

Hi Karen,

I wanted to pass along a couple of comments regarding the NOx Study.

- 1) The report should specifically state whether actual testing was performed or whether an economic cost analysis was conducted. Since the amounts were most likely determined through an economic cost analysis, the study should identify how the dollar figures were developed/calculated - or at least provide one detailed example demonstrating the calculation process.
- 2) SNCR Testing of Holcim Kilns #1 and #2 - Provide a discussion regarding the specific test results. Including the results (since it is referenced) would provide greater clarity to the report.

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