1.0 PURPOSE

The Project Execution Plan is a formal, approved document used to guide both Project Execution and Project Control. The primary purposes of the Project Execution Plan are to document planning assumptions and decisions specific to a particular Project’s Scope of Work, to facilitate communication among team members, and to document approved scope, cost, and schedule baselines.

2.0 SCOPE

This procedure is applicable to all projects greater than the $500,000 or as directed by Management or the Client for projects of lesser amount. This procedure is applicable for Pike Energy Solutions only.

3.0 REFERENCES

3.1 Project Procedure P-3-1, Contract Review
3.2 Project Procedure P-3-6, Minutes of Meeting and Trip Reports

4.0 DEFINITIONS

None

5.0 RESPONSIBILITIES

5.1 PROJECT MANAGER

The Project Manager is responsible for developing the Project Execution Plan and communicating the plan to the Project Team at the Project Kick-Off Meeting. The Project Manager is also responsible for distributing and updating the Project Execution Plan as required, based on changes in scope, assumptions, or execution philosophy.
5.2 MANAGEMENT

Management or designee is responsible for reviewing and approving Project Execution Plans prior to initial issue and any substantial revisions.

6.0 PROCEDURE

The Project Manager shall draft the Project Execution Plan in conjunction with other key members of the Project Team. The Project Execution Plan is to be utilized as the basis for estimating and scheduling the execution of the Project. The Project Execution Plan shall be the foundation of the Project Kick-Off Meeting, as presented by the Project Manager.

6.1 PREPARATION

During the initial stage of the Project, the Project Manager, in conjunction with other key members of the Project Team, develops the plans required for its effective execution.

The contents of the Project Execution Plan may vary depending on the Project scope. However, the contents for a full service Project will generally be in accordance with the standard model (see Section 7.2). Deviations to content shall be approved by Management upon approval of the document.

The Project Engineering, Procurement, and Construction plans may be stand-alone documents or incorporated into the Project Execution Plan.

6.2 REVIEW AND APPROVAL

6.2.1 Project Manager

Upon its completion, the acceptability of the Project Execution Plan is confirmed by the Project Manager and Management.

The Project Engineering, Procurement, Project Controls, and Construction plans, whether stand-alone or incorporated into the Project Execution Plan, shall undergo the review and approval process and shall be approved by the Project Manager.

6.2.2 Management

Management shall review and approve the initial issue and any substantial revisions to the Project Execution Plan. Such reviews and approvals serve to provide further assurance that Project Execution Plans are consistent with this procedure and reflect Pike’s current Project Management strategy.

Evidence of the review and approval of Project Execution Plans by Project Management shall be retained by the Project Manager.
6.3 COMMUNICATION

The Project Execution Plan shall be a topic of the Project Kick-Off Meeting (see Attachment 7.1). Minutes of the Project Kick-Off Meeting shall be recorded, reviewed, approved, and distributed as required.

6.4 DISTRIBUTION

The Project Manager shall assure that distribution of the Project Execution Plan is made at a minimum to key members of the Project Team, including the Client, if appropriate, in hard copy or electronic medium.

6.5 REVISION

Revisions to the Project Execution Plan shall be prepared, reviewed, approved, and distributed in the same manner as the original issue.

6.5.1 Marking

Unless the Project Execution Plan is revised extensively, changes, additions, and deletions shall be clearly marked by a line in the margin adjacent to the modified area. Previous markings shall be removed prior to the subsequent revision of the plan and only current additions, deletions, and changes noted. When changes to the Project Execution Plan are extensive, the changes should not be marked, and indication of “Extensive Revision” will suffice as the “Revision Description” in the Revision History and Approval section.

7.0 ATTACHMENTS

7.1 Proposed Kick-Off Meeting Agenda

7.2 Project Execution Plan Model

8.0 FORMS

None
## 9.0 REVISIONS AND APPROVALS

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<th>Revision Description</th>
<th>Department Head (Approver)</th>
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<td>7/1/09</td>
<td>Original Issue</td>
<td>Brian R. Hay</td>
</tr>
<tr>
<td>1</td>
<td>02/10/2010</td>
<td>General editing and updating</td>
<td>Brian R. Hay</td>
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<tr>
<td>2</td>
<td>08/01/2011</td>
<td>Updated logo and company name</td>
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<tr>
<td>3</td>
<td>12/09/2011</td>
<td>Changed “Director of Project Management” to “Management”</td>
<td>Brian R. Hay</td>
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# Proposed Kick-Off Meeting Agenda

## 1. Introduction
   a. Pike Project Team
   b. Client Project Team

## 2. Project Overview
   a. Units/facilities
   b. Capacity
   c. Schedule milestones
   d. Contract type
   e. Incentives

## 3. Project Objectives
   a. Pike’s objectives and goals
   b. Client’s objectives and goals

## 4. Project Execution
   a. Work location
   b. Scope interfaces among execution offices, Subcontractors, Suppliers, Client, etc.

## 5. Contract Review
   a. Relevant terms and conditions
   b. Liabilities/liquidated damages/penalties
   c. Salient articles

## 6. Project Budget
   a. Work breakdown structure
   b. Target budgets
   c. Estimated hours and expenses

## 7. Project Schedule
   a. Summary level schedule
   b. Contractual milestones
8. **RESOURCE ALLOCATION SCHEDULE**
   a. Project Staffing Plan

9. **PROJECT CONTROLS IMPLEMENTATION**
   a. Scheduling
   b. Cost estimating

10. **PROJECT QUALITY**
    a. Project Quality Plan
    b. Project-specific procedures
    c. Training
    d. Client Feedback

11. **ENGINEERING**
    a. Project Engineering Plan
       i. Specifications, codes, regulatory requirements
       ii. Professional Engineer’s seal
    b. Distribution of work among offices, partners, Client
    c. Design philosophy
    d. Layout considerations

12. **PROCUREMENT**
    a. Project Procurement Plan
    b. Approved Suppliers List
    c. Long lead items
    d. Client-supplied product

13. **CONSTRUCTION MANAGEMENT**
    a. Construction strategy
    b. Construction Subcontract/Subcontractor
14. ENVIRONMENTAL, HEALTH, AND SAFETY
   a. Engineering Strategy
   b. Construction Strategy

15. PROJECT AUTOMATION
   a. Identification of hardware and software computer platforms
   b. Electronic data filing, retrieving, and archiving
   c. Data security and transmission to remote locations

16. COMMISSIONING AND STARTUP

17. JOB CLOSEOUT
   a. Transfer of Care, Custody and Control
   b. Project Closeout Report
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1.0 PURPOSE

This section introduces the reader to the Project Execution Plan.

2.0 SCOPE OF WORK

Provide an overview of the Project, including an introduction of the Clients/Owner(s), the major units/facilities, capacity, schedule milestones, contract type, incentives, etc.

Summarize the Scope of Work to be performed by Pike and others, as required. The overview should address the salient points of the Safety, Quality, Project Management, Engineering, Procurement, Construction Management, and Project Controls for the Project. The overview should be detailed enough to serve as an “executive summary” of these topics such that readers not intimately involved in the Project can obtain a general understanding of these key areas. Key schedule dates and milestones should be stated where appropriate.

3.0 CONTRACT REVIEW

Critical terms and conditions of the Contract, including any penalties, liquidated damages, etc., should be summarized or extracted in order that key Project Team members have a clear understanding of their responsibilities and have the resources necessary to meet the contractual obligations.

4.0 PROJECT OBJECTIVES

State the Project’s objectives. A discussion of the Client’s business objectives should be included here. This will be developed in close conjunction with the Client and will include some background information about the Client, their organization, and their Project goals. During development of this section, the Project Manager shall determine and document the key Client issues. These must be communicated to the Project Team such that an emphasis can be placed on the key issues. Project Team members should utilize this information to assist them in making appropriate decisions that arise during Project Execution.

5.0 PROJECT EXECUTION

Describe the location(s) where the work will be performed and any segmentation in scope between locations. Clearly define Project scope interfaces among execution offices,
Subcontractors, Suppliers, other organizations, and the Client. Describe the traditional work elements as they apply to the Project (e.g., Project Management, Quality Assurance, Engineering, Design, Procurement, and Construction). This is the section where the Project Manager should detail how the team intends to complete the project deliverables.

6.0 PROJECT BUDGET

This section shall include the work breakdown structure, the target budget, and the estimated hours and expenses.

The Project Manager may omit this section if appropriate (e.g., lump sum projects and confidentiality reasons). The final Project budget will be approved by the Project Manager and distributed to appropriate members of the Project Team.

7.0 PROJECT SCHEDULE

This section includes the Project Summary Level Schedule and any contractual milestones, including design and safety reviews.

8.0 RESOURCE ALLOCATION SCHEDULE

This section should refer to Project documents that will define the Project Staffing Plan.

9.0 PROJECT CONTROLS IMPLEMENTATION

This section provides the plan for all Project Control activities, including the development, implementation, and maintenance of scheduling/cost/estimating related documents and tools.

10.0 PROJECT QUALITY

This section documents the quality practices and implementing procedures specific to the Project’s Scope of Work.

11.0 ENGINEERING

The section includes information pertaining to the engineering scope, the distribution of work between Pike, Consortium Partners and/or Subcontractors, the design philosophy, plant layout considerations, etc.
12.0 PROCUREMENT

This section establishes Project Procurement Strategy such as standardization of equipment, number of bidders, sole source approach, and the procurement of bulk items. Any Supplier alliances that will be utilized by the Project should be described.

13.0 CONSTRUCTION MANAGEMENT

This section includes the identification of the contractor that will perform the Construction work. It also includes the identification of the principal parties to the agreement authorized to outsource Construction work. This section describes the controls necessary to ensure that the Construction activities to be performed by others, including Construction subcontracting, satisfy the quality management system requirements of Pike.

One of the major items controlling earliest possible Project completion (at an economic cost) is the judicious sequencing of construction events. Consequently, critical, long-lead equipment and material deliveries, the permitting sequence, and Engineering and Construction activities essential to achieving the Contract milestone dates are documented.

Note: Engineering, permitting, procurement, and subcontracting activities must be sequenced to address seasonal construction limitations and potential labor relation issues.

14.0 PROJECT AUTOMATION

The Project Automation Plan will define the automation goals of the Project with respect to the requirements of the Contract and the Project Team. It will address electronic communications, data management, software selection, hardware platforms, training needs, and data turnover to the Client.

15.0 ENVIRONMENTAL, HEALTH, AND SAFETY

This section shall address requirements relating to health, safety, and environmental issues applicable to the home office and Construction phases of the Project. Where appropriate, definitive reference should be made to the applicable health, safety, and environmental program(s).
16.0 COMMISSIONING AND STARTUP

This section addresses commissioning and startup considerations, including performance testing to validate the quality of design, manufacture, fabrication, and construction by demonstrating that functional and performance requirements have been met.

17.0 PROJECT CLOSEOUT

Describe any special considerations of Project closeout not addressed by standard Pike procedure including, but not limited to, the collection of technical record books and Client and Supplier interfaces.