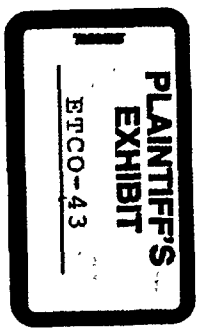
CONTRACTOR EVALUATION QUESTIONNAIRE
FOR PROPOSED PVC UNIT ($10,000,000 ESTIMATE)
ETHYL CORPORATION - BATON ROUGE, LOUISIANA

NICHOLS CONSTRUCTION CORPORATION

	Yes or No	Remarks
I. Supervision - People		
A. Top Field Man - Project Manager or Superintendent		
1. Can contractor now name who his top field man would be?	Yes	Mr. George Esser
2. Is he well educated, trained and experienced on this type and size job?	Yes	See attached resume.
3. Is he a good manager-planner-organizer-pusher?	Yes	)
4. Does he work well under pressure?	Yes	) Specific References:
5. Is he even tempered - level headed - diplomatic?	Yes	) Mr. Ed Homan, Dow - Ethylene Demolition
6. Can he handle job level labor problems smoothly?	Yes	) Mr. Bob Tucker, Humble - Wax Cracker
7. Has this man ever worked for Ethyl before and performed well?	Yes	Currently running Chlorinated Solvents job.
8. Has this man been directly responsible for supervising a job requiring large numbers of field employees?	Yes	See attached resume. Coordinator on job with 10,000 employees. Superintendent on job that peaked at 1,200 men.
9. Has this man been trained in and is he familiar with all aspects of critical path scheduling?	Yes	
10. Does contractor have an adequate replacement for top man in event of extended sickness, etc.?	Yes	Mr. J. H. Jackson. See attached resume. References: Humble, Wyandotte.

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NICHOLS CONSTRUCTION CORPORATION

	Yes or No	Remarks
2. Does contractor maintain any sort of master record to rate or grade foremen and craftsmen and to record special skills ?	Yes	Refer to Section III -- Cost Plus Proposal -- Chlorinated Solvents.
3. Has contractor demonstrated that he can properly man large jobs in Baton Rouge area in times of a tight labor market on a straight time basis ?	Yes	In 1957-1958, while Bert Turner was V.P. and Gen. Mgr. of old Nichols Construction Co., Inc., consistently worked 1,000 to 1,300 men on a straight time basis. The Union Tank Car Dome required about 400 men over a 12-month period.
4. Do principals in Company personally know all local business agents and have their confidence and respect ?	Yes	
5. Does one or more top officials in Company personally know one or more top representatives in all major AFL-CIO crafts ?	Yes	
6. Does contractor actively participate in all local labor matters that relate to construction (negotiations, welfare, education, etc.) that improve area work force, work conditions, and contractor's relationship with labor ?	Yes	
D. Top Management & Office Staff Support for Field		
1. Are all officers and department heads well trained and experienced in industrial construction and management ?	Yes	See resumes attached and in Cost Plus Proposal -- Chlorinated Solvents.
2. Have all of contractor's key management and office people had firsthand experience in responsible positions on jobs of this magnitude ?	Yes	See attached resumes.
3. Can contractor's office force - accounting, etc. - handle added work load of job of this size without loss of quality or delays ?	Yes	On IBM -- can handle 100% increase in volume with no more people -- no delays.

NICHOLS CONSTRUCTION CORPORATION

	Yes or No	Remarks
B. Supporting Field Supervisors and Staff		
1. Can contractor provide good field engineers as needed and are they now in his employ?	Yes	Two capable field engineers with crews are permanent part of organization.
2. Does contractor have enough capable field time keepers, clerks, etc. for a job of this size?	Yes	Now with us -- would not be new hires.
3. Does contractor have enough, capable, experienced supervisors to be used as assistant superintendent, area or craft supervisors, etc. to provide proper field organization below superintendent for a job of this size?	Yes	Have about ten to choose from, excluding those assigned to maintenance on a regular basis. Can name and discuss capabilities now if owner desires.
4. Are these supervisors in contractor's employ now and do they have varied backgrounds so contractor can match special skills and knowledge with job needs?	Yes	Experience varies -- covers following categories: overall, mechanical, heavy rigging, structural steel, concrete and civil, piping and instrumentation, etc.
5. Has contractor demonstrated ability to provide good supervision for critical work such as very heavy hauling and rigging, very precise millwright work, etc.?	Yes	Have three experienced riggers--extra heavy, boilermaker and structural -- Orr, Storm, Neilson. Arnold Keating is an expert on conveyors, kilns, filters, turbines, etc.
6. Can contractor provide a qualified field buyer or in lieu handle buying in his home office?	Yes	
C. Foremen and Craftsmen -- Knowledge of Skills -- Union Relations		
1. Does contractor have a history of consistently developing a capable and productive work force?	Yes	References: Dow, Humble, Wyandotte, Ethyl.

NICHOLS CONSTRUCTION CORPORATION

	Yes or No	Remarks
4. Are contractor's key staff construction personnel familiar with and trained in use of CPM scheduling and are they available to help field supervisors if necessary?	Yes	
5. Can contractor provide qualified take-off and estimating personnel if needed to supplement field forces for cost control and buying needs?	Yes	
6. Does contractor have an established cost control system; are personnel trained in use and is system flexible enough to be adapted to owner's requirements?	Yes	
7. Does contractor have established materials control and expediting procedures?	Yes	
8. Are contractor's payroll preparation and labor cost distribution automated in lieu of tedious manual procedures?	Yes	IBM.
II. Equipment and Tools		
A. Heavy Equipment		
1. Does contractor own enough equipment -- both in types and depth -- to assure availability for proper completion of this work?	Yes	See list in Cost Plus Proposal - Chlorinated Solvents. Largest fleet owned by any industrial contractor in Louisiana. Own more than all local competitors combined.
2. Can contractor supply from his own yard in Baton Rouge and not be faced with high move-in/move-out costs?	Yes	

NICHOLS CONSTRUCTION CORPORATION

	Yes or No	Remarks
3. Will equipment be in good condition -- no third party rental with condition in doubt ?	Yes	Have established preventative maintenance and repair program.
4. Does contractor have as regular employees a group of skilled operators to assure proper operation of all types of heavy equipment, including large cranes for heavy rigging ?	Yes	Because of large fleet of equipment, we work more operators and drivers than all local industrial competitors combined and have on a regular basis the most skilled operators.
5. Does contractor have adequate fuel and lubrication truck to properly, safely and quickly fuel and lubricate equipment ?	Yes	New Truck -- Complete fuel and lubrication facilities.
6. Does contractor have well trained mechanics and mobile repair units complete with tools to back up field forces if needed ?	Yes	Have two permanent field mechanics with well equipped mobile units. In addition, have a regular crew of six mechanics in Repair Shop in yard - available to help field if needed.
B. Small Tools & Specialty Items		
1. Does contractor have complete and deep stock of hand tools of all types to supply craftsmen adequately and quickly ?	Yes	Largest in area -- See list - Cost Plus Proposal - Chlorinated Solvents.
2. Does contractor have all specialty tools that may be required, such as hot tap machines, electronic tube tolling equipment, heliarc, hydro blast, portable stress relieving unit, etc. ?	Yes	Largest in area -- See list - Cost Plus Proposal - Chlorinated Solvents.

NICHOLS CONSTRUCTION CORPORATION

	Yes or No	Remarks
III. Financial Stability & Capabilities		
A. Does contractor have a record of consistent profits with earnings retained in business to expand and improve services and assure financial stability?	Yes	Even while owned by Yuba our industrial work was profitable. During last 2-1/2 years all earnings after bonuses and taxes have been kept in business.
Does contractor have a record of always paying his bills when due and taking all discounts?	Yes	References: All suppliers and subcontractors.
Can contractor definitely provide the substantial working capital required for this job without asking owner for an advance or accelerated payments?	Yes	Present cash balance between $200,000 - $300,000. Have another $350,000 available from unused line of credit with Louisiana National Bank. Reference: Mr. C. W. McCoy, President, Louisiana National Bank.
IV. History of On Time or Early Completions		
A. Has contractor always been on or ahead of schedule on his work?		
1) For Ethyl?	Yes	Essentially on schedule -- delayed on certain items by suppliers delivery of owner furnished items.
2) For Other Owners?	Yes	References: Dow, Humble, Wyandotte, etc.
V. Safety		
A. Does contractor have a regular and formalized safety program:	Yes	Regular on job and off job meetings, etc.
B. Does this result in his field forces consistently following safe work practices and maintaining a good safety record?	Yes	Severity rate for 1964 is about 1/3 of national average.

NICHOLS CONSTRUCTION CORPORATION

	Yes or No	Remarks
VI. Pipe & Steel Fabrication Facilities		
A. Does contractor have efficient pipe and steel fabrication shop (s) located near Ethyl's plant?	Yes	Currently fabricating pipe and steel for Chlorinated Solvents.
B. If so, does shop have efficient facilities to sand blast and prime pipe and steel?	Yes	Currently doing this for Chlorinated Solvents and jobs for Dow and Humble.
C. Does contractor have capable personnel to take off, prepare shop drawings, isometrics, etc. when required?	Yes	Regular employees.
VII. General Considerations		
A. Can contractor provide a complete integrated service to give Ethyl benefit of undivided responsibility to maximum extent?	Yes	Nichols has complete and capable organization with people, equipment and facilities to do entire job except electrical and insulation and other highly specialized subcontracts. Nichols regularly does certain specialties such as heavy hauling and rigging, pipe and steel fabrication, painting, etc. Complete services from one source will help cut overall completion time and reduce costs on a large rush job of this type. Although we do not normally do electrical work, we have a superintendent with heavy electrical background and experience. We have found him to be extremely helpful in expediting completion by electrical subcontractors.
B. Is contractor's organization aggressive and alert for new ideas, new equipment, etc. to reduce costs and speed job completion?	Yes	Program to convert all accounting and cost control to IBM about 75% complete. During past two years Nichols has spent over $250,000 for new equipment and facilities ranging from welding machines up to 60 Ton Motor Crane.

NICHOLS CONSTRUCTION CORPORATION

	Yes or No	Remarks
C.	Yes	Recently completed programs in "Leadership" and "Communications" for key personnel. Will conduct another course starting in September.
D.	?	
E.	Yes	

PERSONAL RESUME

BERT S. TURNER - President

Age	42
Education	Louisiana State University - B.S., Mechanical Engineering Harvard Graduate School of Business - M.B.A., Business Administration
Experience	Engineering, Construction & Administrative - 20 years
Professional Affiliations	Registered Mechanical Engineer - State of Louisiana Member of Board of Directors - Louisiana National Bank Member of Board of Directors - Baton Rouge Chamber of Commerce President - Industrial Contractor's Association of Baton Rouge Trustee - U.A. (Pipefitters) Local 198 Health & Welfare Fund, Educational Fund, and Pension Fund

EXCERPTS FROM PROFESSIONAL EXPERIENCE

		Peak Manpower
1943-1946	Corps of Engineers - Battalion Commander	700
1946-1957	Esso Standard Oil Company - Louisiana Division 1-1/4 years - Engineer, Process Control Department 1/4 year (Summer) - Engineer, Mechanical Engineering Department 1-1/2 years (Leave of Absence) Harvard Business School 3 years - Process Engineer, Economics Group 3/4 years - Head, Analysis Section, Yield & Cost Dept. 1-1/2 years - Assistant Head of Annuities & Benefits Department, Employee Relations Division 1-1/2 years - Senior Buyer, Purchasing Department	
1957-1958	Nichols Construction Company, Inc. Assistant to President	1300
1958-1959	Nichols Construction Company, Inc. Vice President - General Manager	1300
1959-1961	Nichols-Southern Division of Yuba Consolidated Ind., Inc. Vice President - General Manager	1000
1962-1964	Nichols Construction Corporation President	600

PERSONAL RESUME

C. L. ST. CLAIR - Vice President & Manager, Construction & Maintenance

Age 46

Education Oklahoma University - B.S. Mechanical Engineering
University of Houston - M.S. Industrial Engineering

Experience Construction - 18 years
Extensive experience in upper level project management positions with large engineering-construction organizations on multi-million dollar construction operations.

EXCERPTS FROM PROFESSIONAL EXPERIENCE

1949-1950 M. W. Kellogg Co., - Field Engineer
Construction of Cat Cracker at Ponca City & Tulsa

1950-1960 C. F. Braun & Co.
1 year - Field Engineer
2 years - Field Coordinator
2 years - Assistant Superintendent
4 years - Superintendent
1 year - General Superintendent

Major Projects:	Peak Manpower
$10,000,000 Cat Cracker Project - Phillips Oil	800
$ 4,000,000 Ethylene-Dichloride Unit, Dow Chemical	300
$15,000,000 Cat Cracker, Sinclair Refining	1000
$ 8,000,000 Cat Reformer, Sinclair Refining	500
$ 1,000,000 Refining Unit, Humble Oil	125
$ 6,000,000 Lithium Ore Reduction Facility, AM. Lithium	400
$11,000,000 Polyethylene Plant, Celanese Corporation	550
$ 9,000,000 Asphalt Plant, Cities Service	500
$ 2,000,000 Activated Sludge Treatment Plant, Cities Serv.	175
$ 4,500,000 Chlorinated Hydrocarbons Plant, Am. Chemical	250

1960-1961 Nichols-Southern Division, Yuba Consolidated Ind., Inc.
Manager, Industrial Construction 750

1961-1962 Nichols-Southern Division, Yuba Consolidated Ind., Inc.
Manager, Construction and Maintenance 750

1962-1964 Nichols Construction Corporation
Vice President and Manager, Construction & Maintenance 600

July 1964

PERSONAL RESUME

GEORGE M. ESSER - Project Manager

Age 43

Education University of Southern California, B.E. Civil Engineering
Extension Course - Refinery Design, U.C.L.A.

Experience 20 years in design, engineering, construction and sales for major engineering and construction organizations.

EXCERPTS FROM CONSTRUCTION SUPERVISION EXPERIENCE

Company	Position	Unit	Peak Manpower
Jones & Laughlin	Field Engineer	Gasoline Plant	250
"	Asst. Mgr. of Construction	General Supervision	1600
C. F. Braun	Construction Coordinator	Dow-Freeport	500
"	Superintendent	Esso-Baton Rouge Chemical Facilities	1200
"	"	Tidewater-Avon	200
"	Senior Coordinator	Tidewater Refinery Delaware City	10,000
"	Superintendent	Reformer and Desulphurizer Mobile Oil-Breman	400
Natl. Industrial	President-Superintendent	Humble-Baytown	150
Nichols	Superintendent	Grace-Baton Rouge	200
"	"	Dow-Plaquemine	200
"	"	Humble-Wax Cracker	300

July 1964

PERSONAL RESUME

R. L. CONKLING - Manager of Services

Age 38

Education
Southwestern Louisiana Institute - Mechanical Engineering
University of Georgia - Mechanical Engineering
Louisiana State University - Extension Courses in Civil Engineering, Statics and Dynamics, and Industrial Management.

Experience
17 years diversified experience in construction projects, primarily in refinery, chemical and ore processing plants.

Professional Affiliations
National Association of Purchasing Agents

EXCERPTS FROM PROFESSIONAL EXPERIENCE

1946-1960 C. F. Braun and Co., Alhambra, California

2 years - Warehouse Foreman

10 years - Materials Manager

Activities included supervision of materials control, purchasing, expediting, contract negotiations, preparation of cost forecasts, coordination of subcontractors, and construction equipment.

1 year - Plant Inspector

Responsible for quality control including concrete placement, welding procedures, process piping checkout and testing.

1 year - Assistant Superintendent

Responsible for entire construction of sulphuric acid unit.

Major Projects:	Peak Manpower
Synthetic Glycerine Unit, Chlorine Unit, Shell Chemical, Deer Park, Texas	800
Propane-Butane Extraction Plant and Sulphur Extraction 300 Ton Unit, Texas Gulf Sulphur, Woreland, Wyoming	400
Cat Cracker, Casoline Plant, Phillips Petroleum, Borger, Texas	1000
Alcohol Plant, Acid Concentrator, Steam Cracker, Esso Standard, Baton Rouge, Louisiana	1200
Tetroethyl Lead Plant, Ethyl Corporation, Sarnia, Ontario, Canada	300
Hydrofiner, Union Oil Co., Torrance, California	350
Major Plant Expenasion, Jefferson Chemical, Port Arthur, Texas	350
Nickel and Cobalt Reduction Plant, Freeport Sulphur Co., Braithwait, Louisiana	900

	Major Projects:	Peak Manpower
	Decoking Unit, General Petroleum Corp., Redondo, California	150
1960-1961	Nichols-Southern Division, Yuba Consolidated Ind., Inc.	
	Project Manager - Umbilical Tower, Saturn Missile Complex, Cape Canaveral, Florida	100
	Superintendent - V.K. Polymer Plant, General Chemical Division, Baton Rouge, Louisiana	75
	Superintendent - Polymer Plastics Plant, Allied Chemical Corporation, Orange, Texas	200
1961	Nichols-Southern Division, Yuba Consolidated Ind., Inc.	
	Manager - Purchases and Materials	
1962-1964	Nichols Construction Corporation	
	Manager of Services	

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PERSONAL RESUME

J. B. MILLICAN - Manager, Engineering & Estimating

Age 37

Education Texas Technological College, B.S. Civil Engineering

Experience Engineering & Construction - 14 years.
Diversified background in design and construction of refinery and chemical plant installations, ore processing plants, and powerhouse facilities.

Affiliations Registered Professional Engineer - State of Texas
American Society of Civil Engineers

EXCERPTS FROM PROFESSIONAL EXPERIENCE

1948-1949 Engineer Service - Amarillo, Texas
Structural and Concrete design

1949 Parkhill, Smith & Cooper, Amarillo, Texas
General Civil Design

1950 City of Amarillo, Assistant City Engineer
Layout of City Utility Requirements

1950-1959 C. F. Braun & Co., Alhambra, California

1 year - Structural Engineer

4 years - Field Engineer
Activities included field construction planning and scheduling; cost forecasts; coordination of requirements for materials, engineering services, construction equipment and manpower; coordination of subcontractors; customer relations on engineering changes, work permits, and the like.

1/2 year - Plant Engineer
Scheduling and directing additions and revamp to company offices and shops.

1/2 year - Construction Coordinator
Coordinating function between construction project and home office departments.

1 year - Estimator
Determination of unit costs on various construction operations in connection with power plant installations.

1-1/2 years - Assistant Superintendent and Superintendent Direction of field work and activities of subcontractors on two multi-million dollar projects.

	Major Projects:	Peak Manpower
	Cat Cracker - Phillips, Borger, Texas	800
	Acid Plant, Esso, Baton Rouge, Louisiana	
	Aluminum Plant, Reynolds, Arkadelphia, Arkansas	1500
	Cat Reformer, Sinclair, Marcus Hook, Pennsylvania	500
	Ore Processing Plant, American Lithium, San Antonio	400
	Power Plant, Delaware P & L, Delaware City	600
	Asphalt Plant, Cities Service, Linden, N.J.	500
	Sodium Chlorate Plant, Am. Potash, Aberdeen, Miss.	300
	Polymer Chemical Plant, Celanese Corp., Texas	550
1959-1961	Nichols-Southern Division, Yuba Consolidated Ind., Inc.	
	1/2 year - General Superintendent	
	Direction of field construction, including procurement and accounting for plants totaling $5,000,000. Lubricants and wax hydrofiner, Esso Standard; Genetron Plant expansion, General Chemical; Refined Alumina Hydrate Plant, Haiser Aluminum & Chemical, all in Baton Rouge, Louisiana. Canal and railroad, Dow Chemical Company, Plaquemine, Louisiana	150
	1 year - Project Manager	
	Review of estimates, setting up budget and general responsibility of project completion for power piping and installation of a 60,000 KW Turbine-Generator and a multi-million dollar Cellulose Products Plant for Dow Chemical Company.	275
1962-1964	Nichols Construction Corporation	
	Manager, Engineering & Estimating	

PERSONAL RESUME

J. H. JACKSON - Construction Superintendent

Age	35
Education	University of Southwestern Louisiana
Experience	Construction - 15 years Supervision of piping and mechanical installations in industrial plants plus experience in piping design and estimating.

EXCERPTS FROM PROFESSIONAL EXPERIENCE

1949 - 1950	H. K. Ferguson Company - Piping Foreman
1950 - 1951	Caldwell & McCann - Superintendent of Fabrication Shop
1951 - 1953	Kaiser Engineers - Piping Designer and Detailer
1953 - 1956	Nichols Construction Co., Inc. - Piping Superintendent Directed piping installations on numerous industrial construction programs.
1956 - 1957	Nichols Construction Co., Inc. - Superintendent Mechanical installations in several industrial plants in the Baton Rouge area. Numerous assists on pipe design problems and estimates. Directed maintenance operation in Wyandotte Chemical Plant.
1959 - 1961	Nichols - Southern Division, Yuba Consolidated Ind., Inc. Superintendent - Contract Maintenance operation and new construction at Wyandotte Chemicals Corporation.
1962 - 1964	Nichols Construction Corporation Construction Superintendent

July, 1964