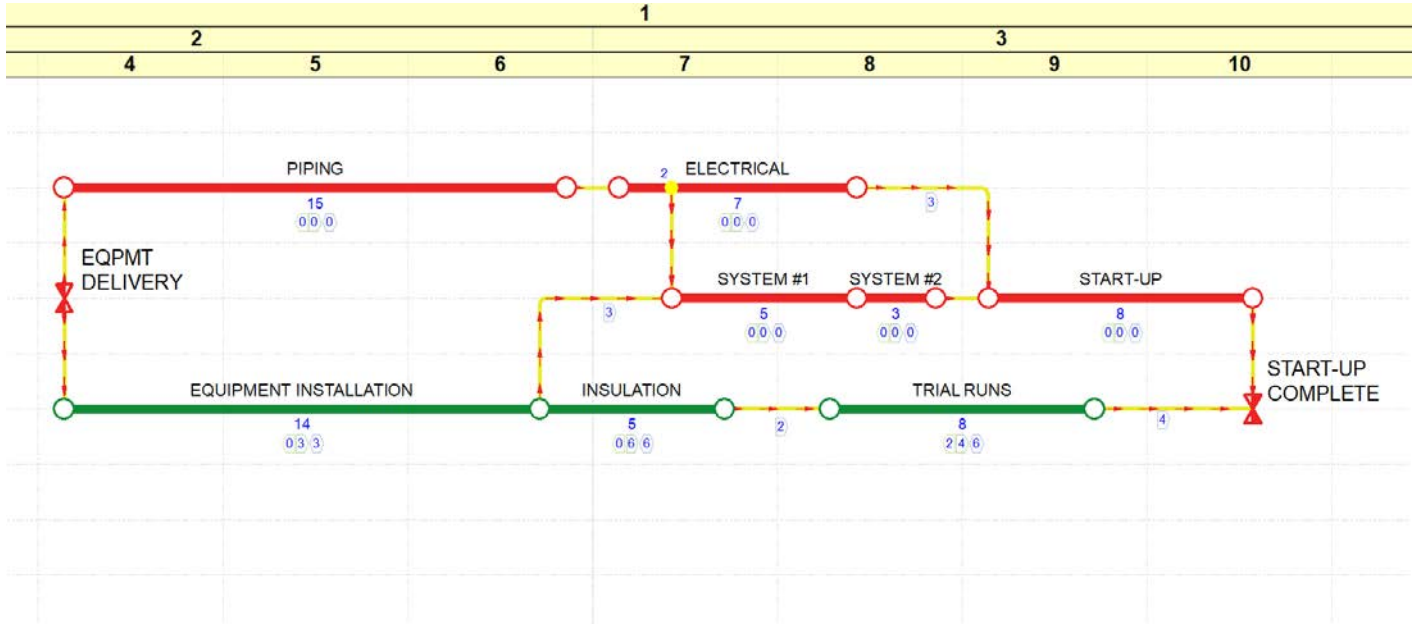
Alignment

The whole team is on the same page and understands both plan and risks

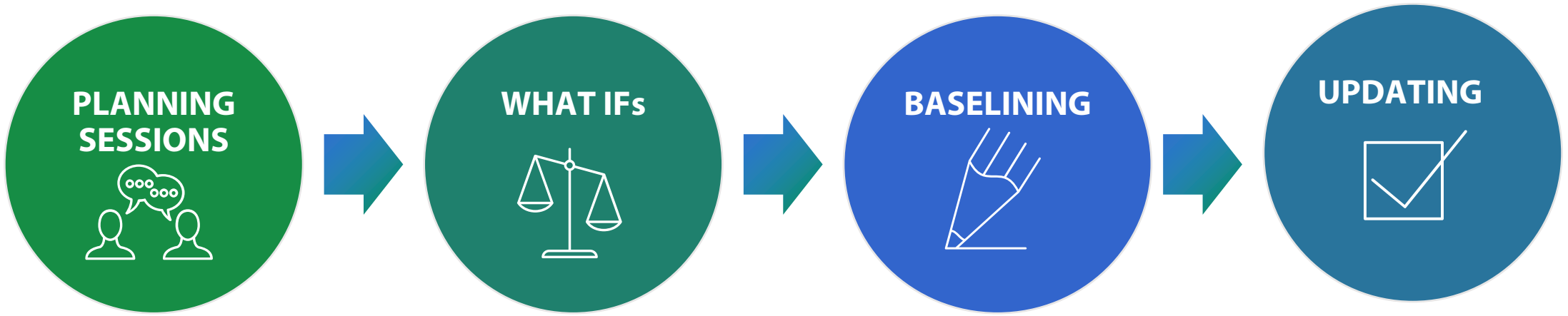
Hassle-free

Easy import to the scheduling tool of record

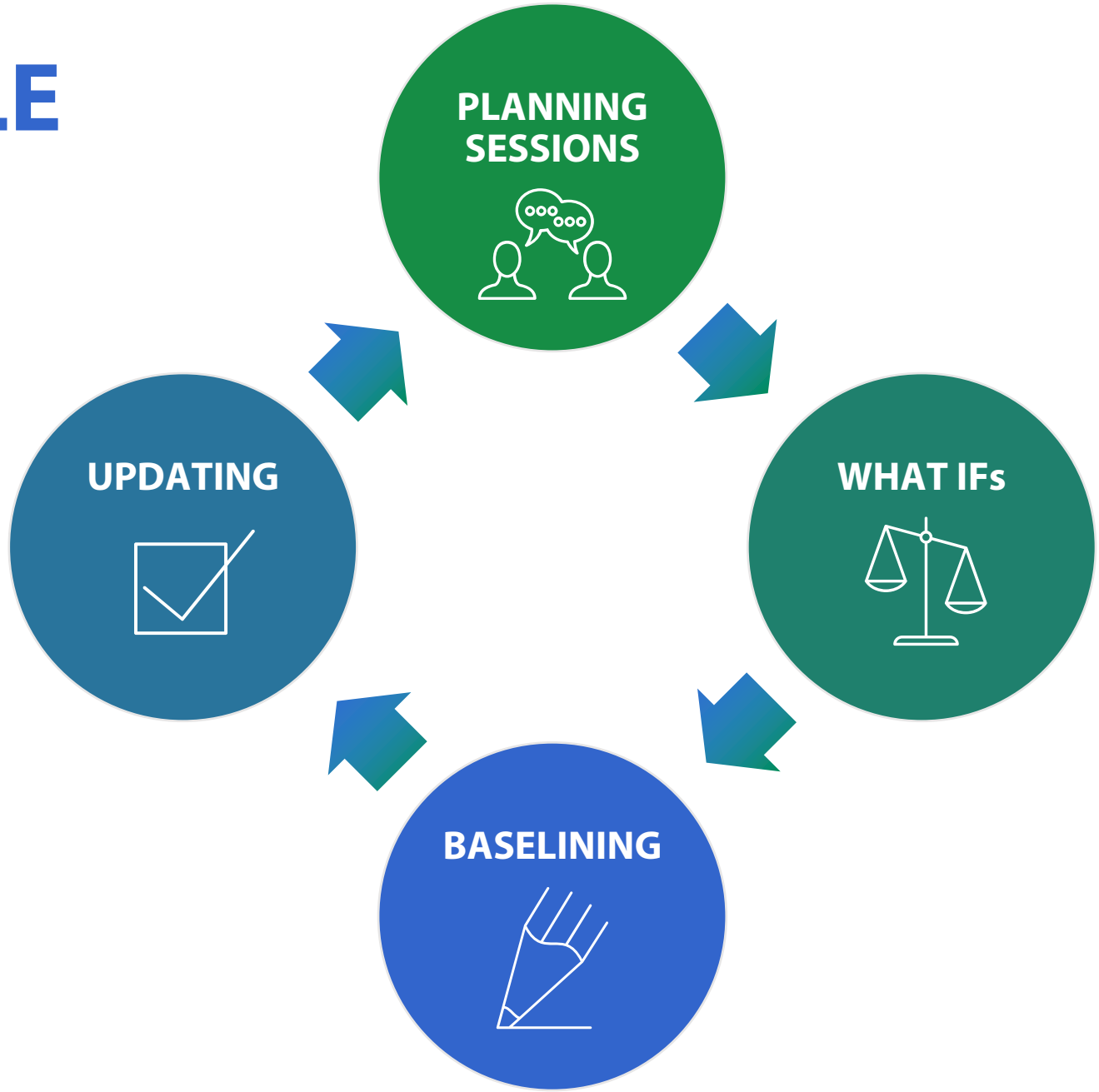




OUR PROCESS



OUR CYCLE

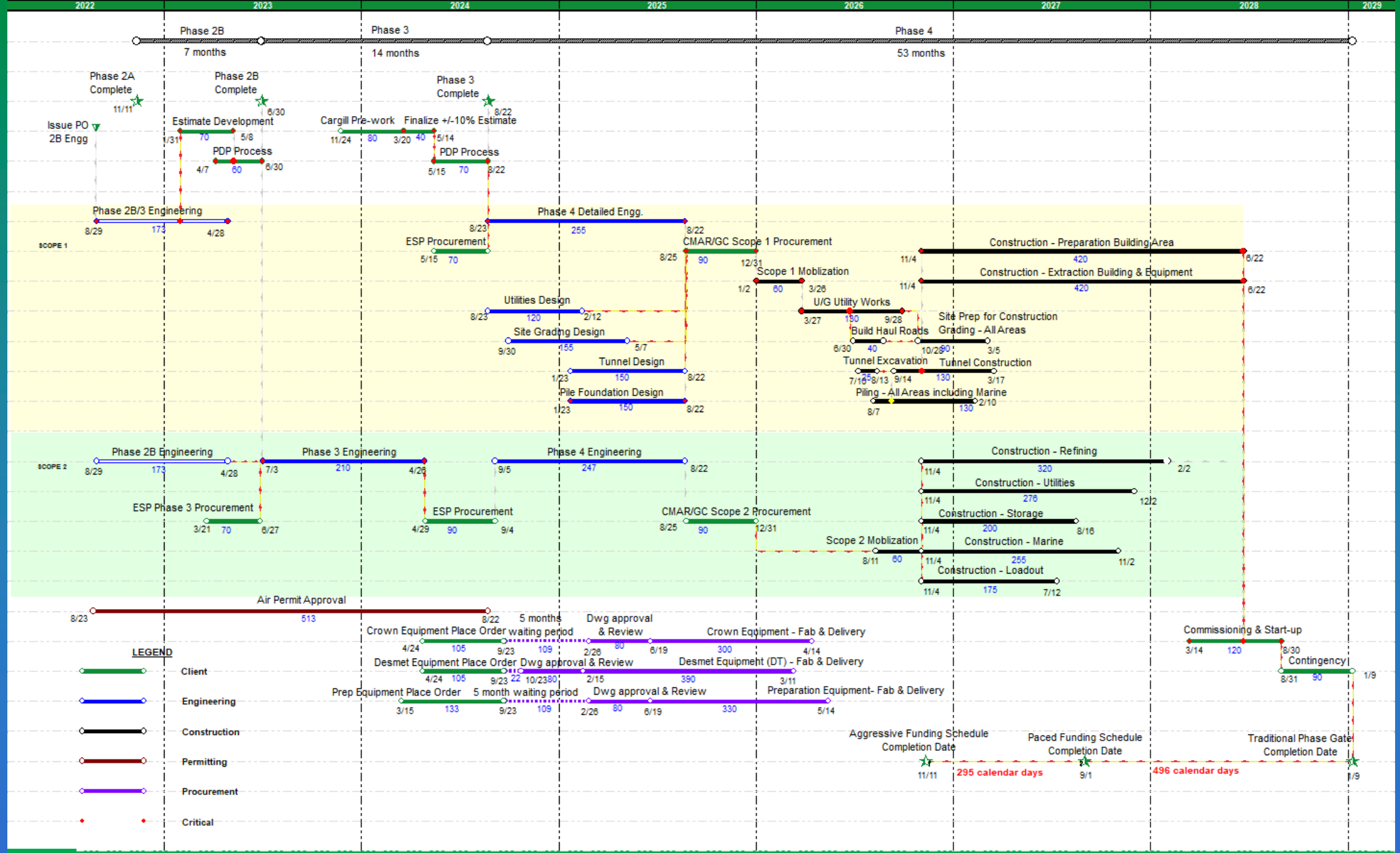


NetPoint is here to stay!



SUMMARY SCHEDULE

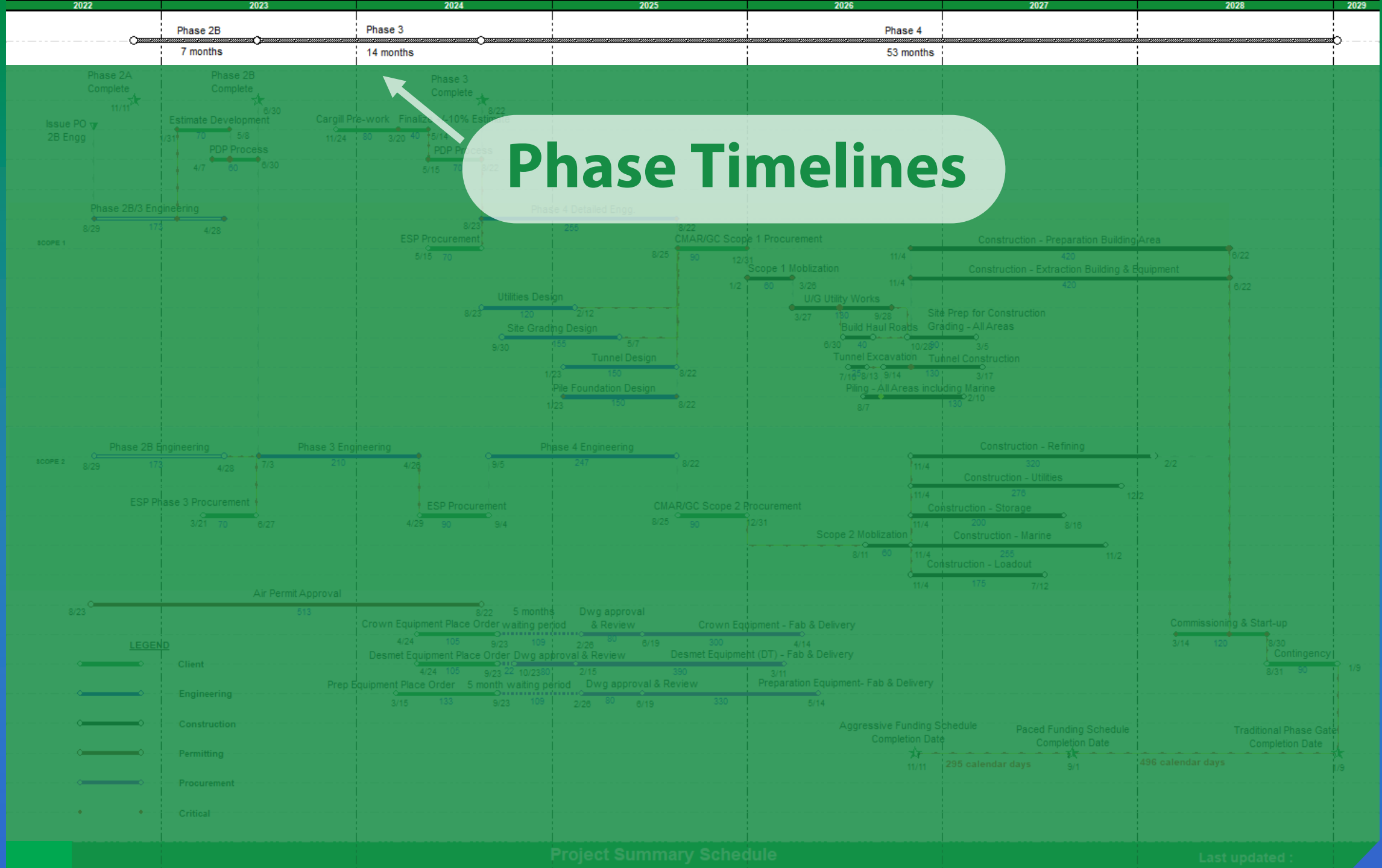


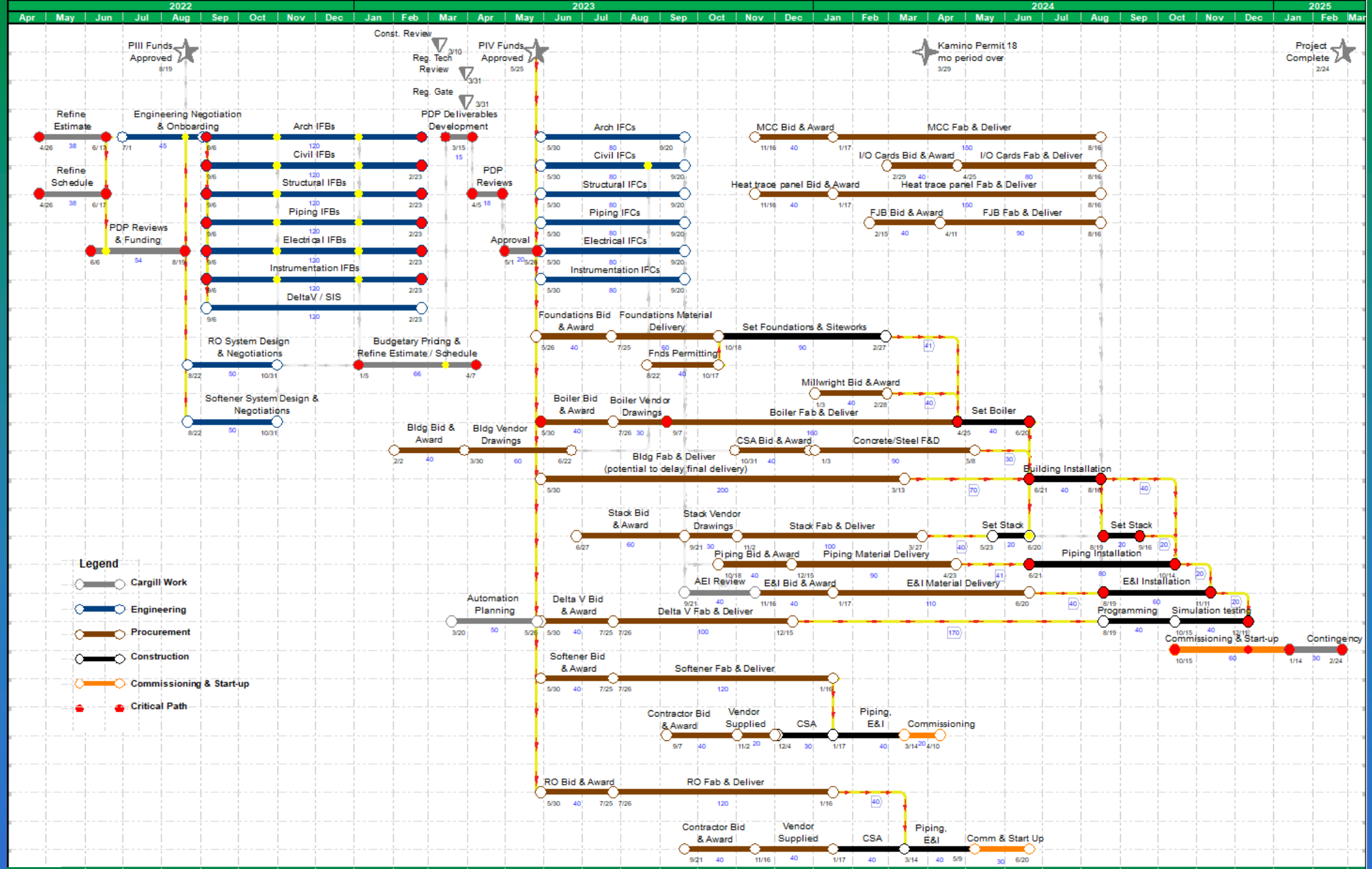


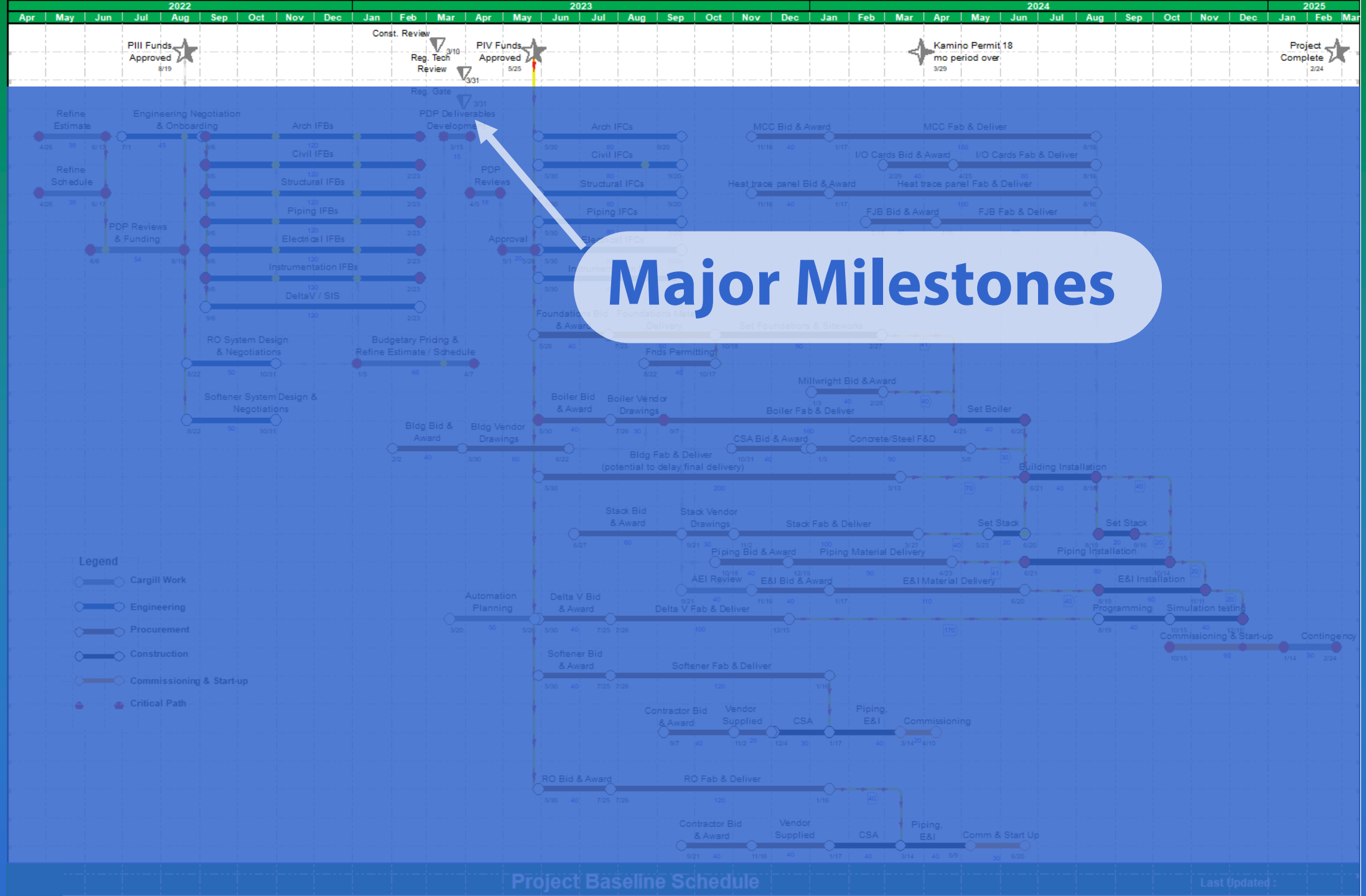
Project Summary Schedule

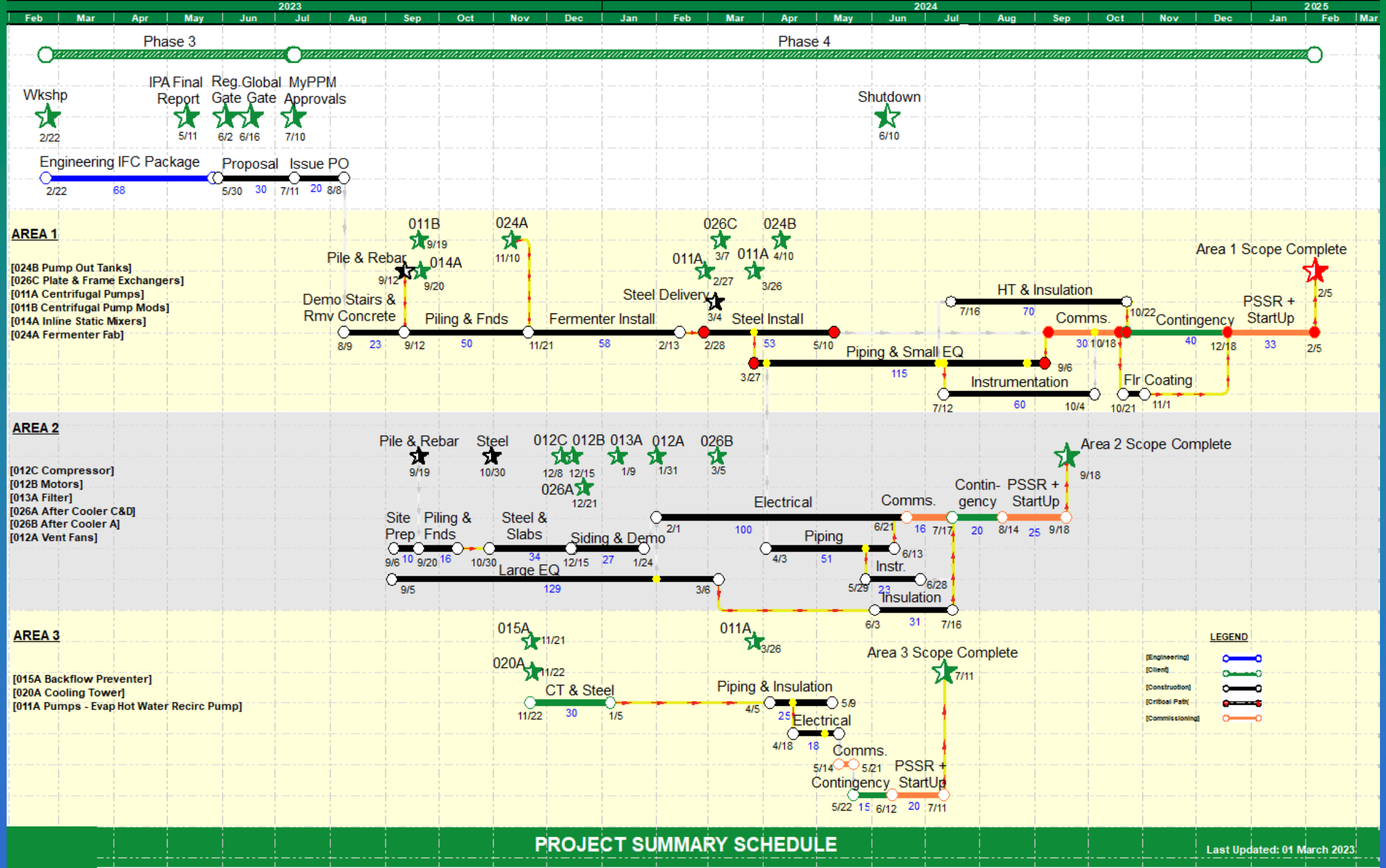
Last updated :

Phase Timelines

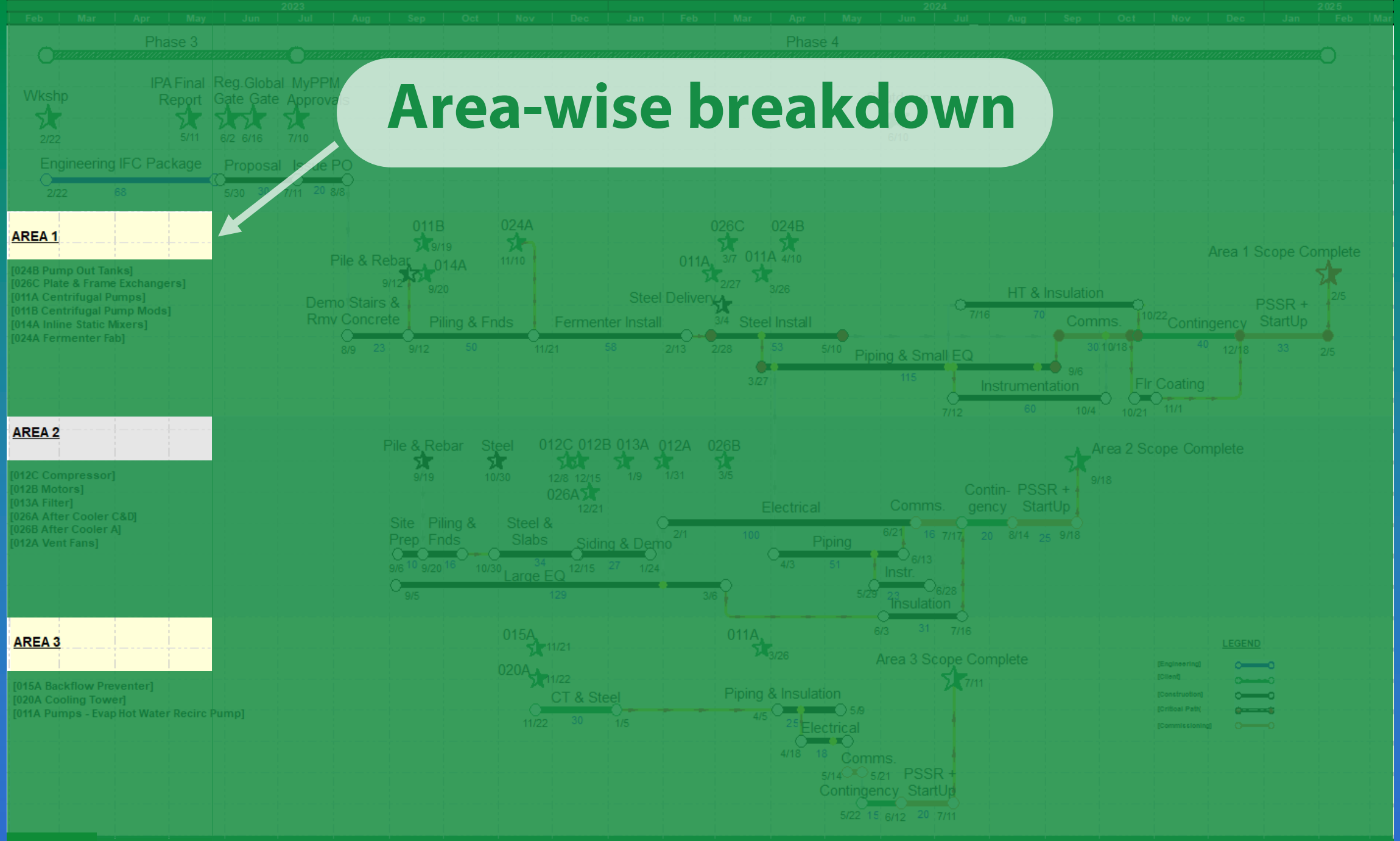


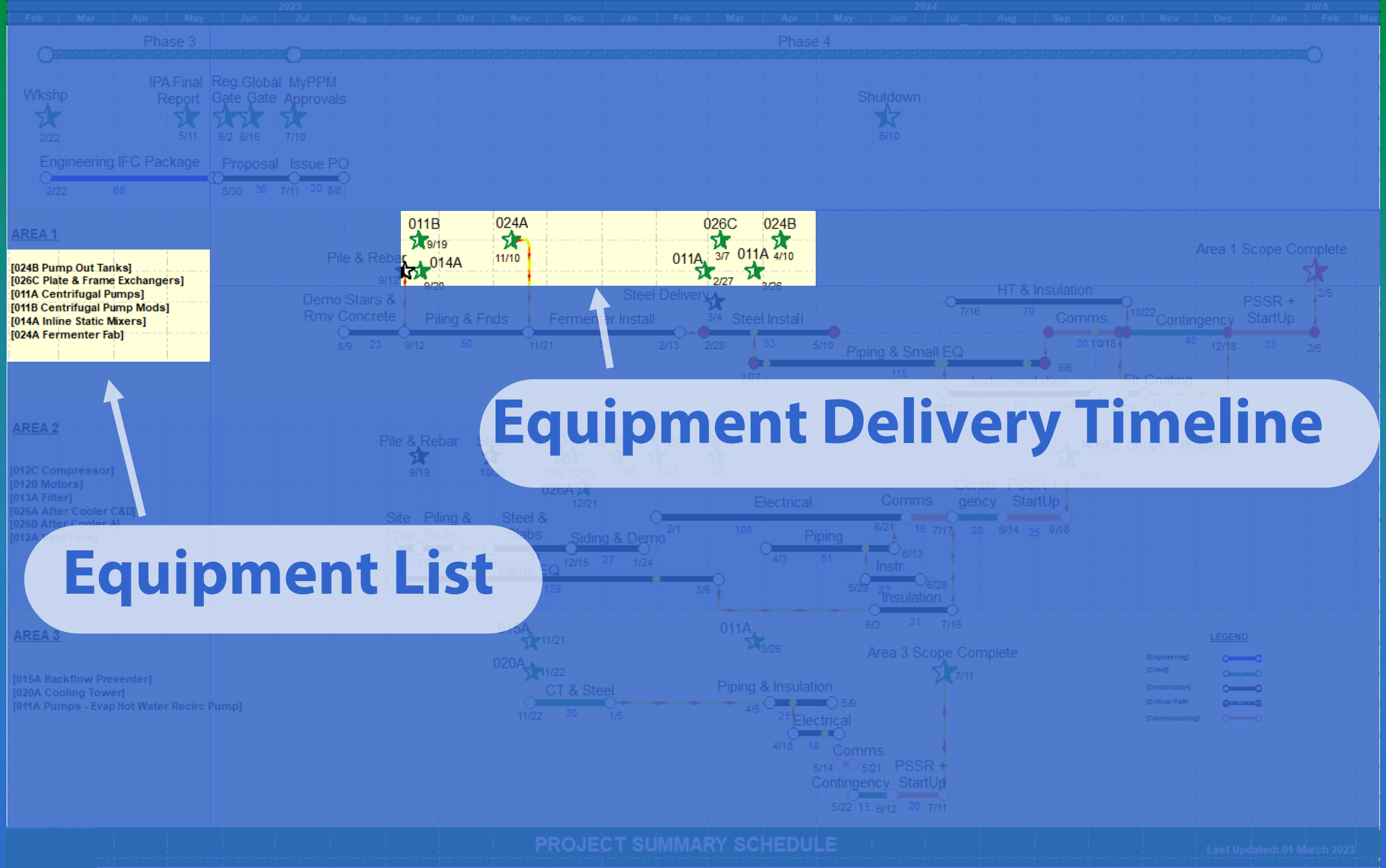

2022
2023
2024
2025
Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar
PIII Funds Approved 8/19
Const. Review
Reg. Tech Review 3/10
Reg. Gate 3/31
PIV Funds Approved 5/25
Kamino Permit 18 mo period over 3/29
Project Complete 2/24
Refine Estimate
Engineering Negotiation & Onboarding
Arch IFBs
Civil IFBs
Structural IFBs
Piping IFBs
Electrical IFBs
Instrumentation IFBs
DeltaV / SIS
PDP Deliverables Development
Refine Schedule
PDP Reviews & Funding
PDP Reviews
Approval
Arch IFCs
Civil IFCs
Structural IFCs
Piping IFCs
Electrical IFCs
Instrumentation IFCs
MCC Bid & Award
MCC Fab & Deliver
I/O Cards Bid & Award
I/O Cards Fab & Deliver
Heat trace panel Bid & Award
Heat trace panel Fab & Deliver
FJB Bid & Award
FJB Fab & Deliver
RO System Design & Negotiations
Budgetary Pricing & Refine Estimate / Schedule
Softener System Design & Negotiations
Foundations Bid & Award
Foundations Material Delivery
Set Foundations & Siteworks
Fnds Permitting
Millwright Bid & Award
Boiler Bid & Award
Boiler Vendor Drawings
Boiler Fab & Deliver
Set Boiler
Bldg Bid & Award
Bldg Vendor Drawings
Bldg Fab & Deliver (potential to delay final delivery)
CSA Bid & Award
Concrete/Steel F&D
Building Installation
Stack Bid & Award
Stack Vendor Drawings
Stack Fab & Deliver
Set Stack
Set Stack
Piping Bid & Award
Piping Material Delivery
Piping Installation
AEI Review
E&I Bid & Award
E&I Material Delivery
E&I Installation
Automation Planning
Delta V Bid & Award
Delta V Fab & Deliver
Programming
Simulation testing
Commissioning & Start-up
Contingency
Softener Bid & Award
Softener Fab & Deliver
Contractor Bid & Award
Vendor Supplied
CSA
Piping, E&I
Commissioning
RO Bid & Award
RO Fab & Deliver
Contractor Bid & Award
Vendor Supplied
CSA
Piping, E&I
Comm & Start Up
Legend
Cargill Work
Engineering
Procurement
Construction
Commissioning & Start-up
Critical Path
Project Baseline Schedule
Last Updated :

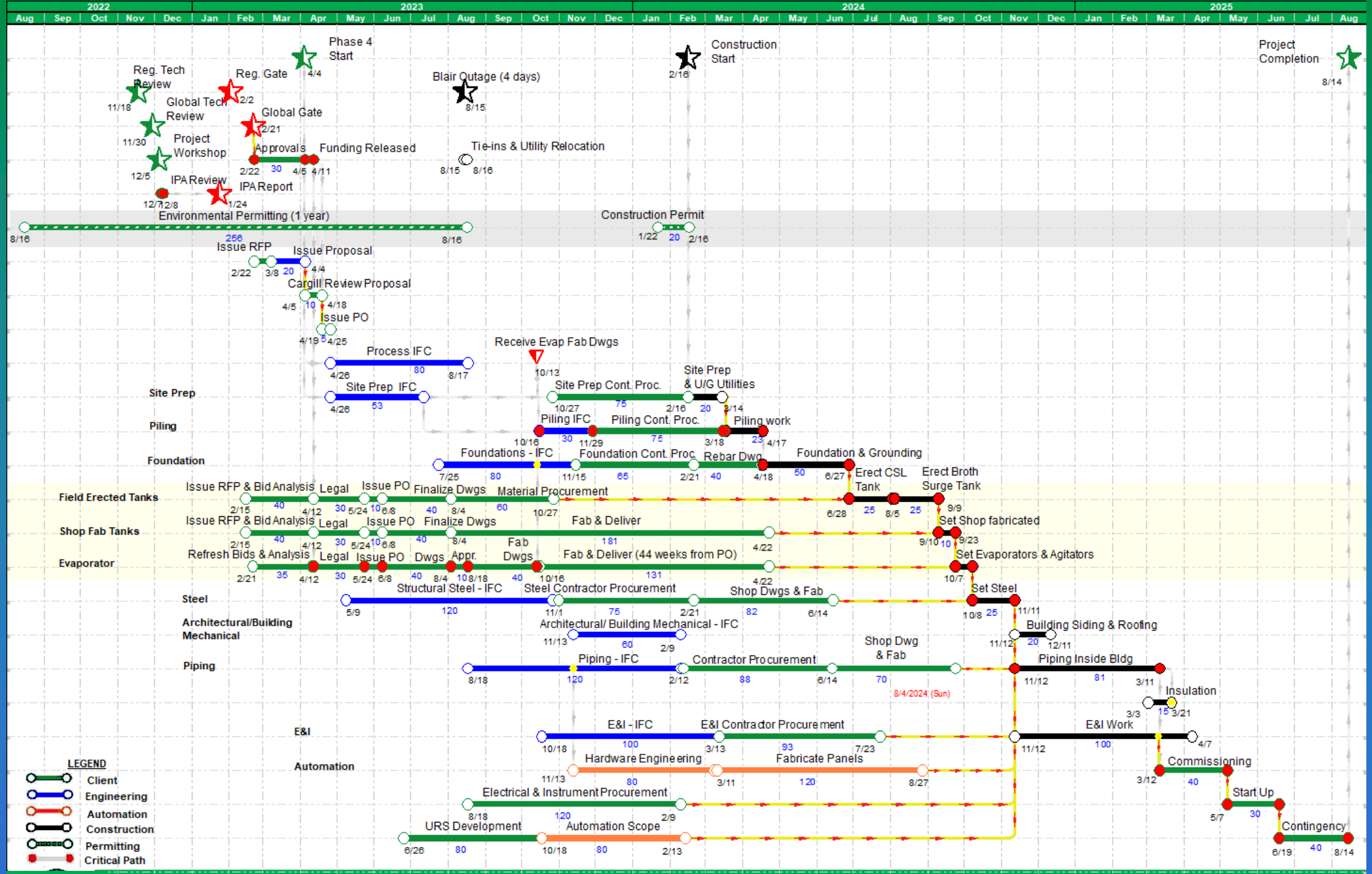

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2024
2025
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Set Stack
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Piping Material Delivery
Piping Installation
AEI Review
E&I Bid & Award
E&I Material Delivery
E&I Installation
Automation Planning
Delta V Bid & Award
Delta V Fab & Deliver
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Softener Fab & Deliver
Contractor Bid & Award
Vendor Supplied
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Commissioning
RO Bid & Award
RO Fab & Deliver
Contractor Bid & Award
Vendor Supplied
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Piping, E&I
Comm & Start Up
Legend
Cargill Work
Engineering
Procurement
Construction
Commissioning & Start-up
Critical Path
Major Milestones
Project Baseline Schedule
Last Updated :


2023
Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec
2024
Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec
2025
Jan Feb Mar
Phase 3
Phase 4
Wkshp 2/22
IPA Final Report 5/11
Reg. Gate 6/2
Global Gate 6/16
MyPPM Approvals 7/10
Shutdown 6/10
Engineering IFC Package 2/22 68 5/30
Proposal 30 7/11
Issue PO 20 8/8
AREA 1
[024B Pump Out Tanks]
[026C Plate & Frame Exchangers]
[011A Centrifugal Pumps]
[011B Centrifugal Pump Mods]
[014A Inline Static Mixers]
[024A Fermenter Fab]
011B 9/19
024A 11/10
Pile & Rebar 9/12
014A 9/20
Demo Stairs & Rmv Concrete 8/9
23 9/12
Piling & Fnds 50 11/21
Fermenter Install 58 2/13
026C 3/7
024B 4/10
011A 2/27
011A 3/26
Steel Delivery 3/4
Steel Install 2/28 53 5/10
Piping & Small EQ 3/27 115 9/6
HT & Insulation 7/16 70 10/22
Comms. 30 10/18
Contingency 40 12/18
PSSR + StartUp 33 2/5
Area 1 Scope Complete 2/5
Instrumentation 7/12 60 10/4
Flr Coating 10/21 11/1
AREA 2
[012C Compressor]
[012B Motors]
[013A Filter]
[026A After Cooler C&D]
[026B After Cooler A]
[012A Vent Fans]
Pile & Rebar 9/19
Steel 10/30
012C 12/8
012B 12/15
013A 1/9
012A 1/31
026B 3/5
026A 12/21
Site Prep 9/6
10 Piling & Fnds 9/20
16 Steel & Slabs 10/30
34 Siding & Demo 12/15
27 1/24
Large EQ 9/5 129 3/6
Electrical 2/1 100 6/21
Piping 4/3 51 6/13
Instr. 5/29 23 6/28
Insulation 6/3 31 7/16
Comms. 16 7/17
Contin-gency 20 8/14
PSSR + StartUp 25 9/18
Area 2 Scope Complete 9/18
AREA 3
[015A Backflow Preventer]
[020A Cooling Tower]
[011A Pumps - Evap Hot Water Recirc Pump]
015A 11/21
020A 11/22
CT & Steel 11/22 30 1/5
011A 3/26
Piping & Insulation 4/5 25 5/9
Electrical 4/18 18
Comms. 5/14 5/21
Contingency 5/22 15 6/12
PSSR + StartUp 20 7/11
Area 3 Scope Complete 7/11
LEGEND
[Engineering]
[Client]
[Construction]
[Critical Path]
[Commissioning]
PROJECT SUMMARY SCHEDULE
Last Updated: 01 March 2023

Area-wise breakdown

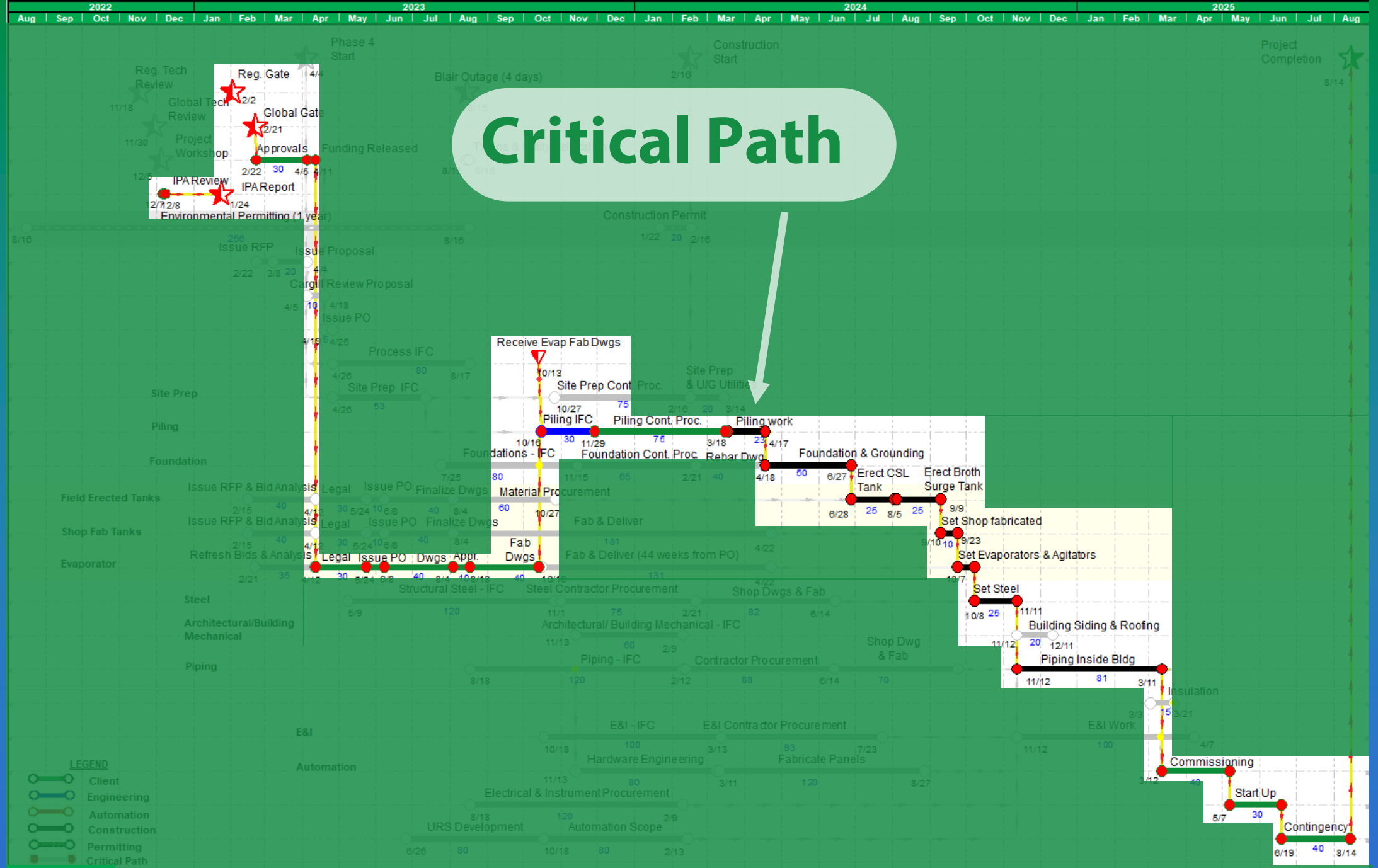


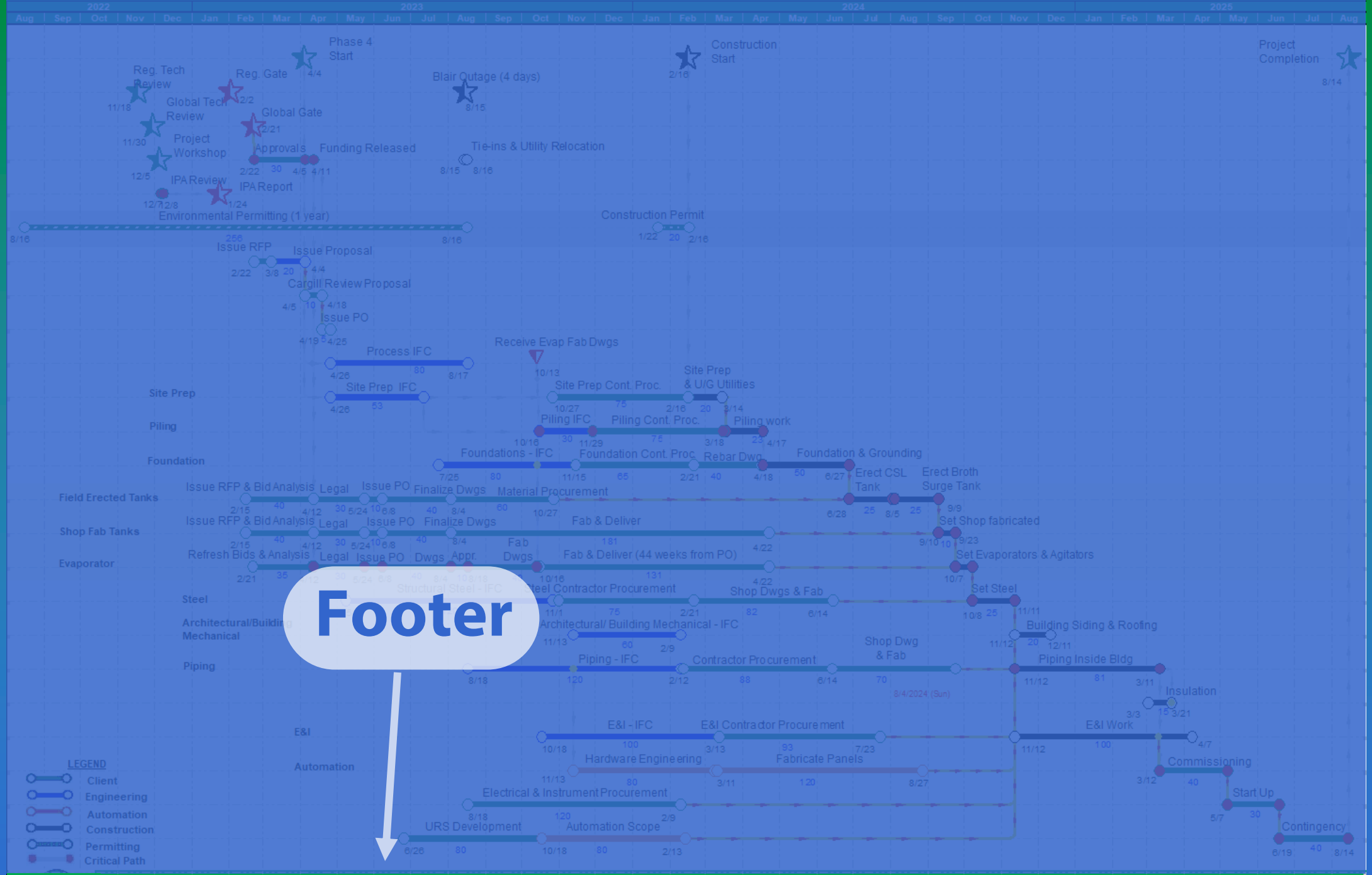

Equipment Delivery Timeline
Equipment List
Phase 3
Phase 4
Wkshp
IPA Final Report
Reg. Gate
Global Gate
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[012C Compressor]
[012B Motors]
[013A Filter]
[026A After Cooler C&D]
[026B After Cooler A]
Site Prep
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Steel & Slabs
Siding & Demo
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Electrical
Comms.
PSSR + Contingency StartUp
Area 3 Scope Complete
LEGEND
PROJECT SUMMARY SCHEDULE
Last Updated: 01 March 2023

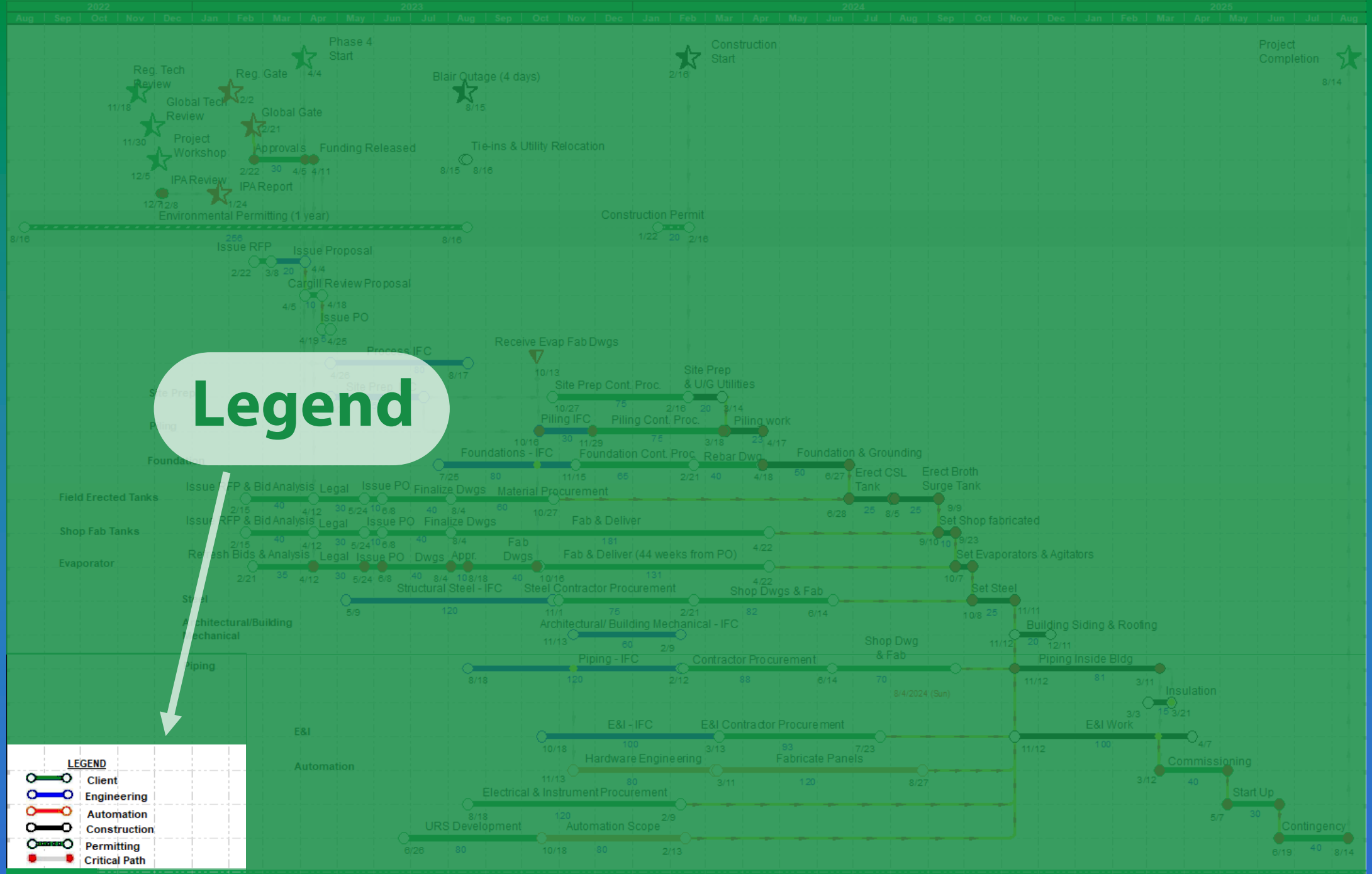


PROJECT SUMMARY SCHEDULE

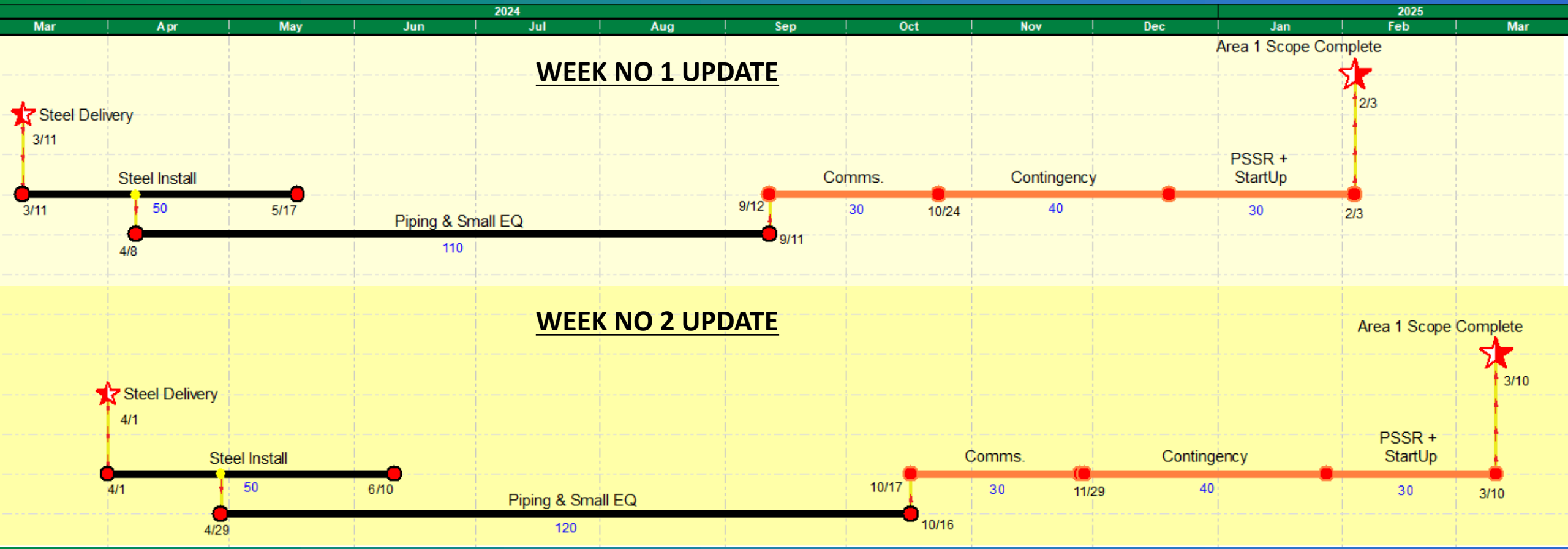
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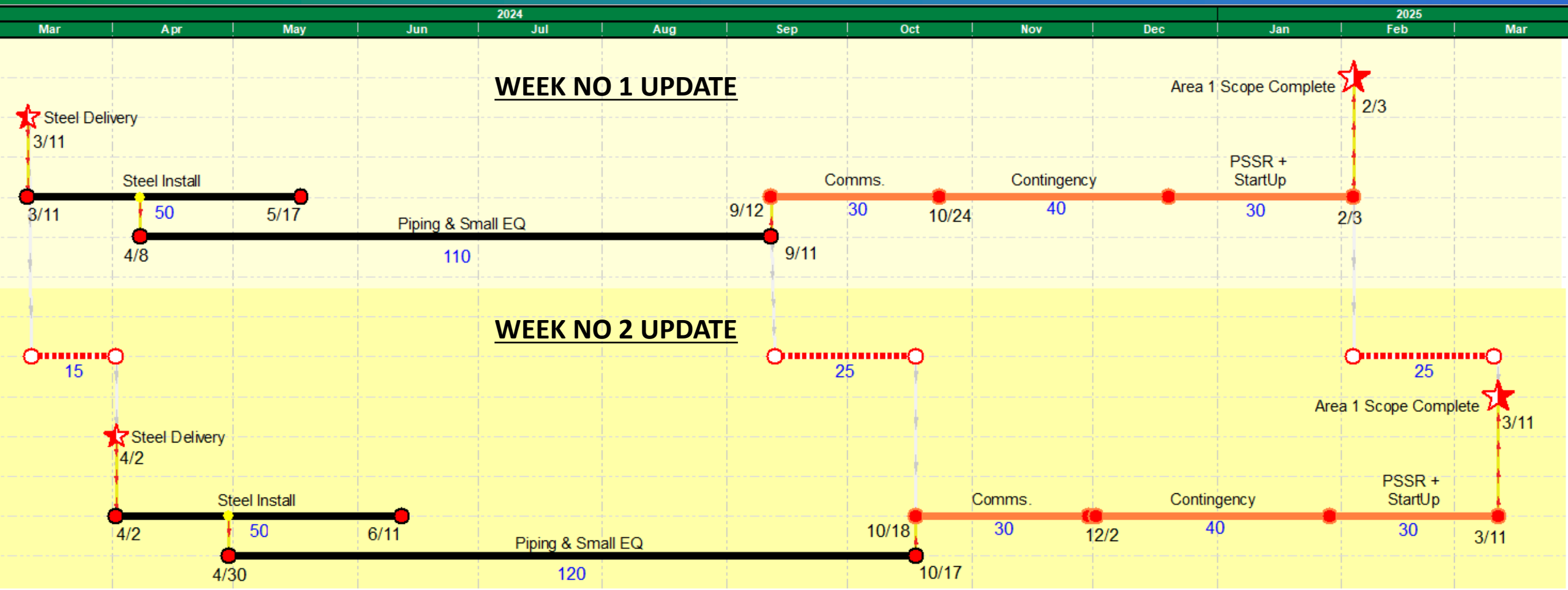

Critical Path
2022
2023
2024
2025
Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug
Phase 4 Start
Reg. Tech Review
Reg. Gate
Global Tech Review
Global Gate
Project Workshop
Approvals
Funding Released
IPA Review
IPA Report
Environmental Permitting (1 year)
Blair Outage (4 days)
Construction Start
Project Completion
Construction Permit
Issue RFP
Issue Proposal
Cargill Review Proposal
Issue PO
Process IFC
Site Prep IFC
Receive Evap Fab Dwgs
Site Prep Cont.
Piling IFC
Piling Cont. Proc.
Piling work
Foundations - IFC
Foundation Cont. Proc.
Rebar Dwg
Foundation & Grounding
Erect CSL Tank
Erect Broth Surge Tank
Material Procurement
Issue RFP & Bid Analysis
Legal
Issue PO
Finalize Dwgs
Fab & Deliver
Set Shop fabricated
Set Evaporators & Agitators
Refresh Bids & Analysis
Fab Dwgs
Fab & Deliver (44 weeks from PO)
Set Steel
Structural Steel - IFC
Steel Contractor Procurement
Shop Dwgs & Fab
Building Siding & Roofing
Architectural/ Building Mechanical - IFC
Piping Inside Bldg
Piping - IFC
Contractor Procurement
Insulation
E&I - IFC
E&I Contractor Procurement
E&I Work
Commissioning
Hardware Engineering
Fabricate Panels
Start Up
Electrical & Instrument Procurement
Contingency
URS Development
Automation Scope
Site Prep
Piling
Foundation
Field Erected Tanks
Shop Fab Tanks
Evaporator
Steel
Architectural/Building Mechanical
Piping
E&I
Automation
LEGEND
Client
Engineering
Automation
Construction
Permitting
Critical Path
PROJECT SUMMARY SCHEDULE
Last updated :

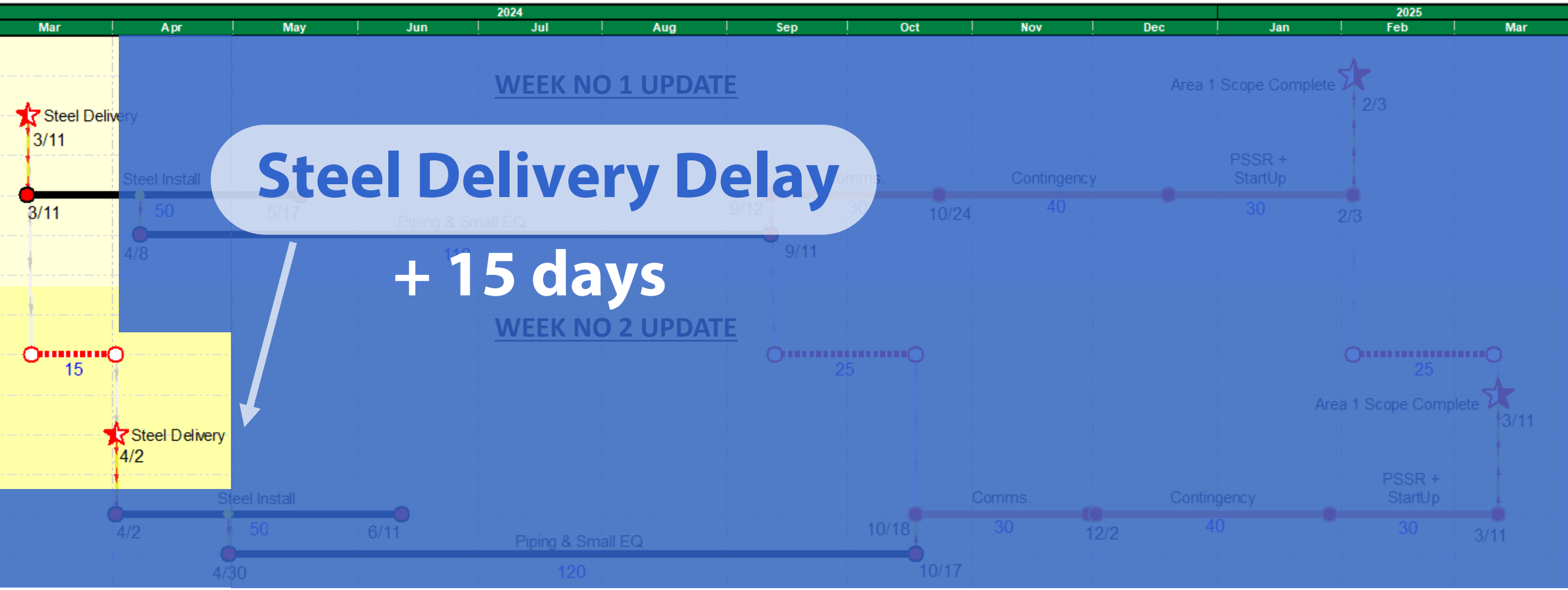

2022
2023
2024
2025
Phase 4 Start
Reg. Tech Review
Reg. Gate
Blair Outage (4 days)
Construction Start
Project Completion
Global Tech Review
Global Gate
Project Workshop
Approvals
Funding Released
Tie-ins & Utility Relocation
IPA Review
IPA Report
Environmental Permitting (1 year)
Construction Permit
Issue RFP
Issue Proposal
Cargill Review Proposal
Issue PO
Process IFC
Receive Evap Fab Dwgs
Site Prep IFC
Site Prep Cont. Proc.
Site Prep & U/G Utilities
Piling IFC
Piling Cont. Proc.
Piling work
Foundations - IFC
Foundation Cont. Proc.
Rebar Dwg
Foundation & Grounding
Erect CSL Tank
Erect Broth Surge Tank
Issue RFP & Bid Analysis
Legal
Issue PO
Finalize Dwgs
Material Procurement
Fab & Deliver
Set Shop fabricated
Refresh Bids & Analysis
Dwgs Appr.
Fab Dwgs
Fab & Deliver (44 weeks from PO)
Set Evaporators & Agitators
Structural Steel - IFC
Steel Contractor Procurement
Shop Dwgs & Fab
Set Steel
Architectural/ Building Mechanical - IFC
Building Siding & Roofing
Piping - IFC
Contractor Procurement
Shop Dwg & Fab
Piping Inside Bldg
Insulation
E&I - IFC
E&I Contractor Procurement
E&I Work
Hardware Engineering
Fabricate Panels
Commissioning
Electrical & Instrument Procurement
Start Up
URS Development
Automation Scope
Contingency
Site Prep
Piling
Foundation
Field Erected Tanks
Shop Fab Tanks
Evaporator
Steel
Architectural/Building Mechanical
Piping
E&I
Automation
LEGEND
Client
Engineering
Automation
Construction
Permitting
Critical Path
Footer
PROJECT SUMMARY SCHEDULE
Last updated :

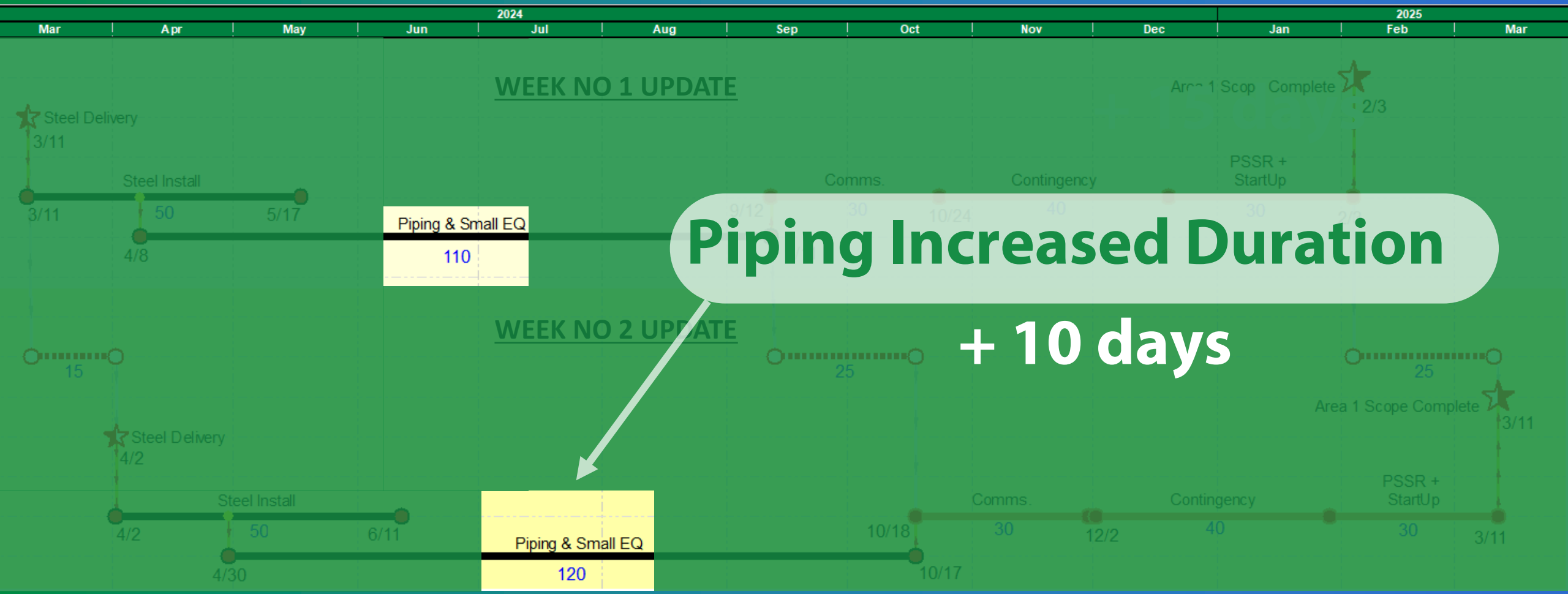

2022
2023
2024
2025
Phase 4 Start
Reg. Tech Review
Reg. Gate
Blair Outage (4 days)
Construction Start
Project Completion
Global Tech Review
Global Gate
Project Workshop
Approvals
Funding Released
Tie-ins & Utility Relocation
IPA Review
IPA Report
Environmental Permitting (1 year)
Construction Permit
Issue RFP
Issue Proposal
Cargill Review Proposal
Issue PO
Process IFC
Receive Evap Fab Dwgs
Site Prep Cont. Proc.
Site Prep & U/G Utilities
Piling IFC
Piling Cont. Proc.
Piling work
Foundations - IFC
Foundation Cont. Proc.
Rebar Dwg
Foundation & Grounding
Erect CSL Tank
Erect Broth Surge Tank
Field Erected Tanks
Issue RFP & Bid Analysis
Legal
Issue PO
Finalize Dwgs
Material Procurement
Shop Fab Tanks
Fab & Deliver
Set Shop fabricated
Evaporator
Re-Issue RFP & Bid Analysis
Dwgs Appr.
Fab & Deliver (44 weeks from PO)
Set Evaporators & Agitators
Structural Steel - IFC
Steel Contractor Procurement
Shop Dwgs & Fab
Set Steel
Architectural/Building Mechanical - IFC
Building Siding & Roofing
Shop Dwg & Fab
Piping - IFC
Contractor Procurement
Piping Inside Bldg
Insulation
E&I
E&I - IFC
E&I Contractor Procurement
E&I Work
Automation
Hardware Engineering
Fabricate Panels
Commissioning
Electrical & Instrument Procurement
Start Up
URS Development
Automation Scope
Contingency
LEGEND
Client
Engineering
Automation
Construction
Permitting
Critical Path
PROJECT SUMMARY SCHEDULE
Last updated :

Legend


2024
2025
Mar
Apr
May
Jun
Jul
Aug
Sep
Oct
Nov
Dec
Jan
Feb
Mar
WEEK NO 1 UPDATE
Area 1 Scope Complete
2/3
Steel Delivery
3/11
Steel Install
3/11
50
5/17
Piping & Small EQ
4/8
110
9/11
Comms.
9/12
30
10/24
Contingency
40
PSSR +
StartUp
30
2/3
WEEK NO 2 UPDATE
Area 1 Scope Complete
3/10
Steel Delivery
4/1
Steel Install
4/1
50
6/10
Piping & Small EQ
4/29
120
10/16
Comms.
10/17
30
11/29
Contingency
40
PSSR +
StartUp
30
3/10


2024
2025
Mar
Apr
May
Jun
Jul
Aug
Sep
Oct
Nov
Dec
Jan
Feb
Mar
WEEK NO 1 UPDATE
Steel Delivery
3/11
Steel Install
3/11
50
5/17
4/8
Piping & Small EQ
110
9/12
9/11
Comms.
30
10/24
Contingency
40
PSSR +
StartUp
30
2/3
Area 1 Scope Complete
2/3
WEEK NO 2 UPDATE
15
25
25
Area 1 Scope Complete
3/11
Steel Delivery
4/2
Steel Install
4/2
50
6/11
4/30
Piping & Small EQ
120
10/18
10/17
Comms.
30
12/2
Contingency
40
PSSR +
StartUp
30
3/11


2024
2025
Mar
Apr
May
Jun
Jul
Aug
Sep
Oct
Nov
Dec
Jan
Feb
Mar
WEEK NO 1 UPDATE
Steel Delivery
3/11
3/11
Steel Install
50
4/8
Piping & Small EQ
9/11
Comms.
30
10/24
Contingency
40
PSSR +
StartUp
30
2/3
Area 1 Scope Complete
2/3
Steel Delivery + 15 days
WEEK NO 2 UPDATE
15
Steel Delivery
4/2
25
25
Area 1 Scope Complete
3/11
Steel Install
50
4/2
6/11
Piping & Small EQ
120
4/30
10/17
10/18
Comms.
30
12/2
Contingency
40
PSSR +
StartUp
30
3/11



Piping Increased Duration

+ 10 days



Steel Delivery +15 days

Piping +10 days

Total Slippage **+25 days**

WEEK NO 2 UPDATE

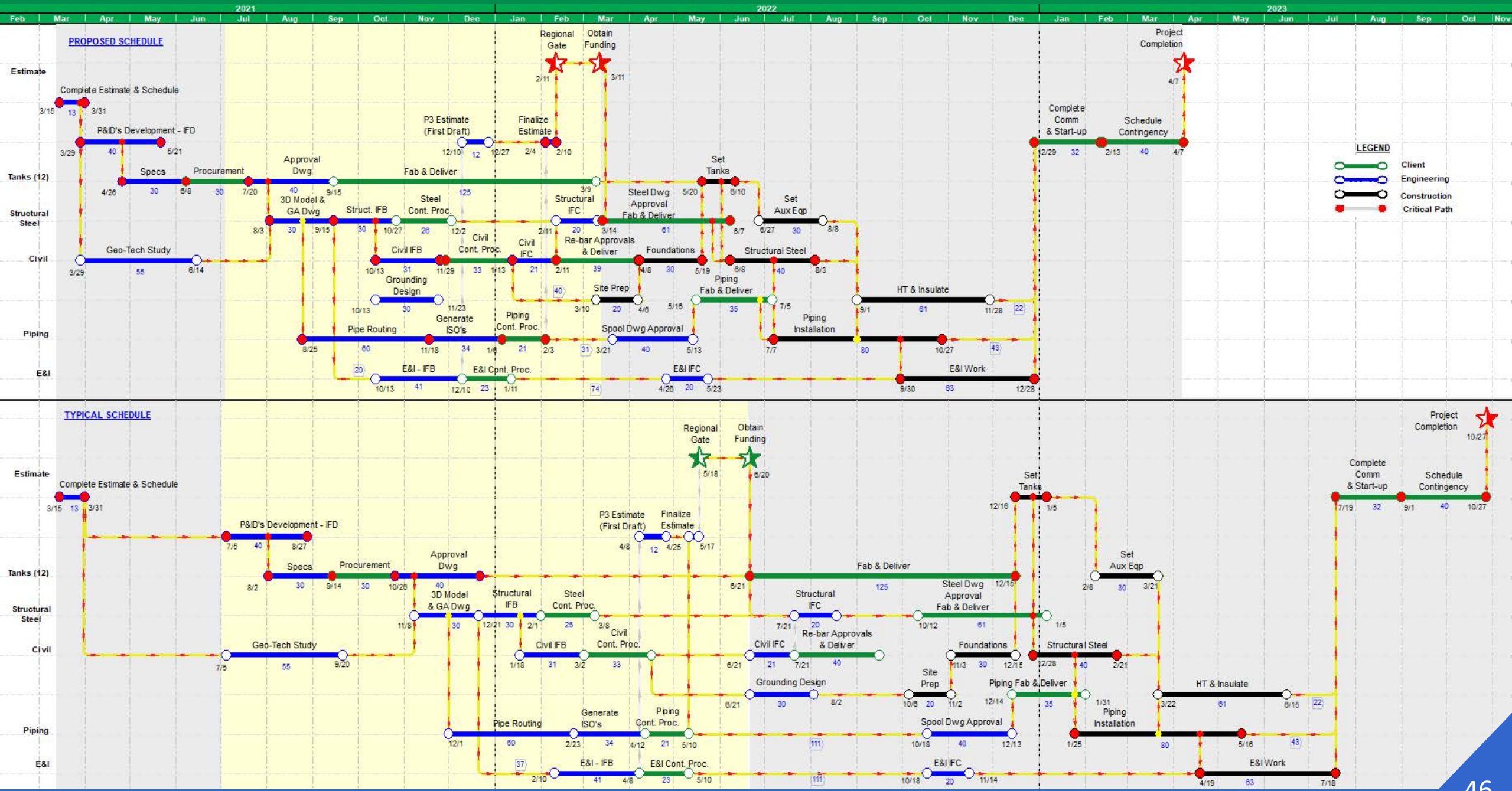


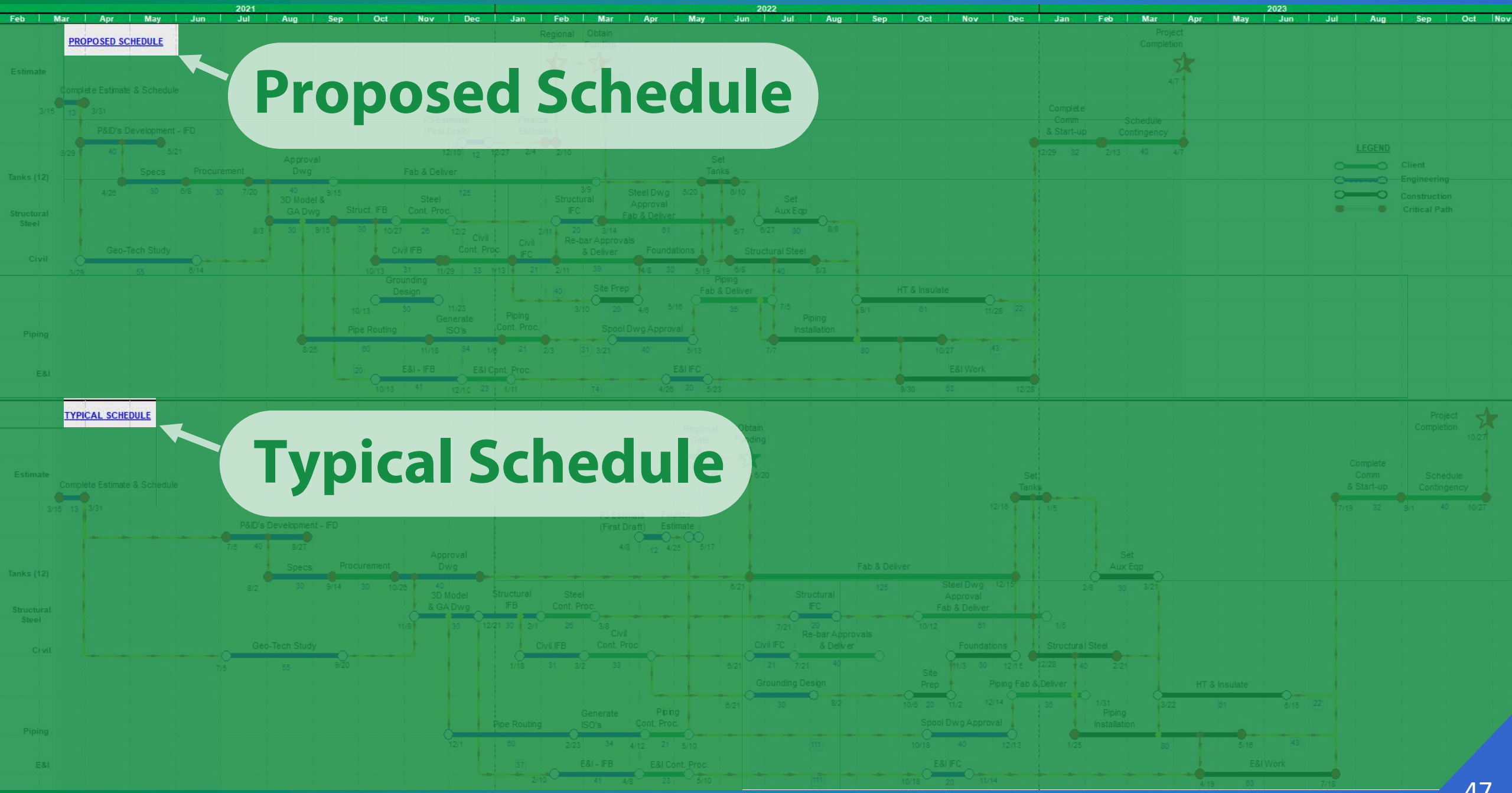
59 project schedules in **NetPoint**!

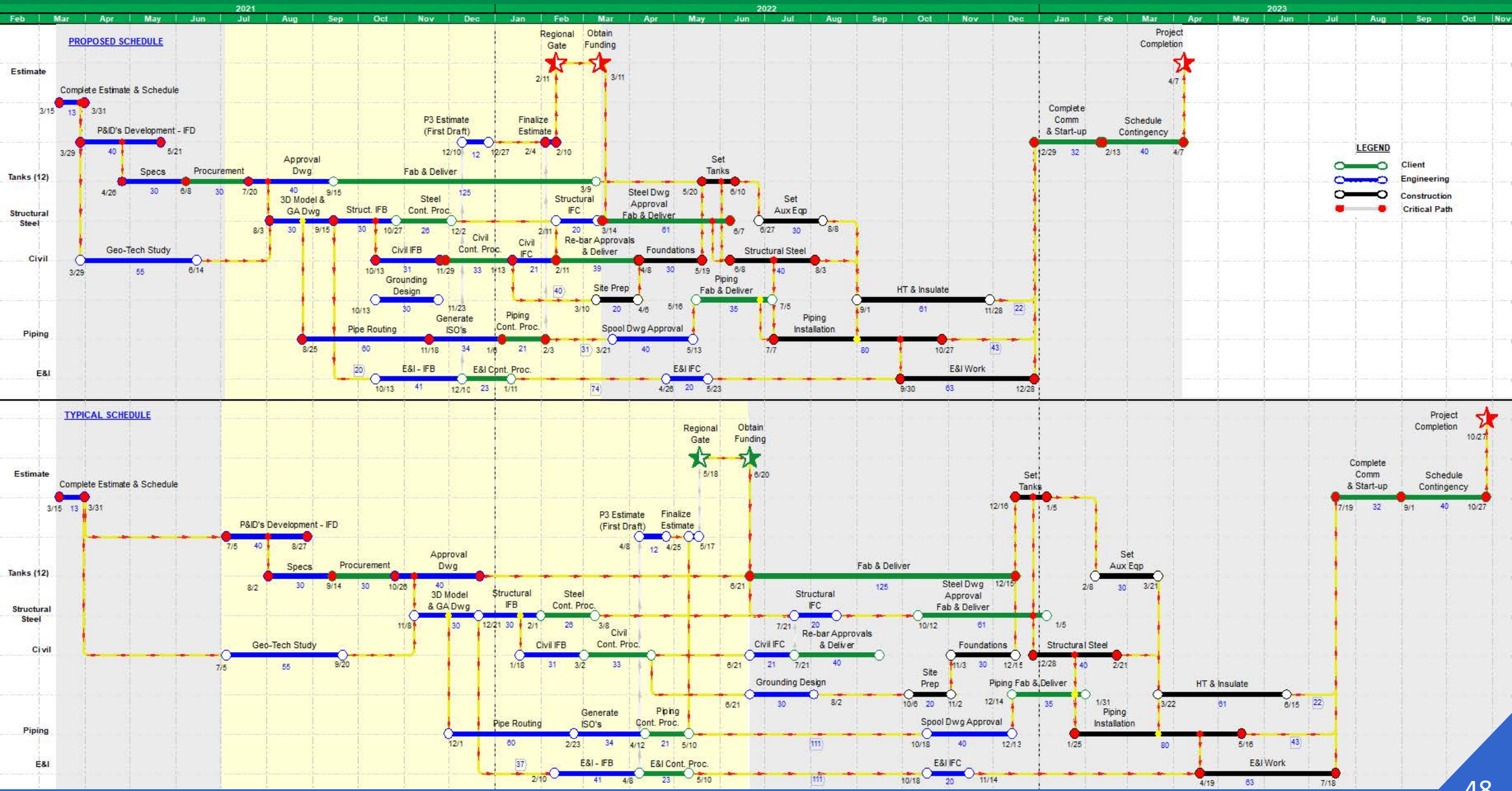
WHAT IF SCHEDULES

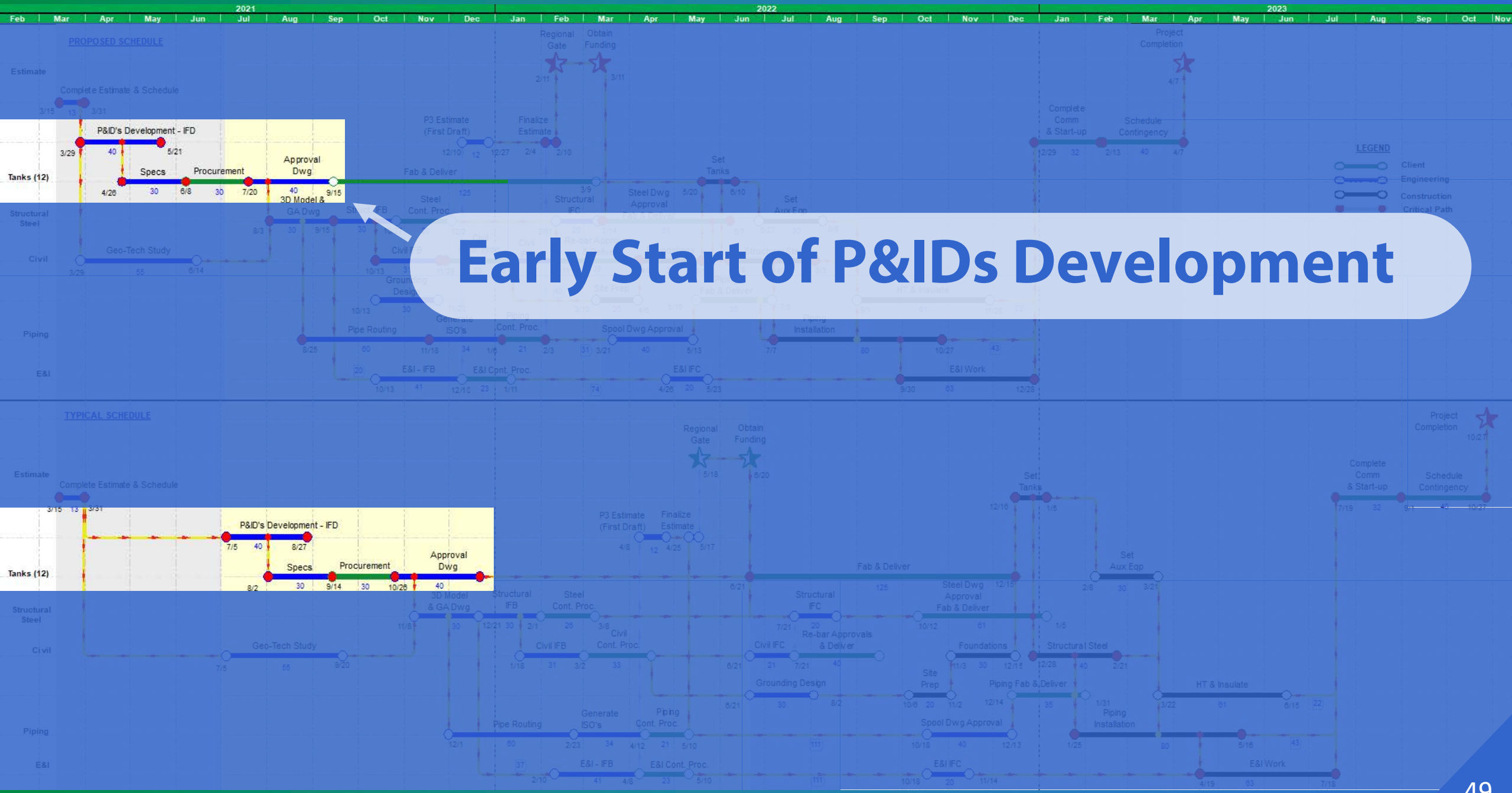



WHAT CAN WE DO?

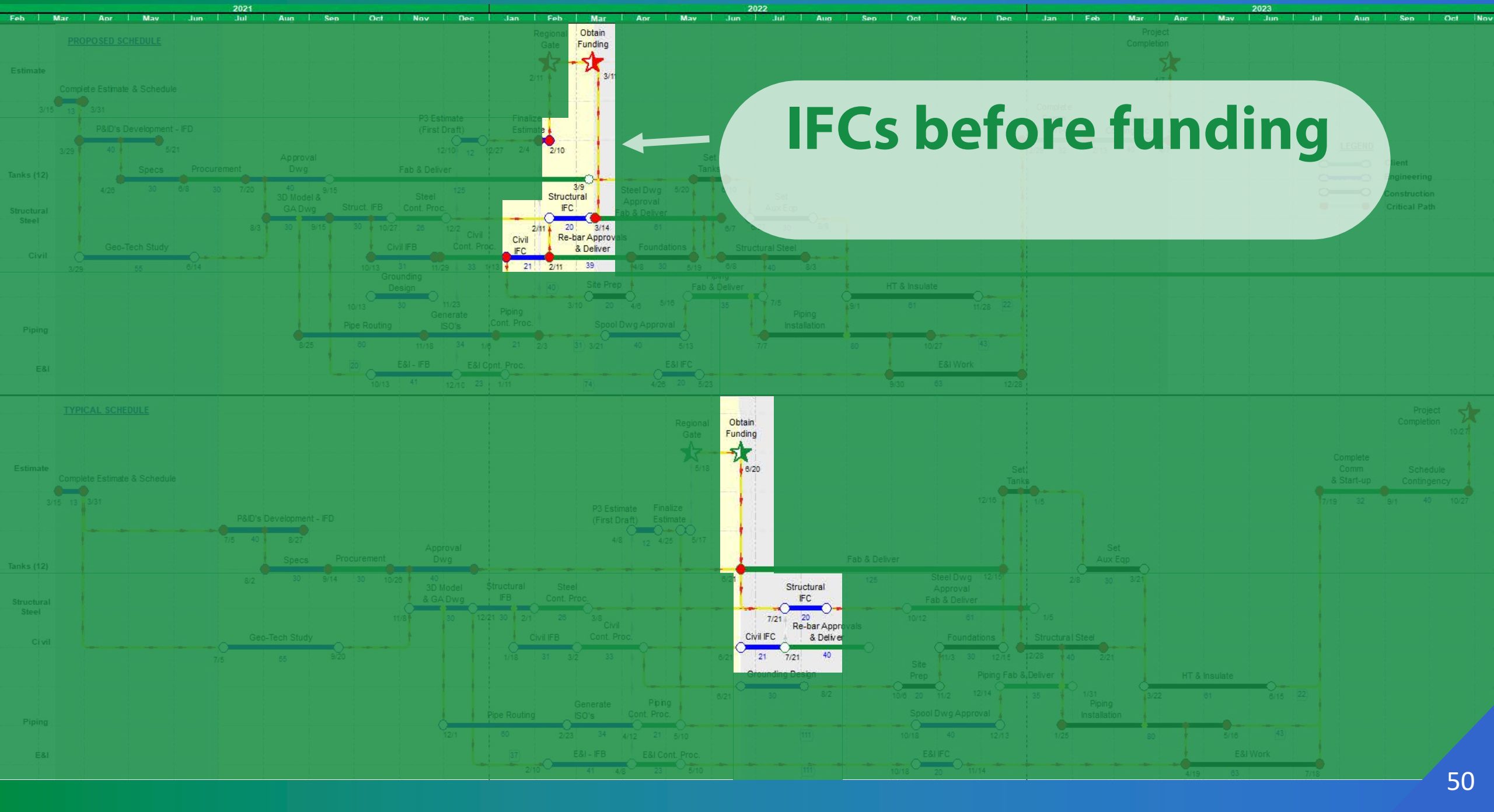

PROPOSED SCHEDULE
2021
2022
2023
Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov
Estimate
Tanks (12)
Structural Steel
Civil
Piping
E&I
Complete Estimate & Schedule
3/15 13 3/31
P&ID's Development - IFD
3/29 40 5/21
Specs
4/26 30 6/8
Procurement
6/8 30 7/20
Approval Dwg
7/20 40 9/15
Fab & Deliver
3/9 125 6/7
3D Model & GA Dwg
8/3 30 9/15
Struct. IFB
9/15 30 10/27
Steel Cont. Proc.
10/27 26 12/2
Structural IFC
2/11 20 3/14
Steel Dwg Approval Fab & Deliver
3/14 61 6/7
Set Tanks
5/20 6/10
Set Aux Eqp
6/27 30 8/8
Geo-Tech Study
3/29 55 6/14
Civil IFB
10/13 31 11/29
Civil Cont. Proc.
11/29 33 1/13
Civil IFC
1/13 21 2/11
Re-bar Approvals & Deliver
2/11 39 4/8
Foundations
4/8 30 5/19
Structural Steel
6/8 40 8/3
Grounding Design
10/13 30 11/23
Site Prep
40 3/10 20 4/6
Piping Fab & Deliver
5/16 35 7/5
Piping Installation
7/7 80 10/27
HT & Insulate
9/1 61 11/28 22
Pipe Routing
8/25 60 11/18
Generate ISO's
11/18 34 1/6
Piping Cont. Proc.
1/6 21 2/3
Spool Dwg Approval
31 3/21 40 5/13
E&I - IFB
20 10/13 41 12/10
E&I Cont. Proc.
12/10 23 1/11
E&I IFC
74 4/26 20 5/23
E&I Work
9/30 63 12/28
Regional Gate
2/11
Obtain Funding
3/11
P3 Estimate (First Draft)
12/10 12 12/27
Finalize Estimate
2/4 2/10
Project Completion
4/7
Complete Comm & Start-up
12/29 32 2/13
Schedule Contingency
40 4/7
LEGEND
Client
Engineering
Construction
Critical Path
TYPICAL SCHEDULE
Estimate
Tanks (12)
Structural Steel
Civil
Piping
E&I
Complete Estimate & Schedule
3/15 13 3/31
P&ID's Development - IFD
7/5 40 8/27
Specs
8/2 30 9/14
Procurement
9/14 30 10/28
Approval Dwg
40
3D Model & GA Dwg
11/8 30 12/21
Structural IFB
12/21 30 2/1
Steel Cont. Proc.
2/1 28 3/8
Geo-Tech Study
7/5 55 9/20
Civil IFB
1/18 31 3/2
Civil Cont. Proc.
3/2 33
Pipe Routing
12/1 60 2/23
Generate ISO's
2/23 34 4/12
Piping Cont. Proc.
4/12 21 5/10
E&I - IFB
37 2/10 41 4/8
E&I Cont. Proc.
4/8 23 5/10
Regional Gate
5/18
Obtain Funding
6/20
P3 Estimate (First Draft)
4/8 12 4/25
Finalize Estimate
5/17
Fab & Deliver
6/21 125 12/15
Structural IFC
7/21 20
Re-bar Approvals & Deliver
7/21 40
Civil IFC
6/21 21 7/21
Steel Dwg Approval Fab & Deliver
10/12 61 1/5
Foundations
11/3 30 12/15
Grounding Design
6/21 30 8/2
Site Prep
10/6 20 11/2
Spool Dwg Approval
111 10/18 40 12/13
Piping Fab & Deliver
12/14 35 1/31
Piping Installation
1/25 80
Set Tanks
12/16 1/5
Set Aux Eqp
2/8 30 3/21
Structural Steel
12/28 40 2/21
HT & Insulate
3/22 61 6/15 22
E&I IFC
111 10/18 20 11/14
E&I Work
4/19 63 7/18
Project Completion
10/27
Complete Comm & Start-up
7/19 32 9/1
Schedule Contingency
40 10/27


PROPOSED SCHEDULE
Proposed Schedule
TYPICAL SCHEDULE
Typical Schedule
2021
2022
2023
Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov
Estimate
Tanks (12)
Structural Steel
Civil
Piping
E&I
Complete Estimate & Schedule
P&ID's Development - IFD
Specs
Procurement
Approval Dwg
Fab & Deliver
Set Tanks
3D Model & GA Dwg
Struct. IFB
Steel Cont. Proc.
Structural IFC
Steel Dwg Approval Fab & Deliver
Set Aux Eqp
Geo-Tech Study
Civil IFB
Civil Cont. Proc.
Civil IFC
Re-bar Approvals & Deliver
Foundations
Structural Steel
Grounding Design
Site Prep
Piping Fab & Deliver
HT & Insulate
Pipe Routing
Generate ISO's
Piping Cont. Proc.
Spool Dwg Approval
Piping Installation
E&I - IFB
E&I Cont. Proc.
E&I IFC
E&I Work
Regional Data
Obtain Funding
P3 Estimate (First Draft)
Finalize Estimate
Project Completion
Complete Comm & Start-up
Schedule Contingency
LEGEND
Client
Engineering
Construction
Critical Path

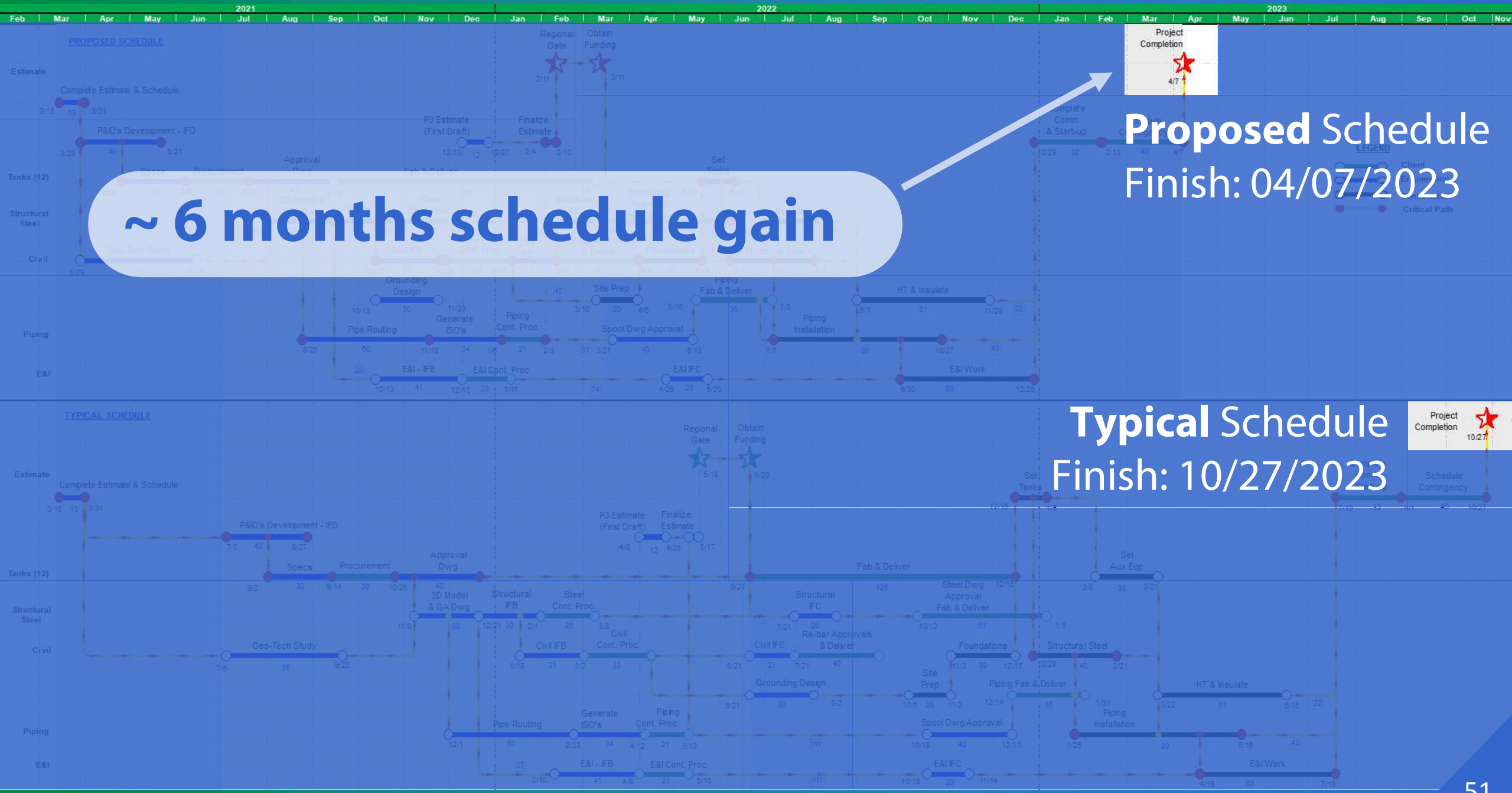

2021
2022
2023
Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov
PROPOSED SCHEDULE
Estimate
Tanks (12)
Structural Steel
Civil
Piping
E&I
Complete Estimate & Schedule
P&ID's Development - IFD
Specs
Procurement
Approval Dwg
Fab & Deliver
3D Model & GA Dwg
Struct. IFB
Steel Cont. Proc.
Structural IFC
Steel Dwg Approval Fab & Deliver
Set Tanks
Set Aux Eqp
Geo-Tech Study
Civil IFB
Civil Cont. Proc.
Civil IFC
Re-bar Approvals & Deliver
Foundations
Structural Steel
Grounding Design
Site Prep
Piping Fab & Deliver
HT & Insulate
Pipe Routing
Generate ISO's
Piping Cont. Proc.
Spool Dwg Approval
Piping Installation
E&I - IFB
E&I Cont. Proc.
E&I IFC
E&I Work
Regional Gate
Obtain Funding
P3 Estimate (First Draft)
Finalize Estimate
Project Completion
Complete Comm & Start-up
Schedule Contingency
LEGEND
Client
Engineering
Construction
Critical Path
TYPICAL SCHEDULE
Estimate
Tanks (12)
Structural Steel
Civil
Piping
E&I
Complete Estimate & Schedule
P&ID's Development - IFD
Specs
Procurement
Approval Dwg
Fab & Deliver
3D Model & GA Dwg
Structural IFB
Steel Cont. Proc.
Structural IFC
Steel Dwg Approval Fab & Deliver
Set Tanks
Set Aux Eqp
Geo-Tech Study
Civil IFB
Civil Cont. Proc.
Re-bar Approvals & Deliver
Foundations
Structural Steel
Grounding Design
Site Prep
Piping Fab & Deliver
HT & Insulate
Pipe Routing
Generate ISO's
Piping Cont. Proc.
Spool Dwg Approval
Piping Installation
E&I - IFB
E&I Cont. Proc.
E&I IFC
E&I Work
Regional Gate
Obtain Funding
P3 Estimate (First Draft)
Finalize Estimate
Project Completion
Complete Comm & Start-up
Schedule Contingency



Early Start of P&IDs Development



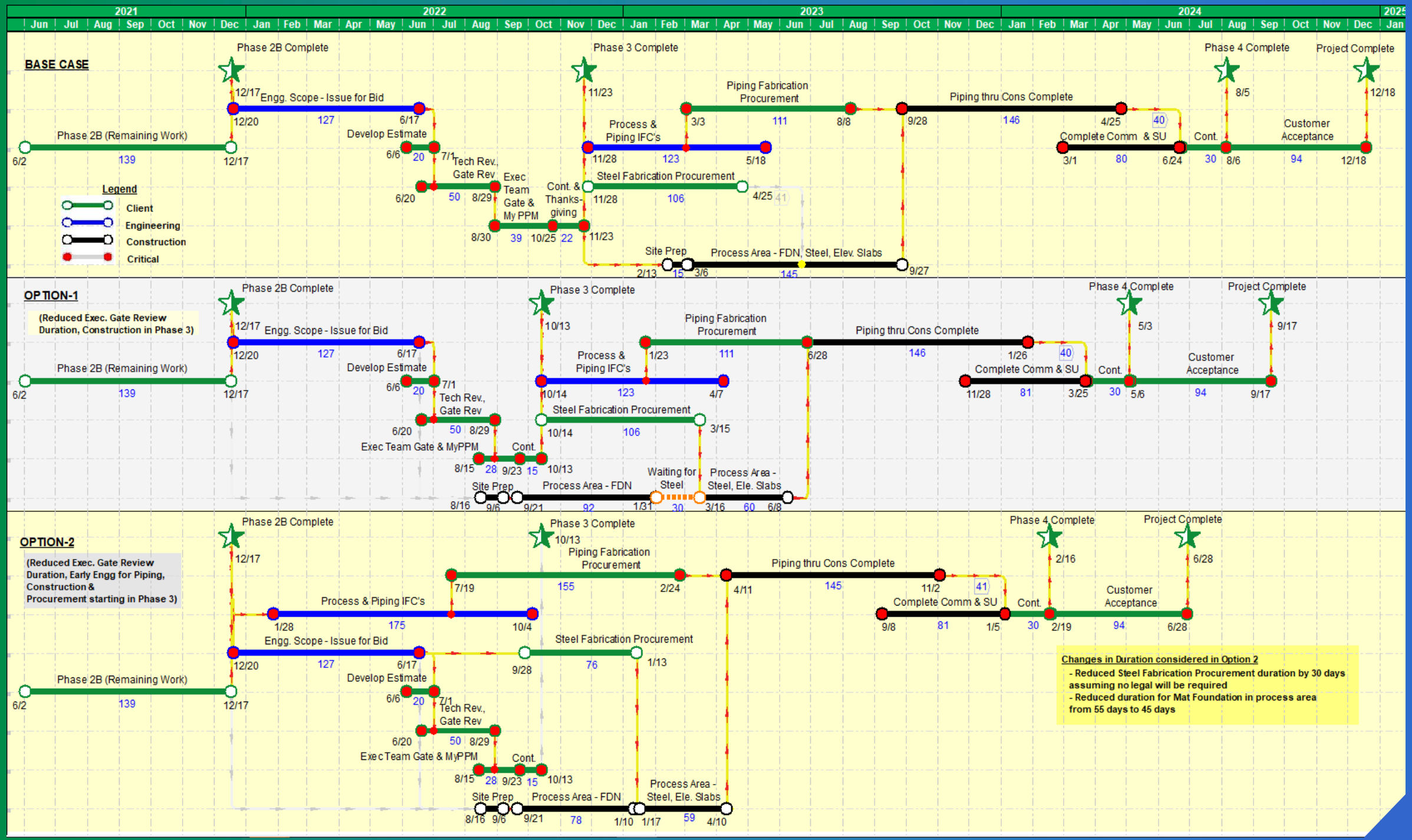
IFCs before funding

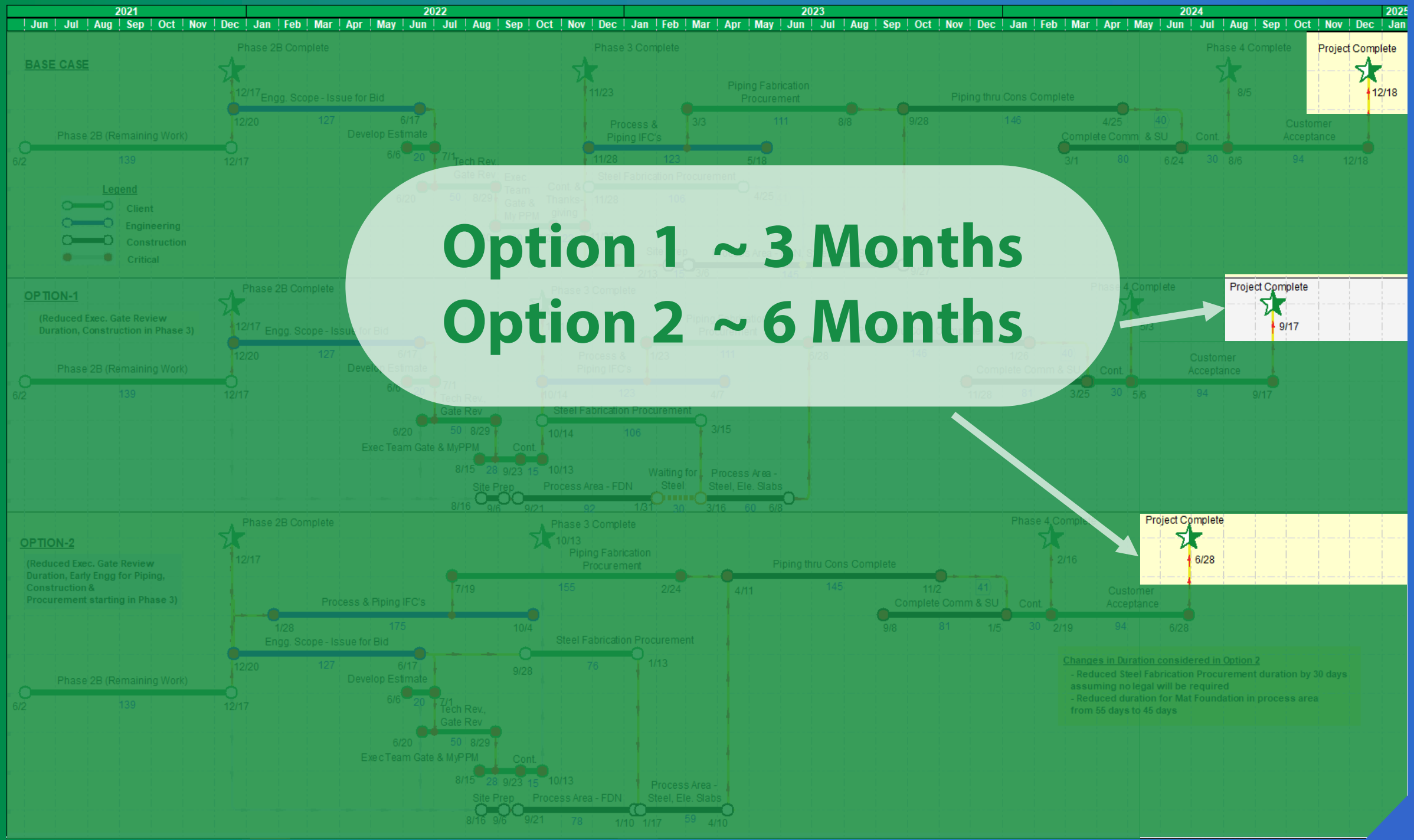


~ 6 months schedule gain

Proposed Schedule
Finish: 04/07/2023

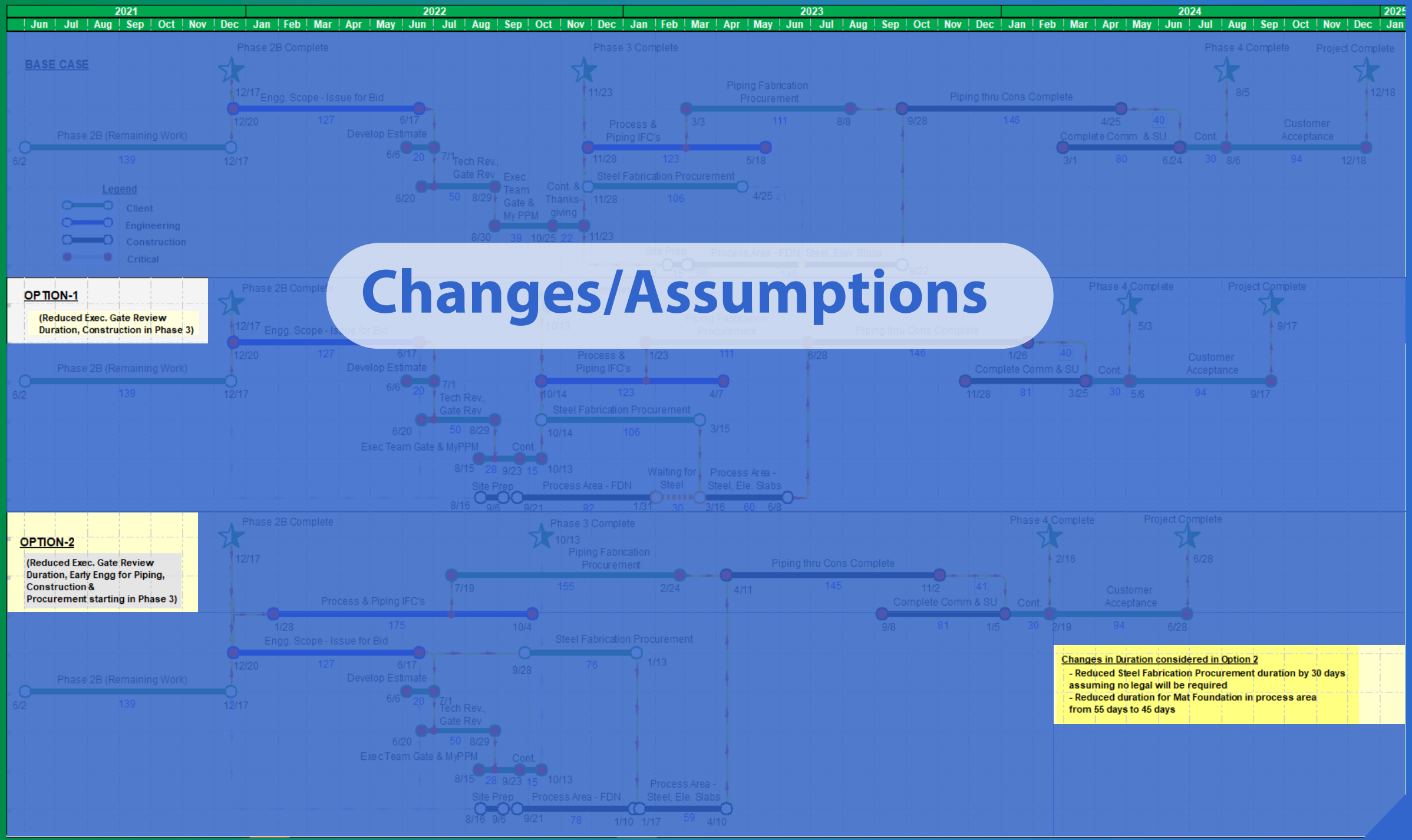
Typical Schedule
Finish: 10/27/2023


2021
2022
2023
2024
2025
Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan
BASE CASE
Phase 2B Complete
12/17
Engg. Scope - Issue for Bid
12/20
127
6/17
Phase 2B (Remaining Work)
6/2
139
12/17
Develop Estimate
6/6
20
7/1
Tech Rev., Gate Rev
6/20
50
8/29
Exec Team Gate & My PPM
8/30
39
10/25
22
Phase 3 Complete
11/23
Cont. & Thanks-giving
11/23
Process & Piping IFC's
11/28
123
5/18
Piping Fabrication Procurement
3/3
111
8/8
Steel Fabrication Procurement
11/28
106
4/25
41
Site Prep
2/13
15
3/6
Process Area - FDN, Steel, Elev. Slabs
145
9/27
9/28
Piping thru Cons Complete
146
4/25
40
Complete Comm & SU
3/1
80
6/24
Cont.
30
8/6
Phase 4 Complete
8/5
Customer Acceptance
94
12/18
Project Complete
12/18
Legend
Client
Engineering
Construction
Critical
OPTION-1
(Reduced Exec. Gate Review Duration, Construction in Phase 3)
Phase 2B Complete
12/17
Engg. Scope - Issue for Bid
12/20
127
6/17
Phase 2B (Remaining Work)
6/2
139
12/17
Develop Estimate
6/6
20
7/1
Tech Rev., Gate Rev
6/20
50
8/29
Exec Team Gate & MyPPM
8/15
28
9/23
Cont.
15
10/13
Phase 3 Complete
10/13
Process & Piping IFC's
10/14
123
4/7
Piping Fabrication Procurement
1/23
111
6/28
Steel Fabrication Procurement
10/14
106
3/15
Site Prep
8/16
9/6
9/21
Process Area - FDN
92
1/31
Waiting for Steel
30
3/16
Process Area - Steel, Ele. Slabs
60
6/8
Piping thru Cons Complete
146
1/26
40
Complete Comm & SU
11/28
81
3/25
Cont.
30
5/6
Phase 4 Complete
5/3
Customer Acceptance
94
9/17
Project Complete
9/17
OPTION-2
(Reduced Exec. Gate Review Duration, Early Engg for Piping, Construction & Procurement starting in Phase 3)
Phase 2B Complete
12/17
Engg. Scope - Issue for Bid
12/20
127
6/17
Phase 2B (Remaining Work)
6/2
139
12/17
Develop Estimate
6/6
20
7/1
Tech Rev., Gate Rev
6/20
50
8/29
Exec Team Gate & MyPPM
8/15
28
9/23
Cont.
15
10/13
Phase 3 Complete
10/13
Process & Piping IFC's
1/28
175
10/4
Piping Fabrication Procurement
7/19
155
2/24
Steel Fabrication Procurement
9/28
76
1/13
Site Prep
8/16
9/6
9/21
Process Area - FDN
78
1/10
Process Area - Steel, Ele. Slabs
1/17
59
4/10
Piping thru Cons Complete
145
4/11
11/2
41
Complete Comm & SU
9/8
81
1/5
Cont.
30
2/19
Phase 4 Complete
2/16
Customer Acceptance
94
6/28
Project Complete
6/28
Changes in Duration considered in Option 2
- Reduced Steel Fabrication Procurement duration by 30 days assuming no legal will be required
- Reduced duration for Mat Foundation in process area from 55 days to 45 days



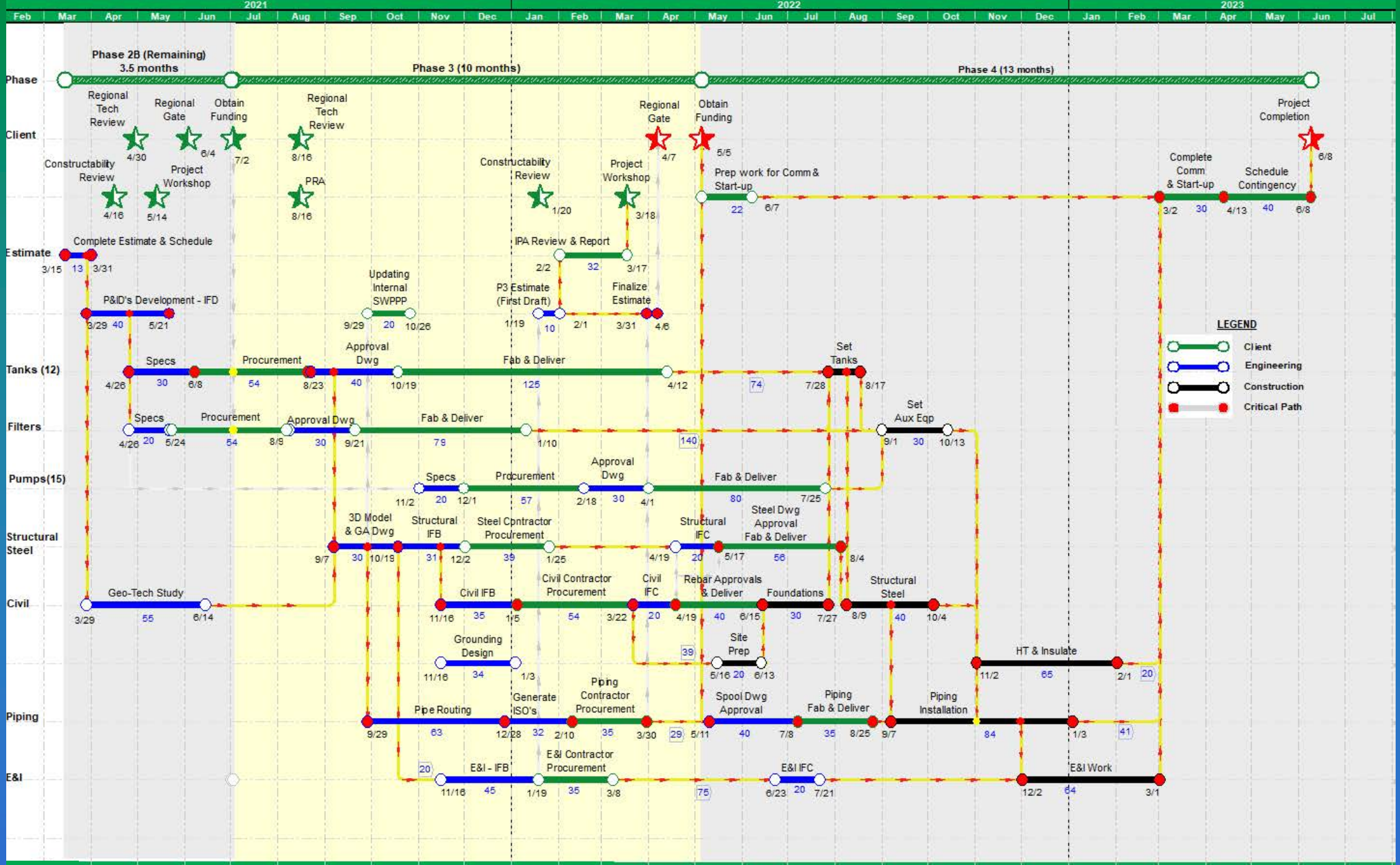
Option 1 ~ 3 Months
Option 2 ~ 6 Months

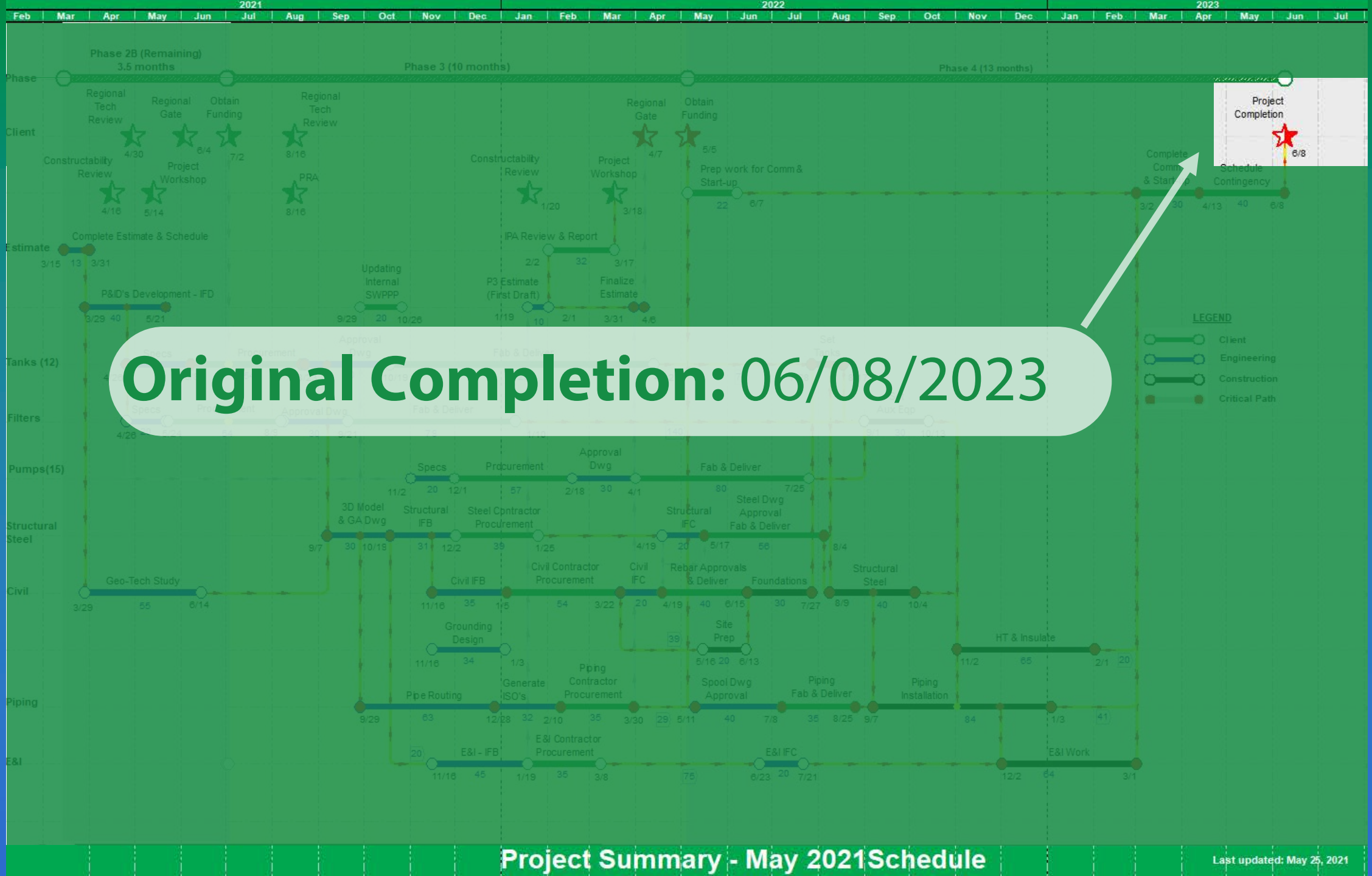
Changes/Assumptions



CREATIVE SOLUTIONS




2021
2022
2023
Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul
Phase
Phase 2B (Remaining) 3.5 months
Phase 3 (10 months)
Phase 4 (13 months)
Client
Regional Tech Review 4/30
Regional Gate 6/4
Obtain Funding 7/2
Regional Tech Review 8/16
Constructability Review 4/16
Project Workshop 5/14
PRA 8/16
Constructability Review 1/20
Project Workshop 3/18
Regional Gate 4/7
Obtain Funding 5/5
Project Completion 6/8
Prep work for Comm & Start-up 22 6/7
Complete Comm & Start-up 3/2 30 4/13
Schedule Contingency 40 6/8
Estimate
Complete Estimate & Schedule 3/15 13 3/31
IPA Review & Report 2/2 32 3/17
Updating Internal SWPPP 9/29 20 10/26
P3 Estimate (First Draft) 1/19 10 2/1
Finalize Estimate 3/31 4/6
P&ID's Development - IFD 3/29 40 5/21
Tanks (12)
Specs 4/26 30 6/8
Procurement 54 8/23
Approval Dwg 40 10/19
Fab & Deliver 125 4/12
74
Set Tanks 7/28 8/17
Filters
Specs 4/26 20 5/24
Procurement 54 8/9
Approval Dwg 30 9/21
Fab & Deliver 79 1/10
140
Set Aux Eqp 9/1 30 10/13
Pumps(15)
Specs 11/2 20 12/1
Procurement 57 2/18
Approval Dwg 30 4/1
Fab & Deliver 80 7/25
Structural Steel
3D Model & GA Dwg 9/7 30 10/19
Structural IFB 31 12/2
Steel Contractor Procurement 39 1/25
Structural IFC 4/19 20 5/17
Steel Dwg Approval Fab & Deliver 56 8/4
Civil
Geo-Tech Study 3/29 55 6/14
Civil IFB 11/16 35 1/5
Civil Contractor Procurement 54 3/22
Civil IFC 20 4/19
Rebar Approvals & Deliver 40 6/15
Foundations 30 7/27
Structural Steel 8/9 40 10/4
Grounding Design 11/16 34 1/3
39
Site Prep 5/16 20 6/13
HT & Insulate 11/2 65 2/1 20
Piping
Pipe Routing 9/29 63 12/28
Generate ISO's 32 2/10
Piping Contractor Procurement 35 3/30
29
Spool Dwg Approval 5/11 40 7/8
Piping Fab & Deliver 35 8/25
Piping Installation 9/7 84 1/3 41
E&I
20
E&I - IFB 11/16 45 1/19
E&I Contractor Procurement 35 3/8
75
E&I IFC 6/23 20 7/21
E&I Work 12/2 64 3/1
LEGEND
Client
Engineering
Construction
Critical Path
Project Summary - May 2021Schedule
Last updated: May 25, 2021

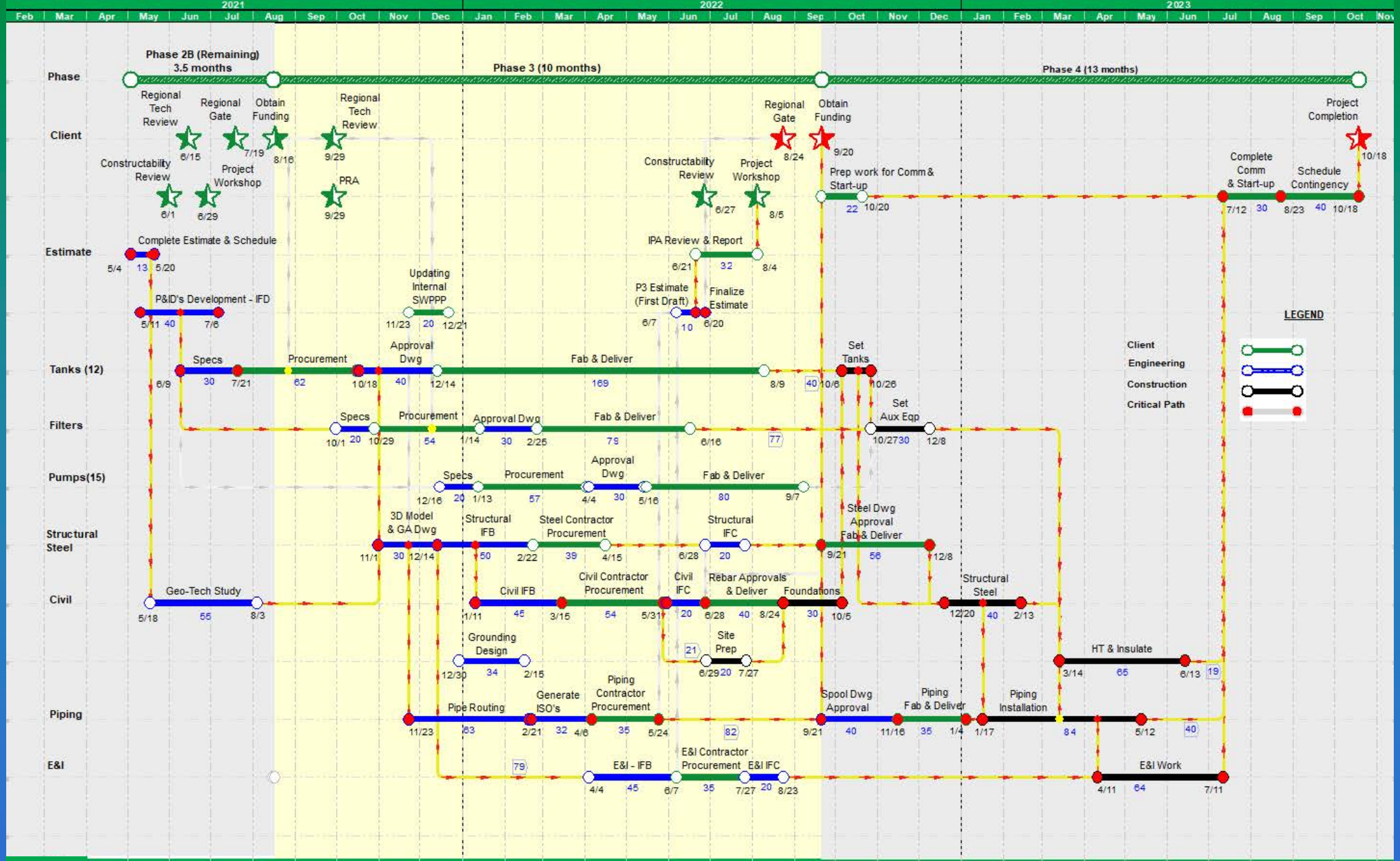


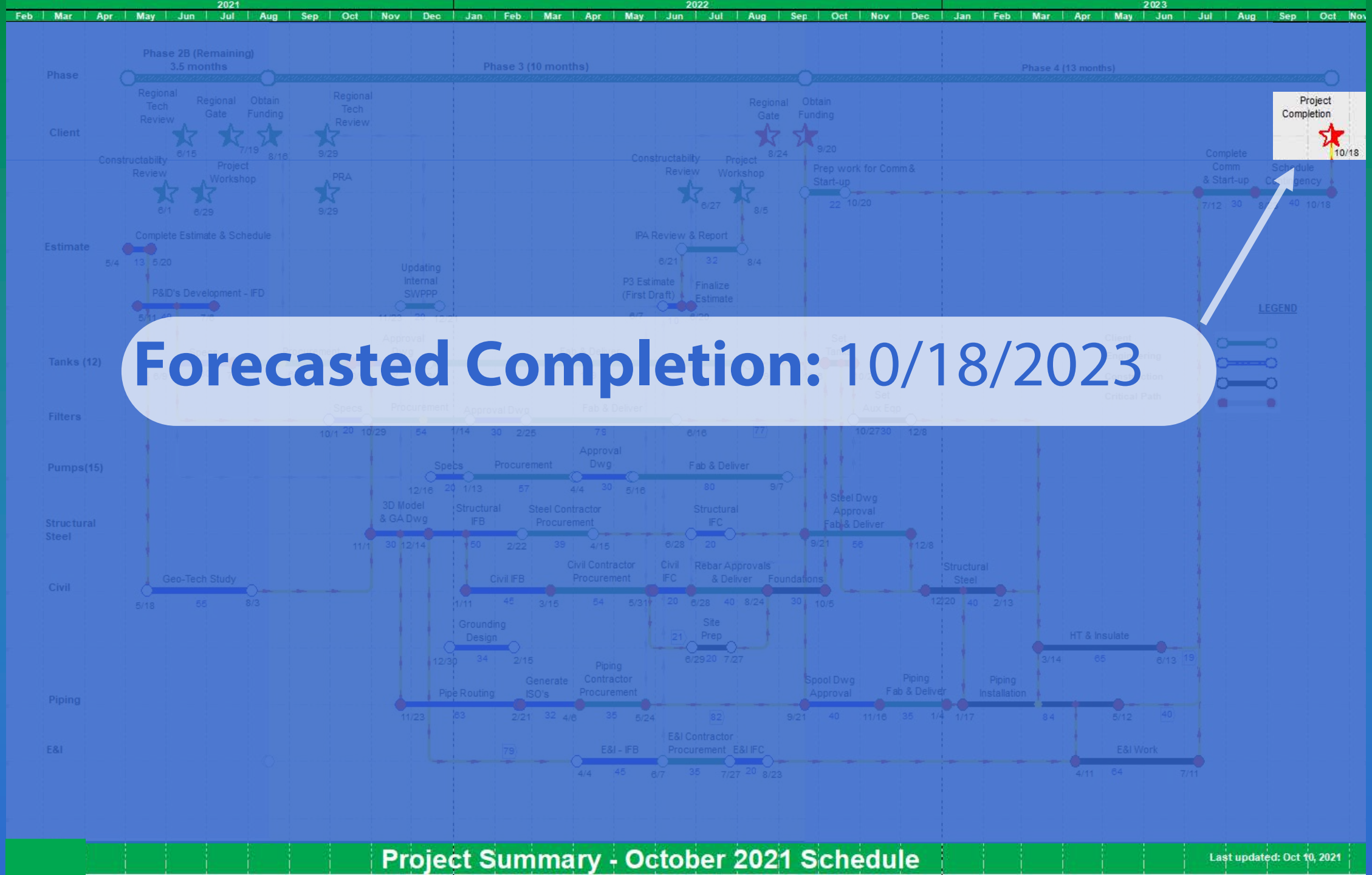
Original Completion: 06/08/2023

Project Summary - May 2021Schedule

Last updated: May 25, 2021

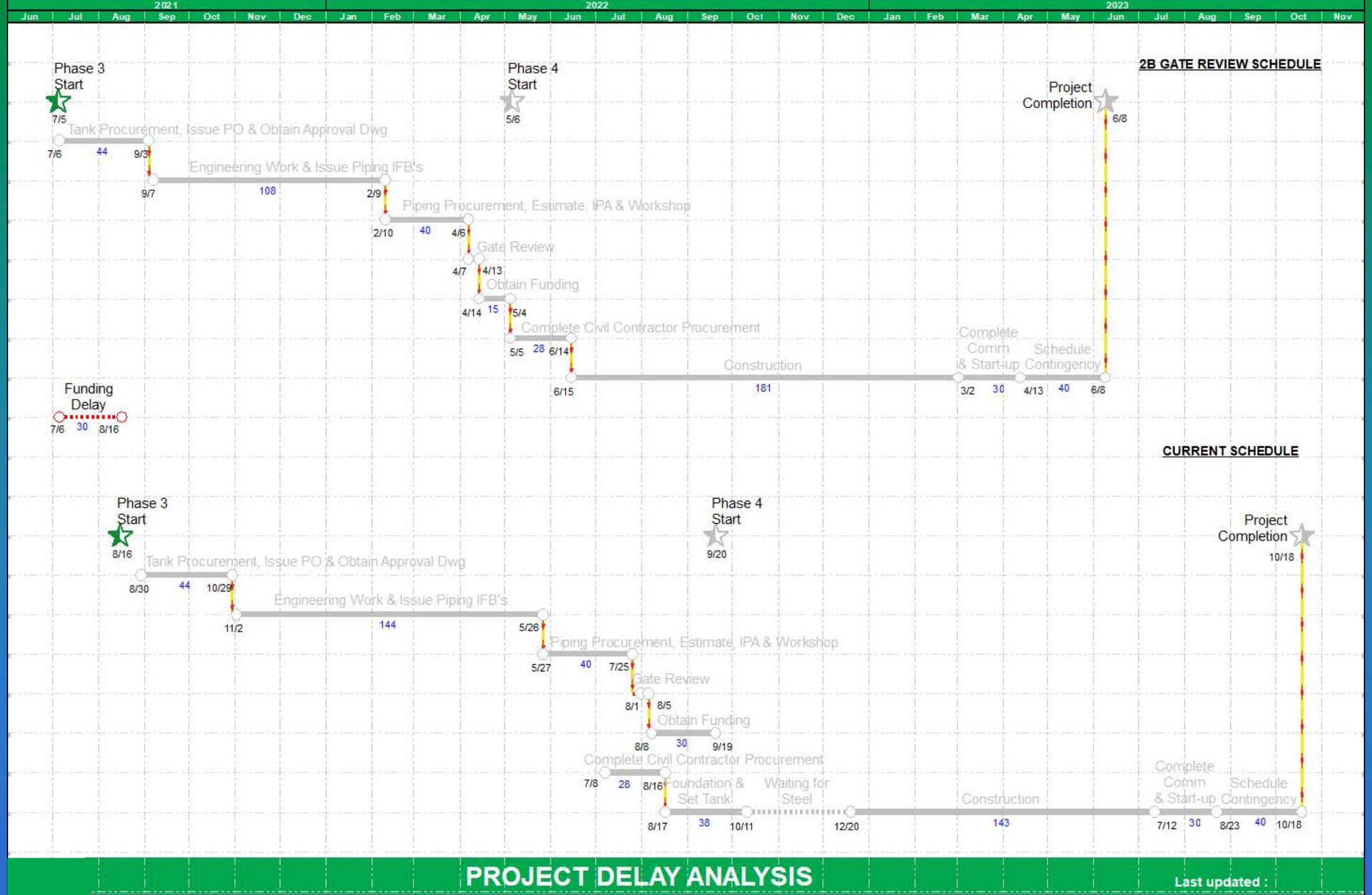


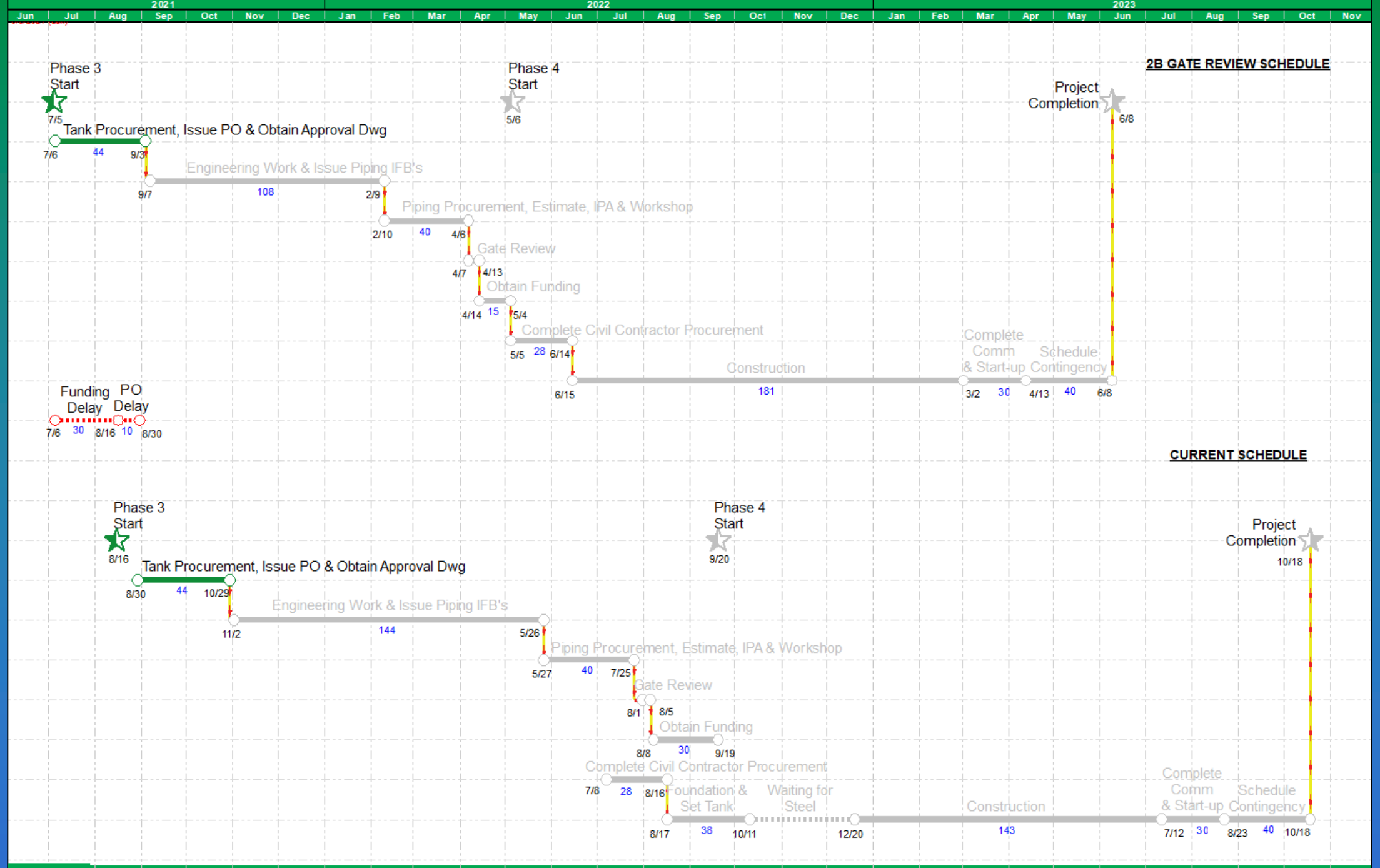

2021
2022
2023
Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov
Phase
Phase 2B (Remaining) 3.5 months
Phase 3 (10 months)
Phase 4 (13 months)
Client
Regional Tech Review 6/15
Regional Gate 7/19
Obtain Funding 8/16
Regional Tech Review 9/29
Constructability Review 6/1
Project Workshop 6/29
PRA 9/29
Regional Gate 8/24
Obtain Funding 9/20
Constructability Review 6/27
Project Workshop 8/5
Project Completion 10/18
Prep work for Comm & Start-up 22 10/20
Complete Comm & Start-up 7/12 30 8/23
Schedule Contingency 40 10/18
Estimate
Complete Estimate & Schedule 5/4 13 5/20
IPA Review & Report 6/21 32 8/4
P3 Estimate (First Draft) 6/7 10 6/20
Finalize Estimate
Updating Internal SWPPP 11/23 20 12/21
P&ID's Development - IFD 5/11 40 7/6
Tanks (12)
Specs 6/9 30 7/21
Procurement 62
Approval Dwg 10/18 40 12/14
Fab & Deliver 169 8/9
Set Tanks 40 10/6 10/26
Filters
Specs 10/1 20 10/29
Procurement 54
Approval Dwg 1/14 30 2/25
Fab & Deliver 79 6/16
77
Set Aux Eqp 10/27 30 12/8
Pumps(15)
Specs 12/16 20 1/13
Procurement 57
Approval Dwg 4/4 30 5/16
Fab & Deliver 80 9/7
Structural Steel
3D Model & GA Dwg 11/1 30 12/14
Structural IFB 50
Steel Contractor Procurement 2/22 39 4/15
Structural IFC 6/28 20
Steel Dwg Approval Fab & Deliver 9/21 56 12/8
Civil
Geo-Tech Study 5/18 55 8/3
Civil IFB 1/11 45 3/15
Civil Contractor Procurement 54 5/31
Civil IFC 20
Rebar Approvals & Deliver 6/28 40 8/24
Foundations 30 10/5
Structural Steel 12/20 40 2/13
Grounding Design 12/30 34 2/15
21
Site Prep 6/29 20 7/27
HT & Insulate 3/14 65 6/13 19
Piping
Pipe Routing 11/23 83 2/21
Generate ISO's 32 4/6
Piping Contractor Procurement 35 5/24
82
Spool Dwg Approval 9/21 40 11/16
Piping Fab & Deliver 35 1/4
Piping Installation 1/17 84 5/12 40
E&I
79
E&I - IFB 4/4 45 6/7
E&I Contractor Procurement 35 7/27
E&I IFC 20 8/23
E&I Work 4/11 64 7/11
LEGEND
Client
Engineering
Construction
Critical Path
Project Summary - October 2021 Schedule
Last updated: Oct 10, 2021


2021
2022
2023
Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov
Phase
Phase 2B (Remaining) 3.5 months
Phase 3 (10 months)
Phase 4 (13 months)
Client
Regional Tech Review
Regional Gate
Obtain Funding
Regional Tech Review
Regional Gate
Obtain Funding
Project Completion
10/18
Constructability Review
Project Workshop
PRA
Constructability Review
Project Workshop
Prep work for Comm & Start-up
Complete Comm & Start-up
Schedule Contingency
Estimate
Complete Estimate & Schedule
IPA Review & Report
P3 Estimate (First Draft)
Finalize Estimate
Updating Internal SWPPP
P&ID's Development - IFD
LEGEND
Tanks (12)
Filters
Pumps(15)
Specs
Procurement
Approval Dwg
Fab & Deliver
Structural Steel
3D Model & GA Dwg
Structural IFB
Steel Contractor Procurement
Structural IFC
Steel Dwg Approval Fab & Deliver
Civil
Geo-Tech Study
Civil IFB
Civil Contractor Procurement
Civil IFC
Rebar Approvals & Deliver
Foundations
Structural Steel
Grounding Design
Site Prep
HT & Insulate
Piping
Pipe Routing
Generate ISO's
Piping Contractor Procurement
Spool Dwg Approval
Piping Fab & Deliver
Piping Installation
E&I
E&I - IFB
E&I Contractor Procurement
E&I IFC
E&I Work
Forecasted Completion: 10/18/2023
Project Summary - October 2021 Schedule
Last updated: Oct 10, 2021



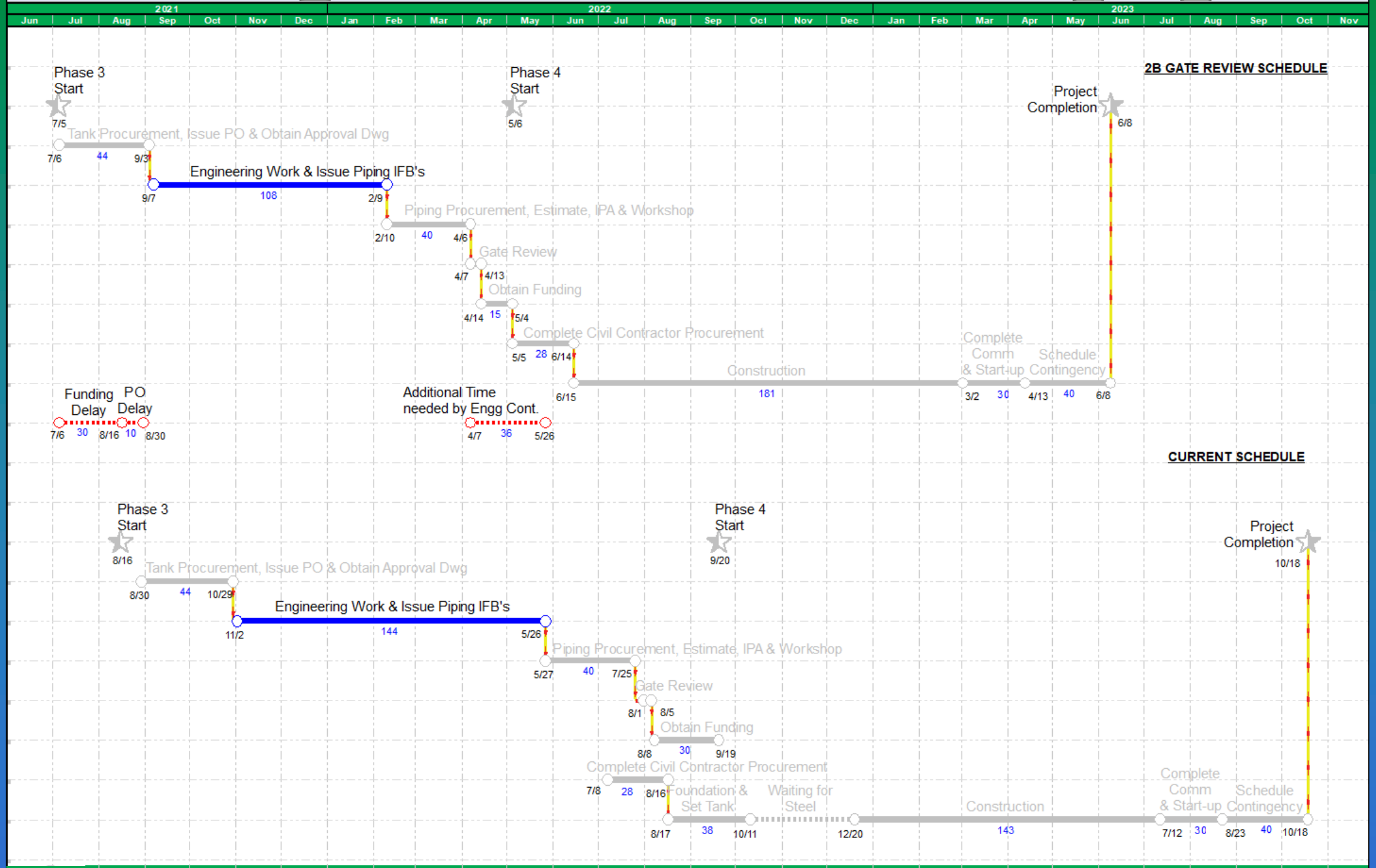
WHAT HAPPENED?


2021
2022
2023
Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov
2B GATE REVIEW SCHEDULE
Phase 3 Start
7/5
Phase 4 Start
5/6
Project Completion
6/8
Tank Procurement, Issue PO & Obtain Approval Dwg
7/6 44 9/3
Engineering Work & Issue Piping IFB's
9/7 108 2/9
Piping Procurement, Estimate, IPA & Workshop
2/10 40 4/6
Gate Review
4/7 4/13
Obtain Funding
4/14 15 5/4
Complete Civil Contractor Procurement
5/5 28 6/14
Construction
6/15 181 3/2
Complete Comm & Start-up
30
Schedule Contingency
4/13 40 6/8
Funding Delay
7/6 30 8/16
CURRENT SCHEDULE
Phase 3 Start
8/16
Phase 4 Start
9/20
Project Completion
10/18
Tank Procurement, Issue PO & Obtain Approval Dwg
8/30 44 10/29
Engineering Work & Issue Piping IFB's
11/2 144 5/26
Piping Procurement, Estimate, IPA & Workshop
5/27 40 7/25
Gate Review
8/1 8/5
Obtain Funding
8/8 30 9/19
Complete Civil Contractor Procurement
7/8 28 8/16
Foundation & Set Tank
8/17 38 10/11
Waiting for Steel
12/20
Construction
143
Complete Comm & Start-up
7/12 30
Schedule Contingency
8/23 40 10/18
PROJECT DELAY ANALYSIS
Last updated :



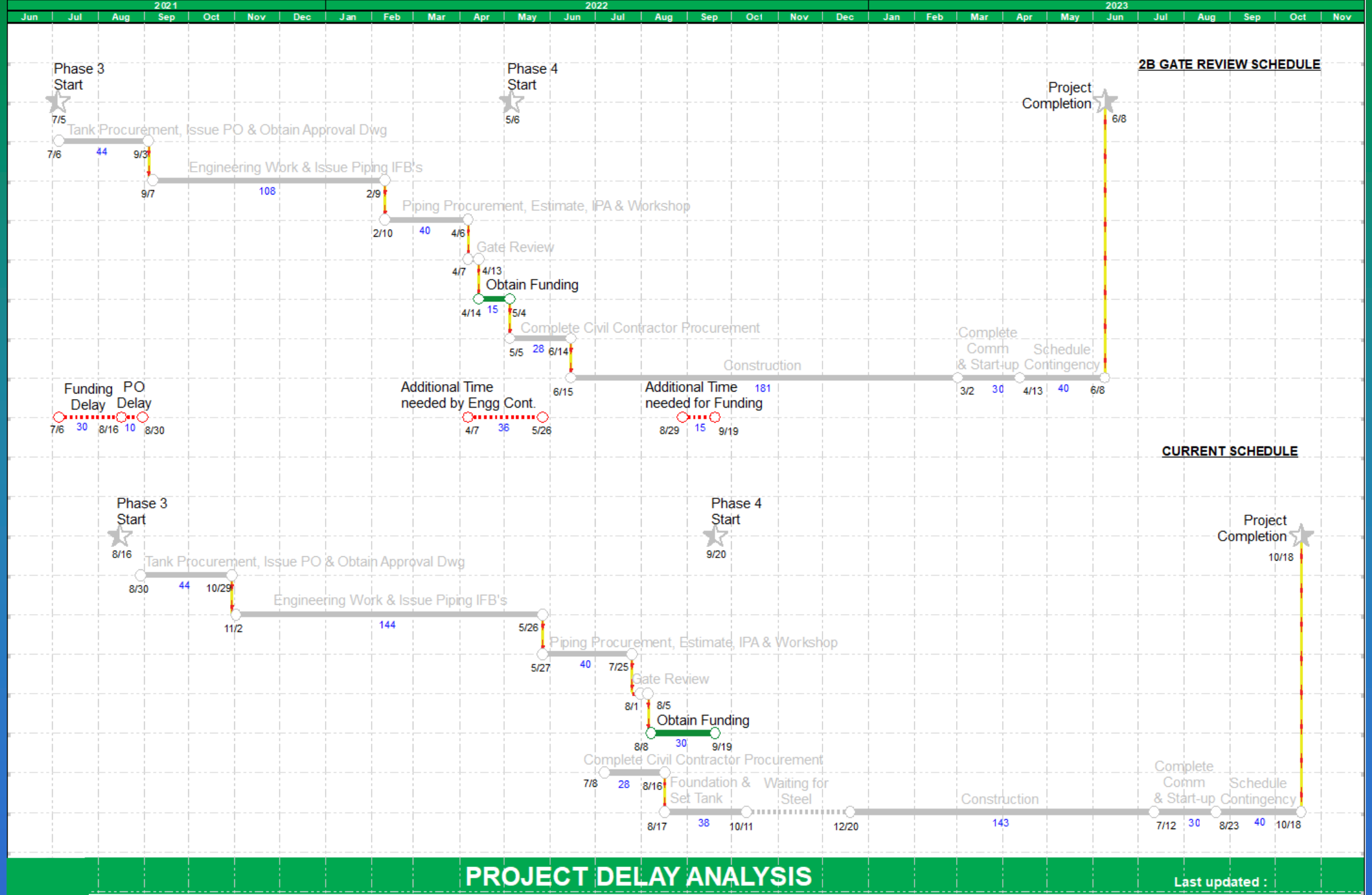
PROJECT DELAY ANALYSIS

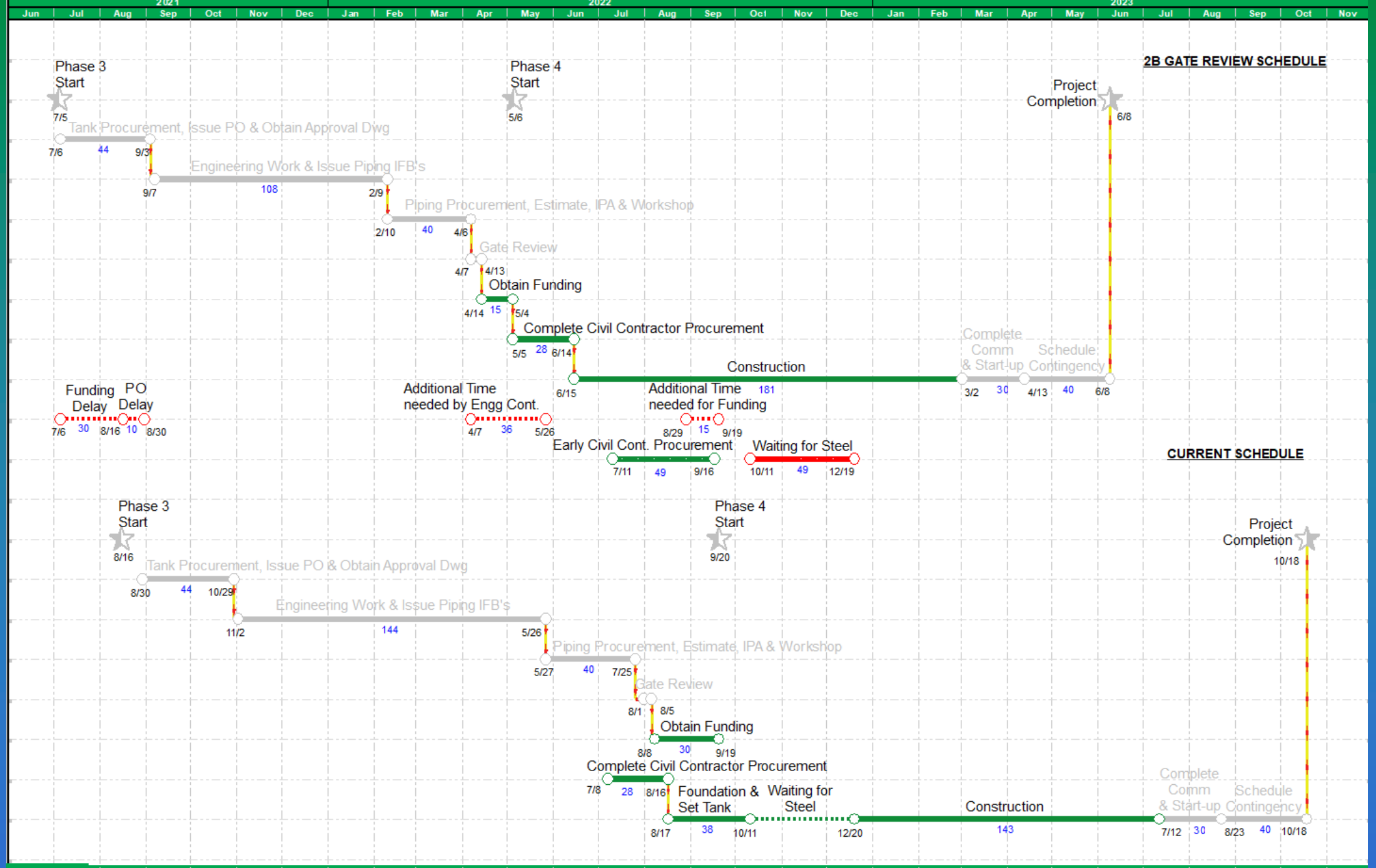
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PROJECT DELAY ANALYSIS

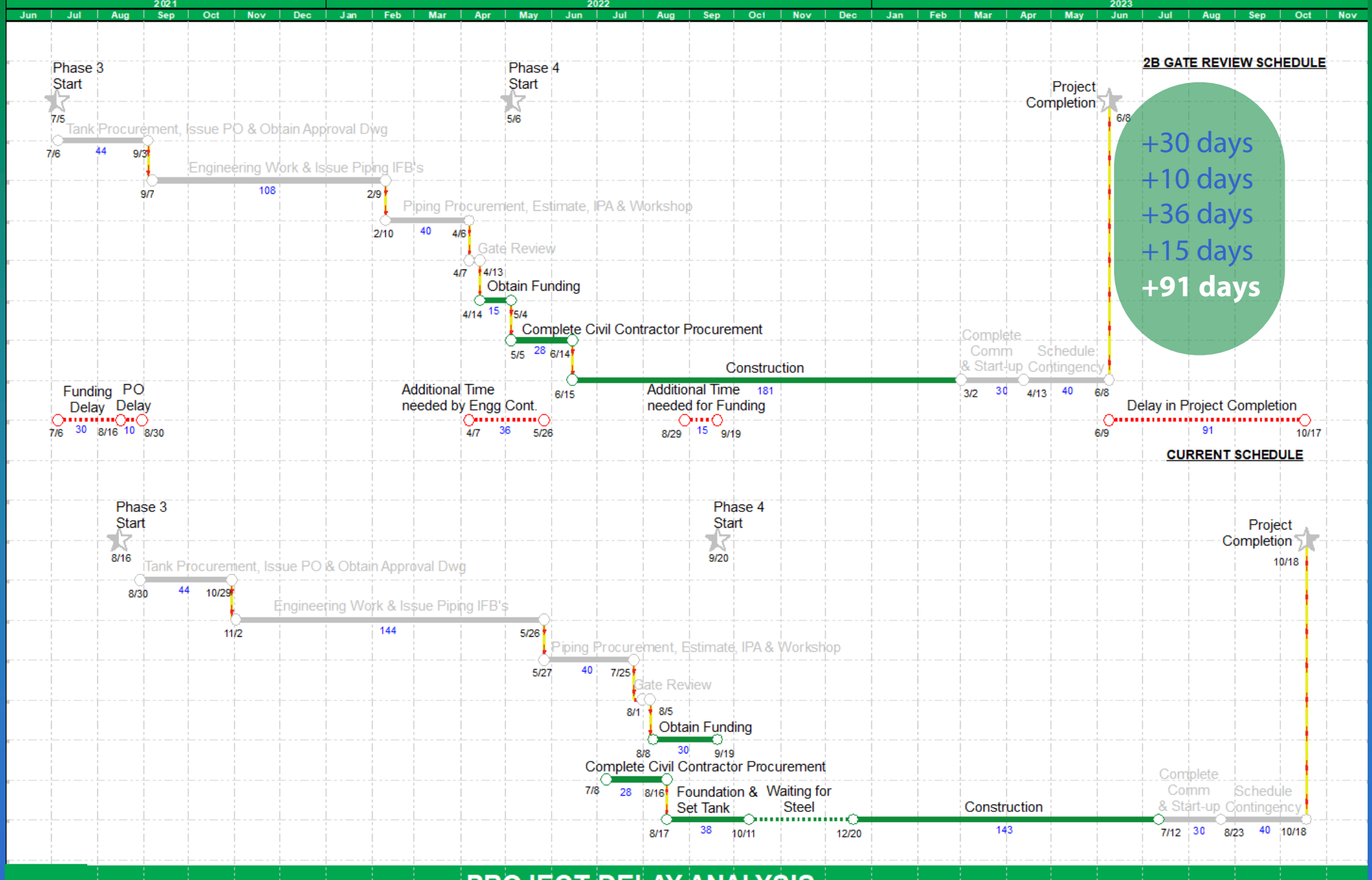
Last updated :


2021
2022
2023
Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov
2B GATE REVIEW SCHEDULE
Phase 3 Start
7/5
Phase 4 Start
5/6
Project Completion
6/8
Tank Procurement, Issue PO & Obtain Approval Dwg
7/6
44
9/3
Engineering Work & Issue Piping IFB's
9/7
108
2/9
Piping Procurement, Estimate, IPA & Workshop
2/10
40
4/6
Gate Review
4/7
4/13
Obtain Funding
4/14
15
5/4
Complete Civil Contractor Procurement
5/5
28
6/14
Construction
6/15
Complete Comm & Start-up
3/2
30
Schedule Contingency
4/13
40
6/8
Funding Delay
7/6
30
PO Delay
8/16
10
8/30
Additional Time needed by Engg Cont.
4/7
36
5/26
Additional Time needed for Funding
8/29
15
9/19
181
CURRENT SCHEDULE
Phase 3 Start
8/16
Phase 4 Start
9/20
Project Completion
10/18
Tank Procurement, Issue PO & Obtain Approval Dwg
8/30
44
10/29
Engineering Work & Issue Piping IFB's
11/2
144
5/26
Piping Procurement, Estimate, IPA & Workshop
5/27
40
7/25
Gate Review
8/1
8/5
Obtain Funding
8/8
30
9/19
Complete Civil Contractor Procurement
7/8
28
8/16
Foundation & Set Tank
8/17
38
10/11
Waiting for Steel
12/20
Construction
143
Complete Comm & Start-up
7/12
30
Schedule Contingency
8/23
40
10/18
PROJECT DELAY ANALYSIS
Last updated :



PROJECT DELAY ANALYSIS

Last updated :



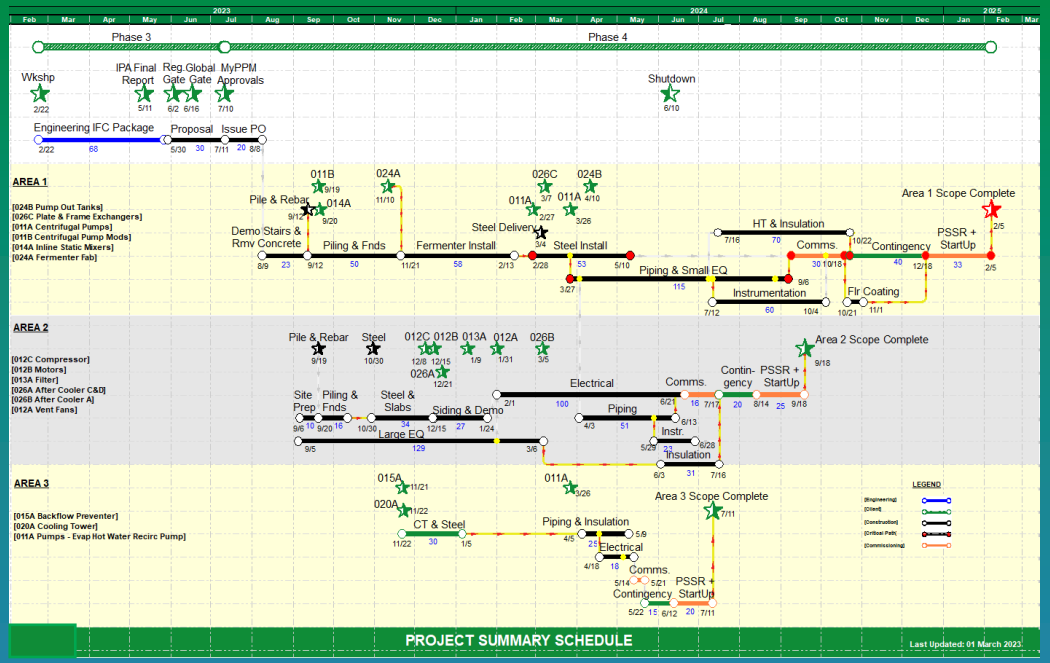
PROJECT DELAY ANALYSIS

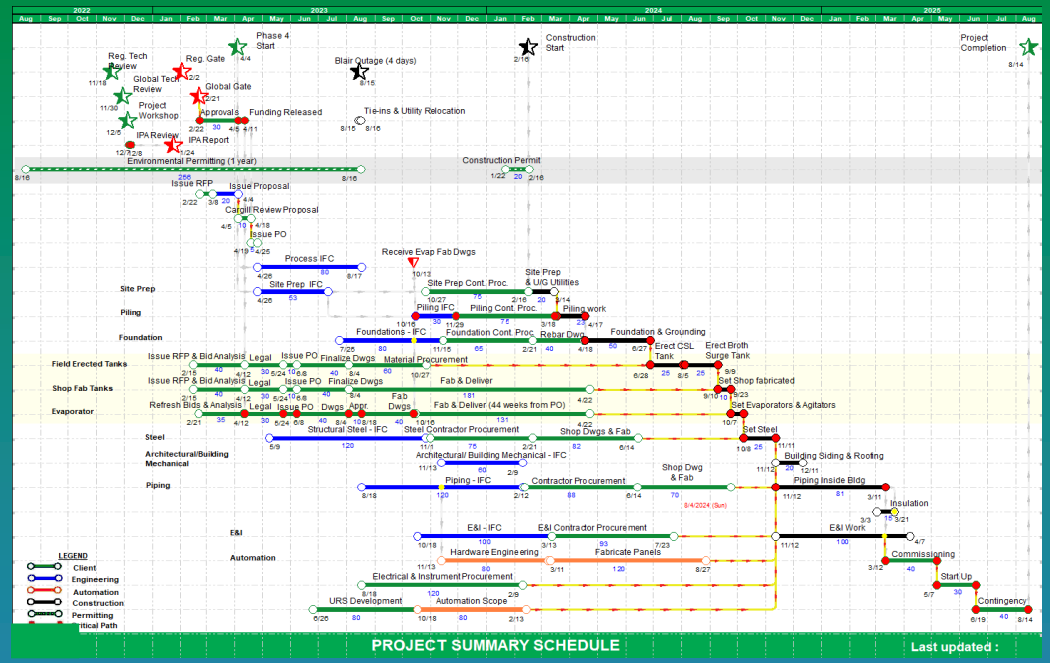
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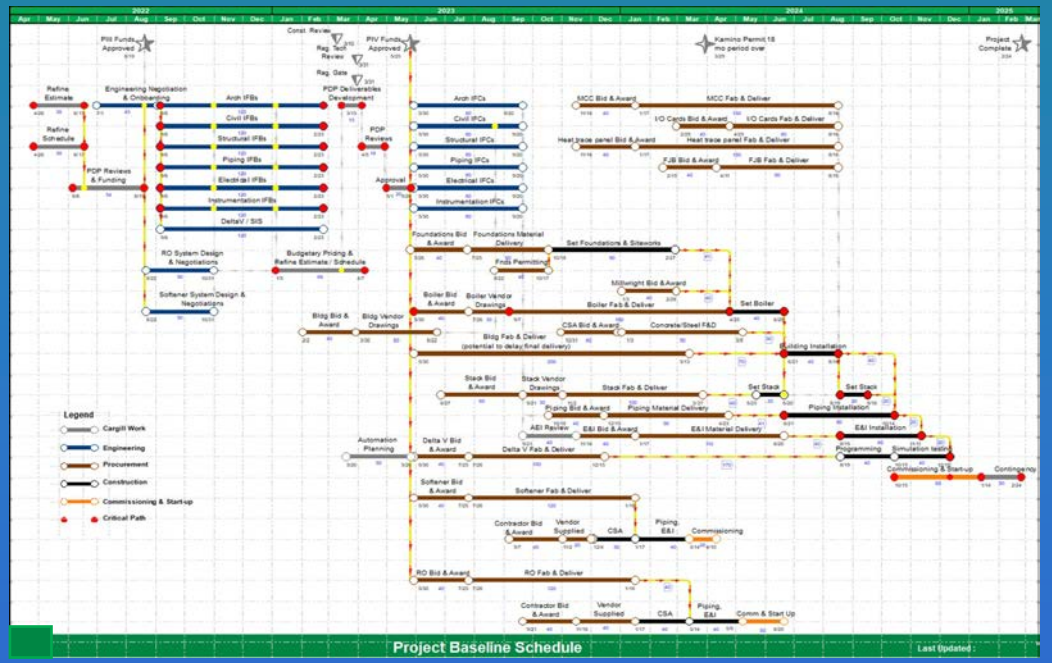
RANDOM CALLS

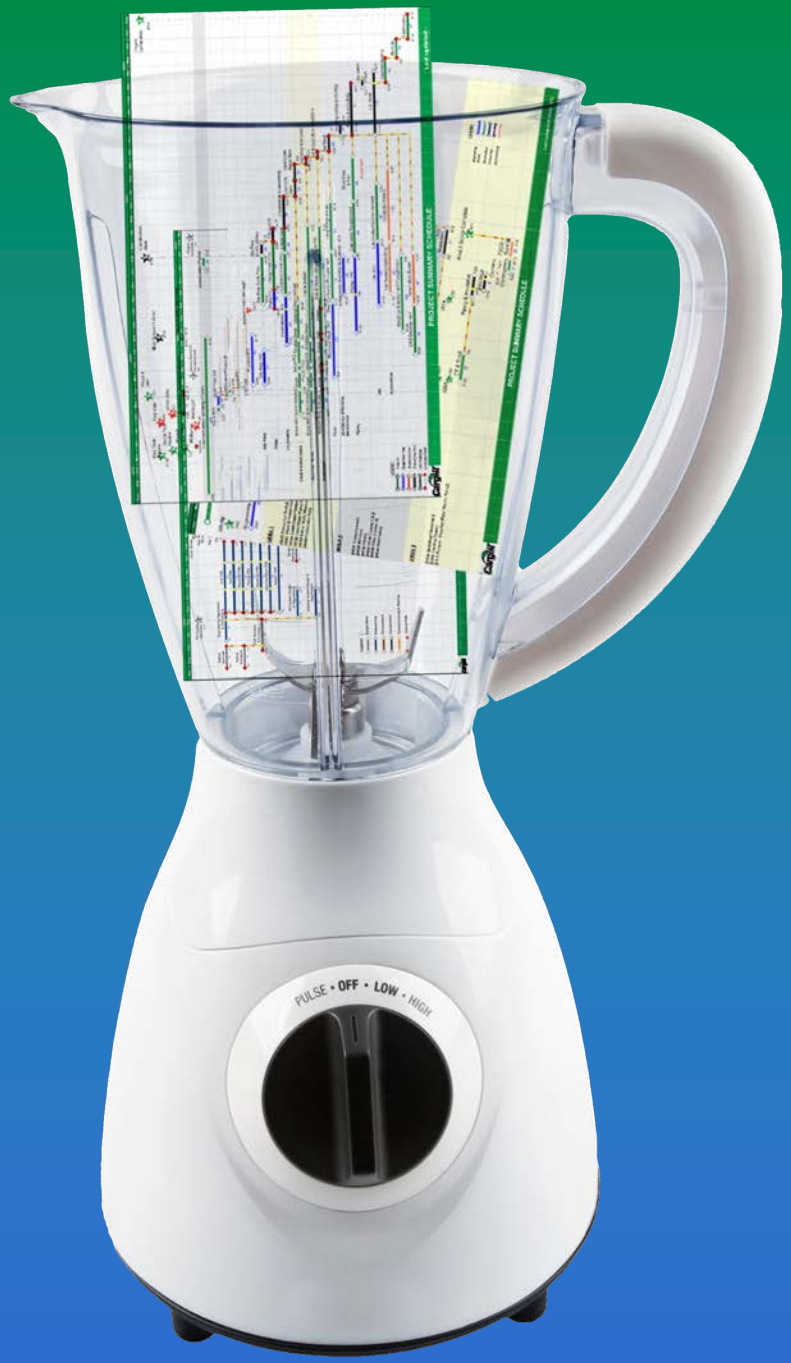


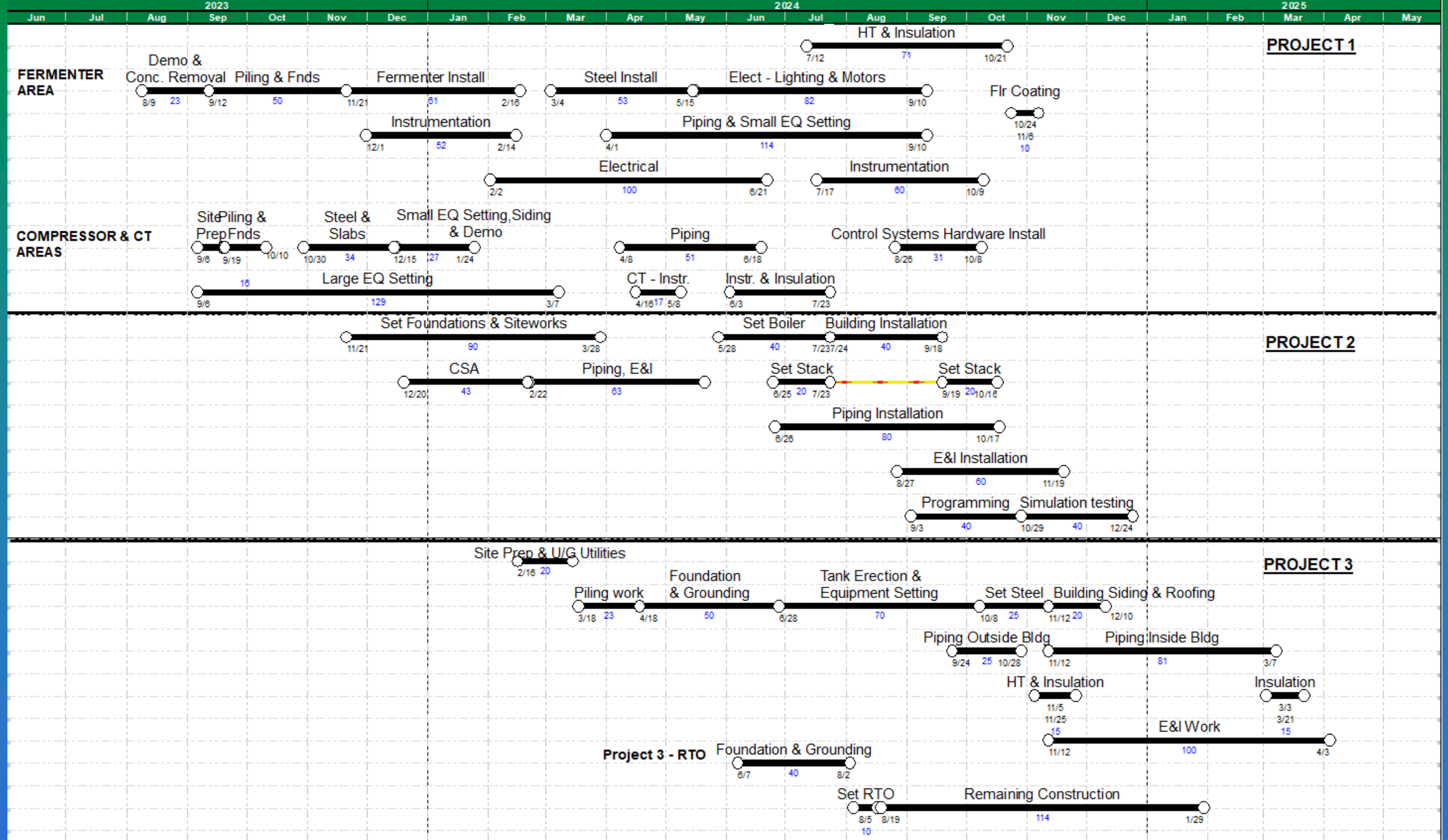

12:36
Incoming Call...
Decline
Accept


Phase 3
Phase 4
Wkshp
IPA Final Report
Reg. Gate
Global Gate
MyPPM Approvals
Shutdown
Engineering IFC Package
Proposal
Issue PO
AREA 1
[024B Pump Out Tanks]
[026C Plate & Frame Exchangers]
[011A Centrifugal Pumps]
[011B Centrifugal Pump Mods]
[014A Inline Static Mixers]
[024A Fermenter Tab]
Pile & Rebar
Demo Stairs & Rmv Concrete
Piling & Fnds
Fermenter Install
Steel Delivery
Steel Install
Piping & Small EQ
HT & Insulation
Comms.
Contingency
PSSR + StartUp
Instrumentation
Flr Coating
Area 1 Scope Complete
AREA 2
[012C Compressor]
[012B Motors]
[013A Filter]
[026A After Cooler C&D]
[026B After Cooler A]
[012A Vent Fans]
Pile & Rebar
Steel
Site Prep
Piling & Fnds
Steel & Slabs
Siding & Demo
Large EQ
Electrical
Piping
Instr.
Insulation
Comms.
Contin-gency
PSSR + StartUp
Area 2 Scope Complete
AREA 3
[015A Backflow Preventer]
[020A Cooling Tower]
[011A Pumps - Evap Hot Water Recirc Pump]
CT & Steel
Piping & Insulation
Electrical
Comms.
Contingency
PSSR + StartUp
Area 3 Scope Complete
LEGEND
PROJECT SUMMARY SCHEDULE
Last Updated: 01 March 2023


Phase 4 Start
Reg. Tech Review
Reg. Gate
Global Tech Review
Global Gate
Project Workshop
Approvals
Funding Released
IPA Review
IPA Report
Environmental Permitting (1 year)
Blair Outage (4 days)
Tie-ins & Utility Relocation
Construction Start
Construction Permit
Project Completion
Issue RFP
Issue Proposal
Cargill Review Proposal
Issue PO
Process IFC
Site Prep IFC
Receive Evap Fab Dwgs
Site Prep Cont. Proc.
Site Prep & U/G Utilities
Piling IFC
Piling Cont. Proc.
Piling work
Foundations - IFC
Foundation Cont. Proc.
Rebar Dwg
Foundation & Grounding
Site Prep
Piling
Foundation
Field Erected Tanks
Shop Fab Tanks
Evaporator
Steel
Architectural/Building Mechanical
Piping
E&I
Automation
Issue RFP & Bid Analysis
Legal
Issue PO
Finalize Dwgs
Material Procurement
Fab & Deliver
Erect CSL Tank
Erect Broth Surge Tank
Set Shop fabricated
Refresh Bids & Analysis
Fab Dwgs
Fab & Deliver (44 weeks from PO)
Set Evaporators & Agitators
Structural Steel - IFC
Steel Contractor Procurement
Shop Dwgs & Fab
Set Steel
Architectural/ Building Mechanical - IFC
Building Siding & Roofing
Piping - IFC
Contractor Procurement
Shop Dwg & Fab
Piping Inside Bldg
Insulation
E&I - IFC
E&I Contractor Procurement
E&I Work
Hardware Engineering
Fabricate Panels
Commissioning
Electrical & Instrument Procurement
Automation Scope
URS Development
Start Up
Contingency
LEGEND
Client
Engineering
Automation
Construction
Permitting
Critical Path
PROJECT SUMMARY SCHEDULE
Last updated :

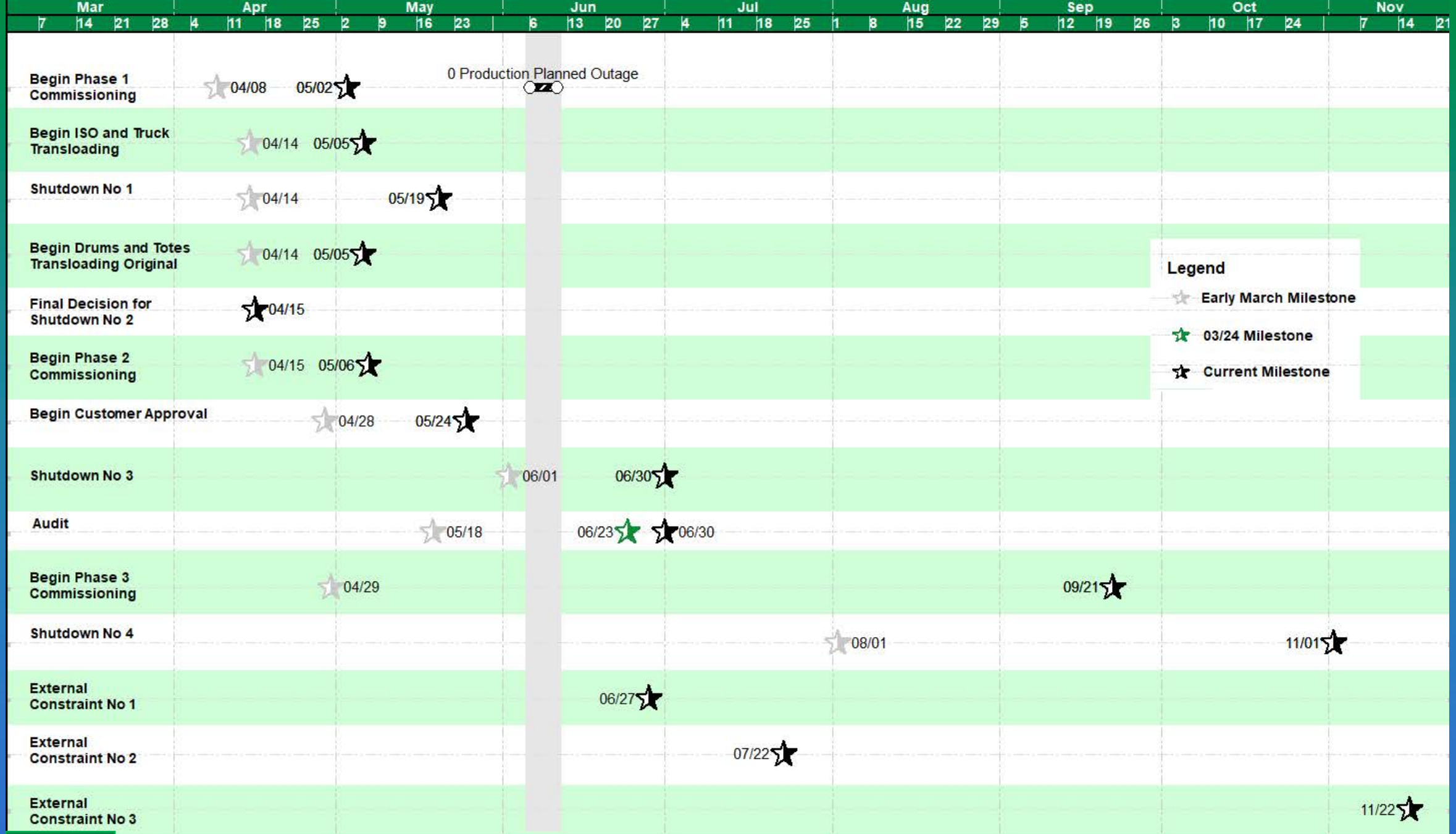

Legend
Cargill Work
Engineering
Procurement
Construction
Commissioning & Start-up
Critical Path
Project Baseline Schedule
Last Updated :


PULSE • OFF • LOW • HIGH


2023
2024
2025
Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May
PROJECT 1
FERMENTER AREA
HT & Insulation
7/12 71 10/21
Demo & Conc. Removal
8/9 23 9/12
Piling & Fnds
50 11/21
Fermenter Install
61 2/16
Steel Install
3/4 53 5/15
Elect - Lighting & Motors
82 9/10
Flr Coating
10/24 11/6 10
Instrumentation
12/1 52 2/14
Piping & Small EQ Setting
4/1 114 9/10
Electrical
2/2 100 6/21
Instrumentation
7/17 60 10/9
COMPRESSOR & CT AREAS
Site Prep
9/6
Piling & Fnds
9/19 10/10
Steel & Slabs
10/30 34 12/15
Small EQ Setting,Siding & Demo
27 1/24
Piping
4/8 51 6/18
Control Systems Hardware Install
8/26 31 10/8
Large EQ Setting
16 9/6 129 3/7
CT - Instr.
4/16 17 5/8
Instr. & Insulation
6/3 7/23
PROJECT 2
Set Foundations & Siteworks
11/21 90 3/28
Set Boiler
5/28 40 7/23
Building Installation
7/24 40 9/18
CSA
12/20 43 2/22
Piping, E&I
63
Set Stack
6/25 20 7/23
Set Stack
9/19 20 10/16
Piping Installation
6/26 80 10/17
E&I Installation
8/27 60 11/19
Programming
9/3 40
Simulation testing
10/29 40 12/24
PROJECT 3
Site Prep & U/G Utilities
2/16 20
Piling work
3/18 23 4/18
Foundation & Grounding
50 6/28
Tank Erection & Equipment Setting
70
Set Steel
10/8 25
Building Siding & Roofing
11/12 20 12/10
Piping Outside Bldg
9/24 25 10/28
Piping Inside Bldg
11/12 81 3/7
HT & Insulation
11/5 11/25
Insulation
3/3 3/21
E&I Work
15 11/12 100 4/3
Project 3 - RTO
Foundation & Grounding
6/7 40 8/2
Set RTO
8/5 8/19 10
Remaining Construction
114 1/29


12:36
Incoming Call...
Decline
Accept


MORE
LESS


Mar
Apr
May
Jun
Jul
Aug
Sep
Oct
Nov
7 14 21 28 4 11 18 25 2 9 16 23 6 13 20 27 4 11 18 25 1 8 15 22 29 5 12 19 26 3 10 17 24 7 14 21
Begin Phase 1 Commissioning
04/08
05/02
0 Production Planned Outage
Begin ISO and Truck Transloading
04/14
05/05
Shutdown No 1
04/14
05/19
Begin Drums and Totes Transloading Original
04/14
05/05
Final Decision for Shutdown No 2
04/15
Begin Phase 2 Commissioning
04/15
05/06
Begin Customer Approval
04/28
05/24
Shutdown No 3
06/01
06/30
Audit
05/18
06/23
06/30
Begin Phase 3 Commissioning
04/29
09/21
Shutdown No 4
08/01
11/01
External Constraint No 1
06/27
External Constraint No 2
07/22
External Constraint No 3
11/22
Legend
Early March Milestone
03/24 Milestone
Current Milestone
Project Milestone Comparison Summary
Printed:

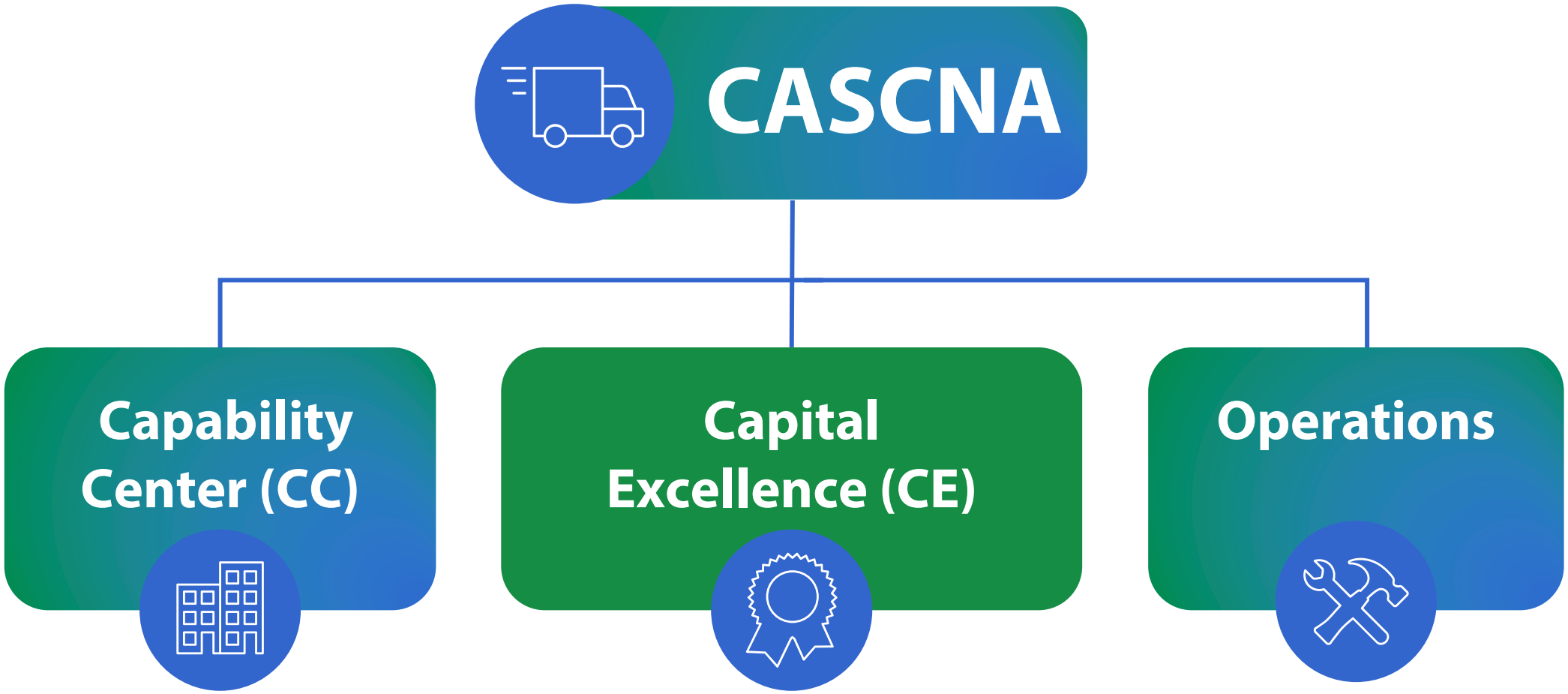
PORTFOLIO SCHEDULING





Cargill™

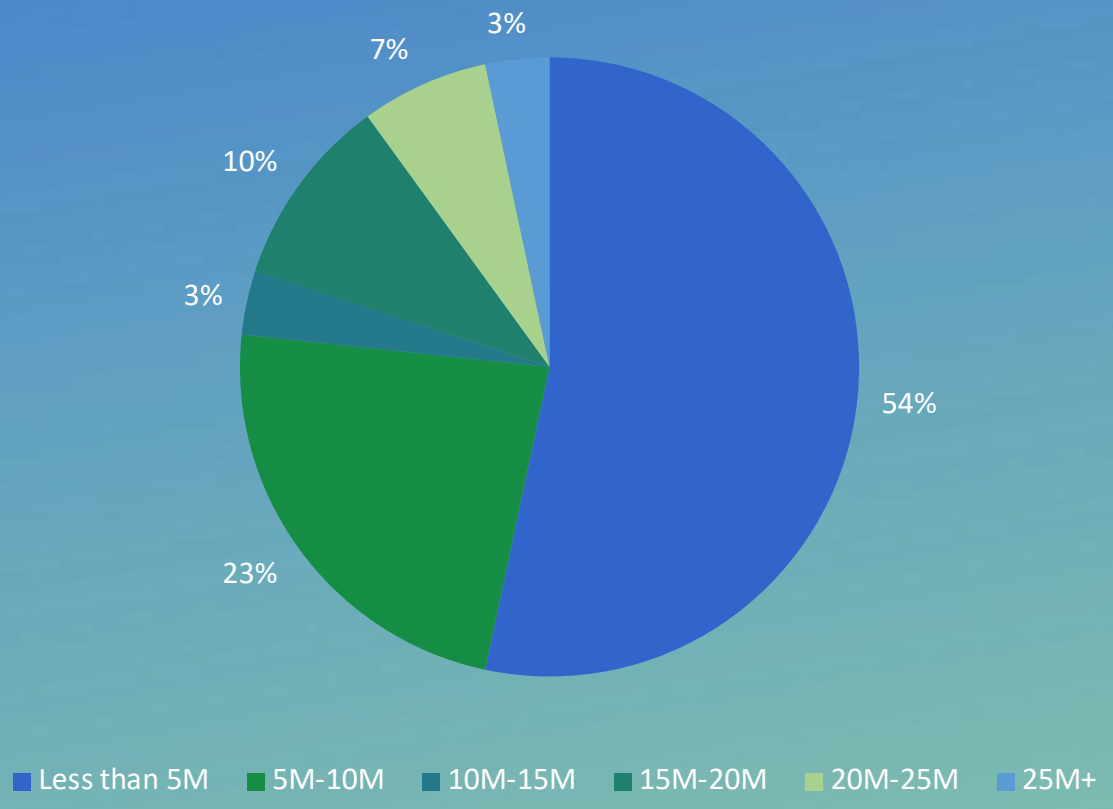
CASCNA (Cargill Agriculture Supply Chain–North America)


CASCNA
Capability Center (CC)
Capital Excellence (CE)
Operations

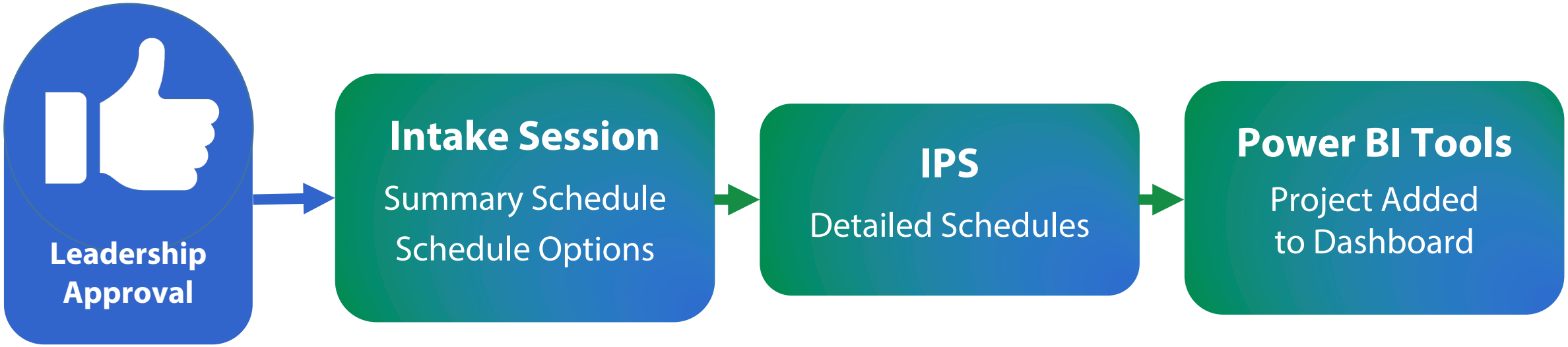
Project Locations



Number of Projects



Total Sum: $239,892,863


Leadership Approval
Intake Session
Summary Schedule
Schedule Options
IPS
Detailed Schedules
Power BI Tools
Project Added to Dashboard

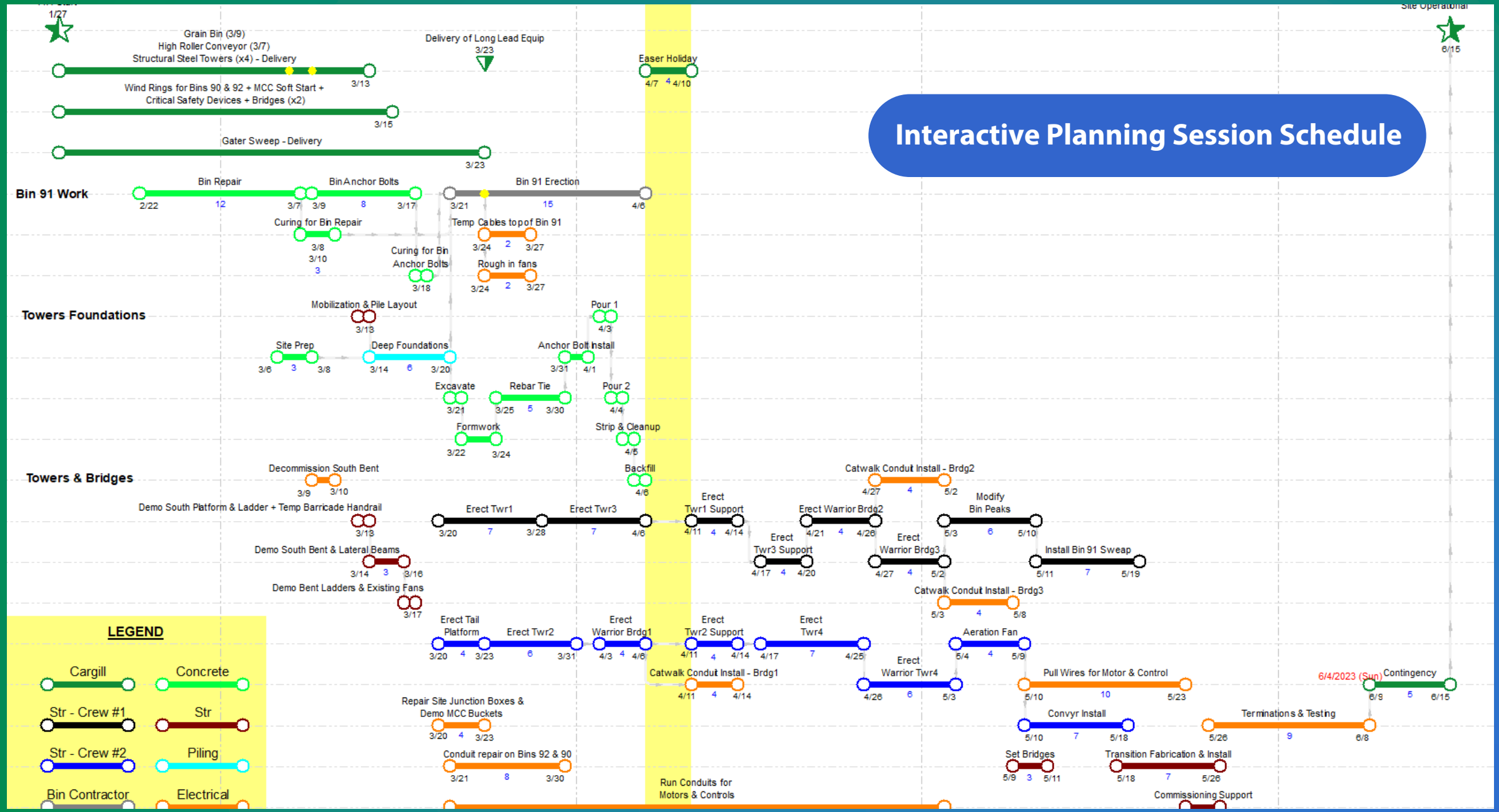
NETPOINT AS THE SCHEDULING TOOL

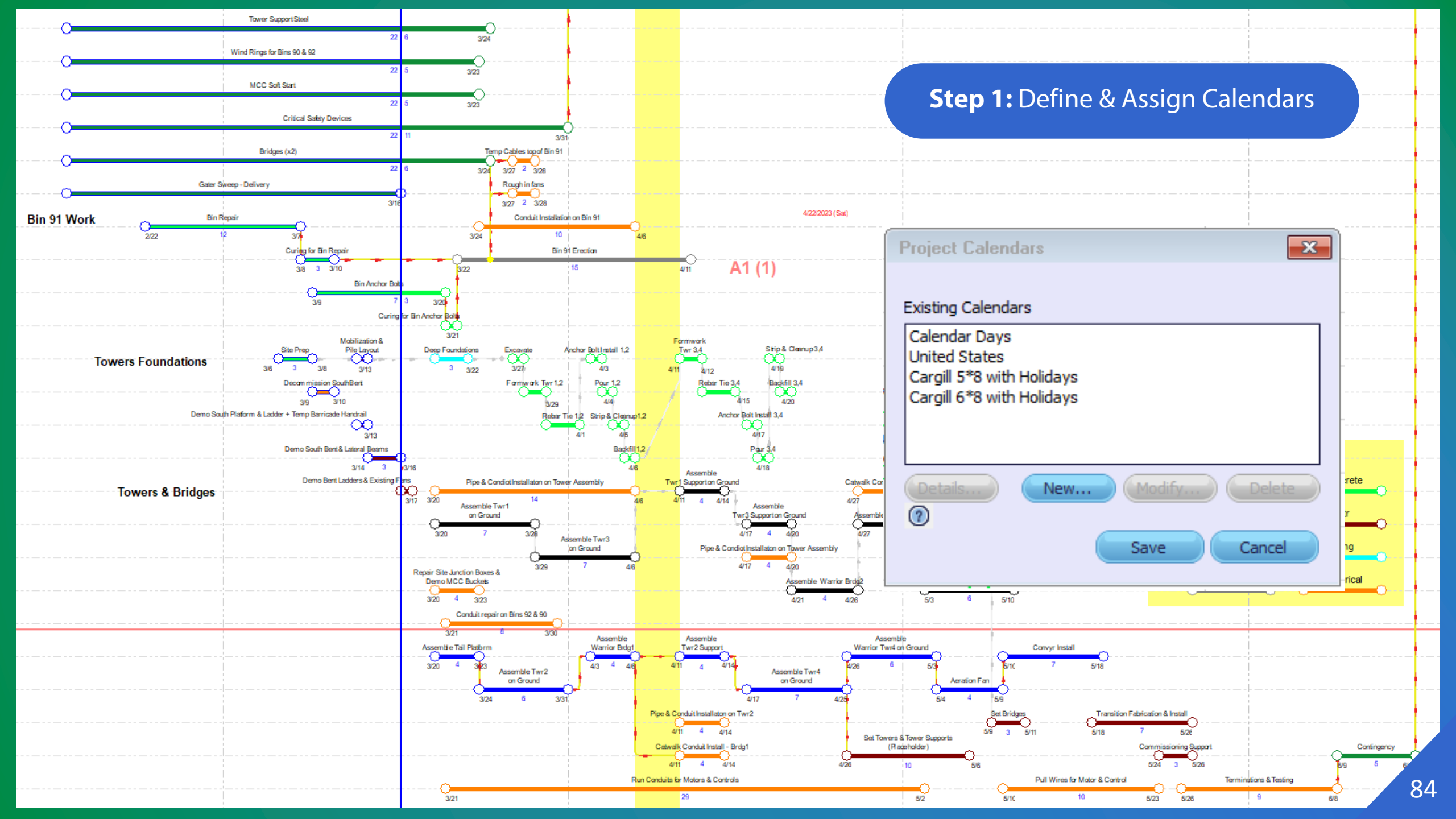


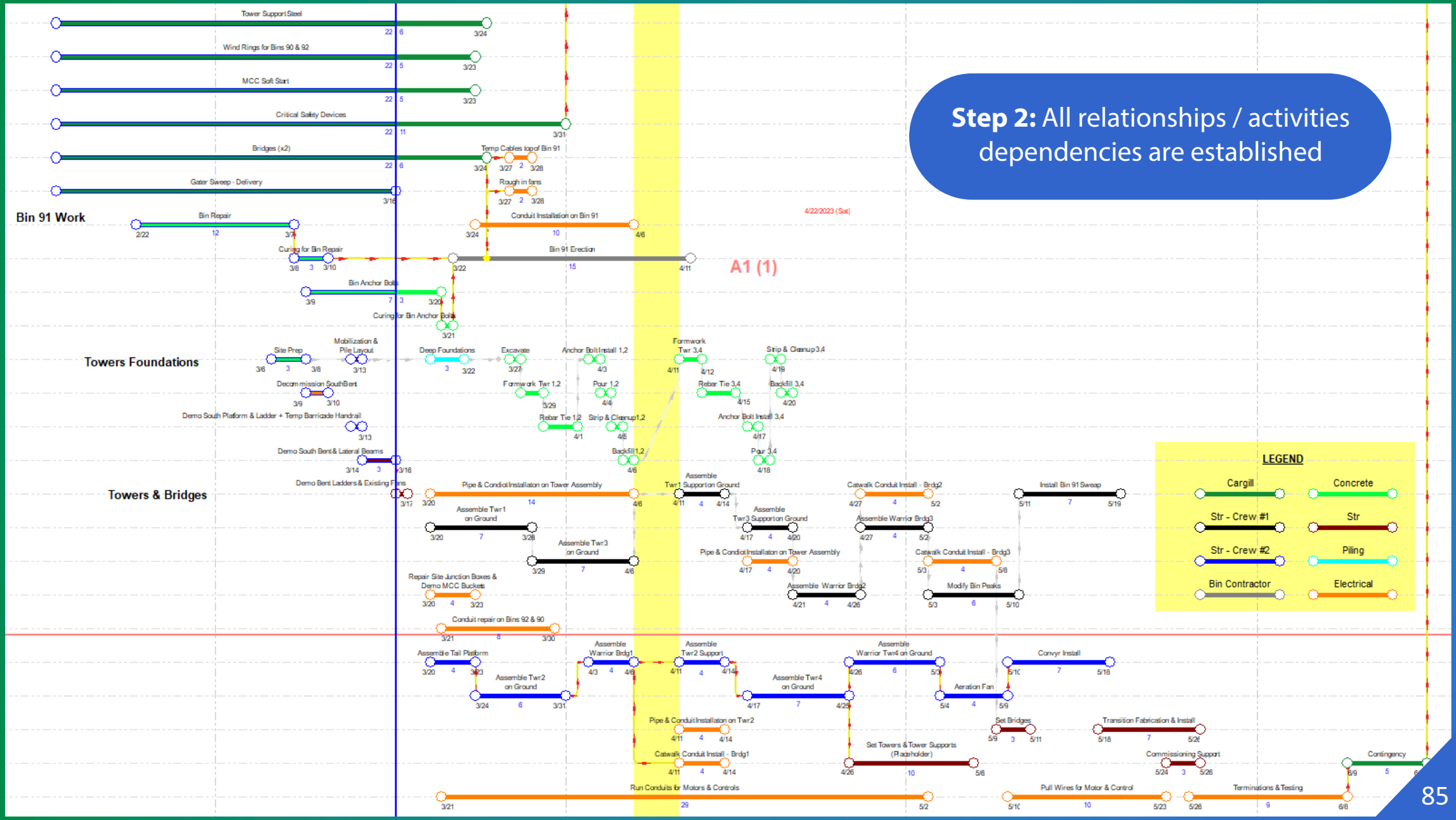
Interactive Planning Session

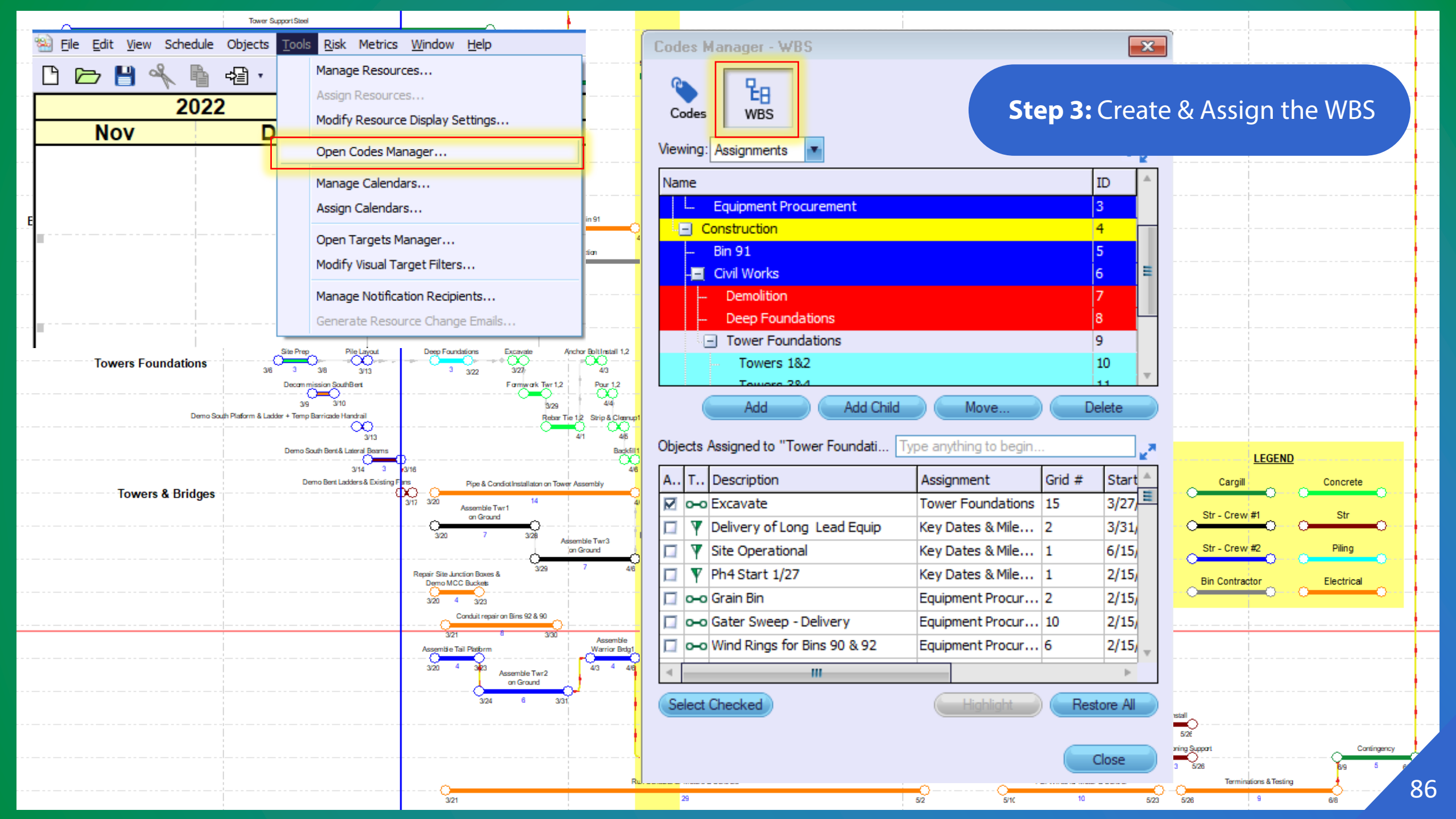
+ Export to P6

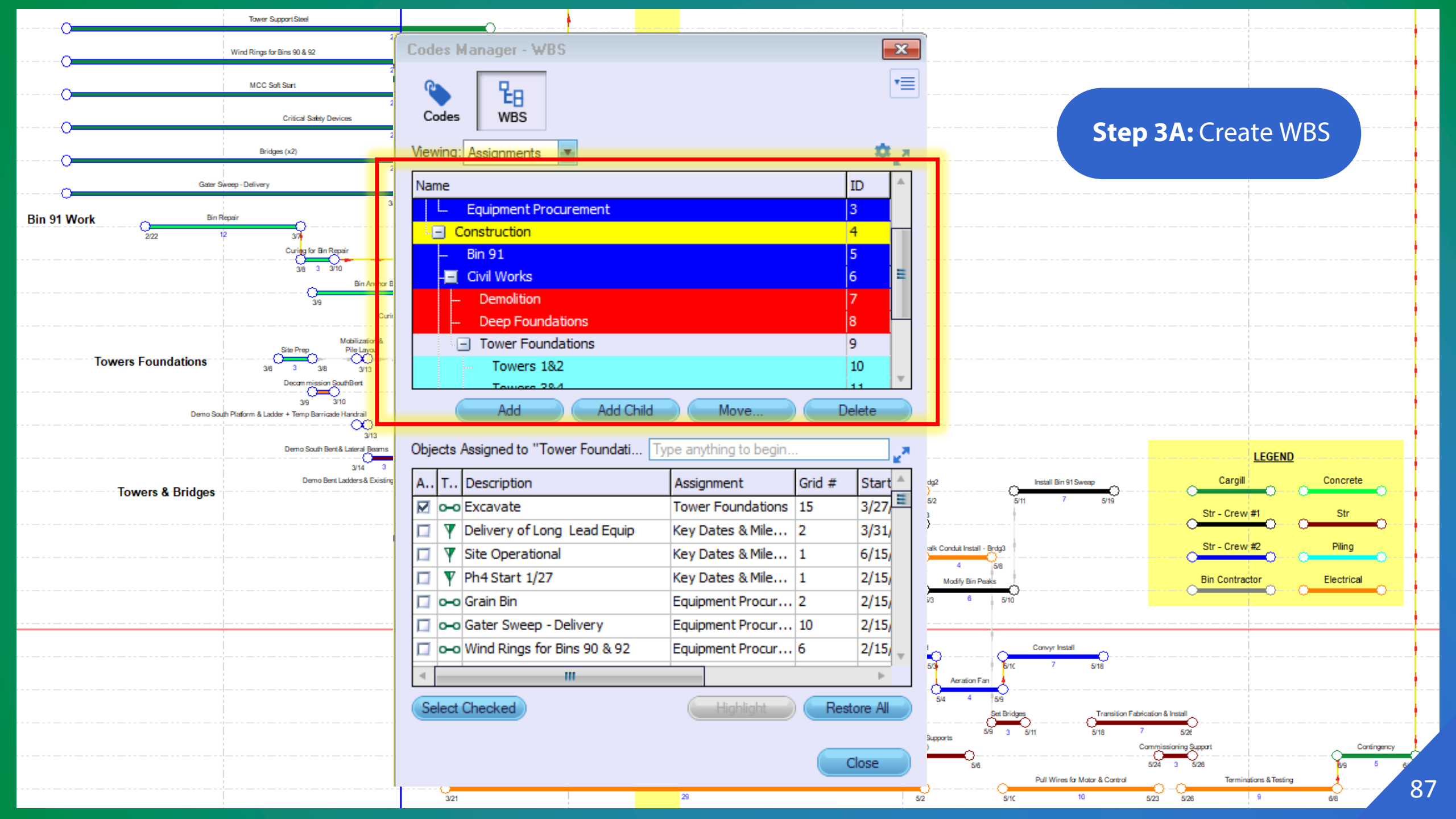
Interactive Planning Session Schedule

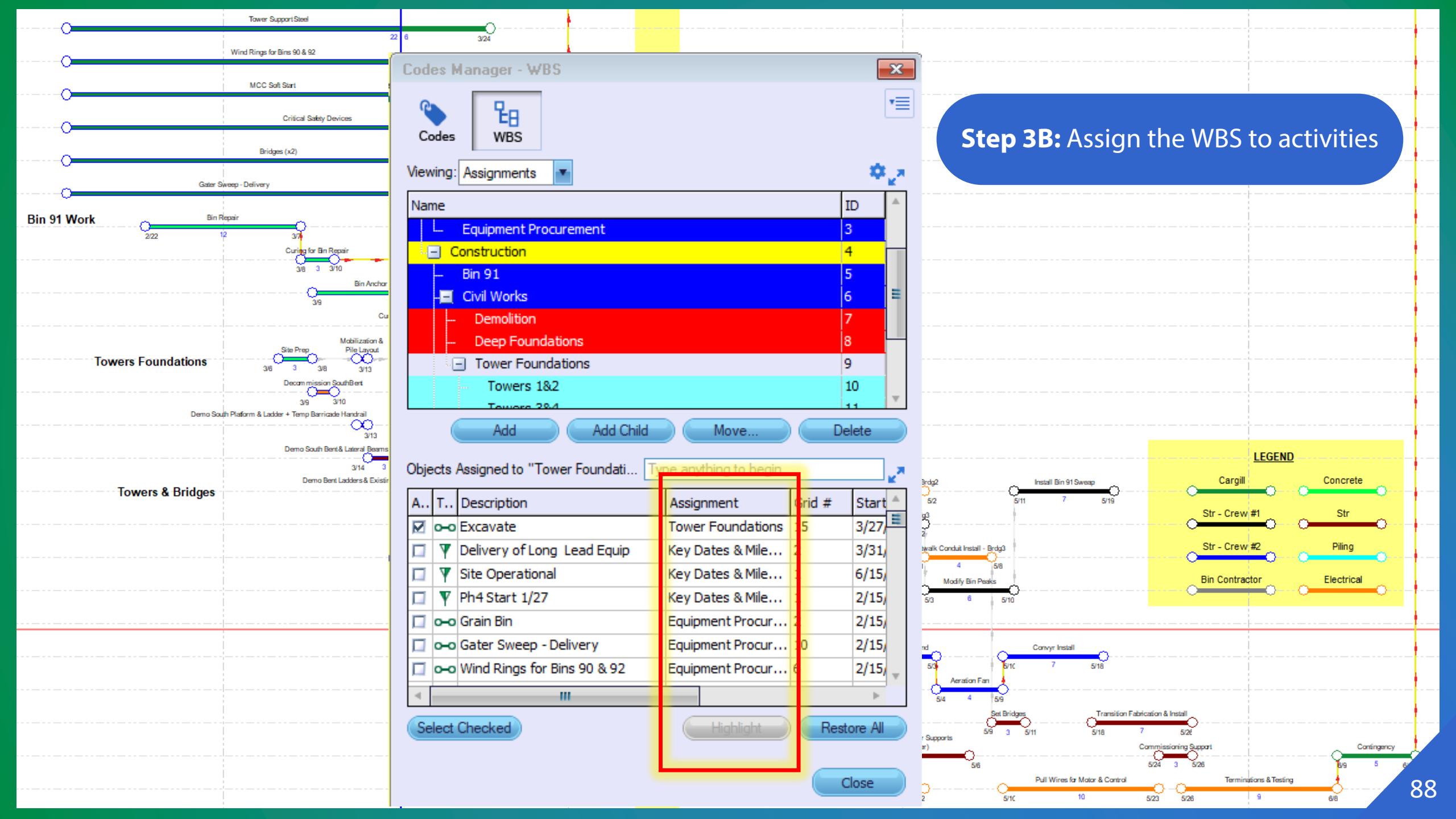



Step 1: Define & Assign Calendars
Project Calendars
Existing Calendars
Calendar Days
United States
Cargill 5*8 with Holidays
Cargill 6*8 with Holidays
Details...
New...
Modify...
Delete
Save
Cancel
Bin 91 Work
Towers Foundations
Towers & Bridges
A1 (1)
4/22/2023 (Sat)
Tower Support Steel
Wind Rings for Bins 90 & 92
MCC Soft Start
Critical Safety Devices
Bridges (x2)
Gater Sweep - Delivery
Temp Cables top of Bin 91
Rough in fans
Bin Repair
Conduit Installation on Bin 91
Curing for Bin Repair
Bin 91 Erection
Bin Anchor Bolts
Curing for Bin Anchor Bolts
Site Prep
Mobilization & Pile Layout
Deep Foundations
Excavate
Anchor Bolt Install 1,2
Formwork Twr 3,4
Strip & Cleanup 3,4
Decommission South Bent
Formwork Twr 1,2
Pour 1,2
Rebar Tie 3,4
Backfill 3,4
Demo South Platform & Ladder + Temp Barricade Handrail
Rebar Tie 1,2
Strip & Cleanup 1,2
Anchor Bolt Install 3,4
Demo South Bent & Lateral Beams
Backfill 1,2
Pour 3,4
Demo Bent Ladders & Existing Piers
Pipe & Conduit Installation on Tower Assembly
Assemble Twr1 Support on Ground
Assemble Twr1 on Ground
Assemble Twr3 Support on Ground
Assemble Twr3 on Ground
Repair Site Junction Boxes & Demo MCC Buckets
Assemble Warrior Brdg2
Conduit repair on Bins 92 & 90
Assemble Tail Platform
Assemble Warrior Brdg1
Assemble Twr2 Support
Assemble Twr2 on Ground
Assemble Twr4 on Ground
Assemble Warrior Twr4 on Ground
Convyr Install
Aeration Fan
Pipe & Conduit Installation on Twr2
Set Bridges
Transition Fabrication & Install
Catwalk Conduit Install - Brdg1
Set Towers & Tower Supports (Placeholder)
Commissioning Support
Contingency
Run Conduits for Motors & Controls
Pull Wires for Motor & Control
Terminations & Testing


Step 2: All relationships / activities dependencies are established
Bin 91 Work
Towers Foundations
Towers & Bridges
A1 (1)
4/22/2023 (Sat)
Tower Support Steel
Wind Rings for Bins 90 & 92
MCC Soft Start
Critical Safety Devices
Bridges (x2)
Gater Sweep - Delivery
Temp Cables top of Bin 91
Rough in fans
Bin Repair
Conduit Installation on Bin 91
Curing for Bin Repair
Bin 91 Erection
Bin Anchor Bolts
Curing for Bin Anchor Bolts
Site Prep
Mobilization & Pile Layout
Deep Foundations
Excavate
Anchor Bolt Install 1,2
Formwork Twr 3,4
Strip & Cleanup 3,4
Decommission South Bent
Formwork Twr 1,2
Pour 1,2
Rebar Tie 3,4
Backfill 3,4
Demo South Platform & Ladder + Temp Barricade Handrail
Rebar Tie 1,2
Strip & Cleanup 1,2
Anchor Bolt Install 3,4
Demo South Bent & Lateral Beams
Backfill 1,2
Pour 3,4
Demo Bent Ladders & Existing Fans
Pipe & Conduit Installation on Tower Assembly
Assemble Twr1 Support on Ground
Catwalk Conduit Install - Brdg2
Install Bin 91 Sweep
Assemble Twr1 on Ground
Assemble Twr3 Support on Ground
Assemble Warrior Brdg3
Assemble Twr3 on Ground
Pipe & Conduit Installation on Tower Assembly
Catwalk Conduit Install - Brdg3
Repair Site Junction Boxes & Demo MCC Buckets
Assemble Warrior Brdg2
Modify Bin Peaks
Conduit repair on Bins 92 & 90
Assemble Tail Platform
Assemble Warrior Brdg1
Assemble Twr2 Support
Assemble Warrior Twr4 on Ground
Convyr Install
Assemble Twr2 on Ground
Assemble Twr4 on Ground
Aeration Fan
Pipe & Conduit Installation on Twr2
Set Bridges
Transition Fabrication & Install
Catwalk Conduit Install - Brdg1
Set Towers & Tower Supports (Placeholder)
Commissioning Support
Contingency
Run Conduits for Motors & Controls
Pull Wires for Motor & Control
Terminations & Testing
LEGEND
Cargill
Concrete
Str - Crew #1
Str
Str - Crew #2
Piling
Bin Contractor
Electrical


File Edit View Schedule Objects Tools Risk Metrics Window Help
Manage Resources...
Assign Resources...
Modify Resource Display Settings...
Open Codes Manager...
Manage Calendars...
Assign Calendars...
Open Targets Manager...
Modify Visual Target Filters...
Manage Notification Recipients...
Generate Resource Change Emails...
2022
Nov
Towers Foundations
Towers & Bridges
Codes Manager - WBS
Codes
WBS
Viewing: Assignments
Name
ID
Equipment Procurement 3
Construction 4
Bin 91 5
Civil Works 6
Demolition 7
Deep Foundations 8
Tower Foundations 9
Towers 1&2 10
Add
Add Child
Move...
Delete
Objects Assigned to "Tower Foundati...
Type anything to begin...
A.. T.. Description Assignment Grid # Start
Excavate Tower Foundations 15 3/27
Delivery of Long Lead Equip Key Dates & Mile... 2 3/31
Site Operational Key Dates & Mile... 1 6/15
Ph4 Start 1/27 Key Dates & Mile... 1 2/15
Grain Bin Equipment Procur... 2 2/15
Gater Sweep - Delivery Equipment Procur... 10 2/15
Wind Rings for Bins 90 & 92 Equipment Procur... 6 2/15
Select Checked
Highlight
Restore All
Close
LEGEND
Cargill
Concrete
Str - Crew #1
Str
Str - Crew #2
Piling
Bin Contractor
Electrical
Step 3: Create & Assign the WBS


Step 3A: Create WBS
Codes Manager - WBS
Codes
WBS
Viewing: Assignments
Name
ID
Equipment Procurement 3
Construction 4
Bin 91 5
Civil Works 6
Demolition 7
Deep Foundations 8
Tower Foundations 9
Towers 1&2 10
Add
Add Child
Move...
Delete
Objects Assigned to "Tower Foundati...
Type anything to begin...
A.. T.. Description Assignment Grid # Start
Excavate Tower Foundations 15 3/27
Delivery of Long Lead Equip Key Dates & Mile... 2 3/31
Site Operational Key Dates & Mile... 1 6/15
Ph4 Start 1/27 Key Dates & Mile... 1 2/15
Grain Bin Equipment Procur... 2 2/15
Gater Sweep - Delivery Equipment Procur... 10 2/15
Wind Rings for Bins 90 & 92 Equipment Procur... 6 2/15
Select Checked
Highlight
Restore All
Close
Bin 91 Work
Towers Foundations
Towers & Bridges
LEGEND
Cargill
Concrete
Str - Crew #1
Str
Str - Crew #2
Piling
Bin Contractor
Electrical

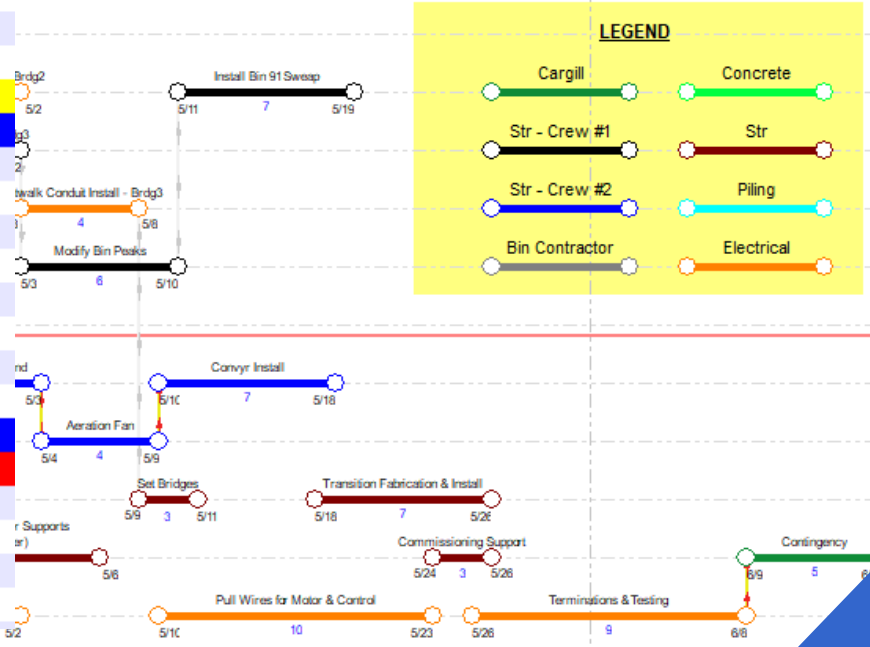

Step 3B: Assign the WBS to activities
Codes Manager - WBS
Codes
WBS
Viewing: Assignments
Name
ID
Equipment Procurement 3
Construction 4
Bin 91 5
Civil Works 6
Demolition 7
Deep Foundations 8
Tower Foundations 9
Towers 1&2 10
Add
Add Child
Move...
Delete
Objects Assigned to "Tower Foundati...
Type anything to begin
A..
T..
Description
Assignment
Grid #
Start
Excavate Tower Foundations 3/27
Delivery of Long Lead Equip Key Dates & Mile... 3/31
Site Operational Key Dates & Mile... 6/15
Ph4 Start 1/27 Key Dates & Mile... 2/15
Grain Bin Equipment Procur... 2/15
Gater Sweep - Delivery Equipment Procur... 2/15
Wind Rings for Bins 90 & 92 Equipment Procur... 2/15
Select Checked
Highlight
Restore All
Close
Tower Support Steel
Wind Rings for Bins 90 & 92
MCC Soft Start
Critical Safety Devices
Bridges (x2)
Gater Sweep - Delivery
Bin 91 Work
Bin Repair
Curing for Bin Repair
Bin Anchor
Towers Foundations
Site Prep
Mobilization & Pile Layout
Decommission SouthBert
Demo South Platform & Ladder + Temp Barricade Handrail
Demo South Bent & Lateral Beams
Towers & Bridges
Demo Bent Ladders & Existir
Install Bin 91 Sweep
Modify Bin Peaks
Convyr Install
Aeration Fan
Set Bridges
Transition Fabrication & Install
Commissioning Support
Contingency
Pull Wires for Motor & Control
Terminations & Testing
LEGEND
Cargill
Concrete
Str - Crew #1
Str
Str - Crew #2
Piling
Bin Contractor
Electrical

Check & Export (P6, Excel)

Expanded Report (Read Only)

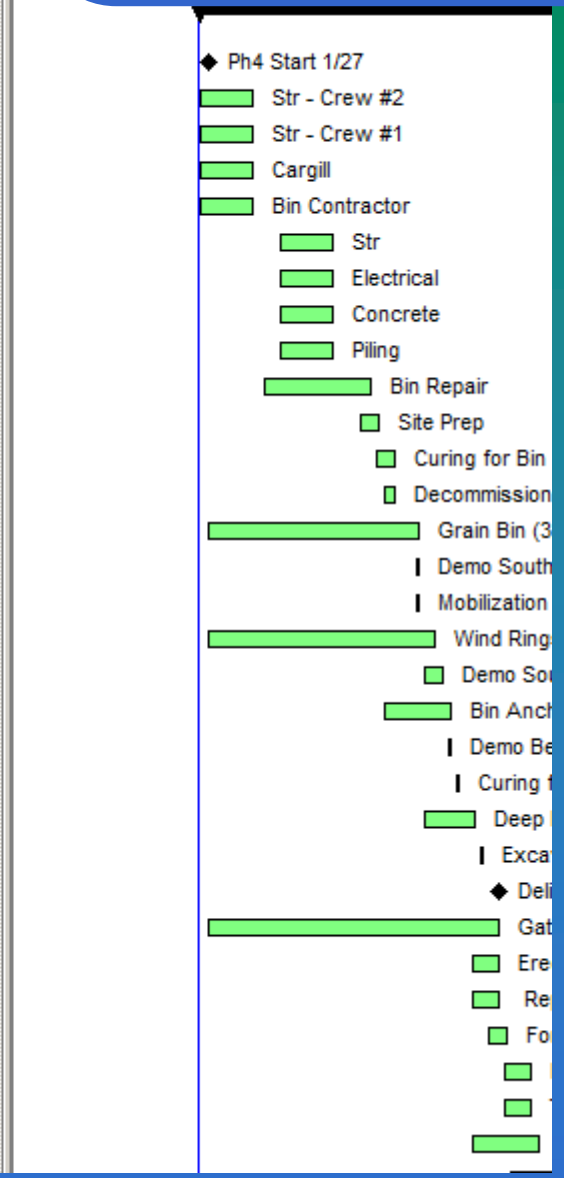
Fit Columns to Window Width

T..	Name	Duration	Start Date	Finish Date
	Project	**121**	**2/15/2023**	**6/15/2023**
	Phase 4	121	2/15/2023	6/15/2023
	Key Dates & Milestones	121	2/15/2023	6/15/2023
	Delivery of Long Lead Equip	0	3/31/2023	3/31/2023
	Site Operational	0	6/15/2023	6/15/2023
	Ph4 Start 1/27	0	2/15/2023	2/15/2023
	Contingency	5	6/9/2023	6/15/2023
	Procurement	45	2/15/2023	3/31/2023
	Equipment Procurement	45	2/15/2023	3/31/2023
	Grain Bin	24	2/15/2023	3/20/2023
	Gater Sweep - Delivery	22	2/15/2023	3/16/2023
	Wind Rings for Bins 90 & 92	27	2/15/2023	3/23/2023
	MCC Soft Start	27	2/15/2023	3/23/2023
	Critical Safety Devices	33	2/15/2023	3/31/2023
	Bridges (x2)	28	2/15/2023	3/24/2023
	High Roller Conveyor	29	2/15/2023	3/27/2023
	Structural Steel Towers (x4)	25	2/15/2023	3/21/2023
	Tower Support Steel	28	2/15/2023	3/24/2023
	Construction	107	2/22/2023	6/8/2023
	Bin 91	49	2/22/2023	4/11/2023
	Bin 91 Erection	15	3/22/2023	4/11/2023
	Bin Repair	12	2/22/2023	3/7/2023
	Bin Anchor Bolts	10	3/9/2023	3/20/2023
	Rough in fans	2	3/27/2023	3/28/2023
	Temp Cables top of Bin 91	2	3/27/2023	3/28/2023
	Curing for Bin Anchor Bolts	1	3/21/2023	3/21/2023
	Curing for Bin Repair	3	3/8/2023	3/10/2023
	Conduit Installation on Bin 91	10	3/24/2023	4/6/2023
	Civil Works	46	3/6/2023	4/20/2023
	Demolition	12	3/6/2023	3/17/2023
	Site Prep	3	3/6/2023	3/8/2023
	Demo South Platform & Ladder + Temp Barricade Hand...	1	3/13/2023	3/13/2023
	Demo South Bent & Lateral Beams	3	3/14/2023	3/16/2023
	Demo Bent Ladders & Existing Fans	1	3/17/2023	3/17/2023



Export without WBS assignment

Activity Name	Activity ID	BL D	RD	Start	Finish
Project Mayhem		85	85	14-Feb-23	15-Jun-23
Ph4 Start 1/27	~A1020	0	0	15-Feb-23	
Str - Crew #2	~A1060	7	7	14-Feb-23	20-Feb-23
Str - Crew #1	~A1070	7	7	14-Feb-23	20-Feb-23
Cargill	~A1380	7	7	14-Feb-23	20-Feb-23
Bin Contractor	~A1390	7	7	14-Feb-23	20-Feb-23
Str	~A1360	7	7	24-Feb-23	02-Mar-23
Electrical	~A1370	7	7	24-Feb-23	02-Mar-23
Concrete	~A1400	7	7	24-Feb-23	02-Mar-23
Piling	~A1440	7	7	24-Feb-23	02-Mar-23
Bin Repair	~A1290	12	12	22-Feb-23	07-Mar-23
Site Prep	~A1320	3	3	06-Mar-23	08-Mar-23
Curing for Bin Repair	~A1420	3	3	08-Mar-23	10-Mar-23
Decommission South Bent	~A1620	2	2	09-Mar-23	10-Mar-23
Grain Bin (3/9) High Roller Conveyor (3/7) Structural Steel Towers (x4) - Delivery	~A1030	19	19	15-Feb-23	13-Mar-23
Demo South Platform & Ladder + Temp Barricade Handrail	~A1500	1	1	13-Mar-23	13-Mar-23
Mobilization & Pile Layout	~A1520	1	1	13-Mar-23	13-Mar-23
Wind Rings for Bins 90 & 92 + MCC Soft Start + Critical Safety Devices + Bridges (x	~A1050	21	21	15-Feb-23	15-Mar-23
Demo South Bent & Lateral Beams	~A1510	3	3	14-Mar-23	16-Mar-23
Bin Anchor Bolts	~A1300	8	8	09-Mar-23	17-Mar-23
Demo Bent Ladders & Existing Fans	~A1530	1	1	17-Mar-23	17-Mar-23
Curing for Bin Anchor Bolts	~A1410	1	1	18-Mar-23	18-Mar-23
Deep Foundations	~A1090	6	6	14-Mar-23	20-Mar-23
Excavate	~A1100	1	1	21-Mar-23	21-Mar-23
Delivery of Long Lead Equip	~A1000	0	0		23-Mar-23
Gater Sweep - Delivery	~A1040	27	27	15-Feb-23	23-Mar-23
Erect Tail Platform	~A1130	4	4	20-Mar-23	23-Mar-23
Repair Site Junction Boxes & Demo MCC Buckets	~A1430	4	4	20-Mar-23	23-Mar-23
Formwork	~A1110	3	3	22-Mar-23	24-Mar-23
Rough in fans	~A1330	2	2	24-Mar-23	27-Mar-23
Temp Cables top of Bin 91	~A1350	2	2	24-Mar-23	27-Mar-23
Erect Twr1	~A1120	7	7	20-Mar-23	28-Mar-23

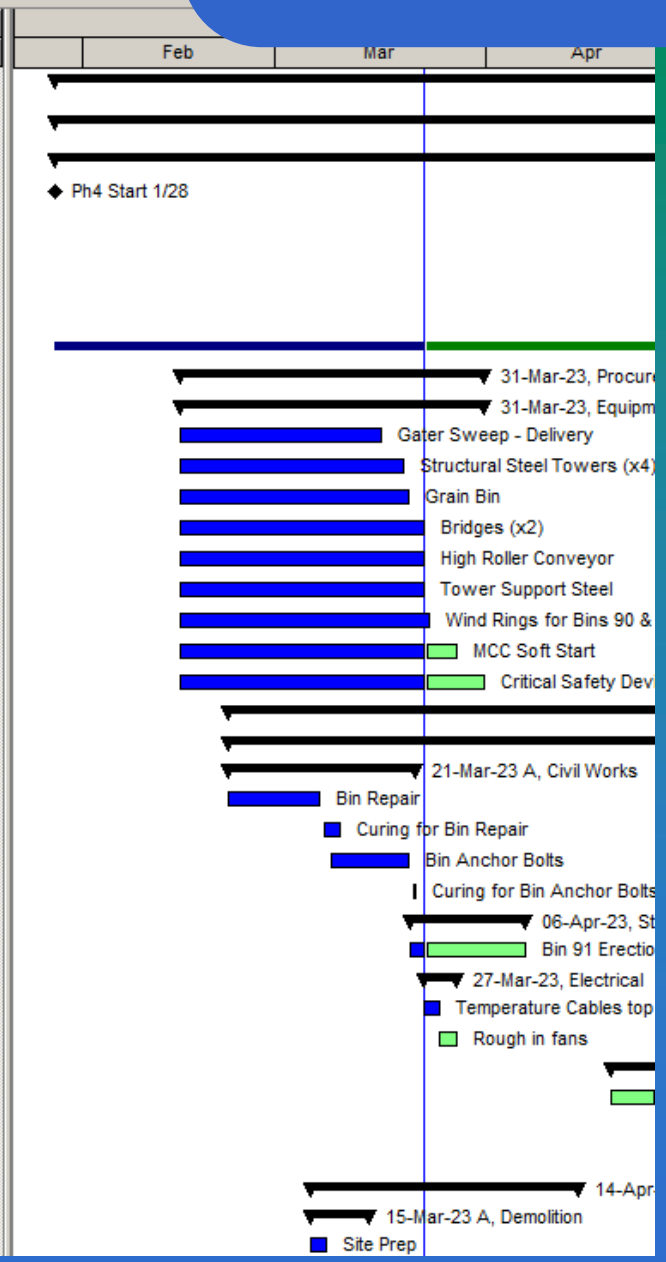


Export with WBS assignment

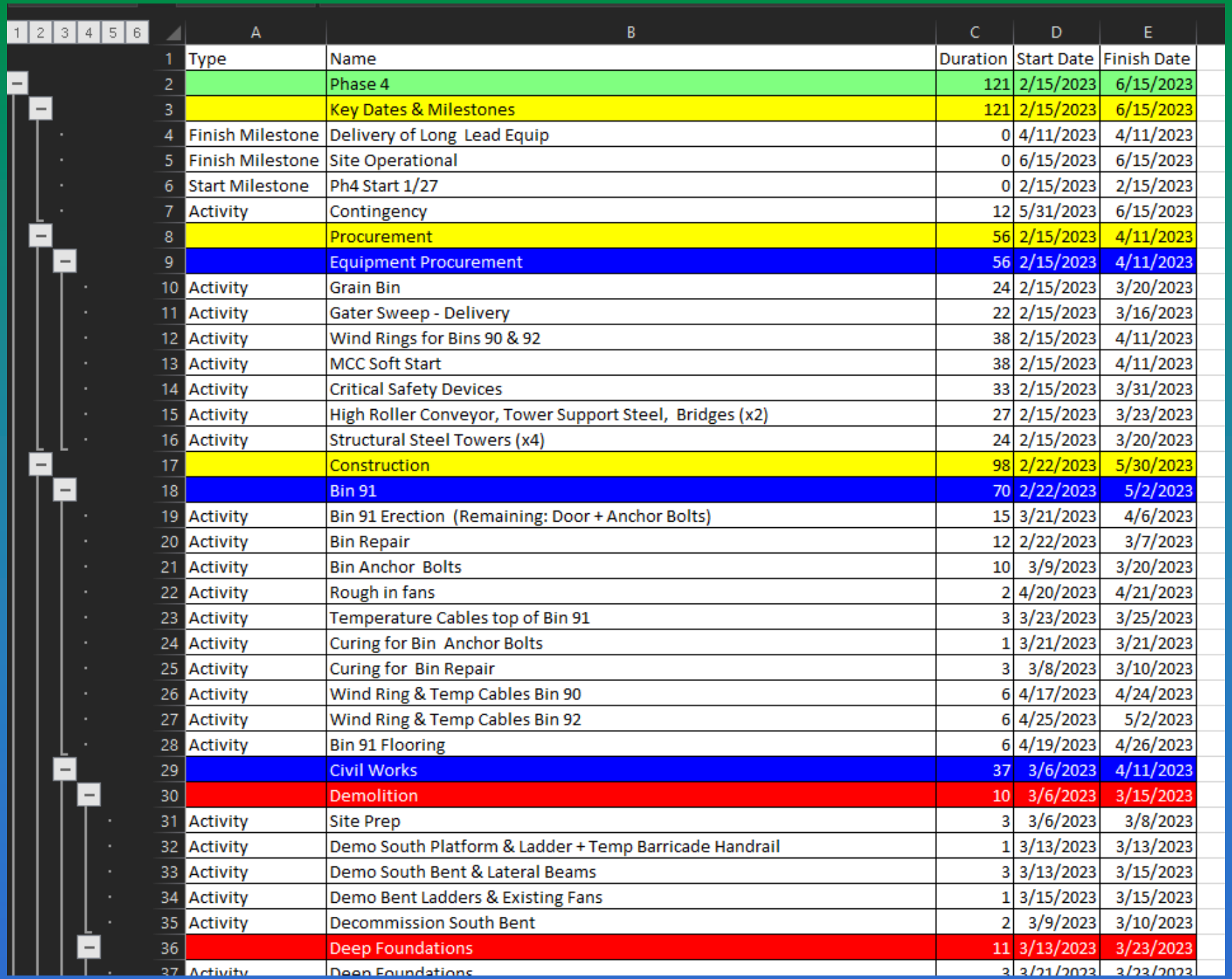
Activities | Projects

Layout: Schedule Update | Filter: All Activities

#	Activity Name	Activity ID	BL D	RD	Start	Finish
1	Project Mayhem - Current Schedule		156	118	28-Jan-23 A	08-Sep-23
2	Phase 4		156	118	28-Jan-23 A	08-Sep-23
3	Key Dates & Milestones		156	118	28-Jan-23 A	08-Sep-23
4	Ph4 Start 1/28	~A1020	0	0	28-Jan-23 A	
5	Site Operational	~A1010	0	0		15-Jun-23*
6	Contingency	~A1640	5	11	01-Jun-23	15-Jun-23
7	Project Closeout	~A1060	60	60	16-Jun-23	08-Sep-23
8	Ph4 Completion	~A1070	0	0		08-Sep-23
9	Project Cost	~A1360	156	118	28-Jan-23 A	08-Sep-23
10	Procurement		33	7	15-Feb-23 A	31-Mar-23
11	Equipment Procurement		33	7	15-Feb-23 A	31-Mar-23
12	Gater Sweep - Delivery	~A1040	22	0	15-Feb-23 A	16-Mar-23 A
13	Structural Steel Towers (x4)	~A1780	25	0	15-Feb-23 A	20-Mar-23 A
14	Grain Bin	~A1030	24	0	15-Feb-23 A	20-Mar-23 A
15	Bridges (x2)	~A1760	28	0	15-Feb-23 A	23-Mar-23 A
16	High Roller Conveyor	~A1770	29	0	15-Feb-23 A	23-Mar-23 A
17	Tower Support Steel	~A1790	28	0	15-Feb-23 A	23-Mar-23 A
18	Wind Rings for Bins 90 & 92	~A1050	27	0	15-Feb-23 A	23-Mar-23 A
19	MCC Soft Start	~A1740	27	3	15-Feb-23 A	27-Mar-23
20	Critical Safety Devices	~A1750	33	7	15-Feb-23 A	31-Mar-23
21	Construction		74	47	22-Feb-23 A	31-May-23
22	Bin 91		77	33	22-Feb-23 A	03-May-23
23	Civil Works		24	0	22-Feb-23 A	21-Mar-23 A
24	Bin Repair	~A1290	12	0	22-Feb-23 A	07-Mar-23 A
25	Curing for Bin Repair	~A1420	3	0	08-Mar-23 A	10-Mar-23 A
26	Bin Anchor Bolts	~A1300	10	0	09-Mar-23 A	20-Mar-23 A
27	Curing for Bin Anchor Bolts	~A1410	1	0	21-Mar-23 A	21-Mar-23 A
28	Structural		15	13	21-Mar-23 A	06-Apr-23
29	Bin 91 Erection	~A1080	15	13	21-Mar-23 A	06-Apr-23
30	Electrical		2	2	23-Mar-23 A	27-Mar-23
31	Temperature Cables top of Bin 91	~A1350	2	0	23-Mar-23 A	25-Mar-23
32	Rough in fans	~A1330	2	2	25-Mar-23	27-Mar-23
33	Equipment		13	13	19-Apr-23	03-May-23
34	Wind Ring & Temp Cables - Bin 90	~A1370	6	6	19-Apr-23	25-Apr-23
35	Wind Ring & Temp Cables - Bin 92	~A1380	6	6	26-Apr-23	02-May-23
36	Install Bin 91 Sweap	~A1540	7	7	26-Apr-23	03-May-23
37	Civil Works		32	15	06-Mar-23 A	14-Apr-23
38	Demolition		10	0	06-Mar-23 A	15-Mar-23 A
39	Site Prep	~A1320	3	0	06-Mar-23 A	08-Mar-23 A



Export to Excel



	A	B	C	D	E
1	Type	Name	Duration	Start Date	Finish Date
2		Phase 4	121	2/15/2023	6/15/2023
3		Key Dates & Milestones	121	2/15/2023	6/15/2023
4	Finish Milestone	Delivery of Long Lead Equip	0	4/11/2023	4/11/2023
5	Finish Milestone	Site Operational	0	6/15/2023	6/15/2023
6	Start Milestone	Ph4 Start 1/27	0	2/15/2023	2/15/2023
7	Activity	Contingency	12	5/31/2023	6/15/2023
8		Procurement	56	2/15/2023	4/11/2023
9		Equipment Procurement	56	2/15/2023	4/11/2023
10	Activity	Grain Bin	24	2/15/2023	3/20/2023
11	Activity	Gater Sweep - Delivery	22	2/15/2023	3/16/2023
12	Activity	Wind Rings for Bins 90 & 92	38	2/15/2023	4/11/2023
13	Activity	MCC Soft Start	38	2/15/2023	4/11/2023
14	Activity	Critical Safety Devices	33	2/15/2023	3/31/2023
15	Activity	High Roller Conveyor, Tower Support Steel, Bridges (x2)	27	2/15/2023	3/23/2023
16	Activity	Structural Steel Towers (x4)	24	2/15/2023	3/20/2023
17		Construction	98	2/22/2023	5/30/2023
18		Bin 91	70	2/22/2023	5/2/2023
19	Activity	Bin 91 Erection (Remaining: Door + Anchor Bolts)	15	3/21/2023	4/6/2023
20	Activity	Bin Repair	12	2/22/2023	3/7/2023
21	Activity	Bin Anchor Bolts	10	3/9/2023	3/20/2023
22	Activity	Rough in fans	2	4/20/2023	4/21/2023
23	Activity	Temperature Cables top of Bin 91	3	3/23/2023	3/25/2023
24	Activity	Curing for Bin Anchor Bolts	1	3/21/2023	3/21/2023
25	Activity	Curing for Bin Repair	3	3/8/2023	3/10/2023
26	Activity	Wind Ring & Temp Cables Bin 90	6	4/17/2023	4/24/2023
27	Activity	Wind Ring & Temp Cables Bin 92	6	4/25/2023	5/2/2023
28	Activity	Bin 91 Flooring	6	4/19/2023	4/26/2023
29		Civil Works	37	3/6/2023	4/11/2023
30		Demolition	10	3/6/2023	3/15/2023
31	Activity	Site Prep	3	3/6/2023	3/8/2023
32	Activity	Demo South Platform & Ladder + Temp Barricade Handrail	1	3/13/2023	3/13/2023
33	Activity	Demo South Bent & Lateral Beams	3	3/13/2023	3/15/2023
34	Activity	Demo Bent Ladders & Existing Fans	1	3/15/2023	3/15/2023
35	Activity	Decommission South Bent	2	3/9/2023	3/10/2023
36		Deep Foundations	11	3/13/2023	3/23/2023
37	Activity	Deep Foundations	3	3/21/2023	3/23/2023

FINAL THOUGHTS



Team Effort



Adoption of NetPoint



Need for Creativity



Schedule Buy-in



Increase in Popularity

Q & A TIME

please add your questions to the Q&A



NetPoint + GPM CONFERENCE

May 11 & 12, 2023

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THANK YOU

we hope you enjoyed this session!