



MEMORANDUM

Sherwin Plant Engineering



TO: D. C. Ogle
FROM: J. C. Oates
COPY: D. Riner, B. Bauman, T. Ballou, D. Imig, H. DeLaGarza

SUBJECT: 1991 CAPITAL ASBESTOS ABATEMENT

DATE: January 27, 1992

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As stated in Hector DeLaGarza's January 22, 1992 memo, the 1991 Capital Asbestos Abatement Program went very smooth. We accomplished more work in a shorter period of time than ever before. I certainly hope future jobs go as smoothly.

The specifications and bid packages for all capital work (except for those projects that were started as expense work and later changed to capital) were prepared by the Sherwin Plant Engineering Department. The expense work was handled by Hector DeLaGarza and Northwest Envirocon.

I am personally opposed to using Northwest Envirocon as they are presently being utilized. We (Reynolds personnel) should be responsible for reviewing requests from plant departments for asbestos abatement and reinsulation, estimating the cost (from estimating standards, past experience or unofficial bids from the insulation contractors), preparing work specifications and bid packages, evaluating bids, placing orders and supervising the contractors.

Northwest Envirocon should be called upon to help us in the capacity they have been hired to do. Their duties should be to insure that asbestos abatement is carried out in compliance with applicable laws and the specification under review, act in RMC's behalf by monitoring the abatement contractors' activities, and to inform Reynolds of any deficiencies found. They have not been retained by Reynolds to examine required asbestos abatement or insulation work with plant operating or Power House supervisors, prepare bid packages, show work to potential contractor or supervise the contractor. This work should be done by Reynolds ENGINEERING.

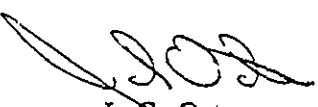
Northwest Envirocon should also be required to relocate their offices to the Contractor's area. We have just gone to great expense and effort to get all contractors out of the plant. Northwest Envirocon is just another contractor and should be treated the same as all the rest. Any contacts

OPINION

CONSULTANT
HIRED TO
MONITOR CONTRACTORS

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with them can be over the telephone just as easily as in person, especially if we limit them to the role for which they were hired.


J. C. Oates

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DIFFICULT TO PUSH
SOME PAPER THROUGH
THE PHONE.

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