

ZACHRY

FORCE REPORT

MARCH / APRIL 2015

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





DEAR READERS,

It is truly a busy, exciting time at Zachry. As we look at this issue of the *Force Report*, there are a number of articles about new projects with customers for whom Zachry has performed many projects and services over the years. While it is always rewarding to land a new customer, it is especially rewarding to see a customer hire Zachry repeatedly to execute multiple projects and services. It is that repeat business that validates our core value of service, which is highlighted in this edition.

At Zachry, we work hard to explicitly understand our customers' goals. Many times, our customers hire us to plan and build some of the largest project investments that their corporations will ever undertake. It is incumbent upon all of us at Zachry to understand their needs first, then to utilize our services to deliver distinctive value. While there are many services we can offer at Zachry, we continuously focus on these four objectives:

- **Developing safe work practices** to eliminate the possibility for injury in our workplaces
- **Maintaining a strong commitment** to the development of a skilled craft workforce
- **Providing experienced management teams** for every assignment
- **Utilizing consistent execution and planning** processes for every task

We cannot have real success without performing our work safely. From design to construction and fabrication to maintenance, safety has to be planned and communicated in everything we do. We design, build and maintain very complex industrial facilities, so there are always risks that must be identified and eliminated. We establish and constantly reinforce safety procedures to create a safety culture among our employee teams. It enables them to identify potential hazards in advance, develop plans to eliminate those hazards and send everyone home safely every day. Just as importantly, if we encounter a safety risk on a particular task, every individual is empowered to stop that task until it can be executed safely. Safety truly is our primary core value at Zachry.

Our commitment to maintaining a skilled craft workforce is reflected in our Heart of Zachry Award, the company's most prestigious site and project safety recognition. The award reads, "In the hands of our craft worker lies the Heart of Zachry." Nothing could be truer at Zachry. The essence of our project delivery and maintenance capabilities is our craft workforce. While the current industrial construction boom has focused the industry's attention heavily on recruiting and



"Safety, skill, experience, and consistent execution and planning will continue to be the cornerstones of the overall value that Zachry provides."

— **Ralph Biediger, President, Construction Group**

Photo/Alissa Hollimon

retaining skilled workers, we've never stopped doing that. For more than 90 years, our direct-hire approach has consistently allowed us to find and train the best craft employees. Given ongoing industry demand, we are increasing our craft training and development initiatives this year at an unprecedented level to sustain our standards of quality.

Our capacity to provide experienced management teams for every assignment results from our practice of cultivating the professional development of our existing employees. Over the years, we've assembled some of the most experienced and knowledgeable engineers, managers and superintendents in the industry. They understand how to effectively interface with customers, suppliers and partners to build the solid working relationships that are keys to success when executing turnkey engineering, procurement and construction (EPC) projects, as well as other work.

Having the right people is essential to success, but they can only do so much without consistent planning and execution processes. The dynamic and complex nature of our work demands the best in systems and methods. But, it is not the system that is most important, rather, the consistency of our planning processes. This consistency ensures that every supervisor and every manager on every project can manage our work the same way. Proven procedures allow us to train new leaders and be assured that, no matter the assignment location, they will be accustomed to the planning process at any given design center or particular project.

As I noted above, it is an extremely active period in many of our market sectors. An increasing volume of work can quickly create increasing distractions. At Zachry, however, no amount of work will ever divert our attention from steadily applying our time-honored approaches. Safety, skill, experience, and consistent execution and planning will continue to be the cornerstones of the overall value that Zachry provides.

Ralph **Ralph**

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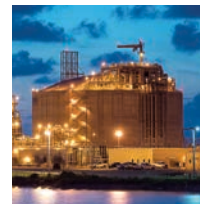
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We want to hear from you. The process for submitting information for any story idea is simple. Send your *Zachry Force Report* story ideas, including contact information for those involved, to *Zachry Force Report* Editor Brian Dwyer at dwyerw@zachrygroup.com 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.

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Members of Zachry's Mill Creek project team pull a 73-ton Boeing 757 to help raise money for Special Olympics Kentucky. Photo/Site

STRENGTH IN SPIRIT

MAMMOTH OBJECT MEETS UNSTOPPABLE FORCE



The object: a 73-ton Boeing 757.

The force: a 20-member team of employees from Zachry's air quality control system (AQCS) project at the Mill Creek Generating Station in Louisville, Ky.

The Zachry team faced off against 32 other teams in the 2014 Louisville Plane Pull, a fundraiser for Special Olympics Kentucky. Each group, whether in the co-ed, men's or women's division, sought to pull the jumbo jet a distance of 12 feet in the least amount of time.

Zachry's team of men and women came together quickly, but there wasn't much time to train or practice according to **Amy Conde**, the procurement coordinator who helped spearhead the effort. One team member, however, researched tug-of-war techniques, resulting in the strongest team members being placed up front, closest to the plane, while the others were spread out behind them in the line.

The team raised enough money to take three pulls. The team's second pull, at 7.02 seconds, narrowly missed the winning time in the co-ed division by .02 seconds.

In all, the event raised \$116,000 for Special Olympics Kentucky.

Conde indicated that employees are looking forward to the 2015 competition, but will assemble the team earlier to allow time to practice, as well as to prepare for competition in other categories, such as the one for showing the most spirit.

"When we came back to the plant and showed pictures, everybody was really excited," Conde said. "We will definitely compete again." ■

CONTRACTS SIGNED

EXELON ENTRUSTS EPC WORK TO ZACHRY



When one of the nation's leading competitive power generators determined the need to expand capacity at two of its power plants, it declined to put the contract out for bid and, instead, asked Zachry for an open proposal.

The result is that Zachry is performing engineering, procurement and construction (EPC) services for Exelon Generation to add a combined-cycle gas turbine (CCGT) unit to both the Colorado Bend Generating Station in Wharton County, Texas, and the Wolf Hollow Generating Station in Granbury, Texas.

"It's a great privilege to work with a customer of Exelon's stature, and, undoubtedly, Zachry's excellent reputation is a key reason they chose Zachry," Project Executive **Randy Allison** said.

A tight schedule has necessitated an aggressive approach to engineering and construction. Project completion is set for March 2017 at Wolf Hollow and one month later at Colorado Bend.

"Fortunately, the layout is similar at both sites, which supports our goal of engineering once and building twice," Allison explained.

Allison noted that each site has a combined laydown and construction area of roughly 75 acres. He said that approximately 1,200 EPC employees in all would be involved at the peak of construction.

These expansions represent the first U.S. orders for GE's new HA gas turbines. Each H-class turbine will add approximately 1,000 megawatts of generating capacity to each site, while being among the cleanest, most efficient CCGTs in the state and the nation. ■

STRONG CUSTOMER RELATIONS

ZNE IMPLEMENTS DESIGN CHANGES DURING COOPER NUCLEAR STATION OUTAGE



Zachry Nuclear Engineering (ZNE) has added to its long history with the Nebraska Public Power District by recently implementing design changes at a nuclear station that had been in development since 2009.

Mechanical engineers **Tom Maher**, **Bob Simons**, and **Bill Liewehr**, along with Chicago Office Manager **Greg Standinger**, were on hand to implement the changes during a refueling outage at the 800-MW Cooper Nuclear Station (CNS). ZNE had been developing designs to replace critical plant elements, including the reactor recirculation pump impeller and a high-pressure coolant injection motor-operated valve.

"CNS has been in operation since 1974, and upgrades are necessary to keep the plant up to standards. We were only able to implement the design changes during a plant outage, so timing was critical and precision was key," said Maher, ZNE principal engineer, mechanical engineering.

During this outage, final design elements also were integrated into the service water discharge piping, which had been delayed due to high water levels from the adjacent Missouri River. The outlet portion of the piping extended below the level of the river. Removing and replacing piping required a 50-foot-deep cofferdam.

This work is just the latest in a series of successful projects involving CNS. ZNE has been providing

"It's a great privilege to work with a customer of Exelon's stature, and, undoubtedly, Zachry's excellent reputation is a key reason they chose Zachry."

— Project Executive **Randy Allison**

engineering and analysis services for the nuclear station since 1999.

"When a customer can rely on you to get the job done right for over 15 years, you know the relationship is strong," said **Mark Gravell**, ZNE manager, mechanical engineering. ■

A UNITED EFFORT

UNITED WAY: SECOND CONSECUTIVE RECORD DONATION



Zachry employees have set a second consecutive company record for donations to United Way.

Employees pledged more than \$2.7 million during the 2014 fall campaign, which is six percent more than the previous year's record amount. Zachry's dollar-for-dollar company match raised the total overall contribution to more than \$5.4 million.

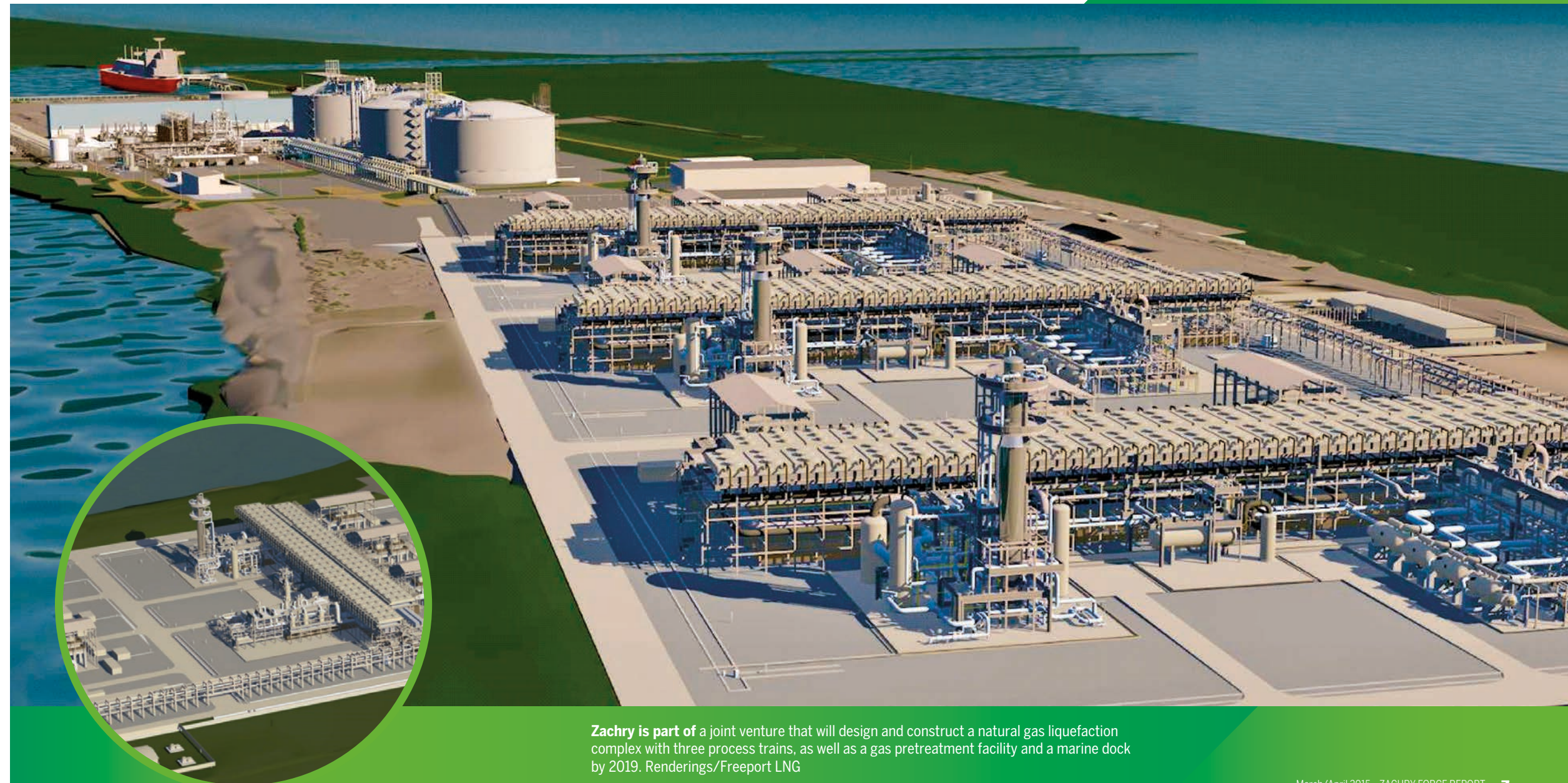
The average employee pledge amount increased from \$339 in 2013 to \$360. The donations came from more than 80 offices and job sites. These funds will be spread among more than 150 United Way chapters in 2015, making an immeasurable impact in communities across the country. ■

ZACHRY AND JOINT VENTURE PARTNER LAUNCH WORLD-SCALE LNG PROJECT

Freeport LNG Project



• Freeport LNG project includes a three-train liquefaction facility on Quintana Island next to Freeport, Texas



The massive shale oil and gas expansion across the United States, and South Texas in particular, is dramatically changing the domestic

energy and economic landscapes. Last year, the United States ranked number one in worldwide natural gas production, reaching a new all-time high production volume of 328 billion cubic feet per day (BCFD).

The increased natural gas production has, in turn, created a demand for facilities where this natural gas can be liquefied for export to other countries.

FREEPORT LNG SECURES REGULATORY APPROVALS

Against this backdrop in the fall, the Federal Energy Regulatory Commission (FERC) granted Freeport LNG (FLNG) final authorization to proceed with construction of a three-train liquefaction facility on Quintana Island next to Freeport, Texas. About the same time, the Department of Energy (DOE) granted final authorization to FLNG to export liquefied natural gas (LNG) to non-Free Trade Agreement countries.

Zachry is part of a joint venture with CB&I that will perform engineering, procurement and construction (EPC) services in delivering the first two trains of this project. Japanese engineering firm Chiyoda will join the Zachry-CB&I joint venture in developing the third train of the project.

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Zachry is part of a joint venture that will design and construct a natural gas liquefaction complex with three process trains, as well as a gas pretreatment facility and a marine dock by 2019. Renderings/Freeport LNG

A view of FLNG's existing regasification import terminal that Zachry completed in 2008. It is adjacent to the site on Quintana Island where the new liquefaction facility will be built. Photo/Freeport LNG



FLNG PROJECT MARKS A RETURN FOR ZACHRY

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ALL ABOUT RELATIONSHIPS

FLNG turned to Zachry to get the job done because of its trust in the company. Their strong relationship first developed from 2005 through 2008 when Zachry constructed a regasification terminal for FLNG that's adjacent to the new liquefaction project site.

"This contract is the direct result of our work on that original project and the relationships we enjoy with

FLNG," said Senior Vice President and Director of Projects **Steve Dedman**. "We work well together and value the importance of that as we engage in a project of this magnitude."

Similarly, Zachry chose to partner with CB&I company because of their excellent ongoing relationship. Zachry will lead the joint venture and direct project construction and subcontracting efforts along with procurement support. CB&I will oversee engineering services and

procurement for process equipment, as well as manage commissioning and startup for the joint venture.

Chiyoda, headquartered in Yokohama, Japan, brings significant LNG experience to the project. The firm will assist with the detailed design work, commissioning and startup.

Zachry and CB&I are beginning the project with a tremendous amount of insight into its complexities according to Construction Group President **Ralph Biediger**. He noted that by the time the site mobilized in December 2014, Zachry and CB&I had already been working for several years on the front-end engineering design (FEED) to support the development of the project and to secure federal and state approvals and permits.

PROJECT OVERVIEW

When the last of the trains comes online in 2019, the landscape at FLNG's Freeport facilities will be markedly changed.

On Quintana Island, there will be three new liquefaction trains next to the existing regasification terminal. A new storage tank will be installed at the terminal and a second marine dock will have been built.

Just a few miles north of the terminal near FLNG's existing metering, compression and underground storage

facilities, there will be a new feed gas pretreatment facility that will utilize the existing gas pipeline to deliver pretreated gas to the Quintana terminal.

"The pretreatment facility is a huge project on its own and accounts for between 40 and 45 percent of all materials used on the project," Construction Director **Steve Slocum** said. "Additionally, that site is only about three feet above sea level, so we have to raise it to accommodate storm surges."

Raising the site will require nearly one million cubic yards, or 85,000 truckloads, of select fill material.

On Quintana Island, the 200-acre construction site and an adjacent 65-acre leased laydown area must first be reclaimed before they can be used. "These are Dredged Material Placement Areas (DMPA), meaning they were dump sites for materials dredged from the adjacent Intracoastal Waterway," Slocum explained.

To reclaim these DMPAs, Zachry will stabilize the soil to depths of up to eight feet, using specialized equipment and, among other techniques, the pneumatic addition of cement to mix with and harden the dredged materials. More than 1.1 million yards of material will be mixed to reclaim and prepare the construction and laydown sites for construction access and contribute to structural integrity.

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Surveyor Rob Anthe during mobilization at the project site, which covers 200 acres and has a 65-acre laydown area nearby. Photo/Alissa Hollimon



Project highlights by the numbers:

- The pretreatment facility and trains one and two will require **350,000 cubic yards of concrete**, 53 percent of which will go below ground in 23,000 DeWaal-type piles that will be drilled between the sites. **Many of them will be more than 100 feet deep.**
- **Additional materials include:** 37,000 tons of steel; 730,000 feet of pipe; 6.4 million feet of electrical cable; 400,000 feet of cable tray; and 200,000 feet of conduit.

ENORMOUS WORKFORCE, SUPPLY EFFORT MAKE FOR PROJECT OF CHOICE

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STAGGERING PROJECT NUMBERS

Even though the engineering design process for the third train is not complete, the massive scale of the project is already apparent from the amount of materials that will be needed to construct the pretreatment facility and trains one and two.

They will require 350,000 cubic yards of concrete, 53 percent of which will go below ground in 23,000 DeWaal-type piles that will be drilled between the sites. Many of them will be more than 100 feet deep.

Additional materials include: 37,000 tons of steel; 730,000 feet of pipe; 6.4 million feet of electrical cable; 400,000 feet of cable tray; and 200,000 feet of conduit. When the figures are in for the third train, these numbers could increase by as much as 40 percent.

CAREER ADVANCEMENT AND JOB CONTINUITY

Zachry hires more construction workers than any other direct-hire contractor in the Gulf Coast region, according to Slocum, which positions it well to meet the project's extensive workforce demands.

"This is a 'project of choice' and the type of project upon which careers are built and career paths advanced, and we are excited to have this opportunity available to our employees," Joint Venture Project Executive **Chet Lloyd** said.

When the project peaks, there will be approximately 3,000 craft workers; 500 supervisors, clerical staff and inspectors; 500 subcontractors; and around 400 engineering employees working on it directly.

"For craft workers in particular, the project presents a longer continuity of employment in one area than they are accustomed to," Biediger added. "And not just because of the expanded size and duration of this project alone, but also because of the other two large projects Zachry is executing in Brazoria County."

Those projects, for Chevron Phillips Chemical Company and Phillips 66, mean that when Zachry begins pouring foundations on the FLNG project in 2016, the company will already have hired more than 2,000 skilled craft workers in the immediate vicinity.

"This is an attractive situation for craft workers who will move from the CPC (Chevron Phillips Chemical) job to



Ongoing preparation at the project site (above) will make way for the first foundations to be poured in 2016. Carpenter Joseph Ibarra (below) is among as many as 3,000 craft workers who are expected to be involved in the massive project at its peak. Photos/Alissa Hollimon

"This is a 'project of choice' and the type of project upon which careers are built and career paths advanced."

— Joint Venture Project Executive Chet Lloyd

the Phillips job, and from there, to FLNG, for what will amount to five or six consecutive years of employment," Biediger said. "It also gives us a major advantage to work with supervisors and craft workers who understand our processes and know how to work safely."

As the FLNG project moves forward, safety will remain the primary consideration. Extensive safety training commenced even before the site mobilized. "We have a combined goal with CB&I and a committed owner to start this project like we're going to finish it, with safety being paramount," Slocum said. ■



ZACHRY AND JVIC TEAM UP FOR UNUSUAL COMBINATION PROJECT

CONSTRUCTION/TURNAROUND JOB TO DOUBLE PLANT'S CAPACITY



Zachry and JVIC, a Zachry Group company, are taking on a project that showcases their distinctive capabilities by combining construction and turnaround work in one job. The project is part of a larger ethylene expansion program that LyondellBasell, one of the world's largest plastics, chemical and refining companies, has launched for its plants in Channelview, La Porte and Corpus Christi, Texas.

The work involving Zachry and JVIC will double the production capacity of LyondellBasell's Corpus Christi petrochemical facility. This plant produces ethylene, propylene and fuel products that form the basic chemical building blocks used in consumer products, such as plastics for food packaging and containers. The project represents yet another outgrowth of the heightened drilling activity along the Eagle Ford shale formation in South Texas.

NEW PROJECT, FAMILIAR TERRITORY

While the project is new, the client relationship is well established. Zachry's Industrial Services Group (ISG) has provided maintenance services at the plant for approximately 15 years, and JVIC has performed turnarounds there since 2004.

"Because of the relationships on both sides, I think it gives Lyondell a level of comfort to have Zachry and JVIC tackling this big endeavor together," said **Bruce Hessler**, vice president, project controls for JVIC. "Certainly, Zachry's strength in construction is just huge, and JVIC's experience and knowledge in turnarounds, especially with regard to the way Lyondell does business, is paramount also."

The LyondellBasell contract resides with JVIC. Zachry is taking on civil, electrical and instrumentation work, while JVIC is performing the mechanical, structural and

LyondellBasell's Corpus Christi petrochemical facility



- **LyondellBasell is one** of the world's largest plastics, chemical and refining companies.
- **The joint project** will double the plant's production capacity.

pipework. The JVIC/Zachry team began working with Foster Wheeler Engineering this past fall to plan the scope of work for field execution.

TALL ORDER, SHORT TIME FRAME

Along with adding capacity to the plant, the project will convert furnaces from liquid to gas fuel. The first phase of construction involves civil work, moving underground piping and installing foundations for new towers and columns. That process will be followed by the installation of equipment, pumps, structural steel, pipe racks and pipe, which will then be tied together with instrumentation and electrical equipment.

The work will take place in the cold fractionation area of the plant. It's uniquely complicated because the plant will remain in operation during most of the project. The balance of the work will be completed during an extensive turnaround. Turnarounds at this plant usually take 45 days. This one will be twice as long, reflecting the enormous scope and complexity of the job.

The project also has an aggressive schedule. Typically, a project of this size would be planned and executed over a three-year period. This project, however, is being compressed into 10 months, meaning scheduled completion before the end of 2015.

"It's going to be a real challenge and Lyondell knows it, but, quite honestly, they have confidence that Zachry and JVIC are up to it, so we're moving forward," said **Larry Hall**, JVIC's Southwest operations manager.

PERFECT PAIRING FOR RARE PROJECT MIX

The project's challenges go beyond its large size. The job is unusual in that it blends a construction job and a turnaround job. Given that much of the construction will take place in an active facility, teams will have to work around live electrical lines, instrumentation and equipment.

"It's a little different, not like a new construction job where units are not up and running," Hall said. "This is where our turnaround expertise comes into play. JVIC has years of experience working in live units. We do it all the time."

When Zachry acquired JVIC in 2012, it was a strategic partnership designed to add the country's best, most in-depth turnaround expertise to Zachry. JVIC is a recognized industry leader in turnarounds, which are scheduled outages at industrial facilities that allow for repair, servicing or upgrades.

While Zachry offers turnaround services as part of ISG's continuous-presence work for maintenance clients, JVIC focuses strictly on turnarounds in the petrochemical and refinery industries. JVIC not only complements Zachry's established lines of business, but adds highly specialized skills that Zachry didn't offer before, such as catalyst services.

"We really make a great team," Hall said. "Zachry can go in and do large construction jobs and can rely on JVIC for the turnaround work. Acquiring JVIC strengthened the business as a whole, so now we're a one-stop shop."

This arrangement also provides other advantages to clients. For example, because so many services are available under the Zachry flag, subcontracted work is kept to a minimum, creating cost efficiencies by avoiding overhead from subcontractors.

MUTUAL BENEFITS

Since the acquisition by Zachry, JVIC has retained its independent structure and brand, as well as its own employees. On the LyondellBasell project, a borrowed employee agreement between Zachry and JVIC allows employees of both companies to easily transition over to the project while maintaining their current employee status. This approach allows project leaders to easily tap the right people for the job.

"I think the two companies are breaking new ground in taking on a project like this. It's really a joint venture within the larger company," Hessler said.


Both groups stand to gain from the opportunity to learn from each other as they work side by side on the project.

"I look at this as a very unique opportunity for both companies to get a good inside look at each other's work practices," Hessler added. "What I envision is both companies coming out of it with some additional best practices that they can glean from each other. I think both companies will have some really good take-aways from this experience."

Despite the compressed time frame and other challenges, Hall indicated that the project team views the work as a great opportunity.

"We're looking forward to it," Hall said. "We're excited about doing it with Zachry, excited about doing another huge job for Lyondell to further our relationship with them and show them what the combination of Zachry and JVIC is capable of." ■

PROJECT UPDATE: **ZACHRY EPC TEAM COMPLETES MAJOR TIE-IN, MAINTAINS STEADY PROGRESS AT MILL CREEK**

 **Sometimes you can't help** but sweat the small stuff, like when your workspace is so small and the job scope is so large, sequencing the project stages becomes a fine art. This has certainly been the case for the Zachry team working to install air quality control system (AQCS) equipment at Louisville Gas & Electric Company's (LG&E) 1,608-MW Mill Creek Power Station in Louisville, Ky.

Mill Creek Power Plant



The four-year engineering, procurement and construction (EPC) project involves installing emissions devices that include pulse-jet fabric filters (baghouses) to remove particulate matter, sulfuric acid, and mercury,

as well as wet flue gas desulfurization systems (scrubbers) to remove sulfur from the flue gas. Upon completion in 2016, all four of the plant's coal-burning generating units will have their own baghouses; units 3 and 4 will have their own scrubbers; and units 1 and 2 will have a shared scrubber. Unit 4 will have a new 620-foot smokestack, while units 1 and 2 will share a 617-foot stack.

The team mobilized at the site in September 2012 and, by early December 2014, it had successfully concluded the project's first major tie-in, which involved unit 4. According to Project Executive **Chuck Kehm**, like everything on this project, the outage required to complete the connection was complicated. "Our work was being done in conjunction with a lot of plant work by the customer, within an immovable time frame and very limited space."

SMALL PROJECT FOOTPRINT ON A BIG JOB

Space, or the lack of it, has been a recurring theme on this project explained Construction Project Manager

Doug Traphagan. "It's the biggest struggle on all the units. The footprint we have to work with falls short of what we comfortably require to install these large components in the midst of an active plant. In all instances, we're having to build things and back our way out of the hole."

The proper sequencing of the project's many moving parts is essential for this project according to Traphagan.

"There are many factors to account for, ranging from engineering, procurement and timing of deliveries, to working inside an active plant and around its daily schedules and to its scheduled outages," he explained. "Throw into that mix some delayed deliveries of materials due to the severe 2013-2014 winter, exclusion zones that necessitate nighttime builds and a train running through the plant — sequencing becomes a pretty tough deal."

While work on unit 4 was progressing, a separate crew was working on units 1 and 2, which are scheduled to come online before this summer. Once again, space was the primary consideration in construction sequencing. With crane access from the east only, employee teams started with unit 2 on the north side of the project and worked their way south to unit 1.

Unit 3 will be the last in the sequence and is scheduled to come online by mid-2016. Before work could begin on this unit, however, unit 4 had to be tied in so that the existing unit 4 scrubber could be demolished. Due to the space restrictions, the equipment for unit 3 will go where the unit 4 equipment was located. The existing unit 4 stack will become the new unit 3 stack.

TYING IN NEW TECHNOLOGY TO OLD PLANT

When new technology is retrofitted to an old plant, it's a given that tie-ins to connect the old with the new will

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Zachry's retrofit project at the Mill Creek Power Station in Louisville, Ky., requires careful sequencing. The project team is installing emissions equipment for all four coal-burning units, while the power plant remains fully active. Photos/Alissa Hollimon



An absorber module agitator blade viewed from inside an absorber, or scrubber, that is one of three scrubbers being erected at the plant. Photos/Alissa Hollimon



Ironworker Mario Ibarra (above) and Pipefitters Rosendo Leyva (below, left) and Adam Chavez (below, right) are among approximately 1,000 construction workers at the site.



TYING NEW TO OLD PRESENTS CHALLENGES AT MILL CREEK

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present design challenges to the project engineers. Engineering Project Manager **Mike Brumage** explained how the engineering team approached these difficulties.

“We started by taking 3D scans of the entire area to identify the limits of the existing equipment, so we could design around that,” Brumage said. “While we originally planned on eight field engineers, we soon increased that to 12, one of whom has the sole task of sifting through thousands of drawings to figure out where all the underground cables go, so we can plan their cutting and rerouting.”

Project Engineer **Rob Gappa** also noted obstacles related to upgrading an older plant. “From an engineering perspective, one of the biggest challenges at this site is tying in new with existing ductwork. Some of the existing ductwork has shifted over time, while some has corroded and must first be repaired.”

The project team had originally planned for 65 office engineers, but with client scope additions, that number soon stood at 120. “At this point, we have utilized expertise and personnel from all Zachry engineering design centers, countrywide,” Gappa said.

That’s not the only growth that the project team has seen. The number of construction workers on the site has increased to approximately 1,000.

The engineering design and construction teams have taken special steps to avoid adding to the project’s complexities according to Brumage. They made multiple site visits, literally walking along the exact location of each column to ensure it could be dropped to ground level and would miss existing equipment. These proved to be helpful exercises that necessitated multiple revisions to foundation and steel design.

STRONG CUSTOMER RELATIONSHIP

“Despite this project’s many challenges to date, the Zachry team can count among its successes, the continuation of a collaborative, productive and positive relationship with LG&E,” Kehm said. “This is not just with the project execution team, but also with the operating group at the plant. I think that says a lot about how well this project is going.” ■



A new office wing represents the bulk of the 77,000 square feet of additional space that Zachry’s Home Office has gained through a recent expansion project. Photo/Dan Payton

HOME OFFICE EXPANSION A SIGN OF GROWTH, REFLECTION OF COMPANY STYLE



Zachry’s Home Office has expanded to make room for additional employees and enhance the delivery of a variety of services. The centerpiece of the expansion project is a new wing that includes approximately 250 office spaces and multiple meeting rooms. The project also involved the construction of a distribution center and more than 400 additional parking spaces, as well as the renovation and expansion of several support services areas.

“This expansion is indicative of the growth of the organization, without question,” said **Billy Knox**, vice president, asset management, who has overseen the

expansion project. “It’s also reflective of our continued commitment to the Zachry culture.”

BLENDING THE PAST AND PRESENT

Throughout the expansion, which created 77,000 square feet of new space, Knox reported to a building executive committee on all aspects of construction. He brought to his role the experience of having overseen a major renovation in the Charlotte office in 2009. In addition, as a 35-year employee, he understood the importance of carrying forward the distinctive Zachry interior finishes.

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MEADOW LAKE BIOENERGY CENTER GETS GREEN LIGHT



In a heavily forested area of the Canadian province of Saskatchewan, nine First Nation communities, known as the Meadow Lake Tribal Council Resource

Development LP (MLTC RDI), have taken their commitment to sustainable energy to the next level. With the help of Zachry Engineering Corporation's (ZEC) Minneapolis Design Center, this entity is developing the Meadow Lake Bioenergy Center, a 39-MW power plant fueled entirely by organic waste from the Norsask Lumber Mill and other sources.

"It's a small power plant, but it will run solely on organic matter," ZEC Minneapolis Senior Project Manager **Don Bobber** said. "As we moved through the environmental permitting process, the Council and our team recognized that the 'sweet spot' in terms of size was a 39-MW power plant, due to the availability of feedstock (fuel source), well proven technology within this size range for biomass plants and overall economic capital considerations."

At the present time, waste from the lumber mill is being burned in a beehive burner, releasing emissions into the atmosphere.

"The Council recognized five or six years ago there was a better way to sustain the forest and environment for which they have a long-term agreement to manage," Bobber said. "They could protect their environment by reducing carbon emissions, as well as create jobs and supply a power source for SaskPower — the local power provider."

Selected by the builder, Lill & DiFazio Constructors Canada Corporation (LDCC), ZEC Minneapolis has been providing engineering, design and project support for about two years.

The Norsask Lumber Mill, owned by the Council since 1998, produces 160 million board feet of lumber

"They could protect their environment by reducing carbon emissions, as well as create jobs and supply a power source for SaskPower — the local power provider."

— **ZEC Minneapolis Senior Project Manager Don Bobber**

annually. Fully half of the waste needed to power the plant will come from the lumber mill, which generates an average of 40 to 50 tons of organic waste per hour. The remaining 50 percent of the fuel for the plant will come from organic matter such as roadside debris, mill residues, and a wide range of other forest biomass resources.

The organic waste will be burned efficiently in a stoker boiler to reduce emissions, and an electrostatic precipitator (ESP) will be used to reduce particulates in the air. The fly ash will be collected and sold to local businesses.

The Council also wished to conserve the area's sole water source, Meadow Lake.

"The lake is large and vast, but shallow. Its deepest area is seven to eight feet. It's like a gigantic puddle," Bobber said. "To meet the water conservation needs and appease local environmental concerns, an air-cooled condenser was chosen for the plant over a wet-surface condenser."

Construction of the Meadow Lake Bioenergy Center is expected to take two and a half years, which accounts for the extreme winter weather that can be a significant challenge in northern Saskatchewan. Project completion is anticipated in the fourth quarter of 2017.

The Council has executed a 25-year, 36-MW power purchase agreement with SaskPower, which is the largest electric utility in the province of Saskatchewan. ■

ABOUT THE FIRST NATIONS

The term "First Nations" refers to distinct cultural groups of indigenous people in Canada. In 1992, federal and provincial governments signed a historic land claim agreement with 25 First Nations in Saskatchewan. Additional agreements with other First Nations followed. Under the terms of the agreements, the First Nations have received funds to acquire as many as 2.28 million acres of land to add to their reserves. To date, they have acquired approximately 761,000 acres. Some First Nations have used their funds to invest in urban areas, including Saskatoon.

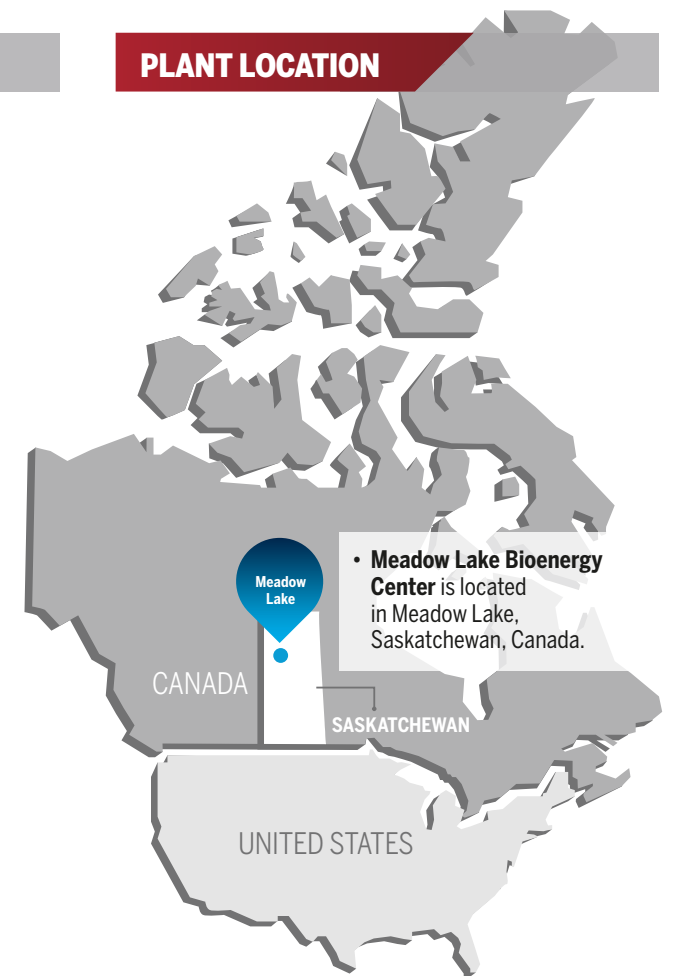
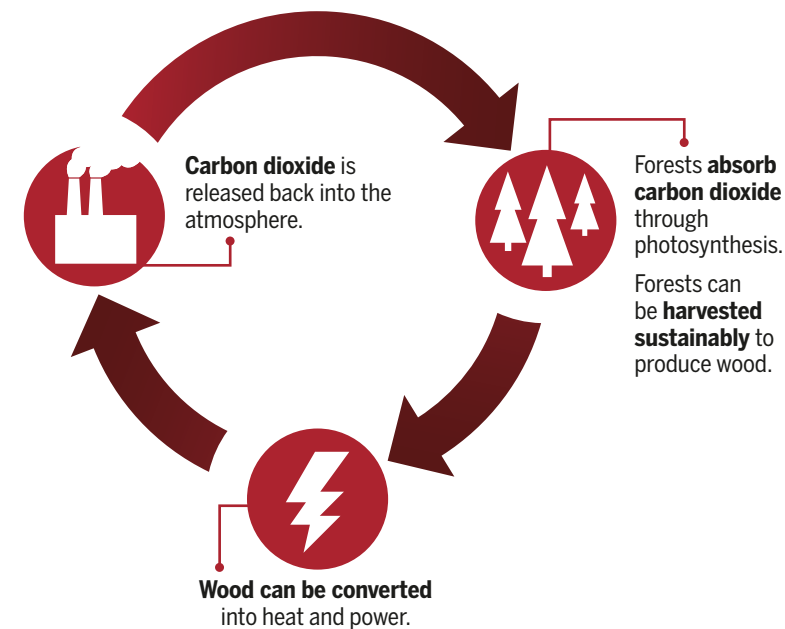


Source: Aboriginal Affairs and Northern Development Canada (www.aadnc-aandc.gc.ca/eng)

ABOUT BIO ENERGY WOOD TO ENERGY

- **Emissions from biomass power plants** are considered to be part of the natural carbon cycle of the earth.
- **Plants and trees** take up carbon dioxide from the air while they are growing and then return it to the air when they are burned, thereby causing no net increase.

Source: Environmental Protection Agency (www.epa.gov/cleanenergy/energy-and-you)



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EXPANSION MAINTAINS CONSISTENT LOOK

CONTINUED FROM PAGE 17

Knox noted that a primary goal of the project was to maintain a consistent look and feel by integrating features that link current company facilities to each other and even to the original Home Office structure.

“From an interior finishes standpoint, we wanted to adhere to the Zachry style,” he said. “We like the fact that when our employees travel to Charlotte or Denver or another company location, they know immediately that it’s a Zachry office when they walk through the door.”

NEW AND IMPROVED

To employees, such attention to detail allows for familiarity with the surroundings. Beyond the aesthetic details, though, employees will enjoy improved amenities.

The project has added 3,000 square feet of space to the café and 3,000 square feet to the fitness center, as well as a dedicated lactation space for nursing mothers in the fitness center. The wellness center will relocate to a remodeled area that previously was the location of document services and the supply center. Additionally, the Employee Assistance Program’s (EAP) offices will be relocated within the wellness center, creating a single location for addressing the overall wellness needs of employees.

“The fitness center will really benefit from more workout space,” Knox continued. “We also have expanded the women’s locker room and added a new men’s locker room.”

MORE ROOM, GREATER EFFICIENCY

The expansion also includes a new 10,000-square-foot distribution center that houses mail operations, document services and the supply center. Grouping these functions together in a central location provides many logistical advantages.



The new two-story wing at the Home Office has approximately 250 office spaces along with several meeting areas. Photo/Dan Payton

“From an interior finishes standpoint, we wanted to adhere to the Zachry style. We like the fact that when our employees travel to Charlotte or Denver or another company location, they know immediately that it’s a Zachry office when they walk through the door.”

— Vice President, Asset Management, Billy Knox

“The primary purpose of combining these support services was to create a way to more efficiently service the building,” Knox said of the new distribution hub. “We also now have expanded loading docks that can accommodate large shipments.”

In summarizing the expansion project, Knox noted that, while the undertaking included some of the typical challenges of any construction project, the end result can be a source of pride for all employees and something that they can enjoy.

“There will certainly be an immediate payoff from the perspective of employee satisfaction.” ■

SERVICE AWARDS

FOURTH QUARTER 2014

5 YEARS:

WILLIAM ACOSTA GARCIA
ADRIAN AGUERO
JERMAINE AGUILAR
JUAN AGUILAR
MARTIN AHUMADA
JESUS ALANIS
WELDON ALANIZ
RONALD ALEXANDER
CATHY ALLEN
ROBERT ANTHE
JERALD ARANA
HECTOR BERMUDEZ MORALES
JAMES BOGGS
ROLANDO CACERES
JOHN CADDELL
JAMES CANNON
MICHAEL CARDEN
LARRY CITIZEN
SHELBY CRISP
CARLOS CUEVA
WAYNE CULPEPPER
GONZALO DANIEL
VINCENT DAVIS
EDUARDO DE LEON
JAMES DEAN
GUILLERMO DIAZ
JOEL ESCAMILLA
MINNIE FLUELLEN
JIMMY FORTUNE
KENT FOWLER
ROSALINDA GALINDO
NELSON GALLOWAY
JOSE GARZA
JOHN GERMAIN
NORBERTO GINARTE
RONALD GOMEZ
ROLANDO GONZALEZ
DUBERNEY GORDILLO
JASON GRABERT
ARTHUR GRANGER
ANA GUTIERREZ
DAVID HANNON
KELLY HARRIS
BASIL HARVARD
ALBERTO HEBIA-CANDELARI
MICHAEL HEDGE
RAMON HERNANDEZ BERGODERI
JIMMY HILLHOUSE

TERRY HILTON
CHARLES HORN
BLAKE HUGHES
ISAAC HUMPHREY
BOBBY IVY
DWAYNE JACKSON
NORMAN JOHNSON
AUDIE JONES
PEDRO LAINEZ
JUAN LARES MUNGARAY
WILBER LEIVA
BRANDON LIMAS
TERRY MACK
BILLY MALLOY
JOSE MAMUTH ZAMARRON
EUGENE MARCUM
JOHNNY MARTINEZ
LUIS MARTINEZ
CALEB M^cENTIRE
ANGEL MEDINA
JOSEPH MEDLIN
RODRIGO MERCADO
ROBERTO MORALES
TRANQUELIN MORALES
DEBRA MOUSTY
PAUL MUSICK
CHRISTOPHER ORGERON
JOSE ORTEGA
RICKY PHELPS
ERIBERTO PINERO
JENNIFER POPPE
CHARLES PORTMAN
ALFRED RAMIREZ
CAROLYN RAMOS
RICARDO RAMOS
LARRY RANDLE
PHILLIP RAY
JEFFREY RITZEL
TESSA ROBICHAUX
ARTHUR RODRIGUEZ
RICHARD RODRIGUEZ
RAUL ROSAS
ANA RUIZ TENORIO
SCOTT SALISBURY
SHARON SCRIVNER
JOHN SENTERFITT
MIGUEL SHIRASAWA
GERALD SMITH
JAN SMITH

JUSTIN SNIDER
SERGIO SOLIS
EULALIO SOLIZ
RAMON SOSA
ABRAM SPARKS
RAMSEY STARKEY
STEVEN THORNTON
ANGEL TORRES
JASON TOWNSEND
JOSE VAZQUEZ
MICHAEL VILLEGAS
MICHAEL WADE
RODNEY WATSON
RICHARD WEBER
JAMES WELLS
PATRICK WHEATON
RICHARD WILLISTON
STEVEN WINTER
STACEY WOLF
JERRY WOLFFORD
LUIS ZAMORA
CESAR ZAMORA VICTORIA
MANRIQUE ZECCA
JOSE ZUNIGA-PRADO

10 YEARS:

MICHAEL ARNOLD
STACEY BEACH
RANDY BENNETT
LARRY BLAND
LARRY BRYANT
STEVE BUTLER
ULYSES CONNER
KEVIN COUNTS
DAVID DUNN
TRAVIS DURST
RUBEN GARCIA
JESUS GARZA
ERIC GOMEZ
REFUGIO GONZALES
MIGUEL GONZALEZ
JESUS GRACIA
ROGER GRIMMET
BRIAN HALLIBURTON
RODGER HAMBY
ERIC HAYDEN
OSWALDO HERNANDEZ
PAUL HOLCOMB
SIDNEY JACKSON
TERRY JACKSON

MATTHEW JONES
JOHN LANPHEAR
EZEQUIEL LEAL
TRAVIS LITTLEFIELD
FILIBERTO LOZA
KAREN MARTINEZ
RAMON MORA
EDWARD MORALES
ALBERT NALWOOD
JESSE PEREZ
GEORGE PRATT
BRIAN PRICE
FRANK PRUITT
MICHAEL SHERMAN
FRANK SILVA
JENNY TREFZER
CARLOS TREVINO
TIMOTHY WOODARD
ITALO ZECCA
JOHN ZIEBA

15 YEARS:

JOEL CANTU
JEFFERY CARRILLO
GUADALUPE CRUZ
DANNY DODSON
KURT EFFERTZ
SERGIO GONZALEZ
KEVIN GREEN
HOLLIS HANKINS
JEFF HARRINGTON
DEBORAH HENSLEY
DOUGLAS KOUDELA
GARY LANG
AARON MOSLEY
RICHARD PANKONIEN
CHRIS PENA
SHEILA PHELTS
TARESA ROBERTS
ELEAZAR SALAZAR
JOHN SANDERS
RUSSELL SCOTT
FRANCISCO SIERRA
ROBERT SIMONS
TIMOTHY SMITH
GARY TAYLOR
JIMMY THOMAS
DARRELL VEIT
MICHAEL WHITE

20 YEARS:

JULIAN ACOSTA
FRANKLIN ANDERSON
JOHN BENNETT
RAMON CHAVERO
DAVID DELEON
ELIZABETH EBROM
CARLOS GARZA
KAREN GREENBURG
BENJAMIN GWALTNEY
JAMES HINDS
CARL HUNTER
TERRY MILUM
TRACIE MOTAL
AARON REYNA
DAVID SPIVEY
JERRY WRIGHT

25 YEARS:

DOUGLAS AMMANN
FERMIN DE ANDA
CHARLES DENISON
GEORGE DILWORTH
EMILIO ENRIQUEZ
KENNETH MANNING
ALAN MATULA
VICTOR NAVA
ANTHONY OVALLE
RICHARD TELLEZ
GARY TRDY

30 YEARS:

JAMES CASAL
THOMAS GEORGE
VIRGINIA HODDE
JUAN MORALES
REYNALDO RANGEL

35 YEARS:

JACK SMITH JR

40 YEARS:

JACK MORGAN
JAMES PRESCOTT

45 YEARS:

GARRY TAYLOR



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I AM ZACHRY

MY NAME IS VIKKIE PHILLIP AND I AM ZACHRY.

I AM ZACHRY

I am the new business manager at the INEOS Chocolate Bayou petrochemical plant in Alvin, Texas, after spending most of the past two years at the ExxonMobil refinery in Baton Rouge, La.

This past January, my husband and I transferred from Louisiana to work at new Zachry job sites. I'm excited to be back in Texas. Although I'm originally from Louisiana, we lived in Texas for 12 years previously. Texas is where we raised our children and is now home for us all.

I started working at the Baton Rouge site in July 2013, a month after the Industrial Services Group (ISG) took over the contract. I was an administrative coordinator, doing mostly accounting-related work. I handled most administrative functions, including payroll, accounts payable and interacting with employees directly.

I really enjoyed taking on new challenges, learning new skills and mastering them. I also got to interact with the employees first-hand. I loved meeting them and getting to know new people.

The majority of Zachry jobs I held before the one in Baton Rouge were already established and pretty much well-oiled machines. ExxonMobil was the first Zachry job for me where the employees were rolling over from one contractor to another.

Some employees who worked for the previous contractor were hesitant about the change and had trouble getting onboard with Zachry's culture. I felt like I became a cheerleader for Zachry. It was a challenge to bring the transitioning employees and new hires into the Zachry culture, all while learning the ExxonMobil way of doing things.

I wanted to do something to help morale, so I began putting messages on the dry erase board in our office for employees to see – things like smiley faces and "Happy Monday." Then, an artistic co-worker, **Elizabeth George**, began decorating the messages. Next, we started putting "quotes of the day" on the board and everyone would stop by just to see what we had written that day.

Our site manager, **Matthew Glad**, really liked them and said we should start e-mailing the quotes to employees. I would



Photos/Alissa Hollimon

"Vikkie is an enthusiastic, highly effective employee and she has great skills. She's always working to improve at her job and is always committed to improving the overall operations of the Enterprise. The people that she supports have always spoken very highly of her."

— **Catarino Ortiz, Project Controls Specialist, Planning, Earned Value & Cost**

find quotes that would fit each day, whether they were inspirational or about change. One of my favorite quotes was about change: "The pessimist complains about the wind. The optimist expects it to change. The realist adjusts the sail."

We had to adjust the sail many times at that site, so that one was very appropriate. It was a crazy roller coaster ride at times, but I definitely saw improvement. When we started, there were roughly 100 people. That number went up and down for a bit, but now there are about 230 employees onboard with Zachry.

I started working for Zachry almost nine years ago on a six-week turnaround. After the turnaround, they decided to keep me. I've been working for Zachry ever since.

I love the Zachry culture. I love the focus on safety. I love that it's a family-owned, privately owned business. You feel like you're working with family and friends when you work for this company. I've never felt like I was working for a corporation where I'm just a name or number. And that is why I AM ZACHRY. ■

MY NAME IS PERRY SLAUGHTER, AND I AM ZACHRY.

I AM ZACHRY

I work in the safety department at the Phillips 66 Sweeny Complex located 60 miles south of Houston. I've been here nine years now.

I'm in charge of the health and safety of employees under the company's maintenance contract. Plants are only as safe as their employees, so I keep them focused on the task at hand. For example, when a pipe breaks, you have to go in there, open up the line and add to the existing pipe. It can be dangerous work. That's why we have safety procedures.

I've been working for Zachry for 29 years. I started in November 1985, just a few years out of high school. Before Zachry, I worked for my dad doing carpentry, helping build houses and doing electrical work. We worked side-by-side on houses throughout the Wharton and Bay City areas of Texas. With my dad, you knew not to get out of line or you'd pay for it. He was strict, but it really helped me.

When I decided to do something different, a friend of my dad's got me a job at the DuPont plant in Matagorda, Texas. I got a job there as a helper making six dollars an hour. I thought that was big money. Later, I was a warehouse foreman and a supervisor.

After a few years, I made my way into the safety area.

I love working for Zachry. They've taken care of me and my family. My dad died a couple of years ago. He had a pancreatic blockage after surviving stomach cancer years earlier. When he was sick, I was basically in and out of the hospital with him for two months. Whenever I needed time off to visit my dad, Zachry stuck with me.

I got married two years after high school and now have two daughters in college.

On my days off, I enjoy playing golf and watching NASCAR and football. As far as my golf game is concerned, I'm not good at all, but I enjoy it. I try to play every Friday with some of my dad's old friends. It calms me.

I look at the employees as my brothers and sisters. We're very close-knit. I treat my co-workers like family, and I don't want any one of them to get hurt. And that is why I AM ZACHRY. ■



"I've known and worked with Perry about 15 years. He is a model for others because he will always go the extra mile for our employees. He always shows that he cares about each individual employee and how they are treated. Perry goes above the call by consistently setting an example. He represents all of the company's core values, but I believe the most important is safety because his greatest concern is for the safety of the employees on a site. He knows them all, and most of their families, so he has a bond with them that makes him go the extra mile to help or protect them."

— **James Lowry, Corporate Safety Support Manger, Construction Group**

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 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.

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