

**ZACHRY**

# FORCE REPORT

MAY / JUNE 2015

THE NEWSLETTER FOR THE EMPLOYEES, FAMILIES AND FRIENDS OF ZACHRY GROUP





**COVER:** Craft employees on the project site in Freeport, Texas, where Zachry is expanding the storage and ship loading capacity of Phillips 66's existing marine terminal. Photo/Alissa Rosebrough

**NATIONAL CRAFT CHAMPIONSHIPS**  
SEE PAGE 19

CONTENTS

DEAR READERS

Mike Perkins, Vice President,  
EPC Execution, Construction Group  
PAGE 3

NEWS UPDATES



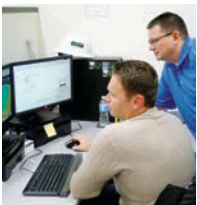
**ZACHRY AROUND THE NATION**  
PAGE 4

**SERVICE AWARDS**  
PAGE 21

**EQUAL EMPLOYMENT OPPORTUNITY POLICY**  
PAGE 24



**TOP STORY:**  
**PHILLIPS 66 HAND PICKS ZACHRY AND JOINT VENTURE PARTNER TO EXPEDITE EXPORT PROJECT**  
PAGE 6



**PERFECT CHEMISTRY**  
**ENGINEERING AND CONSTRUCTION GROUPS COLLABORATE ON ASU PROJECT FOR AIR LIQUIDE**  
PAGE 12



Interviews with Earl Zwickey  
and Jordan Penley  
PAGES 22 & 23



I AM ZACHRY

KEY FEATURES

SPOTLIGHT ECONOMY



**COLLABORATIVE EFFORT RESULTS IN TAMPA ELECTRIC CONTRACT EXTENSION**  
PAGE 14

SPOTLIGHT STRATEGY



**ZCAP: KEY COMPONENT IN DEVELOPING A QUALIFIED WORKFORCE FOR THE FUTURE**  
PAGE 16

DEAR READERS,

Even with the decline in oil prices over the past year, investment is continuing in sectors of the oil and gas industry where many of Zachry's customers operate. A recent article in the *Houston Chronicle* about the outlook for the petrochemical sector cited a report by Standard & Poor's Ratings Services regarding facility expansion plans of several major companies. The report, based upon the companies' recent earnings calls, concluded that the companies would not abandon the billions of dollars' worth of expansions they announced during the start of the shale boom in the United States when their profits were higher.

Additionally, drilling in the Gulf of Mexico is ramping up. An article in the *New Orleans Times-Picayune* quoted analysts from an oil and gas industry research firm who explained that drilling in the Gulf requires years of planning and expense, so the growth in production now is coming from projects that have been in the works for several years. The analysts added that companies that have already spent billions of dollars on a project are not likely to suddenly refuse to spend the last \$100 million because oil prices have dropped.

What this means for Zachry is additional opportunities to perform engineering services, capital construction, maintenance and turnarounds. The company's current project inventory reflects this reality. Our backlog, in terms of work hours, is close to our levels in 2008, right before the recent national recession. Aside from contributing to the company's financial strength, longer duration projects also offer chances to fulfill Zachry's larger purpose of impacting the communities where these projects are built in ways that can be seen and felt long after we've left a location.

It's a fact: wherever Zachry works, lives are changed. Employees in every office and at every job site donate time and money to reach people in need who may never have heard of Zachry or have anything to do with our work. I was reminded of the lasting effects of our presence recently when Zachry was awarded two combined cycle projects by a major power provider. This customer also owns the Hillabee Energy Center in Alabama, which was my first project as a project manager and eventually began commercial operation in 2009 after having been suspended since 2003. When meeting with company executives about the two new projects, I took great pride in hearing them talk about how Hillabee was one of the best operating units in their fleet. I took even greater



**"Customers can have the confidence of knowing that working with Zachry will bring advantages that go well beyond the terms of a contract."**  
**— Mike Perkins,**  
**Vice President, EPC Execution, Construction Group**


Photo/Dan Payton

pride, though, from hearing them describe how much the local community missed having Zachry there.

Similar examples of benefiting customers and communities are found in this edition of the *Force Report*. Read about the volunteerism of Zachry employees who built the Riviera Beach Clean Energy Center in Florida, which was also named "Best Natural Gas Project" of the year at the Power-Gen International Conference. Another article highlights the significance of community investment for employees of the Industrial Services Group (ISG) who earned a maintenance contract extension with Tampa Electric in Florida. This edition's top story, which examines the project to expand Phillips 66's liquefied petroleum gas export facility in Freeport, Texas, illustrates the sort of work resulting from plans made when oil and gas production from shale formations started to soar.

While the price of oil is not likely to stay low, it's impossible to know when and how much it will change. If low prices persist over a long period of time, analysts indicate that certain projects on the drawing board across the industry could be postponed.

Regardless of cyclical market conditions, there will always be this certainty: Zachry aims to provide a special business experience for customers and make a difference in the communities where we work. Upholding this objective continues to position us well to receive new work, repeat business and contract renewals. Customers can have the confidence of knowing that working with Zachry will bring advantages that go well beyond the terms of a contract. While project execution will be on spec, the benefits to communities will be immeasurable.

 Mike

**We want to hear from you.** The process for submitting information for any story idea is simple. Send your *Zachry Force Report* story ideas, including contact information for those involved, to *Zachry Force Report* Editor Brian Dwyer at [bdwyerw@zachrygroup.com](mailto:bdwyerw@zachrygroup.com) or 210-588-5813.

Story ideas and photos also can be submitted to members of the *Zachry Force Report* editorial board, listed on page 24.

An archive of all issues of the *Zachry Force Report* is posted online at [zachrygroup.com](http://zachrygroup.com) and group intranet sites. If you would prefer to exclusively access the publication electronically and opt out of receiving the printed edition, simply send a note to [bdwyerw@zachrygroup.com](mailto:bdwyerw@zachrygroup.com)

 FIND US ON FACEBOOK @ [WWW.FACEBOOK.COM/ZACHRYGROUP](http://WWW.FACEBOOK.COM/ZACHRYGROUP)  @ [WWW.PINTEREST.COM/ZACHRYGROUP](http://WWW.PINTEREST.COM/ZACHRYGROUP)





The Riviera Beach Clean Energy Center project was awarded “Best Natural Gas Project” of the year at the Power-Gen International Conference, marking the second consecutive year that a Zachry project in Florida received the award. Photo/File

## INDUSTRY RECOGNITION

### POWER-GEN REPEAT PUTS ZACHRY ON EXCLUSIVE LIST

Having a project named “Best Natural Gas Project” of the year at the annual Power-Gen International Conference is a distinction. Having two consecutive projects win the honor places a company in an elite category. That’s the feat Zachry pulled off at the most recent conference with the Riviera Beach Next Generation Clean Energy Center, after the Cape Canaveral Next Generation Clean Energy Center project received the award the year before.

Project Executive **Brad Reece** said the back-to-back home runs that Zachry produced for Florida Power & Light Company have set Zachry apart.

“Power-Gen is ‘the conference’ when it comes to power plants. We were able to capitalize on the lessons learned at Cape Canaveral and move our performance to a new level at Riviera Beach,” Reece said. “Being recognized for that accomplishment at a conference with the scope and prestige of Power-Gen is certainly significant when it comes to landing new business. It’s going to be difficult for any other power company to consider a project of this magnitude without Zachry being part of the conversation.”

The 1,250-MW Riviera Beach project, completed in April 2014, provided a chance for Zachry to pursue its community investment goals as well.

“Riviera Beach is a community of hard-working people,” explained Area Business Manager **Rick Hart**. “We were able to hire a lot of helpers locally during the Riviera Beach project and that was an investment in the community we were excited to be able to make.”

“We also got involved with the Loxahatchee Groves Elementary School, building a cover over its playground. There were about 20 Zachry employees involved in that project. It was great to be able to help kids and their families as it made us feel like a real part of the community.”

## NEW TECHNOLOGY GAINING GROUND

### ISG GAINS NEW INEOS SITE

A successful relationship with a longtime customer has led to a new contract at an innovative biofuel production facility for the Industrial Services Group (ISG).

The Indian River BioEnergy Center in Vero Beach, Fla., is the fourth facility operated by INEOS, a global chemical company, where ISG now maintains a presence. As at the other INEOS sites, ISG is performing daily maintenance, capital projects and turnaround support at the new site.

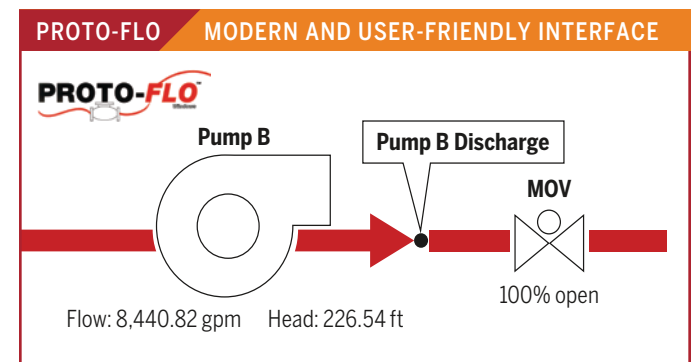
What’s different this time is the nature of this plant. It is the first commercial-scale facility to use a proprietary new technology developed by INEOS Bio, which is part of INEOS, to convert biomass waste, such as yard clippings, wood and vegetative matter, into biofuel and renewable energy. The facility is expected to produce eight million gallons of bioethanol per year and generate clean, renewable power by recovering heat and burning vent gas generated during the production process.

Zachry began work at the new plant in January. INEOS asked Zachry to help support the new plant based on ISG’s successful record at three petrochemical plants in Texas.

“They were looking for the right services provider that has a proven track record of performance at their sites,” said **Don Empfield**, general manager, ISG’s Petrochemical/Process Business Unit. “They needed to have the trust and assurance that we’d see it through with them, and also the ability, skill set, and knowledge to provide the mechanical support needed to make it work.”

As the new technology gains ground, the potential for continued growth in the relationship with INEOS is very promising, according to Senior Operations Manager **Chad LaCombe**.

“One of the things that made this attractive for us, beyond expanding our relationship with INEOS, is that they feel this is something of a pilot plant for them,” he said. “They believe they’ll be able to sell this technology and these plants across the country, which will position us really well to build them and maintain them.”



## PROTO-FLO AN INDUSTRY STANDARD

### ZNE RELEASES NEW VERSION OF NUCLEAR POWER SOFTWARE

Zachry Nuclear Engineering (ZNE) has released version 5.0 of its PROTO-FLO software for the nuclear power industry. This benchmark software represents a significant revision of the first and largest software product in ZNE’s suite of software products for nuclear power plant system and equipment modeling.

“PROTO-FLO is used by about 80 percent of the nuclear industry and is particularly useful in helping engineers understand not only how systems currently perform, but how they will perform during more challenging conditions,” said Manager, Engineering Analysis, **Scott Ingalls**. “The ability to predict performance is a necessity in the industry.”

Version 5.0 calculates incompressible steady-state flows, pressures and temperatures in piping systems and models pumps, valves, heat exchangers and other components.

“The most visible improvement to PROTO-FLO is a more modern and user-friendly interface,” Senior Design Engineer **David Gaiewski** said. “Significant updates include the addition of a new algorithm that, in certain cases, allows the program to solve faster. There’s also a new drawing interface that makes the development of model schematics easier.”

The new version also incorporates several features of ZNE’s PROTO-HX software for modeling heat exchangers and allows users to link these two programs directly.

PROTO-FLO 5.0 builds on the software’s rich history of more than 25 years. This period includes the efforts that

led to creating the original version of PROTO-FLO, which was one of the first Windows-based software systems in the industry.

“It started in 1989 when we began developing custom thermal hydraulic models to assist utilities with analyzing system conditions,” Software Program Manager **Jane Connelly** said. “Five years later, we went back to the drawing board and released the first commercial version of PROTO-FLO in 1994.”

## IMPROVEMENTS IN EFFICIENCY AND SAFETY

### THOUSANDS OF SMARTFOCUS IDEAS SAVE MILLIONS FOR CUSTOMERS

The SmartFocus program has shown dramatic growth since it began five years ago as a way to promote continuous improvement in efficiency and safety at job sites of the Industrial Services Group (ISG). According to Senior Reliability Engineering Consultant **Don Shoemaker**, craft employees submitted 2,625 ideas in 2014 that led to \$13,210,588 in savings for customers, compared to 217 ideas that generated \$589,693 in client savings in 2010.

One of the more recent suggestions that the program recognized came from **Blake Gipson**, a structural welder at a large power plant in Ohio. Gipson and Boilermaker/Welder **Chuck Dittman** found a way to reduce the time and cost involved in performing routine hardfacing on the crusher rotor used to crush coal at the plant.

“The plan was to take out the rotor, load it onto an 18-wheeler and ship it to the subcontractor’s premises for hardfacing, but when we heard the cost and that it would take 16 weeks to turn around, we proposed that we do the welding in-house without dismantling the rotor,” Gipson explained.

The owner agreed and the effort was successful. Now, this process is expected to save the customer more than \$248,000 per year.

SmartFocus has also recently recognized General Foreman **Roberto F. Morales** for an idea that could save as much as \$2.9 million per year at the petrochemical plant of a major oil and gas company along the Texas Gulf Coast. His steam bypass system for the plant’s in-line grease units allows repairs to be made to the units without shutting off the main steam supply, saving three to four hours that would have been spent waiting for the system to come back online.

“It was SmartFocus that got me to thinking: what can I do to make this work better?” Morales said. “Since then, I’ve proposed two more ideas for improvements.”





• Phillips 66 project expands the storage and ship loading capacity for natural gasoline, butane and propane.

# PHILLIPS 66 HAND PICKS ZACHRY AND JOINT VENTURE PARTNER TO EXPEDITE EXPORT PROJECT

**Installation of new** second and third levels of pipe rack proceeds over existing pipe routes. The project team is working within the confines of an operating petrochemical export facility, which adds to the complexity of the project. Photo/Alissa Rosebrough



**Meeting the increasing global demand** for natural gas liquids is the motivation behind the rapidly moving project to expand the storage and ship loading capacity of Phillips 66's existing marine terminal in Freeport, Texas. After the announcement just last year of a joint venture between Zachry and Burns & McDonnell Engineering, called BMZ Export Terminal Partners (BMZ), the project team is targeting this summer for completion of the first of the project's two phases.

BMZ is performing engineering, procurement and construction (EPC) services to expand the terminal's capacity to accommodate natural gas (C5+), butane (C4) and propane (LPG) exports. At its anticipated completion in the summer of 2016, the Freeport Liquefied Petroleum Gas Export Terminal will have an export capacity of 4.4 million barrels of fuel per month and a ship loading rate of 36,000 barrels per hour.

"It's a very complex project and challenging from many perspectives, the greatest of which is the aggressive schedule we are working to," said EPC Operations Manager **Rick Blanchette**. "The client saw the need to move quickly to take advantage of the market opportunity that exists for the export of natural gas liquids (NGL) and shrewdly decided that the fastest way to bring its product to market was to streamline the procurement cycle by eliminating the bidding process. As a result, they opted to negotiate a sole source agreement with Burns & McDonnell Engineering and Zachry."

CONTINUED ON PAGE 8

**"It's a very complex project** and challenging from many perspectives, the greatest of which is the aggressive schedule we are working to."

— EPC Operations Manager **Rick Blanchette**





## JOINT VENTURE TEAM TACKLES COMPLEX PROJECT

CONTINUED FROM PAGE 6

### ONE PIECE OF A LARGER PUZZLE

According to a news release from Phillips 66, the terminal expansion is part of a multi-billion dollar investment that the company is making in southeast Texas. This investment includes a related project to construct the Sweeny Fractionator One, which is close to the company's Sweeny Refinery in Old Ocean, Texas, and will supply NGL products to the petrochemical industry and heating markets.

Phase one of the export terminal project includes construction and installation of pipelines and systems to receive C5+ product from the Sweeny Refinery, three large tanks to store it and the means to load it onto ships for export. A few months into the project, the scope was expanded to include an additional contract for converting two existing tanks to handle naphtha blending of the C5+ product.

Phase two will center on installing piping and systems to receive LPG from the refinery. This effort involves multiple components: a process unit to liquefy the gas; a tank for its storage; three pipe bridges to connect the tank with the three docks that Zachry will also construct; and the systems needed to load the product onto ships.

### STRONG WORKING RELATIONSHIPS AND MUTUAL TRUST

Under the terms of the agreement, Burns & McDonnell is responsible for engineering services and procurement and Zachry for the construction and pre-commissioning. The fact that the two companies began work on the

CONTINUED ON PAGE 10



Along with elevated pipe racks (foreground), C5+ product tanks (background) are among the project's components. The team must also construct three new docks, which involves putting dock modules in place that range from 230 feet long to 280 feet long, and weigh from 238 tons to 444 tons. Photos/Alissa Rosebrough



CONSTRUCTION TEAM ADDRESSES  
VARIED LOGISTICAL HURDLES

CONTINUED FROM PAGE 9

project almost a year before the contract terms were finalized speaks to the strong relationships and mutual trust shared by the parties involved.

“It took a lot of trust on the part of everyone involved,” Blanchette explained. “It’s very unusual to expend that amount of time, effort and resources without a final contract in place, yet, we did so for close to a year while we were defining and finalizing the agreement. That extended timeframe is not an indication of any difficulty in coming to terms, but rather of the size and complexity of the project.”

At the outset, Phillips 66 determined that the best way to move the project forward quickly would be to build inside its existing tank farm at the marine terminal. By doing so, it avoided the need to apply for new permits, eliminating what, otherwise, would have been a 12-to-18-month permitting process.

LOGISTICS AND EXECUTION PLAY CRITICAL ROLES

According to Project Executive **Bob Patterson**, being at this established site means that the construction team has to work around existing pipe racks, tanks, berms and containment dikes.

“Ingress and egress for deliveries is especially tricky and we sometimes have as many as 70 tractor-trailer rigs lined up along the mile-long road between the laydown yard gate and the entrance to the tank farm. A lot of planning and sequencing is required,” Patterson said.

Blanchette agreed: “When you combine the complexities of getting materials delivered and executing construction within these confines with an aggressive schedule, you have a very challenging situation. But that’s why the client chose Zachry to get the job done.”

These pressures, coupled with unusually heavy winter rain that caused at least one rainout per week, meant that, by February, the construction team’s six-day week had been extended to seven days to include a make-up day. According to Patterson, double shifts are required to ensure timely completion of phase one.

A substantial portion of the work to finish this phase will involve 22 modules that are scheduled for delivery in early to mid-summer. They include three massive bridge modules. When complete, these pipe bridges will carry the LPG products from the process area, across a

flood control levee, to the three new docks that Zachry is also building.

“The dock modules are really quite impressive and will be brought in via barge,” Patterson said. “The largest of these is 280 feet long, 26 feet high, 22 feet wide and weighs approximately 444 tons. The second largest is 230 feet long, 26 feet high, 22 feet wide and weighs an estimated 250 tons, while the smallest is 250 feet long, 20 feet high, 22 feet wide and weighs approximately 238 tons.”

“At one time, we were negotiating to contract the largest barge crane in the world to expedite their placement, but opted, instead, for one large barge crane coupled with a smaller crane,” Patterson added.

Project Manager **Chris Herbold** emphasized the tremendous amount of materials needed to construct and install the numerous project components.

“All told, on this project we are looking at a total of 5,680 piles; 24,590 yards of concrete; 6,620 tons of steel; 214,114 linear feet of piping; and 1,139,930 linear feet of electrical cable — so it’s a fair size project by the numbers,” Herbold said.

As for workforce requirements, Herbold said the project is utilizing virtually every craft skill in Zachry’s diverse arsenal.

“We’re using welders, pipers, electrical, civil, structural ironworkers, riggers, operators, rod-busters, dirt operators and more. Fortunately, as a direct-hire contractor with significant resources in this area, we have had no trouble getting the workers and skills needed for this project.”

Earlier this year, Zachry’s workforce on the job site swelled to more than 800 employees. Burns & McDonnell has more than 150 engineers and technical staff dedicated to the project.

PARTNERSHIP PROVIDES SOLID FOUNDATION

Given the magnitude and complexity of this project, the strong relationship between the joint venture partners gives the project firm footing going forward.

“Zachry and Burns & McDonnell are utilizing the previous 15 years of EPC partnering success in the power industry to plan and execute this time-sensitive delivery for our client,” said Operations Manager **Ross Carroll**. “The flow of information, established working relationships and the willingness to tackle problem areas as a unified team will result in this project’s ultimate success.” ■



At the project’s anticipated completion in the summer of 2016, the final numbers are expected to include 5,680 piles; 24,590 yards of concrete; 6,620 tons of steel; 214,114 linear feet of piping; and 1,139,930 linear feet of electrical cable. Photos/Alissa Rosebrough





# PERFECT CHEMISTRY

## ENGINEERING AND CONSTRUCTION GROUPS COLLABORATE ON ASU PROJECT FOR AIR LIQUIDE



### Zachry engineering and construction

teams are collaborating on a project along the Gulf Coast that has links to the other side of the world. The work to expand the capacity of the Port Neches, Texas, facility of Air Liquide, a world leader in industrial gases, involves installing an air separation unit (ASU) that includes multi-ton components designed in China and shipped from there.

An ASU separates atmospheric components into primary elements of oxygen, nitrogen and argon through the process of cryogenic distillation. The separated products are supplied by pipeline and truck to industrial users. According to a news release from Air Liquide, this project will triple the production capacity of oxygen and double the production capacity of nitrogen at the Port Neches facility.

"This is referred to as a Large Modularized ASU (LMA) — the name speaks to the increased scale of this ASU," said Project Executive **Byron Ozenberger**. "Air Liquide is an important client integrated into many industries. Being awarded this emerging opportunity to perform the selected engineering functions and install this ASU further establishes Zachry's presence and credibility in the process sector."

### LONG-DISTANCE TRAVEL, COMMUNICATION

The ASU that Zachry is installing includes a 200-foot-tall cold box and modularized components weighing up to 500,000 pounds. Manufactured in China, the ASU will be shipped to the Port of Houston, with oversized components transported along the Intracoastal Waterway to a landing near the project site in Port Neches. Shipments of components have been arriving since March.

Three different engineering teams developed designs for the ASU and its installation: Air Liquide China, Air Liquide

Houston, and Zachry's Houston Design Center. The Houston Design Center is responsible for the foundation, underground and civil work at the site where the ASU will be installed in Port Neches, while Air Liquide Houston is handling the on-site mechanical and electrical engineering. Air Liquide China engineered the ASU itself.

"Communication between the three engineering teams is crucial," said Zachry Engineering Project Manager **Hector Flores**. "There was lag time between e-mails and phone calls due to the time difference between China and Texas. Weekly conference calls provided the best opportunity for the most significant planning, allowing all stakeholders to share information and fine-tune designs. Each plan is connected and dependent on the others for successful execution."

According to Zachry Engineering Manager **Randy Wilson**, the biggest challenge is the small footprint and the size of the plant. "We are moving a huge piece of equipment into a four-acre space," Wilson said. "Our designs need to be explicit in order for our construction team to execute."

With limited space, engineers reviewed multiple foundation designs, selecting a large mat foundation that could encompass the equipment needed to lift, secure and place the ASU. "We couldn't have equipment, such as cranes and loaders, competing excessively for space. We had to design with safety in mind," Flores said.

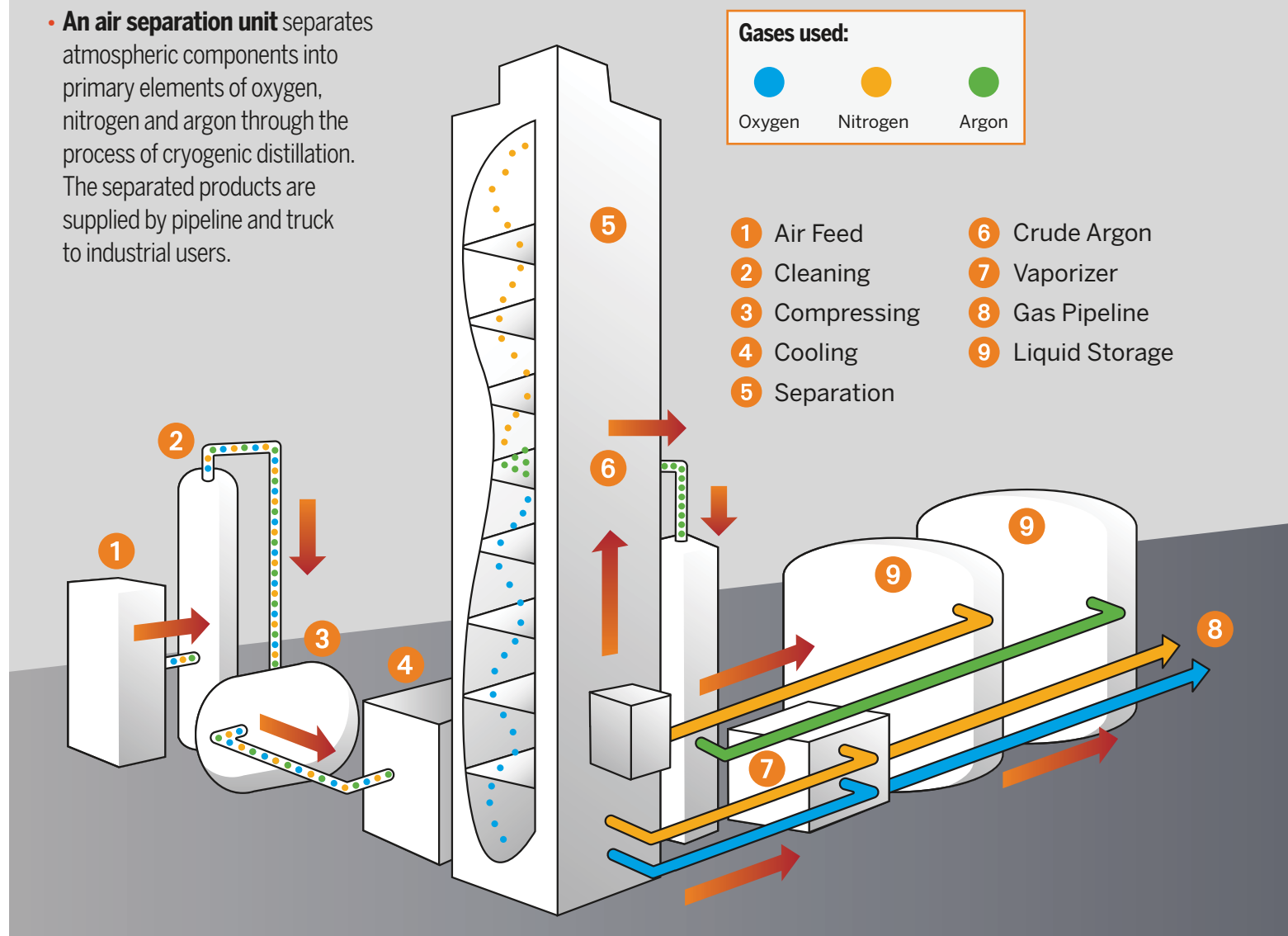
Working closely with the construction team, engineers geared the designs toward the construction schedule and the arrival of the ASU modules.

"Delivery of equipment and materials from all over the world drives the early project schedule," Ozenberger

CONTINUED ON PAGE 18

## AIR SEPARATION UNIT

• An air separation unit separates atmospheric components into primary elements of oxygen, nitrogen and argon through the process of cryogenic distillation. The separated products are supplied by pipeline and truck to industrial users.



## A TEAM EFFORT




**Senior Civil/Structural Designer Scott Davis (left) and Civil/Structural Designer Jamey Richardson (right)** of the Houston Design Center are members of one of three engineering teams involved in the project. Photo/Site



# A COMMON CAUSE

COLLABORATIVE EFFORT RESULTS IN TAMPA ELECTRIC CONTRACT EXTENSION

 **Zachry's relationship** with Tampa Electric (TECO) started in 2008 with a five-year contract for supplemental capital, maintenance and outage services. After a one-year extension last year, the Industrial Services Group (ISG) has begun working in 2015 under a new five-year contract with the utility.

The new agreement keeps ISG teams at TECO's Bayside, Big Bend and Polk Generating Stations in the Tampa, Fla., area. The three stations' service area covers 2,000 square miles and includes more than 700,000 residential, commercial and industrial customers.

### SAFETY FIRST

Project Manager **Curtis Martin** cited Zachry's commitment to safety and its ongoing collaboration with TECO as primary factors in securing the renewal of the contract.

"We've won the 'Heart of Zachry' safety award a couple of times and we were presented with the TECO 'Platinum Infinity' award for safety three out of the past four years," said Martin. "That's the highest award they have for contractors, recognizing our aligned safety cultures and commitments."


Project Controls Manager **David Henderson** agreed that Zachry's safety record, coupled with the team's efficient and meticulous job performance, has strengthened the relationship with TECO.

"We execute an average of 400,000 work hours per year in the TECO generating system with a minimal number of safety-related incidents," Henderson said. "Our safety performance is critical to TECO, along with our ability to bring a disciplined approach to planning, scheduling and costing capital, maintenance and outage services."

According to Henderson, Zachry's ability to provide a full range of services is another attractive benefit for TECO.

"We provide primarily mechanical and electrical services along with other craft disciplines," he explained.

TECO generating stations



Tampa  
Florida

- **Bayside, Big Bend and Polk generating stations** in the Tampa, Fla., area. The three stations' service area includes more than 700,000 residential, commercial and industrial customers.

**"We've won the 'Heart of Zachry' safety award** a couple of times and we were presented with the TECO 'Platinum Infinity' award for safety three out of the past four years."

— Project Manager **Curtis Martin**

"A lot of our competitors only offer one skill set. By offering a broad range of craft disciplines, we are able to lower TECO's indirect management costs and share critical resources across multiple crafts."

### TRUST IS PARAMOUNT

Senior Client Manager **Rick O'Brien** added that there's yet another layer to the relationship between TECO and Zachry.

"We have their trust," he said. "That's not something that happens overnight. That's the result of years of working together in an open, collaborative environment. Our joint commitment to mutual success has resulted in an alliance relationship that is benchmarked and measured based on key performance measures. Both parties meet bi-annually to review performance with the goal of continuous process improvements." ■



A view of the coal bypass conveyor in the coal field at Tampa Electric's Big Bend Power Station. Photo/Site

ZACHRY CARE TEAM

MAKING A DIFFERENCE IN OTHER WAYS

**The impact of ISG employees** on the Tampa area goes well beyond their presence at the TECO power plants. The employees, along with TECO, actively support the community every year through a variety of volunteer efforts.

Some of the recent beneficiaries of **Zachry Care Team** activities have included Tampa General Hospital's Regional Burn Center, Anchor House Ministries, St. Baldrick's Foundation, Junior Olympics and several elementary schools that have received school supplies. The Care Team also has donated welding hoods to shop classes at a local high school.

**Another example of community outreach** concerns the Camp Bayou Outdoor Learning Center in nearby Ruskin, Fla. This 160-acre nature preserve is a project of a 501 (c) 3 non-profit organization and run entirely by volunteers. Its purpose is to sustain a portion of Florida's original habitats in the Little Manatee River Watershed and to promote appreciation and better understanding of the area's natural resources, local history and culture through education.

The center offers adult and children's educational programs. It supports a Florida Master Naturalist Program, stages



**ISG employees and their TECO counterparts** at the Camp Bayou Outdoor Learning Center, a nature preserve that is an example of their ongoing community investment in the Tampa area. Photo/Site

workshops for school teachers, and hosts visits by school children, scout troops and members of other community organizations.

Zachry and TECO volunteers partnered to enhance and refurbish several areas of the center. Volunteers assembled picnic tables and park benches, and installed signage for nature trails and the butterfly garden. They also provided loads of backfill, spreading soil to level off spots where erosion had occurred at the canoe launch, along several trails and at the park's entrance.





# ZCAP: KEY COMPONENT IN DEVELOPING A QUALIFIED WORKFORCE FOR THE FUTURE

## ZCAP

**Matt Blackburn** is an electrical superintendent at Zachry's Chevron Phillips Chemical project in Old Ocean, Texas. It's the third job site where he has not only performed his duties, but has taken on the additional responsibility of being a proctor instructor for the Zachry Craft Training Program (ZCAP).

This on-the-job training program has become especially important in the current industry climate because of the strong demand for craft skills. ZCAP, which the company created in 2009, is open to all craft employees who want to develop the abilities necessary to advance their careers, from green helpers with no experience to more seasoned craft workers approaching journey-level status.

ZCAP focuses on helping participants become capable of demonstrating competence in their crafts. It addresses both knowledge and physical skills. The employees receive specific information about the steps involved in acquiring journey-level skills. Along the way, proctor instructors assess their progress based upon how they perform the hands-on tasks that their jobs require.

## THE ROAD TO CAREER ADVANCEMENT

For Blackburn, even though being a ZCAP proctor instructor is an additional responsibility, he explained that he takes it on because he enjoys helping others succeed and because he remembers his days of trying to figure out work on his own.

"I came up through the ranks myself, being a green helper, without somebody there to help show me the way," he said. "I know how hard it is and how discouraged you can get when you want to do better and you don't have somebody to show you."

Blackburn encourages all of his supervisors and foremen to become proctor instructors and every employee to enroll in the program.

"I tell green helpers, if you want to be a helper for the rest of your life, that's your decision. But there's a program here to help you improve and I'm willing to come in early and stay late to help you," he said. "Nobody can do it for you, though. You have to step up to the plate and do it yourself, but the help is here to get you through."

## IN THE FIELD

Each ZCAP participant is issued a qualification book, or qual book, that Zachry created for each craft. Employees keep their qual books with them at all times, using them as both study guides and record logs to mark their progress. Employees can jump throughout the books to tackle tasks relevant to the jobs they're doing at any given time. ZCAP is self-directed, requiring participants to apply individual initiative to learn how to complete necessary tasks and have a proctor instructor sign off as they complete them.

Individuals willing to take on the extra study and effort receive plenty of support. Proctor instructors make themselves available to ZCAP participants during their daily rounds in the field. When employees have the opportunity to work on a task in their books, they can ask proctors for assistance and coaching to understand the task better. Once an employee shows mastery of a specific skill to a proctor, the proctor signs off on that task in the employee's qual book so the employee can move on to the next task.

There are typically three qual books for most crafts, one for each level. Book 3 begins with basic information like safety practices, tools of the craft and entry-level tasks. Subsequent qual books get into more advanced tasks and can take anywhere from six months to a year to complete, depending on what work is available at a job site and how quickly the worker is mastering the tasks.

"It's not anything you run through real fast," said **Chad Bass**, a pipefitter who is nearly done with ZCAP training. "But it's not about completing the book, it's about getting the knowledge that comes with each task."

Bass enrolled soon after coming to work for Zachry in 2011. New to industrial construction, he saw ZCAP as a way to immerse himself in his new career while getting some free on-the-job training and coaching. He found that steadily working through the qual book helped him in many ways.

"When you show a commitment like that, you get a little more attention," Bass said. "It shows you're taking it seriously. When the journeymen in your craft see you trying, they'll go the extra mile to help you out."

## REAPING THE BENEFITS

Training Supervisor **Mike Word** manages the ZCAP program at the Phillips 66 LPG Export Terminal project in Freeport, Texas, where 80 employees are enrolled in the program and 36 supervisors are proctor instructors.

Word noted how ZCAP helps Zachry identify the craft “superstars” who are willing to put in the extra effort

## ZCAP HIGHLIGHTS

- **ZCAP focuses on helping participants become capable of demonstrating competence in their crafts.** It addresses both knowledge and physical skills. The employees receive specific information about the steps involved in acquiring journey-level skills.
- **ZCAP is made available to all employees** and is self-directed, requiring participants to apply individual initiative to learn how to complete necessary tasks and have a proctor instructor sign off as they complete them.
- **Once an employee shows mastery of a specific skill to a proctor,** the proctor signs off on that task in the employee's qualification book so the employee can move on to the next task.

to earn their credentials, adding that ZCAP-qualified employees are promoted when possible and receive preferential hiring consideration.

"We know they've been trained through our system and we want to reward them for the successful completion of it," he said.

"The whole idea is that we're training our workforce so we have qualified employees working for us now and we're developing a workforce for the future," said Word. "I've been out in the field a long time and I've seen the need for good craftsmen. There's a true need for this program." ■



**1-800/JOBUSA**  
**(1-800-562-7872)**

Call for Zachry job opportunities or visit [1800JOBSUSA.com](http://1800JOBSUSA.com)

 Find us on [www.facebook.com/zachrygroup](http://www.facebook.com/zachrygroup)



# ZACHRY GROUP TO INSTALL AIR SEPARATION UNIT FOR AIR LIQUIDE

CONTINUED FROM PAGE 12

said. “This project requires responsive interaction and constant effective communication among the entities within Zachry and Air Liquide to ensure we are ready for these deliveries.”

## HOUSTON DESIGN CENTER GAINS PROMINENT ROLE

The foundation and groundwork plans for installing the ASU are part of one of the first Zachry projects for the Houston Design Center. After acquiring Commonwealth Engineering in 2014, Zachry integrated its employees into the company to create the Houston Design Center for the primary purpose of supporting Zachry’s projects along the Gulf Coast and in the south-eastern United States.

“This is a very good project — it is technically challenging,” said Flores, whose team began its design work about a year ago.

## PROJECT LOGISTICS: A GAME OF CHESS

With 150 craft workers and hundreds of pieces of equipment, directing construction activities on the four-acre plant site in Port Neches is not unlike playing a chess match.

“Each day, I plan what area of land will receive what piece of equipment,” said **Vernon Wehling**, construction manager and 16-year veteran with Zachry.

Since mobilization in August 2014, the construction team has excavated 4,000 loads of material in preparation for pouring the foundation of the ASU.

“And when it rained, it poured. Literally. During excavation, there was significant rainfall that turned our ground-work into three Olympic-sized swimming pools. It took two-and-a-half days to pump the water out,” Wehling said.

“We are moving a huge piece of equipment into a four-acre space. Our designs need to be explicit in order for our construction team to execute.”

— Zachry Engineering Manager Randy Wilson

As the Zachry engineering team finalized the designs for the length of piping between the modules and metering skid, Wehling’s construction team began the concrete pour for the foundation.

“We poured 1,380 cubic yards of concrete, using 138 concrete trucks working 12 hours straight,” Wehling said. “It was another chess game to move those concrete trucks in and out of the site.”

Located in a mixed-use development, Air Liquide’s ASU is among other industrial sites that are only blocks away from neighborhoods and schools. “We must take great care moving in large equipment, as well as scheduling arrivals and departures so as not to interrupt the daily lives of those around us,” Wehling said.

As ASU parts arrive, Wehling must plan their transport and placement. “With 89 shipping loads of parts, including 38 large pieces from China, it will take 80 significant crane lifts to move each piece into place. Everything has to be precisely in its place when the ASU parts arrive. We can’t keep it on the ship or trucks until we are ready.”

With a firm target date for completion in December 2015, the timing of shipments and coordinating the placement of components will be critical. “We are running against the clock in preparation,” Wehling said. “But we will be ready.” ■



**Millwright William Garner** was a member of Zachry’s team that won a bronze medal in the new team competition at the National Craft Championships this spring in Fort Lauderdale, Fla. Photos/Albert Contreras

# WORKING WITH A DIFFERENT KIND OF “MEDAL”

## ZACHRY EMPLOYEES DISTINGUISH THEMSELVES AT NATIONAL CRAFT CHAMPIONSHIPS



**Zachry craft employees** have proven that their levels of skill and teamwork are among the best in the nation, after winning medals at the Associated Builders and Contractors’ (ABC) 2015 National Craft Championships (NCC).

Almost 200 craft trainees from companies across the country participated in the two-day event this spring in Fort Lauderdale, Fla., which included 15 competitions representing 12 crafts. The event expanded this year to include a new masonry competition, which resulted from ABC partnering with the Florida Masonry Apprentice and

CONTINUED ON PAGE 20



**Insulator Fidel Rueda** also contributed to Zachry’s third place finish in the team competition, which involved craft professionals from five different crafts working to complete a joint project.

## NATIONAL CRAFT CHAMPIONSHIPS

- **Almost 30 years after the championships began**, more than 1,500 men and women have competed in what has grown to become one of the construction industry’s most recognized events to showcase craft skills.



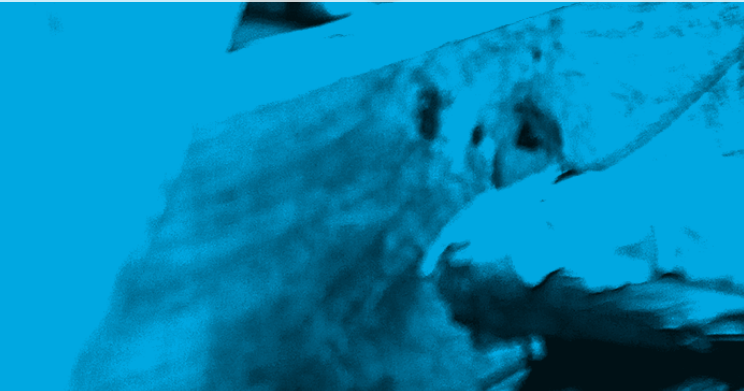
**EMPLOYEE ASSISTANCE PROGRAM**  
**BALANCING LIVES** | Body, Mind, Heart & Spirit  
**1-877-429-4327** | **www.eap.zhi.com**





NATIONAL CRAFT CHAMPIONSHIPS HIGHLIGHTS

- Pipefitter **Eric Capps**, JVIC – bronze medal, individual pipefitting competition
- Zachry – bronze medal, team competition:
  - Pipefitter **Chad Bass**, Construction Group
  - Electrician **Francisco Barragan**, Industrial Services Group
  - Millwright **William Garner**, Construction Group
  - Carpenter **Jose Montejano**, Construction Group
  - Insulator **Fidel Rueda**, Construction Group
- Manager, Weld Testing, **Bill Cherry** – finalist for “Craft Instructor of the Year” award



ZACHRY EMPLOYEES SHINE AT NATIONAL CRAFT CHAMPIONSHIPS

CONTINUED FROM PAGE 19

Educational Foundation. There was also a new team competition that involved journey-level craft professionals from five different crafts working to complete a joint project.

Pipefitter **Eric Capps** of JVIC earned third place in the individual pipefitting competition. Zachry also won a bronze medal in the team competition with a team that included: Pipefitter **Chad Bass**, Construction Group; Electrician **Francisco Barragan**, Industrial Services Group (ISG); Millwright **William Garner**, Construction Group; Carpenter **Jose Montejano**, Construction Group; and Insulator **Fidel Rueda**, Construction Group. Pipe Welder **Houston Hall**, ISG; Pipe Welder **Braccus Hannah**, JVIC; and Structural Welder **Jose Villarreal**, ISG, also competed for Zachry in individual competitions at the NCC this year.

Other Zachry employees participated in the NCC in different ways. Manager, Weld Testing, **Bill Cherry** was a finalist for the “Craft Instructor of the Year” award. Craft Specialist **David Brown** was a judge in the millwright competition, while Craft Specialist **Jorge Mendez** was a carpentry judge. Enterprise Training Manager **Dan Barrow** served as a team competition project manager. Craft Development Manager **Tim Mongeau** is an acting coordinator for the NCC.

BREAKING IT DOWN

The individual competitions involve two phases. Participants first take a two-hour written exam and then take part in daylong, hands-on practical performance tests in their particular categories: carpentry, electrical-industrial, electrical-residential, fire sprinkler, HVAC, instrumentation fitting, insulation, millwright, pipefitting, plumbing, sheet metal, welding-pipe, welding-structural and masonry.

The event has come a long way since the first one was held in 1987. That year, a handful of participants competed in four craft competitions. Almost 30 years later, more than 1,500 men and women have competed in what has grown to become one of the construction industry’s most recognized events to showcase craft skills.

The National Craft Championships Committee, which includes representatives of leading merit-shop construction firms, plans all year to stage the NCC. Zachry was one of the sponsors of the 2015 event. The 2016 National Craft Championships are scheduled to take place next March in Fort Lauderdale again. ■

SERVICEAWARDS

FIRST QUARTER 2015

5 YEARS:

Roy Acosta  
Tomas Acosta  
Rigoberto Alaniz  
Macario Alaniz  
Felipe Alcala  
Rodgers Allen  
Brian Altman  
Benjamin Alvarado  
Jaime Amezcua  
Chris Anderson  
Maria Andrade  
Elray Askew  
James Ball  
Jose Barragan  
Steven Beavers  
Kevin Black  
Richard Bliss  
Ryan Brookhart  
Joseph Broyles  
Juan Cantu  
Frank Carle  
Francisco Cienfuegos  
Francisco Cisneros Garcia  
Casey Collins  
Jordan Craven  
David Davis  
William Davis  
Billy Dear  
Felipe Delgado  
Jeffrey Doan  
Mohamud Dorre  
David Drake  
Michael Dugi  
Orlando Escamilla  
Lana Fennerty  
Raymond Ferguson  
Thomas Foster  
Donnie Fowler  
Cindy Furr  
Guillermo Galvan  
Graciela Garcia  
Keith Garrett  
Eliseo Garza  
Rolando Garza  
Eduardo Garza Esquivel  
Jesus Goad  
Erbey Gonzalez  
Erubiel Gonzalez  
Jose Gonzalez  
Juan Gonzalez  
Reyes Gonzalez  
Rubio Gracia  
Joseph Griffin  
Guadalupe Guel  
Brandon Hatathli  
Jimmy Hatman  
Andrew Hayes  
Javier Hernandez  
Luis Hernandez  
Jason Hickman  
Aaron Hinze  
Andy Hobby  
Joseph Hodskins  
Stephen Hodskins  
Deanna Ingram  
Julie Inman  
Robert Irizarry Ortiz

Carlos Jaramillo  
Martin Jimenez Hernandez  
Matthew Johnson  
Elmer Jones  
Roy Kizer  
Steven Koch  
John Kramer  
Bartley Lane  
Sergio Lara Lara  
Robert Lattanzio  
Phillip Lauve  
Billy Lawhorn  
Harrison Lofton  
Luis Macias  
Humberto Martinez  
Susan Martinez  
Enrique Mata  
Matthew McCoy  
Nelson Meche  
Modesto Mejia  
Francisco Meza  
Billy Miller  
Samuel Montanez  
Donna Montgomery  
Jesus Munoz  
Luis Munoz  
Roberto Nieto  
Shelley Nolte  
Carlo Palma  
Anthony Palmer  
George Petenbrink  
Auby Potter  
William Price  
Martin Ramos Falcon  
Juan Rangel  
Jose Reyes  
Adrian Reyna  
Alfred Reyna  
Kevin Rhoder  
Javier Rios Solis  
Jennifer Robinette  
Larry Robinette  
Carmen Rodriguez  
Heriberto Rojas  
Isaias Rojas  
Marco Romero  
Armando Salinas  
Adrian Sanchez  
Jimmy Slaughter  
Jedd Smith  
Randall Soles  
Andrew Solis  
James Stark  
Mark Steffek  
James Stitt  
Artis Thinn  
Sharon Thorne  
Ramon Torres  
Ernesto Trevino  
John Trosclair  
Mark Trumbetas  
Cornelio Valdez  
Jose Vazquez  
Glidden Vazquez Quiros  
Jesus Vega  
Jose Vega  
Ivan Vela  
Chadwick Walden  
Phillip Watson

Lisa Webb  
Jorge Weger  
Frank Welch  
Charles Wiland  
Wade Wilhelm  
Brad Williams  
Jeffery Williams  
Clifford Wilson  
William Windemaker III  
Jacky Winters  
Mercedes Woodard  
Aniceto Yanez  
Lakercia Youman  
Yusek Zabala Martinez  
Robert Zayas Alvarado

10 YEARS:

Valentin Alanis  
J Alvarez  
Corinne Austin  
David Avila  
Carroll Babin  
Jose Baez  
Marshall Baker  
Raymond Barnes  
Victor Becerra  
Agustin Benavides  
Esther Berner  
Michael Berton  
Estevan Berumen  
Daniel Bolieu  
Gumecindo Borrego  
Joe Boucher  
Teri Brock  
Albert Brown  
James Brown  
Gary Bryce  
Patrick Buckley  
Charles Burgess  
Terry Businelle  
Ronald Campbell  
Jeffrey Cannon  
Christopher Carter  
James Carter  
William Casey  
Bobbie Christenson  
David Cortez  
Preston Crosslin  
Harold Dauzat  
Lindsey Davis  
Robert Dedrickson  
Joe Douglas  
Cammie Doyle  
Bobby Elliott  
Blas Escamilla  
Albert Fixmer  
Juan Garcia  
Rita Garcia  
Gilbert Garza  
John Grivich  
Roland Guerrero  
John Hall  
Tony Heitman  
Charles Helms  
Mark Hernandez  
Blair Herrington  
Corydon Himelberger  
Leon Jackson

Virgil Johnson  
Albert Keyes  
Harold King  
Thomas Lathan  
Terry Lecce  
Floyd Little  
Kyle Lyssy  
Marvin Maher  
Rodolfo Maldonado  
Oscar Martinez  
Debra McClelland  
Ramon Mena  
Adolfo Montoya  
Calvin Moore  
Christopher Moore  
Kenneth Moore  
Cesar Morales  
Vincent Moran  
Patricia Morris  
Randy Myers  
John Narvarte  
Thomas Neathery  
Robert Nico  
Devin O’Quinn  
Rogelio Ochoa  
Ezequiel Olvera  
Rickey Osborne  
Rexlie Patterson  
Jose Perea  
Luis Pina  
Kimberly Posten  
Porfirio Pruneda  
Doyle Pyburn  
Robert Ramirez  
Charles Reece  
Donn Roberts  
Carlos Rodriguez  
Bruce Shoopman  
Albert Smith  
Trent Smith  
H Squires  
Grant Steib  
Perry Theriot  
Raymond Thibodaux  
Robbie Thibodaux  
William Thorpe  
Greggory Threat  
Homero Tijerina  
Tomas Torres  
Camille Tripode  
Michael Turner  
Albert Vigil  
Stanley White  
Jerry Wolf  
Antonio Zarraga  
Edgar Zeno  
Guadalupe Zepeda  
Juan Zuniga

15 YEARS:

John Barr  
Vidal Briseno  
Robert Brumage  
Francisco Cesenes  
James Crittenden  
Jerry Cummins  
Joe Cumplido  
Jimmie Diggs

Jeffrey Durham  
Bonnie Garza  
Reynaldo Gonzales  
Jason Heflin  
Randy Hughes  
Ruth Lawrence  
Gilberto Leos  
Juan Marroquin  
Marlin Mitchell  
Lucinda Morales  
Harrell Mosley  
Julio Munoz  
Mario Murillo  
Christie Salas  
Sherri Snider  
Mario Soriano  
Antoine Wazir  
Donald Wheeler  
Karen Whitten  
Richard Zamora

20 YEARS:

Tami Alsobrooks  
Calvin Daigle  
Donald Deisher  
Leon Franklin  
Larry Goode  
Joseph Hunter  
Roy Kraemer  
Daniel Martinez  
James McKinney  
Cecil Moran  
Lee Peterson  
Kevin Phipps  
Adolfo Ramirez  
Patsy Wells

25 YEARS:

James Eneix  
Hipolito Gonzalez  
Morris Hoffmann  
James Perry  
Charles Smith  
Bernard Stoffel  
Claudia Villa

30 YEARS:

Rene Campos  
Felipe Guerra  
Curtis Martin  
Donald Odell  
Benard Smith

35 YEARS:

Roberto Elizalde  
Alfred Flores  
Robert Heggen

Service award recipients, please be sure to visit [zachrycentral.com](http://zachrycentral.com) using a computer or smartphone to redeem your service awards for free gifts. You will need your certificate number located on the lower right side of your service award certificate.



# I AM ZACHRY

## MY NAME IS EARL ZWICKEY AND I AM ZACHRY.

### I AM ZACHRY

After working 25 years in power plant operations, maintenance and management, I heeded the advice of respected friends and mentors and began my journey with Zachry in 2000. I was in search of an employer with high values and ethics, who believed in commitment and hard work and treated their employees like family.

And, I found what I was looking for.

Serving as a startup coordinator within the Startup Group of Project Services in Zachry Engineering's Amarillo office, I have had the honor of working on over 40 power plant projects across the United States. My work begins early in the planning process, developing systems, or 'packages,' that our Construction Group must have in place for startup. The packages are important to timely completion of projects.

I take my role seriously, knowing its impact and the importance of completing a job on schedule. At Zachry, we do what is right. The company reinforces this belief because the Zachry family name is on the company. The fact that Zachry has never failed to complete a project, even when unprofitable, says a lot about the company's character and integrity, and reinforces my pride in them as my employer.

My passion to plan and build — and do the right thing — extends outside of Zachry to my own shop where I build and restore vintage racecars. After attending my first U.S. Grand Prix at Watkins Glen, New York, in 1967, I have been hooked. I attended the Skip Barber Racing School in 1992 and began racing in 1993.

I own a 1964 Ginetta G4 and race with the Corinthian Vintage Auto Racing (CVAR) club based in Texas. We race at three tracks: Texas World Speedway near College Station, Texas; Eagle Canyon Raceway north of Fort Worth, Texas; and Hallett Motor Racing Circuit near Tulsa, Okla. The tracks used in vintage racing are road racing circuits incorporating left and right turns, so we do not race on ovals. Speeds can reach 130-150 miles per hour.



**Earl (behind the wheel of the #20 car)** owns and races a 1964 Ginetta G4 as a member of a vintage auto racing club. Photo/Courtesy of Earl Zwickiey



**“In this market, the client wants everything fast. Earl’s role in developing the construction turnover systems for startup and commissioning is a critical function that helps keep the construction on schedule and meets the client’s needs. Earl is always very conscientious and highly ethical in his work. He takes his job seriously and is extremely methodical and accurate.”**

— **Jim Thomas, Startup Coordinator**

And, although I have won a few races, it's not about winning, but appreciating the vehicle.

Our motto at CVAR is: 'As Corinthians, we are ladies and gentlemen who support and race vintage automobiles. We are dedicated to high standards of safety, conduct and ethics. We share a love of cars authentically prepared. We compete for the satisfaction of racing vintage cars, not for the glory.'

I believe my passion for vintage car restoration and racing and my passion for working at Zachry mirror each other. It is the satisfaction of doing a job well because you believe in it. I believe in Zachry, and remain glad to be a part of the Zachry family. ■

## MY NAME IS JORDAN PENLEY, AND I AM ZACHRY.

### I AM ZACHRY

I'm a third generation engineer, so you can pretty much say it runs in my blood. I knew early on that I wanted to take my love of physics to a level beyond academia, so I became a mechanical engineer. It was while interning with the organization that later became Zachry Nuclear Engineering that I found an interest in analysis and the analysis group, which has led to a challenging, but fulfilling, career.

Working with Zachry for nearly six years has given me the opportunity to learn and grow in many ways. What I love most about my work is the variety in my projects. I'm continually being challenged and that keeps it interesting.

One recent project that was particularly memorable for several reasons was the Millstone Unit 3 ultimate heat sink evaluation. This was my first on-site assignment. I was tasked with updating all of the reactor plant component cooling water system design calculations to accommodate higher water temperatures in the Long Island Sound. This was significant since the Long Island Sound is ultimately what is used to keep the reactor cool.

That assignment, in particular, really broadened my horizons. I gained a greater understanding of important nuclear plant documents and I interacted with several key individuals in Millstone's design department. Overall, I gained a better appreciation of what it means to be on-site from the client's perspective.

But, the main reason this assignment stands out is because, mid-project, I suffered the loss of my sister. She succumbed to Post-Traumatic Stress Disorder (PTSD) after leaving the army and having literally survived several tours of duty in Afghanistan. She was only 30 years old and left behind a husband and two young daughters. Her passing was devastating, but the long and demanding work hours really helped me through that difficult time in my personal life.

Another reason I love working for Zachry is the company's focus on giving back to the community. I've always participated in company-sponsored volunteer activities and supported United Way efforts, but I'm passionate about another cause very close to my heart, which is mental health. Losing my sister inspired me to do what I can to raise money and awareness of the disorder that took her life. A newfound interest in running led me to participate in the Thad & Alice



Photos/Alissa Rosebrough

**“In the five years that I’ve known Jordan, he has continually impressed me. He’s a well-rounded individual with a great work ethic and a high level of technical competency and integrity. That, combined with a strong drive to give back to the community, is what sets him apart.”**

— **Jim Harrell, Director, Nuclear Analysis**

Eure 10K Run for Hope, which benefits the research and treatment of mental illness. I've successfully raised money for the last two years and plan to continue participating annually.

I believe that by constantly striving to improve professionally, while maintaining a high level of integrity, I can help support our company's success. What's also key to our success is providing the best service possible to our clients and to serve our communities. I try to embody those values on a daily basis, and that is why I AM ZACHRY. ■

## NOMINATE A PEER

Do you have a co-worker who lives the *Zachry* values?

We want to hear from you — especially craft employees!

Send your nominations to **Brian Dwyer**, *Zachry Force Report* editor, at [dwyerw@zachrygroup.com](mailto:dwyerw@zachrygroup.com) or call (210) 588-5813.



## ZACHRY HOLDINGS, INC., ITS SUBSIDIARIES AND AFFILIATES OBSERVE EEO, HARASSMENT POLICIES

### EQUAL EMPLOYMENT OPPORTUNITY POLICY (EEO)

It is the policy of Zachry to assure that employees and applicants for employment are to be treated without regard to their race, religion, sex, color, national origin or age. The company will not discriminate against individuals because of a physical or mental disability, or status as a disabled veteran or veteran of the Vietnam Era. Zachry's policy of nondiscrimination applies to all work-related actions; including but not limited to employment, upgrading or promotion, demotion, transfer, layoff or termination; rates of pay or other forms of compensation; recruitment or recruitment advertising; selection for training; and apprenticeship and pre-apprenticeship programs.

Reasonable accommodations will be made for qualified disabled persons according to existing state and federal law. Requests by qualified disabled persons for reasonable accommodation are encouraged by the company.

All employees are requested to encourage women, persons of minority races and disabled persons to apply for employment with the company or to apply for training under available programs.

### POLICY AGAINST HARASSMENT

Zachry is firmly committed to a work environment free from all forms of harassment of any employee or applicant for employment by anyone, including supervisors, co-workers, clients/customers, other contractors or visitors. Such harassment may be in violation of the harassment policy as well as state and federal discrimination laws.

This policy prohibits any conduct (verbal, physical or visual) by an employee or within the work environment that belittles or demeans an individual on the basis of race, religion, national origin, sex, age, color and disability. This policy specifically prohibits sexual harassment as well as all other forms of harassment. Sexual harassment includes any unwelcome sexual advances, requests for sexual favors or other verbal or physical conduct of a sexual nature when:

- Submission to such conduct is an explicit or implicit condition of employment;
- Employment decisions are based on an employee's submission to or rejection of such conduct; or
- Such conduct unreasonably interferes with an individual's work performance or creates an intimidating, hostile or offensive work environment.

### RESPONSIBILITY

All employees are responsible for complying with the company's Equal Employment Opportunity Policy and its Policy Against Harassment and for reporting possible violations of these policies.

### WHO TO CALL:

Dispute Resolution Program  
P.O. Box 240130  
San Antonio, Texas 78224-0130  
1-877-350-0129

### COMPLAINTS

Any employee or applicant for employment who feels that they have encountered a situation that may be in violation of these policies is encouraged to make known their concern as soon as possible. Applicants for employment are encouraged to utilize the Dispute Resolution Process by contacting a Dispute Resolution Manager. Employees are encouraged to discuss their concern or complaint of alleged discrimination with their immediate supervisor. The supervisor's obligation is to try to resolve the concern or complaint. If it is not resolved at the supervisory level, or if the employee is uncomfortable discussing the issue with their supervisor, the employee should either contact the project/department manager or utilize the company's Dispute Resolution Process. Supervisors who fail to act on employee questions or complaints brought to them under these policies are subject to disciplinary action, up to and including discharge.

The Dispute Resolution Process is coordinated by the company's Corporate Responsibility Department at the Home Office. Employees must comply fully with any lawful investigation under these policies. In the event of questions about, or an investigation of, alleged discrimination by any governmental agency, the Corporate Responsibility Department must be promptly notified.

### CONFIDENTIALITY

In handling complaints, every effort will be made to maintain confidentiality. However, certain laws require the company act on information brought to its attention, and it will sometimes be necessary to do a full investigation in order to comply with the law. Investigations are intended to be a confidential process and every effort will be made to maintain confidentiality to the extent possible.

### RETALIATION

Retaliation against individuals who report violations of these policies is strictly prohibited. Employees who violate these policies or who attempt to retaliate against individuals acting under these policies will be subject to immediate disciplinary action up to and including discharge.

#### ZACHRY FORCE REPORT EDITORIAL BOARD

##### EDITOR AND CHAIR BRIAN DWYER

Manager, Internal Communications  
[dwyerw@zachrygroup.com](mailto:dwyerw@zachrygroup.com)

##### DOUG AMMANN

Pipe Craft Specialist,  
Construction Group  
[ammannd@zachrygroup.com](mailto:ammannd@zachrygroup.com)

##### JOE CURRY

Manager, Electrical Engineering,  
Zachry Nuclear Engineering  
[curryj@zachrygroup.com](mailto:curryj@zachrygroup.com)

##### CAMERON DeCOSTER

Design Engineer, Mechanical,  
Engineering Group  
[decosterc@zachrygroup.com](mailto:decosterc@zachrygroup.com)

##### KRISTIN KEENE

Manager, Executive Offices  
[keenek@zachrygroup.com](mailto:keenek@zachrygroup.com)

##### OSCAR MARTINEZ

Benefit Communications Manager,  
Employee Relations  
[martinezox@zachrygroup.com](mailto:martinezox@zachrygroup.com)

##### MARLIN MITCHELL

Director, Proposal Engineering,  
Engineering Group  
[mitchellmr@zachrygroup.com](mailto:mitchellmr@zachrygroup.com)

##### CLARISSA ORTH

Proposal Coordinator, Enterprise  
Strategic Development  
[orthc@zachrygroup.com](mailto:orthc@zachrygroup.com)

##### ANA-MARÍA PHILLIPS

Communications Manager,  
Employee Relations  
[phillipsa@zachrygroup.com](mailto:phillipsa@zachrygroup.com)

##### DEAN RODRIGUE

Senior Operations Manager,  
Industrial Services Group  
[rodrigue@zachrygroup.com](mailto:rodrigue@zachrygroup.com)

##### CHRISTIAN SULLIVAN

Regional Employment Manager  
[sullivank@zachrygroup.com](mailto:sullivank@zachrygroup.com)

##### STEVE TRICKEL

Senior Director,  
Safety and Health  
JV Industrial Companies,  
Ltd. (JVIC)  
[steve.trickel@jvic.com](mailto:steve.trickel@jvic.com)

##### PAT WISDOM

Director, Enterprise  
Strategic Development  
[wisdomp@zachrygroup.com](mailto:wisdomp@zachrygroup.com)

The FSC® label identifies products that come from an environmentally and socially responsible source.