

ZACHRY

FORCE REPORT

JULY / AUGUST 2016

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



COVER: Zachry Pipefitter Clifton Daigle and Welder Tyler Anderson Thomas inspect a flange on an exchanger at the BASF Geismar, Louisiana, plant. The towers in the background produce the chemical product. Photo/Nick Grancharoff
Learn more about the project on page 7.



SPECIAL SECTION

A before-and-after look at the Phillips 66 terminal project in Freeport, Texas.
See Foldout Section.

CONTENTS

DEAR READERS

A letter from John B. Zachry, Chairman and Chief Executive Officer
PAGE 3



NEWS UPDATES

ZACHRY AROUND THE NATION
PAGE 4

EMERGENCY REPAIR

JVIC CREW WORKS AROUND THE CLOCK TO GET A COAL-FIRED GENERATOR BACK ONLINE IN OKLAHOMA
PAGE 18

EQUAL EMPLOYMENT OPPORTUNITY POLICY AND POLICY AGAINST HARASSMENT
PAGE 23



TAKING CUSTOMER SERVICE TO ANOTHER LEVEL
JVIC AND ISG COMBINE TO PROVIDE INTEGRATED, SEAMLESS SERVICES FOR CUSTOMER TURNAROUND, SPECIALTY AND MAINTENANCE NEEDS
PAGE 7



NASCAR AND ZACHRY
AIMING FOR HIGHER PERFORMANCE IN THE SECOND HALF OF 2016
PAGE 14



INGENUITY IN ACTION
SCHEDULE SHIFT PROVIDES OPPORTUNITY FOR CREATIVE THINKING
PAGE 16

I AM ZACHRY

Jeff Keepses and Melanie Whipple
PAGES 20 & 21



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DEAR READERS,

At the end of May, I announced a number of significant organizational changes. The announcement represented the culmination of a lengthy and comprehensive examination of our organization. We looked closely at how we do things, how well we work together and how our company is structured. This was a thorough and intensive exercise. As a result, we gained some important insights which, after much discussion and debate, formed the basis for changes we made and continue to implement. Given that we are having an outstanding year, it is important to note that the changes have nothing to do with fixing any of today's issues. Rather, they are all about making our company better—for the future.

I won't go through all the details here but instead, more importantly, I want to give you a sense of what we are trying to accomplish, as well as emphasize the criticality of maintaining a long-term perspective in how we manage the company and our commitment to corporate renewal. According to Charles Darwin, "It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is most adaptable to change." Although he wasn't referring to organizations, I think the lesson applies equally well. Growth and progress require change. For a company that dedicates significant time and energy planning for the long run, our ability to not only manage change, but to embrace and thoughtfully initiate it, is an essential strength. Today, we are working harder than ever to ensure our company possesses the capabilities and the capacity to meet our customers' needs.

Why put ourselves through all of this when things are going so well? There are many reasons, but here are a few:

- The world is moving faster. Demands from our customers are increasing—they need and expect more from us than ever before. To remain relevant and competitive, we must be prepared to meet their current expectations, as well as their emerging needs.
- As a customer-focused service organization, improving our performance is a requirement and is constant—it's what we do. A commitment focused on evolving, changing, fine-tuning, getting better and better—it's in our DNA. Continuous improvement is hard work, but it's why we're still around after 92 years, stronger, more capable and healthier than ever before—with tremendous potential to grow and expand our business.
- Opportunities to improve the overall health of our company are right in front of us; we must take full advantage of them, for the benefit of all who depend on us: our employees, our customers, our suppliers, our communities—for our company.

Basically, the changes fall into three categories: 1) operational simplification; 2) streamlining and redistribution of field



"Demands from our customers are increasing—they need and expect more from us than ever before."

— John B. Zachry, Chairman and Chief Executive Officer

Photo/Alissa Rosebrough

support capabilities; and 3) creation of new, high-impact, strategically focused corporate functions.

Some of these changes represent a "deconstruction" of important elements of our corporate support structure, which has grown significantly over the years, and a transfer of those functions to other parts of our company. This shift will make these capabilities more accessible to the primary users, field locations and decision makers. Other changes will make it easier for customers to access all of our services and make it more efficient for us to support them and deliver our services. Additionally, there are functional areas, which are so essential to our future success, that we enhanced their organizational position, strengthened the leadership and increased our investment in them (areas like safety, quality and commercial management). It is our expectation that these things will help us develop greater expertise in critical areas, while providing increased accountability and transparency.

These changes are exciting and very positive for our company because they will help position us for greater success and growth, both in the short term and for decades to come. These changes will enable us to be efficient, agile and high-performing in the very fluid U.S. and global marketplaces. Simplifying and streamlining the organization will expose many employees to other parts of our company, which will create expanded opportunities for knowledge sharing, learning and developing new skills, and exploring different career possibilities within the company.

While there may be some anxiety associated with change, these changes are all, and only, about enhancing our ability to perform at an increasingly high level in the future. It is our plan to continue to build the company. Only through honest self-assessment and a strong desire to continuously evolve and improve our organization, in an environment of constant change and fierce competition, can we be assured of our long-term durability.

John **John**



We want to hear from you.

Please send your feedback or story ideas to forcereport@zachrygroup.com.

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Zachry summer interns at the Home Office in San Antonio enjoy a brief respite before jumping into their 11-week program.
Photo/Nick Grancharoff



FUTURE LEADERS

ZACHRY PROVIDES ROBUST PROGRAM FOR STUDENT INTERNS

 This summer, 30 engineering majors from 11 prominent U.S. universities are working at Zachry as interns in the 11-week Zachry Corporate Internship Program. The interns, chosen from among hundreds of applicants, began working at the end of May and will continue through the first week in August.

Recruiting for this program is a rigorous process. That's due in part to Zachry's great reputation and the large number of applicants. It's also because Zachry looks for something most other programs aren't focused on.

"We're not looking for people to fill a particular role—we're focused on leadership qualities in addition to technical skills," said Engineering Vice President **Bob Gresham**. "We're looking for students who are go-getters and have the acumen and motivation to be future leaders at Zachry."

"We want to expose them to Zachry and also provide meaningful work," he said. He explained how Zachry's program offers a non-traditional, experiential approach for students to learn more about their chosen profession and about the company.

- **Department Assignments:** Each student is assigned to work in either Design Engineering, Estimating, Execution Planning, Procurement, Project Controls or Proposal Engineering.
- **Interdisciplinary Projects:** Interns work in teams on projects that include various departments—Design Engineering, Estimating, Project Controls, Procurement

and Safety—to better understand the bigger picture of the company, including the business life cycle of a project. At the end of the summer, each team will submit their project proposals and give presentations.

- **Intern Choice Projects:** Zachry provides an opportunity for interns to choose to work in a non-traditional area—something they might be interested in, but aren't ordinarily exposed to. Intern Choice projects require a couple of hours a week from student teams and include working with Business Development, Governmental Relations, Legal and Employee Relations—and even with Zachry's NASCAR team.
- **Weekly Meetings:** Each Thursday, interns meet for one hour to hear presentations from functional area representatives around the company. They also visit a job site to get "feet-on-the-ground" experience.

"Part of the message we hope to convey through all of these activities is that it doesn't matter where you start at Zachry—it will be a good first step for your career," said **Rusty Boldt**, Zachry's internship coordinator.

More than half of the students will work at the San Antonio Home Office; the others will work in the Denver, Charlotte or Tyler design centers.

The goal of the Corporate Internship Program is to hire and develop engineering and leadership talent at Zachry. "If they're a good fit for Zachry, we plan to make full-time employment offers to some of the interns who will graduate within the next year," said Gresham. Zachry extends job offers in late August/early September, and gives students until December to accept. "We want to make sure the fit is right for both Zachry and the individual," said Gresham. ■

WORK WRAPPING UP

ZACHRY ENGINEERS PUT FINISHING TOUCHES ON WORK AT MICHIGAN'S HOLLAND ENERGY PARK

 Zachry Group engineers are wrapping up their work at the Holland Energy Park, a new gas-fired, environmentally sensitive power plant in Holland, Michigan. Zachry engineers handled the design—structural, mechanical and electrical—for the 145-megawatt combined-cycle plant that is scheduled for completion in spring 2017. The final deliverable for Zachry's work involved putting the finishing touches on the cable schedule, which is the tabulated listing of all of the electric cables at the site; that task wrapped up in June, said Senior Project Manager **Peter Quist**.

"This project has gone well, and I think the city of Holland and our construction partner, Barton Malow, are pleased with our work and our partnership," Quist said, adding that one or two Zachry engineers would remain on site through October or November to assist as needed.

The energy park in Holland is unique in its focus on being as sustainable and green as a power plant can be. For this project, that meant taking into account the Envision Sustainable Infrastructure Rating System, a sustainability rating system for civil infrastructure. Incorporating the Envision framework meant looking closely at the community, environmental and economic benefits of the project, and then weaving those perspectives into the plant design and even into procurement efforts. When the project is complete, it will be one of the first power plants in the nation with an Envision Platinum certification.


"It has been a good project for us because we've been able to demonstrate both our engineering expertise and creativity," Quist said.

A unique feature of the design involved incorporating a hookup at the plant to the city's snowmelt system, which currently keeps about 450,000 square feet of downtown streets and sidewalks free of snow and ice. During snowy winter months, water will be diverted from the plant's cooling tower and pumped through the 147 miles of tubing under city streets and sidewalks. The new plant's massive snowmelt pumps can push warm water through an even larger snowmelt area—potentially up to five times larger—allowing lots of room for system expansion. Among its green credentials, the new energy park cuts by half the city's carbon emissions and eliminates almost all of its solid particle pollutants. The plant's property also will serve as a

connecting point for the Macatawa Greenway Trail system. ■

OLYMPIC CONTENDER

EMPLOYEE JASON STARKS MAKES BID FOR U.S. OLYMPIC WEIGHTLIFTING TEAM

 It's hard to miss **Jason Starks** at the JVIC Fabrication Shop in Freeport, Texas. For one thing, the Zachry source inspector is a mountain of a man. He's the one toting the largest lunchbox at the shop. The lunchbox is part of the training regimen for an Olympic contender. In late April, Starks finalized plans for his bid to join the U.S. Olympic Weightlifting team, traveling to Salt Lake City in early May for the U.S. Olympic Team Trials for Weightlifting.

The trip to Salt Lake City was actually Starks' second Olympic experience. He competed for a spot on the 2008 Olympic team and barely missed the cut, finishing second in the 105+ kilograms (231+ pounds) category. His bid for this year's Olympic Games in Rio also fell just short. In two clean lifts, he hurled a combined 741 pounds over his head, but it wasn't enough to make the trip to Rio. Starks finished fourth in his group of 18 competitors. Still, competing at that level is quite a success.

"Making it this far, even making the Olympic trials is huge," he said.

On the job at Zachry, Starks spends his time focused, somewhat ironically, on large cylindrical metal objects—metal piping built in JVIC's fab shop. His job is quality

CONTINUED ON PAGE 6



While Olympic hopeful **Jason Starks** regularly hoists more than 400 pounds of heavy metal over his head, the Zachry source inspector is much more gentle with the metal piping he inspects at the JVIC Fabrication Shop in Freeport, Texas. Here, Starks carefully inspects a weld on piping destined for the Freeport LNG project.
Photo/Nick Grancharoff

CONTINUED FROM PAGE 5

control, making sure that all the piping assembled in the shop meets the correct specifications. Starks has not, he confirmed, attempted to lift any of the heavy piping at the shop over his head.

“No, I haven’t clean-and-jerked anything at the shop—I promise,” Starks said with a laugh.

Chasing an Olympic dream is challenging, especially when you combine a training regimen with a full-time job and a busy household that includes a wife and three children. When training for a competition, Starks will spend up to two-and-a-half hours in the gym, six days a week.

And he’ll eat—a lot, hence the uber lunchbox. When training, Starks consumes 6,000-7,000 calories each day. For comparison, the average active male in the United States needs about 3,000 calories per day.


What advice does Starks have for coworkers wanting to start a new weightlifting or fitness routine? “Don’t give up,” he said.

“It hurts, and it will hurt a couple of weeks or a month or six weeks, but after that you get into a routine,” he said. “Once you get past the physical pain, it makes you feel better; you’ll have more energy, you’ll sleep better and eat better. The pain is worth it, and you’ll be glad you got through it.”

It’s advice worth considering from a Zachry Olympic contender. ■

ONLINE PROTECTION

ZACHRY CYBERSECURITY ANALYSTS ASSESS CYBER-ATTACK RISKS AT THREE DOMINION NUCLEAR PLANTS

 Cybercrime and cyberattacks are an unfortunate part of our world, which means every business or public entity needs to have cybersecurity plans in place. This is especially true with public and private utilities, which could be prime targets because of the disruptions that an attack could cause.

Recognizing the threat, the U.S. Nuclear Regulatory Commission (NRC) issued a rule in 2009, known as 10CFR73.54, requiring all U.S. nuclear power plants to protect their critical assets from a cyberattack. The requirements are numerous and meticulous, as they should be when addressing every potential internal and external cyberthreat to a nuclear power plant.



Cybersecurity analysts from Zachry’s Nuclear Engineering Group based in Stonington, Connecticut, spent more than a year helping Dominion, which owns power plants in Virginia and Connecticut, complete the threat assessment portion of their cybersecurity plan at three nuclear plants. The analysts finished their work in June at Dominion’s Surry Power Station in Surry, Virginia, its North Anna Power Station in Mineral, Virginia, and its Millstone Power Station in New London, Connecticut.

Analysts started at the Millstone plant in March 2015, where they developed procedures for vulnerability assessments, said **David Morin**, senior design engineer and site cybersecurity coordinator. The Zachry analysts then moved to the North Anna plant and finally to Surry, where their work wrapped up in June.

“Doing the assessments, it’s like doing discovery work, looking for things that could be non-compliant under the NRC’s cybersecurity rule,” Morin said. A non-compliant issue could be something like a desktop computer that either is or could be connected to a network of other computers and servers in the plant, or it could be a USB port on a computer that is open and accessible.

“If there is a USB port that doesn’t have a functional need to be there, we have to address that as a vulnerability,” he said. “We must be very black and white; if there is a port or a method to access the system, we assume that it will be attacked by the worst person in the worst way. It results in very secure outcomes.”

Zachry continues to support Dominion’s cybersecurity needs by planning and developing the remediation strategies, procedure revisions and physical design changes needed to ensure full compliance. All U.S. nuclear plants must fully implement the requirements of the cybersecurity rule by Dec. 31, 2017. In addition to Morin, Zachry cybersecurity analysts who worked on the Dominion assessments included **Steve Baker, Randy Brumbaugh, Markus Epting, Dave Moraski, Ed O’Gara, Scott Salisbury, Dave Smith, Sheldon Stricker and Scott Walsh.** ■



Superintendents **Marcelino Valenzuela (Zachry)** and **John Overmier (JVIC)** discuss work they’re performing on an R6000 catalyst reactor at the BASF chemical plant in Geismar, Louisiana. Photo/Nick Grancharoff

TAKING CUSTOMER SERVICE TO ANOTHER LEVEL

JVIC AND ISG COMBINE TO PROVIDE INTEGRATED, SEAMLESS SERVICES FOR CUSTOMER TURNAROUND, SPECIALTY AND MAINTENANCE NEEDS



On a cool, clear day in May—a rarity in Baton Rouge, Louisiana—a team of

JVIC and Zachry employees gather for an informal teambuilding: a Louisiana Crawfish King cook-off just south of the city courthouse steps and within sight of the Mississippi River. They’re prepared with all the accoutrements: plenty of Cajun seasonings, corn on the cob, potatoes—and a homemade aluminum boiler crafted by an expert welder.

“It’s a great way to bring our teams together,” said Zachry’s Project Site Manager **Patrick McKenna**, who oversees maintenance services at the BASF Geismar, Louisiana, plant. He looks on as his counterpart, JVIC’s Director of Southeast Region Operations **Maurice LeBlanc**, oversees the boil. LeBlanc heads up JVIC’s office in Port Allen, Louisiana, just across the river.

McKenna and LeBlanc have great respect for one another. Both grew up in the same area and are welders by trade, and they came to know each other when Zachry acquired JVIC three years ago. McKenna and LeBlanc understand and are

CONTINUED ON PAGE 8



In Baton Rouge, Zachry and JVIC teams from the Geismar, Louisiana, plant enjoy the Louisiana Crawfish King cook-off, benefiting non-profit organizations Junior Achievement and the Big Buddy Program. Pictured from left to right: Patrick McKenna, Robert Culbertson, Courtney LeBlanc, Gerald LeBlanc, Ryan Marten, Cody Gauthier, Jessica Matherne, Tori Matherne, Maurice LeBlanc, and kneeling, Jacques Matherne. Photos/Nick Grancharoff



Maurice LeBlanc, director of JVIC's Southeast Region Operations located in Port Allen, Louisiana, adds Cajun seasoning to a batch of crawfish.

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committed to the Zachry/JVIC partnership because they see the value it delivers to one of their shared customers, BASF. Their sincere desire to work together to provide solutions and unparalleled services to BASF naturally flows down to their employees.

That's exactly the kind of partnership that Zachry and JVIC leaders envisioned three years ago, adding JVIC's turnaround, fabrication and specialty services to the strong Zachry legacy services of engineering, procurement, construction (EPC) and maintenance. The strategic business acquisition of JVIC has broadened the number of services offered to enterprise customers today. And through recent efforts—and a great deal of work by many employees at all levels within both Zachry and JVIC—the vision of bringing greater value to these key customers is coming to fruition.

EVOLVING PARTNERSHIP

"Much of the early partnership between Zachry and JVIC evolved in an organic way," said Enterprise Business Development Vice President **Kenny Manning**. Both companies have the same DNA—relationship-oriented cultures with long track records of successful project implementations—but there were opportunities in coming together operationally and presenting a fully integrated package of services to customers.

Both groups have achieved great momentum working together on major projects along the Gulf Coast, with a focus on partnering as a single-source, seamless provider of services for key customers. "The message here is about making a difference—providing safe, complete solutions—for our customers," said Manning.

Over the last 18 months, JVIC and Zachry have accelerated this natural teamwork with more intentional, focused efforts to create customer value. It has taken planning, commitment and communication from all parts of the company to align people, business practices and processes. "Through this model, we're able to operate and maintain critical assets across multiple sites for a strong competitive advantage," said new Services Group President **Joe Vardell**. The new Services Group combines JVIC and the Industrial Services Group (ISG).

MUTUAL VALUE

Zachry's ISG and JVIC teams—as well as its EPC business areas—have provided safe, reliable and quality services in a seamless fashion. "It's a relationship built on trust, reliability and accountability between Zachry and JVIC, as well as BASF," said former ISG President **Steve Brauer**. With the Services Group reorganization, Brauer is taking on a newly created executive position that aggregates existing critical functions, including safety, health, environmental and quality.

CONTINUED ON PAGE 10

A contractor builds scaffolding between two of the immense towers at the BASF plant in Geismar, Louisiana. The towers—also referred to as distillation columns—are part of a sophisticated process of separating the component substances from a liquid mixture by selective evaporation and condensation.



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The successful completion of an EPC project last year at BASF's Freeport, Texas, site occurred at the same time that ISG was pursuing a contract there. "Through Zachry's safe and quality construction, I think that raised our profile relative to BASF's Gulf Coast Maintenance Initiative," said Enterprise Strategic Development Senior Vice President **Scott Duffy**.

Through its Gulf Coast Initiative, BASF awarded plant maintenance contracts to Zachry for the Geismar plant in Louisiana, and the Pasadena, Port Arthur and Beaumont plants in Texas. The Freeport site was added to this contract a year later, laying the foundation for the integration of maintenance and reliability services at all of its sites in Louisiana and Texas.

JVIC also was awarded critical specialty turnaround work at multiple locations during the first year of the contract.

"They saw the good work we were doing and wanted it for all their sites along the Gulf Coast," said Brauer. "There's a lot of value around transferring lessons learned and best practices that we're able to develop and share at the other BASF sites." But to fully bring out the value of having a single alliance contractor, Zachry created a customized approach to measure performance—both individually and collectively—at all BASF plants.

"We were willing to say to BASF that we'll bundle together all the work they might have ordinarily given to eight-to-10 different contractors, and we'll implement specific programs that are uniquely aimed at helping

them run and maintain these plants better, and more safely," said Duffy. "Ultimately, this leads to both individual and integrated value. It ensures the whole system is doing well, and if one plant isn't, we share resources and knowledge to make it successful."

In fact, this approach and many early successes led to BASF naming Zachry as Supplier of the Year in Innovation earlier this year. "It takes both parties to form a truly symbiotic relationship," said Duffy. "It drives commercial and operational alignment around BASF's priorities, which encourages both sides to remain focused on common objectives."

OWNERSHIP THAT DRIVES QUALITY

Another benefit for the customer is the focus on quality and safety within both Zachry's and JVIC's cultures.

"There's a lot of science behind how BASF measures their asset effectiveness—how well they're running specific equipment in plants," said Duffy.

"We focus our efforts on increasing the likelihood that a mechanical component will run as long as possible in a safe mode," said Duffy. "We design training and gather engineering data, as well as data from manufacturers, and we study the failure history of the equipment, identify the root causes of failures and then help our craft people understand what attributes of the repair are most critical to making a mechanical component run as long as possible." This uncommon investment in quality and customer service goes well beyond the first layer of service. It takes the

CONTINUED ON PAGE 12

JVIC Boilermakers Jacob Hughes and George Kilsby change out bolts on a flange at the BASF plant in Geismar, Louisiana. Photos/Nick Grancharoff



Zachry's Tyler Anderson Thomas emerges from a catalyst reactor tank after completing welding work inside. The team was prepping the tank for catalyst loading later that evening. Seated in the foreground is JVIC Firewatcher Brandi Boudreaux.



Rows and rows of railroad tank cars sit waiting to be loaded with various types of chemical liquid and gaseous products produced by catalyst reactors and towers at the BASF Geismar plant. Photo/Nick Grancharoff

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partnership to a level of true stewardship—a key differentiator that customers get when they turn to Zachry.

“To have a plant that gets costs down and reliability up over an extended period of time is achievable only with a long-term strategy,” he said. “Sure, you have to see short-term improvements, and there are check points along the way, but the ultimate objective is to get to better asset effectiveness metrics at competitive cost.”

OPPORTUNITIES

These days, Vardell sees opportunities everywhere. “A day doesn’t go by where I’m not presented with opportunities across our system for JVIC to provide additional value for ISG, or for ISG to provide similarly with JVIC

customers,” he said, acknowledging that while Zachry and JVIC operate under different brands, it’s all Zachry.

Under a renewed focus on overall service to customers—and through teamwork and alignment between the two organizations—the new Services Group is positioned to work as one single solutions provider. The identities have helped people recognize that each has distinctive skill sets,” said ISG General Manager **Don Empfield**. “Most know JVIC as a specialty contractor—and when they hear Zachry’s name, they know that besides a long and successful record of providing EPC work, we also do an outstanding job of providing day-to-day continuous maintenance support.”

McKenna and LeBlanc understand these nuances well. “They set the standard for the rest of Zachry,” said

JVIC’s Operations Vice President **Bruce Hessler**. “They live and breathe the Zachry focus on collaboration.”

McKenna and LeBlanc met in 2013, working at Dow’s St. Charles plant in Louisiana where ISG was a nested contractor. “We just clicked right away,” said McKenna, who explained that he brought in JVIC to help with pipe fabrication. That project work went so well that McKenna brought JVIC’s specialty expertise into another project at the Geismar plant.

Through the BASF work, they developed an understanding of the distinct capabilities that each of their organizations brought to the table, building a relationship founded on trust and accountability. “When we moved to BASF, we started working with McKenna’s group on special maintenance projects, small capital

maintenance and doing turnarounds in various units,” said LeBlanc. JVIC continued to help fill specialty positions when McKenna needed them. “Maurice and his team make me look good whenever I call them in,” said McKenna.

PERFECTING THE HANDOFF

Transferring work smoothly between teams is integral to providing customers with a seamless, transparent process. For McKenna’s and LeBlanc’s teams, it came naturally. “We just did what made sense,” said McKenna.

Often, McKenna’s crew is out in front doing pre-work so that when LeBlanc’s specialty JVIC crew arrives, they can efficiently get the work done and move on to the next job. After LeBlanc’s team moves out, McKenna’s team performs the normal mechanical maintenance work. The teams work seamlessly.

Both leaders agree that their success is the result of good conversations and a willingness to learn. “It all comes down to business 101,” said LeBlanc. “From the beginning, we set firm expectations among our employees that we were working cooperatively. We work safely and communicate well.”

It also helps that the two coordinate a few team activities outside of work to help everyone get to know each other and promote enterprise recognition. “We don’t participate as two teams—we participate as one,” said McKenna. “It’s more than just knowing a name—it’s about getting to know the person.”

When the teams first met, McKenna said that JVIC employees introduced themselves and explained the work they do. In turn, when JVIC enters a plant where ISG is a nested contractor, ISG craft workers help orient JVIC craft workers and answer questions or concerns about the work site. “You have to understand the strategic vision and work together, not in silos,” said McKenna. “That, and doing safe, reliable work is key to maintaining a steady workforce and continuing to get more work.”

McKenna’s and LeBlanc’s strong partnership demonstrates how Zachry is providing BASF with a safe, highly efficient, scalable and reliable platform for its maintenance, turnaround and specialty services. It’s a relationship that Zachry hopes to build upon by offering an array of capabilities—including its EPC services—to meet the full-range, long-term needs of its customers. ■



JJ Yeley (above) took over as driver of the Zachry Camry in April. Photos at right show members of the Zachry racing crew prepping one of the No. 44 Toyotas for an upcoming race. Photos/Nick Grancharoff



NASCAR AND ZACHRY

AIMING FOR HIGHER PERFORMANCE IN THE SECOND HALF OF 2016

The 2016 racing season for Team Zachry—its second year in NASCAR’s XFINITY series—began with high hopes. At the end of the 2015 season, TriStar Motorsports, which manages Zachry’s NASCAR team, made some notable changes to boost the team’s competitiveness in 2016. Those changes included bringing in a new crew chief, a new engineer and a new car chief. The new crew chief, Frankie Kerr, brought 13 years of experience as a NASCAR crew chief, including nine years in the “Big Show” Sprint Cup series. In June, Kerr was inducted into the National Sprint Car Hall of Fame & Museum for his career achievements.

But even with these changes, the start of the new season in February and March didn’t go well. A top 20 finish for David Starr and the Zachry 44 Toyota right out of the chute was followed by an early exit in Atlanta due to a mechanical problem. That was followed by a couple of top 20+ finishes and then another mechanical issue that forced the Camry to the garage early at the Auto Club Speedway in Fontana, California. By late March, with seven races complete, Team Zachry wasn’t firing on all cylinders. Those team changes last November weren’t producing the expected results, so

in April, TriStar stepped in and made another change: a new driver for the 44 Camry.

Enter JJ Yeley, the 39-year-old from Phoenix who started racing Quarter Midgets—think high-speed go-carts—at age 14. Notable career highlights for Yeley include:

- Qualifying at age 21 for the Indianapolis 500, where he finished ninth.
- Winning a United States Auto Club (USAC) Sprint Car Series championship in 2001 and a USAC Silver Crown championship in 2002.
- Posting a record 24 USAC Sprint Car wins in 2003, which broke racing legend A.J. Foyt’s record of 19 wins back in 1961.

Yeley made the jump to NASCAR in 2004, driving part time in NASCAR’s Busch Series for Joe Gibbs Racing. He joined TriStar in late February.

With Yeley behind the wheel of No. 44, Team Zachry broke into the top 15, notching a 12th place finish in Richmond, Virginia, in late April, and an 11th place finish at Dover International Speedway in mid-May. As with any team sport, adjustments are always possible to ensure that the team competes at the highest level. With the changes thus far, the second half of the 2016 season should be exciting to watch. ■

NASCAR XFINITY SCHEDULE

- July 8 Kentucky Speedway
NBCSN, 9:30 p.m. CST
- July 16 New Hampshire Motor Speedway
NBCSN, 5 p.m. CST
- July 23 Indianapolis Motor Speedway
NBCSN, 4:30 p.m. CST
- July 30 Iowa Speedway
NBCSN, 9 p.m. CST
- Aug. 6 Watkins Glen International
CNBC, 3 p.m. CST
- Aug. 13 Mid-Ohio Sports Car Course
USA, 4:30 p.m. CST
- Aug. 19 Bristol Motor Speedway
USA, 8:30 p.m. CST
- Aug. 27 Road America
NBCSN, 4 p.m. CST
- Sept. 3 Darlington Raceway
NBC, 4:30 p.m. CST
- Sept. 9 Richmond International Raceway
NBCSN, 8:30 p.m. CST

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The first of two brand new General Electric combustion turbines makes an aerial entry to its new home at Exelon's Wolf Hollow project site in Granbury, Texas. Photo/Zachary Spence



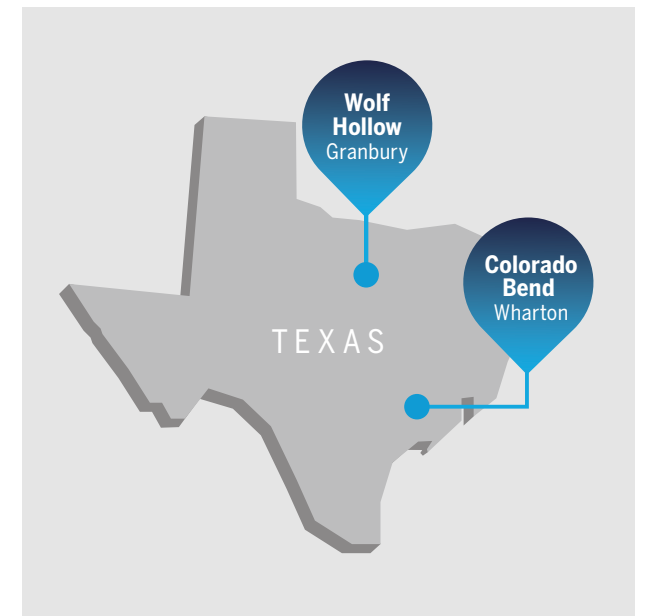
EXELON SITES

ZACHRY IS THE FIRST TO INSTALL NEW CLASS OF TURBINES

The four brand-new GE turbines—two for the Wolf Hollow Generating Station in Granbury, Texas, and two for the Colorado Bend Generating Station in Wharton, Texas—will carry serial numbers 1-4 for the new GE 7HA.02 turbine fleet. The new H-class turbine is generating buzz in the industry because it offers the highest output and efficiency; it also is more cost-effective and environmentally friendly, thanks in part to its air-cooled technology, which significantly reduces the amount of water needed to keep the turbines spinning.

Each new turbine provides the lowest life-cycle cost per megawatt, due in part to its more than 61 percent combined-cycle efficiency, according to GE. Thermal efficiency of 55 percent is considered high for combined-cycle plants, which generate electricity by burning natural gas and using residual heat to produce steam.

The other attractive feature of the new H-class turbine is it requires fewer workhours to construct. Project Executive Randy Allison said the new turbines have a “modular design” that reduces the time it takes to install the turbines. GE’s own marketing brochure states that the installation requires 10,000 fewer workhours than its older F-class turbines.



- The Wolf Hollow project should be finished by March 1, 2017, and the Colorado Bend project about 45 days later.
- When the two projects are complete, the new units will add more than 2,000 megawatts of electricity to the Texas energy grid.

INGENUITY IN ACTION

SCHEDULE SHIFT PROVIDES OPPORTUNITY FOR CREATIVE THINKING

When you're building something big—really big—and something comes up that requires a shift in the work schedule, you can view it as a setback, or you can see it as an opportunity. Project teams at Exelon's Wolf Hollow and Colorado Bend construction sites took the latter view when they learned late last year that General Electric needed a bit more time to test and perfect its brand new H-class gas turbine. To keep both projects on track, Zachry and GE put their heads together to come up with a way to adjust the schedules at both sites.

The solution was ingenious: Deliver and install “mock” turbines to keep the sequence of work at the project sites on schedule.

This is Zachry at its best—employees with a can-do attitude and a spirit of collaboration pulling stakeholders and partners together to find a solution. It's also the kind of ingenuity that just might lead to more efficient methods of construction.

“We figured out a way to take lemons and make lemonade,” said **Randy Allison**, the project executive for the Wolf Hollow project in Granbury, Texas, and the Colorado Bend Project in Wharton, Texas. Zachry

is building two nearly identical combined-cycle gas generation plants for Exelon at the two sites. When complete, the two new units will add more than 2,000 megawatts of electricity to the Texas energy grid.

Allison explained that four combustion turbines—two at Wolf Hollow and two at Colorado Bend—are the first four production models of GE's new highly efficient H-class turbine, and GE wanted to make doubly

sure that those first production models were ready to perform as designed. A Zachry and GE team looked closely at the turbine installation schedules at both sites. “We brought together a team in November and came up with six or seven technical options for each site. Some options were riskier than others, and some just weren't possible.”

CONTINUED ON PAGE 22



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EMERGENCY REPAIR

JVIC CREW WORKS AROUND THE CLOCK TO GET A COAL-FIRED GENERATOR BACK ONLINE IN OKLAHOMA



The Grand River Dam Authority in Oklahoma was recently in a heck of a pickle. A key piece of emission control equipment at its Grand River Energy Center in Chouteau, Oklahoma, was still down after a scheduled major turnaround. This meant one of two coal-fired generators at the plant wasn't producing electricity for customers. A contractor tasked with fixing the equipment was having trouble, and the schedule was slipping.

On the sidelines was JVIC, Zachry's turnaround and specialty services business, which has staffed a maintenance and outage group at the energy center for more than 10 years. **Todd Russell** and his JVIC team at the energy center know the workings of the plant inside and out, and they're accustomed to jumping in—day or night—to resolve any urgent situation.

In the power generation business, having one generating unit down in a two-unit plant is unsettling. The two coal-fired units at the energy center together produce just over 1,000 megawatts, providing power to all or a percentage of residential and commercial customers in 75 of 77 Oklahoma counties. With one unit down, energy center owners—the dam authority and KAMO Power—were just one mechanical emergency away from having both units down. That would mean having to purchase costly power from the open market to meet its customers' electricity needs. The pressure to get the unit back online was rising; the repair schedule could not slip any further.

This was an emergency situation, so the dam authority placed a call to its dependable partner. Russell answered on the first ring. Could JVIC fix the emission control equipment according to the original schedule, which would give Russell and his team just seven days? "Let me put my eyes on it before I commit," Russell told them. Within a couple of hours, he was at the energy center, where he met with managers at the dam authority and engineers who were overseeing the plant's

"JVIC has done many good jobs for GRDA, but this is one of the best. Working through the weekend, all repairs were completed in seven days as promised with no catastrophes, accidents or quality issues. Frankly, our engineers were amazed and greatly impressed."

— **Charles Barney, Assistant Vice President at the Grand River Dam Authority**

major outage. Russell was in the spotlight, and he stole the show. According to a commendation letter from the dam authority, the group was "impressed with his grasp of the difficult technical challenges that involved weld fabrication, quality, safety, cranes, staffing, crew organization and schedule."

Russell earned the job on the spot. He and his JVIC team were in their element, and they got to work immediately. The clock was ticking.

"We had a ton of stuff to get done in a short time-frame, but we committed to it," he said. "I immediately focused on our schedule and on ramping up the resources to start working around the clock and get this problem solved for our customer."

The next seven days were a whirlwind. Russell heaped praise on his human resources support team, which immediately focused on boosting the JVIC presence at the plant to more than 40 top-notch craft workers. "Thankfully, I've got great people behind me to help me feel confident making commitments to our customer and helping me keep those promises; without them, we could not satisfy the needs of our customers like we do," he said.

Russell focused on scheduling the shifts for a 24/7 schedule, even juggling short meal breaks so the work never stopped. "The scope of work grew every day,

GRAND RIVER ENERGY CENTER

• **The Grand River Dam Authority's** coal-fired energy center transformed the authority from a small, northeastern Oklahoma hydroelectricity producer to a major electricity supplier for the region.



• **Located in Chouteau, Oklahoma,** the facility consists of two coal-fired units; a 490-megawatt unit and a 520-megawatt unit.

• **Meeting rigid government environmental standards** is a top priority at the energy center. The facility is equipped with extensive pollution control equipment and also serves as an informal wildlife sanctuary. The energy center's cooling ponds provide food and rest for thousands of migratory waterfowl, while deer and other wildlife also can be seen on the grounds. No hunting is allowed on the site.

Smokestacks tower over the Grand River Energy Center. Photo/Grand River Dam Authority



but I never asked for another minute to get the additional work done," he said. "I think that shocked them, that I didn't ask for another minute."

In a fast-paced, around-the-clock work environment, mistakes can happen and people can get hurt. That didn't happen, Russell said, crediting **Victor Porter**, the divisional safety manager of JVIC's Midwest Division, for making sure everyone stayed safe.

"At the end of the day, we didn't scratch a finger," he said. "Anytime you're in a small area with quite a few people working around the clock, you really have to cross your t's and dot your i's to make sure that no one gets hurt. (Porter) knew what I had promised and the pressure we were under, and he did everything I expected him to do as a team player."

As promised, the emergency repair was complete in seven days. JVIC's performance earned a glowing letter of commendation from the dam authority. "Under your

direction," the letter from dam authority Assistant Vice President Charles Barney to Russell stated, "JVIC has done many good jobs for GRDA, but this is one of the best. Working through the weekend, all repairs were completed in seven days as promised with no catastrophes, accidents or quality issues. Frankly, our engineers were amazed and greatly impressed."

Russell takes pleasure in that last sentence, because he believes some didn't think the repair work could be done in seven days. That makes the success sweeter, and Russell is quick to say that his team's performance wasn't out of the ordinary.

"For me, this is what I do—anything that comes up emergency-related, this is what I do," he said. "When it's an emergency for the customer, we treat it like it's an emergency for us. This wasn't out of the ordinary for us; in the end, we did what we told the customer we were going to do." ■



Photo/Celeste Williams

MY NAME IS JEFF KEEPEES, AND I AM ZACHRY.

I AM ZACHRY

My last name is pronounced Keep-es, and I'm a project manager in the Industrial Services Group's Power Business Unit. I've been with Zachry for 18 years, starting with a base crew at Duke Energy when Zachry came in and transitioned employees at the coal-fired Gibson site in Indiana.

As project manager for six Duke Energy sites in Indiana and Kentucky, I'm constantly interacting with our customer, upholding our contract and advocating for our employees on site. We provide ongoing work at each site, including operations and maintenance, capital project support and outage services.

I started my career with Zachry as a pressure part welder. I also worked in quality control, where I taught welding, was a quality field inspector and then a quality control manager. I was promoted to superintendent over four northern power plant sites in Indiana and Illinois, then to superintendent back at the Gibson Station, where I originally started. The Gibson Station, a five-unit facility that produces a total of 3,200 megawatts, is Duke's largest power plant. It was a bigger and more demanding job, but fulfilling. I was able to interface with the guys and help them with issues on the side or to grow in their craft.

My current position is also fulfilling. I could not ask for a better team than the one I work with now; they all go above and beyond. What I like about all my positions at Zachry is that I've been able to interact with both employees and customers. I've been able to work with a lot of great people and also help employees grow in their crafts and in leadership skills. You see them maturing and stepping up to the plate with their peers and customers. It's a part of my job that I really enjoy.

When I taught welding, I was teaching people a skill they can use the rest of their lives, to earn a living and provide for their family. It's an awesome feeling to know that. I had one of my guys tell me after he succeeded in passing the test, "Jeff I don't know how I can repay you." And I told him that if he ever had a chance to teach someone else a new skill, to do it—to pay it forward.

Zachry by far is the best company I've ever worked for. They believe in their people, and they believe in offering opportunities to anyone who has the desire to do more.

They also have a culture of safety. These aren't just words, they truly walk the talk.

Safety was non-existent at other places I've worked. When I was younger, safety wasn't a priority and it seemed like more of a hindrance. I thought I was 10-foot tall and bullet-proof. Then I had an experience working for another contractor. I was on a platform about 20 feet off the floor and fell. I was lucky—I bounced off a few pipes before hitting the concrete floor. The pipes actually slowed my descent and lessened the impact. I did not come out of it uninjured, but I was lucky I was not hurt any worse than I was.

This taught me to see the value of safety for both craft workers and how it can affect their families. At Zachry, I feel like I can influence other young people and help make them believers in the importance of safety. When it comes down to it, the people in the field are why we all have jobs. They do what they do every day and that's something we can't forget. It's hazardous work and if something happens, your life can change in a split second.

I'm really humbled by this award. I'm just a quiet guy. I work hard and look out for my people. I give my all and treat people how I want to be treated, not just at work, but elsewhere. That's what matters most to me, and that's why I AM ZACHRY. ■

MY NAME IS MELANIE WHIPPLE, AND I AM ZACHRY.

I AM ZACHRY

My job is helping make things easier for people, and I love it. I'm a trainer, and I've worked for Zachry for five-and-a-half years. Currently, I'm the training supervisor for the Freeport LNG project, in Freeport, Texas, and I've been in this role since August of last year. It's a huge construction project with lots and lots of people, and it's my responsibility and my team's responsibility to make sure everyone receives the training needed to do their best work. It's a challenging job, and there's never a dull moment.

I'm new to Texas, and the transition to Brazoria County has been pretty huge for me. I'm a Midwest girl, which you'd notice right away if you hear me talk. I moved to Texas from Cincinnati, Ohio, which is not too far from my hometown of Detroit. In Cincinnati, I spent about four-and-a-half years as Zachry's Midwest regional training supervisor. I worked for (Project Manager) **Matt Glad**, who gave me opportunities to stretch beyond my primary training role into things like coaching and goal-setting. I worked with Industrial Services Group (ISG) maintenance employees at customer sites, doing things like making sure frontline supervision training and craft training were available and completed on schedule.

Before I applied for the job in Cincinnati, I hadn't heard of Zachry. When I read the job description for the regional training supervisor, it seemed like a good fit. When I got there, it was just fantastic. It's not often that you find that perfect marriage in a job, one that fits what you have to offer and also gives you the opportunity to be challenged. I jumped right in and went full-speed ahead, enjoying every bit of it.

I've always had that "give-it-all-you've-got" mindset. I probably got it from my dad, who worked at the General Motors plant in Detroit, and also had his master electrician license. When I was growing up, he worked full time at the GM plant and also had his own residential electric service on the side. I can remember my dad getting home in his GM "blues," changing clothes and then going back out to work for his little electric business.

My first job was working as a salon assistant when I was 15. From there, I moved to the reception desk, and then I did the same job for two salons in the chain. I kept that up until I left for college at Michigan State. For a girlie-girl at that time in my life, working at a salon, getting my hair done for free; there was no better job on the planet!

That job is far removed from what I'm doing now at FLNG. There are so many people, and this job pushed me further and harder than I thought I could go. I thrive in people-driven roles; I have a need in my life to fix things that aren't working



Photo/Nick Grancharoff

properly, whether it's a dog that I adopted that has issues, or something I see in the workplace that can easily be resolved. I noticed, for example, people struggling with Microsoft Excel, and I can help fix that! In a previous job, I helped people with computer-based training, so at FLNG I can provide Excel training on the job site. People appreciate that—if I can provide a little bit of relief, I'm grateful to be able to do that for them.

When I'm not working, I enjoy dance and theater. In Cincinnati, I supported the Cincinnati Ballet and also volunteered for the ballet's Educational & Outreach program, which provides fine arts exposure to lower income students and provides ballet for autistic children. I am getting acquainted with the Houston Ballet, and making connections with local artists at festivals and events.

It's an exciting time to be in training at Zachry. My department to me is the greatest place to be. Sharing the opportunities at Zachry with craft workers, foremen and superintendents is tremendously satisfying. I tell people that at Zachry you need two things—first, you need to jump in and swim, and second, you need a sense of humor. If you're doing something that you don't like, hang in there; you'll get another opportunity coming around soon, and someone will be there to help you every step of the way. For me, I like working, I like feeling productive; without working, I'd be bored, and I hate being bored. That's why I AM ZACHRY. ■

NOMINATE A PEER! Do you know an employee who lives the Zachry values? We want to hear from you—especially craft employees! Send your nominations to ForceReport@Zachrygroup.com.

The team finally agreed on an innovative plan to install a turbine casing shell at Wolf Hollow and a “fabricated jig” that Allison described as a “wrought-iron turbine structure” at Colorado Bend. The two mock turbine stand-ins allowed construction teams to continue mechanical and piping work that usually doesn’t start until the actual turbine arrives. “Staying on schedule was the goal, making sure we didn’t slip the schedule at all,” said Wolf Hollow Project Manager **Sam Awalt**. “We’re still on schedule, and we don’t plan to let it slip.”

The “making lemonade” part of the solution could be a more efficient installation plan. Allison said the new H-class turbine is designed as a modular unit, which reduces the installation time. The installation process involved making all the connections and doing all the preparation work, everything from “setting the turbine on anchor bolts, to first fire,” he said.

The mock turbines provided the flexibility to keep the installation schedules on track even though the actual new turbines weren’t in place for all of the installation work.

“This gives us the opportunity to look at a different execution plan,” Allison said. “If we gain efficiencies from installing these turbines in this unique way, there may be things we learn that we can leverage into future EPC contracts; this is an opportunity for us to get smarter, more efficient and competitive.”



The turbine blades within this precious package will soon be spinning, turning natural gas into megawatts at the Wolf Hollow Project in Granbury, Texas. Photo/Zachary Spence

In early May, Allison said the two mock turbines were keeping things on track at both Exelon sites. The first new turbine arrived at the Wolf Hollow site just after May 1. Project teams were all cautiously optimistic that they could hit all milestones on the construction timeline to keep the projects on track for the overall completion dates of March 1, 2017, at Wolf Hollow, and 45 days later at Colorado Bend.

“That’s still the plan, and we’re still executing to that plan,” Allison said. “Overall, it’s a novel idea to bring in the mock turbines, and going through this helps us shift our thinking about how the pieces are put together. New thinking usually means new ideas and new ways of getting the work done; that’s always a good thing.” ■

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EEO & HARASSMENT POLICIES

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

EQUAL EMPLOYMENT OPPORTUNITY (EEO) POLICY

It is the policy of Zachry to assure that employees and applicants for employment are 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. Moreover, all employees are encouraged to refer qualified applicants to apply for employment, training, or promotion with the company regardless of race, religion, sex, color, national origin, age, physical or mental disability, or status as a veteran.

Zachry’s policy of nondiscrimination applies to all work-related actions. These actions include, but are not limited to, the following: 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.

To promote our continuing commitment to diversity, reasonable accommodations will be made for qualified disabled persons according to existing federal, state and local 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, INCLUDING SEXUAL HARASSMENT

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

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.
- Such conduct unreasonably interferes with an individual’s work performance or creates an intimidating, hostile or offensive work environment.

WHO TO CONTACT

- **Dispute Resolution Program**
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RESPONSIBILITY

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

COMPLAINTS

Employees or applicants for employment who feel they have encountered a situation that may be in violation of these policies are encouraged to make known their concern as soon as possible. Applicants for employment are encouraged to utilize the Dispute Resolution (DR) Process by contacting a DR representative. Employees are encouraged to discuss their concern or complaint of perceived 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 utilize the company’s DR 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 facilitated at the corporate 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, employees must promptly notify a DR representative. The DR representative will provide answers to inquiries under these policies and, when appropriate, will promptly and thoroughly investigate complaints. The company recognizes that employee input is essential to the success of these policies.

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.

DOCK RISING

LA CONSTRUCCIÓN DE UN EMBARCADERO

PHOTO ESSAY BY NICK GRANCHAROFF • ENSAYO FOTOGRÁFICO DE NICK GRANCHAROFF

MODULES DELIVERED,
CONNECTED TO COMPLETE
WORK ON DOCK 3 AT P66 SITE

What a difference 10 months makes on a massive construction site in Freeport, Texas. Photos on these pages and on the foldout pages vividly show the work that has been done on Dock 3 at the Phillips 66 project site. Dock 3 is the third dock that joint venture partners Burns & McDonnell and Zachry (BMZ) are replacing as part of the Freeport LPG Export Project. The docks will allow products, including liquefied petroleum gas, to be loaded onto ships bound for destinations across the globe.

HAN LLEGADO LOS MÓDULOS Y SE HAN
CONECTADO PARA COMPLETAR EL TRABAJO
EN EL EMBARCADERO 3 DEL SITIO P66

En este ensayo, se documentan los increíbles cambios en 10 meses de construcción del gigantesco proyecto Phillips 66 en Freeport, Texas y su Embarcadero 3. Este es el último embarcadero de la colaboración entre Burns & McDonnell y Zachry (en inglés, BMZ) y es parte del proyecto en la Estación de Gas Líquido Freeport. Gracias a los embarcaderos, se podrán cargar buques petroleros con productos de gas líquido para internacional mundial.



July 2015
Julio de 2015

May 2016
Mayo de 2016

Above: On a warm day last July, cranes lift the bridge module for Dock 3 off of a transport barge and gently set it in place at the Phillips 66 plant in Freeport. The bridge was the first of five large, prefabricated modules installed at Dock 3.

Arriba: En un típico día caluroso en julio, llaga la barcaza y las grúas levantan el módulo de puente para el Embarcadero 3 de la Planta Phillips 66 en Freeport. Ese fue el último de 5 módulos prefabricados que fueron necesarios para ensamblar el Embarcadero 3.

Above: No, that's not a ghost on the catwalk. The image of a Zachry employee is blurred in this time-lapse photo, taken near the hulking assortment of prefabricated modules that make up Dock 3 at the Phillips 66 project site in Freeport. The replacement Dock 3 is scheduled to become operational in July.

Arriba: No se trata de un fantasma en los andamios, sino el movimiento de un empleado en la toma de exposición periódica a largo plazo que se tomó de la gran variedad de módulos prefabricados que se usaron para edificar el Embarcadero 3 de la Planta Phillips 66 en Freeport, que iniciará operaciones en julio.



July 2015
Julio de 2015

Left: Work continues into the warm July night securing the bridge module for Dock 3 at the Phillips 66 project site.

Izquierda: Se prosigue con el trabajo de anclado del módulo de puente hasta ya entrada la noche en la Planta de Exportación de gas líquido Phillips 66.



May 2016
Mayo de 2016

Left: Ten months later, night work continues beyond the bridge module as new Dock 3 modules are added and assembled. BMZ assembled a total of 13 huge modules at the three Phillips 66 docks in Freeport.

Izquierda: Diez meses más tarde se continúa montando el módulo de puente de noche, conforme el Embarcadero 3 se finaliza. BMZ ensambló un total de 13 gigantes módulos para construir los tres muelles en la planta Phillips 66 en Freeport.

May 2016
Mayo de 2016

Low coastal clouds reflect the glare from bright lights on a humid night this past May, as workers at the Phillips 66 site in Freeport, Texas, connect newly arrived modules at Dock 3, the third dock that joint venture partners Burns & McDonnell and Zachry (BMZ) are replacing at the site. The plan is for Dock 3 to be ready in July to load product into awaiting ships for transport across the globe.

La baja cubierta baja de nubes refleja las luces eléctricas durante el trabajo nocturno este pasado mayo en el proyecto Phillips 66 en Freeport, Texas, mientras descargaban recién llegados módulos para el último de tres embarcaderos de reemplazo que fueran construidos en una colaboración entre Burns & McDonnell y Zachry (BMZ). El embarcadero entrará en operación para la exportación de productos de gas líquido internacionalmente.

