



ZACHRY **Force Report**

May/June 2012

The newsletter for the employees, families and friends of Zachry Holdings, Inc.

On the Cover:

The view looking up from the base of a clarifier tank at a Tampa Electric plant in Florida. The ladder has a cage around it to act as additional fall protection per safety guidelines. Photo/Alissa Hollimon

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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@zhi.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 22.

An archive of all issues of the Zachry Force Report is posted online at ZHI.com and group intranet sites. If you would prefer to exclusively access the publication electronically and opt out of receiving the printed edition, simply send a note to dwyerw@zhi.com.

Dear Readers,

As our company continues to see signs of and prepare for yet another cycle of growth, we realize that meeting the demands and priorities of our expanding Enterprise will require moving with an even greater sense of urgency and purpose. A central factor in maximizing opportunities in the upcoming period will be our people. That makes it appropriate that commitment is our featured corporate value in this edition of the Force Report. At Zachry, this value represents our complete dedication to the success of our employees, customers and the company.

It's also fitting that I focus my thoughts on the employee aspect of this core value, particularly as I begin my new leadership role in our Employee Relations (ER) Department. I have witnessed commitment firsthand through the well-thought-out succession plan that is allowing me time to transition to my new position, given my predominantly operational background. Over the course of this year, I will have the opportunity not only to rely on the continued guidance and expertise of current Senior Vice President of Employee Relations Steve Hoech, but also to get to know the talented ER leadership team and more clearly understand the strategic plan and goals of the department.

Present workplace trends across the country indicate that employees are interested in a broader range of fulfillment that involves more than just pay. While each business group within Zachry plays a critical role in creating this more comprehensive experience, ER is on the front lines of fostering a corporate environment in which every employee feels energized and connected to the organization. As one of its primary efforts to achieve this goal, ER is raising awareness of Zachry's Employee Value Proposition. This initiative focuses on bringing out the best in employees by addressing their needs in the areas of compensation (pay and benefits), future (career opportunities), culture (supportive corporate environment) and purpose (meaningful work). Providing this level of support empowers employees, leading to operational excellence and, ultimately, a special business experience for our customers.

Each Zachry employee has a part in delivering our services. Recognizing this, we maintain a strong commitment to training and development. Our programs are designed to meet the needs of the Enterprise, as well as the individual, with the goal of having a talent pool ready to successfully meet future demands. Over the last year, we have developed a core set of programs for Zachry leaders. These programs will provide consistency in our leadership approach, helping to preserve our culture through the way in which we lead.

Further examples of commitment to employees and customers are illustrated in this Force Report issue. The cover story about our new Regional Projects Group shows the depth of our



While each business group within Zachry plays a critical role in creating [a] more comprehensive [employee] experience, ER (Employee Relations) is on the front lines of fostering a corporate environment in which every employee feels energized and connected to the organization.
— Randy Park, Senior Vice President, Employee Relations



Photo/Alissa Hollimon

commitment to serve customers across a variety of markets and project sizes. You can also read about how our training and development opportunities allow employees to develop career strategies, instead of being locked into more typical, linear career paths. Additionally, the article about our relationship with United Way outlines our sustained commitment to this organization and highlights how corporate and individual contributions are being put to use in 2012.

As I assume leadership of the Employee Relations Department this year, our commitment to the success of employees will be most apparent through implementation of our people development strategy. Simply stated, we are committed to ensuring employees are "successful contributors," both on and off the job. Our aim is to align employee talent with business objectives and utilize all available programs to enhance individual development. It will be equally important that we also follow through with specialized recruiting and retention efforts as we grow the business. My transition to ER has helped me more thoroughly appreciate the exceptional abilities that exist at all levels of our organization. It is an honor to now have the responsibility of serving such a talented group of employees, and I look forward to the road ahead.

Randy

Randy

news updates

At left: Brent Darnell (front) and Mark Auston (back), both civil/structural designers, participate in a training run in Palo Duro Canyon. Photos/Jason Ensminger



Members of the cycling team take a break during recent training. Pictured from left to right: Justin Simon and Derik Owen, both mechanical drafters; Structural Designer Mark Auston; Kristin Wylie and Austin Wylie (both friends of the team); and Brent Darnell and Jeff Purl, both civil/structural designers.

Zachry cyclists raising funds to fight cancer and multiple sclerosis

Bike wheels are burning up the roads and trails in Amarillo, Texas where Zachry employees are training for two races this summer.

The first event, 24 Hours in the Canyon, is June 2nd and 3rd in Palo Duro Canyon and raises funds for The Don & Sybil Harrington Cancer Center. Roughly 20 employees and spouses will ride in the relay-style race through the scenic canyon, and they hope to raise \$5,000 in the effort.

"We formed teams with captains and each individual will decide how far to ride," explained Civil/Structural Designer **Brent Darnell**. "After work, two to three times a week, we train for about an hour, and as the days get longer, we ride more."

Darnell credits his enthusiasm for cycling to fellow team member and Mechanical Engineer **Jonathan Burkhard**, who loaned him his dad's old bike about two years ago. "The first time I went 12 miles, then 30, and soon after that I was hooked. Now I'm training for triathlons," said Darnell.

He and other Zachry employees continue to recruit cyclists at fundraising events like sales of popcorn and breakfast burritos. They will also raise funds for the National Multiple Sclerosis Society in the MS 150 Wild West Ride from Amarillo to Canadian, Texas on July 28th and 29th. Their goal is to enter a Zachry team of 30 riders in that race and raise \$10,000. In Texas alone, more than 20,000 people are living with MS.

The group didn't have to struggle over which event to support. Darnell explained, "We're extremists. We're going to do both." •

Discounts help employees save on goods and services

Before heading out to buy a new car or cell phone plan, be sure to check the bargains available through Zachry's Employee Benefits Discount Program. From Toyota and Ford to Dell and Microsoft, Zachry's vendors make it easy for employees to save.

Information Technology Finance Manager **Remi Ayala** worked with the company's Benefits team for months

to aggregate these savings on Zachry's Intranet. "We're trying to make it easier for all employees to enjoy these benefits," said Ayala. Accessing the information requires use of a company computer, but the information could also be printed to provide employees with another way to learn about available deals.

On the Intranet's home page, employees need only click on the "Employee Benefits Discount Program" link to find a vendor and follow particular instructions to receive available discounts.

The opportunities to save cover a wide range of products. Toyota, for example, offers vehicles at 1 percent over dealer invoice and 15 percent off parts and services. CDW, a resource for electronic products like computers, printers and Xbox 360s, also offers Zachry employee discounts.

Ayala's favorite is Microsoft's Home Use Program, which offers Microsoft Office Professional Plus 2010 at a significantly reduced price. The software package retails for around \$300. "You get the full blown package for \$10," he said. "Everyone should take advantage of that." •



Herbs, flowers and vegetables are growing with employee help at the community garden. Photo/Alissa Hollimon



Homegrown garden in full bloom at Home Office

A lot of thumbs are growing greener at Zachry's Home Office in San Antonio, where the community garden built in November is flourishing. In partnership with the American Heart Association (AHA), employees constructed 16 beds that measure 8 feet by 4 feet and are producing a variety of herbs, flowers and vegetables including broccoli, cauliflower, pansies and snapdragons.

The idea began as a way to encourage employees to eat "heart healthy" food, reduce stress and get outdoors. "If you grow the vegetables, you are more likely to eat the vegetables," explained **Nathan Smith**, cost analyst and community garden planner.

Roughly 120 employees and family members tend their plots before and after work, at lunch, on Saturdays or for brief stress breaks during the day. "It's hard to get stressed out or think about deadlines when you're pulling weeds," Smith said.

About 80 percent of the gardening force has little or no previous experience. One such novice is Executive Assistant **Carol Heston**, who insists her gardening at home was limited to "pulling weeds."

"As far as gardening for edibles, we have deer so I can't plant anything with color or scent," she said. With help from experts on her team, Heston has harvested arugula, spinach and cilantro from her Zachry plot. "I didn't even know what arugula was," said Heston. "It adds a little pop to your salad." The garden plot Heston tends is organic due to dietary restrictions of some of her team members.

San Antonio AHA Executive Director Brett Beach-Kimball calls Zachry's garden "cutting edge." He plans to use it as a pilot for other corporations and carry the concept into schools throughout the city. "If we had more companies, and potentially young children, working in gardens like Zachry's, we'd be a healthier city." •



Competing in new markets

Zachry eyes smaller, regional contracts in response to customer needs

Regional Projects Group wins key contract, showcases engineering, procurement and construction capabilities



Good business begins with listening to a customer's wants and needs. Business development strategists at Zachry have listened.

"For years, our long-term industrial customers have wanted Zachry's skill, knowledge and experience for smaller projects," said **Steve Bridges**, vice president of the recently formed Regional Projects Group (RPG). "At one time, Zachry's business focus remained on larger contracts, so we would decline [those bids]. But all that has changed."

In 2011, Zachry created RPG after receiving input from an internal task force that researched and investigated how to compete in the medium-sized construction contract market. With offices located in Charlotte, N.C. and Houston, Texas, RPG has nabbed six contracts in less than a year.

"It's quite an accomplishment," said Bridges. "Our customers with smaller capital projects are thrilled that they have the Zachry reputation and expertise behind these projects, too."

Leveraging existing positive relationships to build business

RPG has been able to build upon Zachry's success. It benefitted from maintenance and turnaround work that the organization's Industrial Services Group (ISG) performed for Tampa Electric during the past three years.

"ISG Site Manager **Curtis Martin** and his team have done a fantastic job building a strong relationship between Zachry and Tampa Electric," said **Leon Cowan**, regional manager in the Construction Group, who is spearheading RPG from the Charlotte office. "It was through this relationship that RPG was able to land one of the utility's current small capital projects."

RPG is upgrading the dewatering system at Tampa Electric's largest power station. "The utility wanted a contractor to come in and truly manage and execute the project from A to Z, which would free them up to focus on other

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A crane lifts 6-foot fiberglass pipe onto a clarifier tank, which will remove sediment and other material from wastewater at the Tampa Electric site. Photo/Alissa Hollimon

RPG helps to expand capabilities

continued from page 7

work,” said Cowan. “They also wanted a contractor who could effectively handle the scheduling and the liaison with the engineering firm.”

With the infrastructure, facilities and an employee pool that ISG has already established, RPG has been able to minimize indirect costs, saving time and money, resulting in an effective project for Tampa Electric.

Tapping new business resources with proven experience

The Houston RPG office also has made strides in business development. It secured a contract with a transportation division of General Electric (GE) to provide engineering, procurement and construction (EPC) services on a project to build a 240,000 square-foot manufacturing facility in Fort Worth. The factory will produce drive motors and rear wheel hub assemblies for massive off-highway vehicles (OHV) that move large amounts of dirt and rock in mining operations. Weighing in at 715,000 pounds, these vehicles have the capacity to hold 100 cubic yards of material while moving at about 30-35 miles-per-hour. The wheels are roughly 12-feet in diameter.

“We are thrilled,” said **Jim Prescott**, Houston regional manager. “The GE contract is a big win for the Houston RPG office. It’s the only facility in Texas designated to build the drive motors/HUB assemblies for these monster trucks.”

The manufacturing facility is scheduled for completion this July.

“It’s a fast-moving project. Off-highway vehicles are in high demand. They need them now,” said Prescott. “This new facility gives us a chance to showcase our EPC expertise and quick mobilization.”

Well-positioned for strategic, niche market growth

RPG has diversified how Zachry delivers its EPC services, putting the company in a powerful position to win new business and grow capabilities.

Bridges is well aware, however, that RPG has steep competition within the medium-size contract market,

but, with Zachry’s reputation behind it, he believes the group can find success.

“When you are bidding on \$250 million contracts and larger, there are fewer companies that have the capabilities to produce the project. At the \$50 million level, there are a lot more companies vying for a chance to win the business,” said Bridges. “We are focused on the \$5 million to \$60 million range.”

Through its regional offices, RPG hopes to open doors to new relationships. In Charlotte, the focus is on power and heavy industrial, while the Houston office is focused on the power and petrochemical industries. Regardless of location, the most important RPG goal is to serve the needs of customers, wherever they may be. •



Millwright Kenneth Lewis prepares the cloth wash skid for hydrostatic testing, which will apply water pressure to verify that connections are sound. Photo/Alissa Hollimon



Above: Joseph Xavier, multi-craft employee, assists in the fiberglass pipe installation on the clarifier tank. Photo/Alissa Hollimon



Above: A worker pre-fits a piece of fiberglass pipe onto the overflow transfer tank. Photo/Alissa Hollimon

At left: An aerial lift makes pipe assembly more accessible, as a worker installs a fiberglass pipe onto the clarifier tank. Photo/Alissa Hollimon

The perfect companion

Industrial Building Group works within Regional Projects Group, but focuses on building fabrication



**Progress Energy —
Crystal River Plant**



**Rollcast Energy —
Piedmont Biomass Project**

“*It's a simple, but powerful concept. Instead of project managers subcontracting work to companies outside of Zachry, we are here to keep the work within the family.*

— Dean Kite, Industrial Building Group General Manager

When asked to describe what his group does, Industrial Building Group (IBG) General Manager **Dean Kite** said, “It’s like a mini-EPC. We handle all of the engineering, procurement and construction (EPC) for industrial buildings used on larger power plant projects.”

Similar to the Regional Projects Group (RPG), IBG leverages current customer relationships to develop business. “It’s a simple, but powerful concept. Instead of project managers subcontracting work to companies outside of Zachry, we are here to keep the work within the family,” said Kite.

For example, Kite and his team won the job to complete an Administrative/Control/Maintenance/Warehouse Building at Florida Power & Light’s Cape Canaveral Next Generation Clean Energy Center, which Zachry is constructing. IBG designed the building as a LEED (Leadership in Energy and Environmental Design) “Certified” structure. “It’s the first time I have subcontracted work within Zachry, and so far, it’s working like a gem,” said **Andy Power**, project manager on the Cape Canaveral power plant project. “Dean and his team have done a great job. Their quality of work is excellent, they’re easy to work with and they have met every deadline.”

IBG officially began in January 2011 under the careful direction of two experienced project managers, **Bob Moore** and Kite, but its genesis was years earlier. When Zachry purchased Southerland & Associates in Charlotte, N.C. in 2008, the company acquired the experience and knowledge of Southerland’s engineering services team, but ended up gaining much more.

Zachry quickly began to maximize the potential of the former company’s construction and fabricator crews, tapping these employees to handle smaller architectural projects on Zachry’s larger plant projects.

“It all started to come together,” said Kite. “We were able to seamlessly merge the Charlotte office’s capabilities with Zachry projects, providing expertise in areas where the company would traditionally subcontract work.”

IBG’s current projects are substantial. They include industrial building EPC work for Florida Power & Light (FP&L),

Kentucky Utilities, Progress Energy, Florida Municipal Power Agency (FMPA), and JEA. Several possible contracts are also on the horizon.

“The concept is working and our customers are pleased to have the consistency of Zachry’s quality, safety and integrity on their projects,” said Kite. “That’s why we want all Zachry project managers who are responsible for estimating and awarding subcontract work to know we are here and that we want an opportunity to bid on their projects. In the long run, all Zachry customers benefit, and Zachry’s bottom line is better for it.” •

Projects

FP&L – Cape Canaveral Energy Center

- Admin/Control/Maintenance/Warehouse (Designed to be a LEED-certified building)
- Miscellaneous Services Building
- Power Distribution Centers

FP&L – Riviera Beach Energy Center

- Admin/Control/Maintenance/Warehouse (Designed to be a LEED-certified building)
- Miscellaneous Services Building
- Power Distribution Centers

Rollcast Energy – Piedmont Biomass Project

- Admin/Warehouse
- Steam Turbine Generator Building
- Water Treatment Building
- Power Distribution Centers

Kentucky Utilities – E.W. Brown

- Ammonia Storage Building
- Air Compressor Building

Progress Energy – Crystal River Plant (8 buildings total)

- SCR Buildings
- Electrical Buildings
- Limestone Gypsum Building
- Laboratory Building
- Muster Building

Progress Energy – Mayo Plant

- All interior building finishes and firewalls

JEA – Greenland Energy Center

- Warehouse/Control Building and Fire Pump Building

FMPA – Cane Island Unit 4

- Electrical, Control and Lab Building
- Pump Houses (4)
- Canopies (2)



ZACHRY TRAINING AND DEVELOPMENT

Where opportunity knocks and employees answer

Work is more than a job at Zachry. It's all part of a career strategy.

Zachry's approach to training and development provides employees with experiences that prepare them for a variety of roles across the Enterprise. That means there's really no such thing as a traditional career path

Spotlight on Strategy: Training and development

at Zachry. Instead, the company's training and development opportunities foster career strategies. This distinction is deliberate. When put into practice, career strategies encourage learning in a broad range of settings and offer greater potential for long-term career progression. The entire concept benefits employees, the company and customers alike.

"We have people who can work in project management one year, the next in engineering and the next in employee relations," said Senior Vice President of Employee Relations **Steve Hoech**. "They all make contributions based upon their experience in those past jobs and bring those insights to new positions."

The company provides a multitude of skill enhancement possibilities to help employees throughout

the organization successfully meet their goals and work together as a team. For example, the Houston Employment and Development Center develops craft skills in front-line employees. Also, the company has a relationship with the executive development program at the University of Texas at San Antonio, which focuses on building the leadership skills of senior managers. Helping employees to grow and develop is a key element of career strategies. On-the-job learning, skills-based training and leadership development help to open up future prospects to employees that they otherwise might not have considered.

"Our objective is to make sure that employees have the chance to enhance their knowledge, skills and abilities in an effort to expand their career possibilities," said **Tahnee Coulston**, training and development director. "We don't believe in channeling employees into predetermined job patterns that limit their range of options."

The following three employees represent just some of the many stories from across the organization that show how strategic career development can work.

"I've been happy in each role"

Opportunity has kept **Lee Walls** at Zachry for 20 years. He manages Zachry's Charlotte, N.C. fabrication shop, but began as a journeyman painter in 1991, and his eye for detail helped move him up in Zachry's Construction Group.

Early in his career, he moved from painter to quality control as a paint inspector, and then to conducting inspections for all crafts, before eventually becoming a quality control manager. He soon switched to craft superintendent. Four years later, Walls became a general field superintendent, then a project manager three years after that. In 2009, he became a fabrication manager.



Lee Walls,
Fabrication Manager

"These were opportunities that were offered to me, and I jumped on them," Walls said. His biggest reward is watching his employees excel in support of the rest of the company. "I pass along that site feedback to the workers. When it brings a smile to them, it brings a smile to me." After such a varied list of experiences, Walls said, "I've been happy in each role."

"A little serendipity"

Alison Cochrane, vice president of Enterprise Strategic Development, moved from oil fields to natural gas pipelines and then to power plants before her most recent role at the Home Office in San Antonio. She is a degreed and registered petroleum engineer and also holds an M.B.A. She began her career with BP Explorations in Texas while still in school.

"I cut my professional teeth in the oil fields of West Texas," Cochrane said. She worked for BP for five years before supporting Duke Energy's Houston natural gas pipeline. After eight years with Duke, she moved to an Xcel Energy affiliate in St. Paul, Minn.



Alison Cochrane, Vice President of
Enterprise Strategic Development

Zachry acquired that affiliate, Utility Engineering, in 2005. Already manager of project controls, Cochrane stepped into the role of regional director for the Minneapolis Office Engineering Group. Two years later, she was promoted to vice president in Minneapolis.

"I didn't get into power/industrial-engineering construction until 2001," said Cochrane. "The positions that I have held have brought me a broad understanding of the energy industry and business climate. I've worked with service

agreements, client contracts and relationships, regulations and power plant engineering. I can bring an understanding of these many aspects of the business to my current position."

Along the way, Cochrane participated in Zachry's executive leadership courses, which helped her learn how to make a difference and contribute to the organization. "Maybe there's a little serendipity in how Zachry does it," Cochrane said. "I always thought that if I work hard, and have a little bit of luck, then things would work out. Now I can add that it's also about finding the right place to [professionally] call 'home.'"

"They gave me that opportunity"

Equipment Superintendent **Angel Duran** started at Zachry in 1976, maintaining heavy equipment at a job site in Oklahoma. "We had a lube truck that was like a mobile gas station. I loved it, and I kept moving on in the heavy equipment side," Duran said. "For 23 years I was in the field, moving from project to project, working on dams, runways and highways."

By 1998 he was in Alice, Texas, where his boss assigned him to supervise oilers. Then he got promoted to supervising the lube trucks, fuel tanks and all the field lubrication personnel. "They could have chosen a number of other people," he said. "It's hard work, but somebody saw something in me and gave me that opportunity." Duran sometimes visited project sites to oversee work. Eventually, he moved into his current position in San Antonio.



Angel Duran,
Equipment Superintendent

Throughout his career, Zachry has been there for him. "They taught me computers, and I had help from everyone. I couldn't have done it by myself." He also made use of Zachry's formal training, including eLearning. "We just went through several classes with our trainer, and I do a lot of training on oils, lubricants and equipment, since that's what my team works on."

He also received educational assistance. "I now have a G.E.D., thanks to Zachry putting me through in 1993. They had a teacher and provided all of the training, which I think of as an accomplishment. I would never have done this if Zachry had not provided it for me. I greatly appreciate that they gave me that opportunity." •

UNITED WAY

How donations of time and resources make a difference

Zachry employees contribute to the United Way year-round

As the mid-point of 2012 approaches, the annual financial commitments of Zachry employees to the United Way are providing daily assistance to people in need throughout the country. Many employees are extending the reach of those dollars by donating time and talent, providing meals, repairing facilities, serving on boards and committees and generally helping wherever needed.

This level of involvement is the result of a relationship between Zachry and the United Way that goes back decades.

“The United Way has the most efficient, largest national philanthropic outreach that impacts individuals and groups in need,” said **Cathy Obriotti Green**, vice president of external affairs. “Working with local agencies near each office, construction project or industrial site supports our citizenship strategy.”

The individual decisions of Zachry employees to support United Way are making it possible for meaningful, lasting changes to take place in the lives of thousands of people, many of whom the employees will never meet. Employees are powering this year’s ongoing efforts with \$3.8 million in contributions, which include Zachry’s dollar-for-dollar corporate match. This figure represents donations from more than 70 percent of the workforce.

The following examples of outreach reflect what employees all across the Enterprise are doing this year to invest in their communities for the long term.

Providence House gets Zachry boost

Zachry employees at the International Paper Mill in Mansfield, La. give their support to the Providence House in Shreveport. Providence House started 18 years ago with the goal of helping homeless families break the cycle by addressing long-term needs like parenting, money



Providence House

The Providence House in Shreveport, La. addresses the needs of children and families as they break the cycle of homelessness, and receives ongoing support from Zachry employees. Photo/Providence House

management and life skills development. The local United Way chapter made Zachry aware of Providence House. One of Providence’s large freezers went out, spoiling all the contents. Zachry employees replaced the freezer and filled it with food as well.

They continue to support the center with regular food drives. Employees also recently donated more than 200 pillows, bed linens and vacuum cleaners for several families that needed them. Workers even built a nine-cubic-foot box near the plant’s front gate to collect canned goods, and it fills up each month.

The United Way has the most efficient, largest national philanthropic outreach that impacts individuals and groups in need. Working with local agencies near each office, construction project or industrial site supports our citizenship strategy.

— **Cathy Obriotti Green**,
Vice President of External Affairs



The Family Partnership

Mike Peterson, business development manager, and Andy Volkart, engineer in the mechanical design group, take snack packages to the Family Partnership, just blocks from Zachry Engineering’s Minneapolis office. Photo/Site

“Getting involved with an organization like Providence House and getting people on the site to support it is nothing but positive for everybody and brings a smile to everybody’s face,” said Capital Superintendent **Gregory Kirkland**.

Partnering with The Family Partnership

The Family Partnership in Minneapolis, Minn. offers family counseling on a sliding fee scale, and many of its clients live below the poverty line. Zachry volunteers tutor students and make snack bags for kids who attend after-school counseling or tutoring. They often assemble birthday gift bags to give to kids who would otherwise go without, and several employees assist with after-school mentoring on their own time. Zachry volunteers also renovated the agency’s play therapy room.

The United Way introduced Zachry’s Minneapolis office to The Family Partnership nearly four years ago. “We wanted to develop more of a relationship with an organization beyond donating money,” Zachry engineer

Lacey Nielsen said. “The Family Partnership is just a couple of blocks from our office and has a very wide appeal.”

Nielsen said the fixings for the snack and birthday bags are available in the break room on specified days and people put them together when they have time. “We let [the Family Partnership’s] volunteer resource coordinator know we’re looking to assist with their needs and she works with us to find a way we can help,” she said.

How one Zachry site impacts many organizations

Zachry employees at the Cape Canaveral Next Generation Clean Energy Center in Florida are taking their volunteerism to award-winning levels thanks, in part, to assistance from the United Way. Not all of the agencies that employees serve are United Way beneficiaries, but, as with all Zachry job sites, Cape Canaveral is allowed to use a percentage of the corporate matching funds that it received for its

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making a difference UNITED WAY

Zachry's caring force is hard at work

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United Way donations to help any causes that it deems appropriate. This percentage represents the budget of the local Zachry Care Team. Additionally, at the outset of the project, Zachry representatives consulted the local United Way to identify pressing needs in the area.

The site's main volunteer project is the Space Coast Center for Mothers with Children. Employee volunteers have demolished and are rebuilding several housing units for the center, which provides transitional housing for homeless mothers and their children. This center is limited to housing four families, but will have room for more once the Zachry team finishes its work.

Employees also sponsor a teacher at a local elementary school and help with that school's science fair. Their work resulted in Zachry being named Brevard School District Large Business Partner of the Year in 2011. Other entities the site supports include the National Veterans Homeless Support (NVHS) organization and Catholic Charities of Brevard County.

Overall, employees have amassed nearly \$6,000 from lunches, bake sales and raffles, contributed almost 800 volunteer hours and donated food to a number of individual families.

"We strive to make a positive difference in every community," Pipe Planner **Trey Wenz** said. "Zachry employees are hardworking and have a generous nature, which is why we're so involved with helping local nonprofit organizations."



Space Coast Center for Mothers with Children

Field Administrative Services Manager II Brian Thorpe, Electrical Planner Isaac Jimenez and Craft Administrator Tony Rodriguez break up part of an existing foundation to prepare a hurricane-proof addition at the Space Coast Center for Mothers with Children in Melbourne, Fla. Photo/Site

Zachry also gets on boards

Dozens of Zachry employees sit on boards of United Way organizations to help to ensure that donations do the most good. It's an additional form of service, but also assures all employees that their donations are responsibly managed.

Sandra Ryon, project manager in the Industrial Services Group, serves on the board of directors of the Matagorda County United Way in Texas. "I always try to connect with the community wherever my assignment takes me. The Matagorda site had a long history of supporting the community. It was my responsibility as a new site manager to get out in the community and maintain Zachry's culture of giving back to the community where we work."

Jayson Boulet, creative services brand manager in the Marketing Department at the Home Office, found his passion while serving on the board of Roy Maas' Youth Alternatives (RMYA) in San Antonio. "I was fortunate to

“It's gratifying to know I'm part of this organization that makes such an enduring impact on our community.”
— **Mike Kerst**, Training Manager

grow up in a positive environment, with a supportive and loving family," he said. "After joining Zachry, I wanted to volunteer in an organization where I could help kids who haven't been as lucky. With the assistance of the community relations team, I was led to RMYA. Serving on their board allows me to give back and help change children's lives. It is an amazing experience and I couldn't have done it without Zachry."

Training Manager **Mike Kerst** serves on the Campaign Cabinet for the United Way of Southeastern Connecticut. "I've been involved since about 2006. Before being asked to run the campaign for Zachry Nuclear, I was an allocations committee volunteer," he said. "I got to see how the United Way programs change people's lives, addressing their primary needs, such as food or a place to live, but also addressing the underlying causes such as unemployment or mental health issues. It's gratifying to know I'm part of this organization that makes such an enduring impact on our community."



Roy Maas' Youth Alternatives

Jayson Boulet, creative services brand manager in the Marketing Department at the Home Office, serves on the board of Roy Maas' Youth Alternatives in San Antonio. Photo/Alissa Hollimon



United Way of Southeastern Connecticut

Zachry Nuclear Training Manager Mike Kerst, a member of the Campaign Cabinet of the United Way of Southeastern Connecticut, stands next to a digital scale showing 358 pounds of food were collected during a food drive. Photo/Site



Matagorda County United Way

Sandra Ryon, project manager in the Industrial Services Group, serves on the board of directors of the Matagorda County United Way in Texas. Photo/Site

Obriotti Green underscores the importance of these widespread and varied United Way efforts. "It helps us have a lasting effect on those communities and allows for a spontaneous outpouring and response," she said. •

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Modernizing controls improves nuclear plants and creates new opportunities

When it comes to technology, 40 years is more than a lifetime. In fact, it’s several generations. Just think of a 20-year-old computer or a 12-year-old cell phone. They seemed very advanced back then. Now, they’re relics.

What was cutting edge a few decades ago can be so obsolete today that sourcing parts and providing upkeep is almost impossible. That goes for nuclear power plants too. The necessity to modernize old systems is providing opportunities for Zachry Nuclear Engineering’s (ZNE) expertise.

“The ongoing need for control systems upgrades opens the door to new business,” said **Paul Collette**, director of engineering.

Older nuclear control systems typically have a pneumatic, or analog, design. They’re often out-of-date. Control system modernization projects bring systems up to today’s digital standard. It’s like the difference between a giant tube-style television and a new digital LCD model. Those old ones just don’t make much sense in a modern world.

Digital controls redefine modern standards

Traditionally, ZNE has provided services directly to utilities. Thanks to its expertise with the use of the latest digital controls in the highly regulated nuclear industry, ZNE is now engaged with prime contractors around the world. Customizing and adapting solutions for each customer’s particular set of circumstances is a specialty that ZNE customers value. The team engineers, tests and evaluates a digital software design and runs it through various operational scenarios to ensure that nuclear systems perform properly under event circumstances.

Some of Zachry’s work involves new digital systems built from scratch. Much of it, though, involves replacing controls designed and constructed in the 1970s or earlier. Older systems employ relays, switches, pneumatics and similar electromechanical and software-free gear. Such analog control arrangements can stretch across several racks in different locations around a plant and involve a mass of wiring.

That picture changes with a digital upgrade, said Collette. “When it’s all done, the system needs just a couple of slick black boxes. All of the parts that move and wear are taken out, which really improves system performance.”

In addition to being more compact and easier to maintain, the new digital technology also provides valuable information about things like the health of the equipment. It uses less electricity, generates less heat, frees up power and improves internal plant

system operating margins. And, because digital systems gather useful plant information over a network, the management of plants can become more efficient.

Precisely engineering nuclear digital upgrades

Paul Heaney, manager of instrumentation and controls engineering, directs plant modernization projects. For major projects, work has to take place when a nuclear plant is shut down during an outage.

ZNE has recently completed several upgrade projects. It provided a new steam generator feed pump control for the Seabrook Nuclear Power Plant in New Hampshire. ZNE also managed digital upgrades at the St. Lucie Nuclear Power Plant on Florida’s Atlantic coast. Enhancements included the electro-hydraulic control, which manages the turbine that generates the plant’s electricity, and the control room air conditioning systems, which enable control room operators to do their jobs despite outside conditions.

A particular benefit of these digital upgrades is triple modular redundancy. It means that three sensors monitor a system process, such as temperature, at a specific point. If one fails or indicates a problem, then the control system will evaluate the other two before acting.

Reliability issues like this extend to the new control software, which engineers examine line by line to make sure it is correct. Then the system undergoes acceptance testing to replicate normal and abnormal conditions. Instrumentation and Controls Engineering Supervisor **Nate Boyden** said, “We can evaluate the ladder logic to make sure it is properly programmed.” This kind of sophisticated quality assurance confirms the new control system functions properly and meets regulatory requirements.

Digital upgrades can also account for human factors. For example, the interface to the new controls is often made to look like the old setup. A button may be placed on a touch-screen, for instance, to mimic the previous, more familiar layout. Also, ZNE engineers use simulated control rooms at the power plants to configure precise details and familiarize personnel with new systems before they go live.

Heaney said, “It gives them an opportunity to work with this new equipment before we actually go and put it in the plant.”

ZNE’s experience can continue to meet those needs. •

Zachry Employee milestones

F I R S T Q U A R T E R 2 0 1 2

5 YEARS:

ARMANDO ACEVEDO JR.
TAMMY ALBARADO
PATRICK ALLEN
TOMMY ALLEN
JOSE ALVIDREZ
AURORA AMEZCUA
MATTHEW ANDEL
VIDA ANDERSON
CLEMENTE ARROYO
TONY ATKINSON JR.
CLINTON BAKER
JAMAAL BANKS
ROBERT BARCLAY
CARLO BARTON
JOHN BECKING
BRADY BISHOP
ELTON BLACK
KIMBERLY BOUVIER
TIMOTHY BRUNETTE
JOSEPH BURTON
CUATHEMOC CABALLERO
GREGORY CANTERBURY
JOE CANTU
MIGUEL CANTU
RHONDA CARDWELL
LEONEL CASTILLO
MATTHEW CASTO
FELIPE CAVAZOS CANTU
AVELINO CERVANTES JR.
RAFAEL COLON SOTO
MARK CONE
MOISES CONTRERAS
SYLVESTER COOK
TROY CORTEZ
TRISTAN COURTNEY
CECILIO COVARRUBIAS
WILLIAM CRAFT
ROGER CREEL
LUIS CRUZ
MARGARITO CRUZ
RICHARD DAVID
BERNARD DECULUS
LUANNE DEER
MARTIN DELEON
PERRY ESCAMILLA
DIANE FAIRHURST
MARY FIGUEROA
JERRY FRIETZE JR.
ANTHONY GALINDO
ERNESTO GAMEZ
GEORGE GAMMILL
MIGUEL GARCIA
CHRISTI GARIVEY
JUAN GARZA
LOWERY GEORGE
ANGELA GLASS
AARON GOODMAN
TRAVIS GOSSETT
LAWRENCE GRAVES
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OMAR GUTIERREZ
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DALE HAMMOND
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RODNEY HARVILL
DIANNA HATCHER
STACI HAWKINS
PAUL HEANEY
LARRY HENLEY
ALFONZO HEREBIA
ISRAEL HERNANDEZ
JASON HERNANDEZ
ARMANDO HERRERA
JOXSAN HERRERA
BENNY HINOJOSA III
ADAM HOSHAUER
CHRISTINA HOWK
BRAD HULO
MICAH JACKS
JIMMY JONES
RICHARD JONES
TIMMY JONES
KEVIN KELLER
GREGORY KIRKLAND
JANE KLASSEN
KENNETH KORENKIWSKY
BENNY KUNDERT
KYLE LANDECHE
RACHEL LANDRY
SCOTT LANHAM
RICARDO LEAL GUERRA
JOHN LEE
TODD LEE
TYKIE LEVENTIS
JUSTIN LIMING
TODD LINES
BRIAN LINK
ANTONIO LOPEZ
BRANDON LOVATO
RAMIRO LUCIO
LISA MANYOMA
THOMAS MARTIN
JANICE MCGREGOR
JAY MCMULLAN
ANNETTE MEHERAN
JOSHUA MICHAEL
RUBEN MONTALVO
JOSEPH MOORE
ENRIQUE MORALES
JOSE MORALES
RALPH NECAISE
ANDREW NELSON
EUGENE NEZ
SHERRELL NICHOLS
ELIZABETH NIELSEN
ARTHURO OLGUIN JR.
ALEXIS OQUENDO ALVAREZ
DANIEL ORTIZ JR.
BYRON OZENBERGER
TOMMY PAYNE
JASON PERRY
KYLE PIEPMEIER
SOMBAT PORNPRASERT
NORDEL QUESADA SOCARRA
MATTHEW RACHAU

AUDREY RAMIREZ
CLAUDIA RAMIREZ
TOMMY RHODES
TERRY RILEY
JEREMY RIVERA
JESUS RIVERA MARTINEZ
JASON ROBERTSON
RUBEN ROBLEDO
JOSE RODRIGUEZ
RALPH RODRIGUEZ
APOLINAR ROMERO
ANTOLIN RUBIO
ANGELA RUIZ
HAROLD RYAN
VALENTIN SANCHEZ
BRENNAN SARVER
KEVIN SATTLER
MATTHEW SCROGGINS
DAVID SEEGRS
DONNA SHETTERS
JOSE SILVA
ROBERT SKAGGS
JAMES SMITH
NATHANEAL SMITH
TED SMITHSON
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REBEKAH STEWART
SCOTT SWARTZENBERG
CHRISTOPHER TAUILLI
JOHNNY THEAL
ALEX THOMAS
JAMES THOMAS
SAMUEL THOMPSON
DALTON TOUSHA
MARION TREVINO
RAFAEL TRUJILLO
ZACHARY TUPPER
RONALD TURNER
TOMMY VASQUEZ
HAROLD VAUGHN
HUGO VILLARREAL
RAUL VILLARREAL
STELLA VILLARREAL
JACK WALLIS
RAYMOND WENZ III
NICHOLAS WHITE
MELVIN WIGGINS
GREGORY WILKOSZ
MARTHA WILLIAMS
TIMOTHY WILLIAMS Sr.
SCOTT WRIGHT
LEOBARDO YANEZ

10 YEARS:

JOE ALANIZ JR.
ABBAS AL-SAFI
RAYMOND ALVAREZ
RUBEN ALVAREZ
LISA APICELLI
MANASSEH ATKINSON

OSCAR BERMEA
KENNETH BLODGETT
MICHAEL BRANDON
DANIEL CORONILLA
BEAU CORTEZ
MIGUEL DEL ANGEL
SAMUEL DOUGLAS
JACK FARMER
KIRK FRILLOUX
GUILLERMO GARZA BANDA
JOSE GATICA
CURTIS GOLSON JR.
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DAVID JOHNS
SIDNEY JOHNSON
PAMELA KLARMANN
BARRY LARSON
JESSICA LEAL
ROGER LOWRANCE
EDUARDO GUERRERO
MANUEL LOZOYA
RICHARD MERRIMAN
JOEL MORRIS
DAVID MOSLEY
DARLA NEWMAN
CARLA NORRIS
MICHAEL NORWOOD
JOSUE PERENCEN
SERGIO RANGEL
JOEL RIOS
DAMIEN ROBERT
HEATHER ROWLEY
ALEXANDER SAENZ
PATRICK SHEPARD
SHERA SINGLETARY
JEANITA SKIPPER
JOSE TOVAR
STEPHEN TYLER
RAUL VARGAS JR.
ELISEO VELASQUEZ
JUAN VILLARREAL
DOMINGO VILLASENOR
ROBERT WEBB
ROBERT WILBERT

15 YEARS:

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ANDREW AMARO
MICHAEL BANKS
JOHN BOX JR.
WILLIAM BRADLEY
RAYMUNDO CAMACHO
JIMMY CHAVEZ JR.
OSCAR CORONADO
EVELINA DIGGS
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BRIAN DUMAS
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RANDY HOLMES
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JANICE JONES
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MICHAEL LEE
VERNON LEE Sr.
CARLOS LOPEZ
THOMAS MAHER
DAVID MORASKI
PEDRO NARANJO
EDWARD NEUGEBAUER
JOE PEREZ
FORTUNATO RANGEL JR.
FRED SHARER

20 YEARS:

JOSE AGUILAR
PAUL ALTMAN
JOSE FUENTES
EDUARDO GUERRERO
MONICA HERRERA
PEDRO MARTINEZ
RUSSELL MCDONALD
TRANQUELINO MORALES JR.
MERRY MOUTON
GEORGE PEREZ
MILDRED SEGOVIA
ROY ST GEORGE

25 YEARS:

BENITO ALVIAR
HECTOR ESPINOZA
DAVID HEREDIA
BURRIS LADNER JR.
TIMOTHY LEY
SHERRY ORTIZ

30 YEARS:

MARK BELCIK
GERONIMO CARRASCO
CARLOS HUERTA
BRIAN KING
STEVEN MICKNA
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35 YEARS:

STEVE BRIDGES
JAMES COOK
KENNETH EWELL

40 YEARS:

JOHN FROELICH
ROGER JUNKER



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ZACHRY

My name is Daryl Dilworth and I am Zachry.

I worked as a city firefighter-paramedic before starting as a jobsite medic with Zachry's Heavy Highway Division in 1989. While that job was challenging for the engineers and craft supervisors who suspended a tremendous amount of weight near heavy traffic in downtown San Antonio, for me as a new Zachry employee, it was like being baptized by fire to meet the demands of such a major heavy highway construction project right out of the gate.

Today, as manager of site security operations for the Home Office, I supervise 10 other security professionals who protect the Home Office campus and serve the employees and guests who work here. My team is responsible for emergency medical first response and incident command, the site emergency action plan, crime prevention, patrol activities, special event security services, office safety, fire systems management and courtesy services for guests and employees. Sometimes, there are not enough hours in a day. But, I learned early in my career not to quit, even when things get tough, because people's lives can be at stake. There is no day off when it comes to protecting the Zachry community.

I am 53 years old and have worn a badge since I was in high school starting out as a volunteer firefighter. I've always liked being involved in the community and being on the front lines of public safety, whether it's delivering emergency medical services, enforcing traffic safety laws, working with juveniles or patrolling neighborhoods. Today's security officer is a social worker who sometimes carries a gun. That also describes me as a Texas peace officer. It means we're in the people business. I am an advocate of community policing and think social concerns help define the need for law enforcement in our communities.

I have been trained as a police crisis negotiator and as a peer counselor for post-traumatic stress syndrome, and have completed a police academy, fire academy and paramedic training program. Having worked the streets on all sides of town before joining Zachry, I understand different cultures and the effects of drug abuse and drinking and driving. I've seen horrible accidents, injuries and death. So, when I preach safety, I'm preaching from the heart. I bring all that I have experienced to my job at Zachry.

I'm a social worker at heart and try to give a hand whenever possible. I try to uplift employees, especially the younger ones who are just starting out, to keep them engaged and on the right track. I have helped to pay their school tuition or buy books for them, and I've shed tears of joy and pride when they walked across the stage at their college graduation ceremonies.

My goal every day is to place others' needs before my own. When I'm not on the job at Zachry, I serve the local



Photos/Alissa Hollimon

“ Daryl often works on weekends providing security for Zachry Care Team members at volunteer projects. I have also seen him drive a sick employee downtown for medical care, give her a ride to the pharmacy and home, then turn around and get her car from the office and take it to her home as well. Daryl does all of this without beating his own drum. He just organizes his team to be wherever there is a need.

— Susan Rodriguez, Executive Secretary, Employee Relations

community as a Bexar County deputy constable. I stay involved in local emergency services and retain my police credentialing. Most of all, it helps me build relationships with law enforcement at the local, state and federal levels to better serve the Zachry community.

In Native American culture, leaders are warriors, visionaries, healers and teachers. I try to be a blend of all of those attributes while leading my team here and that is why I AM ZACHRY. •

NOMINATE A PEER

Do you have a co-worker who lives the Zachry values? We want to hear from you — especially craft employees! Please send your nominations to Brian Dwyer, *Zachry Force Report* editor, at dwyerw@zhi.com or call (210) 588-5813.

I AM ZACHRY

My name is Frank Roberts and I am Zachry.

I graduated from the University of Colorado in 2001 with a degree in civil engineering.

My first job was with Utility Engineering. When Zachry purchased that company in 2005, I stayed on as a civil/structural design engineer, designing steel and concrete structures for power plants and doing some site work as well.

I normally work in the Denver office. But right now, I'm on site at the Riviera Beach Energy Center Unit 5, which is owned by Florida Power & Light. It's a new 3-on-1 combined cycle power plant utilizing the Siemens new technology H-class combustion turbines.

I came here directly from the Cape Canaveral Energy Center Unit 3, a similar project, where I worked for nine months. When I'm in the field, I serve as the liaison between construction and engineering, and handle any issues that come up. I'll be at Riviera Beach for a year.

I grew up in Estes Park, Colo. I enjoy outdoor activities like hiking, hunting, camping and fishing, so I don't always like leaving my home there. But, as a design engineer who is normally rooted in an office, I recognize that field assignments offer a great chance to learn from a different perspective. I volunteer for these assignments because it is a good opportunity to physically see and learn more about this technology, which is useful with future designs when I return to my desk.

When I joined Zachry, I found many peers and leaders who were more than willing to take the time to teach me things. I learned a lot early on. So, now, I try to lend a hand to the newer or younger engineers when I'm working with them on projects, explaining why or how we do things a certain way. I think it's important to spend a little extra time doing that so they understand and learn.

A good example is the Black Hills Colorado Combined Cycle project in Pueblo, Colo. In 2010-11, I was the lead civil/structural design engineer, and the engineering team included **Al Vercellino, Brent Good, Jeff Snyder, Nicole Gutierrez** and **Kellie Good**. That was a very successful project, and teamwork made it happen.

Civil/Structural Engineering Manager **Howard Noble** leads our team from the Denver Design Center, and he's always been a good mentor. I appreciate that Zachry is



“ Frank has been involved with many projects in his time at Zachry. His designs reflect his education and experience; they are innovative and exhibit his knowledge. Since earning his licenses, he has been the design lead on many projects. Frank has also mentored many of the new engineers, and worked with the new designers and drafters in the Technology Services Department to develop improved company drafting standards.

— Brent Good, Civil/Structural Design Engineer

very supportive of professional development and career advancement. It's helped me in studying for licensing exams and earning my state professional engineering licenses, including the California PE license and Structural Engineering license in various states, which are challenging to get.

High integrity is the Zachry value I most admire because I try to be an upstanding person in the way Zachry is an upstanding company. Zachry is constantly looking at ways to improve processes because the company wants to be cutting-edge, and so do I, and that is why I AM ZACHRY. •

EEO Policy

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.

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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.

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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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