Puerto Rico

correspondence
XR Proposal

VICTOR M. GARCIA ASSOCIATES
consulting engineers

M E M O R A N D U M

TO: Digital Equipment Corp.

ATTENTION: Mr. Alfred Sidel

FROM: Eng. Marino Torres

SUBJECT: Digital Equipment Corp. - Aguadilla

MINUTES OF: Meeting held at the offices of Víctor M. García Associates on March 21, 1973

DATE: March 26, 1973

PRESENT:

Mr. Alfred Sidel - Digital Equipment Corporation
Mr. Fernando García - Rexco
Arch. Antonio Márques Carrión - V.M.G. Associates
Eng. Fabriciano González - V.M.G. Associates
Eng. Víctor M. Negrón - V.M.G. Associates
Mr. Carlos García - V.M.G. Associates
Eng. Víctor M. García - V.M.G. Associates
Eng. Marino Torres - V.M.G. Associates

a) Presentation:

1. Plot Plan: Roadways, parking, building location and location of utilities (Water tank, pumping facilities, water treatment plant, electrical substation, helicopter pad).

2. Floor Plan: Building length, width, column spacing, lobby, cafeteria, employees entrances, toilets, change rooms, utility rooms, electric room and receiving and shipping.

3. Perspective: View of building with expansions from Road No. 110.

504 MUÑOZ RIVERA, HATO REY, PUERTO RICO 00918 TEL: 764-6565

b) Design Criteria:

1. Increase free area in front of building
2. Shipping and receiving at back of building approximate 120 feet long.
3. Single access from main road, fan out in front. Traffic of trucks and cars should be identified on plot plan. Make provision to keep the people from speeding in the access road.
4. No fence required
5. Control of road with a T.V. Camera, a gate or a watchman
6. Provision for cafeteria (lunch room) for 900 people of which 25% (225 persons) will be seating in the inside. Inside under cover patio unsheltered.
7. Provision for vending machines: cigarettes, refreshments, candies.
8. Balance cut and fill for 500,000 square feet.
9. Maximum persons per shift: 900 - 600 females and 300 males
10. Provide parking at 3/4 car and person. Provide lighting for the parking lot.
11. Lobby: 600 square feet with a couple of conference room for vendors, two powder rooms telephone booth and electric switch for security. Receptionist in lobby.
12. Office space: 4,000 to 6,000 square feet. Indicated in dotted on floor plan.
13. Employee entrance not to compete with lobby.
14. Digital Equipment Corporation do not like the center core. Put toilets at the edge of the buildings. Check O.S.H.A. for distance of toilet facilities (200 feet).
15. Provide hot water in toilet rooms. Water closets shall have seats.
16. Landscaping: Check how much is required.
17. Along with receiving area, provide a rubbish room, fire protected. No incinerator required.
18. Wet sprinkle for fire protection.

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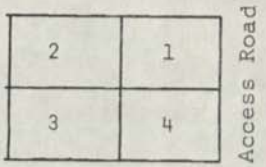
17. Along with receiving area, provide a rubbish room, fire protected. No incinerator required.
18. Wet sprinkle for fire protection.

19. All facilities to be buried. Utilities shall be hidden from view: treatment plant, water tanks, electric substation.

c) Number building according to expansions:



d) Analysis Comparison:

Central air conditioning vs. descentralized - Víctor M. García Associates.

e) Cost comparison for one module:

Steel construction vs. all concrete building - Rexco.

f) Mr. Sidel brought the questionnaire required by Víctor M. García Associates duly filled.

cc: Mr. Fernando García - Rexco

Arch. Márques Carrión

Jan Wouters Puerto Rico Correspondence XR Land

SKINNER CONSTRUCTION COMPANY

GENERAL CONTRACTOR

P. O. BOX L

AGUADILLA, PUERTO RICO 00603

CONST. YARD & OFFICE: KM. 113 - HM. 2
ISABELA, P. R. 00662

HOME: 891-1692

JAN 12 1973

January 9, 1973

cc
file
BKrasnow
E Schwartz
AW H

Mr. Allen W. Hansen
146 Main Street
Maynard, Mass.

Dear Mr. Hansen,

We have information to the effect, that your organization has an expansion program in process, and that you are interested in acquiring approximately 100 acres for such.

In the event the above information is correct, perhaps you might be interested in our 110 acres of industrial property, located near Borinquen Airport, Aguadilla, Puerto Rico.

We acquired this property to create an Industrial Park Complex, but to date this project is only in the planning development stages, and we are flexible enough at this point to consider your needs and requirements, should you be interested.

If the location of our property is satisfactory and you wish to supply us with pertinent information as to your overall requirements, we would be happy to make an overall Engineering Study, to predetermine if our property would meet these requirements and in the event they do, inform you as such for your further consideration.

Awaiting your most recent reply, we remain,

Sincerely yours,

Charles R. Skinner

CRS/lv

Puerto Rico

digital INTEROFFICE MEMORANDUM

XR mems Contracts, cost Contracts

TO: Hiram Quinones

DATE: March 27, 1973

FROM: Al Sidel

DEPT: Facilities Planning

SUBJ: SPRINKLER QUOTATIONS

Read the quotes you received for automatic sprinkler protection of your converted warehouse. I am equally surprised by the price differential.

A sincere thanks for the tip off. Together we shall have to be very alert with both prices and work performed at our Aguadilla Project.

A. Sidel

Al Sidel

mca

cc: G. Beebe
✓ Central Files

digital INTEROFFICE MEMORANDUM

TO: Al Sidel

CC: Distribution List

DATE: 7/23/73

FROM: Lakhan Verma

DEPT: Facilities Planning & Eng'g

EXT : 4131

SUBJ: PLATING ROOM AIR CONDITIONING
SAN GERMAN, PUERTO RICO

At the request of George Wood and Don Pucci, I have made preliminary investigations for air conditioning the subject area. The estimates are based on the requirements for the Electroless Copper Line which represents 25% of the total area occupied by the plating operations. The area occupied by Electroless Copper Line is 2,760 ft.^{2}

The budget costs including contractors OH&P are given below.

The conditions stated under item 3 can be expected by using a standard roof-top unit without any modifications. They will not produce complete comfort conditions but only alleviate the problem of high humidity.

1. Make-up air only, - 100,000 CFM
   Cost = $60,000.

2. Air Conditioning for 78°F DB - 50% RH Room Conditions.
   Cost = $622,000
   (Air Conditioning Load = 840 Tons)

3. Air Conditioning for 88°F± DB, 65% RH Room Conditions.
   Cost = $160,000
   (Air Conditioning Load = 320 Tons

The estimated electrical operating costs for these schemes are as given below. These costs are in addition to the existing operating costs.

1. Nil
2. $184,000 per year
3. $ 76,000 per year

Lakhan Verma

gl

Greg Bacon, Don Gates, Bill Krasnow, Don Pucci, George Wood
Central Files

Puerto Rico

XR Water memos

digital INTEROFFICE MEMORANDUM

TO: Hiram Quinones
Puerto Rico

DATE: August 29, 1972

FROM: George Beebe GB

DEPT: Plant Engineering

SUBJ: WELLS FOR PUERTO RICO

Thanks for your water data and related information. We are using it for our studies and recommendations. Please keep it coming.

Bill Krasnow, whom I believe you met in Boston at Camp Dresser & McKee's office, is handling our environmental problems. The well is under that classification and Bill is our Project Engineer. Will you send your information to Bill and give me a copy if you think I should be aware of it? Bill will make the report and do whatever engineering is needed. He and Nase Wilkins have been working closely on the well as has Pete Mackey.

Again, thanks for the information.

George Beebe

mca

cc: Bill Krasnow
Pete Mackey
Central Files

Puerto Rico

memos
XR water

digital INTEROFFICE MEMORANDUM

TO: Hiram Quinones

DATE: August 2, 1972

FROM: George Beebe

DEPT: Plant Engineering

SUBJ: WATER SUPPLY

Ramon Guzman's 7/22/72 memo has some helpful information in it. There were a few items I wanted to clarify.

Please continue to get answers to my 7/14 questions. This is all necessary data for our analysis, expecially the cost figures on the 8" casing and the yearly water bill.

We need to get Chardon's test data. Specifically: a) what type & size pump did he use?

b) what elevation in the well did he place the pump?

c) what was the water level before, during and after the test?

d) what size piping was used during the tests to operate the pump?

Chardon's boring logs also will be of value.

I think Ramon understands what we need and why. I'm looking forward to your reply. Again, thanks for what you've already sent.

mm

Puerto Rico

memo
XR Water Supply

digital INTEROFFICE MEMORANDUM

TO: Hiram Quinones

DATE: July 14, 1972

FROM: George Beebe

DEPT: Plant Engineering

SUBJ: PUERTO RICO WATER SUPPLY

cc
Ron Wilkens

Will you please get the following information for our study? We want to make recommendations as to the best approach to our water supply situation at your plant and this information will be helpful.

(1) What is the present capacity of the existing well that Chardon installed as it now stands? What are the boring logs?

(2) What is the largest pump that can he put on that well?

(3) Is it a 6" steel casing for its full 300' length?

(4) What would the cost be to increase the casing to an 8" size?

(5) What would the capacity be if enlarged to 8"? What would the largest pump size be?

(6) How can we cross-connect the well with the Aquaductos system?

(7) What would the cross-connection cost?

(8) What was your last year's water bill, both quantity and cost?

(9) What do you estimate this year's bill to be, both quantity and cost?

Can you pull this together by the middle of August?

George Beebe

mca
cc: Central Files
Greg Bacon
Al Hanson
Dave Knoll, Bill Krasnow, Pete Mackey

Puerto Rico

memo

digital INTEROFFICE MEMORANDUM

TO: Pete Mackey

DATE: February 4, 1972

FROM: Ray Baum

DEPT: Plant Engineering

SUBJ: PARTITION'S, SAN GERMAIN

Pete, as per our conversation of yesterday, would you take a partition inventory of the existing office area in SAN GERMAIN. I would like this information on your return to Maynard on February 7. Put it into 7' high Lin. Ft. breakdown on how many Lin. Ft. of this partition is reusable.

Thanks.

Ray Baum

Ray Baum

mca

cc: Central Files

Puerto Rico

Central Files

digital INTEROFFICE MEMORANDUM

memos

TO: Lon Beaupre

DATE: February 3, 1972

XR Space/Depts

FROM: Ray Baum

DEPT: Plant Engineering
Maynard, Mass.

SUBJ: OFFICE LAYOUT SAN GERMAIN

As you can see, the office layout is much tighter than we had originally anticipated. However, I did manage to meet all your requirements with the following exceptions:

1. Your office is 144 sq. ft. rather than the 150 sq. ft. that you asked for.

2. The managers' offices are now 96 sq. ft. rather than the 120 sq. ft.

It was necessary to make the above reductions in order to fit everything in to the area. The Conference Rooms were left at the original 120 sq. ft. as this is really a minimum size for a conference room.

Here are a few suggestions that could give you more space if needed.

1. Perhaps you could have the buyers use a desk rather than a desk and table.

2. Take a look at the number of accounting clerks. Is 24 an accurate figure?

3. Would it be possible to eliminate one of the conference rooms between Col. No. 1 and Col. No. 3.

You will notice that the major aisle through the office area is approximately 6 ft. This aisle width will be determined by the actual dimension between the walls along Col. Line H and Col. Line G.

It is indicated that the wall between the office area and the machine insertion area to be acoustical treated. There is also a 7' partition enclosing the key punch area. The acoustical panel should be placed facing the source of the noise. As we had discussed, this is a minimum approach, as any further work necessary along this line would be done by your maintenance group at a later date.

I have asked Pete Mackey to determine how much of the existing office partition is reusable. Could you follow up on this, so that we will know how much additional to send to Puerto Rico. On the enclosed drawings would you indicate in red any changes that you would like made and return to me via Pete Mackey.

I would again like to thank you and your staff for the co-operation shown to me on my visit to your plant.

Thank you.

Ray Baum

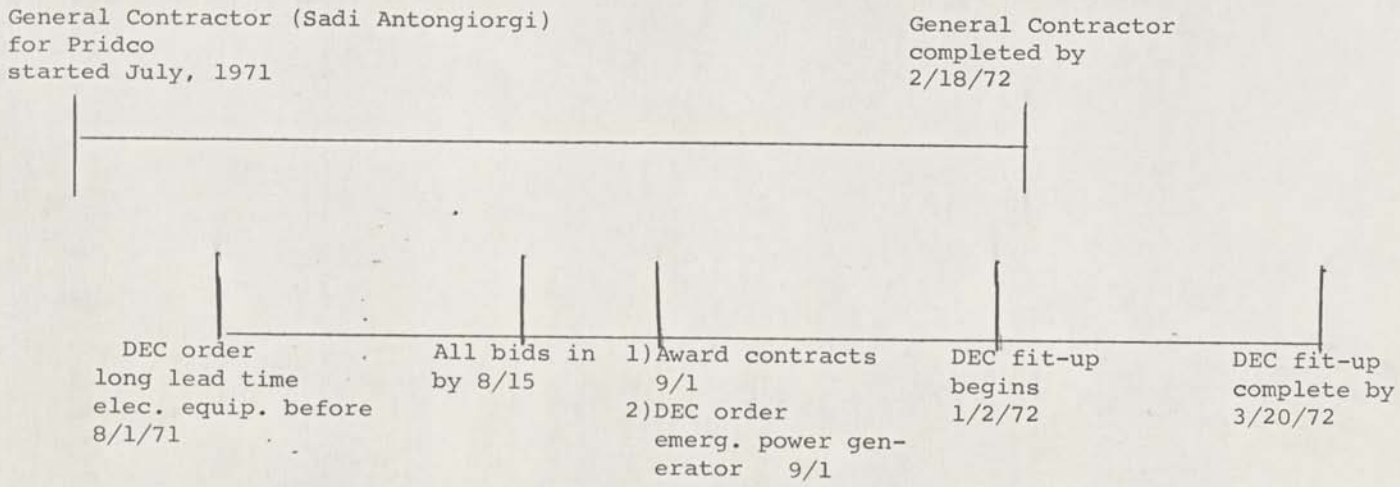
Ray Baum

mca

cc: Central Files

memos
XR Construction

CONSTRUCTION SCHEDULE
PHASE II PUERTO RICO



cc: Best
Carlson
Craffey
Hanson
MacDonald
Project Engineers

For your info
GBB
7/12

George Beebe
7/8/71

Puerto Rico

mems

digital INTEROFFICE MEMORANDUM

TO: Lon Beaupre

DATE: November 4, 1971

FROM: Ray Baum

DEPT: Plant Engineering

SUBJ: MODULAR FURNITURE

Enclosed for your information are some isometric sketches as to how this furniture looks. I have also drawn up a plan view showing the best and most efficient way to use this furniture. This is a suggested layout only and does not have to be taken verbatim.

For example, the length can be shortened, more tables, and more secretaries could be inserted.

Files can be obtained in several configurations and Ron Senatore should be able to supply you with this information.

I hope that this will help you, and if I can be of further aid to you, please feel free to contact me.

Ray Baum

mca
Encls.

cc: ✓ Central Files

Puerto Rico

memos

to: Peter Mackey - Puerto Rico

from: George Beebe - Maynard

Received messages of 3/2/72 and have replied already. If not, ask me again.

Since you've been in P.R. so long, I suggest you come home as planned. I'll go to meetings 3/7 with Guzman. If Hiram Quinones is available, he could help. Your wire mentioned a 3/8 meeting. I don't think there is one. Both are on 3/7, Tuesday.

I'll see Guzman at 7:45 AM Tuesday, 3/7 at the Rackett Club.

Thanks for the help in making arrangements.

P.R.

memo

Central file

TELEX MESSAGE

MSG NO. _____ DATE: September 29, 1971

TO: Lon Beaupre OFFICE: Puerto Rico

FROM: George Beebe=Plant Engineering

REFERENCE: Al Hanson's 8/27/71 letter.

I am very interested in your progress on finding a good Plant Engineer per Al Hanson's 8/27/71 letter. Will you please give me a status report? Do you have an approved Personnel Requisition?

Suggestion for your consideration:

We could run the following BLIND ad in a newspaper in a predominently Puerto Rican area in the U.S. such as a N.Y. city paper. We might find someone here that would meet the need.

"Facilities/Plant Engineer --

Registered engineer w/5 yrs. experience in preventive maintenance program and new facilities construction, including site selection, project justification, contract negotiations. Some process layout experience desirable. Fluency with written and spoken Spanish, a must.

We have an existing plant that will need a good maintenance manager. We need to expand very soon and may need to locate a new site. The challenge for the right man is here.

Reply to box, etc, etc."

Please let me know your reaction, and the status.

DEC 5 - 1049 (2-70)

cc: Al Hanson, Al Silva, George Wood, Ray Carlson

Puerto Rico

memo
XR Labor Hr. Charges

digital INTEROFFICE MEMORANDUM

TO: Ed Simeone

DATE: 5/4/72

CC: Distribution List

FROM: A. R. Craffey

DEPT: Plant Engineering

SUBJ: LABOR CHARGES - PUERTO RICO

Per request of L. Beaupre (CC #492) for Carpenter assistance on local work, (2) of our tradesmen were assigned to Puerto Rico for the duration (March 4 thru April 29, 1972).

Total time involved was 764 1/2 hours, of which 90 hours should be charged to X95-07895 and the balance of 674 1/2 hours should be billed directly to CC #492 - Account #8208.

Realize that this won't be processed for the April closing - but handle for May accounting.

✓Central Files
gl

Distribution List:

George Beebe, Pete Mackey, George Silva and Harold Trenouth

MGS 1075
TO PETE MACKEY
FM LON BEAUPRE

Gregory Hellekson to Project Carpenter - L Beaupre

4/3

MY UNDERSTANDING WAS THAT ALL PERSONNEL SENT TO US TO WORK ON THE EXPANSION WOULD BE CHARGED TO THE CAPITOL PROJECT. HAS THIS BEEN CHANGED? IF SO, JUST CHARGE CC 492 ACCOUNT 8108 AND MAYNARD WILL BILL US.

LON

P.R. File

Rev. 7-19-71
July 12, 1971

W A Johnson

ELECTRICAL & MECHANICAL CONSTRUCTION FOR PLANT #3 PR I

PR I
Bldg 3 Ph 1
2103-42
X 95-07270

ANALSIS OF Cost Accounting Sheets No 1 & No 2
COVERING PERIOD FROM 7-26-69 TO APRIL 1970

REQUEST FOR CAPITAL EQUIPMENT 5-23-69, FOR PARA IV ESTIMATED COST OF OUTSIDE PURCHASES, AND/OR LABOR OF $300,000 APPROVED 7-11-69.

	TYPE	(% OF TOTAL)	BILLING AMOUNT	MAJOR CONTRACTORS
1.	PROCESS EQUIPMENT AND SPECIAL PIPING	(3%)	$ 93 47.25	TRANE CO BRIAN SUPPLY
2.	COMPRESSED AIR EQUIPMENT (A. 2- IR AIR COMPRESSORS, E. 2- DRYERS)	(8.5%)	27,408.81	FRANKLIN SUPPLY
3.	PLUMBING & CA PIPING	(9%)	28,600.00	SAM P. WALLACE, HATO REY PR
4.	FIRE PROTECTION	(5.5%)	1 83 47.63	VIKING FIRE SPRK, SAFETY HOUSE
5.	HEATING, VENTILATION, AIR CONDITIONING	(25%)	80,820.01	GALLARDO & CO. NAUSET ENG.
6.	ELECTRICAL	(44%)	14 0, 144.20	LORD ELECTRIC CO. SAN JUAN PR
7.	GENERAL CONTRACTING	(5%)	15,077.00	YANCO CONSTRUCTION, AF QUEBEC CO., CARLSON CO.
8.	TOTAL	(100%)	$ 320345.90	

memos
x-ref maintenance

Central File

Puerto Rico

ØØSGØMSGVSGV'ØVSGVØSGV
ZCZC
PUERTO RICO
DIIGITAL MAYNARD
MSG NO 100 2/5/73

TO HIRAM QUINONES PUERTO RICO
FR JIM GRACIE MAYN ENG

OK FOR YOU TO INSTALL HOT WATER TO LAVATORIES JUST MAINTANE
RECORD FOR COSTS FOR POSSIBLE CHARGE BACK TO LAND LORD.

REGARDS
SLG
NNNN
ØSGV

FEB

Puerto Rico memos

digital INTEROFFICE MEMORANDUM

TO: Harold Trenouth

cc: Bill Hansen

DATE: January 22, 1973

FROM: Jim Gracie

DEPT: Corporate Maintenance

SUBJ: PUERTO RICO PLANT

The results of my visit to the Puerto Rico facility on specific problems, and my general observation of this operation is as follows:

(1) Heat Tents

About the only problem with the heat tent installation is the procuring of the parts to do the job. Hiram has the equipment and expertise to do the job in total, and prefers to do the woodwork himself.

(2) Purchasing

This is a real problem down there, and I see that we can be of service; to this end I have committed our organization to support Hiram with the local purchasing people's blessing. On problem items he will TWX us in Maynard with the information and purchase order number for the items. We will obtain these items and arrange for their direct shipment to Puerto Rico.

(3) Locks

One more visit to this facility by Fred LeBlanc should solve this problem.

(4) Air Compressors

The high maintenance costs and uncertain reliability of this equipment indicates that this machinery be replaced. This is one of the most serious complaints, and should receive immediate action. The system directly supports Production, and its loss would have a direct effect on Board Production. I suggest that this equipment be replaced with one new rotary air compressor, and that the existing machinery be retained for standby use.

(5) Emergency Lighting

No problems exist in this area; Hiram has installed emergency lighting compatible to that presently being used in the Maynard Mill Complex.

(6) Exit Signs

This item is required, and must be bilingual. I suggest we use the same type being used in the Kanata plant.

(7) Corrosion Control

This problem was insignificant, and is under control.

(8) Emergency Diesel

This equipment has only 250 hours of operating time, and is in good condition. The only thing that I can suggest on this is that an engine oil analysis be taken at the 1000/1200 hour operating level, and at this time note any unusual concentration of trace metals, acidity and moisture.

(9) Preventative Maintenance Program

Hiram is useing our guidelines in his approach to this problem, of which I personally am pleased, he finds it a useful tool, and with time will have a system of control equal to ours at Maynard.

(10) HW in Lavatories

This problem will require assistance from our Legal Department. It seems that the landlord will not provide this item. This fact should be affirmed, and if so, Hiram can go ahead and do the job.

(11) Seats in Lavatories

This problem is resolved; the landlord has agreed to install these items at no cost to DEC.

(12) General Observations, Plant and Environment

My inspection of this facility showed that everything is in good shape. The proverbial problems exist there as in our own plant. Some areas of maintenance suffer because of the equipment's need for Production support, lack of spare and repair parts because of poor delivery. The wave solder process there has identical problems to our machines in Kanata and Maynard.

The Gold Line area in this facility is a problem. Many hours and dollars are expended in its maintenance and repair due to improper equipment installation, when this facility was built. This corrosive atmosphere in this area has a high mortality rate on unprotected electrical equipment piping, etc. With all the problems we experience in this area of Production in our own plant, why we still install unprotected electrical equipment, copper pipe instead of PVC piping, and mate equipment of dissimilar metal without proper grounding to prevent electrolysis is a mystery.

I think that a training program for this plant's tradesmen would be most beneficial to DEC. I suggest that we bring selected individuals to Maynard to work directly with our people for a two to four week period. This would greatly increase their level of competency, and reduce some of the dependency on outside contractors and their costs.

(13) Special Report

I am pleased to report that Dede the dog is in good health and happy; has been provided with a drinking dish, eliminating her need to drink from the Air Conditioning Cooling Tower.

Jim

ams

1-22-73 Puerto Rico Jim Gracie memo XR Maintenance

COMPLETE DETAILED LIST OF PARTS
USED IN HEAT TENT MODIFICATION

ITEM	QTY.	DESCRIPTION
1.	2	ITE #A103B Size "0", 208 volt, 3Ø Contactor
2.	1	Rotron Mod. #2A Determinator Kit Air Flow Switch
3.	1	Cornell Dubilier, Sprague, JARO 220/250 volt, 130-156 MFD Start. Cap.
4.	1	Tecumseh #82778 Start. Relay
5.	3	#1020A4 - 220 volt Indicator Light
6.	1	#ST52P - 3 Pole - double through center off Switch
7.	1	#ST-12F Single Pole On-Off Switch
8.	1	#7410 Twist Lock - 4 Wire Receptacle Harvey, Hubbell
9.	1	#3421 Twist Lock - 4 Wire Cord Cap. Harvey, Hubbell
10.	1	#3431 Twist Lock - 4 Wire Cord Cap. Harvey, Hubbell
11.	1	#LF-B7-7 Partlow Temperature Controller
12.	4	Chromalox Strip Heaters - SEF-260 2500 W 240 Volt
13.	1	Heater Duct
14.	2	ZA10 Cord Connector (Killark)
15.	6 (about)	½" EMT Clamp
16.	25'	#10/4 Service Cord, Cornish
17.	15'	#14/4 Service Cord, Cornish
18.	10'	#16 Wire Black

ITEM	QTY.	DESCRIPTION
19.	10'	#16 Wire - Red
20.	10'	#16 Wire - Yellow
21.	10'	#16 Wire - White
22.	8'	#12 Asbestos Wire with Nickel Stak-ons American Insulated Wire Corp.
23.	1	J/B #A31136 3/8" Access "T"s
24.	1	J/B #A31140 5/8" Access "T"s
25.	1	Sporland CRO-6-0/60 Crankcase Regulating Valve

Puerto Rico — memo

digital INTEROFFICE MEMORANDUM

XR Contracts / Cost Contracts

TO: Al Hanson
cc: Henry Crouse
Pete Mackey
John Trebendis
Central Files

DATE: February 15, 1972

FROM: Dick King

DEPT: Plant Engineering

SUBJ: PHASE II BUILDING PUERTO RICO

Quotations were requested and received in Maynard to compare with quotes submitted by Sam P. Wallace and Company of Puerto Rico, Inc. The two items that were competitively bid were transformers and air conditioners. The results of these quotes were as follows:

1. G. E. Transformers

	Puerto Rico		Maynard
1 - 1000 KVA Transf.	$16,863.00		$16,164.00
1 - 3000 KVA Transf.	$25,650.00		$24,585.00
		shipping	$ 1,200.00
Total	$42,513.00		$41,949.00

Savings in Maynard $564.00

It was decided that for the difference in price it would be to our advantage to have a Company as large as Lord Electric do the expediting of these long lead time items.

2. Carrier Air Conditioners

12 units furnished and installed less electrical wiring

Puerto Rico	Maynard
$75,000.00 60% credit to DEC for total below above price.	$68,707.00 100% credit to DEC for total below above price.

Savings = $6,293.00
in Maynard

On 8/30/71 a verbal go-ahead was given S. P. Wallace on this contract.

On 9/1/71 a contract was signed in Puerto Rico to go ahead with this project. The quotes on air conditioning were not received in Maynard until 9/7/71. The Maynard quote was passed on to Puerto Rico, but Wallace had already ordered their material. No further action taken to my knowledge.

These are the only two items competitively quoted that I am aware of. They total a possible savings of $6,857.00, not the $30,000.00 figure you mentioned to me.

mm

digital INTEROFFICE MEMORANDUM

TO: Bobby Hickman

DATE: 7/16/73

CC: Henry Crouse
Rod Mooney
George Silva
Harold Trenouth

FROM: Bill Krasnow

DEPT: Facilities Planning

EXT : 2521

SUBJ: PUERTO RICO EMERGENCY GENERATOR

On behalf of our Manufacturing Group and our Puerto Rican Colleagues, I wish to thank you for your splendid response and assistance during the recent power crisis in San German.

Your midnight flight to Puerto Rico with the spare parts, particularly with such short notice and on your wedding anniversary, as well as your assistance to Hiram and his operating personnel is greatly appreciated.

Thanks for a fine job.

Bill K.

gl
✓Central Files

Puerto Rico

memo

XR Space/Departments

digital INTEROFFICE MEMORANDUM

TO: Bill Hanson

DATE: February 2, 1972

FROM: Rod Mooney Rod Mooney

DEPT: Plant Engineering

SUBJ: FACILITY LAYOUT - PUERTO RICO

Enclosed is one print of a block diagram representing the agreed on production layout for the expanded Puerto Rican Facility. This block diagram was developed by Plant Engineering with the excellent cooperation of Plant Management personnel at the site, using preliminary layouts supplied by Plant Management.

Detailed drawings are now being developed by Plant Engineering that will show process layout, including production equipment and work stations. These drawings will provide the basis for the actual "fit-up" of the building including power, compressed air, and other services distribution. Subcontractors are now working in the new area doing the major services distribution and Plant Engineering personnel are scheduled to start secondary services distribution within two weeks.

Please note that the block diagram includes vacant space of 10,200 SF. This is in addition to some expansion capability included in each individual production area. From a space viewpoint, this would be ample area to include warehousing of miscellaneous supplies, (packaging materials, building supplies and materials, etc.), that are now planned to be stored in the leased, 36,000 SF "Pridco" building. Other considerations than space may justify the continuation of the lease on the 36K Pridco building and these should all be analyzed by Manufacturing prior to a decision on the lease.

* note: Drawing is in Engineering drafting files

cc: Stan Olsen
Pete Kaufmann
Dave Knoll
Lon Beaupre
R. Hopley
Al Hanson
George Beebe
Pete Mackey
Ray Baum
✓ Central File

Enclosure
mm

Puerto Rico

memos
XR Construction

digital INTEROFFICE MEMORANDUM

TO: Bill Hanson

DATE: January 13, 1972

FROM: Rod Mooney Rod Mooney

DEPT: Plant Engineering

SUBJ:

Communication between Rod Mooney in Maynard and Hiram Quinonez in Puerto Rico today established the following:

1. Hiram is now working on a plan layout for the PR expansion. He is working with Supervision to establish logical flow of materials and areas required, all in order to determine the needs of utilities.

2. Rod Mooney and Ray Baum will meet at the PR plant with Hiram Tuesday, January 25th to help finalize the building interior layout. Finalization will include the determination of work-flow requirements, storage, and office areas.

3. The final plan will show enough information to allow the DEC Plant Engineering Construction group to complete the actual "fit-up" of the new expansion.

Hiram confirmed reservations for two at the Mayaguez Hilton for 1/24, 1/25, 1/26, and an Avis car at the Mayaguez airport for 1/24.

cc: Al Hanson
Dave Knoll
Lon Beaupre
Hiram Quinonez
George Beebe
Ray Baum
Central Files

mm

memo
re Electricity

file

digital INTEROFFICE MEMORANDUM

SUBJECT: 38KV or 4160V AT PUERTO RICO?

DATE: March 11, 1971

TO: Al Hanson
Ray Carlson
Jack Pinder
Pete Mackey
Greg Bacon

FROM: Charlie Tompkins

DEPARTMENT: Plant Engineering

A COST ANALYSIS

The intention of this report is to indicate the power consumption that is required to equalize our expenditures for a 38KV investment. The maximum period of time in which we consume this power will not be analyzed in this memo; however, Phil Feeney would like to see this period specified at four years. An initial investment comparison and a study of the difference in electric rates give us the consumption figure; and they follow.

(It should be noted that when a maximum period of time is established, a meaningful comparison of present worth can be made. Refer to my memo of February 9, 1971.)

I. Initial Investment Comparison

A. 4160V Alternative

$31,250. was Lord Electric's price -- April 11, 1969. It included:

1. A 5KV outdoor pole mounted switch.

2. a 5KV feeder from the outdoor switch to the indoor unit substation.

3. A 1000KVA, 4160 to 460/265V indoor, dry type unit substation.

If we were to triple this capacity (using this old quotation), we would pay approximately an additional $62,500. The total bill including our old investment comes to $93,750. (We realize, of course, that having 4160V already on the property could reduce this figure somewhat.)

I. Continued

B. 38KV Alternative

$70,000. was Lord Electric's price -- April 3, 1969. It included:

1. A 38KV outdoor steel transformer take off structure with all necessary equipment for dead ending an incoming service, bus work and supports, vertical group operated 3P switch, fuse disconnects and fuses, provisions for P.R.W.R.A. metering, luminaires, lightning arresters, ground grid, transformer, concrete slab and cyclone fence enclosure.

2. A 5KV feeder from the outdoor transformer to the indoor metalclad 5KV switchboard.

3. A 5K metalclad indoor switchgear lineup with a main incoming fused switch and fused feeder distribution switches for Building #3 and future Buildings #4 and #5.

4. A 5KV feeder from the 5KV metalclad to an indoor unit substation.

5. A 1000KVA, 4160 to 460/265V indoor dry type unit substation.

It is seen that the above alternative includes much of the 4160V alternative (parts 4 and 5); therefore, the cost for the stepdown from 38KV to 4160V is about $70,000 - $31,250, or $38,750.

We would have to pay the additional $62,500 (approximate figure) in either alternative in stepping down from 4160V to 460/265V.

Also, note that the required additional cost of $38,750. for 38KV equipment may well be reduced if we use the existing 4160V service, as the transformer KVA rating could be smaller.

This analysis will use the $38,750. cost as the difference between the new services; we realize, however, that the before-mentioned reasons could easily alter it somewhat.

II. Study of the Difference in Electric Rates

A. 4160V Alternative

P.R.W.R.A. rate schedule LP-14 applies. The demand charge for 4160V and 38KV are identical, but calculations of energy charge differ and will be shown.

1. $2.35 per kwh for the first 100 kwh per month per KVA of maximum demand.

2. $1.55 per kwh for the next 200 kwh per month per KVA of maximum demand.

3. $.75 per kwh for all additional energy per month.

B. 38KV Alternative

P.R.W.R.A. rate schedule LP-16 applies.

1. $1.15 per kwh for the first 300 kwh per month per KVA of maximum demand.

2. $.75 per kwh for all additional energy per month.

C. Difference in Rates

For analysis, a typical 500KVA billing demand will be used. The energy rates for both alternatives beyond 150,000 kwh are the same; i.e. both charge .75¢ beyond the first 300 kwh per KVA of maximum demand. This latter charge will not be calculated.

1. 4160V energy charge (first 150,000 kwh)

($.0235)(100)500 = $1175.
($.0155)(200)500 = $1550.
TOTAL = $2725.

2. 38KV energy charge (first 150,000 kwh)

($.0115)(300)500 = $1725.

The 38KV alternative, then, shows a $1000. savings on the monthly bill. In the course of a year, the savings would hover around $12,000.

Regardless of greater kwh, the savings remains constant with constant KVA billing demand; however, with increased KVA billing demand, the savings go up, and vice versa.

III. CONCLUSIONS

The above calculations show the average savings for our present power consumption. And, if we had installed a 38KV service, rather than the 4160V, it would have taken somewhere in the vicinity of 3 to 5 years to see the return on investment - $12,000/yr. to $38,750.

If the KVA billing demand were higher as would be the case with 2 additional buildings, the return on investment would be even faster. (The electric company gives better rates for both high voltage service and greater power consumption.)

38KV is clearly the better alternative, provided P.R.W.R.A. will not charge heavily to run the transmission lines.

Charlie

Charlie

mca

Re: Interoffice Electrical Service
Fortune Electrical
XR Electrical

digital INTEROFFICE MEMORANDUM

SUBJECT: FUTURE SERVICE FOR THE PUERTO RICAN FACILITY

DATE: February 9, 1971

TO: Al Hanson
Ray Carlson

FROM: Charlie Tompkins

DEPARTMENT: Plant Engineering

38KV or 4160V? This is a simple economy problem. The cash flow diagrams are shown below using the following symbols:

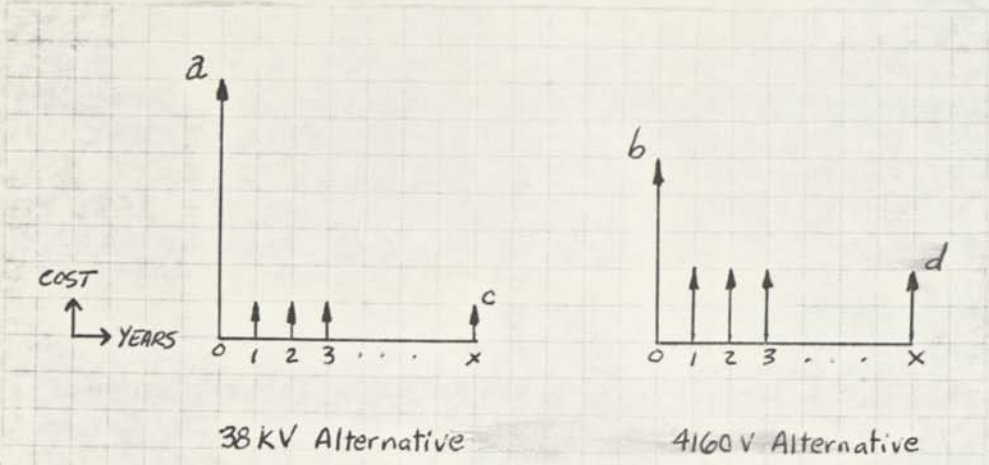
X = number of years each alternative costs DEC same amount

a = value of 38KV initial investment

b = value of 4160V initial investment

c = value of 38KV monthly payments over each year

d = value of 4160V monthly payments over each year



38 KV Alternative

4160 V Alternative

The present worth of quantities a and b can be accumulated with up-to-date quotations. The present worth of payments (electric bills) is less than the actual assigned dollar figure to that payment by an interest rate factor (i.e., we have use of this money until the payment is made). Each payment, from a standpoint of present worth, then decreases successively.

Assumptions must be made. They are 1.) Electric rates will remain constant; 2.) Present interest rates will not change; and 3.) The initial investment will be paid immediately.

Certain factors must be verified (please do so):

1.) The electric loads in the two proposed buildings will be identical to that of the existing plant;

2.) The existing plant has adequate expansion capabilities; and

3.) The existing plant will continue to operate from the 4160V line.

And in order to save analysis time, three pertinent questions are:

1.) What is the maximum initial investment DEC can tolerate?

2.) What is the maximum length of time DEC must tolerate before a savings is seen on the larger initial investment plan?

3.) Approximately when will the two new buildings be erected?

With this information I can select the best service and when to begin installation.

Thank you for your assistance.

Charlie

Charlie

mca

Memo re Air Conditioners

digital INTEROFFICE MEMORANDUM

SUBJECT: AIR CONDITIONERS FOR PUERTO RICO

DATE: March 1, 1971

TO: George Silva
Central Files

FROM: Jack Pinder

DEPARTMENT: Plant Engineering

5 - Mod # 50DA009500 Serial # are missing on all but (1)
208-230V 6 cy 3 Ø 41.4 amps
Fan Motors (2) 9.1 amps total (Located in Bldg. 1/1)
50.5 TOTAL

1 50DA009500 in Basement of Bldg. 5 that can be repaired and shipped

4 50DA009500 installed at A&M Building that could be used.

1 50DA004500 Ser.#3047955
Approximately 3-ton Air-cooled Commercial type
208V 3 Ø 13.9 amps (Located in Bldg. 5/B)

JP/mac

INVENTORY STOCK AVAILABLE FOR USE February 26, 1971

BLDG. 11-3 - MACHINE SHOP STOCKROOM

1. 3 PH 220/440 3/4 H.P. Electric Motor
2. Constant voltage trans. PRI voltage 95/190 130/260 Secondary 118 V 500 V.A.
3. Budgit 1/8 Ton lift
4. 3/4 H.P. 110/220 Electric Motor 10.5/5 Amps
5. 1/2 H.P. 115/230 V Electric Motor
6. 1/3 H.P. 115 V. 7.2 Amps
7. Vacuum Pump
8. 1/3 H.P. 1/6 H.P. 115 V. 7.6/4.3 Amps electric motor
9. 3 H.P. 3 phase 208/220-440 V. 10.5/6 Amps Electric Motor
10. 1/3 H.P. 550V .48 Amp Electric Motor
11. Transformer 5 KVA High V. 240/480 Low v. 240/120

BLDG. 11-4

1. 9 Window fans with 7 brackets - 1/8 HP-850 RPM Aerovent LS 241
2. 5 motorized louvers

BLDG. 1-1 - ALTERNATOR ROOM

1. 2 Electric window fans & brackets
2. Motor-alternator set 120 V. 50 cycle 1 KW

BLDG. 5B - PLANT ENGINEERING STOCKROOM

1. 1090' X 100 Bus Duct (used)
2. 420 X 100 Corner pieces (left & Right 90°)
3. 20 x100 Tap Boxes (used)
4. 10 XEQ 450 Bus Duct enclosures
5. 1 225A 277/480/ V. Bus
6. 2 800A 240V FPE Main Breaker
7. 4 Westinghouse 100 A Fusible switch boxes (Bus Duct)
8. 1 Cutler hammer 30 A Disconnect
9. 1 Cutler Hammer 60A Disconnect
10. 1 Cutler Hammer 60A Disconnect
11. 1 Cutler Hammer 100 Disconnect
12. 2 400A. 208V Zinsco panel (3-100's, 4-60's, 4-30 fusable)
13. 300 277 V. 8'lighting fixtures (new & used)
14. 140 110 V. 8'lighting fixtures (used)
15. 800 A. F.P.E. Main Disconnect Breaker & 1 - 400A Breaker
16. 1 Westinghouse 400 A main disconnect
17. 8 Recessed reflector fixtures 4-4' tube type
18. 5-43" window fans
19. 3-31" window fans
20. 7-window shutters
21. 1 115V 50cycle 37.6 KW Motor Alternator set
22. 700 X100 hangers (new)
23. 520' 3000 series used wire mold
24. 3 230/460 V. 3PH 2HP motors 7.1/3.5 A
25. 1 230/460 V. 1PH 1½HP motors 4.8 - 2.4 A

6. 208 - 220 - 440 3PH 1/3 HP 1-4 - 0-7 Amps
27. 208 - 220 - 440 3PH 1½HP 4-5-2.2 Amps 3/4 D.N. 4 Pump.
28. 230 V. Single PH 2.5 A. 1/3 H.P. Pump
29. 1 Murray 200 A. 600 V. Disconnect
30. 1-3-400A 1-100 2-60 2-30 Zinsco Distribution Panel (fuse)

LEOMINSTER

1. 50 cy a/t Marathone - 65 KW (1)
2. 1 - 30 HP Air Comp Joy
3. 1 - 25 HP Air Comp. I.R.

CC:
Al Hanson
Tom MacDonald
Ray Carlson
Greg Bacon
Jack Pinder
George Silva
Central Files

JP/mac

Puerto Rico

P.R. corrugators

digital INTEROFFICE MEMORANDUM

send copies to Bruce Boeme ✓ Dick Curnow Cy Kendrick D. Knoll

SUBJECT: REPORT OF TRIP TO P. R. MAIN TRANSFORMER FAILURE

DATE: October 26, 1970

TO: Al Hanson

FROM: Jack Pinder

CC: Tom MacDonald

DEPARTMENT:

October 21, 1970

After visual check of switch gear and transformer, it was found that the probable cause of the failure was transformer failure, not lightning. Lightning may have contributed to the failure but was not a direct cause. It was found that the center and rear windings were burned on the bottom side. There was no indication of burns showing from the top. The burns were located near the center of the cores, not the outside--indicating a short between two phases.

It was also found that there were lightning arrestors properly installed as indicated on the on-line distribution drawings (on the outside pole and on the primary disconnect on the transformer).

After further visual inspection, it was found that the iron core and surrounding metal parts were rusted--indicating the possibility of excess humidity. I also found that the top of the transformer enclosure was damaged (later found out it was damaged in transit). This type of abuse could have affected the transformer.

I later talked to one of the DEC maintenance men who was told by a Lord Elec. employee, who had originally connected the switch gear, that when it was first connected, he believed it to be defective because of burn marks and the rough abuse it got in shipment. One of the shipping crates was damaged when it arrived on the site. It was also stated by workmen from the Power Co. & Lord Elec. that most high-voltage, air-cooled transformers installed on the Island fail after a short time, probably due to the high humidity.

I attempted to call the G. E. Company in San Juan to get a man here to estimate the damage and time involved. I got no answer. On Thurs. morning, 10/22, I phoned again and talked to a Mr. Cesar Villafañe. He said he would have someone here in the afternoon or Friday morning.

The G. E. representative arrived at the plant at 1:30PM and looked over the transformer then called his office. After which time, he stated that it was a factory problem. Louis Falco (Lord Elec.) also arrived at 1:30PM. G. E. and Lord Elec. will stay with the problem and try to locate a replacement.

SUPPLEMENT

The failure occured on Sunday, October 18, 1970 at 2:35PM during a rain storm. The guard attempted to notify the Power Co. but the phone was out of order. At approximately 8:00PM the phone service was restored and the Power Co. and Police Dept. were called and arrived about 8:05PM. The Power Co. found two fuses on the pole which were blown--they replaced these fuses but the new ones blew out also, at which time they left informing the guard of the situation. The guard notified the proper DEC persons and the matter was left until morning.

At approximately 8:00AM Monday morning, an engineer from the Power Co., Mr. Sotomayor, arrived--did some testing and found the transformer to be bad. He obtained three 167 KVA transformers, necessary wire and more power, disconnected the existing system and supplemented his own equipment. At approximately 10:00PM Monday the power was restored with about 500KVA available. During this time, two of Lord Elec.'s men stood by and watched. Lord Elec. was also called in on Monday morning to help in the problem. Tuesday AM Louis Falco from Lord Elec. arrived, looked the transformer over and left. Production resumed on Tuesday morning as normal except for a few rows of lights and a few air conditioner units left off.

At this time, I would like to say that I feel that the Power Co. went WAY OUT OF THEIR WAY to restore power in a minimum of time and I feel that a letter of appreciation and commendation should be sent to them by an official of the Company. Also, I am sure that it was not their responsibility to supply this equipment and manpower. The name and address is as follows: Mr. Sotomayor, Engineer, Fuentes Fluviales, San German, Puerto Rico.

While at the plant, I also looked over the 500KVA Generator installation. I took measurements and stock lists for possible installation by Plant Engineering personnel. I believe that we could do the installation and save the company money. I have obtained a price of approximately $200 to lift it in place with a crane. The electrical hook-up, material-wise, would go about $100. The fuel piping about $40. The biggest expense would be an oil tank. I am sure that an old oil tanker truck of about 2,000 gals. or more could be purchased, cleaned up, and set up behind the building--it would make a beautiful installation. Labor would be two men for one week and travel expenses. The only problem I see so far is the Kirk interlock--but, I don't have any parts books here to check on them. However, there are other ways of interlocking.

Jack

JP/clw

Puerto Rico

memos
XR Tourist - Travel Info

digital INTEROFFICE MEMORANDUM

w/attachments

TO: Frank Kalwell
cc: Al Hanson
Stan Olsen

DATE: June 30, 1972

FROM: Harold Trenouth

DEPT: Plant Engineering

SUBJ: CAR RENTAL, PUERTO RICO, JOHN GREGORY
(COPY ATTACHED)

John Gregory and Bob Hickman were sent to Puerto Rico to help fit-up the new building.

They had to have a car for transportation, so they asked the Travel Department to rent one for them. As far as I know, this is the correct procedure. Therefore, whether they received a rental car or not, what they paid, and who they got it from were entirely controlled by your Department.

We have three cars in San German, not two (reference your memo to L. Beaupre/D. Heaton and his reply (copy attached). According to L. Beaupre these cars are very seldom available. In any event, the decision to rent another car was made by your people, not mine. I had no control over the cost.

Harold

ams

Attachments

INTEROFFICE MEMORANDUM

TO: L. Beaupre
D. Heaton

DATE: May 3, 1972

TO: Frank Kalwell

DEPT: 43A-1

SUBJ: CAR-RENTALS

I notice our spending for car rentals in your area are substantial ! (see attached.) Five rentals alone totaling over $1,000. What ever happened to the idea of having one or two cars for travelers use in San German.

Please Advise !

We have three cars now -
I tried to full time by Fred Bowers who works with us about 3 weeks out of every four, and two which are used by relocating employees most of the time. Whenever one is free we give it to visitors, particularly those who expect an extended stay.
We agree that visitors should have rental cars when such cars are necessary, but find it hard to control them.

Jon

To: Jean Rogers

To Al Hanson
#70746 - would we have two cars at San Germain for use by employees - Okla

9/31/10 Day

Rental 38

9550445

55-65-31
MAYAGUEZ AIRPORT
MAYAGUEZ, PUERTO RICO
802-0406

(44) CHECK-IN-STATION (NOS) STATE 5 5 CITY 6 5 STATION 2 1

(17) TIME USED 1 MONTH 3 DAYS

(20) MILES IN 7 3 3 5

(18) TIME IN 1305 MAR 31

(21) MILES OUT 4 7 0 1

(19) TIME OUT 21 H FEB 26

(22) MILES DRIVEN 2 6 3 4

(1) CAR NUMBER 8 4 6 3 1 0

(3) OWNING CITY OAK

STATE 5 5 CITY 6 5

(5) DATE

(6) CAR MAKE FORD

(23) BOOK-MIL 1634 HOURS @ $ 16. 26144

(24) 10 DAYS 3 DAYS @ $ 13.34 4002

MONTHLY @ $ 40000 40000

INVOICE CUST ACCOUNT NUMBER 2 0 1 8 3 0 1 9 9 9

COMPANY NAME PRINT Digital Equip Corp

ADDRESS No CDW

CITY-STATE CENTRAL BILLING

ATTENTION:

653995

AUTHORIZATION SIGNATURE X Kalenczuk

RENTAL Mayaguez DATE OF RENTAL 2-26-72

RENTER'S NAME D. O'Ryan Gregory

SIGNATURE OF RENTER John V. Gregory

Cost Center 1418 Account # 7641 Badge # 05015

Al Hanson

CHARGE-TO MONTHLY RATE ON REQUEST BY DIGITAL.

IDENTIFICATION: AVIS AMEX DIN IDI ATC MC OTHER

(27) TOTAL LINES (22 THRU 26) 70146

(28) TRAVEL AGENT COMMISSION YES (28a)

(29) TIME AND MILEAGE CHARGE 70146

(30) INTERCITY FEE QUOTED $

(31) MI Gms. 600

COLLISION DAMAGE WAIVER NO CDW @ $ 2.00

(32) PER DAY

ADJUSTMENT (+) (-)

(33) SUBTOTAL 70746

(34) TAX OR SURCHARGE %

ACCIDENT INSURANCE NO (IS)

(35) PER DAY $ 1.00

PREPAYMENT CSH CHK TRAVEL VOUCHER

(36) TOTAL CHARGE 70746

(37) LESS GAS, ETC.

DPR.

(38) NET CHARGE 70746

BILL DIRECT BILL AMOUNT DUE U.S.$ 70746

406 RENTED FROM (NOS) CASH REFUND REC'D

CAR NUMBER 8 4 6 3 1 0 (41) MODEL MUL (42) IN BY 125 (42a) INTERCITY SPLIT 0 2 4

F-7 (REV 8/70) RA NO. 1 9 5 6 0 4 4 5

CORRECTED COMPUTATION INVOICE

AVIS RENTS ALL MAKES OF CARS . . . FEATURES PLYMOUTH

AVIS RENTS SPARKLING NEW PLYMOUTHS AND OTHER FINE CARS

PLEASE DETACH AND RETURN THIS S

Geo Silva, this is a list of #'s Can you help us Cust.

Puerto Rico memo

digital INTEROFFICE MEMORANDUM

TO: Hiram Quinones

DATE: December 26, 1972

FROM: George Silva

DEPT: Plant Engineering

SUBJ:

Carrier A/C Unit #51YB 3303	Max Sontz Company, Inc. 82 Sanderson Avenue Lynn, Massachusetts 01902 Tel. 617-599-2700
ITE Contactors, Size 0 and Size 1, 208 volts, 3 phase	Maynard Supply Company P. O. Box 370 Maynard, Massachusetts 01754 Tel. 617-897-9901
Air Flow Switches, 5 amp, 250 VAC Determinator Kit, Rotron Mfg.	Kierluff-Schley 14 Charles Street Needham, Massachusetts 617-449-3600
Sporlan CRO 6-0/60 5/8 ODF Crankcase Regulating Valves Tecumsen Potential Relays 82778 Sprague Starting Capacitors AB2219 130 - 156 MFD, 220 - 250 VAC 60 cycle	Supply Distributors 352 Western Avenue Boston, Massachusetts Tel. 617-254-6700
Partlo Control LFB-7-7-217-K14-220-5	Etter Engineering Co. 681 Main Street Waltham, Massachusetts 02154 Tel. 617-893-8658
Chromolox SEF-260 Finned Strip Heaters 2500 Watt 240 volts	Miller & Seddon Co. 1975 Massachusetts Avenue Cambridge, Massachusetts Tel. 617-868-3650

George

ams

Puerto Rico

digital INTEROFFICE MEMORANDUM

Memos XR Flooring

TO: Hiram Quinones

DATE: April 4, 1973

FROM: Harold Trenouth

DEPT: Corporate Maintenance

SUBJ: CONCRETE FLOOR SEALER

I am shipping to you one gallon of clear sealer, which you can try on your concrete floor to eliminate the dusting problem.

The sealer is called "WAE Products Clear Glaze", and is a water-based, acrylic epoxy. To apply, first clean the floor to eliminate grease and oil, then brush or roll on the sealer, spreading it out fairly thin. It should dry in twenty to thirty minutes.

I am sending copies of the WAE brochure with this letter.

Let me know how it works, and if you are interested in using it, we can make arrangements to get you some.

Harold

ams

Enclosure

Puerto Rico

memos
XR Contracts

digital INTEROFFICE MEMORANDUM

TO: Cy Kendrick, Ireland
Frank McGraw, Canada
Dick Yen, Taiwan
cc: R. Plaue

DATE: December 19, 1972

FROM: Harold Trenouth

DEPT: Corporate Maintenance

SUBJ: AGREEMENT FOR IN-PLANT CONTRACTORS

Enclosed is a copy of a memo from Rudy Plaue, Legal Department, and an Agreement for In-Plant Contractors, that is used in the United States and Puerto Rico to protect DEC from liabilities arising from work performed on its property.

I suggest that you have your local attorney prepare a similar document to be used by you as outlined in Rudy's memo.

Harold

ams

Enclosures
Bulletin #72-03

digital INTEROFFICE MEMORANDUM

TO: Harold Trenouth
Frank Kalwell
Al Hanson
Henry Crouse
Dick Rhodes
Andy Dufresne

DATE: 12/11/72

FROM: Rudy Plaue

DEPT: Legal

SUBJ: AGREEMENT FOR IN-PLANT CONTRACTORS

The attached Agreement has been generated to assure that DEC is protected from liabilities arising from work performed on its property.

The Agreement also establishes regulations for the performance and activities of Contractor employees. Every Contractor who performs any work whatsoever on DEC property (i.e., builders, plumbers, electricians, telephone company, equipment repairmen, maintenance, contractors, excavators, vending machine operators, food service contractors, etc., etc., etc.,) must execute one of these Agreements. Henceforth, no employee of any such Contractor should be permitted on DEC property unless his employer has executed one of these Agreements and has returned a copy of the Agreement to the appropriate DEC representative. A copy of every such executed Agreement should also be maintained in the files of the Purchasing Department.

Please make copies of the Agreement for your own use. I suggest you do not make an over-abundance, since this form may be updated from time to time as required.

/at
Attach.

CONDITIONS GOVERNING CONTRACTORS WORKING AT DIGITAL EQUIPMENT CORPORATION

THIS AGREEMENT, entered into this _____ day of _____ 19 , by and between _____ and DIGITAL EQUIPMENT CORPORATION (hereafter DEC) sets forth the following terms pursuant to which the Contractor agrees to perform all work required to be performed from time to time on property owned or leased by DEC.

I. SCOPE

All work performed on DEC property and all Purchase Orders issued to Contractor by DEC for the performance of work on DEC property shall be subject to the terms of this Agreement.

II. CONTRACT PERIOD:

This Agreement shall continue in effect unless terminated in writing by either party except that Contractor's obligations under Section III, INDEMNITY AND INSURANCE, as that Section applies to any death, injuries or property damage occurring during the Contract Period, shall survive any termination of this Agreement.

III. INDEMNITY AND INSURANCE:

General

1. Prior to commencing work on DEC premises, Contractor shall furnish to DEC for DEC's approval certificates of insurance verifying the following coverage:

   A. Workmen's Compensation & Occupational Disease Insurance - in accordance with the laws of the State in which the work is being performed and having an Employer's Liability limit of at least $100,000.

   B. Comprehensive General Liability Insurance Including Contractual Liability

Bodily Injury Liability	Property Damage Liability
$200,000 each person $1,000,000 each occurrence	$500,000 each occurrence $1,000,000 Aggregate

C. Automobile Liability Insurance

Bodily Injury Liability	Property Damage Liability
$200,000 each person $1,000,000 each occurrence	$100,000 each occurrence

If you sublet any portion of work to be performed, you will also carry the following:

D. Contractor Protective Liability Insurance

Bodily Injury Liability	Property Damage Liability
$200,000 each occurrence $1,000,000 each person	$500,000 each occurrence $1,000,000 Aggregate

Note: The coverage stated above will also be required for demolition of any building or structure and collapse, blasting, and excavation (XCU) below the surface of the ground.

2. DEC will receive ten days' written notice prior to cancellation or any material change in the insurance afforded.

3. Contractor agrees that it shall defend, indemnify and hold DEC harmless against all claims and judgements against DEC and losses and damages suffered by DEC resulting from death, bodily injury or property damage, from any cause whatsoever, arising from or incidental to the work performed on DEC premises by Contractor, its employees, agents, Subcontractors or invitees. Contractor's liability as provided herein shall continue regardless of any act of omission, commission or negligence on the part of Contractor or DEC or their respective employees, agents, Subcontractors or invitees; except that Contractor shall not be liable for death, injuries or property damage resulting from the sole negligence of DEC's employees.

4. Should DEC permit Contractor to use any of its equipment, tools or facilities, such use will be gratuitous and Contractor shall release DEC from and indemnify and save harmless DEC from and against any claims for personal injuries, including, tools or facilities resulting from the use of such equipment, tools or facilities whether or not such claims are based upon the condition of such equipment, tools or facilities or on any alleged negligence of DEC in permitting the use thereof.

5. Compliance by Contractor with the insurance provisions set forth herein shall not relieve Contractor from liability under said indemnity provision and all certificates of insurance shall so state.

IV. CONTRACTOR RESPONSIBILITY FOR EMPLOYEES, SUBCONTRACTORS, ETC.:

Contractor assumes full responsibility for assuring that all its employees, agents, invitees and Subcontractors comply with the provisions of this Agreement and Contractor shall indemnify and hold DEC harmless for any damages suffered by DEC which result from the failure of such compliance.

V. SAFETY:

1. Precautions - Contractors shall take all necessary precautions to prevent injury or damage to company personnel or property. The expense of any injury or damage caused by Contractor personnel shall be borne by the Contractor.

2. Smoking - Contractors shall observe no smoking signs. Cigarette and cigar butts shall be disposed of in receptacles provided.

3. All Occupational Safety and Health Act rules shall be observed.

4. Contractors shall obtain permission from the DEC plant Safety and Loss Prevention Officer prior to performing any welding, cutting or soldering. Contractors shall provide any safety equipment, such as asbestos blankets, fire extinguishers, etc., required to prevent damage to DEC property from welding, cutting or soldering.

VI. SECURITY:

1. Identification badges when issued by DEC to Contractor personnel, shall be worn by such personnel while in the DEC plant, and shall be returned to DEC at the guard control station at the end of each day.

2. Access - Contractor personnel are authorized only in those areas in which they are specifically performing work, and in the toilet and cafeteria areas.

3. Security of Tools - Contractors shall be solely responsible for the security of their tools and equipment.

VII. PARKING:

Contractor personnel shall park their vehicles only in authorized areas and shall observe a 5 MPH speed limit in the parking lot. Parking of automobiles, trucks and special equipment left on the premises during construction shall be at the direction of the Plant Engineer and/or Security Officer.

VIII. WORKMANSHIP:

All workmanship shall be of high quality in accordance with accepted practices of the industry. Contractor shall comply with all applicable federal, state and local building, building, work, safety, health and standard codes.

IX. PERMITS/INSPECTION:

When applicable, Contractors shall obtain local or state permits prior to performing work and shall obtain required inspection certificates. Copies of these shall be furnished to DEC.

X. LICENSES:

When applicable, Contractors shall insure that his personnel hold current, required licenses prior to performing the work contracted.

XI. CONDUCT:

Contractors shall insure that their personnel conduct themselves in a disciplined, professional manner and perform their work so as to cause the least disturbance or disruption to DEC.

XII. SUPERVISION:

Contractors shall provide competent, adequate supervision over the job at all times. The supervision shall have the necessary experience to insure that the job is performed in a proper, efficient and safe manner.

XIII. CLEAN-UP:

Contractors shall insure that their work areas are thoroughly cleaned and swept up at the end of the day and at the completion of the job. All construction rubbish, dirt, debris and dust shall be removed from the property by the Contractor. Use of the DEC trash receptacles is forbidden without authorization of the Plant Engineer. Contractor personnel using toilets and cafeteria shall observe common rules of cleanliness and hygiene.

XIV. MEDICAL TREATMENT:

1. Medical treatment for Contractor personnel will not be provided by DEC. Contractor personnel on the premises who require medical treatment because of injury, illness, etc. must obtain this treatment from outside sources - doctors, hospitals, clinics, etc.

2. The Plant Security Guard will be available to assist the Contractor in contacting ambulance, doctors, etc., when required.

XV. WAIVER OF TERMS:

The Terms and conditions in this Agreement may be waived only with the express written permission of the Plant Engineer, the Security Officer, or the Purchasing Agent.

XVI. ORDER OF PRECEDENCE:

In the event of a conflict between the statutory pre-printed terms on a DEC Purchase Order and the terms contained herein, this Agreement shall be given precedence.

Accepted by _____

For _____

Puerto Rico

memos
XR Construction

digital INTEROFFICE MEMORANDUM

TO: Bill Hanson

DATE: February 22, 1973

FROM: Al Sidel

DEPT: Facilities Planning

EXT : 2812

SUBJ: FACILITIES PLANNING
FOR AGUADILLA

We have roughed out a 240,000 SF building on the Aguadilla site. Its configuration coincides with the Manufacturing Corporate Master Plan. The plan states a need for:

81,000 SF in 1974
193,000 SF in 1975
245,000 SF in 1976

Proposed is that we take immediate steps to design and build 120,000 SF now. Because of a 12-month lead time in Puerto Rico for building design and construction, we recommend Phase I and II be performed concurrently.

Your concurrence is solicited.

Note we are proceeding with preliminary engineering work, per A. Hanson's memorandum to A. Bertocchi on 15 February 1973.

A. Sidel

Al Sidel

mca
Attachment

cc: A. Hanson
D. Knoll
✓ Central Files

Puerto Rico

Central Files mems

digital INTEROFFICE MEMORANDUM

XR Cost Estimates

TO: A. Hanson

DATE: April 19, 1973

FROM: Al Sidel

DEPT: Facilities Planning

SUBJ: PUERTO RICO BUILDING COSTS - COMPARING SAN GERMAN WITH AGUADILLA

AGUADILLA

The approved C.E.R. proposing a new industrial facility at Aguadilla, Puerto Rico carries the following costs:

1.	Basic Building - 130,000 sq. ft. HVAC - like San German Electrical - like San German Total concrete structure - walls, roof, columns and beams Plumbing and accessories Engineering		$ 2,514K	$19.34/S.F.
2.	Site Improvement Earthwork, grading, parking, access roads, chain link fence, 500,000 gallon water storage tank & outside illumination		490K	3.77/S.F.
3.	Sprinklers Fire protection system		130K	1.00/S.F.
	Rexco Industries Preliminary Budget Estimate		$ 3,134K	24.11/S.F.
4.	Industrial Fit-up for Light Mfg. Compressed air, wiring to benches and partitions		$ 200K	1.54/S.F.
5.	Specific Items			
	Cafeteria	$100,000	350K	2.92/S.F.
	Sanitary Treatment Plant	100,000		
	Preliminary Engineering	150,000		
			$ 3,684K	28.34/S.F.

SAN GERMAN

The following calculations combine actual costs experience by Digital at San German with:

1. Annual cost escalation of 11% per year

2. A mark-up of 35% for conventional costs excluded by PRIDCO. These include 25% for supervision, general conditions, overhead and profit and 10% for engineering.

Phase I 1969 - 58,000 S.F.			
PRIDCO basic building cost		$ 344,596	$ 5.94/S.F.
Fit-up - this includes HVAC lighting, production power, and fire protection		320,345	5.52/S.F.
		664,941	11.46/S.F.
*Annual escalation, 44%		957,515	16.51/S.F.
**Mark-up for supervision, general conditions, overhead, profit and engineering, 35%		1,292,645	22.29/S.F.
Phase II 1971 - 58,000 S.F.			
PRIDCO basic building cost		306,000	5.28/S.F.
Fit-up - this includes HVAC, lighting, production power and fire protection		480,960	8.29/S.F.
		786,960	13.57/S.F.
*Annual escalation, 22%		960,091	16.55/S.F.
**Mark up for supervision, general conditions, overhead, profit & engineering, 35%		1,296,123	22.35/S.F.
TOTAL COST 116,000 S.F. Phases I & II		$2,588,768	$22.32/S.F.
Additional Tasks Performed 1971			
Landscaping and paving	$10,000		
38KV power installation	70,000		
*Annual escalation, 22%	8,000	88,000	.76/S.F.
Equivalent Total for 1973		$2,676,768	$23.08/S.F.

*Jose Nunez of PRIDCO advised E. Schwartz on 4/13/73 that current PRIDCO building costs may be estimated by escalating past actual cost by 40%.

**See A. Hanson "Aguadilla Project" memorandum dated, 19 April 1973.

GENERAL COMMENTS

1. PRIDCO's cost to Digital at San German excludes general conditions, supervision, overhead, profit and engineering. The allowance for general conditions, supervision, overhead and profit is 25% of the total cost for general construction while that for engineering is 10%.

2. PRIDCO's cost to the tenant excludes heavy site development: utilities and services e.g. sewage, water and power; roadways, exterior lighting and landscaping.

3. Rexco's pricing is both rough on the high side and defensive.

4. The proposed facility at Aguadilla differs from San German in that it:

   a) Will require more extensive site development.

   b) It is all concrete: walls, roof and structure.

   c) The bay size will be bigger, 40' x 30'.

   d) The height will be greater, 18' clear under the steel.

CONCLUSIONS

1. PRIDCO buildings cease to be low cost after the interior is remodeled and fit up with facilities that are basic to existing D.E.C. industrial buildings: e.g. lighting, air conditioning, ventilation, fire protection, etc.

2. PRIDCO buildings exclude many areas of cost normally carried over to the Owner, e.g. general conditions, overhead, profit and site improvements.

   At San German a prepared plot on a developed site was used as the starting point for building casting. No A&E costs occurred because the building was of standard design than had been constructed many times prior to the S.G. project.

3. The comparison of escalated PRIDCO costs with Rexco's "ball park"

CONCLUSIONS (Cont'd)

3. Cont'd

estimate indicates more work is required in both areas.

a) A meeting is being set up at PRIDCO in San Juan for gathering current cost and schedule information.

b) Better project definition for Rexco to refine their costs in process.

A. Sidel

Al Sidel

mca

cc: G. Beebe
H. Crouse
W. Hanson
W. Krasnow
R. Mooney
E. Schwartz
G. Wood
Central Files

Puerto Rico

Central Files memos

digital INTEROFFICE MEMORANDUM

TO: See Distribution Below

DATE: March 27, 1973

FROM: A. Sidel

DEPT: Facilities Planning

EXT : 2812

SUBJ: TRIP REPORT P.R. 2 -
SAN JUAN/AGUADILLA,
PUERTO RICO
MARCH 21, 22 & 23, 1973

PURPOSE:

1.0 Meet with V. Garcia & Associates to direct them on the generation of three (3) work drawings.

1.1 Architectural plot plan - basic building shell.

1.2 Site plan - placement of building/s, roads, parking and services.

1.3 Architectural rendering - elevations as seen from Route #110 or entrance road.

2.0 Follow up Garcia on availability of power at Aguadilla.

3.0 Accompany P. Kaufmann, R. Esten and W. Hanson to the Aguadilla building site and Ramey A/F Base.

ACCOMPLISHMENTS:

1.0 Effected a promise for hand delivery of sketches on Monday, 3/26/73.

2.0 Established V.M.'s electrical engineer will meet with the P.R. electrical utility agency the week of 3/26.

3.0 Requested a detailed set of meeting notes be prepared by the architects.

4.0 Walked the building site at Aguadilla and autoed the traffic approaches. Agreements were reached on building placement and expansion. Concessions will be made to retain all trees and natural landscaping.

5.0 Met with Mr. Carl L. Stacey, Airport Manager at Ramey A/F Base to view 260 acres of PRIDCO development land, 30,000 S.F. of prime warehouse space, approximately 4,000 S.F. of prime A/C office space and a dormitory training type building.

6.0 Obtained names of contacts at PRIDCO and P.R. Port Authority should interest for building on Ramey property develop.

A. Sidel

mca

Distribution

G. Beebe
D. Gates
A. Hanson
W. Krasnow
R. Mooney
G. Wood

cc: Central Files

Puerto Rico

memo

digital INTEROFFICE MEMORANDUM

w/attachment

TO: Hiram Quinones

DATE: May 23, 1973

FROM: Al Sidel

DEPT: Facilities Planning

SUBJ: OUTLINE SPECIFICATIONS -
AGUADILLA PROJECT

Kindly review the enclosed preliminary outline specifications for the proposed new building at Aguadilla and return your comments to me.

A. Sidel

Al Sidel

mca

cc: G. Beebe, w/o Attach
G. Wood " "
Central Files

Puerto Rico

Central Files memos

digital INTEROFFICE MEMORANDUM

TO: See Distribution List

DATE: May 23, 1973

FROM: Al Sidel

DEPT: Facilities Planning

EXT : 2812

SUBJ: AGUADILLA PROJECT STATUS REPORT

Enc. (a) Current Progress Schedule, Prepared by Rexco Industries Inc.

Enc. (b) Notes of 3 Meetings Conducted at The Offices of V. M. Garcia, Consulting Engineers

Enc. (a). The revised progress schedule, dated 18 May 1973, shows beneficial occupancy occurring 1 March 1974 with substantial completion following 7 weeks later. There is a likelihood that site work along with footings and foundations can be performed in advance of the date shown. A goal of 15 June 1973 has been set for ground breaking. In the event the contract with Rexco Industries Inc. has not been consummated, work will be conducted on a time and materials basis.

Enc. (b) Documented is the direction given the Architect-Engineering unit of Rexco Industries Inc. for building design and costing during the month of May.

The status of major items follows:

Land Purchase - Scheduled by Ed Schwartz to happen the week of 28 May.

Maximum Guarantee Price - The cost information being developed by Rexco Industries Inc. will be delivered to Maynard on 25 May.

Design Build Contract - Rexco Industries Inc. is revising sections of the contract submitted by D.E.C. It will be delivered to Maynard on 25 May.

Environmental Impact Statement - On 23 May Bill Krasnow, Ramon Guzman, Victor Garcia and Fernando Garcia will meet with Carlos Guerra of Fomento to review the statement before Environmental Quality Board (EQB) submission. Only after EQB approval will the Planning Board act to issue a building construction permit. (The average approval cycle is 60 days for EQB and 45 days with the Planning Board.)

Contract Drawings and Specifications - The preliminary drawings and outline specifications are 90% complete. Copies have been distributed to the design unit of Corporate Facilities Planning, G. Wood and Hiram Quinones for correction and comment.

Authorization to start final design has been given for site work along with footings and foundations. Following a review of building costs, the week of 28 May, release for final design of building shell, electrical and mechanical systems can be made.

Advance Orders - Information is being acquired to place on order (in June) high voltage transformers and switchgear. An advance order will be placed with the vendor offering the best combination of price and delivery. This scheme will be followed with other anticipated long lead items.

Al Sidel

mca

Distribution

G. Beebe
H. Crouse
R. Esten
D. Gates
A. Hanson
W. Hanson
W. Krasnow
R. Mooney
H. Quinones
E. Schwartz
E. Simeone
G. Wood

Central Files

DIGITAL EQUIPMENT
AGUADILLA, PUERTO RICO
X-95-9393
PROJECT NAME

REXACH CONSTRUCTION COMPANY

PROGRESS SCHEDULE

MAY 18 1973

DESCRIPTION	QUANTITY WKS
SIGN CONSTR. CONTRACT	
FINAL DESIGN SITE & FOUND	
PLANING BOARD APPROVAL SITE & FOUND	
SITE DEVELOPMENT (1ST STAGE)	
ENV. IMPACT STATEMENT	11
CONTRACT DWGS. & SPECS	14
PLANING BOARD APPROV. BLDG	5
BUILDING CONSTR.	32
ELECTRICAL	32
MECHANICAL	32
SITE DEVELOPMENT (2ND STAGE)	

VICTOR M. GARCIA ASSOCIATES
consulting engineers

MEMORANDUM

TO: Eng. Alfred Sidel

FROM: Eng. Marino Torres

SUBJECT: Digital Aguadilla
Meeting held at the offices of V.M.G.
on May 1, 1973

PRESENT: A. Sidel, A. W. Hanson, F. García, A. Marques, C. García, V. Negrón, F. González and Marino Torres.

DATE: May 17, 1973

1. F. García gave a report of his visit with Mr. H. Rexach to Digital on Thursday and Friday of last week.

2. Rexco to perform all the work on a cost plus basis, with a maximum guarantee price to be given on May 18.

3. Bill Rexach on an hour basis.

4. Prepare price comparison steel building and concrete (span-deck) on a sq. ft. basis. Steel building to be open joint beams, metal deck roofing with insulation and double panel walls with insulation. The attention was called to Mr. Sidel that the Planning Board requires fire walls and the maximum area permitted is 54,000 sq. ft. using sprinklers, otherwise the area is 36,000 sq. ft. Maximum distance to exit is 150 ft.

A value analysis between a steel and a concrete building must be prepared, including A.C., maintenance for a period of 10 years, insurance, time for erection.

5. Site improvement to be left out.

6. Before a contract is signed Digital want a list of all the drawings we are going to prepare. Mr. Sidel to provide the data that must be shown on the title block.

504 MUÑOZ RIVERA, HATO REY, PUERTO RICO 00918 TEL: 764-6565

7. All dry process will be in Aguadilla. Wet process in San Germán.

8. Mr. Guzmán has submitted the impact statement to the Planning Board.

9. Mr. Sidel submitted a bar chart for the schedule of construction. He also submitted sketches with the layout of toilets, offices and lunch room.

10. All information shall be cleared through Mr. Sidel, although there will be a person at the job.

11. Mr. Sidel wants a soil compaction test under the slab and concrete testing.

12. Prepare outline specifications.

13. Mr.Sidel and Mr. Hanson are leaving on next Thursday at 5:00 P.M. Will be back to our offices on Thursday at 9:00 A.M. to answer questions.

14. Will install sprinkler system.

15. Design toilet for 600 men and 600 women. This number of persons are per shift.

16. Change the number of parking to 400.

MT/cb

VICTOR M. GARCIA ASSOCIATES
consulting engineers

MEMORANDUM

TO: Mr. Alfred Sidel

FROM: Eng. Marino Torres

RE: Digital Equipment Corp. - Aguadilla, P. R.

Meeting held at the offices of V. M. Garcia Associates on May 3, 1973

Present: Mr. A. Sidel, Mr. A.W. Hanson, Mr. F. Garcia, Mr. A. Marqués, Mr. V. Negón, Mr. M. Torres, Mr. F. González, & Mr. C. Garcia

1. To reduce the cost of the building, use a height of 12 ft. clear for the concrete building and 14 ft. for the steel building. The bottom of the lights at 10 ft. from the floor.

2. We estimated a load of 557 T.R. for the A.C. system. Mr. Sidel required for ventilation 10% of the total air circulated. Mr. Hanson informed that they figure 7 watts/sq.ft. for internal load. (DROPPED TO 7½ ON 5/17)

3. Main source of supply for the sprinkler system shall be domestic water. Mr. Hanson expects to delay the provision of a secondary source until the 2nd. module is built. Figure 130 sq. ft. per head in the manufacturing area and 100 sq. ft. for the warehouse. The incoming 8" water main to split into a domestic water pipe and the fire protection system. Insurance requires 1500 g.p.m. at 70 lbs. residual pressure.

4. Mr. Hanson requested a quotation for adding a 300,000 gallon tank and two pumps; one shall be Diesel driven. Furnish fire hydrant and fire hose cabinets; also post indicator valves every 300 ft.

5. Other services to be furnished:

a. Cooling water as required.
b. Hot water - strictly for sanitary purposes.
c. Compressed air as required. Estimate 50 HP compressor per module.

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6. Human waste treatment plant. Provide for 2 modules in the beginning. Use package unit. Effluent going to the sink hole.

7. Concrete floor 4" thick with 6x6 mesh. 95% compaction. No concentrated load on floor. Floor good for 150 sq. ft.

8. Furnish two doors for unloading 8'-0" wide and one door for loading 10'-0" wide. Also furnishcanopies over doors and Kelly mechanical dock levelers.

9. Provide ramps for employee entrance at loading docks.

10. Use Duroquartz epoxy floors in the toilets, lockers, and first aid.

11. Arch. Marques Carrión to check if 4 fiberglass wash fountains are cheaper than 17 lavatories.

12. Furnish the first aid room with movable partitions.

13. Check if OSHA require water closets for handicaps.

14. Offices with Vinyl floors, hung ceilings and partitions all the way to the roof next to the manufacturing areas.

15. Lunch room with Duroquartz floor and suspended ceiling.

16. Floor finish at the factory shall be trap rock or emery dust.

17. Locate the telephone room and electrical vault next to the toilets.

18. Locate the rubbish room inside the building next to the loading dock.

19. Use open tube fixture for lighting.

20. Mr. Sidel requested to disturb to a minimum the site.

21. Furnish a PVC link fence.all around the property.

22. Digital to pay a fair share of the cost of bringing the power lines into the factory. Power lines to run approx. 4 to 5 miles. Voltage 38000.

23. Light level 100 foot candles at the benchs, and 2 to 5 foot candles for the parking.

VICTOR M. GARCIA ASSOCIATES
consulting engineers

TO: Mr. Alfred Sidel

FROM: M. Torres MTS

RE: Digital - Aguadilla
Meeting held at the offices of VMG
on May 16, 1973

PRESENTS:
Mr. A. Sidel - Digital
Mr. F. García - Rexco
Mr. A. Marquez Carrión-VMG
Eng. F. González - VMG
Carlos García - VMG
V. Negrón - VMG
M. Torres - VMG
M. Fernández - VMG

1. Assembly of computers will be made in Aguadilla (all dry)

2. Components will be fabricated at San Germán (All wet)

3. Concrete building clear height shall be 12'-0".

4. Steel building clear height shall be 14'-0"

5. Mr. Marquez Carrión to check the number of urinals. Mr. Sidel considers that more urinals shall be provided.

6. Mr. Sidel requested three sets of prints for both the steel and the concrete buildings.

7. For the 1st. Module figure 1100 persons in the 1st. shift and 100 persons in the second shift. For 2 modules figure 2000 persons.

8. The water treatment plant shall be designed for two modules and 2000 persons. Mr. Fernández informed he is figuring a tertiary system.

9. Three options for disposing of the solids generated in the treatment plant were submitted to the consideration of Mr. Sidel. Incineration was discarded because it is expensive. Mr. Sidel requested from Mr. Fernández to price both the drying bed and the scavenger systems.

504 MUÑOZ RIVERA, HATO REY, PUERTO RICO 00918 TEL: 764-6565

To: Mr. Alfred Sidel

10. For the air conditioning figure the ventilation at 15CFM/ person, but ventilation air shall be not less than 6 to 7% of the total air circulated.

11. For ventilation of the toilet rooms figure 15 air changes/hr. as required by local codes.

12. Mr. Sidel delivered to Mr. Victor Negrón the design criteria for the electrical installation.

13. Mr. Humberto Umpierre from Fomento promissed to give to Victor M. Garcia Associates a copy of the resolution of the Planning Board authorizing the use of the land purchased by Fomento for industrial purposes.

14. Mr. M. Fernandez and Mr. R. Guzmán will have a meeting on May 28 with Mr. Carlos Guerra of Fomento, to review the impact statement before it is submitted to the Environmental Quality Board. Probable by June 15 Fomento will submit to Environmental Quality Board the impact statement. Environmental Quality Board takes approximately 60 days to send its comments.

15. Digital expects to occupy the building in the 1st. week of February.

16. Victor M. Garcia Associates estimates three weeks for preparing the final drawings for the 1st. stage: site work and foundations. The plans, structural computations and a copy of the resolution (Item 13) shall be submitted for approval to the Planning Board, that takes at least 4 weeks for their approval, provided that the impact statement have been approved by Environmental Quality Board.

mrl

cc: Arch. Antonio Marquez Carrión
Eng. Fernando Garcia - REXCO
Eng. Gregorio Hernández

Puerto Rico

A. Hanson

digital INTEROFFICE MEMORANDUM file

TO: See Distribution List

DATE: May 23, 1973

FROM: Al Sidel

DEPT: Facilities Planning

EXT : 2812

SUBJ: AGUADILLA PROJECT STATUS REPORT

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Al Sidel

mca

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W. Krasnow
R. Mooney
H. Quinones
E. Schwartz
E. Simeone
G. Wood

Central Files

DIGITAL EQUIPMENT
AGUADILLA, PUERTO RICO
X-95-9393
PROJECT NAME

REXACH CONSTRUCTION COMPANY

PROGRESS SCHEDULE

1 OF 1

MAY 18 1973

DATE

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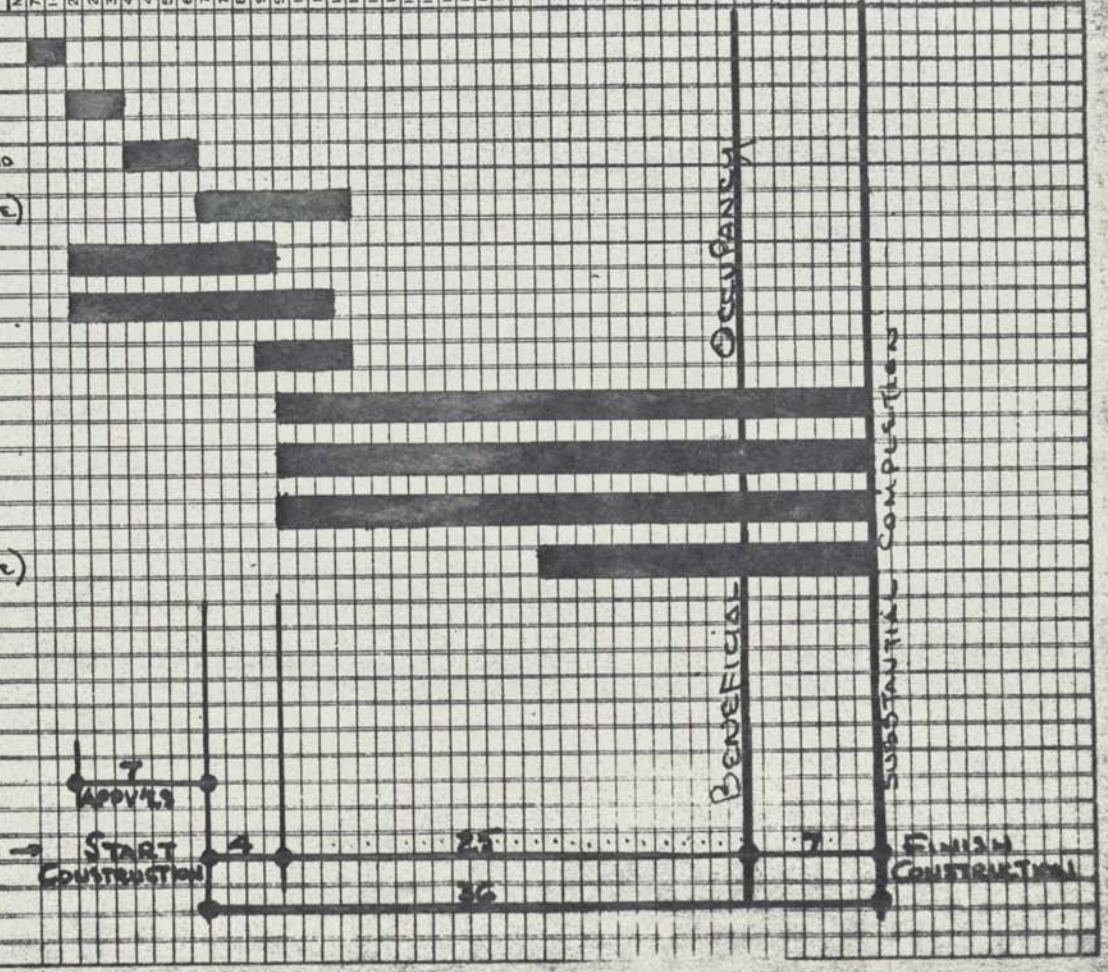

VICTOR M. GARCIA ASSOCIATES
consulting engineers

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FROM: Eng. Marino Torres

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16. Change the number of parking to 400.

MT/cb

VICTOR M. GARCIA ASSOCIATES
consulting engineers

MEMORANDUM

TO: Mr. Alfred Sidel

FROM: Eng. Marino Torres

RE: Digital Equipment Corp. - Aguadilla, P. R.

Meeting held at the offices of V. M. Garcia Associates on May 3, 1973

Present: Mr. A. Sidel, Mr. A.W. Hanson, Mr. F. Garcia, Mr. A. Marqués, Mr. V. Negón, Mr. M. Torres, Mr. F. González, & Mr. C. Garcia

1. To reduce the cost of the building, use a height of 12 ft. clear for the concrete building and 14 ft. for the steel building. The bottom of the lights at 10 ft. from the floor.

2. We estimated a load of 557 T.R. for the A.C. system. Mr. Sidel required for ventilation 10% of the total air circulated. Mr. Hanson informed that they figure 7 watts/sq.ft. for internal load. (DROPPED TO 7% ON 5/17)

3. Main source of supply for the sprinkler system shall be domestic water. Mr. Hanson expects to delay the provision of a secondary source until the 2nd. module is built. Figure 130 sq. ft. per head in the manufacturing area and 100 sq. ft. for the warehouse. The incoming 8" water main to split into a domestic water pipe and the fire protection system. Insurance requires 1500 g.p.m. at 70 lbs. residual pressure.

4. Mr. Hanson requested a quotation for adding a 300,000 gallon tank and two pumps; one shall be Diesel driven. Furnish fire hydrant and fire hose cabinets; also post indicator valves every 300 ft.

5. Other services to be furnished:

   a. Cooling water as required.
   b. Hot water - strictly for sanitary purposes.
   c. Compressed air as required. Estimate 50 HP compressor per module.

504 MUÑOZ RIVERA, HATO REY, PUERTO RICO 00918 TEL: 764-6565

6. Human waste treatment plant. Provide for 2 modules in the beginning. Use package unit. Effluent going to the sink hole.

7. Concrete floor 4" thick with 6x6 mesh. 95% compaction. No concentrated load on floor. Floor good for 150 sq. ft.

8. Furnish two doors for unloading 8'-0" wide and one door for loading 10'-0" wide. Also furnishcanopies over doors and Kelly mechanical dock levelers.

9. Provide ramps for employee entrance at loading docks.

10. Use Duroquartz epoxy floors in the toilets, lockers, and first aid.

11. Arch. Marques Carrión to check if 4 fiberglass wash fountains are cheaper than 17 lavatories.

12. Furnish the first aid room with movable partitions.

13. Check if OSHA require water closets for handicaps.

14. Offices with Vinyl floors, hung ceilings and partitions all the way to the roof next to the manufacturing areas.

15. Lunch room with Duroquartz floor and suspended ceiling.

16. Floor finish at the factory shall be trap rock or emery dust.

17. Locate the telephone room and electrical vault next to the toilets.

18. Locate the rubbish room inside the building next to the loading dock.

19. Use open tube fixture for lighting.

20. Mr. Sidel requested to disturb to a minimum the site.

21. Furnish a PVC link fence,all around the property.

22. Digital to pay a fair share of the cost of bringing the power lines into the factory. Power lines to run approx. 4 to 5 miles. Voltage 38000.

23. Light level 100 foot candles at the benchs, and 2 to 5 foot candles for the parking.

VICTOR M. GARCIA ASSOCIATES
consulting engineers

TO: Mr. Alfred Sidel

FROM: M. Torres MTS

RE: Digital - Aguadilla
Meeting held at the offices of VMG
on May 16, 1973

PRESENTS:
Mr. A. Sidel - Digital
Mr. F. García - Rexco
Mr. A. Marquez Carrión-VMG
Eng. F. González - VMG
Carlos García - VMG
V. Negrón - VMG
M. Torres - VMG
M. Fernández - VMG

1. Assembly of computers will be made in Aguadilla (all dry)

2. Components will be fabricated at San Germán (All wet)

3. Concrete building clear height shall be 12'-0".

4. Steel building clear height shall be 14'-0"

5. Mr. Marquez Carrión to check the number of urinals. Mr. Sidel considers that more urinals shall be provided.

6. Mr. Sidel requested three sets of prints for both the steel and the concrete buildings.

7. For the 1st. Module figure 1100 persons in the 1st. shift and 100 persons in the second shift. For 2 modules figure 2000 persons.

8. The water treatment plant shall be designed for two modules and 2000 persons. Mr. Fernández informed he is figuring a tertiary system.

9. Three options for disposing of the solids generated in the treatment plant were submitted to the consideration of Mr. Sidel. Incineration was discarded because it is expensive. Mr. Sidel requested from Mr. Fernández to price both the drying bed and the scavenger systems.

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10. For the air conditioning figure the ventilation at 15CFM/ person, but ventilation air shall be not less than 6 to 7% of the total air circulated.

11. For ventilation of the toilet rooms figure 15 air changes/hr. as required by local codes.

12. Mr. Sidel delivered to Mr. Victor Negrón the design criteria for the electrical installation.

13. Mr. Humberto Umpierre from Fomento promissed to give to Victor M. Garcia Associates a copy of the resolution of the Planning Board authorizing the use of the land purchased by Fomento for industrial purposes.

14. Mr. M. Fernandez and Mr. R. Guzmán will have a meeting on May 28 with Mr. Carlos Guerra of Fomento, to review the impact statement before it is submitted to the Environmental Quality Board. Probable by June 15 Fomento will submit to Environmental Quality Board the impact statement. Environmental Quality Board takes approximately 60 days to send its comments.

15. Digital expects to occupy the building in the 1st. week of February.

16. Victor M. Garcia Associates estimates three weeks for preparing the final drawings for the 1st. stage: site work and foundations. The plans, structural computations and a copy of the resolution (Item 13) shall be submitted for approval to the Planning Board, that takes at least 4 weeks for their approval, provided that the impact statement have been approved by Environmental Quality Board.

mrl

cc: Arch. Antonio Marquez Carrión
Eng. Fernando Garcia - REXCO
Eng. Gregorio Hernández

Puerto Rico

digital INTEROFFICE MEMORANDUM

TO: Al Hanson

DATE: 6/5/73

CC: See Distribution

FROM: Al Sidel

DEPT: Facilities Planning

SUBJ: PRELIMINARY COST SCHEDULE - AGUADILLA PROJECT

Enc. (a) Reductions to Rexco's Preliminary Cost Schedule; reviewed with them on 6/1/73.

(b) Comparison of Rexco costs, before and after the proposed reductions.

(c) Copy of the approved CER budget for building construction.

The Preliminary Cost Schedule for the Aguadilla Project was submitted to DEC on 5/31/73 by Rexco Industries Inc. On 6/1/73 a meeting was conducted with the Rexco Team (comprised of representatives from Rexach, Lord Electric, Sam P. Wallace and Victor Garcia) for the purpose of reducing costs. Roughly $640,000 was cut from the $3,677,821 submission, a reduction of 17.4%.

Rexco's revised cost submission is due on 6/11/73, along with detailed back up cost sheets. If accepted, by contract the revised cost becomes the Preliminary Maximum Guaranteed Cost (PMGC) of the project. At the time the engineering is finalized, the PMGC will be revised to account for changes in the scope of work. The revised figure will then become the Maximum Guaranteed Cost. The MGC will occur in August.

Continued work on building design and pricing will not affect site preparations, footing and foundations work which will start 15 June 1973.

gl

PRELIMINARY COST SCHEDULE (a)

REDUCTIONS REVIEWED W/REXCO 6/1/73

				$1000'S
1.0	Site Work			
	1.1 Rt. 110 Widening - W/Sidewalks, etc.-isolate cost & hold for negotiation w/Secy of Public Works.			80.
	1.2 Fencing - Property boundaries-isolate & hold for discussion @ DEC.			34.
	1.3 Relocate utilities to sink hole. Shorten up runs of:			
	Sanitary Piping	15,000		
	Fire Protection	9,000		24.
	Elec. Sub-Station	Unknown		
	Earthwork	Unknown		
	1.4 Storm System - Substitute Swales & Trenches for Piping.			25.
	1.5 Paving - Reduce Qty ($240K)			
	Oil Impreg Parking Area	61		
	Eliminate side Road	19		
	Reduce Entrance Roadway to 26' pavement	40		
		120		120.
	1.6 Earthwork - Reduce Qty. (Stockpile topsoil)			13
	1.7 Sewer Treatment Plant - Reduce from Tertiary to 2'ndary.		40	
	Size for 1200 People instead of 2200.		21	
			61	61.
	1.8 700 KVA Generator to come from San German w/handling & installation by Rexco.			25.
			Sub Total	$382.

gl

2.0 HVAC

2.1 Reduce Tonnage from 660 Tons to 550 (More if possible) 53.

2.2 Reduce or eliminate ductwork; for now 20.

3.0 Electrical

3.1 Substitute 2000 KVA Single Ended for 2500 KVA Double Ended 30.

Sub Total 103.

Total 485.

4.0 Eng'rg Fees @ 5.6% - Reduce

$485,000 x 5.6% 27

5.0 Reduce O.H. & Profit - Negotiated from 10% + 5% to 6% & 5%.
Estimate of 5/31:

Bldg.	2,435,660		
Site	1,242,161		
	3,677,821		
Less	485,000		
	3,192,821	x 4%	128.
			$640

6.0 Total Contract Price is now: 3,677,821
640,000
3,037,821

gl

INDUSTRIES, INC.

G.P.O. BOX 2528, SAN JUAN, PUERTO RICO 00936 • TEL. 782-0760 - CABLE: REXCO, SANJUAN

SECTION I

PRELIMINARY COST SCHEDULE

SUMMARY

Alternate I Concrete Structure	$/S.F.		Reductions Per 6/1 Mtg.	$/S.F.
Building	18.74	$2,435,660	2,299,660	17.69
Site Work	9.56	1,242,161	738,161	5.68
			3,037,821	23.37
Total Project Cost	28.30	$3,677,321		

Alternate II Steel Structure	
Building	$2,356,147
Site Work	1,242,161
Total Project Cost	$3,598,308

Note: This Preliminary Cost Schedule is based on information contained in Preliminary Outline Specifications and Preliminary Drawings.

digital INTEROFFICE MEMORANDUM

TO: A. Hanson

DATE: April 19, 1973

FROM: Al Sidel

DEPT: Facilities Planning

SUBJ: PUERTO RICO BUILDING COSTS - COMPARING SAN GERMAN WITH AGUADILLA

AGUADILLA

The approved C.E.R. proposing a new industrial facility at Aguadilla, Puerto Rico carries the following costs:

1.	Basic Building - 130,000 sq. ft. HVAC - like San German Electrical - like San German Total concrete structure - walls, roof, columns and beams Plumbing and accessories Engineering	$ 2,514K	$19.34/S.F.
2.	Site Improvement Earthwork, grading, parking, access roads, chain link fence, 500,000 gallon water storage tank & outside illumination	490K	3.77/S.F.
3.	Sprinklers Fire protection system	130K	1.00/S.F.
	Rexco Industries Preliminary Budget Estimate	$ 3,134K	24.11/S.F.
4.	Industrial Fit-up for Light Mfg. Compressed air, wiring to benches and partitions	$ 200K	1.54/S.F.
5.	Specific Items Cafeteria $100,000 Sanitary Treatment Plant 100,000 Preliminary Engineering 150,000	350K	2.92/S.F.
		$ 3,684K	28.34/S.F.

Al Sidel
6/5/73

(6) Pre. Cost Schedule

DISTRIBUTION

George Beebe
Henry Crouse
R. Esten
Don Gates
Al Hanson
W. Hanson
Bill Krasnow
Rod Mooney
Hiram Quinones
Ed Schwartz
Ed Simeone
George Wood

✓Central Files

Puerto Rico

Memos
XR Construction

digital INTEROFFICE MEMORANDUM

TO: Distribution List

DATE: 6/6/73

FROM: Al Sidel A.

DEPT: Facilities Planning

SUBJ: AGUADILLA BUILDING PROJECT

This is to inform you that site engineering at Aguadilla, will start Thursday, 7 June 1973. Milton Garcese at Rexach and Chano Gonzales of V. Garcia Associates will lead a survey team to stake out the building, roads, boundaries, etc.

Al Sidel

CC: George Beebe
H. Crouse
R. Esten
D. Gates
A. Hanson
W. Hanson
W. Krasnow
R. Mooney
H. Quinones
E. Schwartz
E. Simeone
G. Wood

✓Central Files

gl

Puerto Rico

memos
XR construction

digital INTEROFFICE MEMORANDUM

TO: Lawrie Best

See Distribution

DATE: 6/6/73

FROM: Al Sidel

DEPT: Facilities Planning

SUBJ: AGUADILLA BUILDING PROJECT - FIRE PROTECTION SYSTEM

Please review the attached outline specification and return your comments to me.

The specification outlines the fire protection system being designed by V. Garcia Associates of San Juan, Puerto Rico, for the proposed Aguadilla, P.R. manufacturing facility.

CC: H. Austen - No enclosure
G. Beebe "
W. Krasnow "
R. Renzi "
✓Central Files

gl

Puerto Rico

digital INTEROFFICE MEMORANDUM

memo

TO: Al Sidel
Don Gates

DATE: February 15, 1973

FROM: George Beebe GB

DEPT: Facilities Planning

SUBJ: AQUADILLA PROJECT

The first of a series of regular weekly progress meetings has been scheduled for Tuesday, 2/20/73 in George Wood's Conference Room on 1/4 at 8:30 AM. The purpose of these meetings is to discuss problems, solutions, and schedules.

Please be sure that at least one of you attends each week.

George Beebe

mca

cc: A. Hanson
B. Krasnow
R. Mooney
E. Schwartz
G. Wood
✓Central Files

Puerto Rico, Aguadilla

Correspondence
XR Proposals

Proposal For

digital
EQUIPMENT
CORPORATION

DANIEL CONSTRUCTION COMPANY

Division of Daniel International Corporation

DIGITAL EQUIPMENT CORPORATION

1. Daniel has operated an Open Shop in Puerto Rico for seven years and have never had a work stoppage. We are confident that schedules can be met due to this proven history of good labor management. Labor disputes are costly in time and dollars for both contractor and owner.

2. Our relations with the governmental agencies and the College of Engineers are excellent. Because of this relationship, we can obtain approvals faster and more economical than other contractors and engineers.

3. We currently have all of the top supervisory field staff required for your project in Puerto Rico. Each one of these supervisors represent a savings of approximately $5,000 in relocation costs compared to other stateside contractors.

4. We maintain approximately two million dollars worth of construction equipment in Puerto Rico. Our rental rates are equal to or less than A. E. D. and average 20-25% less than available third party equipment in Puerto Rico. This item alone represents a savings of approximately $35,000.00.

5. We have successfully trained over 2500 craftsmen in seven years of operation and have constructed approximately $300,000,000 worth of construction during this period. As a result of the above, we have been able to improve our labor efficiency and costs approximately 5% during this period. With a labor content of approximately one million dollars, this represents a savings of $50,000.00.

6. Our Greenville, S. C. office enables us to purchase, expedite, consolidate freight, and ship materials to Puerto Rico at a savings of at least 5% over local purchases. This will amount to approximately $50,000.00 on your project.

7. Daniel employs in our San Juan office a Puerto Rican Licensed Professional Engineer who will file necessary monthly inspection reports certifying compliance with plans, specifications, and Puerto Rican Codes. Upon completion of the project, this Engineer will file for the Certificate of Occupancy. This service will be performed on an actual cost basis and represents a saving of approximately $20,000.00. The standard fee for this service would be .92 x 3,000,000 = $27,600.00.

8. Because of experience and good safety records, we have established considerable discounts off manual insurance rates. This is passed on to the client as a direct savings.

9. Daniel has determined, through experience in Puerto Rico, that Island Sub-contractors are unsatisfactory. Our policy is to subcontract less than 5% of the project and this represents a savings to Digital @ the attached tabulation.

George MacDougall
Tom Tavernetti
Gene Cribb

1/31/73

Daniel

Total in house engrng

98% work (labor) by D — 100% bid mat'ls

Complete cost records —

weekly labor
monthly mat'l

Staff - PR — responsible to Gene Cribb (a) Supervisor (b) Engr Mgr (c) P.A.

US - PM from Evansville SC (Gene Cribb main Contact or in Sic.

Use Value Analysis in US —

Cost

~~All Depot Proposal for Sony 6 — Call Pete Hartley~~

1/29/73

(1) ~~Tell Bill M. to move A/C unit by Al B's office ASAP~~

(2) Pull all cost data together on what we've spent on
San Jerman - may want to purchase
See Ed Simeone

(3) Get Bill Hanson, Geary W, Al H, Bill K together to discuss
if we're going to put wet chop @ Aguadilla

---

(4)

(A) Cunningham Limp

J & M @ Value Rent-A-Car

(B) Daniel

(C) Garcia / Rexach

50 @ 4000.00

Criteria & Schedule are key problem areas

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Correspondence
XR Proposal

Daniel Construction Company
International

Thomas P. Townsend, Jr.
Vice President
Asst. General Manager, Caribbean

Daniel Building
Greenville, S. C.

January 31, 1973

Mr. George Beebe
Digital Equipment Corporation
146 Main Street
Maynard, Massachusetts 01754

Dear Mr. Beebe

We are pleased to submit herewith our proposal for providing Engineering, Design and Construction for your proposed 130,000 S. F. printed circuit and modular assembly plant in the Aguadilla area of Puerto Rico. We are prepared to commence engineering in February 1973 and complete your plant in September 1973.

Our fee will be based on the total owner investment exclusive of the cost of land, engineering and owner's overhead.

Project Development

This service includes site selection, land negotiations, soil borings, land surveys, government coordination and securing of all necessary permits. Reimbursement is based on salaries for time devoted to the work on an hourly basis in accordance with the rate schedule included herewith times a multiplier of 2.5 to cover indirect costs. Expenses and subcontracted work for land surveys or consultants are billed at our cost without further markup. All work will be cleared with you in advance and budgeted for cost control.

Engineering Design

We are prepared to handle complete local design as required by Puerto Rican law in our San Juan office through Roger M. Scovil and Associates. Consultants for special phases of the work may be utilized with your prior approval. Cost for such consultants is reimbursable at our actual cost without further markup.

Engineering design will be billed to you at the rates attached herewith times a multiplier of 2.5 for work performed in Puerto Rico for the actual hours worked plus out of pocket expenses and reproduction costs. We will be glad to

work with your process design department in any way consistent with the requirements of local engineering regulations.

Construction

Construction will be performed for reimbursement of all costs as defined in the attached sample contract plus a fee of 7% of total owner investment including investment in equipment purchased directly by the owner but excluding cost of land, owner's overhead and design engineering. Upon completion of a budget estimate based on a definite scope of work, the construction fee may be fixed so that it does not change unless the scope varies by more than 10%.

We feel that we are in a unique position to design and build your proposed plant in Puerto Rico due to the following specific advantages which ensure rapid completion of the facility at minimum cost consistent with industrial quality standards:

a. $300,000,000 work completed or under construction during our six years in Puerto Rico.

b. 3,700 non union employees in Puerto Rico.

c. Less than 2% of labor subcontracted.

d. Permanent offices in San Juan, Greenville, S.C., and New York.

e. Project Development Department in San Juan to handle site investigations, land negotiations and coordination of government agencies.

f. Engineering offices in San Juan and Greenville.

g. Purchasing, expediting and traffic services in San Juan and Greenville.

h. Complete accounting and cost departments in San Juan.

i. Personnel departments in San Juan and Greenville.

j. A continuous formal craft training program with over 2,500 graduates in Puerto Rico.

k. Central equipment yard in San Juan with over $2,000,000 in Daniel owned rental equipment and tools.

l. Fabrication shop in San Juan for pipe, sheetmetal and miscellaneous iron.

m. Contract maintenance department in San Juan supported by Maintenance Division in Greenville.

n. Bilingual management.

o. A record of rapid construction and cost control unequalled in the Caribbean.

We will be happy to work with you on the Project Development of the job without further obligation for you to continue with us on the succeeding phases. Engineering design which we perform is for use by our own construction forces only. We would expect to control all construction labor on the job, working with you to ensure uninterrupted progress.

We trust that you will find this proposal attractive and sincerely appreciate your consideration of Daniel Construction Company International for this project.

Yours very truly,

T. P. Townsend, Jr.

T. P. Townsend, Jr.

QUALIFICATIONS

1. Introduction

"I can build it for you faster, better and at less cost." Those were the words of the late Charles E. Daniel more than three decades ago. Saying it brought Daniel its first large project, and living it year after year has gained Daniel an international reputation for competence and integrity.

Daniel has a wide variety of engineering and construction assignments (currently in excess of $4,000,000,000) in many parts of the world. We are enthusiastic about our continuing growth and take particular pride in noting **ENGINEERING NEWS-RECORD**'s most recent survey of the nations's 400 largest contractors. Daniel was rated 5th in contract awards, 13th in international contract awards, and 28th in design awards.

More than 80% of our total volume is repeat business with over 85% of our total volume obtained by negotiation.

Our current volume requires approximately 22,000 Daniel employees who provide design, procurement, construction, start-up and maintenance services for our Clients. The ability to attract and retain competent employees in all our geographic operating areas has been the greatest single factor in our Client's requests for Daniel services wherever their business ventures lead them.

PARTIAL LISTING OF METAL WORKING PLANTS COMPLETED OR UNDER CONSTRUCTION

CLIENT	LOCATION	VALUE IN DOLLARS
Reynolds Metals Co.	Sheffield, Ala.	153,000,000
National Southwire Alum. Co.	Hawesville, Ky.	150,000,000
General Electric Co.	Greenville, S. C.	37,800,000
Westinghouse Electric Corp.	Southeast	26,190,000
Monroe Auto Equip. Co.	Southeast	19,120,000
Allis Chalmers	Southeast & Belgium	19,000,000
Timken Co.	Gaffney, S. C.	18,200,000
Midland Ross Corp.	Georgetown, S. C.	17,000,000
Tenn. Coal & Iron (USS)	Birmingham, Ala.	10,800,000
A. Shrader's & Son	N. C. & Tenn.	10,000,000
Archer Aluminum Co.	Huntington, Tenn.	8,400,000
Saco Lowell	Easley, S. C.	8,000,000
Torrington Co.	U. S. & England	8,000,000
Eastern Produts Co.	Houston, Tex.	7,500,000
Smith Corona Marchant	S. C. & Ill.	6,000,000
Monsanto Chemical Co.	Southeast	6,000,000
Waste King Corp.	Tenn. & Ga.	6,000,000
Ingersoll Rand	U. S. & Germany	6,000,000
Union Carbide Corp.	Florence, S. C.	5,000,000
Sangamo Electric Co.	So. Carolina	4,000,000
American Brake Shoe Co.	Calera, Ala.	3,500,000
Conso Fasteners	Union, S. C.	3,400,000
Homelite	No. & So. Carolina	3,250,000
Babcock & Wilcox	Decatur, Ala.	3,000,000
Firestone Steel Products	Spartanburg, S. C.	2,780,000
Utica Drop Forge Co.	Orangeburg, S. C.	2,700,000
Purolator, Inc.	Fayetteville, N. C.	2,630,000
Barber Coleman Co.	Huntsville, Ala.	2,520,000
The Electric Autolite Co.	Decatur, Ala.	2,500,000
American Machine & Foundry	U. S. & Ireland	2,460,000
Clark Controller	Lancaster, S. C.	2,000,000
Tyger River Corp.	Union, S. C.	2,000,000
Jeffrey Mfg. Co.	S. C. & Tenn.	2,000,000
Kiekhaefer Mercury	Belgium	2,000,000
C. B. Metals Co.	Gaffney, S. C.	2,000,000
Republic Foil	Salisbury, N. C.	1,900,000
Black & Decker	Fayetteville, N. C.	1,850,000
Proctor Silex, Inc.	Altoona, Penn.	1,842,000
Dictaphone Corp.	Southeast	1,825,000
Veeder Root	No. & So. Carolina	1,755,000
Marsh Instrument Corp.	Frankfort, Ky.	1,550,000
A. B. Dick Co.	Lake City, S. C.	1,500,000
Flexible Tubing	Abbeville, S. C.	1,300,000
General Cable	Abbeville, S. C.	1,300,000
American Metal Products	Somerset, Ky.	1,200,000
Louis Allis	Mauldin, S. C.	1,200,000
Speed Queen	Searcy, Ark.	1,200,000
Buckbee Mears	Germany	1,100,000

Fafnir-Ina	Cheraw, S. C.	1,000,000
Scottish Ind. Estates	Irvine, Scotland	1,000,000
A. M. F.	Belfast, N. Ireland	960,000
Eaton, Yale and Towne	Livingston, Scotland	760,000
Hopt Electronics	Rottweil, Germany	650,000
Fafnir Bearings	Wolverhampton, England	450,000
Xaloy, S. A.	Herstal, Belgium	430,000
Fife Europe	Frankfurt, Germany	400,000
Armstrong Machine	Herstal, Belgium	250,000

PARTIAL LISTING OF INDUSTRIAL PROJECTS COMPLETED OR UNDER CONSTRUCTION

CLIENT	FACILITY	LOCATION	VALUE IN DOLLARS
Reynolds Metal Co.	Metal Working	Sheffield, Ala.	153,000,000
National Southwire Co.	Aluminum Reduction	Hawesville, Ky.	150,000,000
Philip Morris, Inc.	Cigarette Plant	Richmond, Va.	59,700,000
American-St. Gobain Corp.	Flat Glass	Greenland, Tenn.	50,000,000
Union Carbide Corp.	Carbon Products	Yabucoa, P. R.	48,000,000
Procter & Gamble Co.	Food Processing	Jackson, Tenn.	39,000,000
General Electric Co.	Gas Turbine	Greenville, S. C.	27,500,000
Campbell Soup Co.	Food Processing	Paris, Texas	20,000,000
Westinghouse Electric Corp.	Transformer	Athens, Ga.	20,000,000
Timken Company	Bearing Mfg.	Gaffney, S. C.	18,200,000
Life Insurance Co. of Ga.	Commercial	Atlanta, Ga.	16,000,000
Allis-Chalmers Mfg. Co.	Vehicle Mfg.	Madison, Ill.	15,000,000
Union Carbide Corp.	Food Products	Barceloneta, P. R.	15,000,000
Wilson Corporation	Foods Products	Logansport, Ind.	12,500,000
Graniteville Company	Commercial	Graniteville, S. C.	12,300,000
Seaboard Coast Line RR	Commercial	Jacksonville, Fla.	12,000,000
Monroe Auto Equip. Co.	Shock Absorber	Paragould, Ark.	12,000,000
Prudential Insurance Co.	Commercial	Jacksonville, Fla.	12,000,000
Dunlop Tire & Rubber Corp.	Tire Mfg.	Huntsville, Ala.	11,000,000
Tennessee Coal and Iron	Metal Working	Birmingham, Ala.	10,800,000
General Electric Co.	Metal Working	Greenville, S. C.	10,327,000
Westgate Calif. Foods Inc.	Food Processing	Ponce, Puerto Rico	10,000,000
A. Shrader's Son	Metal Working	N. C. and Tenn.	10,000,000
U. S. Plywood Corp.	Manufacturing	Catawba, S. C.	10,000,000
Midland Ross Corp.	Ore Reduction	Georgetown, S. C.	9,000,000
Archer Aluminum	Metal Working	Huntington, Tenn.	8,400,000
Saco Lowell Shops	Manufacturing	Easley, S. C.	8,000,000
Midland Ross Corp.	Metal Working	Georgetown, S. C.	8,000,000
Eastern Products Co.	Metal Working	Houston, Texas	7,500,000
Monroe Auto Equip. Co.	Metal Working	Neb., Ga. & Ark.	7,120,000
Westinghouse Electric Corp.	Metal Working	South Boston, Va.	6,189,000
Smith Corona Marchant	Metal Working	S. C. & Ill.	6,000,000
Monsanto Chemical Co.	Metal Working	Ga. & Tenn.	6,000,000
ATEA	Electronics	Herenthal, Belgium	6,000,000
Waste King Corp.	Metal Working	Tenn. & Ga.	6,000,000
Carrier Corporation	Air Conditioning Mfg.	McMinnville, Tenn.	5,700,000
Ingersoll-Rand Co.	Machinery Mfg.	Mayfield, Ky.	5,200,000
Union Carbide Corp.	Metal Working	Florence, S. C.	5,000,000
Sangamo Electric Co.	Metal Working	South Carolina	4,000,000
Radio Corp. of America	Tube Plant	Brussels, Belgium	3,500,000
American Brake Shoe Co.	Metal Working	Calera, Alabama	3,500,000
Conso Fasteners	Metal Working	Union, S. C.	3,400,000
Homelite	Metal Working	Southeast	3,250,000
Wolverine Tube	Metal Working	Decatur, Alabama	3,000,000
Falconbridge Mines	Refinery	Dominican Republic	3,000,000
Allis-Chalmers Mfg. Co.	Electric Equip. Mfg.	Little Rock, Ark.	2,900,000

Firestone Steel Products	Metal Working	Spartanburg, S. C.	2,780,000
Utica Drop Forge Co.	Metal Working	Orangeburg, S. C.	2,700,000
Purolator, Inc.	Metal Working	Fayetteville, N. C.	2,630,000
Barber Coleman Company	Metal Working	Huntsville, Ala.	2,520,000
The Electric Autolite Co.	Metal Working	Decatur, Ala.	2,500,000
SABA	Electronics	Tienen, Belgium	2,500,000
Sylvania Benelux	Tube Plant	Tienen, Belgium	2,400,000
Torrington Company	Metal Working	Belton, S. C.	2,000,000
Tyger River Corp.	Metal Working	Union, S. C.	2,000,000
Kiekhaefer Mercury	Metal Working	Petit Rechain, Belgium	2,000,000
Clark Controller	Metal Working	Lancaster, S. C.	2,000,000
Jeffrey Mfg. Company	Metal Working	S. C. and Tenn.	2,000,000
C. B. Metals Co.	Metal Working	Gaffney, S. C.	2,000,000
Oconee Realty Co.	Metal Working	Walhalla, S. C.	2,000,000
Republic Foil	Metal Working	Salisbury, N. C.	1,900,000
Black and Decker	Metal Working	Fayetteville, N. C.	1,850,000
Proctor Silex, Inc.	Metal Working	Altoona, Penn.	1,842,000
Dictaphone Corp.	Metal Working	South & East	1,825,000
Veeder-Root	Metal Working	N. C. & S. C.	1,775,000
Marsh Instrument Co.	Metal Working	Frankfort, Ky.	1,550,000
A. B. Dick Company	Metal Working	Lake City, S. C.	1,500,000
American Machine & Foundry	Metal Working	Somerset, Ky.	1,500,000
General Cable	Metal Working	Abbeville, S. C.	1,300,000
Flexible Tubing	Metal Working	Abbeville, S. C.	1,300,000
Speed Queen	Metal Working	Searcy, Ark.	1,200,000
American Metal Products	Metal Working	Somerset, Ky.	1,200,000
Louis Allis	Metal Working	Mauldin, S. C.	1,200,000
Allis-Chalmers Mfg. Co.	Repair & Distribution	Brussels, Belgium	1,100,000
Reynolds Metals	Metal Working	Hollogne, Belgium	1,100,000
British American Products	Food Processing	Birkenhead, England	1,000,000

PARTIAL LISTING OF INTERNATIONAL PROJECTS COMPLETED OR UNDER CONSTRUCTION

CLIENT	FACILITY	LOCATION	VALUE
Phillips Petroleum	Nylon	Guayama, Puerto Rico	$100,000,000
Union Carbide Corp.	Electrodes	Yabucoa, Puerto Rico	$ 48,000,000
Monsanto Textiles, Ltd.	Nylon	Dundonald, Scotland	$ 40,000,000
Merck & Co., Inc.	Pharmaceutical	Barceloneta, Puerto Rico	$ 30,000,000
Monsanto Textiles, Ltd.	Acrilan	Coleraine, N. Ireland	$ 25 000,000
Chemstrand Corp.	Nylon	Echternach, Luxembourg	$ 23,000,000
Charles Pfizer & Co., Inc.	Pharmaceutical	Barceloneta, Puerto Rico	$ 15,000,000
Owens Corning Fiberglas	Fiberglass	Battice, Belgium	$ 15,000,000
Union Carbide Corp.	Food Products	Barceloneta, Puerto Rico	$ 15,000,000
E. R. Squibb & Sons, Inc.	Pharmaceutical	Humacao, Puerto Rico	$ 12,000,000
Schering Corporation	Pharmaceutical	Manati, Puerto Rico	$ 10,500,000
Union Carbide Corp.	Electrode	Pamplona, Spain	$ 10,000,000
Westgate-California Foods, Inc.	Food Processing	Ponce, Puerto Rico	$ 10,000,000
Warner-Lambert	Pharmaceutical	Vega Baja, Puerto Rico	$ 8,850,000
United Hosiery Mills, Ltd.	Hosiery	Aguadilla, Puerto Rico	$ 8,000,000
British Acheson Electrodes, Ltd.	Electrode	Sheffield, England	$ 8,000,000
ATEA	Electronics	Herenthals, Belgium	$ 6,200,000
G. D. Searle & Co.	Pharmaceutical	Caguas, Puerto Rico	$ 6,000,000
Monsanto Chemical	Plasticizer	Antwerp, Belgium	$ 5,600,000
Madison Throwing Co.	Textile	Isabela, Puerto Rico	$ 4,000,000
Sylvania Benelux	TV Tubes	Tienen, Belgium	$ 3,500,000
RCA	Electronics	Brussels, Belgium	$ 3,225,000
Falconbridge Mines	Refinery	Dominican Republic	$ 3,000,000
SABA Werke	TV Assembly	Tienen, Belgium	$ 2,560,000
ESSO Motor Hotel	Hotel	Erskine, Scotland	$ 2,200,000
Kiekhaefer Mercury	Engine Plant	Petit Rechain, Belgium	$ 2,000,000
Quaker Furans	Alcohol	Geel, Belgium	$ 2,000,000
Torrington Company	Bearings	Darlington, England	$ 2,000,000
James Kenyon & Sons, Ltd.	Industrial Felts	Bury, England	$ 1,800,000
ESSO Motor Hotel	Motel	Coventry, England	$ 1,600,000
Anglia Paper	Paper Products	Liverpool, England	$ 1,600,000
Reynolds Metals	Plastics	Liege, Belgium	$ 1,150,000
Allis Chalmers	Warehouse	Herstal, Belgium	$ 1,100,000
Burroughs Corp.	Computer	Herstal, Belgium	$ 1,100,000
Buckbee Mears	Metals	Mullheim, Germany	$ 1,100,000
Burroughs Corp.	Computer	Glenrothes, Scotland	$ 1,000,000
Quaker Furans	Alcohol	Antwerp, Belgium	$ 1,000,000
Scottish Industrial Estates Corp.	Metals	Irvine, Scotland	$ 1,000,000
British American Products	Rendering	Birkenhead, England	$ 1,000,000
A. M. F.	Metals	Belfast, N. Ireland	$ 960,000
Ingersoll Rand	Metal Working	Dusseldorf, Germany	$ 880,000
Esso Belgium Motor Hotel	Motel	Casteau, Belgium	$ 800,000
Mallory Batteries	Batteries	Aarschot, Belgium	$ 800,000
Eaton, Yale and Towne	Metals	Livingston, Scotland	$ 760,000
Hopt Electronics	Metals	Rottweil, Germany	$ 650,000
Her Majesty Manufacturing	Textile	Isabela, Puerto Rico	$ 600,000
Caterpillar	Equipment Erection	Gosselies, Belgium	$ 600,000
Esso Motor Hotel	Motel	Heidelberg, Germany	$ 600,000
U. S. Steel	Housing	Alleur, Belgium	$ 600,000
Bandag	Rubber	Lanklaar, Belgium	$ 600,000

Crumlin Housing Project	Housing	Crumlin, N. Ireland	$	600,000
Sylvania	Warehouse	Erlangen, Germany	$	580,000
Esso Refinery	Refinery	Antwerp, Belgium	$	500,000
I. C. I., Ltd.	Chemical	Ardeer, Scotland	$	500,000
Fafnir Bearings	Bearings	Wolverhampton, England	$	450,000
Xaloy, S. A.	Metals	Herstal, Belgium	$	430,000
Fife Europe	Metals	Frankfurt, Germany	$	400,000
Betz Laboratories	Pharmaceuticals	Herenthals, Belgium	$	300,000
Chemstrand Corp.	Waste Process	Cumnock, Scotland	$	260,000
Armstrong Machine	Metals	Herstal, Belgium	$	250,000
Extracorporeal	Medical	Waremme, Belgium	$	200,000
Scientific Designs, Ltd.	Chemical	Ardeer, Scotland	$	200,000

I. MANAGEMENT

1. Project Management Philosophy

Daniel Construction Company International maintains a staff of highly qualified personnel experienced in the various disciplines required to establish a wholly contained Engineering and Construction organization for the purpose of managing any size or type industrial construction project.

The Daniel Project Manager will be fully supported by a total management and technical team, tailored to suit the specific project requirements and to cooperate fully with the Client's engineering and management team. In addition, the Project Manager will be supported by corporate staff specialists during all phases of the project on an as required basis.

2. Responsibilities for Major Activities

The following is an outline of responsibilities which will be necessary to accomplish all activities required within the overall program.

2.1 Client

Overall project philosophy and ultimate control for the entire program will rest with the Client's Representative.

2.2 Daniel

Provision of project management and supervisory personnel for all project activities.

Preparation of specifications and drawings as required.

Preparation of a completely detailed project procedure manual detailing all functions and responsibilities for engineering, procurement and construction.

Preparation of preliminary and detailed estimate for budgeting and cost control.

Preparation and updating of overall project planning and scheduling functions from engineering through startup, including phasing of design, procurement and construction.

Purchasing, expediting, inspection and shipping of engineered equipment and materials for the project.

Coordination of engineering and construction to ensure timely transmittal and interpretation of specifications, drawings and other project information.

Assistance to Client in checkout and startup of plant.

2.3 **Engineer**

Preparation of construction drawings and design criteria conforming to local codes and practices.

II. CONTROLS

1. Introduction

In order to assure ourselves and the Client that the project will be managed in a professional and economical manner, it is absolutely essential to establish and implement immediate control of:

Planning and Scheduling
Estimating
Cost Engineering

The Office Engineer is responsible for Planning and Scheduling, Estimating and Cost Engineering. The prime function of this department is to provide project management with the precise information necessary to plan, schedule, budget, administer, evaluate, monitor and control the prosecution of the work to maximum advantage. The Planning and Scheduling function provides project schedules and progress monitoring as required to effectively control the timely completion of the project. The Estimating function provides budget and definitive estimates as well as quantity surveys required for cost control. The Cost Engineering function identifies job activities by cost code, accumulates all project cost data and prepares the monthly cost report indicating underruns and overruns in actual versus budgeted costs. The combined efforts of the department are directed toward the common goal of project completion on schedule and within budget.

2. Planning and Scheduling

2.1 General

Daniel will be responsible for the planning and scheduling effort on a total concept basis including engineering, purchasing and construction. The overall project control schedules will be prepared by Daniel in its standard precedence diagramming method. This method is a proven modified CPM technique particularly adaptable to projects featuring concurrent design and construction.

Client, Daniel and Daniel Subcontractor activities will be included in order to develop an all inclusive project master plan which will be monitored by Daniel to ensure timely completion of all elements.

Client, Daniel Engineering and Subcontractor activities will be included in order to develop an all inclusive project master plan which will be monitored by Daniel to ensure timely completion of all elements.

The Engineering schedule will be prepared in sufficient depth to ensure engineering, purchasing and material deliveries compatible with the most economical flow of construction.

2.2 Planning

Definitive planning of the engineering and construction effort will be performed by the Office Engineer, Planning and Scheduling Engineer, Project Manager and General Superintendent in close consultation with the Client.

The Planning and Scheduling Engineer will solicit all of the necessary data from all departments for input into the plan. In every case, representatives from all departments directly involved in the work will be consulted to ensure proper sequencing and timing of their respective activities.

A CPM plan will be prepared for each major area of building compatible with the cost coding system for the project.

2.3 Scheduling

Each area plan will be analyzed with regard to priority, manpower, deliveries, engineering drawing release, etc., to determine logical and economical sequencing. Proper restraints will then be built into the plan such that all areas will be scheduled and interlocked properly.

A master schedule for the total project will be prepared in Bar Chart form for use in a Bi-Weekly Status Report. This schedule will be prepared with information extracted from the detailed area schedules.

Detailed schedules, or "Fragnets", will be prepared as necessary to provide detailed scheduling of various segments of the project as required by job conditions.

To assist all persons involved in quickly locating that portion of the schedule in which their particular interest lies, the Daniel format is categorized into Engineering, Purchasing, and Construction horizontally, while Building Work, Piping, Equipment, Electrical, etc., are categorized vertically. The completed critical path in this form and Bar Charts prepared from the CPM schedule are then used for all phases of project control.

Initial analysis of manpower requirements, by crafts, will be made. Manpower restraints determined through this analysis will be built into the schedule. Utilizing the data generated by the manpower analysis, a Manpower Projection Curve will be prepared as early in the Project as

possible. This curve will be included in the Bi-Weekly Status Report with actual manpower plotted against the project curve.

A projected Cash Flow Curve will be prepared as early in the project as possible. This curve is an average of curves prepared on the basis of early and late schedule positions as indicated by the CPM schedule. This curve will be included in the Bi-Weekly Status Report with actual expenditures plotted against the projected curve.

During the course of the project the plan will be revised to reflect any major changes.

2.4 Progress Monitoring and Updating

Daniel will be responsible for monitoring, coordination and reporting of engineering and construction progress. Schedule updating will be performed at the intervals stated in the procedure.

Actual quantities and dates for construction activities will be provided by field quantity survey personnel.

Delivery dates will be determined from Expediting and Receiving Reports. Dates that engineering drawings are received will be determined from the active Drawing Log.

Monitoring of engineering progress will be performed in close coordination with the Owner to ensure compliance with the drawing and specification release schedule which will be updated monthly. Purchasing dates will be determined by copies of purchase orders with additional information provided by the Client and Daniel.

2.5 Reporting

An analysis of overall project status to date versus planned progress will be made at the end of each weekly updating by the Planning and Scheduling Engineer. Delays and foreseeable delays will be studied jointly by the project management team to determine the corrective action to be initiated for each item.

Any logic changes required will be noted on the schedule until such time as actual schedule revisions can be accomplished.

A Bi-Weekly Status Report will be prepared such that it can be mailed no later than every other Monday PM. This report will consist of the standard Bi-Weekly Status Report with an attached cover sheet detailing cause for delays incurred and Cash Flow Curve showing actual cost versus projected on both engineering and construction. Actual manpower versus projected will also be shown for construction crafts. Distribution of this report to the Client and Daniel will be established at the beginning of the project.

Updated schedules will be produced for general distribution on a monthly basis.

3. Estimating

3.1 Budget Estimate

A Budget Estimate will be prepared by the Daniel/Client Team after the preliminary engineering has been completed. Client will provide input regarding certain proprietary equipment while Daniel will estimate the cost of all other equipment, materials, and labor. At the Client's request, costs such as land, etc., will be included in the estimate. This estimate will be coded in accordance with the Approved Chart of Accounts. The Budget Estimate will include a recommendation for escalation and contingency allowance.

This estimate will serve as the basis for the cost control program and will appear in the Summary Cost Status Report until the definitive estimate is prepared.

3.2 Definitive Estimate

A Definitive Estimate will be jointly prepared by Daniel and the Owner after approximately 75% of the engineering has been completed. Client will provide input on proprietary equipment and on areas where engineering is not yet defined.

The Definitive Estimate will include complete and detailed estimates for labor, materials, equipment, and all indirect charges. This estimate will be compared with actual quantities and costs to determine cost to complete by individual cost accounts.

The Definitive Estimate will be cost coded in accordance with the approved Chart of Accounts and will be revised to reflect changes in scope as they occur.

4. Cost Control and Reporting

4.1 Introduction

On all construction projects Daniel Construction Company International uses a standard project cost control system which has been developed through years of experience with all types of construction projects. Diligent use of this system enables the project team to develop information for the effective control of project cost and planning.

The cost control system consists of the collection and evaluation, by chart of account category, of the following information:

Quantities and cost of work performed

Quantities and cost of material purchased

Commitments and Expenditures for Equipment, Subcontracts, Rentals and Services

All overhead costs

This historical cost and quantity information, together with the quantity of work remaining to be accomplished, are utilized to determine the projected final cost of the project. The projected final cost is compared with the Budget or Definitive Estimate to determine both incremental and total variations. Management attention is immediately brought to bear on any deviations.

A manual cost control system will be used.

The overall responsibility for the proper execution of the cost control system lies with the Project Manager. The detail of labor and material costs is performed by the Cost Engineer. Purchasing and accounting personnel provide necessary data concerning commitments and expenditures. The Cost Engineer consolidates the Labor Cost Report and the Material Cost Status Record into an overall cost and projection of final project costs.

4.2 Labor Cost Report

The Labor Cost Report shows by cost code number, the work description, the current estimated quantities, unit costs to date and estimated unit costs. Final costs are projected on the basis of actual unit costs to date multiplied by current estimated or adjusted quantities. In addition to their use for projection, the actual unit costs are compared with estimated unit costs as a measure of field labor efficiency.

4.3 Material Cost Status Record

The Material Cost Status Record shows by cost code number, the work description, original estimate, change order and total current estimated costs. Final costs are projected on commitments to date plus projected commitments to complete. The material record covers all project costs other than field labor.

4.4 Monthly Budget Cost Report and Forecast

From the labor and the material reports the up-to-date cost status is obtained and is used by the project team to monitor and exercise job cost control. The Monthly Budget Cost Report and Forecast is prepared to indicate projected expenditures for the job. Actual project expenditures plotted against the projected, provide further data for the monitoring and control of the job costs.

III. PROJECT ADMINISTRATION

1. Introduction

The Office Manager is responsible for Procurement and Accounting. The prime function of these departments is the acquisition of material and the control of all project fiscal activities. The Purchasing Agent provides for the purchasing, expediting and storage of all project materials. The Project Accountant administers accounting, payroll, and timekeeping, utilizing computer programs, wherever feasible, for rapid accumulation of data and subsequent reporting.

Each of these control areas will be discussed briefly in this section and will be completely detailed by the Project Procedure Manual.

2. Procurement

2.1 General

Through our Central, Division and Project Offices, we have developed purchasing procedures and activities on a worldwide basis directed towards procurement of the best available equipment and materials compatible with early delivery and least cost. We are without obligation or association with any supplier or group allowing us latitude and flexibility in the solicitation of competitive proposals. We award purchase orders and subcontracts on the basis of the lowest qualifying bid. It is well known in the industry that future consideration of bids is based on past performance. As a result of these policies we have excellent relations with our vendors and subcontractors with subsequent benefits in both service and cost.

We propose to establish four project procurement functions; Purchasing, Expediting, Traffic, and Warehousing. The following major activities will be performed by this department:

2.2 Purchasing

Prepare requests for quotation
Receive, tabulate and prepare commercial bid analysis
Prepare purchase orders and/or subcontracts for approval
Maintain complete documented P.O. files
Prepare periodic status report

2.3 Expediting

Ensure that all materials are delivered on schedule
Contact vendors regarding status of orders
Expedite all critical orders

Expedite vendors drawings required for design and/or construction

Prepare periodic status reports

2.4 **Traffic**

Plan and arrange for economical and expeditious transportation of equipment and materials

Prepare shipping instructions

Negotiate favorable rates

Prepare shipping estimates

Prepare periodic status report

2.5 **Warehousing**

Receive all incoming materials and equipment

Issue materials and equipment required for construction

Maintain perpetual inventory

Requisition expendable materials and supplies

3. **Accounting**

3.1 **Scope**

The Accounting, Timekeeping, and Payroll Section, under the direction of the Project Accountant, will maintain control of and perform all fiscal operations on the project.

3.2 **Accounting Records**

The Project Accountant will maintain accounting records on the site in accordance with established Daniel accounting policies using the Daniel Construction Company Field Accounting Procedure Manual. These records are part of Daniel's books of original entry and are to be maintained by Daniel upon project completion. As such, they will be available for Client review and audit at all times.

The books of account maintained at the project are:

Project Combined Journal - This journal is used to record all day-to-day transactions including receipts, disbursements, job costs, job costs billed, payroll deductions and accruals, and all other entries not specifically mentioned above. A subsidiary check distribution register will be maintained.

Project General Ledger - This is the record to which summary Project Combined Journal totals are posted monthly to record project assets, liabilities, billings and costs.

Subsidiary Ledgers - These ledgers are maintained on the project to record detail of accounts receivable and any other miscellaneous accounts necessary.

3.3 Bank Accounts

A General Account and a Payroll Account will be established in accordance with the Client's instructions. The General and Payroll Account will be in the name of Daniel Construction Company International. The General Account will be used for all disbursements except payroll. The Payroll Account will be used for all weekly net payroll disbursements and will be operated as an imprest account.

3.4 Bank Statements

The bank statements on all project bank accounts will be mailed directly to the Project Accountant each month. The Project Accountant will reconcile the accounts promptly on the appropriate Daniel form. The Project Accountant will send a copy of the reconciliations to the Client's representative if requested.

3.5 Petty Cash Account

The petty cash account will be set up as an imprest currency fund by an advance from the General Account. This will be a small fund for nominal disbursements of a petty cash nature.

3.6 Invoices

The Project Accountant will invoice the Client weekly for payroll, fringe benefits, and payroll burden costs.

Material, Subcontract and other general disbursements will be billed weekly. On the schedule agreed to, the Project Accountant will invoice the Client for all other reimbursable costs.

On the last Monday of each month, the Project Accountant will invoice the Client for the monthly fee. Fee billing is to be in accordance with the Contract Fee Schedule.

3.7 Funding and Reimbursements

Daniel will provide the Client with a monthly forecast of cash requirements. This monthly forecast will be broken down into a weekly basis and submitted to the Client's representative seven (7) days prior to the first of each month. The Client will provide an advance to Daniel, which, together

with the outstanding check float, is used to pay all costs that become due between regular billing dates.

Daniel will notify the Client two (2) days prior to payday, the amount needed to cover the weekly payroll, fringe benefits, and employer taxes. The Client, on the morning of payday, will wire this amount for deposit to the General Account. Daniel will transfer the net payroll to the Payroll Bank Account. The Project Accountant will prepare and forward a check payable to Daniel Construction Company International for payroll taxes and fringe benefits.

Weekly, as the general disbursements checks are prepared, they will be given to the Client's representative for his cursory review and authorization of that amount of money to be transferred to the General Account.

Upon this approval, Daniel will place the checks in the mail.

Upon receipt of the monthly fee invoice, the Client will forward a check in payment to Daniel Construction Company International, at our local address.

3.8 **Accounts Payable**

Vendor and subcontractor invoices on Daniel purchase orders or subcontracts will be processed for payment promptly in accordance with the payment terms. All cash discounts will be taken on vendor invoices for the account of the Client. The Client will be invoiced at net cost after cash discount. Daniel will accrue in accordance with local law, sales and use taxes on taxable items where not invoiced by the vendor.

Subcontractor's progress invoices based on percentage of completion will be paid upon approval by the Project Manager. Ten percent of the invoice amount will be withheld until final completion and acceptance of the subcontractor's work.

3.9 **Claims and Backcharges**

It will be the responsibility of the Construction Department to originate all backcharges. Work will not be performed for a subcontractor or vendor to whom a "Notice of Backcharge" has not been issued. Any such work being performed will immediately be called to the attention of the General Superintendent. Upon being so notified, the Timekeeper will record the

hours of all labor expended to the proper account on the Daily Time Sheet. The Notice of Backcharge will be prepared by the Cost Engineer, approved by the General Superintendent, and transmitted immediately to the subcontractor or vendor, with a copy to the Project Accountant and Client's Representative. If the vendor or subcontractor has a representative at the jobsite, written approval of such charges will be obtained daily.

3.10 **Reporting**

The Project Accountant will provide to the Cost Engineer input data on material and equipment expenditures for the Cost Control System. The Timekeeper will forward the labor cost portion of the Foreman's Daily Time Card to the Cost Engineer as labor cost input data to the Cost Control System. Output from this system will be designed for final cost breakdowns required by the Client for capitalization, tax and insurance purposes.

3.11 **Payroll/Timekeeping**

A brass tag system will be used to check all hourly employees on and off the project site and as a means of providing tool usage control.

The payroll source data will be processed by computer with subsequent computer preparation of the payroll register and payroll checks.

3.12 **Forms**

Standard Daniel Forms will be used for all accounting and payroll functions except where modifications are necessary to meet project requirements.

3.13 **DCC Field Accounting Procedure** Manual

Except as specifically agreed to with the Client, implementation of the functions described herein will be in accordance with Daniel Construction Company Field Accounting Procedures Manual. If a discrepancy exists between the Project Manual and the DCC Field Accounting Manual, the Project Manual will govern.

3.14 **Retention of Records**

All Accounting records and supporting documents will be maintained at the site until completion, whereupon they will be transferred to the Daniel Retention Center. Retention is as legally required or longer and all records are available to the Client or their representative upon request.

IV. PROJECT PROCEDURE MANUAL

A manual outlining the procedures to be used for the construction of the project will be written by Daniel, incorporating specific requirements of the Owner, prior to the start of construction. The following is a proposed format for this procedure manual:

Section I Scope of Project

Section II Client/Engineer/DCCI/Coordination

Section III Project Field Management

- 3.1 Organization
- 3.2 Reporting

Section IV Construction

- 4.1 Functions
- 4.2 Construction Requirements and Materials
- 4.3 Personnel Requirements
- 4.4 Construction Equipment and Tool Requirements
- 4.5 Progress and Costs

Section V Engineering

- 5.1 Functions
- 5.2 Engineer Drawing Release Schedule
- 5.3 Drawings Information
- 5.4 Vendor Drawings Procedures
- 5.5 Engineering Standards, Specifications and Equipment Manuals
- 5.6 Engineering Equipment List and Status Report
- 5.7 Voided Drawings and Specifications
- 5.8 Interpretation of Drawings and Specifications
- 5.9 DCCI/Vendor Drawing Approval
- 5.10 DCCI/Test Certificates
- 5.11 Purchase Requisitions

Section VI Planning and Scheduling

- 6.1 Source Data
- 6.2 Planning
- 6.3 Scheduling
- 6.4 Progress Monitoring
- 6.5 Manpower Recording
- 6.6 Distribution

PROJECT ORGANIZATION

1. **Project Coordinator**

   The Project Coordinator is responsible for the successful execution of the project. His responsibility and authority are limited only by terms of the contract, by company policies and by directive from higher management authority.

   The Project Coordinator will organize the project work, select and assign staff, delegate responsibility and establish effective working relationships within the project group and with the client; plan the work so that it may be efficiently accomplished by the project staff in accordance with the scope-of-work, schedule and budget; Establish controls in order to continuously measure rate of progress, quality and cost; Supervise project activities and specifically ensure that close contact is maintained with the client, that departments providing support services are fully informed and that effective project wide communications are established.

2. **Project Manager**

   The Project Manager is responsible for all on site activities including supervision of physical construction, construction engineering and administrative services performed in the field office. In order to properly execute these functions a staff consisting of a General Superintendent, Office Engineer and Office Manager will be assigned and report to the Project Manager. A brief description of their responsibilities follows:

3. **General Superintendent**

   The General Superintendent is responsible for all construction activities. Through rigorous supervision of his departmental staff consisting of Craft Superintendents, General Foreman, Foreman and Craftsman, he will ensure construction of all facilities in a timely, efficient and economical manner.

4. **Office Engineer**

   The Office Engineer is responsible for all on site engineering activities. Through his own efforts and a staff of engineers he will provide all necessary support services required by the General Superintendent and Project Manager.

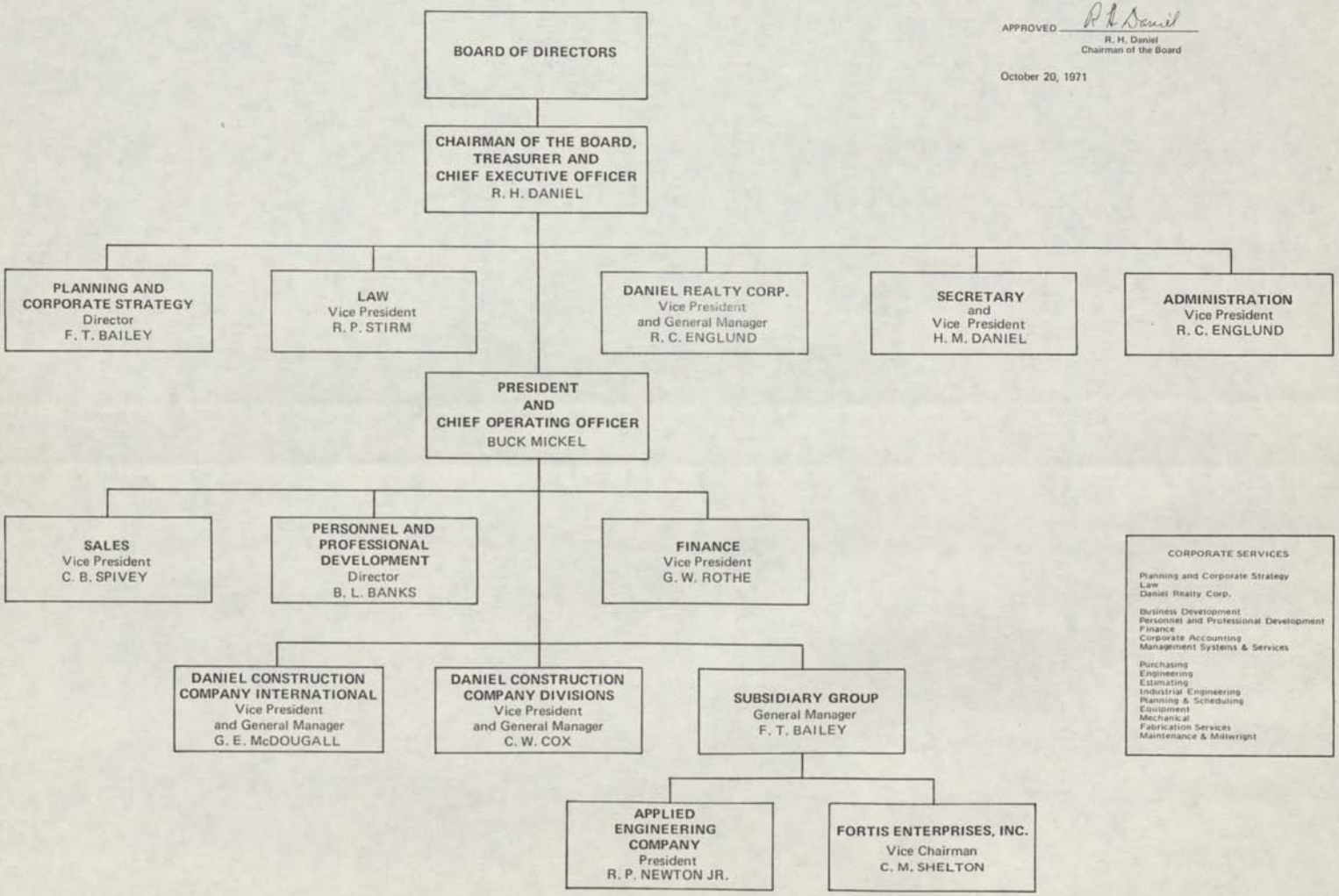
5. **Office Manager**

   The Office Manager is responsible for all site administrative services. Through a staff of qualified personnel he will perform accounting, field procurement, personnel processing, payroll, timekeeping, office services, etc., as required by the Project Manager.

DANIEL INTERNATIONAL CORPORATION
CORPORATE ORGANIZATION

APPROVED R. H. Daniel
R. H. Daniel
Chairman of the Board

October 20, 1971



DANIEL CONSTRUCTION COMPANY INTERNATIONAL

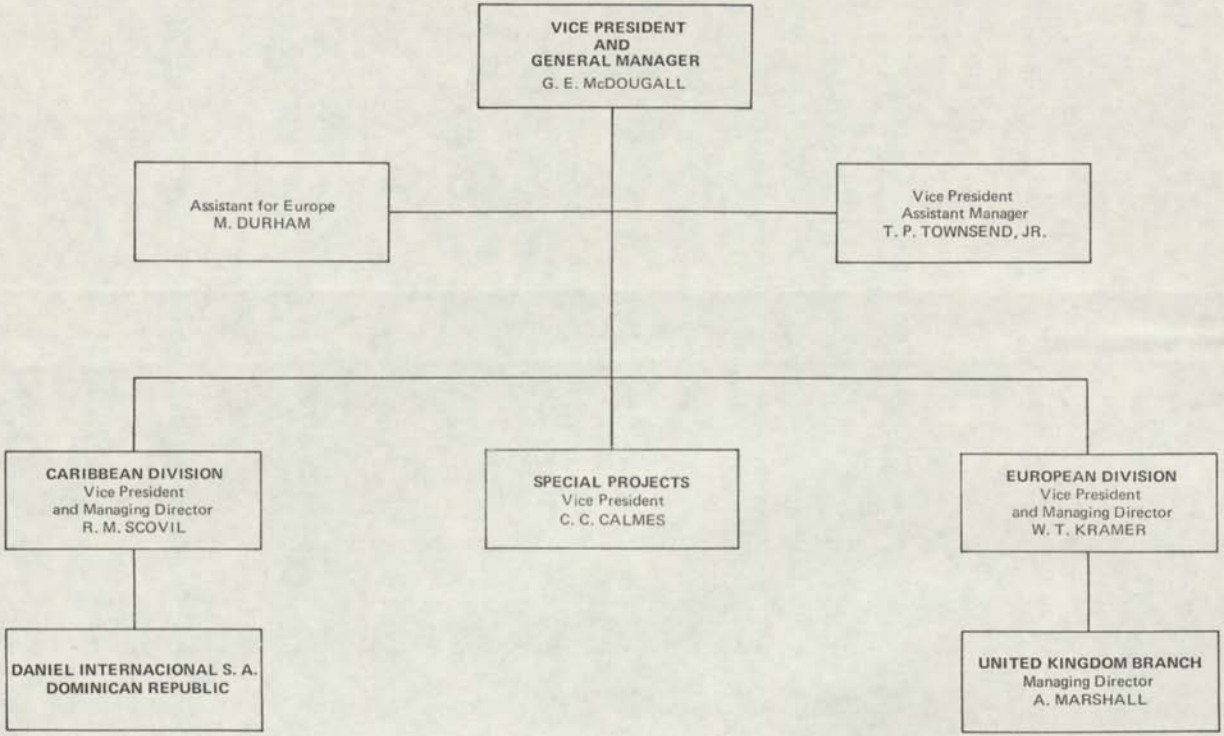
CORPORATE ORGANIZATION

SUBSIDIARY OF DANIEL INTERNATIONAL CORPORATION

APPROVED: Buck Mickel

Buck Mickel – President

March 1, 1971



PERSONNEL POLICY, PUERTO RICO

1. General

The personnel policy outlined on the following pages is acknowledged by each employee prior to his departure for Puerto Rico.

The current overseas service premium for Puerto Rico is 10% and the cost of living allowance is 25%. Both percentages are computed on the employee's Greenville base salary. The 10% service premium is awarded to induce highly qualified personnel to accept Puerto Rican assignments. The 25% cost of living allowance for Puerto Rico, based on a comparison with the home office area at Greenville, South Carolina, will be reviewed from time to time to ensure that it is equitable.

It is the current corporation policy, for Puerto Rico, either to provide transportation or to ship the employee's car, paying the necessary freight, taxes and first year license tags. This policy is necessary to avoid financial hardship on the employee due to the high cost of automobiles in Puerto Rico. In any event, the policy provides sufficient flexibility to use the most economical means of providing essential transportation to each continental employee.

All fringe benefits and allowances for overseas personnel will be reimbursable. This includes the cost of living allowance, service premium, furniture allowance less salvage value, cost of relocation expenses, vacations and such other expenses as may be allowed under this personnel policy.

DANIEL INTERNATIONAL CORPORATION Appendix B

DANIEL CONSTRUCTION COMPANY, INTERNATIONAL

SUBJECT:

Personnel Policy, Puerto Rico. Any reference to the following entities shall be construed to include both:

Daniel International Corporation (DIC)

Daniel Construction Company, International (DCCI)

EFFECTIVE DATE:

January 1, 1972. This policy supercedes and voids all previously issued programs and policies.

PURPOSE:

To establish a uniform and equitable policy for U.S. personnel employed in Puerto Rico.

EMPLOYEE DEFINITION:

The following employees shall be governed by this Policy and, unless otherwise indicated, all reference to employee shall mean:

1. Corporation personnel assigned to duty for a period of more than one year in Puerto Rico.
2. Other personnel who may be specifically designated by the responsible Division executive of DCCI and appropriate executive officers of DIC.

PROCEDURE:

Employees are assigned administratively to DCCI for a minimum duration to be established, by a definite understanding, between the employee and the Corporation.

All arrangements made with employees covered herein will be cleared with the responsible Division executive of DCCI.

The President of DCCI or a Division executive delegated by him will ensure uniformity in the administration of this Policy.

The President of DCCI or a Division executive delegated by him will ensure that the personnel Policy and all other arrangements agreed to are thoroughly understood by the employee.

A letter shall be written, signed by the employee and the responsible Division executive, confirming the understanding by both parties, of all discussions, agreements and this Policy. Under special circumstances, deviation from this Policy may be authorized by the President of DCCI or a Division executive delegated by him.

COMPENSATION:

Base salary will be established in accordance, and adjusted to conform, with the prevailing salary for similar positions in Greenville, South Carolina.

A service premium has been established by Corporation management to attract and retain employees for Puerto Rican posts.

A cost of living allowance has been established by comparing Puerto Rican costs to those of Greenville, South Carolina. This allowance will be paid monthly, as additional salary, for the duration of employee's assignment.

There will be no tax adjustment since Puerto Rican taxes are approximately equal to those of the United States.

VACATION:

Domestic Vacation

Each employee is advised to take his earned vacation or make other satisfactory arrangements regarding vacation earned prior to Puerto Rican assignment. Vacation time accrued while working in the United States may not be taken during Puerto Rican assignment.

Local Vacation

Local vacation for employees assigned to Puerto Rico will be governed by the prevailing domestic vacation policy of 5/6 of a day per month of service. Accrued vacation may be taken, as earned, after six months continuous employment. Maximum accrual shall be the vacation time earned during eighteen months continuous service. The timing of the local vacation will be determined by mutual agreement between the employee and the appropriate line or staff executive subject to approval of the responsible Division executive of DCCI.

Additional Vacation

Additional vacation is granted to employees covered by this policy and is accrued at the rate of 5/6 of a day per month of Puerto Rican service. Additional vacation includes travel time. The employee has the option of taking all or part of this additional vacation in addition to his local vacation during the year in which it is accrued, or he may accumulate up to a maximum of four weeks (20 working days), and take it as home leave.

When additional vacation is taken as home leave, all travel expenses (transportation not to exceed

applicable economy class air fare) will be paid from the Puerto Rico location to the point of origin in the United States and return for the employee and his family. Meals and lodging expenses will be paid only as required for the most direct flight accommodation available. Travel expenses for home leave purposes will be limited to one round trip during each second year, unless the agreed assignment is less than two years.

In case an employee elects to take his home leave at some location other than his established point of origin in the United States, the Corporation will pay a maximum of the equivalent round trip economy class air fare for the employee and his family to his point of origin.

The timing of the home leave will be determined by mutual agreement between the employee and the appropriate line or staff executive subject to the approval of the responsible Division executive of DCCI.

When the Corporation requests an employee to extend home leave, he will be reimbursed for reasonable living expenses incurred by him and his family during such period.

In the event an employee is required to forego taking all, or any part, of his accumulated local or additional vacation at the specific request of a division executive of DCCI, he may be granted pay (including Puerto Rican service premium) in lieu of vacation, at the end of his tour of duty.

SPECIAL LEAVE:

1. **Death Overseas**

   When a member of an employee's family dies in Puerto Rico and the remains are to be returned to the United States, the Corporation will pay the expense of returning the remains to the point of origin and the economy class transportation cost of the employee and his family to the point of origin and return.

2. **Death In the United States**

   If the wife, mother, father, mother-in-law, father-in-law, brother, sister, or child of an employee dies in the United States while the employee is in Puerto Rico, the Corporation will pay the economy class transportation costs of the employee and his family to the point of origin in the United States and return.

BENEFITS:

All major company benefits enjoyed by Corporation personnel employed in the U.S. apply to

personnel on Puerto Rican assignment.

1. **Accrual of Service Time**

   Employees accumulate continuous service with the Corporation even though assigned to a parent, subsidiary, affiliate, or Corporate division.

2. **Retirement**

   Employees may participate in any existing or future retirement or related plan of the Corporation, according to the rules and regulations of such plan.

3. **Social Security**

   Employees may be covered under the Federal Old Age and Survivors Insurance Law.

4. **Comprehensive Health Insurance Program**

   This program is available to each employee at his option. It is recommended that all employees maintain the Corporation's Group Hospitalization Insurance.

   Hospitalization and medical benefits are modified to the extent that insurance payments may not be assigned to Puerto Rican hospitals or doctors. Such payments are in all cases paid directly to the employee after he has submitted receipted hospital or doctors' bills to the insurance company.

5. **Payroll Deductions**

   The insurance classification of an employee is determined by his base salary. Payment for participation in comprehensive health or other Corporation sponsored insurance programs may be handled as a payroll deduction or paid directly by the employee.

MEDICAL SERVICES:

Medical examinations, inoculations, and vaccines, as may be required by the employee's assigned location, are provided to all employees and their families prior to leaving for and when returning from Puerto Rico.

TRANSFER EXPENSES:

It is recommended that employees do not move household furniture and major electrical appliances from domestic to Puerto Rican posts. Due to the scarcity of furnished rental housing in Puerto Rico, the Caribbean Division Manager is authorized to approve furniture allowances not to exceed $3,000. Where possible, the employee will be permitted to participate in the selection of the furniture. In most cases the following guidelines apply:

Single	$1800.00
2 Persons	$2500.00
3 Persons	$2800.00
4 Persons	$3000.00

1. Employee may ship, at Corporation expense, personal effects intended solely for his own use such as clothing, linens, china, silverware, and cooking utensils. At the end of employee's assignment in Puerto Rico, the company will ship his personal effects to his point of origin in the United States.

   a. Maximum total weight allowed for Corporation paid shipment both to and from the assigned location shall be:

Single person	500 lbs.
Spouse	500 lbs.
Each Child	200 lbs.

   b. Shipment of articles authorized above will ordinarily be made by surface transportation. In cases of demonstrated need, air freight shipment of limited items (especially clothing) will be permitted but limited to a maximum of 20 lbs. per person at Corporation expense. Excess baggage shall be at employee's expense.

   c. When an employee is reassigned from an overseas location to Puerto Rico, the general rules of this section will apply.

2. Other transfer expenses reimbursed under this policy:
   a. Duties, taxes, insurance, clearance and customs charges, for items shipped.
   b. Cost of packing and storing household furnishings and personal effects in the United States.

AUTOMOBILE SHIPMENT:

The Corporation will ship employee's automobile to Puerto Rico and will pay for all costs of transportation, excise tax, and first year's license plates, but will not pay for any return transportation.

MISCELLANEOUS EXPENSE:

Reasonable expenses incidental to establishing Puerto Rican living quarters will be paid by the Corporation. Included are such items as the cost of connecting telephones, appliances, necessary changes in electrical wiring and equipment, and acquisition of driver licenses, etc.

An employee and his family shall be allowed actual reasonable living expenses while residing in temporary quarters for a maximum of three days prior to departure to Puerto Rico and a maximum of three days upon his return to the United States. Living expenses shall also be allowed for a maximum of three weeks upon arrival in Puerto Rico and one week upon departure. Living expenses are defined as room, board, and transportation. Certain expenses reimbursed must be properly supported by receipts in accordance with standard Daniel accounting practices.

LANGUAGE TRAINING:

The Caribbean Division, whose ability to function effectively is dependent in part upon the ability of its people to communicate with Puerto Rican nationals, will provide language training for employees who need this skill.

Those persons covered by this agreement, who express an interest in language training, will be provided instruction through organized language training classes to the extent approved by the President of DCCI or the responsible Division executive.

EDUCATION EXPENSE:

If an employee prefers to send his children to other than a local grade or secondary school, the Corporation will reimburse such employee an amount equal to the lowest tuition charged by the private grade or secondary school, up to a maximum of $1,200 per child, subject to approval by the responsible Division executive of DCCI. Any excess tuition above the lowest charges by the approved school will be borne by the employee.

Children of the employee in college in the United States will be entitled to one round trip (economy class air travel) from the United States college to the employee's Puerto Rico location every year at Corporation expense. The Corporation will also pay for the transportation costs of the child for the initial trip to an American college from the employee's Puerto Rican location provided:

said child is living at such location

the child becomes of college age

the child being of college age, enrolls in an American college during the employee's assignment in Puerto Rico.

Other costs of education are not reimbursable.

PROPOSED WEEKLY SALARIES FOR PROJECT ASSIGNED PERSONNEL

Project Manager	400-550
General Superintendent	400-525
Assistant Project Manager	375-500
Area Superintendent	325-425
Administrative Manager	325-425
Engineers	300-425
Assistant General Superintendent	300-425
Craft Superintendents and Assistants	225-425
Procurement Manager	300-400
Office Manager	275-400
Purchasing Agent	300-375
Expeditor	275-375
Chief Surveyor	225-375
Personnel Manager	250-325
Warehouse Superintendent	225-325
Assistant Engineers	225-325
Accountant–Paymaster	225-310
Planning & Scheduling Engineer	200-310
Cost Engineer–Estimator	200-300
Safety Engineer	200-275
Assistant Accountant–Planner	170-225
Timekeeper–Buyer–Cost Coder	140-200
Senior Clerk	100-200
Secretary–Typist–Clerks	80-130

These salaries include service premium and cost of living allowance.

These rates will be adjusted, with prior owner approval, from time to time to meet local competitive conditions.

A 12% markup will be added to permanent salaried employees' total salary for the Daniel International Corporation Fringe Benefit Program. Payroll taxes and insurance will be charged at statutory rates and are not a part of the Fringe Benefit Program. The 12% markup includes the following:

1. Retirement Program
2. Health Insurance
3. Accident Insurance
4. Life Insurance
5. Paid Sick Leave (after first week; first week's salary to be a reimbursable cost)
6. Special Leave (after first week; first week's salary to be a reimbursable cost)
7. Educational Assistance (other than language lessons and school allowances for overseas personnel)

APPLICABLE PAYROLL TAXES AND FRINGE BENEFITS–SALARIED

STATUTORY	Salaried %
Vacation 2 Wks.	3.85
Xmas Bonus $200/yr.	0.96
Workmen's Compensation	6.70
Compulsory Disability	0.50
P. R. Unemployment	2.70
F.I.C.A. (Maximum)	5.85
Federal Unemployment	0.58
STATUTORY SUBTOTAL	21.14%
OTHER	
Paid Holidays	3.46
Hospital & Life Insurance $20.44/mo.	1.18
Liability Insurance	0.57
OTHER SUBTOTAL	5.21%
TOTAL	26.35%

DANIEL CONSTRUCTION COMPANY INTERNATIONAL
GENERAL CONTRACTORS
DANIEL BUILDING
GREENVILLE, SOUTH CAROLINA 29602
803/242-5900

DIVISION OFFICES
BELGIUM
PUERTO RICO

SUBSIDIARY OF
DANIEL INTERNATIONAL CORPORATION
GREENVILLE, S.C. (U.S.A.)

SALES OFFICES
NEW YORK, N.Y.
CHICAGO, ILL.
LONDON, ENGLAND
SAN JUAN, P. R.

Mr.
Daniel Construction Company

SUBJECT:

Dear

This will confirm conversations in which you agreed that you would go to , approximately in the position of for the Project. Your base salary will be $ per week, with an overseas premium of $ per week and a living allowance of $ per week for a total of $ per week.

In addition, we agree to move your automobile and personal effects from to reimbursing you for all costs of transportation, excise taxes, and first year's license plates. In addition, we agree to transport you and your family by tourist class commercial air transportation and to reimburse you for temporary accommodations until you are permanently situated. You will not be paid the 25 percent living allowance during the period you are being reimbursed for temporary accommodations since that would be a duplication. We will also furnish you temporary transportation until your automobile arrives. In addition, we will pay for medical vaccines which may be required. We request that you all have your medical examinations prior to departure so that there will be no question as to the status of your health at the time of reassignment.

The term of assignment is for two years or the length of the first major phase of the work, whichever is shorter. This may, of course, be lengthened by mutual agreement. At the end of the period we will move you, your family and your personal effects back to the United States, but we will not pay any transportation of your automobile back to the United States.

In general, our standard overseas policy will be applicable to the work in Puerto Rico, with certain exception. For the furniture allowance, the following guidelines will be followed:

Single	$1,800
Two persons	2,500
Three persons	2,800
Four persons	3,000

Used furniture will be furnished to you up to the value of the furniture allowance or, if surplus furniture is not available, you will purchase new furniture and be reimbursed for its cost. At all times the furnishings will remain the property of Daniel and as such will revert to Daniel upon expiration of this contract or in the event you are transferred to the continental U. S., or your employment with Daniel terminates prior to completion of this contract.

There will be no tax equalization since Puerto Rican taxes are approximately equal to those of the United States.

Once you are relocated in Puerto Rico, your total compensation will consist of your base salary, overseas service premium, and living allowance as itemized above. In addition, certain expenses for school tuition will be reimbursed. You will, of course, be eligible for promotion in Puerto Rico, just as you would in the United States.

It is, of course, agreed that you will conduct yourself in a manner that will reflect favorably on Daniel Construction Company at all times during your overseas assignment and that you will satisfactorily perform your on-the-job duties.

All salaried personnel will be expected to work job hours as established by the owners or by job conditions.

So there will be no misunderstandings as to the terms of our agreement, I would appreciate your signing a copy of this letter and returning it to me.

We are looking forward to working with you on this project.

Very truly yours,

DANIEL CONSTRUCTION COMPANY
INTERNATIONAL

Vice President and General Manager

Signature

DANIEL CONSTRUCTION COMPANY INTERNATIONAL
GENERAL CONTRACTORS
DANIEL BUILDING
GREENVILLE, SOUTH CAROLINA 29602
803/242-2500

DIVISION OFFICES
BELGIUM
PUERTO RICO

SUBSIDIARY OF
DANIEL INTERNATIONAL CORPORATION
GREENVILLE, S.C. (U.S.A.)

SALES OFFICES
NEW YORK, N.Y.
CHICAGO, ILL.
LONDON, ENGLAND
SAN JUAN, P.R.

Mr.
Daniel Construction Company

SUBJECT:

Dear

1. "You have stated that you will be maintaining your permanent residence away from the job area where you will be living temporarily and that you wish to receive your 25% living allowance as a monthly expense check which you will support to Daniel Construction Company, International in the normal manner required by the government."

2. "You will be paid for overseas incentive and living allowance as part of your salary check subject to the normal withholding taxes required by law."

I request that I be paid according to paragraph no.

Insert 1 or 2

Signature

DANIEL CONSTRUCTION COMPANY INTERNATIONAL
GENERAL CONTRACTORS
DANIEL BUILDING
GREENVILLE, SOUTH CAROLINA 29602
803/242-5900

DIVISION OFFICES
BELGIUM
PUERTO RICO

SUBSIDIARY OF
DANIEL INTERNATIONAL CORPORATION
GREENVILLE, S. C. (U.S.A.)

SALES OFFICES
NEW YORK, N.Y.
CHICAGO, ILL.
LONDON, ENGLAND
SAN JUAN, P. R.

Mr.
Daniel Construction Company

SUBJECT:

Dear

Your two-year contract agreement with D.C.C.I., Caribbean Division, has expired or will expire on

Because of the interest you have shown towards Daniel and your work, it is the Company's desire to have you extend your contract agreement for another two years. However, the Company specifically reserves the right to terminate your employment for its sole convenience at any time.

In order to compensate you for extending your contract, the Company agrees to provide you with the following:

1. All benefits detailed in our Puerto Rico policy except for the provisions with regard to transfer expenses and transportation equipment, as listed on pages 5, 6 and 7.

2. You will be given the option to purchase another car, with D.C.C.I. paying specifically for the excise tax, first year's license plates and ocean freight, with the total of these items not exceeding $1,200.00. This amount is sufficient to pay the taxes, plates and freight on a $3,000.00 car.

3. You will also be given the option to obtain and use additional Daniel owned furniture not exceeding a total additional value of $800.00.

If you are in agreement with this extension to your contract, please sign and return this letter, keeping a copy for your files.

Signature

DANIEL CONSTRUCTION COMPANY, INC.

DANIEL CONSTRUCTION COMPANY INTERNATIONAL

SUBJECT:

Temporary Overseas Employee Procedure. (Any reference to Daniel Construction Company, Inc. or Daniel Construction Company International shall be construed to include both.)

PURPOSE:

To establish a uniform and equitable method of treatment for temporary overseas employees in order that all employees are of the highest quality, regardless of location.

TEMPORARY OVERSEAS EMPLOYEES:

Temporary overseas employees are defined as Corporation personnel assigned to duty for a period less than 6 months in a country other than the United States of which they are not permanent residents.

Temporary overseas employees will be indoctrinated by appropriate personnel of Daniel Construction Company, Inc., or Daniel Construction Company International, prior to departint for their assignment.

An employee sent overseas on temporary assignment is not expected to take his wife or family with him. Temporary overseas employees will be paid their stateside base salaries plus a per diem allowance of $75.00 per week. The per diem allowance is for cost of living quarters, food and personal expenses. The company assumes no responsibility for procuring housing or food.

There will be no other payments or reimbursements except for the following items:

1. He will be furnished transportation from his temporary residence to his work location while on his temporary assignment.

2. He will be allowed to make one stateside call per week not exceeding ten minutes in time.

3. Home Leave – A temporary overseas employee may be permitted a maximum of one week leave (7 calendar days) plus air travel time, after three months assignment overseas and each three months thereafter; or, he may be visited by his wife after such period. In either case, the Corporation will pay the economy class air fare to the point of origin in the United States and return, or in the case of wife visitation, from the point of origin in the United States, and return.

4. Special Leave – The circumstances under which transportation costs to the United States and return at Corporation expense are permitted for temporary overseas employees are indicated under **SPECIAL LEAVE** provision in the overseas policy.

SAFETY AND INSURANCE

1. Safety

Daniel Construction Company has an excellent safety record. The safety practices which have led to this record will be used on your project. These practices include:

1.1 Employment of a full-time safety engineer with assistance as may be required.

1.2 Staffing of a first aid station. An ambulance will be placed on the job full time.

1.3 Weekly half hour foremen's safety meetings.

1.4 Five minute "tool box meetings" for all personnel daily to stress safety and point out safety violations.

1.5 A Daniel Safety Manual which is issued to each new employee at the time of his employment.

1.6 Signs and posters displayed throughout the job in appropriate places.

1.7 Use of safety equipment, rigidly enforced.

2. Insurance

As a result of our safety program we have obtained a composite rate of .570 per $100 of payroll for all classifications to cover bodily injury and property damage.

CONSTRUCTION EQUIPMENT

When available, Daniel owned equipment will be furnished at rental rates not to exceed those rates set forth in the current AED national compilation of rental rates or equal to the rental rates prevailing in the vicinity of the project, whichever is the lesser of the two.

Equipment not available from Daniel will be rented from third party suppliers at the best available rates.

Daniel may recommend that certain items of equipment be purchased should a study of job length and equipment utilization indicate that such purchase would be in the best interest of the client.

Form 126-1 (Rev. 7-72)

DANIEL CONSTRUCTION COMPANY INTERNATIONAL
DIVISION OF DANIEL INTERNATIONAL CORPORATION
SCHEDULE OF RENTAL EQUIPMENT
1 AUGUST 1972

CARIBBEAN DIVISION
SAN JUAN, PUERTO RICO

DANIEL CONSTRUCTION COMPANY INTERNATIONAL

SCHEDULE OF RENTAL EQUIPMENT

EQUIPMENT INDEX

EQUIPMENT INDEX (Continued)

EQUIPMENT INDEX (Continued)

DANIEL CONSTRUCTION COMPANY INTERNATIONAL

SCHEDULE OF RENTAL EQUIPMENT

1 August 1972

RENTAL CONDITIONS

1. **Rental Period**

Rental starts on the date an item is shipped to and ceases on the date an item leaves the Project. Refer to operating procedure for instructions.

2. **Rates**

A. The rates contained herein are monthly rates based on usage of eight (8) hours per day, forty (40) hours per calendar week, or one hundred seventy-six (176) hours per calendar month. These rates apply to equipment and vehicles used for on site construction operation. See Rent-a-Car rates for off site vehicle rates.

B. Weekly and daily rates will apply to all rentals of less than a monthly period.

3. **Operations, Maintenance and Repairs**

A. **Major Repairs**

(1) Defined as those for which parts required for a single repair job cost $200.00 or more. Cost of major repairs is included in the rental rate.

(2) Must have approval of Equipment Manager before being done on Project site. Any major repairs accomplished without his approval will be a Project expense.

B. **Minor Repairs**

(1) Defined as those for which parts costs for a single repair job is less than $200.00. Minor repairs are Project costs.

(2) Also includes consumed parts such as filters, wire rope, scraper blades, excavator points, vibrator core and casings, etc., regardless of cost.

(3) Parts should be procured by Project Purchasing Department. Time spent at the Equipment Department for procurement of parts for minor repairs will be charged to the Project.

C. **Miscellaneous**

(1) Equipment must be returned to the Equipment Department cleaned and serviced.

(2) Costs of repairs caused by extreme Project conditions, including damage to serviceable tires, clutches, and broken axles, are Project expenses, and are not included in the rental rates. These repairs should be made prior to returning the equipment. All repairs of this nature done by the Equipment Department will be billed to the Project.

4. **Insurance**

A. Liability insurance is carried on all motor vehicles and cost of premium is included in rental rates.

B. "All Risk" insurance with $1,000.00 deductible is carried on all construction equipment. Cost of premium is included in the rental rates.

C. Repair costs to equipment damaged in any single accident are Project expenses, up to $1,000.00 per accident.

5. **Taxes**

Property taxes are included in rates, but any applicable sales or use taxes are not included, and are Project expenses.

6. **Mechanical Assistance**

Competent Daniel mechanics are available to assist the Project in the setup of cranes, air shelters, etc. Charges for this service will be at two and one half (2 1/2) times the hourly rate plus expenses (including travel), during normal working hours; and two and one half (2 1/2) times the premium hourly rate plus expenses for overtime hours.

7. All items are F.O.B. points of origin. All costs of permits, escorts, demurrage or other shipping or transportation costs are Project expenses.

8. All Rentals are offered subject to prior rental or disposition of equipment.

9. Daniel owned rental equipment is not offered for sale, and rental-purchase options are not available on Daniel owned equipment.

10. In addition to equipment shown herein, Daniel maintains a large fleet of construction equipment at its Control Shops in Greenville, S. C. This equipment is available for shipment to Puerto Rico, as needed and is shown in this booklet for international purposes.

11. There will be a $10.00 minimum charge for all equipment department invoices.

12. **Rental Cars**

Automobiles or station wagons can be furnished for Daniel Client or Sub Contractor personnel. The following rate schedule will apply for these vehicles.

	Monthly	Weekly	Daily
Station Wagon	375.00	105.00	17.50
Compact Car	275.00	75.00	12.50
Full Size Car	325.00	90.00	15.00

Rental Cars have full insurance coverage. All taxes, licenses, major repairs and insurance are included in these rates.

DANIEL CONSTRUCTION COMPANY INTERNATIONAL

EQUIPMENT DEPARTMENT

EMERGENCY REQUIREMENTS

If Equipment Department personnel are required to open the Equipment Department other than during normal working hours in order to service or ship equipment because of emergency, or any other requirements, charges for the personnel involved will be billed at the following rates:

All Personnel – Two and one half (2 1/2) times the contract rate

No other overhead charges shall be assessed.

Transportation charges will be billed at the existing rate for the vehicles utilized.

RENTAL OF SMALL TOOLS

Small tools and some specific items which cost less than $500.00 are not included in this Schedule. Daniel Equipment Department maintains a large inventory of such tools. These items are available at a rental rate of 20% of the list price per month.

Unless rental is specified at the time of shipment, these items are charged at cost if new, and 75% of cost if reconditioned. Credit will be issued for the return of good useable tools, shown only in Schedule "A" of Daniel Schedule of Small Tools. This credit will generally amount to 35% of the sale price, depending on the condition of the tool and the length of time the tool was used.

DANIEL CONSTRUCTION COMPANY INTERNATIONAL

SCHEDULE OF RENTAL EQUIPMENT

1 August 1972

Description	Monthly	Weekly	Daily
	----------Rental Rate----------		
SECTION I - AIR EQUIPMENT			
1. Air Compressor:			
(1) Stationary, shop, gas or electric			
(a) 5 - 15 cfm +8	87.00	29.00	10.00
(b) 15 - 25 cfm +3	103.00	37.00	14.00
(2) Gasoline, portable, reciprocating, rotary vane or rotary screw			
(a) 125 cfm +1	224.00	77.00	24.00
(b) 150 cfm +7	239.00	83.00	26.00
(c) 160 cfm +6	251.00	86.00	27.00
(3) Diesel, portable, reciprocating, rotary vane or rotary screw			
(a) 78 cfm -9	174.00	60.00	19.00
(b) 250 cfm +1	460.00	157.00	49.00
(c) 365 cfm -10	603.00	208.00	67.00
(d) 600 cfm -14	872.00	303.00	100.00
2. Air Receiver Tank:			
(1) 50 c.f. with tree, portable	32.00	11.00	4.00
3. Air Hoist:			
(1) Single drum (no cable)			
(a) 1500-2000# single line pull +14	140.00	48.00	16.00
(b) 4000# single line pull +15	210.00	72.00	25.00
4. Rock Drills/Jackhammers:			
(1) 40 - 50#, 7/8" chuck +2	65.00	23.00	8.00
(2) 50 - 65#, 1" chuck +1	70.00	25.00	8.00
4. Paving Breaker:			
(1) 40 - 50#, 1-1/8" chuck +3	56.00	20.00	6.00
50 - 70#, 1-1/4" chuck +3	62.00	22.00	7.00

Description			Monthly	Weekly	Daily
			---------- Rental Rate ----------		
SECTION I - AIR EQUIPMENT (Continued)					
6.	Sandblast Equipment:				
(1)	300# capacity, pneumatic	+12	260.00	85.00	28.00
(2)	600# capacity, pneumatic		263.00	94.00	31.00
(3)	700# capacity, pneumatic		330.00	110.00	37.00
	(All of the above equipment complete with air and sand hose, water trap, nozzle and hood.)				
7.	Wrench, Impact:				
(1)	Standard Type				
	(a) Below 1" drive - Small Tools				
	(b) 1" drive	+5	117.00	41.00	13.00
(2)	Controlled torque drive				
	(a) 1" drive		179.00	58.00	19.00
8.	Air Accessories:				
(1)	Air Hose				
	(a) 1/2" x 50'	+1	10.00	4.00	2.00
	(b) 5/8" x 50'	+1	12.00	5.00	2.00
	(c) 3/4" x 50'		13.00	5.00	2.00
	(d) 1" x 50"		17.00	6.00	3.00
	(e) 1-1/4" x 50'		36.00	13.00	5.00
	(f) 1-1/2" x 50'		38.00	14.00	6.00
	(g) 2" x 50'		58.00	21.00	8.00
(2)	Steel, Air Tool				
	(a) Moil points, to 24"	+1	7.00	3.00	2.00
	(b) Chisel bits, 3"		9.00	4.00	2.00
	(c) Digging chisels, 3" x 12'		11.00	5.00	2.00
	(d) Asphalt cutter, 5"		12.00	5.00	2.00
	(e) Clay spades, 5-1/2"		12.00	5.00	2.00

Description			Rental Rate		
			Monthly	Weekly	Daily
SECTION II - COMPACTION EQUIPMENT					
1.	Compactors, Vibratory Plate:				
(1)	12" - 24", gasoline, up to 280#	+9	178.00	61.00	20.00
(2)	18" - 30", gasoline, 281-360#		209.00	72.00	23.00
(3)	24" - 32", gasoline, 521 - 800#	+7	324.00	110.00	35.00
2.	Rollers:				
(1)	Sheepsfoot - Towed				
(a)	Single, 42" x 48"		128.00	56.00	19.00
(b)	Double, 42" x 48"	-12	209.00	73.00	26.00
(2)	Pneumatic tired, self-propelled				
(a)	12 ton, 9 wheel, gasoline	+18	554.00	184.00	63.00
(3)	Pneumatic Tired, Towed				
(a)	12 ton, 9 wheel		184.00	59.00	21.00
(4)	Vibratory, self-propelled				
(a)	Dual drum, 25-1/2" x 15", gasoline, 1100#		400.00	127.00	38.00
(b)	Dual drum, 29-1/2"x diesel, 1700#		617.00	191.00	64.00
(5)	Vibratory, Riding Type				
(a)	Tandem drum, 36" x 30", gasoline, 4400#	+75	600.00	200.00	56.00
3.	Tampers, Impact:				
(1)	Pneumatic				
(a)	Single leg, 37#	+3	58.00	21.00	7.00
(b)	Triple leg, 147#	+6	173.00	60.00	20.00
(2)	Gasoline				
(a)	120#, 350 - 700 BPM	+8	206.00	72.00	23.00
(b)	150 - 250#, 350 - 700 BPM	+18	272.00	94.00	29.00
(3)	Diesel				
(a)	350#, 350-700 BPM		371.00	124.00	41.00

Description	Rental Rate		
	Monthly	Weekly	Daily
SECTION III - CONCRETE AND MASONRY EQUIPMENT			
1. Batch Plant:			
(1) Cement, 350 bbl. - Aggregate 105 ton, 3 compactment, semi-automatic, 7 c. y. batcher, one stop, portable	3,850.00	*	*
2. Buckets:			
(1) Bucket, clamshell, dragline or rock grapple (See Section IV)			
(2) Concrete, under 1/2 c. y. +1	56.00	21.00	7.00
Bottom dump, clamgate, 1/2 c. y. +5	69.00	25.00	8.00
Laydown, 1/2 c. y. +3	80.00	29.00	10.00
Bottom dump, clamgate, 3/4 c. y. +11	82.00	30.00	10.00
Laydown, 3/4 c. y. +6	93.00	35.00	14.00
Bottom dump, clamgate, 1 c. y. +3	98.00	35.00	13.00
Laydown, 1 c. y. +6	102.00	42.00	14.00
Bottom dump, clamgate, 1-1/2 c. y. +2	124.00	46.00	17.00
Bottom dump, clamgate, 2 c. y. +7	148.00	56.00	18.00
Laydown, 2 c. y. +6	158.00	56.00	20.00
3. Buggies (Wheelbarrow), Motorized:			
(1) Gasoline, flatbed or concrete bucket +17	195.00	65.00	23.00
4. Conveyors, Belt:			
(1) Portable, gasoline			
(a) 16" x 48' x 33' with hoppers	575.00	190.00	71.00
(2) Beltcrete			
(a) 32' straight section	394.00	140.00	50.00
(b) 40' swinger	516.00	172.00	57.00
(c) Conveyor system to mount on crane consisting of: 1 ea. 50' conveyor 1 ea. 70' conveyor	2,267.00	755.00	252.00
5. Drill, Diamond Core with Vacuum Pad:			
(1) 1" - 10" O. D.	229.00	77.00	24.00
(2) 3/4" x 6-1/2" O. D.	184.00	61.00	20.00

*Minimum Rental

Description			Rental Rate		
			Monthly	Weekly	Daily
SECTION III - CONCRETE AND MASONRY EQUIPMENT (Continued)					
6.	Finisher, Concrete Trowel, Gasoline:				
(1)	30" - 40", float and finish	+3	136.00	49.00	17.00
(2)	40" - 50", float and finish	+33	159.00	58.00	20.00
7.	Floats, Concrete Surfacing:				
(1)	20", electric, hammer type	+33	200.00	65.00	21.00
8.	Grinder, Concrete Ceiling, Giraffe:				
(1)	9" disc, electric, 7' - 9', ceiling	+10	145.00	54.00	20.00
9.	Mortar Mixers, Portable:				
(1)	Gasoline, 8 - 10 cu. ft.	+15	154.00	56.00	19.00
(2)	Gasoline, 6 - 8 cu. ft	+18	141.00	49.00	19.00
(3)	Electric, 6 - 10 cu. ft.	+9	154.00	56.00	19.00
10.	Mortar or Plaster Pumps, Portable:				
(1)	18 h.p., 3/4 to 5 cu. ft./min.		636.00	212.00	71.00
(2)	30 h.p., 3/4 to 6 cu. ft./min.		795.00	265.00	88.00
11.	Pump, Concrete:				
(1)	Jaegar Model 50		2,650.00	883.00	295.00
(2)	Whiteman Model P-80		3,180.00	1,060.00	353.00
12.	Saw, Concrete Floor (without blade):				
(1)	Gasoline, to 9 h.p.	+5	144.00	50.00	16.00
(2)	Gasoline, 9 - 18 h.p.	+3	188.00	63.00	21.00
(3)	Gasoline, self-propelled, 37 h.p.	+3	299.00	104.00	34.00
13.	Saw, Masonry (without blade):				
(1)	14" - 20", 3 h.p., wet or dry		113.00	41.00	14.00
(2)	14" - 20", 5 h.p., wet or dry	+6	117.00	40.00	14.00
14.	Slab Bracing Harness:				
(1)	Telescoping brace (set)		5.00	2.00	1.00
(2)	Spreader bar with cable and blocks		27.00	8.00	3.00

Description	Rental Rate		
	Monthly	Weekly	Daily
SECTION III - CONCRETE AND MASONRY EQUIPMENT (Continued)			
15. Vibrators, Concrete:			
(1) Gasoline, 21 ft. shaft, 6 h. p. +17	120.00	44.00	15.00
(2) Electric, high cycle (180 cycle), with generator and 2 ea. motor-in-head electric vibrators +140	368.00	129.00	43.00
SECTION IV - CRANES AND CRANE ACCESSORIES			
1. Cranes, Tower and Climbing:			
(1) Linden, Concretor L35/75, electric high speed, 220/440 volt, 3 phase, working radius to 117 ft., capacity 4000# @ maximum radius, complete with hydraulic climbing mechanism	2,650.00	*	*
(2) Operator's cab for above	122.00	*	*
2. Cranes, Crawler:			
(1) Link-Belt Model LS-4000 Hydraulic backhoe, with 1 cu. yd. bucket. Max, digging depth - 22 ft.	2,568.00	852.00	285.00
(2) Lorain Model L-25 diesel, (25 ton max @ 12 ft. radius and 25 ft. boom) includes max. 85 ft. boom and 15 ft. jib.	2,309.00	749.00	250.00
(3) Lima Model 45-C (30 ton max. with 30 ft. boom @ 10 ft. radius). Includes max. 100 ft. boom and 30 ft. jib.	3,043.00	993.00	331.00
(4) Link-Belt Model LS-98A (40 ton max. with 40 ft. boom @ 10 ft. radius). Includes max. 130 ft. boom and 40 ft. jib.	3,805.00	1,252.00	417.00

Note: Makes and models shown are intended to be descriptive only. Equal or better items may be supplied at rates indicated.

*Minimum Rental

Description	Rental Rate ---------- Monthly	Weekly	Dai
SECTION IV - CRANES AND CRANE ACCESSORIES (Continued)			
(5) Link-Belt Model Ls-108B (45 ton max. with 40 ft. boom @ 10 ft. radius). Includes max. 130 ft. boom and 40 ft. jib.	3,805.00	1,252.00	417.
(6) P & H Model 670WLC (70 ton max. with 40 ft. boom @ 12 ft. radius). Includes max. 160 ft. boom and 50 ft. jib.	5,475.00	1,825.00	*
(7) Link-Belt Model 418 (103 ton max. with 50 ft. boom @ 15 ft. radius). Includes max. 200 ft. boom and 60 ft. jib.	6,085.00	2,028.00	*
(8) P & H Model 1015 (110 ton max. with 50 ft. boom @ 15 ft. radius). Includes max. 210 ft. boom and 50 ft. jib.	6,135.00	2,045.00	*
(9) American Model 9260 (125 ton max. with 60 ft. boom @ 15 ft. radius.) Includes max. 270 ft. boom and 50 ft. jib.	8,390.00	2,793.00	*
(10) Link-Belt Model LS-518 (150 ton max. with 60 ft. boom @ 15 ft. radius.) Includes max. 230 ft. boom and 70 ft. jib.	8,090.00	*	*
(11) Manitowoc Model 4100W Vicon (200 ton max. with 70 ft. boom @ 16 ft. radius). Includes max. 260 ft. boom and 60 ft. jib.	8,900.00	*	*
3. Cranes, Hydraulic, Telescopic Boom, Truck Mounted:			
(1) See Trucks - Section VII			
4. Cranes, Hydraulic, Yard & Industrial, Self-Propelled:			
(1) Pettibone Model 25, gasoline engine, 12-1/2 ton @ 10 ft. radius, telescopic 17', 45 ft. boom	1,285.00	457.00	143.0
(2) Pettibone Model 25, diesel engine, 12-1/2ton @ 10 ft. radius, telescopic 17', 45 ft. boom	1,384.00	484.00	158.0

Note: Makes and models shown are intended to be descriptive only. Equal or better items may be supplied at rates indicated.

* Minimum Rental

Description	Rental Rate		
	Monthly	Weekly	Daily
SECTION IV - CRANES AND CRANE ACCESSORIES (Continued)			
(3) Manual boom extension for Pettibone Model 25, 21 ft. long	110.00	37.00	12.00
(4) Pettibone Model 30, diesel engine, 15 ton, telescopic 17', 45 ft. boom	1,597.00	544.00	178.00
(a) Cab for above	25.00		
(5) Pettibone Model 30, diesel engine, 15 ton, with 60 ft. boom, cab, and flotation tires	1,737.00	610.00	199.00
(6) P & H Model R-180, 18 ton @ 10 ft. radius, equipped with cab	2,018.00	650.00	200.00
5. Cranes, Truck Mounted:			
(1) P & H 325 TC (WA) wide axle, 3/4 yd. (25 ton max. @ 10 ft. radius and 30 ft. boom). Equipped with clam and drag conversion. Includes max. 100 ft. boom and 20 ft. jib - 8,000#	3,086.00	1,029.00	343.00
(2) P & H 435 TC, diesel, 1 yd. (35 ton max. @ 12 ft. radius and 40 ft. boom). Equipped with clam and drag conversion. Includes max. 130 ft. boom and 40 ft. jib - 9000#	3,818.00	1,273.00	425.00
(3) P & H 650A-TC, diesel (50 ton max. @ 12 ft. radius and 40 ft. boom). Includes max. 130 ft. boom and 30 ft. jib.	5,313.00	1,771.00	590.00
(4) Link-Belt Model HC-138 (65 ton max. @ 12 ft. radius and 40 ft. boom). Includes max. 160 ft. boom and 50 ft. jib.	5,735.00	1,912.00	637.00
(5) P & H 670TC, diesel, 2 yd. (70 ton max. @ 12 ft. radius and 40 ft. boom). Equipped with clam and drag conversion. Includes 160 ft. max. boom and 30 ft. jib -11000#	5,635.00	1,878.00	626.00

Note: Makes and models shown are intended to be descriptive only. Equal or better items may be supplied at rates indicated.

Description	Rental Rate		
	Monthly	Weekly	Daily
SECTION IV - CRANES AND CRANE ACCESSORIES (Continued)			
6. Crane Accessories:			
(1) Clamshell & General Purpose Buckets			
(a) 3/8 yd., Bantam Model 517H	134.00	46.00	17.00
(b) 3/4 yd., Blaw-Knox Model 672	201.00	70.00	24.00
(c) 1 yd., Gar-Bro Model 423L	230.00	80.00	27.00
(d) 2 yd., Owens Model 246, Type M	348.00	120.00	36.00
(2) Dragline Buckets			
(a) 3/8 yd., Hendrix Model TS	94.00	32.00	11.00
(b) 3/4 yd., Hendrix Model TS	150.00	52.00	18.00
(c) 1 yd., Hendrix Model TS	179.00	63.00	21.00
(d) 2 yd., Hendrix Model TS	305.00	111.00	34.00
7. Excavator, Hydraulic, All Purpose:			
(1) Gradall G-600, diesel, truck mounted, 6 x 4 max. horizontal reach - 27 ft., max. height - 22°, 15 ft.; max. depth 44°, 10 ft.	2,175.00	725.00	242.00
(2) Gradall G-600, diesel, truck mounted, 6 x 4, max. horizontal reach - 27 ft., max. height 22°, 15 ft.; max. depth 44°, 10 ft.	2,620.00	873.00	291.00
(3) Accessories for (1) and (2) above:			
(a) Bucket, digging, 24"	93.00	31.00	10.00
(b) Bucket, digging, 36"	99.00	33.00	11.00
(c) Bucket, cleaning, 60"	93.00	31.00	10.00
(d) Boom extension, straight, 4 ft.	106.00	35.00	12.00
(e) Scrape blade, 8 ft.	85.00	28.00	9.00
(f) Boom extension, offset	124.00	41.00	14.00

Note: Makes and models shown are intended to be descriptive only. Equal or better items may be supplied at rates indicated.

Description	Rental Rates		
	Monthly	Weekly	Daily
SECTION V - HOIST AND TOWER EQUIPMENT			
1. Hoists, Chain:			
(1) 5 ton, 12 to 30 ft. lift, manual -5	100.00	37.00	13.00
(2) 8 ton, 12 to 30 ft. lift, manual	138.00	46.00	15.00
2. Hoists, Electric:			
(1) Single drum, 5500#, single line pull at 150 fpm, 25 h.p. (no cable)	160.00	53.00	18.00
(2) Single drum, 1000# single line pull (no cable)	85.00	29.00	10.00
3. Hoists, Gasoline:			
(1) Single drum, 17 h.p., 2000# single line Pull (no cable) +21	120.00	40.00	14.00
(2) Double drum, 60 h.p., 5000# single line pull (no cable)	348.00	102.00	34.00
(3) Triple drum, 114 h.p., 15000# single line pull at 190 fpm (no cable)	697.00	204.00	68.00
4. Hoists, Diesel:			
(1) Triple drum, 100 h.p., 10000# single line pull at 240 fpm (no cable)	1,090.00	318.00	106.00
5. Hoists, Pneumatic (Tuggers):			
(1) See Section I - Air Equipment			
6. Hoist Tower:			
(1) Masonry, portable, self-erecting, gasoline, 2500# capacity, minimum 37 ft.	449.00	149.00	50.00
(a) Additional tower, per 10 ft. section	23.00	10.00	3.00
(b) Concrete bucket, 1/2 to 5/8 yd., with dumping mechanism	75.00	27.00	9.00
7. Hoists, Personnel and Material:			
(1) Telescoping, Personnel, 500# capacity, 38' 6" lift, electric, 110 volt, AC/DC	292.00	98.00	33.00

Description	Rental Rate		
	Monthly	Weekly	Daily
SECTION V - HOIST AND TOWER EQUIPMENT (continued)			
8. Swinging Staging:			
(1) One cornice hook, one staging bracket (set)	5.00	*	*
(2) Benson winches with 75 ft. of 1/4" airplane cable	27.00	*	*
(3) Outrigger beams, 7" x 15 ft with brackets, putlog 7 ft., with guard rails, two (2) Benson winches with cable (set)	53.00	*	*
9. Tower Equipment:			
(1) Single well, extra heavy duty, 39 ft. basic, 7000# capacity, including two-wheelbarrow material cage, safety device, top and bottom sheave with cathead (hoist not included)	187.00	*	*
(2) Double well, extra heavy duty, 7000# capacity including 2 ea. two-wheelbarrow material cages, safety devices, top and bottom cheaves with cathead (hoist not included,) with 39 ft. basic tower	307.00	103.00	34.00
(3) Additional tower (above 39 ft.) per 6'6" section, single well +7	17.00	8.00	1.00
(4) Additional tower (above 39 ft.) per 6'6" section, double well	21.00	4.00	1.00
(5) Concrete equipment, including 27 cu. ft. concrete bucket, 36 cu. ft. hopper, cage and safety devices	108.00	36.00	12.00
(6) Chicago boom, 2000# capacity, 20 ft. length	48.00	16.00	5.00
(7) Landing panel, each	2.00	1.00	1.00
10. Winches, Electric:			
(1) Electric, Hi-Lo stirrups, (electric swinging staging) pair	170.00	56.00	19.00

*Minimum Rental

Description			Monthly	Weekly	Daily
			----------Rental Rate-------		
SECTION VI - TRACTORS AND EARTH MOVING EQUIPMENT					
1. Motor Graders:					
(1) Gasoline, 8500 - 14000#, 67 h.p., Tandem drive, Allis Chalmers "D" with scarifier			724.00	242.00	81.00
(2) Diesel, 22500 - 26000#, direct drive, tandem, Cat. 12 or A-C M 100B with scarifier		+78	1,295.00	434.00	154.00
2. Tractor, Crawler with Angle Dozer:					
(1) Gear drive, diesel engine					
(a) 37 DBHP, Case D310G		+95	1,020.00	328.00	109.00
(b) 52 DBHP, Cat D-4		+331	1,131.00	376.00	126.00
(c) 75 DBHP, Cat D6B		+91	1,576.00	482.00	161.00
(d) 95 DBHP, A-C HD 11E			1,937.00	651.00	217.00
(2) Torque convertor, power shift					
(a) 137 DBHP, A-C HD11EP		+351	2,314.00	746.00	249.00
(b) 93 DBHP, D5 with winch		+153	1,883.00	583.00	194.00
3. Tractor, Crawler with Front End Loader:					
(1) Direct drive, manual shift, diesel engine					
(a) 1-1/4 yd. shovel, Cat. 933G		+121	1,133.00	380.00	108.00
(b) 1-1/2 yd. shovel, John Deere, A-C HD6G		+131	1,150.00	363.00	117.00
(c) 1-1/2 yd., 3-in-1 shovel A-C HD6G		+131	1,270.00	423.00	141.00
(2) Torque converter, power shift, diesel engine					
(a) 1-3/4 yd. shovel, Cat. 955H, A-C HD7G		+78	1,682.00	543.00	170.00
(b) 1-3/4 yd., 4-in-1 shovel, HD7G		+178	1,910.00	637.00	212.00
(c) 2-1/2 yd. shovel, Cat. 977H		+264	2,626.00	833.00	221.00

Description	Rental Rate		
	Monthly	Weekly	Daily
SECTION VI - TRACTORS AND EARTH MOVING EQUIPMENT (Continued)			
4. Tractor, Wheel:			
(1) Dozer, heavy duty, 162 H.P., diesel engine, torque converter, power shift, Mighigan 180 +61	1,878.00	605.00	209.00
(2) Front End Loader, heavy duty, 140 h.p., diesel engine, torque converter, power shift			
(a) 2 yd. shovel, Mich. 85A (II) +121	1,406.00	481.00	144.00
(b) 2-1/4 yd. shovel, Mich. 125A(I) +128	1,790.00	606.00	172.00
(c) 1-3/4 yd. shovel, Trojan 1700, Cat. 930 +36	1,437.00	497.00	138.00
(3) Front End Loader, utility, 43 h.p., diesel engine, direct drive, manual shift			
(a) 1/2 yd. shovel, JD300 +34	644.00	225.00	60.00
(4) Front End Loader and Backhoe Combination			
(a) Diesel engine, torque converter, power shift			
[1] 89 h.p., 1-1/8 yd. FEL and 3/8 yd. backhoe, Dynahoe "A" +118	1,043.00	370.00	111.00
[2] 89 h.p., 1-1/4 yd. FEL and 1/2 yd. backhoe, Dynahoe 140 +68	1,043.00	370.00	111.00
[3] 89 h.p., 1-1/2 yd. FEL and 1/2 yd backhoe, Dynahoe 160 +153	1,263.00	461.00	126.00
[4] Vibratory compactor (Ho-Pac) for above	212.00	71.00	24.00
[5] 52 h.p., Case D530 +30	793.00	266.00	78.00
(5) Utility Tractors (Farm)			
(a) Gasoline engine, 38.5 h.p., Case 430G or Ford 640	514.00	175.00	54.00
(b) Diesel engine, 42 h.p., Case 430D or Ford 3400	564.00	188.00	63.00
(c) Post hole digger, 6", 12" and 24" for Items (a) and (b)	27.00	8.00	3.00
(d) Ford, diesel, with trencher	832.00	278.00	92.00

Description			Rental Rate		
			Monthly	Weekly	Daily
SECTION VII - TRUCK AND TRAILER EQUIPMENT					
1.	Trailers:				
	(1)	Semi, highbed, 8 wheel, 2 axle, 20 ton, 40 ft.	345.00	114.00	38.00
	(2)	Semi, van, 4 - 8 wheel, 30' - 36' long, single and tandem axle	90.00	30.00	10.00
	(3)	Dolly, single axle with matching 5th wheel rig, for use with trailer, capacity 25 tons	125.00	41.00	14.00
	(4)	Office, 8' x 16' with air conditioning	85.00	29.00	10.00
	(5)	Office, 8' x 35' with water cooler and air conditioning	148.00	50.00	17.00
	(6)	Office, 10' x 50' with water cooler and air conditioning	233.00	77.00	25.00
	(7)	Training laboratory, 10' x 50' with electronic and pneumatic instrument training and calibration equipment	848.00	282.00	94.00
2.	Trucks, Pickup:				
	(1)	1/2 ton, 2 wheel drive	207.00	69.00	23.00
	(2)	1/2 ton, 4 wheel drive	239.00	80.00	27.00
	(3)	3/4 ton, 2 wheel drive	244.00	82.00	28.00
	(4)	3/4 ton, 4 wheel drive	292.00	98.00	33.00
	(5)	Pickup, 1 ton, stake body, 2 wheel drive	265.00	88.00	30.00
3.	Trucks, Dump:				
	(1)	Flatbed dump, 4 ton, 14' body, 2 wheel drive	424.00	141.00	47.00
	(2)	Flatbed dump, 4 ton, 14' body, 4 wheel drive	530.00	177.00	59.00
	(3)	Regular dump, 5 ton, 4 c.y., single axle	636.00	212.00	71.00
	(4)	Regular dump, 12 ton, 12 c.y., tandem axle	954.00	318.00	106.00
	(5)	Regular dump, 15 ton, 15 c.y., tandem axle	1,060.00	353.00	118.00

Description	Monthly	Weekly	Daily
	---------- Rental Rate ----------		
SECTION VII - TRUCK AND TRAILER EQUIPMENT (Continued)			
4. Trucks, Hydraulic Boom:			
(1) Flatbed with hydraulic boom, 20 ft. telescoping, 360° swing, hydraulic outriggers, 8000# max. boom capacity	912.00	303.00	101.00
5. Truck, Lubrication:			
(1) Pickup, 1 ton with a 6 reel, 4 drum lubricating machine, complete with compressor, 100 psi	530.00	177.00	59.00
(2) Flatbed, 4 ton, with a 7 reel, 6 drum lubricating machine, complete with compressor, 200 psi	583.00	194.00	65.00
6. Truck, Station Wagon or Ambulance:			
(1) Station Wagon, personnel or ambulance	265.00	88.00	30.00
7. Truck - Transit Mixer:			
(1) Truck, mix, 6 cu. yd., gasoline, tandem axle	1,484.00	494.00	164.00
8. Truck - Tractors and Heavy Duty:			
(1) Flatbed, 10 ton, 1 axle, diesel, with winch, 20 ft. bed	636.00	212.00	71.00
(2) Tractor, 20 ton, 1 axle, diesel, with 5th wheel	1,124.00	374.00	124.00
(3) Truck chassis, 12 ton, tandem axle, complete with tank, 2000 gallon capacity for water	848.00	282.00	94.00
(4) Truck, short-dog, trailer puller, duel rear wheels	424.00	141.00	47.00
(5) Truck - tractor, tandem axle, with 5th wheel	1,415.00	472.00	157.00

Description				Rental Rate		
				Monthly	Weekly	Daily
SECTION VIII - PUMPING EQUIPMENT						
1.	Centrifugal, Gasoline:					
	(1)	2"	10 GPH +5	84.00	30.00	10.00
	(2)	2" trash	10 GPH +4	102.00	36.00	12.00
	(3)	3"	20 GPH +1	114.00	47.00	14.00
	(4)	3" trash	20 GPH +9	132.00	47.00	16.00
	(5)	4"	40 GPH +7	177.00	62.00	21.00
	(6)	6"	90 GPH +13	282.00	97.00	33.00
	(7)	6" hi-head	96M GPH @ 3000 RPM	338.00	113.00	38.00
2.	Centrifugal, electric, 110/220, AC/DC, 3" +91			173.00	57.00	20.00
3.	Centrifugal, electric, 220/440, 3 phase, 2" +55			130.00	46.00	16.00
4.	Diaphragm, double acting, gasoline, 4", 7 h.p. 9300 GPH, portable, on wheels			180.00	60.00	20.00
5.	Diaphragm, single acting, gasoline, 3", 4-1/2 h.p., portable, light weight +12			113.00	39.00	13.00
6.	Diaphragm, "mudhog", 2" +10			90.00	32.00	11.00
7.	Pneumatic, sump, 2-1/2" discharge +16			141.00	47.00	15.00
8.	Submersible, electric, 220 volt, single phase, AC, 1.8h.p. 2" +6			130.00	46.00	16.00
		1-1/2"	+13	120.00	40.00	14.00
		3"	+12	191.00	66.00	23.00
		4"	-7	209.00	67.00	24.00
9.	Electric, Sump, 1-1/4 discharge			19.00	6.00	2.00
10.	Air, Sump, 2" +34			141.00	47.00	15.00
11.	Submersible, pneumatic, heavy duty, 3" +14			141.00	47.00	15.00
12.	Booster, centrifugal, electrical, 220/440 volt, 3 phase, 60 cycle, 2-1/2"high pressure discharge			27.00	8.00	2.00

Description				Rental Rate ---------- Monthly	Weekly	Daily
SECTION VIII - PUMPING EQUIPMENT (Continued)						
13.	Hose:					
	(1)	2" x 20' suction hose with couplings	+2	20.00	8.00	3.00
	(2)	2" x 50' discharge hose with couplings	+1	23.00	9.00	4.00
	(3)	3" x 20' suction hose with couplings	+2	30.00	12.00	5.00
	(4)	3" x 50' discharge hose with couplings	+1	33.00	13.00	5.00
	(5)	4" x 20' suction hose with couplings	+2	43.00	17.00	7.00
	(6)	4" x 50' discharge hose with couplings	+1	48.00	18.00	8.00
	(7)	6" x 20' suction hose with couplings	+1	82.00	32.00	14.00
	(8)	6' x 50' discharge hose with couplings	-17	108.00	41.00	17.00
SECTION IX - WELDING EQUIPMENT						
1.	Stress Relieving Machines:					
	(1)	Induction type, 71.25 KVA, 400 cycle, dry, portable, with controls and charts built in		2,650.00	883.00	295.00
	(2)	Induction type, 80 KVA, Smith-Dolan method		1,711.00	570.00	190.00
	(3)	Induction type, 120 KVA, Smith-Dolan method		2,151.00	717.00	249.00
	(4)	Control cabinets for (2) and (3) above		265.00	88.00	29.00
2.	Welding and Cutting Outfits:					
	(1)	Cart, welding, 2 wheel, rubber tired (Small Tools)				
	(2)	Oxygen-acetylene, welding torch, 2/1, cutting attachment with 1 tip, 50 ft. twin hose, 2 gauges, mixing chamber (Small Tools)				
	(3)	Cutting outfit, automatic, with track and motor (Radiograph)		58.00	19.00	6.00
	(4)	Airco No. 2 pipe cutting bevel machine, single torch, with 51 ft. chain		58.00	19.00	6.00

Description			Rental Rate		
			Monthly	Weekly	Daily
SECTION IX - WELDING EQUIPMENT (Continued)					
3. Welding Machines:					
ALL GASOLINE MACHINES ARE MOUNTED ON PNEUMATIC TIRED TRAILERS WITH SPRINGS. NO ADDITIONAL RENTAL CHARGE IS MADE FOR THIS OPTION.					
ALL MOTOR GENERATOR SETS ARE MOUNTED ON STEEL WHEELS WITH TOWING HANDLE. NO ADDITIONAL RENTAL CHARGE IS MADE FOR THIS OPTION.					
(1) Gasoline					
	(a)	To 250 amp DC, air cooled, without cable	133.00	48.00	16.00
	(b)	To 350 amp DC, 1 to 3 KW, auxiliary power, no cable -3	149.00	52.00	17.00
	(c)	400 amp DC 1 to 3 KW, auxiliary power, no cable	169.00	58.00	22.00
(2) Motor Generator:					
	(a)	250-350 amp DC, 60 cycle, 220/440 volt power required, no cable -2	85.00	30.00	12.00
	(b)	350-500 amp DC, 4 steel wheel mount, 60 cycle, 220/440 volt power required, no cable	89.00	30.00	12.00
(3) Rectifier:					
	(a)	300 amp DC and AC, skid mounted, 220/440 volt, no cable	67.00	22.00	7.00
	(b)	400 amp, DC and AC, skid mounted, 220/440 volt, no cable	78.00	27.00	9.00
	(c)	300 amp with built-in high frequency capability with cart, no cable	134.00	45.00	15.00
(4) Transformer:					
	(a)	180 amp with battery charger attachment, no cable	27.00	8.00	3.00
	(b)	225 amp, no cable	21.00	7.00	2.00

Description	Rental Rate		
	Monthly	Weekly	Daily
SECTION IX - WELDING EQUIPMENT (Continued)			
3. Welding Machines (continued)			
(5) High Frequency Accessories			
(a) Flow meter, water tank and pump regulator to add wet capability for (3) (c)	21.00	7.00	2.00
(b) High frequency pack for (3) (a) and (3) (b)	53.00	18.00	6.00
(6) Lead and Ground Cable, per 100 l. f.	17.00	*	*
(7) Stud:			
(a) Insulated pin welder, gun controlled, and generator cable, 1/8" to 1/2" stud, requires 115 volt, 60 cycle power source	137.00	46.00	15.00

*Minimum Rental

Description	Rental Rate		
	Monthly	Weekly	Daily
SECTION X - OFFICE MACHINES			
1. Adding Machines, electric	32.00	11.00	4.00
2. Calculators:			
(1) Electric, 8-10 columns	58.00	30.00	10.00
(2) Electric, 10 column with back transfer	69.00	23.00	8.00
(3) Electric, printing	80.00	27.00	9.00
3. Check Writers and Check Signers - Protectors:			
(1) Manual, protector only (Small Tools)	27.00	8.00	3.00
(2) Electric, table model, Protector-Signer	212.00	71.00	23.00
(3) Electric, floor model, Protector-Signer			
4. Communication Systems:			
(1) Radio, 2-way, short wave			
(a) Portable, field or desk, 1 watt, with Ni-Cad battery and 110 volt recharger	48.00	16.00	5.00
(b) Portable, field or desk, 10 watt with Ni-Cad battery and 110 volt recharger	80.00	27.00	9.00
(2) Radio, Inter Island Network Base	250.00	*	*
(3) Radio, Inter Island Network Mobile	250.00	*	*
5. Copy Machines:			
(1) Thermofax or Ditto	38.00	13.00	4.00
(2) Office copier, electrostatic, SCM	74.00	24.00	8.00
6. Typewriters:			
(1) All sizes - manual	27.00	8.00	3.00
(2) Electric	58.00	30.00	10.00
(3) Electric, IBM Executive	80.00	27.00	9.00
(4) Electric, Edityper, ten pitch, single case type sphere with pen feed platen	242.00	84.00	28.00
7. Dictating Machine, IBM	31.00	11.00	4.00
8. Transcriber, IBM	31.00	11.00	4.00

Description			Rental Rate ---------- Monthly	Weekly	Daily
SECTION XI - GENERAL EQUIPMENT					
1.	Air Shelters:				
(1)		40' x 100' x 30' structure	618.00	212.00	71.00
(2)		50' x 100' x 25' structure	689.00	230.00	76.00
(3)		58' x 100' x 26' structure	795.00	265.00	88.00
(4)		60' x 300' x 28' structure	1,908.00	636.00	212.00
		All of the above complete with air lock, blowers, and personnel doors.			
2.	Balls, Breaker or Wrecking (Headache)				
(1)		6000# cast iron	127.00	42.00	14.00
3.	Benders, Conduit or Pipe, Hydraulic:				
(1)		1-1/4 - 3", one shot, segmental, Model S-137, S-322, S-306	80.00	27.00	9.00
(2)		1/2-1", electric, hydraulic, Model 805SA	74.00	24.00	8.00
(3)		1/2-2", electric, hydraulic, Model S-316, S-308	85.00	29.00	10.00
(4)		1/2-4", electric, hydraulic, Model S-343, 884E, S-347 or S-339	138.00	46.00	15.00
(5)		1-1/4 - 5", electric, hydraulic, Model 885BE and 775BE	138.00	46.00	15.00
(6)		Pump, hydraulic, electric, 3/4 h.p., for bender (2) and (3) above	64.00	21.00	7.00
4.	Benders, Bar and Rod (bend and cut):				
(1)		1/4" to No. 11 rebar, gasoline, hydraulic, Models SG-1, 2 or 3	477.00	159.00	53.00
5.	Bending Brakes - Mild Steel:				
(1)		4' - 16 gauge	69.00	23.00	8.00
(2)		8' - 16 gauge	106.00	35.00	12.00
(3)		10' - 14 gauge	159.00	53.00	18.00

Description	Rental Rate		
	Monthly	Weekly	Daily
SECTION XI - GENERAL EQUIPMENT (Continued)			
6. Crimping Machines:			
(1) Lug, hydraulic, 12 ton	69.00	23.00	8.00
7. Cutters, Bar:			
(1) Electric, 2" round, 3-9/16" x 3/4" flat, 65000 psi	424.00	141.00	47.00
8. Cutters, Pipe:			
(1) Hydraulic, to 12", Class 150 CI, cutter wheel type (Not for Class 250)	48.00	16.00	5.00
(2) Hydraulic, 10" - 20", thru Class 250 CI, cutter wheel type	64.00	21.00	7.00
(3) Geared, 2-1/2" - 8" with ratchet or pipe universal drive	53.00	18.00	6.00
9. Ditching Machines:			
(1) Rubber tired, gasoline, boom type (a) 5' x 12' cut, 1100#, "Ditch Witch" +92	535.00	193.00	65.00
(2) Crawler, gasoline, boom type (a) 3' 6" x 4" - 10" cut, 1400#, "Ditch Witch" and Davis T-66 +6	558.00	183.00	55.00
10. Drill Presses:			
(1) Magnetic, 2000# with stand and heavy duty 1-1/8" - 1-1/4" electric drill	95.00	32.00	11.00
11. Embossing Tool:			
(1) Tape embosser, 7/8" letters, air operated with 110 volt air compressor	48.00	16.00	5.00

Description	Rental Rate		
	Monthly	Weekly	Daily
SECTION XI - GENERAL EQUIPMENT (Continued)			
12. Expanders:			
(1) Pipe, manual with rollers for Schedule 5 and 10 stainless steel pipe, 6"	42.00	14.00	5.00
13. Floor Sanders:			
(1) Electric, drum type, 6" x 12", 110/220 volt, 1 phase, AC	64.00	21.00	7.00
(2) Electric, drum type, 8" x 16", 220/440 volt, 3 phase, 6-cycle, AC	95.00	32.00	11.00
(3) Gasoline, drum type, 16", 4 cycle, 9.2 h.p., electric starting	95.00	32.00	11.00
14. Floor Scrubbers/Polishers:			
(1) Electric disc type (Small Tools)			
(2) Gasoline or LP gas powered, automatic, complete with wet vacuum pickup			
(a) 24", 12-16 gallon capacity, 4 h.p.	133.00	45.00	15.00
(b) 38", 16 gallon capacity, 10 h.p.	244.00	82.00	28.00
(c) 45" - 48", 32 gallon capacity, 7 h.p.	265.00	88.00	30.00
(3) Battery powered, automatic, complete with wet vacuum pickup			
(a) 18", 16 gallon capacity, 24 volt	117.00	39.00	13.00
(b) 32", 24 gallon capacity, 36 volt	223.00	74.00	24.00
15. Floor Sweepers:			
(1) 36" - 48", drum type, gasoline	254.00	85.00	29.00
16. Forklifts, Warehouse type:			
(1) Gasoline or LP gas, 4000# min. mast 85", max. mast 130" max. reach 120", 36" forks, Clark CY40, Yale 51TA40 +26	473.00	151.00	39.00

Description	Rental Rate		
	Monthly	Weekly	Daily
SECTION XI - GENERAL EQUIPMENT (Continued)			
16. Forklifts, Warehouse Type (continued):			
(2) Gasoline or LP gas, 5000#, min. mast 85", max. mast 151", max. reach 130", 40" forks, Clark CY50 +5	476.00	153.00	41.00
(3) Gasoline or LP gas, 6000#, min. mast 71"-75", max. mast 106" - 13", 42" forks, White MA60, Yale 6000 -26	550.00	177.00	48.00
17. Forklifts, Construction Type:			
(1) Gasoline, 6000#, 4 wheel drive and steer, min. mast 134", max. mast 318", max. reach 288", 45" forks, Clark CY60 +12	674.00	238.00	68.00
(2) Gasoline, 18000#, min. mast 108", max. mast 168", or min. mast 153", max. mast 258", Clark CY180	1,060.00	353.00	118.00
18. Forklifts, Masonry, Hi-Lift:			
(1) Gasoline, 6000#, 4 wheel drive and steer, min. mast 120', max. mast 33',42" forks, Pettibone Super 6-33	1,002.00	337.00	114.00
19. Generators, Electricity:			
(1) Gasoline, 2500 - 3000 watt, 110 volt, AC +4	115.00	41.00	14.00
(2) Gasoline, 4000 - 5000 watt, 115/230 volt AC +2	163.00	57.00	19.00
(3) Gasoline, 15 KW, 230 volt, AC +8	281.00	103.00	34.00
(4) Diesel, 60 KW, 75 KVA, 230/460 volt +146	766.00	259.00	86.00
20. Generators, Steam:			
(1) Jenny, electric, 100 gal./hr., 100# max. w.p., oil fired	162.00	54.00	18.00

Description			Rental Rate		
			Monthly	Weekly	Daily
SECTION XI - GENERAL EQUIPMENT (Continued)					
20.	Generators, Steam (continued)				
(2)	Jenny, electric, 150 gal./hr. steam, 100# max. w.p., oil fired		197.00	66.00	22.00
(3)	Boilers, steam, portable, oil fired				
(a)	Gasoline, 28 h.p., 125# max. w.p.		387.00	129.00	43.00
(b)	Gasoline, 50 h.p., 150# max. w.p., 1725#/hr. steam		504.00	167.00	56.00
(c)	Electric, 50 h.p., 125# max. w.p.		583.00	194.00	65.00
21.	Heaters, Portable, Force Feed, Oil Fired (Space), 110 Volt, AC/DC:				
(1)	0 - 100, 000 BTU	-3	81.00	29.00	10.00
(2)	100- 200,000 BTU	+1	105.00	37.00	12.00
(3)	200-300,000BTU	+2	141.00	48.00	16.00
(4)	300-400,000Btu	+2	165.00	55.00	18.00
(5)	400-500,000 BTU	+7	235.00	82.00	26.00
(6)	500-1,000,000BTU	-16	260.00	89.00	30.00
22.	Levels, Engineering:				
(1)	Engineering with tripod		48.00	16.00	5.00
(2)	Precision, tilting with glass target, trivet, optical micrometer		95.00	32.00	11.00
23.	Lockformer:				
(1)	16 gauge, electric, 220/440 volt, 3 phase		133.00	45.00	15.00
(2)	18 gauge, electric, 220/440 volt, 3 phase		133.00	45.00	15.00
24.	Paint Spray Machines (Does not include Compressor):				
(1)	2 - 5 gallon, 2 gun, pressure tank, with 50 ft. twin hose		80.00	27.00	9.00
(2)	10 gallon, 2 gun, pressure tank, with 50 ft. twin hose		95.00	32.00	11.00
(3)	5 gallon, Versa Gun, pressure tank, 27:1 ratio, with 50 ft. single hose, airless		106.00	35.00	12.00

Description	Rental Rate Monthly	Weekly	Daily
SECTION XI - GENERAL EQUIPMENT (Continued)			
24. Paint Spray Machines (Continued):			
(4) 5 gallon Hydra-Spray safety gun and tip, swivel spray gun, with 50 ft. nylon hose and 15 ft. air hose, 30:1 psi ratio, 3 gpm, airless	138.00	46.00	15.00
25. Pipe Tapping Machines:			
(1) To 12", wet or dry, Mueller or Corporation tap	636.00	212.00	71.00
26. Pipe Threading Machines:			
(1) To 2" pipe with 6 Q. O. pipe die heads, 5 Q. O. rod die heads	98.00	33.00	11.00
27. Rok-Jak:			
(1) 150 ton, hydraulic	80.00	27.00	9.00
28. Roll Former (Slip):			
(1) 3" x 4", 16 - 18 gauge	80.00	27.00	9.00
29. Saws:			
(1) Pipe, to 6" abrasive, Hi-Speed, cut-off, 10 h. p., 220. 440 volt, 3 phase	148.00	50.00	17.00
(2) Band, horizontal, metal, dry			
(a) 6" round, 10" - 13" flat, 1/3 h. p.	74.00	24.00	8.00
(b) 6" round, 10" flat, 1/2 h. p.	85.00	29.00	10.00
(c) 8" round, 16" flat, 3/4 h. p.	101.00	34.00	12.00
(d) 8" round, 24" flat, 1 h. p.	117.00	39.00	13.00
(3) Band, upright, wood or metal, dry cut			
(a) 1 h. p.	106.00	35.00	12.00
(4) Concrete Cutting, floor (See Section III)			
(5) 6" x 6" draw cut, 17" blade	74.00	24.00	8.00
(6) Masonry (See Section III)			

Description	Rental Rate		
	Monthly	Weekly	Daily
SECTION XI - GENERAL EQUIPMENT (Continued)			
29. Saws (Continued)			
(7) Saw and jointer, 115 volt, 1 phase			
(a) 9" saw, 4" jointer, 1 h.p.	48.00	16.00	5.00
(b) 9" saw, 6" jointer, 1 h.p.	53.00	18.00	6.00
(c) 10" saw, 6" jointer, 3 h.p.	80.00	27.00	9.00
(8) Radial, electric DeWalt			
(a) 14", 2-1/2 - 4 h.p.	82.00	28.00	10.00
(b) 16" - 18", 4 - 6 h.p.	96.00	32.00	11.00
(c) 16" - 18", 6 - 7-1/2 h.p.	141.00	47.00	16.00
30. Shears, Manual, Foot Operated:			
(1) 4 ft., 16 gauge mild steel	85.00	29.00	10.00
(2) 10 ft., 18 gauge, mild steel	159.00	53.00	18.00
(3) 7 ft., 16 gauge, mild steel	122.00	37.00	13.00
31. Startall:			
(1) Booster, battery, gasoline	51.00	17.00	6.00
32. Test Pumps (Hydrostatic Test):			
(1) 6 GPM vs. 600 psi, 3/4", electric, 5 h.p., 220/440 volt, 3 phase	74.00	24.00	8.00
33. Testers, Electrical:			
(1) Under $500.00 - Small Tools			
(2) Megger, 500,100, and 2500 volts, DC, 0-50M meg-ohms, hand operated, generator set, Biddle Model M638F	212.00	71.00	23.00
34. Testers, Pipe Insulation:			
(1) 16" - 36" O.D. pipe, flaw detector with battery charger	159.00	53.00	18.00
35. Transits:			
(1) Engineering with tripod	53.00	18.00	6.00

Description	Rental Rate		
	Monthly	Weekly	Daily
SECTION XI - GENERAL EQUIPMENT (Continued)			
36. Tubing Rollers:			
(1) 2" O. D. x 17 BWG, 1-1/2" tube sheet, air magnetic control unit, with full set of expanders	127.00	42.00	14.00
37. Vats - Preheating (Oil Bath):			
(1) 800 gallon oil capacity, 150° 0 550°, 480 volts, 9000 watts	212.00	71.00	23.00
38. Wagons:			
(1) 5 - 7 ton, 4 wheel, towed	53.00	18.00	6.00
(2) 8 - 10 ton, 4 wheel, towed	85.00	29.00	10.00
(3) Fuel wagon	133.00	45.00	15.00

VIII

SMALL TOOLS AND EXPENDABLES

Daniel will furnish all required small tools at a net figure of 4-1/2% of direct labor cost, such percentage charge to be submitted with each payroll for reimbursement. Small tools will be the property of Daniel.

Small tools shall be defined as items having a value of $500 or less.

Attached for your information is our small tool schedule.

Please note that Classifications C and D are both expendable and consumable supplies. Such supplies are not included in the percentage for small tools and will therefore be considered a cost to the client.

Form 126-1-1 (7-72)

DANIEL CONSTRUCTION COMPANY INTERNATIONAL
Caribbean Division

SCHEDULE OF
SMALL HAND TOOLS - EXPENDABLE SMALL HAND TOOLS - SUPPLIES

May 1, 1972

FOREWORD

DANIEL CONSTRUCTION COMPANY INTERNATIONAL

SCHEDULE OF
SMALL HAND TOOLS - EXPENDABLE SMALL HAND TOOLS - SUPPLIES

May 1, 1972

This schedule is prepared by the Caribbean Division of Daniel Construction Company International, a division of Daniel International Corporation, and is not intended to be a complete listing but is to be used as a guide for classification of the items listed and similar type items. Prices as shown are intended to be approximate prices in Puerto Rico and are to be used as a guide only. They do not necessarily represent the current prices charged by Daniel Construction Company International or other suppliers.

A definition of the various classifications is contained on Page 2. The Equipment Department of the Caribbean Division carries a stock of new and used items, as listed in Classifications "A" and "B". Used tools are reconditioned and are sold at the current new purchase cost, less 25%. All Classification "A" tools returned to the Equipment Department will be credited to the projects, depending on the condition and age of the item. A maximum of 35% credit will be allowed. This credit will be applied to the new purchase price if the item was new at the time of shipment to the project or to the discounted price if the item was used at the time it was shipped to the project. No credit will be given for supplies returned to the Equipment Department.

Small tools, as listed in "A", may be rented if the Equipment Department is notified at the time of order. Rental rate will be 20% of the current new cost per month. Minimum rental period for small tools shall be one (1) month. All small tool rental billings for partial months will be billed at the full monthly rental rate. Any tools lost or stolen while on rental shall be billed to the project at the current purchase price, less 50% of any rentals paid.

DANIEL CONSTRUCTION COMPANY INTERNATIONAL

CLASSIFICATION A

SMALL HAND TOOLS - NON EXPENDABLE

Tools in this classification are those listed but with a maximum price of $500.00. Any tool with a unit price of over $500.00 is considered rental equipment, even though similar type items may be listed. e.g. Socket sets to $500.00 included; socket sets over $500.00 excluded.

CLASSIFICATION B

SMALL HAND TOOLS - EXPENDABLE

The $500.00 maximum also applies to this classification.

CLASSIFICATION C

SUPPLIES - EXPENDABLE

This section is a reference list only and includes items of such a nature as to be consumed in the course of the job, not considered a tool in the sense of the word, or classed as supplies.

CLASSIFICATION D

SUPPLIES - CONSUMABLE

This section is a reference list only and includes items either of such a nature as to be totally consumed immediately, or become a permanent part of the structure.

DANIEL CONSTRUCTION COMPANY INTERNATIONAL

SCHEDULE OF

SMALL HAND TOOLS - EXPENDABLE SMALL HAND TOOLS - SUPPLIES

DESCRIPTION	UNIT LIST PRICE	CLASSIFICATION			
		A	B	C	D
Acid - wall washing					X
Adapter - regulators, oxygen-acetylene				X	
Adhesive - all types					X
Adhesive - tape					X
Adze				X	
Alcohol - denatured					X
Aligner - metal door frame, all	22.00	X			
Anchors - inserts					X
Anvil - blacksmiths	127.00	X			
Apron - welders, acid, etc.				X	
Arbor - hole saw, all sizes				X	
Asbestos - packing					X
Auger - dirt, hand, up to 1/4" diameter	32.00		X		
Auger - post hole, hand, 8"	9.00		X		
Axe - fireman's, 36", 4-1/2 lb.				X	
Axe - standard, 36", 3-1/2 lb.				X	
Babbit - bearing, millwright					X
Badge - employee identification				X	
Band - helmet, hats				X	
Banding Machine - hand type	14.00	X			
Bar - crow, pinch point, 5 ft.	9.00	X			
Bar - decking, 36"	5.00	X			
Barrel - water and trash				X	
Battery - Flashlight				X	
Bender and crimper - hand, 24 gauge	166.00	X			
Belt - safety, lineman's, electricians	26.00	X			
Belt - stone				X	
Bender - bar, manual	328.00	X			
Bender - conduit, hand, to 1"	196.00	X			
Bender - conduit, hand, 1-1/4" to 1-1/2"	242.00	X			
Bender - hydraulic, pipe or conduit, 1/2" - 2"	400.00	X			
Bender - pipe (Hickey), to 1", hand	21.00	X			
Bender - tube, hand, 1/4"	12.00	X			
Bender - tube, hand, 5/16"	14.00	X			
Bender - tube, hand, 3/8"	17.00	X			
Bender - tube, hand, 1/2"	23.00	X			

DESCRIPTION	UNIT LIST PRICE	CLASSIFICATION			
		A	B	C	D
Bib - hose				X	
Bin - tool and storage, all types					X
Binder - load	32.00	X			
Bit - twist, carbide tip, wood, etc.				X	
Blade - concrete, float, hand				X	
Blade - saw, plane, iron, etc.				X	
Blanket, rubber, electricians				X	
Block - metal, single, 6" for 1/2" wire rope	21.00	X			
Block - metal, single, 10" for 5/8" wire rope	37.00	X			
Block - metal, single, 14" for 7/8" wire rope	138.00	X			
Block - rope and cable, all types, wood to 6"	15.00		X		
Block - rope and cable, all types, wood to 10"	36.00		X		
Board - all lumber, scaffold, batter, etc.					X
Bolt - structural					X
Boot - rubber				X	
Box - mortar, gang, wood					X
Box - tool, metal	10.00		X		
Brace - carpenters	15.00	X			
Brace - trench, beam	32.00	X			
Bracket - wale				X	
Brads					X
Brass - employee identification				X	
Brick - all					X
Brick - rubbing, concrete and masonry				X	
Broom - hand, all types				X	
Brush - hand, all types, including paint				X	
Brush - wire, fiber, cup, flat, power tools				X	
Bubble - vials for level, replacement					X
Bucket - wood, plastic, acid				X	
Bulb - flashlight				X	
Buster - rivet, pneumatic	333.00	X			
Cable - welding, replacement				X	
Caliper - inside and outside	37.00	X			
Can - rivet, drinking, oiling & safety				X	
Carbide					X
Card - charts, recording, field instruments					X
Carrier - brick	17.00		X		
Carrier - timber	17.00		X		
Cart - oxygen-acetylene	58.00	X			
Cartridge - power fastening					X
Case - plumb bob				X	

DESCRIPTION	UNIT LIST PRICE	CLASSIFICATION A	B	C	D
Caster - scaffold, swivel type, 5"				X	
Caster - scaffold, swivel type, 6"				X	
Caster - scaffold, swivel type, 8"				X	
Caster - table, chain, bench				X	
Cathead - snaptie					X
Cement - all					X
Chain - chainfalls, tuggers, replacement				X	
Chain - link, binding, towing				X	
Chain - measuring, engineers, 100 ft.	30.00		X		
Chain - measuring, engineers, 200 ft.	58.00		X		
Chain - measuring, engineers, 300 ft.	80.00		X		
Chain - screed					X
Chalk - crayon, soapstone, kiel					X
Charger - battery	259.00	X			
Chisel - metal cutting, hand	2.00		X		
Chisel - wood cutting, hand	2.00		X		
Choker - wire rope				X	
Chuck - drill				X	
Chuck - nipple	80.00	X			
Chute - metal or wood, concrete directing					X
Clamp - C, 4"	6.00	X			
Clamp - C, 6"	9.00	X			
Clamp - C, 10"	11.00	X			
Clamp - C, 12"	17.00	X			
Clamp - carpenters, screw, adjustable, 4" - 10"	11.00	X			
Clamp - carpenters, screw, adjustable, 12" - 18"	14.00	X			
Clamp - carpenters, screw, adjustable, 20" - 24"	8.00	X			
Clamp - ground, welding, replacement				X	
Clamp - metal concrete forms					X
Clamp - pipe line up, jewel #1	25.00	X			
Clamp - pipe line up, jewel #2	73.00	X			
Clamp - wire rope				X	
Claydigger - pneumatic, 7/8" hex chuck	495.00	X			
Cleaner - oxygen-acetylene tips				X	
Clevise				X	
Climber - adjustable, pole master, lineman	28.00	X			
Clipper - hedge	5.00		X		
Clock - watchman's with six (6) stations				X	
Cloth - drop, painters				X	
Cloth - emery, strainer, polishing, hardware				X	
Coat - rain, all types				X	
Collet - inert welding				X	
Combination set	40.00	X			
Compound - caulking, cleaning, curing, grinding, millwright, sweeping					X
Conduit - all					X
Connection - flushing, to 8"	58.00	X			
Connector - electrical					X
Connector - welding lead				X	
Cord - drop or extension for temporary current				X	

DESCRIPTION	UNIT LIST PRICE	CLASSIFICATION A	B	C	D
Cord - electrical tool, replacement				X	
Cord - masons, sash				X	
Coupling - pipe and conduit, all					X
Coupling - threaded, water hose				X	
Creeper - auto mechanic	17.00	X			
Creosote					X
Cup - paper, drinking					X
Cup - porcelain, heliarc				X	
Cutter - blacksmith, hot, cold, 2 lb. to 5 lb.	11.00		X		
Cutter - bolt, hand, 1/4"	14.00	X			
Cutter - bolt, hand, 18"	16.00	X			
Cutter - bolt, hand, 24"	20.00	X			
Cutter - bolt, hand, 36"	32.00	X			
Cutter - hand, cable	58.00	X			
Cutter - gasket, hand	38.00	X			
Cutter - pipe, chain, underground, mechanical 12"	486.00	X			
Cutter - pipe, chain, underground, hand, 4" - 12"	96.00	X			
Cutter - pipe, 3 wheel, 1/8" - 1-1/4", hand	17.00	X			
Cutter - pipe, 3 wheel, 1/8" - 2", hand	32.00	X			
Cutter - pipe, 2 wheel, 1" - 3", hand	33.00	X			
Cutter - pipe, 2 wheel, 2" - 4", hand	80.00	X			
Cutter - pipe, 2 wheel, 4" - 6", hand	81.00	X			
Cutter - tubing, to 1-1/2", hand	37.00	X			
Cylinder - pressure, butane, oxygen-acetylene, pretolite				X	
Cylinder - test				X	
Die Head - 2-1/2" - 4", for power threader	345.00	X			
Die Head - 4" - 6", for power threader	418.00	X			
Die - manual and power punches, replacement				X	
Die Segment - replacement for threader				X	
Digger - post hole with original handle, 4'	10.00		X		
Digger - post hole with original handle, 7'	13.00		X		
Digger - post hole with original handle, 8'	27.00		X		
Dipper - drinking				X	
Disc - grinding, abrasive				X	
Dispenser - drinking water, non-mechanical				X	
Divider - spring	6.00	X			
Dolly - caterpillar, machine, roller type, 5 ton	86.00	X			
Dolly - lever with 7 ft. handle	64.00	X			
Dolly - pipe, 2 wheel	167.00	X			
Dope - pipe					X
Dressing - belt, millwright					X
Drill - air, close quarters and straight, 1"	475.00	X			
Drill - air, right angle, 1/4"	166.00	X			
Drill - air, right angle, 1"	490.00	X			
Drill - air, straight end, 1"	490.00	X			
Drill - air, straight end, 1-1/4"	490.00	X			
Drill Motor - 1/4", electric, heavy duty	75.00	X			
Drill Motor - 3/8", electric, heavy duty	86.00	X			

DESCRIPTION	UNIT LIST PRICE	CLASSIFICATION A	B	C	D
Drill Motor - 1/2", electric, heavy duty	100.00	X			
Drill Motor - 5/8", electric, heavy duty	160.00	X			
Drill Motor - 3/4", electric, heavy duty	180.00	X			
Drill Motor - 1", electric, heavy duty	205.00	X			
Drill Motor - 1-1/4", electric, heavy duty	300.00	X			
Drill Motor - electric, tap gun, 1/4", heavy duty	162.00	X			
Drill Press - electric, to 1/2"	437.00	X			
Drill - twist, carbide tip, wood, masonry, concrete, rock, router, auger and core				X	
Edge - straight, steel, 4 ft.	29.00	X			
Edge - straight, steel, 5 ft.	42.00	X			
Edge - straight, steel, 6 ft.	53.00	X			
Edger - power, sanding or grinding, hand type	50.00	X			
Electrode - welding, arc, inert					X
Embosser - label, hand	51.00		X		
Etcher - metal, electric, hand type	145.00	X			
Expander - tubing, hand	65.00	X			
Extinguisher - fire					X
Extractor - pipe, #1 to #5	4.00		X		
Extractor - pipe, #6 to #8	8.00		X		
Extractor - pipe, #9	10.00		X		
Extractor - pipe, #10	15.00		X		
Extractor - pipe, #11	17.00		X		
Extractor - pipe, #12	19.00		X		
Extractor - screw (E-Z outs), sizes 1 - 9	14.00		X		
Fan - exhaust, electric, 30"	84.00	X			
Fan - exhaust, electric, 36"	116.00	X			
Fan - exhaust, electric, 42"	191.00	X			
Fan - exhaust, electric, 48"	267.00	X			
Fan - portable, heat killer	451.00				
Fastener - belt					X
File - metal cutting, 6" - 16"				X	
File - wood cutting, 5" - 16"				X	
Filter - air respirator				X	
First Aid Supplies					X
Flambeau (flare)				X	
Flashing - all					X
Flashlight				X	
Flatter - blacksmith	7.00	X			
Flint - oxygen-acetylene torch lighter				X	
Float - concrete, aluminum with handle, smooth	70.00		X		
Float - concrete, aluminum with handle, corrugated	76.00		X		
Floor hopper with stand, 3/4 yard	345.00	X			
Floor hopper with stand, 1 yard	462.00	X			
Floor hopper with stand, 1-1/2 yard	472.00	X			
Flux - welding, soldering				X	
Forge - blacksmith	53.00	X			
Fork - 10 to 14 tines	15.00		X		

DESCRIPTION	Unit LIST PRICE	CLASSIFICATION A	B	C	D
Frame - hacksaw	5.00	X			
Funnel				X	
Furnace - butane, plumbers with shield, less tank	26.00	X			
Fuse - electrical					X
Gas - welding, oxygen-acetylene, inert					X
Gasket					X
Gauge - feeler (set	2.00		X		
Gauge - gap, spark plug	6.00		X		
Gauge - thickness	11.00		X		
Gauge - thread	7.00		X		
Glass					X
Glasses - (lenses), goggles, helmets				X	
Gloves - welders, electricians				X	
Glue					X
Goggle				X	
Graphite					X
Gravel					X
Grinder - electric, bench, 2 wheel, 6"	120.00	X			
Grinder - electric, bench, 2 wheel, 8"	207.00	X			
Grinder - electric, bench, 2 wheel, 10"	253.00	X			
Grinder - electric, right angle, portable, 7" - 9"	127.00	X			
Grinder - electric, straight, portable, 6"	132.00	X			
Gun - caulking				X	
Gun - jet line	288.00	X			
Gun - pneumatic, grout	163.00	X			
Gun - powder fastening, 1/4"	140.00	X			
Gun - soldering	22.00	X			
Hammer - electric, impact, chipping, 3/8" - 3/4"	304.00	X			
Hammer - electric, impact, chipping, 1" - 3"	358.00	X			
Hammer - electric, rotary, to 1-1/2"	451.00	X			
Hammer - hand	3.00	X			
Handle - wood, all hand tools				X	
Handle - wheelbarrow				X	
Hasp					X
Hat - rain, all types				X	
Hat - safety				X	
Hatchet				X	
Helmet - welders, arc				X	
Hinge					X
Hoist - chain with 30 ft. lift chain, 1/4 ton	193.00	X			
Hoist - chain with 30 ft. lift chain, 1/2 ton	267.00	X			
Hoist - chain with 30 ft. lift chain, 1 ton	242.00	X			
Hoist - chain with 30 ft. lift chain, 2 ton	378.00	X			
Hoist - chain with 30 ft. lift chain, 3 ton	521.00	X			
Hoist - come-a-long, ratchet, 1 ton	115.00	X			
Hoist - come-a-long, ratchet, 2 ton	160.00	X			
Hoist - come-a-long, ratchet, 3 ton	210.00	X			

DESCRIPTION	UNIT LIST PRICE	CLASSIFICATION			
		A	B	C	D
Hoe - mortar	10.00		X		
Holder - electrode, welding, replacement				X	
Hood - welders				X	
Hook - cant	9.00		X		
Hook - eye, round and chain				X	
Hook - pipe, concrete	63.00	X			
Hose - air, steam				X	
Hose - heliarc, gas and water, replacement				X	
Hose - oxygen-acetylene				X	
Hose - water				X	
Ice					X
Indicator Set - dial	133.00	X			
Ink - marking, layout				X	
Insert - chuck, drill				X	
Insert - masonry and concrete abchor					X
Iron - caulking, yarning	3.00		X		
Iron - soldering, electric	27.00	X			
Jack - hydraulic, 3 ton	25.00	X			
Jack - hydraulic, 5 ton	26.00	X			
Jack - hydraulic, 8 ton	32.00	X			
Jack - hydraulic, 12 ton	52.00	X			
Jack - hydraulic, 20 ton	90.00	X			
Jack - hydraulic, ram type, 5 ton (porta-power)	127.00	X			
Jack - hydraulic, ram type, 7 ton (porta-power)	130.00	X			
Jack - hydraulic, ram type, 10 ton (porta-power)	130.00	X			
Jack - hydraulic, ram type, 20 ton (porta-power)	253.00	X			
Jack - hydraulic, ram type, 30 ton (porta-power)	333.00	X			
Jack - railroad, 5 ton	69.00	X			
Jack - railroad, 10 ton	92.00	X			
Jack - railroad, 15 ton	115.00	X			
Jack - reel, 10 ton	156.00	X			
Jack - reel, 15 ton	178.00	X			
Jack - reel, 20 ton	213.00	X			
Jackset - riveters				X	
Jaw - pipe wrench, vises, replacement				X	
Keg - water				X	
Kerosene					X
Key - chuck				X	
Key - cotter					X
Key - station clock				X	
Key - welding and heating cylinders				X	
Kit - first aid					X
Kit - striping				X	
Knife - putty				X	
Knife - scrape				X	

DESCRIPTION	UNIT LIST PRICE	CLASSIFICATION A	B	C	D
Lacer - belt	13.00	X			
Lacing Belt					X
Ladder - A frame				X	
Ladder - extension				X	
Ladder - step				X'	
Ladle - lead	5.00	X			
Lead - plumbers					X
Lense - goggles, helmets				X	
Level - hand, aluminum, 18"	6.00	X			
Level - hand, aluminum, 24"	8.00	X			
Level - locke	26.00	X			
Light - flood				X	
Lighter - oxygen-acetylene				X	
Lock					X
Lumber - all					X
Mandrel - power tools				X	
Mask - respirator with filter				X	
Mattock	7.00		X		
Maul - spike, 6 to 8 lbs.	13.00		X		
Maul - spike, 10 lbs.	15.00		X		
Meter - volt-amp, clamp on	97.00	X			
Meter - volt-ohm, with carrying case	90.00	X			
Meter - sequence with leads and carrying case, 0-500 volt	567.00	X			
Mesh - wire, installed					X
Metal - expanded, installed					X
Micrometer - inside and outside	52.00	X			
Mop - scrubbing and washing				X	
Mortar Mix					X
Mortiser - lock, electric	360.00	X			
Nail					X
Nozzle - water hose				X	
Nozzle - paint spray, replacement				X	
Oil - cutting					X
Oil - form					X
Pad - polishing and abrasive, power and hand tool				X	
Paint					X
Pallet - wood					X
Paper - sanding, wrapping				X	
Paper - sisalkraft					X
Paste - soldering					X
Pencil - engraving, electric	28.00	X			
Pin - all power fastening device				X	
Pin - drift, erectors				X	
Pin - lewis, stone				X	
Pin - spreader tie					X

DESCRIPTION	UNIT LIST PRICE	CLASSIFICATION A	B	C	D
Pipe					X
Piping - temporary					X
Plane - door, electric	124.00	X			
Plane - hand, 18" with 2-3/8" cutter	22.00		X		
Plane - hand, 22" with 2-3/8" cutter	27.00		X		
Pliers - channel or rib lock, to 14"	5.00		X		
Pliers - long nose, cutting	7.00		X		
Pliers - standard, slip joint, 6" to 10"	6.00		X		
Pliers - vise grip	3.00		X		
Plug - test, water pressure, wing nut, 2"	3.00		X		
Plug - test, water pressure, wing nut, 4"	6.00		X		
Plug - test, water pressure, wing nut, 6"	13.00		X		
Plug - test, water pressure, wing nut, 8"	14.00		X		
Plug - test, water pressure, wing nut, 10"	20.00		X		
Plug - test, water pressure, wing nut, 12"	23.00		X		
Plug - test, water pressure, wing nut, 18"	29.00		X		
Plumb bob - brass, 12 oz. with sheath	9.00	X			
Point - electric pencil				X	
Point - moil				X	
Pole - pike, 6 ft.	9.00		X		
Pole - pike, 8 ft.	10.00		X		
Pole - pike, 10 ft.	13.00		X		
Pole - pike, 12 ft.	16.00		X		
Pole - pike, 14 ft.	18.00		X		
Pole - pike, 16 ft.	21.00		X		
Pole - pike, 18 ft.	23.00		X		
Pole - pike, 20 ft.	24.00		X		
Pole - range, engineering				X	
Polyethylene					X
Pot - melting, 6"	5.00	X			
Puller - cable, hand	92.00	X			
Pulley - well	9.00		X		
Pump - test, hydrostatic, gasoline	335.00	X			
Pump - test, hydrostatic, hand, single	86.00	X			
Punch -a rch	10.00	X			
Punch - center, hand	1.00		X		
Punch - hydraulic, knockout, to 4", 6,500 PSI	339.00	X			
Punch - lever, ball bearing, to 1/2"	158.00	X			
Punch - pocket lock	23.00	X			
Rag - wiping				X	
Rake - garden or stone	6.00		X		
Reamer - hand, ratchet, pipe, to 3"	38.00	X			
Reel - payoff, electricians	34.00	X			
Reel - tie wire	20.00		X		
Regulator - acetylene	36.00	X			
Regulator - argon	38.00	X			
Regulator - oxygen	38.00	X			

DESCRIPTION	UNIT LIST PRICE	CLASSIFICATION			
		A	B	C	D
Rock - rubbing				X	
Rod - level	68.00		X		
Roller - hardwood	13.00		X		
Rod - welding, oxygen-acetylene					X
Rope - manila				X	
Rope - wire, for slings, chockers, rigging				X	
Rope - wire, installed					X
Router - butt	154.00	X			
Runner - joint, pipe				X	
Salamander - oil	35.00		X		
Sander - belt, oscillating, electric, portable	102.00	X			
Saw - band, upright, wood cutting, 1/2 g.p.	257.00	X			
Saw - bench, wood, carpenters					X
Saw - chain, gasoline, bar, 18" - 20"	259.00	X			
Saw - chain, gasoline, with post hole digging attachment	440.00	X			
Saw - portable, electric, 6"	90.00	X			
Saw - portable, electric, 7"	104.00	X			
Saw - portable, electric, 8"	144.00	X			
Saw - portable, electric 10"	177.00	X			
Saw - portable, electric, 12"	454.00	X			
Saw - portable, electric, sawzall, 2 speed	120.00	X			
Scoop - sand (billie)	8.00		X		
Scraper - hand	3.00		X		
Screwdriver	2.00		X		
Screw - all					X
Segment - threading devices, replacement				X	
Shackle - anchor, screw and plain					X
Shear - angle iron, hand, to 2" x 1/4"	133.00	X			
Shear - sheet metal, electric, 8 gauge	460.00	X			
Shear - sheet metal, electric, 12 gauge	239.00	X			
Shear - sheet metal, electric, 16 gauge	210.00	X			
Shear - sheet metal, electric, 18 guage	196.00	X			
Sheath - plumb bob				X	
Shed - storage					X
Shield - face				X	
Shoring - wood					X
Shovel - hand				X	
Siren				X	
Sizing tool	7.00		X		
Sleeve - welders				X	
Sling - manila, wire rope				X	
Slotter - tag	165.00	X			
Snap - rivet set				X	
Snip - tinners	7.00	X			
Socket - electrical					X
Socket set - hand, ratchet with sockets, 1/2" drive	50.00	X			
Socket - wire rope				X	
Solder					X
Spade - pneumatic clay spader				X	

DESCRIPTION	UNIT LIST PRICE	CLASSIFICATION			
		A	B	C	D
Spigot - all					X
Spike - climbers, lineman	16.00	X			
Spoon - hole, electricians	9.00		X		
Spreader - wire rope				X	
Sprayer - hand pump, form cleaning, including hose and nozzles	24.00		X		
Square - combination	5.00	X			
Square - framing	6.00	X			
Square - tri	5.00	X			
Squeege				X	
Stake - surveyors					X
Stand - chain, pipe vise	60.00	X			
Stand - drill, bench type	52.00	X			
Stand - drill, floor type	98.00	X			
Steel - drill, hex				X	
Stencil - steel, hand, 3/8" letters (set of 26)				X	
Stencil - steel, hand, 1/2" letters (set of 26)				X	
Stencil - steel, hand, 3/8" numbers (set of 9)				X	
Stencil - steel, hand, 1/2" numbers (set of 9)				X	
Stick - hot, lineman	21.00		X		
Stick - paint, ink				X	
Stone - sharpening, wet or dry				X	
Strap - climbers with pads, lineman	20.00	X			
Stud - threaded, powder fasteners					X
Tablet - salt					X
Tablet - soil test				X	
Tachometer	138.00	X			
Tack - surveyors					X
Tamper - wood					X
Tank - pressure, butane, oxygen-acetylene, prestolite, etc.				X	
Tank - water, temporary storage					X
Tap and die set without ratchet handle, to 1"	87.00		X		
Tap and die set without ratchet handle, 1" to 1-1/2"	123.00		X		
Tape - fish, electricians, 50 ft.	6.00		X		
Tape - fish, electricians, 100 ft.	14.00		X		
Tape - fish, electricians, 200 ft.	20.00		X		
Tape - measuring, to 12 ft.	5.00		X		
Tape - measuring, to 25 ft.	7.00		X		
Tape - measuring, 50 ft.	9.00		X		
Tape - measuring, 100 ft.	14.00		X		
Tape - sewer, 100 ft.	24.00		X		
Tarpaulin - regular, fireproof				X	
Telephone - sound powered sets, field testing				X	
Template - door fitting	45.00	X			
Template - mortising and routing	2.00	X			
Tester - anti-freeze	18.00		X		

DESCRIPTION	UNIT LIST PRICE	CLASSIFICATION A	B	C	D
Tester - battery, voltage	14.00	X			
Tester - hydrometer	8.00		X		
Tester - moisture	104.00	X			
Thermometer - dial	23.00	X			
Thermometer - glass				X	
Thermacouple - stress reliever				X	
Threader - conduit, hand, ratchet with handle w/2" segments	116.00	X			
Threader - pipe, hand, ratchet with handle w/to 2" segments	117.00	X			
Threader - pipe, remote drive, from 2-1/2", electric	270.00	X			
Tie - snaptie					X
Tip - welding and cutting				X	
Tomahawk	6.00		X		
Tong - chain, 1" - 6"	69.00	X			
Tong - pipe, 6"	121.00	X			
Tong - pipe, 8"	142.00	X			
Tong - pipe, 10"	180.00	X			
Tong - pipe, 12"	240.00	X			
Tool - banding, hand type	52.00	X			
Tool - flaring, to 1-1/8"	45.00	X			
Tool - dual, welders	2.00	X			
Tool - grooving, shear plate	5.00	X			
Tool - hand, crimping	13.00	X			
Tool - hydraulic, lug compression, hand type	276.00	X			
Tool - stake-on	64.00	X			
Torch - heating, prestolite, without tank	77.00	X			
Torch - heliarc, dry with hose and regulator	140.00	X			
Torch - heliarc, wet with hose and regulator	150.00	X			
Trammel - beam, steel	27.00	X			
Truck - platform, 4 wheel	86.00	X			
Truck - warehouse, 2 wheel	86.00	X			
Universal power drive - electric	490.00	X			
Vacuum cleaner - wet or dry, 1-1/4 h.p., 55 gallon drum	489.00	X			
Vacuum cleaner - wet or dry, 1-1/4 h.p., 5 gallon drum	460.00	X			
Vise - bench, yoke, 1/8" to 2"	13.00	X			
Vise - bench, yoke, 1/8" to 3-1/2"	35.00	X			
Vise - bench, yoke, 1/8" to 4"	37.00	X			
Vise - bench, yoke, 1/8" - 5"	60.00	X			
Vise - bench, yoke, 1/8" - 6"	85.00	X			
Vise - machinist, bench type, stationary, 4"	37.00	X			
Vise - machinist, bench type, swivel, 6"	210.00	X			

DESCRIPTION	UNIT LIST PRICE	CLASSIFICATION			
		A	B	C	D
Vise - open side	58.00	X			
Vise - pipe, chain, bench type, 1/8" to 2-1/2"	16.00	X			
Vise - pipe, chain, bench type, 1/8" to 4"	31.00	X			
Vise - pipe, chain, bench type, 1/8" to 5"	36.00	X			
Vise - pipe, chain, bench type, 1/8" to 6"	56.00	X			
Vise - pipe, chain, bench type, 1/8" to 8"	74.00	X			
Vise - power, 1/8" to 2", (Porta-Pony) with speed chuck	288.00	X			
Vise - tripod, yoke, 1/8" to 2-1/2"	73.00	X			
Vise - tripod, chain, 1/8" to 5"	74.00	X			
Walkboard - aluminum, 12" x 22'	288.00	X			
Walkboard - aluminum, 12" x 24'	316.00	X			
Walkboard - aluminum, 20" x 16'	276.00	X			
Walkboard - aluminum, 20" x 18'	288.00	X			
Walkboard - aluminum, 20" x 20'	305.00	X			
Walkboard - aluminum, 20" x 22'	316.00	X			
Walkboard - aluminum, 20" x 24'	305.00	X			
Walkboard - aluminum, 24" x 20'	322.00	X			
Walkboard - aluminum, 24" x 24'	374.00	X			
Washer - air and water hose				X	
Washer - wale					X
Water cooler - electric, 2 gallon	253.00	X			
Wedge - snaptie					X
Wedge - steel	3.00		X		
Welding and cutting outfit - oxygen-acetylene, complete	170.00	X			
Welder - spot, 110 volt	202.00	X			
Wheel - abrasive, for power tools				X	
Wheelbarrow - brick and tile				X	
Wheelbarrow - concrete				X	
Wheelbarrow - Georgia buggy				X	
Winch - hand, to 5 ton	240.00	X			
Wire - annealed, piano, millwright and forming				X	
Wire - reinforcing					X
Wool - steel				X	
Wrench - adjustable, Crescent, 4"	3.00	X			
Wrench - adjustable, Crescent, 6"	4.00	X			
Wrench - adjustable, Crescent, 8"	5.00	X			
Wrench - adjustable, Crescent, 10"	5.00	X			
Wrench - adjustable, Crescent, 12"	8.00	X			
Wrench - adjustable, Crescent, 15"	14.00	X			
Wrench - adjustable, Crescent, 18"	14.00	X			
Wrench - adjustable, Crescent, 24"	30.00	X			
Wrench - basin	2.00	X			
Wrench - box end, offset (set consisting of 3/8" x 7/16", 1/2" x 9/16", 5/8" x 11/16", 3/4" x 25/32", 13/16" x 7/8", 1" x 15/16", 1-1/16" x 1-1/8"	35.00	X			

DESCRIPTION	UNIT LIST PRICE	CLASSIFICATION A	B	C	D
Wrench - combination (set consisting of 3/8", 7/16", 1/2", 9/16", 5/8", 11/16", 3/4", 13/16", 7/8", 15/16", 1-1/16", 1-1/8")	78.00	X			
Wrench - electric, impact, 1/2" drive	159.00	X			
Wrench - electric, impact, 3/4" drive	285.00	X			
Wrench - engineering	17.00	X			
Wrench - knocker (striking), straight, 1-1/6"	16.00	X			
Wrench - knocker (striking), straight, 1-1/8"	16.00	X			
Wrench - knocker (striking), straight, 1-1/4"	17.00	X			
Wrench - knocker (striking), straight, 1-5/16"	16.00	X			
Wrench - knocker (striking), straight, 1-7/16"	20.00	X			
Wrench - knocker (striking), straight, 1-1/2"	20.00	X			
Wrench - knocker (striking), straight, 1-5/8"	23.00	X			
Wrench - knocker (striking), straight, 1-7/8"	25.00	X			
Wrench - knocker (striking), straight, 2"	31.00	X			
Wrench - knocker (striking), straight, 2-1/2"	38.00	X			
Wrench - knocker (striking), straight, 3"	62.00	X			
Wrench - oxygen-acetylene, torch and tank	31.00		X		
Wrench - pipe, compound leverage, 2"	28.00	X			
Wrench - pipe, compound leverage, 5"	64.00	X			
Wrench - pipe, compound leverage, 6"	84.00	X			
Wrench - pipe, compound leverage, 8"	127.00	X			
Wrench - pipe, straight, 6"	4.00	X			
Wrench - pipe, straight, 10"	6.00	X			
Wrench - pipe, straight, 12"	8.00	X			
Wrench - pipe, straight, 14"	8.00	X			
Wrench - pipe, straight, 18"	12.00	X			
Wrench - pipe, straight, 24"	18.00	X			
Wrench - pipe, straight, 36"	32.00	X			
Wrench - pipe, straight, 48"	43.00	X			
Wrench - pipe, straight, 60"	62.00	X			
Wrench - socket set, 1/2" drive (1 ea. of all sizes)	55.00	X			
Wrench - spanner, face type, center to center of pin, 1" - 3/4"	6.00	X			
Wrench - spanner, face type, center to center of pin, 2" - 2-3/4"	8.00	X			
Wrench - spanner, face type, center to center of pin, 3" - 3-3/4"	13.00	X			
Wrench - spanner, face type, center to center of pin, 4"	18.00	X			
Wrench - spanner, pin type, circle capacity, 1" - 2-3/4"	7.00	X			
Wrench - spanner, pin type, circle capacity, 3" - 6"	10.00	X			

DESCRIPTION	UNIT LIST PRICE	CLASSIFICATION			
		A	B	C	D
Wrench - spanner, quick action type, circle capacity, 3/4" - 2"	14.00	X			
Wrench - spanner, quick action type, 2" - 4"	19.00	X			
Wrench - spanner, quick action type, 2" - 4-3/4"	25.00	X			
Wrench - structural (spud), 1-1/16" to 1"	10.00	X			
Wrench - structural (spud), 1-1/16" to 1-5/16"	12.00	X			
Wrench - structural (spud), 1-7/16" to 1-11/16"	17.00	X			
Wrench - structural (spud), 1-13/16" to 2"	25.00	X			

SALARY, WAGE, AND REIMBURSEMENT POLICY

1. **Salaries and Wages**

This section of the proposal outlines the basis for reimbursement of project personnel in the following categories:

1.1 **Home Office Personnel**

Rates for Greenville and San Juan home office personnel will be charged in accordance with Appendix C, this Section. The principal billings in this category will be for pre-construction and continuing services, as approved and directed by the Owner, including Engineering, Scheduling, Estimating, Purchasing, etc. and subsequent monitoring of the total construction program.

1.2 **Site Based Personnel**

The salary range of resident personnel at the jobsite is specified in Appendix B, Section VII. This will be charged at cost for payroll taxes, insurance and benefits as outlined in Section VII.

1.3 **Wage Rates**

Prevailing wage rates in Puerto Rico as of March 27, 1972, are in accordance with Appendix B, this Section. The prevailing rates will be charged at cost for payroll taxes, insurance and required fringe benefits. Wage rates are normally adjusted during the month of April and fringe benefits as legislated or negotiated.

2. **Reimbursement Policy**

All costs of the project are reimbursable at actual cost unless specifically noted otherwise in this proposal.

HOME OFFICE PERSONNEL

All Daniel personnel not specifically assigned to the jobsite but utilized for the benefit of the project will be invoiced at hourly base rates plus 100% in the U. S. or 150% in Puerto Rico (in keeping with Puerto Rico law) to cover the following overhead costs:

1. Compensation Insurance
2. Federal Insurance Contribution Act
3. State Unemployment Insurance
4. Vacation and Holiday Pay
5. Hospitalization Insurance
6. Administrative Supervision
7. Liability and Other Insurance
8. Sick Leave
9. Rent and Building Maintenance
10. Local Phone Calls
11. Light, Heat, Power and Water
12. Amortization of Office Furniture and Equipment
13. Purchasing of Supplies for Engineering Personnel
14. General Office and Operating Supplies
15. Pre-Contract Cost and Preparation of Standards
16. Corporate (Non-Project) Accounting, Auditing, Legal
17. General Taxes (except Federal) and Licenses
18. Personnel Recruiting
19. Professional Dues and Subscriptions.

The following direct cost items will be invoiced at the net invoice cost to Daniel:

1. Travel Expense
2. Living expenses for out-of-town personnel
3. Long distance or toll telephone calls
4. Telegrams and Teletype
5. Any special forms or printing
6. The cost of all reproductions and postage
7. Car Mileage at 15 cents per mile
8. Computer Time charges
9. Special legal services
10. Engineering or other consultants
11. Rent of offices other than Daniel Corporate/Division/Sales Offices

Administration and general supervision of management are included within the previously described overhead charge.

Where a job is on a tight schedule or crash program, we do not charge a premium for overtime. Overtime is charged at straight time rates.

We keep accurate records which are subject to your audit at any time. We invoice twice monthly, listing individuals who have worked on the project, their classifications, and number of hours worked. We also invoice twice monthly for any reimbursable charges.

DANIEL CONSTRUCTION COMPANY INTERNATIONAL

San Juan and Home Office Rate Schedule

Position	Rate
Division Director	15.00
Development Manager, Construction Manager	14.00
Project Co-ordinator	13.00
Department Managers (Maintenance, Construction Equipment, Assistant Development Manager, Purchasing Manager) Project Manager, Controller	11.50
General Superintendent, Architectural Consultant	11.00
Administrative Assistant	10.50
Chief Estimator, Systems Analyst/Auditor	10.00
Craft Co-ordinator (Mechanical, Electrical, HV&AC)	9.50
Senior Site Analyst, Personnel Manager, Master Mechanic, Planning Engineer, Sprinkler Engineer, Division Warehouse Superintendent	9.00
Purchasing Agent, Programmer, Safety Engineer, Engineering Inspector	8.00
Site Analyst, Liaison Officer, Accountant	7.25
Estimator	7.00
Buyer, Expeditor, Traffic, Cost Accountant	6.25
Personnel Assistant, Senior Draftsman	5.50
Draftsman	4.75
Equipment Mechanic, Payroll Supervisor	3.75
Clerical and Secretarial	3.25

Part time personnel will be billed only for actual hours expended to accomplish tasks previously authorized by the owner.

The above personnel will be billed to the Client at the rates indicated times a multiplier of 2.0 in the U.S. and 2.5 in Puerto Rico (in keeping with Puerto Rico law) which will include vacations, fringe benefits, payroll taxes, insurance and overhead.

This schedule will be revised on October 1st of each year to reflect salary increases. The average annual increase is anticipated to be approximately 7%.

ROGER M. SCOVIL & ASSOCIATES, ENGINEERS

RATE SCHEDULE

San Juan Based Personnel

Principal	$15.00
Manager of Engineering	13.00
Project Design Coordinators	10.75
Senior Engineers/Architects	8.25
Senior Designers	8.00
Inspecting Engineer	8.00
Designers	6.75
Senior Draftsmen	5.50
Draftsmen	4.75
Clerical, Secretarial	3.25

Personnel will be billed only for actual hours expended to perform tasks previously authorized by the Owner.

The above personnel will be billed to the Client at the rates indicated times a multiplier of 2.5 including vacations, holidays, fringe benefits, payroll taxes, insurance and overhead.

This schedule will be revised on October 1 of each year to reflect salary increases. The average annual increase is anticipated to be approximately 7%.

SCHEDULE OF WAGE RATES

Craft	Hourly Wage
Carpenter Foreman	2.75-3.00
Carpenter First Class	2.47
Carpenter Second Class	2.28
Labor Foreman	2.44-2.85
Laborer	2.02
Pipefitter Foreman	3.20-3.50
Pipefitter Fabricator Layout Man	3.11
Pipefitter First Class	2.52
Pipefitter Second Class	2.34
Pipefitter Laborer	2.02
Welder First Class	3.13
Welder Second Class	2.48
Welder Laborer	2.02
Instrument Technician	3.10
Electrician Foreman	2.80-3.05
Electrician First Class	2.52
Electrician Second Class	2.32
Electrician Laborer	2.02
Brickmason Foreman	2.80-3.05
Brickmason First Class	2.48
Brickmason Second Class	2.32
Brickmason Laborer	2.02
Operators, Mechanics & Drivers:	
Crane Operator – 100 Ton and over	3.58
Crane Operator – Under 100 Tons	3.42
Heavy Equipment Operator	3.42
Light Equipment Operator	2.77
Oiler	2.35
Equipment Foreman	3.62-4.00
Master Mechanic	3.42-3.80
Mechanic First Class	3.10
Mechanic Second Class	2.79
Truck Driver – Heavy	2.77
Truck Driver – First Class	2.28
Truck Driver – Second Class	2.02
Cement Finisher Foreman	2.80-3.05
Cement Finisher First Class	2.40
Cement Finisher Second Class	2.25
Instrument Man, Layout	2.27-2.95
Rodman	2.02-2.21

October 20, 1972

Iron Worker or Rigger Foreman	2.80-3.05
Iron Worker First Class	2.52
Iron Worker Second Class	2.32
Reinforcing Rodman First Class	2.40
Reinforcing Rodman Second Class	2.25
Sheet Metal Foreman	2.80-3.05
Sheet Metal Worker First Class	2.52
Sheet Metal Worker Second Class	2.32
Sheet Metal Worker Laborer	2.02
Millwright Foreman	2.80-3.05
Millwright First Class	2.52
Millwright Second Class	2.32
Millwright Laborer	2.02
Painter Foreman	2.75-3.00
Painter First Class	2.47
Painter Second Class	2.31
Insulator Foreman	2.75-3.00
Insulator First Class	2.47
Insulator Second Class	2.27
Boilermaker Foreman	2.80-3.05
Boilermaker First Class	2.52
Boilermaker Second Class	2.32
Boilermaker Laborer	2.02
Roofing Foreman	2.75-3.00
Roofer, First Class	2.47

Pushers and General Foremen

Pushers will receive $0.15 over journeymen's rate. General Foremen rates will be negotiated at time of hire.

Show-Up Time

Employees will receive four hours showup time if work is not available thru no fault of their own.

Work Schedule

The normal work week will consist of five eight hour days. A morning rest period will be observed from 9:00 to 9:15 AM with pay. The lunch hour will be from 12:00 noon to 1:00 PM without pay.

All work over eight hours per day will be at double time. If an employee has worked forty hours during the week and is required to work on Saturday, the first four hours worked will be at time and one half and all additional work at double time.

Paid Holidays

New Year's Day	January 1st
Three Kings Day	January 6th
Good Friday	Moveable
Independence Day	July 4th
Constitution Day	July 25th
Labor Day	First Monday in September
Thanksgiving Day	Fourth Thursday in November
Christmas Day	December 25th
Election Day	(Every four years) Tuesday following the first Monday in November.

To be eligible for holiday pay, one must work or have been excused on the last scheduled work day before the holiday and the first scheduled work day following the holiday. If work is performed on a holiday, double time is paid for all hours actually worked.

Unpaid Holidays

Memorial Day	May 30th

Mandatory Vacation

Every employee shall be entitled to vacation with full pay in accordance with the following table:

Months of Service	Working Days Per Month	Minimum Working Hours Per Month
Less than six months	1/2 day	140 hours
Six months or more	1 day	140 hours

Christmas Bonus

A Christmas Bonus fund has been established whereby each employee will accumulate $.10/hr for straight time, $0.15/hr for time and one half and $.20/hr. for double time for work performed for the Company. The Christmas Bonus will normally be paid between December 1st and December 15th of each year in accordance with Puerto Rican Law No. 148 of 1969. The employer or employee may request payment of the Christmas Bonus upon employee's termination from the project and payment will be made subject to mutual agreement. All other provisions of Puerto Rican Law No. 148 will be observed.

Life Insurance and Hospitalization Program

A comprehensive Life Insurance and Hospitalization Plan has been established whereby all employees and their eligible dependents are covered by the company at no cost to the employee. Briefly, the plan provides for the following:

Life Insurance
Accidental Death and Dismemberment
Daily Room and Board
Ambulance
Surgery
Special Hospital Charges
Maternity Benefits
In-Hospital Medical Care
Emergency Out-Patient Care

A booklet describing in detail the benefits is given to each employee for his use and information.

All employees and their eligible dependents are covered by this Plan beginning on the date of employment.

Paid Holidays

New Year's Day	January 1st
Three Kings' Day	January 6th
Good Friday	Moveable
Independence Day	July 4th
Constitution Day	July 25th
Labor Day	First Monday in September
Thanksgiving	Fourth Thursday in November
Christmas Day	December 25th
Election Day	(every four years) Tuesday following the first Monday in November

To be eligible for holiday pay, one must work or have been excused on the last scheduled work day before the holiday and the first scheduled work day following the holiday. If work is performed on a holiday, double time is paid for all hours actually worked.

Unpaid Holiday

Memorial Day	May 30th

Vacation

2 days per month

In order to qualify for vacation the employee must have worked for 15 working days during the calendar month.

Christmas Bonus

2 days per month

In order to qualify for Christmas bonus the employee must have worked for 15 working days during the calendar month. The Christmas bonus will normally be paid between December 1st and December 15th of each year in accordance with Puerto Rican Law No. 148 of 1969. The employer or employee may request payment of the Christmas Bonus upon employee's termination from the project and payment will be made subject to mutual agreement. All other provisions of Puerto Rican Law No. 148 will be observed.

Life Insurance and Hospitalization Program

The same benefits apply as for the hourly field employees.

APPLICABLE PAYROLL TAXES AND FRINGE BENEFITS–HOURLY

STATUTORY	Field Crafts %	Operating Engineers %
Vacation 12 days	4.62	9.24
* Xmas Bonus $.10/hr	4.00	9.24
Workmen's Compensation	6.70	6.70
Compulsory Disability	0.50	0.50
P. R. Unemployment	2.70	2.70
F.I.C.A.	5.85	5.85
Federal Unemployment	0.58	0.58
STATUTORY SUBTOTAL	24.95%	34.81%
OTHER		
Paid Holidays	3.46	3.46
Hospital & Life Insurance $20.44/Mo.	4.72	4.72
Liability Insurance	0.57	0.57
OTHER SUBTOTAL	8.75%	8.75%
TOTAL	33.70%	43.56%

*The Xmas bonus consists of $0.10/hr. straight time, $0.15/hr at time and one half and $0.20/hr. at double time for all crafts except operating engineers. Operating engineers receive two days per month, after having worked fifteen days, in lieu of $0.10/0.05 per hour.

Form 167 (Rev. 7-72)

COST PLUS FIXED FEE CONTRACT

THIS AGREEMENT, made and entered into as of the day of , 19 , by and between

, hereinafter referred to as the "Contractor", and

,hereinafter referred to as the "Owner",

WITNESSETH:

Section 1. Scope of Work. The Contractor shall furnish all necessary supervision, labor, equipment, tools, materials, supplies, and incidentals (except as may be hereinafter provided or as may be provided in the drawings or specifications hereinafter referred to) necessary to construct, and the Contractor shall construct

in accordance with drawings and specifications (including any general and/or special conditions therein contained) prepared by

a listing of which drawings and specifications is appended hereto as Appendix A, and which drawings and specifications are hereby incorporated in and made a part of this contract by these references thereto. In the event of a conflict between any of the provisions of this contract and anything shown on said drawings or provided for in said specifications (including any general and/or special conditions therein contained) the provisions of this contract shall govern.

Section 2. Contractor's Covenant. The Contractor recognizes the trust and confidence placed in it by this contract and covenants with the Owner to furnish its best skill and judgment and to cooperate with the Owner in forwarding the Owner's interests. The Contractor agrees to furnish efficient management and supervision and to exert every effort to keep an adequate supply of skilled workmen and materials on the work at all times, so as to assure prosecution of the work in the most expeditious and economical manner consistent with the Owner's interests.

Section 3. Payment. In consideration of the performance of the work hereinbefore described, the Owner shall pay the Contractor a fee in the amount of_____ dollars ($_____). In addition to said fee, the Owner shall pay the Contractor the Contractor's "Reimbursable Costs" incurred in the performance of the work, as said Reimbursable Costs are described in Section 4 below.

Section 4. Reimbursable Costs. Except as hereinafter provided, Reimbursable Costs shall consist of the following:

(a) Equipment, Materials, Supplies and Utilities: The invoiced price of all equipment, materials, supplies, and utilities purchased on a competitive or negotiated basis in accordance with procedures to be mutually agreed upon between the Contractor and the Owner. Purchase orders shall be issued in the name of the Owner if so directed by the Owner.

(b) Labor: (i) Payroll costs of all personnel employed in the field in connection with the work as may be necessary or desirable for the proper and efficient prosecution of the work. Hourly wage rates, including fringe benefits, will be paid at prevailing rates for similar construction in the work area. Salary rates, fringe benefits, and incentives shall be in accordance with the schedule appended hereto as Appendix B, which schedule may be supplemented or revised from time to time by mutual agreement between the Contractor and the Owner or the Owner's Representative. The Contractor's regular sick leave, vacation, and other employee benefit policies shall apply to all salaried personnel employed in the field and the costs thereof shall be reimbursable.

(ii) Payroll and other costs described above for personnel not employed in the field shall be reimbursed to the Contractor in accordance with the schedule appended hereto as Appendix C, which schedule may be supplemented or revised from time to time by mutual agreement between the Contractor and the Owner.

(c) Taxes: Payroll taxes (which shall include for purposes of this contract employer contributions or payments for FICA, FUI and SUI) at the rate of_____% of gross payrolls, subject to adjustment for changes in Federal and State Tax rates, together with any other taxes imposed on the Contractor on the basis of its payroll costs; Federal, State, County, and/or Municipal taxes, fees, or other charges incurred by the Contractor as a direct consequence of the performance of the work, not including, however, taxes based on net income or franchise fees.

(d) Insurance and Bonds: (i) Premiums for Workmen's Compensation, employer's liability and public liability (bodily injury and property damage) insurance at the manual rates determined by the Rating Bureau hav-

ing jurisdiction over the work, or by any compulsory state fund governing employees of Contractor engaged in the work and premiums for comprehensive excess indemnity coverage regularly carried by the Contractor; provided, however, that, at the Owner's election, the Contractor will furnish payroll related insurance for Workmens Compensation and employers liability, public liability, and comprehensive excess indemnity ("Umbrella Liability") with an aggregate per occurrence limit of $25,000,000, at a fixed mark-up of_____% of the total on-site payroll, which mark-up shall be adjusted only for changes in the Contractor's insurance premium rates which are effected after the date of this contract by statute, regulation or insurance company rate adjustment without consent of the Contractor.

(ii) Premiums for public liability and comprehensive insurance for automobiles and trucks and premiums for equipment floater insurance for any vehicles or equipment not furnished on a rental basis.

(iii) Premiums for equipment installation floater (rigging) insurance, subject to a deductible amount of $500 and a maximum limit of $750,000, for each occurrence. Owner shall reimburse Contractor for any such deductible; and unless the Contractor has procured the equipment or has received from the Owner written notice of the replacement value thereof, the Owner shall be responsible for any loss in excess of $750,000. Any increase in insurance premiums to cover excess equipment values shall be reimbursed to Contractor. Upon written notice to the Contractor, the Owner may elect to insure or assume responsibility for all risks insured by this coverage.

(iv) Premiums for any insurance not hereinbefore described and/or for any performance and/or payment bonds required to be procured by the Contractor by the Owner or the Owner's Representative.

(e) Subcontracts: (i) All costs incurred by the Contractor in connection with subcontracted work. Subcontracts shall be awarded on a competitive bid or negotiated basis in accordance with procedures to be mutually agreed upon between the Contractor and the Owner; provided, however, that the Contractor shall not be liable for any failure of a subcontractor to fully and properly fulfill the obligation of a subcontract if such subcontract was, awarded at the direction of the Owner notwithstanding the Contractor's objection thereto. The Contractor may require any subcontractor to furnish a performance bond and a payment bond, on forms and with sureties satisfactory to the Contractor, each in a penal sum equal to the value of the work and materials subcontracted, and the premiums therefor, if paid by the Contractor, shall be considered a Reimbursable Cost under this contract. Subcontractor's purchase orders shall be issued in the name of the Owner if so directed by the Owner.

(ii) The Contractor's fee provided for in Section 3 hereof does not include compensation to the Contractor for performing mechanical work with its own forces. If the Owner or the Owner's Representative and the Contractor agree that the best interests of the Owner will be served by the Contractor performing the mechanical work under this contract with the Contractor's own forces, the Owner shall negotiate with the Contractor an additional fee for such work, which additional fee shall be considered a Reimbursable Cost under this contract.

(iii) If the Contractor elects to fabricate in the Contractor's central shops any sprinkler system or component thereof required for the work, Contractor shall be reimbursed for costs incurred for materials, labor, payroll taxes and insurance, plus 25% thereof for shop overhead, and for other costs of such work in accordance with Appendix C. If the Contractor elects to fabricate in its central shops other piping, miscellaneous iron, or other items or components required for the work, Contractor shall be reimbursed on the basis of (A) cost of material, plus 15% thereof for handling, and (B) cost of labor, payroll taxes and insurance, plus 100% thereof for overhead (which shall include shop drawings, equipment, tools, welding supplies and administrative overhead, but shall not include payroll and other costs incurred for field personnel). All fabricated items or components shall be shipped to the jobsite f.o.b. the Contractor's central shops, and transportation costs to the jobsite shall be reimbursed to the Contractor as provided in Section 4 (i) hereof.

(f) Rental Equipment: (i) The Contractor shall furnish in good operating condition such of its equipment as if from time to time available and necessary for the performance of the work. Said equipment is hereinafter referred to as "Daniel Equipment". Rental for Daniel Equipment shall be reimbursed to the Contractor in accordance with the "Daniel Construction Company Schedule of Rental Equipment" dated _____ (hereinafter referred to as the "Daniel Equipment Schedule"), a copy of which has been furnished to the Owner and is hereby incorporated in and made a part of this contract by this reference thereto. The Contractor may make general revisions to the Daniel Equipment Schedule from time to time as required to adjust for changes in equipment available, changes in underlying costs, etc. Copies of all revisions to the Daniel Equipment Schedule shall be furnished to the Owner, and rental for Daniel Equipment thereafter shall be reimbursed to the Contractor in accordance with such revised schedule. Daniel Equipment shall not be subject to purchase by the Owner without the Contractor's consent.

(ii) The Contractor may rent equipment from third parties if the Contractor's equipment is not available for the work or if the Contractor deems it advisable or more economical in the circumstances not to provide Daniel Equipment. Such third party equipment may be rented on a fully operated and maintained basis or on a bare rental basis, whichever will be more advantageous to the prosecution of the work in the Contractor's judgment. The Contractor shall negotiate the most advantageous rental rates possible in the circumstances and shall be reimbursed for the cost of all rental agreements negotiated with third parties.

(g) Equipment Operation, Maintenance and Repairs: (i) All costs for the operation, maintenance, and repair (including the establishment, operation, and disposition of maintenance and repair facilities deemed necessary by the Contractor, parts, fuel, oil, grease, and replacements such as tires, scraper blades, wire rope, filters, etc.) for equipment purchased and charged to the work in accordance with Section 4 (a) above.

(ii) All costs for the operation of, preventive maintenance upon, and minor repairs to Daniel Equip-

ment (including the establishment, operation, and disposition of maintenance and repair facilities deemed necessary by the Contractor, parts, fuel, oil, and grease). "Minor Repairs" are defined as those for which parts cost $200 or less but nevertheless include (exclusive of the $200 limitation) replacement of consumed parts such as filters, wire rope, scraper blades, excavator points, etc. The Contractor shall also be reimbursed for repairs and replacements to Daniel Equipment caused by extreme job conditions, including damage to serviceable tires and broken axles. The Contractor shall, further, be reimbursed to an amount not exceeding $1,000 for repairing damage to equipment resulting from any single accident. The costs of major repairs and overhaul of Daniel Equipment (including replacement of tires rendered unserviceable as the result of normal wear and tear) are included in the rates set forth in the Daniel Equipment Schedule and are not reimbursable to the Contractor.

(iii) All costs with respect to the maintenance and repair of equipment rented from third parties to the extent of the Contractor's responsibility therefor in accordance with third party rental agreements.

(h) Small Tools: Small Tools are defined as hand tools having an initial value of less than $500 and do not include items such as office machines, engineering instruments, and other items listed in the Daniel Equipment Schedule. The Owner has been furnished a copy of the "Daniel Construction Company Schedule of Small Tools—Expendable Smalls Tools — Supplies". Classification A of said schedule lists small tools categorized as "Small Tools — Non-Expendable", and Classification B thereof lists small tools categorized as "Small Tools — Expendable". Prior to the commencement of the work, the Owner may direct the Contractor (A) to furnish all small tools required for the performance of the work at a fixed cost to the Owner of _____% of the total reimbursable payroll hereunder, or (B) to purchase expendable small tools required for the performance of the work, the costs of which shall be reimbursed to the Contractor and to furnish non-expendable small tools at a rental rate of 20% of initial replacement costs per month. In the absence of either such direction, the Contractor shall purchase and be reimbursed for all small tools as required for the performance of the work. Cost incurred by the Contractor for maintenance, repair, or replacement of all small tools utilized on the work shall be reimbursed to the Contractor.

(i) Transportation: All freight, express, trucking, demurrage and related charges incurred by the Contractor in performing the work. The costs of transporting Daniel Equipment to the jobsite, f.o.b. points of origin, and the costs of returning such equipment to its points of origin or an amount equal thereto in the event the Contractor elects to direct the equipment to destinations other than the points of origin. Should the Contractor elect to replace a piece of Daniel Equipment requiring major repair or overhaul, the cost of transportation to and from the jobsite for such replacement piece shall not be reimbursed to the Contractor, but the cost of return transportation for the equipment being replaced shall be reimbursed as herein provided.

(j) Health and Safety Laws: (i) All costs of compliance with the Williams-Steiger Occupational Safety and Health Act of 1970 and any federal or state regulation promulgated in accordance with said Act, and with any similar federal or state safety and health legislation or regulation governing performance of the work; and (ii) cost of any citation or penalty which may be imposed upon Contractor pursuant to any such legislation to the extent that such citation or penalty is based upon any act or omission of the Owner or of any person not subject to Contractor's control (including, without limitation, acts or omissions with respect to design of the work, except as specified in a design services agreement incorporated pursuant to paragraph (o) of this Section 4, and design, construction, maintenance or operation of any existing facility of the Owner in which the work is to be performed). Provided, however, that nothing in this Section 4 (j) shall relieve Contractor from responsibility for payment of any citation or penalty imposed as the result of an act or omission by Contractor, or its employees, subcontractors or agents, in violation of the "Safety And Health Regulations For Construction" promulgated under the aforesaid Act or of any similar regulation directly applicable to the performance of the work by Contractor.

(k) Miscellaneous Items: Costs for telephone, telegraph, postage, and office supplies, including those at the Contractor's Corporate or Division Offices attributable to the performance of the work; printing, blueprinting, job photographs and Contractor's standard printed forms; service charges on payroll checks at $.30 per check; periodic field audits by the Contractor's central accounting personnel; preparation of cost breakdowns, including those for capital account records; attorneys' fees and costs in connection with any labor or commercial litigation, claims, or disputes (except between the Owner and the Contractor) arising out of or in connection with the performance of this contract; alteration or relocation of public utilities; establishment, operation, maintenance and disposition of job offices, warehouses, tool cribs, and other buildings, required for performance of the work; moving or living expenses for key employees assigned to the jobsite; travel expenses of Corporate and Division Office employees and Officers, as well as field employees and expeditors, including charges for use of Contractor's corporate aircraft, when required in connection with performance of the work; salaries and expenses of Executive Officers while performing special expediting or any other services (except inspections) in connection with the performance of the work; costs in connection with qualification of specialized procedures (such as welding) and specialized training or certification of craftsmen when required in connection with performance of the work.

(l) Replacement of Work: Costs, whether incurred prior or subsequent to completion of the work, for replacing or repairing all or any portion of the work, provided such costs are not reimbursed to the Contractor by insurance or otherwise, and provided, further, that they have resulted from causes other than the willful misconduct or lack of good faith on the part of any of the Contractor's Officers, or on the part of any of its managers or superintendents who have supervision or direction of the work as a whole.

(m) Other items: Any other costs incurred by the Contractor in connection with the performance of the work when recognized as such by the Owner.

(n) Discounts: Discounts shall inure to the Owner as provided in Section 9 (c) below.

(o) Design Costs: In the event that architectual or engineering design for the work is to be performed by Contractor, Owner shall reimburse Contractor for design services in accordance with the design services agreement, which shall be attached hereto as Appendix D, and incorporated herein by this reference.

Section 5. Disposition of Surplus Items: Upon completion of the work any surplus materials, equipment, small tools, or supplies purchased by the Contractor for the performance of the work and for which the Contractor has been reimbursed, shall be sold or otherwise disposed of as the Owner shall direct and the proceeds from the sale thereof shall be paid to the Owner (or the value thereof shall be mutually agreed upon by the Contractor and the Owner, in the event of disposition by other than sale) and such amounts shall be credited against the Reimbursable Costs paid or accrued for performance of the work.

Section 6. Contractor's Accounts. The Contractor shall check all materials and labor entering into the work and shall keep such full and detailed accounts of same and other costs of performing the work as shall be necessary for the proper administration of this contract. The Owner shall be afforded access to the work and to all of the Contractor's accounting records, receipts, vouchers, etc. relating to the performance of the work during the course of construction and for a period of 120 days after work ceases.

Section 7. Changes. The Owner may from time to time, by written instructions and/or drawings issued to the Contractor, order changes requiring additions to or omissions from the work, and the Contractor shall promptly proceed with the performance of this contract as so changed unless otherwise instructed in writing by the Owner. If any such change will cause an increase in the Contractor's commitment or in the costs of performance of the work, the Contractor and the Owner shall promptly negotiate in good faith to establish the estimated amount of such increase, and the Contractor's fee shall be increased by an amount equal to_____% thereof. The costs of any additional work undertaken as herein provided for shall be reimbursed to the Contractor in accordance with the principles enunciated in Section 4 hereof and shall be merged into all of the costs accrued for the work and shall not be required to be accounted for separately.

Section 8. Prosecution of the Work — Delays. The Contractor shall substantially and finally complete the work in accordance with the progress schedule or schedules heretofore or hereafter mutually agreed upon between the Owner and the Contractor. The work shall be deemed to have achieved Substantial Completion when the Owner occupies all or substantially all thereof, or when the Owner may occupy the same and put it to beneficial use for its intended purposes, regardless of whether the Owner is prevented or elects not to do so for reasons beyond the control of the Contractor. If from time to time the Contractor is delayed in the progress of the work by acts of God or the elements, acts or failure to act by the Owner, acts or failure to act by the Federal, or any State, County, or Municipal Government or any branch or agency thereof, labor shortages, labor disputes, strikes, picketing, arbitration proceedings, unusual delays in transportation, material or equipment shortages, fire, unavoidable casualties, or any other cause beyond the Contractor's control, the time for Substantial Completion and final completion shall be extended for the period of time attributable to such delay and the progress schedule or schedules adjusted accordingly.

Section 9. Reimbursements and Payment of Fee. (a) Reimbursement to the Contractor for payroll costs and other Reimbursable Costs associated therewith shall be made weekly and shall be due and payable upon receipt by the Owner of the Contractor's invoice therefor. Amounts so paid to the Contractor shall be subject to post audit.

(b) Reimbursement to the Contractor for all other Reimbursable Costs shall be made_____and shall be due and payable upon receipt by the Owner of the Contractor's invoice therefor. Amounts so paid to the Contractor shall be subject to post audit.

(c) The Owner shall establish one or more imprest fund accounts for administration by the Contractor, and Contractor shall administer such account or accounts and pay its Reimbursable Costs therefrom in accordance with paragraphs (a) and (b) of this Section 9 and procedures to be mutually agreed upon. If the Owner directs that purchase orders be issued in the name of the Owner and the Owner elects to make direct payment to vendors for materials or services received thereunder, the Contractor shall promptly approve or disapprove vendors' invoices upon receipt of same for review. In either event, prompt payment and cash discounts on materials shall inure to the Owner. The Contractor shall not be held responsible to the Owner for the Owner's inability to obtain cash or prompt payment discounts where the Owner elects to make direct payments if the Contractor shall not have had sufficient time to review and forward invoices to the Owner.

(d) Payment of the Contractor's fee provided for in Section 3, as the same may from time to time be adjusted in accordance with Section 7 hereof, shall be made in_____equal monthly installments commencing with the month of_____based on the estimated number of months the Contractor will be engaged in the work. Upon final completion of the work, any monies due to the Contractor under this contract and not theretofore paid shall be paid to the Contractor. Invoices for payments to be made to the Contractor as provided in this Section 9 (d) shall be due and payable upon receipt thereof by the Owner, subject to post audit.

Section 10. Title to Work. Title to all completed work, or work in the course of construction, and to all materials, equipment, tools, or supplies purchased for the work by the Contractor, shall reside in the Owner upon the Contractor being reimbursed therefor.

Section 11. Owner's Property Insurance. Owner shall insure, or at its election self-insure, for their full insurable value, existing facilities of Owner at or near the site of the work and the work itself. (As used in the preceding sentence "the work" shall include, without limitation all materials and supplies stored on the site of the work for use or incorporation in the work, all temporary construction on the site and any items of machinery permanently fixed at the facilities of the Owner and furnished by Owner for the use of Contractor, but shall exclude all tools and equipment owned, rented or borrowed by Contractor, its subcontractors or their employees and used by them in the performance of the work.) Such insurance shall provide coverage against all losses which might result from risks insurable by a combination of a fire and extended coverage policy, a boiler and machinery policy, a business interruption policy and an "All Risks" difference in conditions policy. Owner also agrees to insure or self-insure inland and ocean marine transit damage losses (in excess of common carrier or ocean carrier liability) to the property of the Owner and to property purchased for the account of the Owner for incorporation in the work. Owner hereby waives all right of recovery, and agrees to obtain a waiver of any subrogation rights of its insurers, against Contractor and its subcontractors for any loss, including, without limitation, loss of use and all consequential damages thereof, resulting from risks to be insured under this Section 11. Contractor agrees to cooperate with Owner and its insurers or their adjusters in reporting claims under Owner's property insurance policies and to purchase property insurance for the account of Owner upon written request of the Owner.

Section 12. Occupancy Prior to Substantial Completion. In the event the Owner elects to enter into occupancy of a portion or portions of the work prior to and to an extent not constituting Substantial Completion, the Owner or the Owner's Representative and the Contractor shall make a joint inspection of the portion or portions so occupied and prepare and sign a list with respect thereto of items of work remaining to be completed or work to be replaced or repaired. The Contractor shall thereafter have no further responsibility for the care or maintenance of the work so occupied, and the work shall be deemed accepted by the Owner except with respect to the work remaining to be completed or necessary replacement or repair work as indicated on said list. The guarantee period with respect to the work so accepted shall be deemed to begin on date of such acceptance.

Section 13. Inspection on Substantial Completion. When the work shall have achieved Substantial Completion, the Owner or the Owner's Representative and the Contractor shall make a joint inspection thereof, or such portion or portions thereof as have not theretofore been jointly inspected as provided in Section 12 hereof, and shall prepare and sign a list of items of work remaining to be completed or work to be replaced or repaired. The Contractor shall thereafter have no further responsibility for the care or maintenance of any of the work, regardless of whether or not the Owner shall actually enter into occupancy, and the work shall be deemed accepted by the Owner except with respect to the work remaining to be completed or necessary replacement or repair work as indicated on said list. The guarantee period with respect to the work so accepted shall be deemed to begin on the date of such acceptance, except that nothing in this Section 13 shall be deemed to extend any guarantee period previously begun in accordance with the provisions of Section 12 hereof.

Section 14. Installed Equipment. The Contractor shall advise the Owner or the Owner's Representative when each piece of mechanical, process, or production equipment installed by the Contractor is ready for start-up and the Owner or the Owner's Representative shall attend each such start-up. Upon satisfactory demonstration that each such piece has been properly installed and is properly operating the Owner or the Owner's Representative shall furnish the Contractor with a signed acceptance thereof and release of responsibility therefor. Thereafter, the Contractor shall have no further responsibility for adjustment, maintenance, or operation of such equipment, and any guarantee periods with respect thereto shall be deemed to begin on the date of such acceptance. Equipment installed by the Contractor shall not be operated, except for start-up adjustment by the Contractor, unless and until a signed acceptance thereof and release of responsibility therefor has been furnished to the Contractor. Under no circumstances shall the Contractor be responsible for the capacity, productivity, or suitability for its intended use of mechanical, process, or production equipment unless such responsibility is specifically assumed in an addendum to this contract or in the specifications which are a part hereof.

Section 15. Indemnification. The Contractor will indemnify and hold harmless the Owner, its agents and employees, from and against all claims, damages, losses, and expenses, including attorneys' fees, arising out of or resulting from the performance of the work, provided that any such claim, damage, loss, or expense (i) is attributable to bodily injury, sickness, disease, or death, or to injury to or destruction of tangible property (other than property to be insured by the Owner in accordance with Section 11 of this contract), and (ii) is caused in whole or in part by negligent act or omission of the Contractor, any subcontractor, or their agents, servants, or employees, regardless of whether or not it is caused in part by a party indemnified hereunder. The obligations of the Contractor under this indemnification shall not extend to any liability with respect to or arising out of the preparation or approval of maps, drawings, opinions, reports, surveys, change orders, designs, specifications, or other architectural or engineering services in connection with the work; provided, however, that this sentence shall not limit responsibility expressly assumed by Contractor under a design services agreement incorporated herein by reference. The obligations of the Contractor under this indemnification also shall not extend to any liability with respect to or arising out of any loss which is attributable solely to the negligence of the Owner, its agents or employees, or to a violation of any duty imposed by law upon the Owner, its agents or employees (including without limitation any duty imposed by any occupational safety and health legislation).

Section 16. Guarantee. If within one year after the beginning of any guarantee period, as provided for in Sections 12, 13 or 14 hereof, any of the work performed by the Contractor is found not to be in accordance with the drawings or specifications, the Contractor shall promptly replace or repair such work, or cause the same to be replaced or repaired, in accordance with the provisions of Section 4 (1) hereof.

Section 17. Owner's and Contractor's Representatives. (a) The Owner hereby designates _____ as the "Owner's Representative" whom the Contractor shall be entitled to recognize and accept as the Owner's agent, with full power and authority to act for, and in the name, place, and stead of the Owner, for any of the purposes for which the Owner may or shall have authority or responsibility under this contract. The Contractor shall be entitled to rely on such designation until written revocation thereof and the designation of a different Owner's Representative is received by the Contractor. All written communications from the Contractor to the Owner shall be delivered personally to the Owner's Representative, or shall be deemed to have been received by the Owner on the third business day following deposit of the same in the U.S. Mail with First Class postage prepaid and proper addressing to the Owner's Representative as follows:

(b) The Contractor hereby designates _____ as the "Contractor's Representative" whom the Owner shall be entitled to recognize and accept as the Contractor's agent, with full power and authority to act for, and in the name, place, and stead of the Contractor, for any of the purposes for which the Contractor may or shall have authority or responsibility under this contract. The Owner shall be entitled to rely on such designation until written revocation thereof and the designation of a different Contractor's Representative is received by the Owner. All written communications from the Owner to the Contractor shall be delivered personally to the Contractor's Representative, or shall be deemed to have been received by the Contractor on the third business day following deposit of the same in the U.S. Mail with First Class postage prepaid and proper addressing to the Contractor's Representative as follows:

Section 18. Termination. The Owner may at any time terminate the Contractor's right to proceed further with the work for any reason whatsoever. If, notwithstanding the provisions of Section 8 hereof the work shall be delayed for more than 60 days on account of one or more of the reasons for which the times for completion are provided to be extended in accordance with Section 8, or if the Owner shall fail to pay the Contractor in accordance with the provisions of Section 9 hereof, the Contractor may, upon five days written notice to the Owner, terminate its services under this contract. In the event of termination by either the Owner or the Contractor, the Owner shall take possession of the work and of all materials, equipment, tools, supplies, and other items purchased for the work for which the Contractor has been paid. The Owner shall pay the Contractor for all Reimbursable Costs incurred or accrued by the Contractor and not theretofore reimbursed to it, and the Owner shall thereafter assume all obligations, commitments, or other liabilities that the Contractor shall have theretofore incurred or made in connection with its performance of the work and for which the Contractor has not been paid and released. The Owner shall also pay the Contractor any part of the Contractor's fee payable in accordance with Section 9 and not theretofore paid. The Owner shall not then be liable to the Contractor for any loss of anticipated profit because the Contractor's work was terminated and the Contractor shall not be liable to the Owner for the final costs of the work or any damages due to delays in the completion thereof.

Section 19. Assignment. This contract may not be assigned in whole or in part by either of the parties hereto without prior written consent thereto of the other party.

IN WITNESS WHEREOF, the parties hereto have caused this contract to be executed by their duly authorized officers or representatives as of the day and year first above written.

ATTEST: _____

_____ Contractor.

_____ By _____

Secretary (Title)

ATTEST: _____

_____ Owner

_____ By _____

Secretary (Title)

DESIGN SERVICES AGREEMENT

THIS AGREEMENT, made and entered into as of the day of , 1973, by and between ROGER M. SCOVIL & ASSOCIATES, an association of individuals engaged in the performance of architectural and engineering services in the Commonwealth of Puerto Rico, which association and the individual members thereof are hereinafter referred to as the "A/E"; Daniel Construction Company, International, a Delaware corporation engaged in the performance of services as a general contractor in the Commonwealth of Puerto Rico, which corporation is hereinafter referred to as the "Contractor"; and

, hereinafter referred to as the "Owner";

WITNESSETH:

Section 1. Scope of Work.

(a) The A/E shall furnish all necessary qualified architects and engineers and technicians required to perform engineering services in connection with the construction of the Owner's

facility to be constructed at

Drawings and specifications will be completed only in sufficient detail to allow Contractor to prepare estimates and obtain competitive or negotiated bids to construct the facility.

(b) The A/E shall develop drawings and specifications within the time specified in Appendix One to this Agreement, which is incorporated herein by this reference, solely on the basis of process design criteria, data, and information supplied by the Owner. Basic responsibility for the Owner's capability to produce finished products from the Plant is not a responsibility of the A/E, and the Owner shall be solely responsible for the quality and quantity of products and rate of production of the Plant, for final specification and selection of all process equipment, and for the accuracy and completeness of all design criteria, data, or information furnished to the A/E by or on behalf of the Owner. In addition, the Owner expressly assumes responsibility for those items specified in Appendix One hereto.

(c) Design details furnished by the A/E on final drawings or specifications for items for which the A/E is solely responsible will be in compliance with governing laws, codes, ordinances, or regulations, including, without limitation, the Occupational Safety and Health Act of 1970, and with requirements and standards of the Owner's fire insurance Underwriters which the A/E has actual knowledge of, all as interpreted by generally accepted engineering practices and standards. Provided, however, that it is understood and agreed:

(i) that the A/E does not assume responsibility for authoritative interpretation of any laws, codes, ordinances, regulations, or insurance standards; that any interpretation which is published or applied by any individual or body constituting a governing authority subsequent to the A/E's preparation of any drawing or specifications, and which varies from previously published or generally accepted interpretations followed by the A/E, shall not create, impose or enlarge liability of the A/E; and that any such interpretation which necessitates redesign work by the A/E, shall justify a change order to cover such redesign work;

(ii) that, upon its receipt of drawings and specifications prepared by the A/E hereunder, the Owner will examine such drawings for conformance with laws, codes, ordinances and regulations, and interpretations thereof which are directly applicable to operation or use of the completed facility by the Owner and within the scope of knowledge of the Owner; and that Owner will immediately notify the A/E in writing of any non-conformance with such standards, or in the absence of such notice will assume and accept full responsibility for conformance (including specifically, but without limitation, conformance with any legal standard for protection of the health and safety of any employee of the Owner, its agents or contractors, or of any other person who will utilize any area of the Plant);

(iii) that the Owner shall have full responsibility for obtaining from its insurance Underwriters the required final approval of all documents prepared by the A/E, and the A/E shall not communicate directly with the Underwriters unless, and to the specific extent specified in Appendix One hereto; and

(iv) that the A/E's liability with respect to compliance with any law, code, ordinance, regulation or insurance standards shall be limited solely to the cost of redesign of any item which is not in compliance therewith, and that the A/E shall not incur hereunder any other responsibility or liability to the Owner, to any employee of the Owner, or to any other person whatsoever.

(d) The A/E and the Contractor shall furnish to the Owner upon request certificates of their liability insurance covering work performed hereunder.

Section 2. Contractor's Responsibility. The Contractor shall assure and guarantee to the Owner the full, complete and satisfactory performance by the A/E of every responsibility of the A/E to the Owner hereunder. The Contractor also shall provide to the Owner or the A/E as necessary or proper services in the administration of this agreement, to include (without limitation) preparing, sending or receiving communications, maintaining records, preparing and submitting invoices, receiving payment from the Owner and making payment to the A/E. The Owner and the A/E shall rely absolutely upon the Contractor for satisfactory performance of such services, and each of them shall have recourse only to the Contractor and not to each other in the event of any failure or inadequacy in the administration of this agreement.

Section 3. Representatives and Addresses. Each party hereto hereby designates the person named in Appendix One hereto as its "Representative" whom the other parties shall be entitled to recognize and accept as its agent, with full power and authority to act for, and in its name, place, and stead for any of the purposes herein provided. The other parties shall be entitled to rely on such designation until written revocation thereof and designation of a different Representative is received at the address indicated in Appendix One.

Section 4. Payment.

(a) In consideration of the performance of the work described in Section 1 above, the Owner shall pay the A/E, a fee determined as specified in Appendix One hereto.

(b) In addition to said fee, the Owner shall pay the "Reimbursable Costs" incurred by the A/E or the Contractor in the performance of the work. Except as hereinafter provided, Reimbursable Costs shall consist of the following: travel expenses; living expenses away from regular office locations for any personnel of the A/E or the Contractor while engaged in the performance of services hereunder; long distance or toll telephone calls; telegrams and teletype; any special forms or printing; the cost of tracing paper, tracings, autopositives, blueprints or other reproductions; postage; shipping costs; car mileage at $.15 per mile; computer machine time charges; special legal services; engineering or other consultants; rent of office space specifically required for the work (space other than regular office space of the A/E or the Contractor); and any other special items of direct cost which may be approved by the Owner.

(c) Payment for fee and other Reimbursable Costs associated therewith shall be made monthly and shall be due and payable upon receipt by the Owner or the Owner's Representative of a properly supported invoice therefor. Amounts so paid shall be subject to post audit.

(d) In the event that the Owner and the Contractor shall enter into a contract for the construction of the facility described herein, all amounts payable by the Owner hereunder shall be incorporated as Reimbursable Costs payable to the Contractor under such construction contract, and the A/E shall be regarded as a subcontractor to the Contractor for the purpose of such payments.

Section 5. Changes. In the event that the scope of work is altered by addition or deletion of, or substantive change in, any major function, component, system or element, either prior to or after construction is begun, the A/E shall be entitled to an increase in its engineering fee which is directly proportional to the increase in engineering services resulting from such change. RATE SCHEDULE A, which is attached to and hereby incorporated in this Agreement, shall be used as the measure of the amount of additional fee which the A/E would be entitled to receive on account of such changes.

Subject to the foregoing, the Owner shall be entitled to change any aspect of the facility of the documents listed in this section any time upon written instruction to the A/E.

Section 6. Payment on Termination.

(a) The Owner, the A/E or the Contractor may at any time terminate the work as outlined or referred to in this contract upon five days written notice.

(b) In the event of termination by either party, the Owner shall take possession of all work up to date of termination and pay the A/E and the Contractor for their Reimbursable Costs incurred to the date of termination.

(c) In the event of termination by the A/E or the Contractor prior to substantial completion of the work described in Section 1 above, the A/E shall forfeit any portion of its fee not paid prior to the date of its notice of termination.

(d) In the event of termination by the Owner (or in the event that the Owner should elect not to have Contractor proceed with the Construction after design is substantially complete), the A/E shall be paid for all services performed under this Agreement by Application of RATE SCHEDULE A to the work performed in lieu of the fee specified in Appendix One hereto, subject, however, to a maximum payment of the amount of such fee.

Section 7. Ownership of and Responsibility for Documents.

(a) Drawings, prints, specifications and engineering calculations (referred to hereafter as "documents") are the property of the Contractor and are to be used only with the authorization of the Contractor. These documents are not to be copied, reproduced or exhibited to unauthorized persons.

(b) If, at any time after completion of construction by the Contractor of the facility described in Section 1 above, the Owner wishes to make or authorize use of any document for any purpose in connection with any other facility whatsoever, the Contractor shall be given an opportunity (1) to review such documents with regard to such proposed use and to expressly authorize or disapprove in writing such proposed use, and (2) to negotiate an appropriate fee to be paid for its services or any supplemental services of the A/E or others in connection therewith.

(c)If Owner should elect not to have the Contractor proceed with the construction of the facility, the A/E will deliver to the Owner reproducible copies of all documents but will not certify to seal these documents.

(d) In the event of any delivery of documents to the Owner, the A/E and the Contractor will not incur any liability or otherwise be responsible for any use of such documents by the Owner or by other parties, and the Owner hereby agrees to indemnify and hold harmless the A/E, the Contractor, their employees and agents from and against all claims, losses, costs or liabilities arising out of any such use.

IN WITNESS WHEREOF, the parties hereto have caused this contract to be executed by their duly authorized officers or representative as of the day and year first above written.

WITNESS: ROGER M. SCOVIL & ASSOCIATES

By:
R. M. Scovil (Principal)

Date:

WITNESS: DANIEL CONSTRUCTION COMPANY INTERNATIONAL

By:

Date:

(Owner)

WITNESS

(Owner)

By

Its

Date:

DANIEL INTERNATIONAL CORPORATION

Corporate Offices
Daniel Building
GREENVILLE, SOUTH CAROLINA 29602
(803) 242-2500

Sales Offices

375 Park Avenue
New York, N. Y. 10022
(212) 755-1414

Suite 2220
Prudential Plaza
Chicago, Illinois 60601
(312) 527-1133

Chase Manhattan Bank Building
Munoz Rivera Ave.
Hato Rey, Puerto Rico 00936
(809) 767-3705

Avenue Henri Matisse, 16
B-1140 Brussels, Belgium
(02) 41.86.60

Daniel Construction Company — Division Offices

1900 Daniel Building
Birmingham, Ala. 35233
(205) 322-3361

Daniel Building
415 North Edgeworth Street
Greensboro, N. C. 27402
(919) 272-4521

Daniel Building
Greenville, S. C. 29602
(803) 242-2500

Prudential Building
Jacksonville, Fla. 32207
(904) 398-6851

1220 South Broadway
Lexington, Ky. 40501
(606) 252-1461

Tower Building
Little Rock, Ark. 72203
(501) 376-2094

Daniel Building
3805 Cutshaw Ave.
Richmond, Va. 23230
(703) 358-8471

Daniel Construction Company International — Division Offices

Avenue Henri Matisse, 16
B-1140 Brussels, Belgium
(02) 41.86.60

Chase Manhattan Bank Building
Munoz Rivera Ave.
Hato Rey, Puerto Rico 00936
(809) 767-3705

Dalrymple Drive
Irvine, Ayrshire, Scotland
Irvine 2381

Applied Engineering Company

125 Charleston Road
Orangeburg, S. C. 29115
(803) 534-2424

Daniel Realty Corporation

1900 Daniel Building
Birmingham, Alabama 35233
(205) 322-3361

Fortis Enterprises, Inc.

P. O. Box 485
King, N. C. 27021
(919) 983-3164

Goldston Inc.

P. O. Box 338
Eden, N. C. 27288
(919) 627-4811