

Musterat Steering Committee2/7/17
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- Nalcor
BPLP
- Scott O., Lance Clark, Gilbert B., Paul H., Peter T., Robert W.
 - Jeff, Aaron, Derek, Dave M., Brad C.

- Safety Moment

- Current Status: Paul H:

- As told issue behind us.

- Wanted this before, but just now able to.

- ↳ want these mtgs more often; Monthly / Qtrly.

- Appreciate Drilling + Grouting work through winter

- ↳ Pool El @ 17.5 - 18m

- Nalcor thinks last few months have worked well together
- ↳ seepage performance meeting Nalcor design / expectation (Bill Henesey) - Safety Supervisor stopped Nalcor exec. for Safety Brief.

Paul H:

- Want to put issues/differences behind + look forward.

2017: • Foundation Prep

- RCC Tech.

- ↳ Mix designs; RCC/CVC

- * Workshop next week for technical issues.

- ↳ Proof section (not Test section)

AR ~~NA~~

Need better communications than 2016

- ↳ Letters paint picture of Nalcor displeased.

Starting 2017 behind w/ Foundation Prep.

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Brad Cole

- Schedule Goals? with starting behind.

Scott O. Nalcor - don't need REC in 2017...

- ↳ need good approach/execution
- ↳ more for next week technical session. (Bozeman)

* Gilbert B. has shopping list of technical issues that have to get resolved next week...

- Agg.

- City Agg

Nalcor: Scott O.B., Todd Smith, Peter F., Malcolm? - Not at this time

- ↳ ^{ALL} decision makers will be there (Technical)

Malcolm D. maybe not, but more of Brian Foskes moving forward.

Nalcor wants pragmatic approach. →

Gilbert B.

Success → Nalcor wants to see Fund. Prep. + REC up to/above Gallery.

Paul H.:

• Organization - met w/ BPLP early 2016, expects Phase 3 Org.

- ↳ Site Leadership Issue

Scott O/Peter → Need more senior resources from Barnard.

- ↳ overcome issues in 2016; Bridge, Cofferdam, etc.

- ↳ but big slow "REC" coming.

↳ Nalcor not looking to replace, but reinforce w/ REC

Jeff H. Nalcor needs experience to make it work.

- ↳ if Malcolm. going to be painful (commercially)

Dustin B. is one of our REC Experts.

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- Issue w/ Dustin?
 - ↳ No issue, but want higher level, Mike Pirello good, but not full time.
 - Nalcor bringing out more RCC Tech. people.
 - ↳ Needs to be on site, field decisions, no St. Johns.
- GB * Nalcor thinks once RCC starts, they'll be out of our way, but if not planned out, never start.
- AR ↳ Field issues will come up, hot/cold jts, how treat.? Real time
 - ↳ Nalcor needs better QC lab. mng.
- GB * Nalcor will not hold up production.

Test Section? Failure? Mngt. Incompetence?

↳ letters?

Lance - Wants open communs/collaboration, less or only letters to follow up discussions.

JH Another Test Section? Another "Proof"/Test Section blurred.

SullO: ↳ need more mix design info.

BRP We submitted "what we thought was final mix..."

↳ Nalcor will get comments before next week.

SullO: opportunities in optimization/agg. (in spec...)

Agg. need similar source + more...

↳ Go deeper under Stockpile A.

• Need Tech./Commercial overlap, which didn't happen in 2016.

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AK • South Dam / Tailrace plug?
↳ Yellowiron sitting?

Scott • No Answer, but coming soon

Next week, need Brian Forbes
↳ Rizzo, Paletto, Tom Reynolds

CVC downstream? Durability?
We could focus + be more labor efficient (\$) w/ out CVC.

Canec. • Labor: Not on our projections w/in estimate.
↳ what are the opportunities?

They understood the Contract is Labor reimbursable
Nalcor wants to take adv. of opportunities w/ Labor.
↳ Current trend is a problem.

• Work Groups on RCC.

• Need to get Dave Clark / Louise Bennett + go through
labour lessons learned w/ decision makers.

Important that Nalcor Sr. Mgt meet w/ BPLP
↳ Steering Committee on site. show crew alignment.

• Camp beds?

↳ shouldn't be an issue...

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- BPLP concerned w/ Labor, we have profit tied to it + don't want to lose it.

Also BPLP has indirects linked to Labor that we're overpaying + losing.

• Other Business:

GB

- S. Dam will be an issue for Astaldi...

↳ We understand, but BPLP has commercial issues to resolve.

- We have \$17m in open issues, now have S. Dam + pt. Agg issue, which need "best for project" resolution.

* Nalcor wants issues resolved @ site.

↳ weekly commercial mtg.

* \$160k item > 1yr old

\$12m issue will be @ higher level.

- Scott/Arnon to resolve/take action.

Nalcor has add site resources to deal w/ C.O.'s process.

* Next Steerby Comm. Scott/Arnon to report resolutions

Other Risks?

- ↳ Protestors? Nalcor working hard @ it.

- ↳ Camp

- ↳ QC Lab

- Labor Availability

- RT personnel

Next Mtg: on site
March 8th 9th

GB * Organized for 2017