

**From:** [pharrington@lowerchurchillproject.ca](mailto:pharrington@lowerchurchillproject.ca)  
**To:** [gbennett@nalcenergy.com](mailto:gbennett@nalcenergy.com); [lanceclarke@lowerchurchillproject.ca](mailto:lanceclarke@lowerchurchillproject.ca)  
**Cc:** [scottobrien@lowerchurchillproject.ca](mailto:scottobrien@lowerchurchillproject.ca); [ronpower@lowerchurchillproject.ca](mailto:ronpower@lowerchurchillproject.ca)  
**Subject:** Scott meeting with Don D- Friday  
**Date:** Sunday, August 7, 2016 1:36:07 PM  
**Importance:** High

---

This is a precis of the meeting as I understand it, plus my own views on what I heard...

Don was conciliatory and seeking help

The pressure may be getting to him - presumably because the production targets the site has to achieve require efficiencies that may not be available with the team he has built  
Don agreed to the third party reviews and participation on safety, quality and engineering that Scott has been pushing

Rome will also be pushing to get the monthly payments to achieve the cash flows they need and the ask from Don was for Nalcor to ensure those payments are provided  
Scott stated our position that we will cooperate but cannot back down from our safety, quality and technical standards- I understand that the latest payment cert was for concrete amounts that were not achieved.

Nalcor will not provide payments for concrete placement amounts not achieved and those amounts must be in accordance with safety , quality and technical specifications.

This requires a step change in how Astaldi perform and the days of Nalcor paying for Labour is over and now it is all about performing- I am not sure that Don's team is up to that standard.

Bill K will be the next to leave and that could be this week- Don is adopting a PK approach to the job ( it is the only approach he knows) and I am dubious about the suitability of that approach achieving the production targets in the next three months and even less so for the balance of the work- hence Plan B needs to be firmed up and we need to start talking to others.

In any case -i.e. Plan A or Plan B Nalcor will need to beef up our team - rebar inspectors being one example but also on all fronts and aspects of the work- safety, engineering, . We have to realize that any Contractor we use for this work does not have all the right people and we will have to step in and drive this over the line. Standing back and hoping the contractor will deliver will be a mistake.

**Paul Harrington**

**Project Director (Consultant to LCMC)**

**PROJECT DELIVERY TEAM**

**Lower Churchill Project**

t. 709 737-1907 c. 709 682-1460 f. 709 737-1985

e. [PHarrington@lowerchurchillproject.ca](mailto:PHarrington@lowerchurchillproject.ca)

w. [muskratfalls.nalcenergy.com](http://muskratfalls.nalcenergy.com)