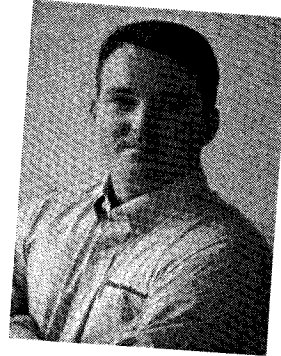




Introduction

Whitney Strickland has been in the business of providing turnaround services for the refining and petrochemical industries for over 20 years. Starting from working at WilsonStrickland's shop at the age of fourteen to field work as a laborer when sixteen years old and moving through the ranks of several different turnaround specialty companies to the position of superintendent. Then after 15 years of field experience came back to work at AltairStrickland in 1998 to implement the systems and procedures needed for the company to grow in the way of providing manpower, better efficiencies in the field administration, networking capabilities and overall information and communication infrastructure. Whitney Strickland is now helping AltairStrickland grow into the best contractor in the United States for Turnarounds and Revamps as the Director of Sales and Marketing.



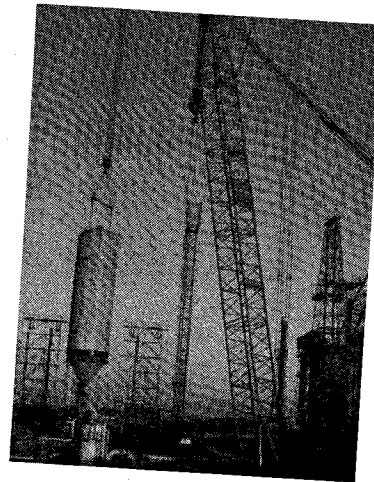
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Presentation Overview

- About AltairStrickland
- Turnarounds
- Manpower Resources



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AltairStrickland

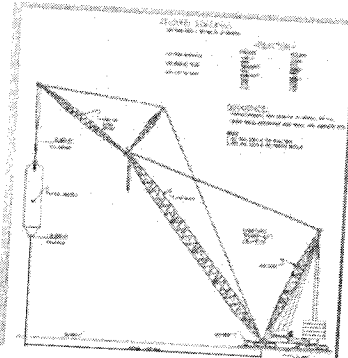
- 30 years of Turnarounds and Revamps
- General Mechanical Contractor we plan, manage and execute complete projects
- Specialize in FCCU and Coker Revamps, vessel modifications and tower tray and packing services
- Affiliated Companies: Refractory, Safety, Piping and Pipe Fabrication

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Turnarounds

- The bidding process and contract types
- Turnaround best practices
- Coker Turnarounds



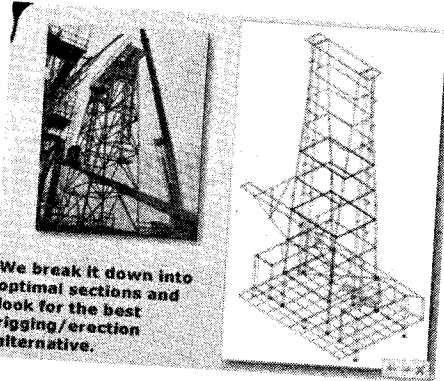
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Bidding and Contracts

- Electronic Bidding or Reverse Auction Bids (Just say No!)
- Lump Sum
- Time & Material
- Cost Plus Fixed Fee



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Bidding and Contracts

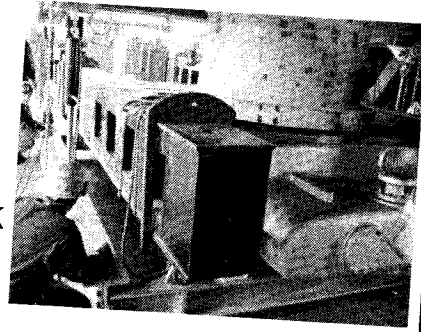
- **Cost Plus Fixed Fee Example**
- Fixed Fee includes all mark up, consumables, subcontracts, rentals and indirects usually General Foreman and up
- Fixed Fee increases/ decreases + or - 10% scope growth
- Cost Plus includes the direct labor
- In some cases such as deheading device installs may include in Fixed Fee
- Gives owner incentive to keep scope growth down and gives owner some fixed cost to the turnaround
- Can use performance incentives for contractor

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Turnaround Best Practices

- 3rd Party Safety
- Specialty Welding Services
- Planners to be actual Supervisors to do work
- Let Contractor do his part



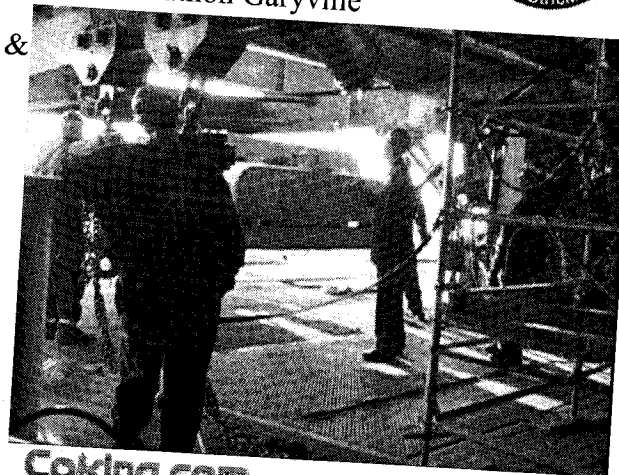
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Coker Revamp Case Study



Marathon Garyville

- Over all project & TA 30,000 man hours
- 2 retrofits and installs and 2 top valves in 16 days



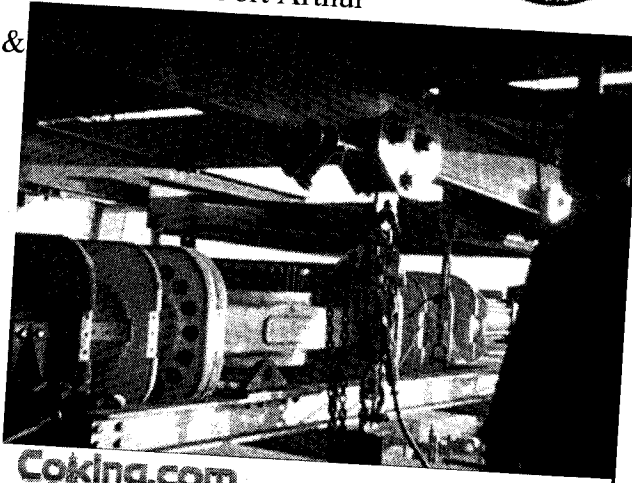
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Coker Revamp Case Study



Premcor Port Arthur

- Over all project & TA 90,000 man hours
- 6 retrofits and installs in 21 days



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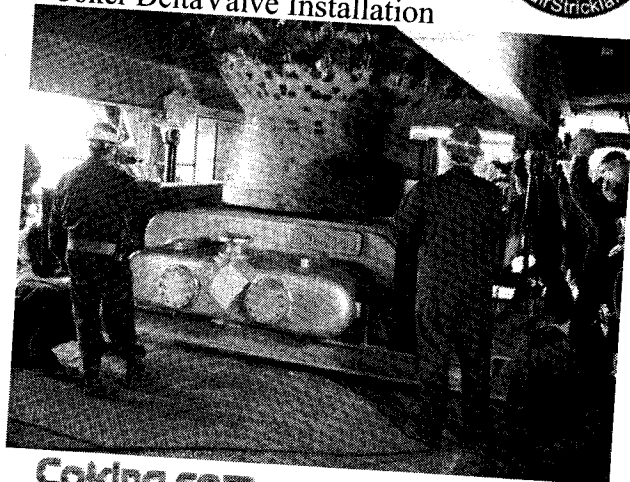
BP Amoco



Coker DeltaValve Installation



- 80,000 Manhours (Complete TA)
- 0 Recordables
- On time
- Under Budget



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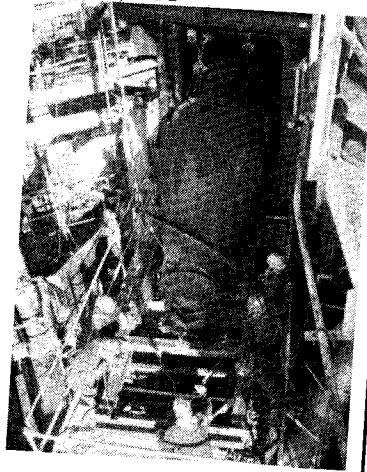
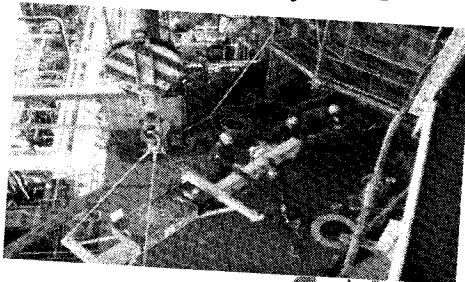
Coker Revamp Case Study



Tesoro Martinez, CA



- 0 Recordables
- Done in 43 days usual TA was 50-54 days
- Change out of 7 Cyclones



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Industry wide Resources

- Resource population growing older
- Non interest of young population to enter industry
- Hurricane(s) Factors (\$5000 signing bonus at Burger King)

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Historic Market

- 1986 bottom dropped out for craftspersons saw as much as a \$4 rate decrease
- From 1986 to just before the Hurricanes a typical craftsperson would have only seen a \$6 increase in pay over 20 years

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Present Market 2006

- Power Industry 316 Projects \$18.58 Billion
- Manufacturing 485 Projects \$11.56 Billion
- LNG 44 Projects \$5.8 Billion
- Chemicals 366 Projects \$5.44 Billion
- Pharmaceuticals 97 Projects \$4.21 Billion
- Refining 108 Projects \$1.67 Billion

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Present Resources

- Several projects within the industry have run over schedule due to shortage of manpower
- 'Dog eat Dog' market for craft persons

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Present Solutions

- Pay Increases for hourly and Per diem increases
- Completion Incentives
- Longer Turnarounds
- Owners moving turnarounds due to manpower

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Future Market

- Hurricane Reconstruction 350,000 homes
- 11 new Casinos
- Canadian Oil Sands \$50 Billion thru 2012
- Texas Golden Triangle \$10 Billion over next few years

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Solutions for the Future

- Recruitment (High Schools)
- Owners and Contractors need to change industry image
- Training?
- Will the recent higher wages last?

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