



Martin, you asked me to do an evaluation of the service provided by the contractors during the Recovery Boiler repairs.

1) CIMS: I believe CIMS did a bang up job for us during this repair. Rick Clark was on site quickly and prepared to do what had to be done. Once we realized we had to replace tube panels rather than a few tube pups Rick quickly got things in place and started to work with me to get a schedule ready. It was realized that this was going to be more than one person could control and Steve Johnson was called in. Steve got to town as quick as he could clear his calendar. Steve helped Rick get the project under control and immediately started to work with me at finalizing the schedule. There support staff in Vancouver helped where they could and stayed on top of things for us down there. I particularly refer to Dave Duncan, John McLaughlin and Don Neal. It was interesting that CIMS worked to the schedule designed. On Thursday March 4th at 6:00pm we determined that we would have an additional 60 tube pups to replace, Steve and Rick jumped into the planning stage and got this figured out so we could project start-up. Projected costs came quickly and they were met. CIMS were ahead of schedule primarily due to the fact that we planned for a 10-12% cut out rate on their welds, which is industry average, but came in at 6.7%. They also were able to restructure their crews as the project progressed allowing them to come in about 20-24 hours ahead for projected time. The delay of the drain lines for the chemical clean allowed for the wind box's and air ducting to be completed prior to the chemical clean which could have become critical path. During the chemical clean it was realized that we would have to replace 4 hand hold caps in order to complete the job. Rick was called at home, as they left site for the duration of the chemical clean, and was able to round up a crew and get them in to do this job without delaying us too badly. All in all CIMS were a pleasure to work with and when the chips were down they came to the plate and delivered. They knew were up against the wall and did whatever it took to get us out of it. I would be pleased to work with them at any time or on any project.

Randy Lapointe
Turnaround Team Leader
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