

# **ZACHRY** **Force Report**

November / December 2012

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





## On the Cover:

A train approaches the Globeville Rail Yard in Denver, Col. where Zachry engineered a diesel fuel oil (DFO) truck loading and unloading system for locomotives. Photo/Alissa Hollimon

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Third Quarter 2012

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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](mailto: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 24.

An archive of all issues of the Zachry Force Report is posted online at [ZHI.com](http://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](mailto:dwyerw@zhi.com).

# Dear Readers,

## September was an unusually important month for us.

For those who have not heard, I am excited to share with you the news that we finalized two acquisitions that had been in the works for a long time. The first was a major pipe and vessel fabrication facility located in Moss Point, Mississippi, just outside Pascagoula. The second, and larger one, was a company called JV Industrial Companies, Ltd. (JVIC), based in Pasadena, Texas, with 20 offices across the United States. JVIC is the premier provider of turnaround services to the refining and petrochemicals industries. Additionally, JVIC has tremendous engineering, construction and fabrication capabilities.

Both of these businesses have been very successful and enjoy strong reputations and relationships in their respective markets. In all respects, they are highly complementary to our company. Many details still need to be worked through, but the overall picture is clear — this is a transformative event for us. The end result is a company with unique expertise, depth and scale that's capable of meeting the extraordinary level of challenge and complexity of America's expanding energy and industrial infrastructure.

Expanding our capabilities to cover the full spectrum of services required by customers in our core markets has been a major element of our strategy. These acquisitions represent significant steps forward on that path. They come after a considerable amount of thought and planning regarding the future of our company. Not only have we expanded our service offerings, we have significantly enhanced our technical, management and skilled craft resources.

We believe that these deals represent good news for all of our stakeholders: customers will benefit from a comprehensive range of industry-leading services for designing, building, maintaining and renewing their industrial facilities; employees (legacy and new) will benefit from a broader range of career opportunities; suppliers and partners will benefit from significant growth opportunities and expansion into new markets; and our community partners will continue to benefit from our commitment to productive engagement at the local and national levels.

One last point I'd like to make about these deals is that these companies share a high degree of cultural compatibility and an alignment of fundamental values.

“

...this is a transformative event for us. The end result is a company with unique expertise, depth and scale that's capable of meeting the extraordinary level of challenge and complexity of America's expanding energy and industrial infrastructure.

— John B. Zachry,  
Chairman & Chief  
Executive Officer



Photo/Alissa Hollimon

Ultimately, this fact convinced us that these additions were “right” for our company. Not only did they possess the desired expertise and experience, they shared our basic business philosophy and long-term perspective. Across the board, there was a common understanding that the real key to success is a cohesive force of committed people and that the quality of people is the only sustainable source of competitive advantage. The fundamental belief in the capacity of our people to accomplish great things has been our touchstone and will guide our future as a new company.

Hopefully, in these few words, you've gotten a sense of how excited we are about the future. We will not only be a stronger organization — we will enjoy working together! I am confident that you will also enjoy getting to know your new colleagues and give them a warm welcome to the Zachry family.

To each of you and your family: happy holidays and best wishes for the New Year.

A handwritten signature of John B. Zachry in black ink.

John B. Zachry



# news updates

## Clearing the air in Kentucky

 Turnkey retrofit to reduce plant emissions

Zachry recently began a retrofit project at the 1608-megawatt Mill Creek power station in Kentucky for Louisville Gas & Electric (LG&E). The project involves upgrading air quality control systems on all four of the plant's coal-burning units by installing Pulse-Jet Fabric Filters (baghouses) and Wet Flue Gas Desulphurization Units (scrubbers). This equipment will also reduce mercury and sulfuric acid emissions from the plant.

Work on the four units started this fall, and completion of the unit upgrades will be staggered, with the last unit going commercial in early 2016. Zachry's Denver office will lead the engineering work. Approximately 65 engineers and about 600 construction employees will be working on the project.

The bidding process was very competitive. Project Executive **Chuck Kehm** said that Zachry's recent work on LG&E's E.W. Brown generating station in Kentucky was a key to winning the Mill Creek project. "Our successful Brown performance positioned us well for this project," he explained. "Also, the project team's effort in developing a solid execution plan was very instrumental."

Kehm noted that the project is a good example of Zachry's engineering, procurement and construction (EPC) capabilities. "It demonstrates how we can take on these complex projects in a turnkey fashion," he said.

**Mike Brumage**, engineering project manager, said the project presents many challenges in removing old equipment and installing new equipment while the plant is in operation. The ultimate result will be cleaner air for area residents. "LG&E is committed to cleaning this plant up and making it more favorable for the community, and it is our job to help them do that," he said. •



A rendering of what the Mill Creek Power Station in Kentucky will look like when the upgrades are complete. Photo/Site

## Zachry wins long-term industrial maintenance contract

Zachry's Industrial Services Group (ISG) has expanded its relationship with an existing customer to include a new job site. ISG has mobilized a team at the INEOS Nitriles petrochemical facility in Green Lake, Texas as part of a multi-year contract for maintenance work.

Zachry retains maintenance contracts at two other INEOS locations and has performed capital work at Green Lake in the past. This contract is the first for ISG with the INEOS Nitriles division.

Zachry will perform maintenance and reliability services; complete turnarounds; and support capital work for the Green Lake facility. Zachry has retained skilled, long-tenured employees already working at the plant and hired additional employees to form a workforce of roughly 60 people.

"We have targeted this site for many years and are excited to continue our relationship with INEOS," said **Kenny Manning**, senior director with Zachry. "Through our previous experience performing maintenance services and capital work, we have found INEOS to align well with our company culture of taking care of employees, partners and communities."

The chemicals produced at the plant are used to make products and materials for a variety of applications, including commercial and residential construction. The plant produces 545,000 tons of acrylonitrile per year, as well as acetonitrile, HCN and ACH.

This facility is an OSHA Voluntary Protection Program "Star" site, adding to Zachry's 14 other job sites that hold the same designation. OSHA's program each year recognizes sites that uphold the highest standard of health and safety practices. •

## Zachry executive chairs national industry conference



A Zachry executive has concluded his year-long term as chairman of the executive board of directors of the Engineering and Construction Contracting Association (ECC). In that role, **Steve Dedman**, senior vice president of Enterprise Strategic Development, led the association's planning for its 44th annual conference, which brought together national industry leaders and geopolitical experts for a three-day event in San Antonio in September.

The ECC promotes innovative thought among owners, contractors and suppliers in the global engineering and construction industry, as well as academics in the same field. The association encourages use of creative approaches to improve capital project results and the global competitiveness of member companies, which include many multi-national firms.

The ECC's annual conference provides a forum for executives to exchange new ideas, learn from world-class thinkers, address current industry issues and network with counterparts. This year's conference focused on the importance of corporate agility in today's market environment. It included keynote addresses about the future of energy, the world economy and how the current global political landscape is affecting the engineering and construction industry. •

## TRAINING AND DEVELOPMENT

### SMARTFOCUS

Have you done something SMART today?

## SMARTFocus now on Zachry's Learning Management System, gives employees more options

**Good ideas make for great** growth, success and, at Zachry, cost savings. Since 1992, Zachry employees have produced more than \$90 million in validated cost savings for customers through SMARTFocus, Zachry's continuous improvement process.

SMARTFocus is now accessible to employees through the company's computerized Learning Management System (LMS). That makes it easier to introduce the program to new employees, such as those at industrial sites where the Industrial Services Group (ISG) takes over maintenance work. SMARTFocus orientation and training modules allow sites to train employees more quickly because they can go through training remotely, instead of waiting to sit through group sessions conducted in person.

"Our craft workers are the experts. They know their environments and the best ways to make their jobs safer and more efficient, and how best to deliver cost savings to our customers," said **Denise Stallcup**, marketing and proposals manager for the Industrial Services Group (ISG). "SMARTFocus gives them an easy format to share their good ideas. We capture, track and work to bring them to fruition." •



If you are a Zachry employee, signing on to the LMS is easy:

- ▷The username is your employee email ID (usually your full last name and first initial).
- ▷The password is the last four digits of your 10-digit Zachry Employee Identification Number (EIN).
- ▷You can locate the modules by typing "smartfocus" in the search box.

Another SMARTFocus training module on LMS shows site managers, ISG business unit managers and SMARTFocus champions the steps needed to enter ideas into the SmartFocus database to share with other sites. Access to the database makes sharing concepts among sites more fluid and lets new sites hit the ground running, keeping continuous improvement a focus from day one.

"It's all about saving time and getting the right information, and having the training modules on LMS helps us offer that to our site managers and craft workers," said Stallcup. "We are champions for the next great idea. We are banking intellectual capital, and as we've seen, the rewards can be endless." •



# Railroad Transportation Group is on the right side of the tracks

Nothing may have impacted or defined American transportation in the 19th century more than the locomotive. Since that time, railroads have contributed substantially to U.S. history and influenced popular culture through such things as small-town train depots, Grand Central Station and stories about legendary figures like Jesse James.

Today, the iconic conductor's hat and the sound of a train's horn remain instantly recognizable. The mystique of rail travel is also still with us.

"If you have ever taken a train ride or trip, it's an experience" said **Kelly Orgies**, Railroad Transportation Group manager. "The railroad defined a part of the American culture."

It has also defined a thriving business segment for Zachry.

## The History

When Zachry acquired the engineering firm APA, Inc. in 1996, the organization also inherited a sector of engineering that fit into the big picture. "The skills we have gained over the years in industrial projects were directly transferrable to rail projects," said **Barry Richey**, senior vice president and manager, Renewable/Process Sector.

*continued on page 8*

*Locomotives, like this one stopped at the Globeville Rail Yard in Denver, Col., can take on as much as four-thousand gallons of fuel at a time.  
Photo/Alissa Hollimon*

# All Aboard!

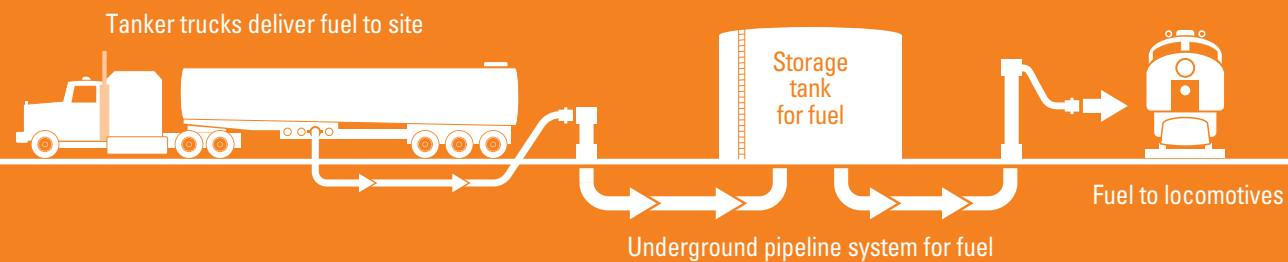




The diesel fuel oil (DFO) truck loading and unloading system at the Globeville Rail Yard in Denver, Col. Photos/Alissa Hollimon

## The process:

- 1 Tanker trucks unload fuel at the Globeville Yard using a locomotive fueling system that Zachry engineered.
- 2 The fuel is stored in tanks that are located away from the tracks.
- 3 Underground pipelines carry fuel from the tanks to fueling cranes next to the railroad tracks where locomotives are fueled.



## Zachry diversifies services for rail customers

*continued from page 7*

Spearheaded through Zachry's Engineering and Design Center in Omaha, Neb., the Railroad Transportation Group is housed near the largest Class 1 rail providers in the United States, Union Pacific Railroad (UP) and BNSF Railway Company (BNSF).

"We created a market for Zachry to diversify its services to customers, and built a team of professionals who could do it very well," said Richey.

### Small team makes a big impact

The Railroad Transportation Group has provided services in more than 20 states, which is a vast reach for a small team of engineering professionals. A dedicated group of

managers, engineers, technicians and drafters design and oversee projects all the way through construction for an array of customers, including UP and BNSF.

"Our capabilities set us apart from the competition because of the experience our team of engineers brings to the table," said Ortgies. "We have the ability to provide on-site construction support services, which makes us a bigger part of our customers' teams."

The BNSF diesel fuel oil (DFO) pipeline replacement project at the Argentine Rail Yard in Kansas City, Kan. is one example of the comprehensive service Zachry provides for its customers. The company completed the civil, structural, mechanical and electrical engineering and provided full-time on-site construction support for that project.

*continued on page 10*







(Clockwise from top) A rail car axle, locomotive, and an axle bearing and springs all photographed at the Globeville Rail Yard in Denver, Col. Photos/Alissa Hollimon



## Laying the tracks for tomorrow

*continued from page 9*

“Working to replace a mile of pipeline in a busy industrial rail yard requires a significant amount of project planning and research,” said Ortgies. “Underground, there are so many pipes, conduits and lines to work around. And nothing stops. Trains keep moving day and night. Time is money when moving freight and we need to be fast and nimble.”

**Jeff Cloyed**, director of operations for The Omaha Engineering and Design Center, agrees. “Our focus is to make it easy for customers. The changing government and environmental regulations require rail companies to be constantly updating and evolving. And they still need to be moving trains in the process.”

Another example of Zachry’s engineering expertise in action is BNSF’s DFO truck loading and unloading facility at the Globeville Rail Yard in Denver, Col. Locomotives that stop at this location can take on as much as four thousand gallons of fuel at a time.

“Their fueling station was literally on the wrong side of the tracks,” said Ortgies.

Zachry’s work involved relocating the station and installing underground piping to allow transport tanker trucks to access an existing fuel storage tank more easily to unload and load DFO. This arrangement (as pictured on page 8) lets tanker trucks avoid the potential hazards of crossing active tracks when the trucks are loaded.

Working on projects like these, Zachry has cultivated expertise in designing, building and maintaining rail yard facilities and pipelines. “Many people think that if you work on the railroad you’re building and adding tracks,” said Cloyed. “Our focus is on additions and modifications to railroad facilities.”

Railroads need to maintain and upgrade everything from fueling stations, maintenance shops and services docks to warehouses and intermodal yards, which is where loading and unloading of shipping containers takes place. It’s all had a positive impact on the Railroad Transportation Group.

“Adding our construction support services to the mix of engineering services has definitely made us a one-stop shop for our customers,” said Cloyed.

“

*Rail yards will continue to see growth, and Zachry will be there to help.*

*— Barry Richey, Senior Vice President and Manager, Renewable/Process Sector*

”

## What’s coming down the track

Rising oil prices can make rail a more viable option for companies that need to move products and goods across the country. “The tonnage of rail goods being shipped is increasing,” said Richey. “And, as the population continues to grow, so will the need for more product. That means rail yards will continue to see growth, and Zachry will be there to help.”

With new government mandates for managing train traffic, the need for rail companies to develop and update their signal capabilities and networks will increase. “The mandates will create opportunities for us to work with rail companies to design and engineer their networks,” said Cloyed. “Think of it as air traffic control for trains.”

Also, national security measures require better tracking of train cargo and systems management, and that’s a different kind of expertise the team is developing. New technology allows shipping containers to be equipped with electronic barcodes for easier tracking at automated checkpoints along their routes. It means faster, more efficient accounting than was possible before.

Cloyed adds that the growth in the light rail and high-speed rail industry could also lead to future opportunities for his group of engineers. “Our team is experienced. They have been doing this for a long time and have had many successes,” said Cloyed.

With a rich history in America, the railroad industry appears to be positioned for a future of even more potential. And Zachry plans to be an experienced and productive resource all along the way. •



# The Estimating Department sets up teams for success

**Zachry's Central Estimating Department** is more than a group that churns out numbers. It's more like the nerve center of the organization's new business efforts.

Estimators work with multiple departments across the Enterprise to accurately calculate the resources needed for each new business opportunity. With major proposals that can require up to four months of work, the process is far more complicated than simply adding up figures.

"Every item that goes into a job usually has some sort of condition, circumstance or cost that an estimator has to consider," said **Lynn McCord**, vice president and chief estimator. "The estimate work touches every piece of the organization."

At the heart of the department are the craft estimators who focus on specific areas, such as piping, concrete, electrical and steel. The more accurate the estimate, the easier it is for both the company and the customer to execute a project down the line.

Coordinating estimators function like project executives, assembling and empowering teams of craft estimators to develop each proposal, and gathering input from many other departments. That means estimators have to build and maintain close relationships with other group representatives to determine exactly what it will take to get any job done. When bids are successful, the work begins for teams within several departments and groups, including Engineering, Procurement, Risk and Insurance, Safety, Wage and Compensation, Quality Assurance and Operations.

Once the scope of work of a proposed project is outlined, estimators begin to calculate the amount of labor, material and machinery needed to complete the job.

"We have to look at all of those costs, but the most complex and challenging to assess is labor," said

McCord. "Some costs may simply require calling people and getting numbers for items or services, but what's not so easy is to figure out all the influences that go into being able to perform the work." For example, estimators have to consider time and costs for hard-to-measure circumstances like how many people can fit safely into a work space at any given time, difficult site access, sequencing and logistics issues or whether work will need to be done during extended workdays or over weekends.

## Leveraging the value of hands-on expertise

The Estimating Department's 35 employees have about 750 years of combined industry experience in all aspects of industrial construction, including site work, structural concrete, steel, mechanical equipment, piping, electrical work, insulation and painting. What's more, approximately 40 percent of Zachry's estimators have significant experience in the field. That hands-on perspective is a powerful advantage in generating the most accurate estimates possible and helps to distinguish the company in the bidding process.

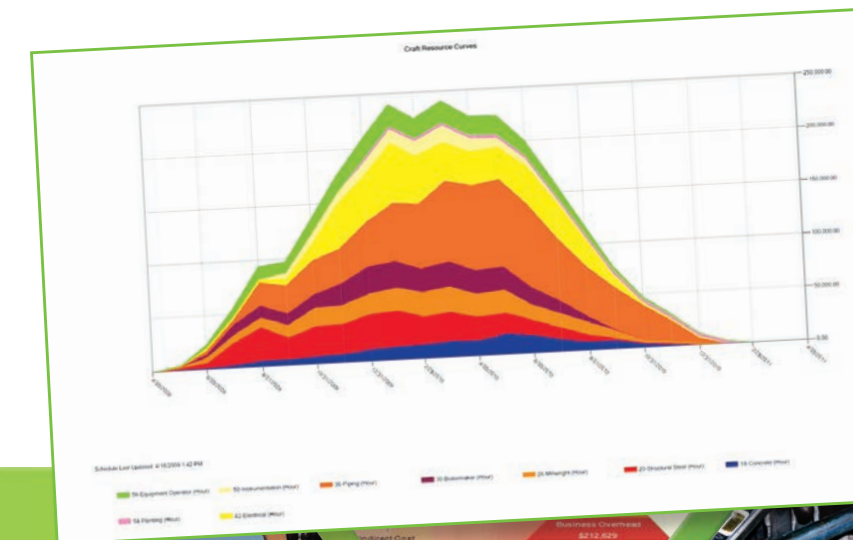
Extensive field experience gives Zachry estimators the insight to produce accurate estimates even when specific information about certain elements of a project is unavailable.

"It takes a lot of envisioning on the part of individual estimators to picture what's going to be required for the system or the structure, then fill in the details from their experience because they seldom have detailed drawings," McCord said. Estimators also benefit from ready access to documented results of previous projects, the latest technology and supplier information.

## Staying up to speed on new technologies

The Estimating Department helps to keep Zachry at the forefront of new technology through its research as part of the early assessment team that investigates new project opportunities.

## The Central Estimating Department



**The Central Estimating Department** uses evolving technology and collaborative information to help map out the projected costs for projects. This graphic is a typical color-coded illustration of the estimated labor costs for the different types of workers needed for a particular project over a period of multiple years. It's just one of the many interactive tools Zachry's estimators use to create accurate estimates.



When Zachry began bidding on liquefied natural gas (LNG) projects nearly a decade ago, the United States was experiencing a shortage of natural gas. There was demand for facilities to store imported gas in liquid form, then gasify and distribute it via pipelines. Zachry had no experience with this technology, so it began strategically partnering with international companies with LNG expertise. The Zachry team made site visits, met with engineers and key equipment suppliers and studied every detail in preparing to enter the field.

"We had to understand the technology, the construction methodology and the nuances of the work, and then develop and redefine some of our processes to ensure the estimate adequately captured and addressed the steps needed to construct the job," said **Shameem Akhtar**, vice president of the Estimating Department. These efforts led to successful bids.

Today, an abundance of natural gas in the United States has created a need for the Estimating Department to prepare proposals for liquefaction projects that reverse the LNG process, liquefying gas and storing it for export.

## Estimating the needs for the road ahead

The Estimating Department's flexibility is also contributing to Zachry's pursuit of project opportunities tied to the growing demand for alternative power sources, such as biomass and solar energy. Zachry is used to working

on large-scale, vertical power plants. Solar plants, however, are horizontal and can require thousands of panels to be spread out over hundreds of acres. This design difference has created challenges that estimators have had to overcome in producing accurate estimates.

"Our tools were designed to estimate a lot of concrete, steel and big equipment, but the solar project has none of those things," Akhtar said. "We needed to recalibrate our tools for this particular kind of project."

Adjusting approaches has paid off: Zachry is now building one of the world's largest solar photovoltaic projects west of Phoenix, Ariz. The company is also exploring other technologies, including silicon manufacturing and carbon capture, which is the process of capturing carbon dioxide generated at coal- and gas-fired power plants and storing it underground to reduce emissions.

"Zachry's readiness to revamp estimating processes when needed helps lead to success in entering new markets and acquiring good work," said Akhtar.

Whatever opportunities lie ahead, the Estimating Department's insight, experience and ability to adapt to changing markets and opportunities are strategic assets that stand to keep Zachry competitive. •



# Marquee job brings new series of firsts

## Experience shines through on new Dominion Virginia Power project

**Nestled between** the Blue Ridge and Allegheny mountains, an hour away from Washington, D.C., Zachry is at work constructing the Dominion Warren County Power Station, a large natural gas-fired power plant for Dominion Virginia Power. The 1,322-megawatt plant, located in Front Royal, Va., will provide energy to 325,000 homes when complete in 2014. Zachry is part of a joint venture with Burns & McDonnell Engineering that is known as Warren County Energy Partners (WCEP).

WCEP won the engineering, procurement and construction (EPC) project due, in large part, to Zachry's extensive construction experience with the leading-edge technology that will be used on the project. With many unique features and some challenging circumstances to work around, it's a job that will add to Zachry's expertise in building natural gas plants.

"It's a marquee job for Dominion and a very important project for Zachry," said **Bruce Beall**, project manager.

Zachry is one of the few contractors in the United States with experience constructing and installing Mitsubishi 501Gs, one of the largest combustion turbines available. The turbine features advanced technology that is shaping the industry according to Project Executive **Jimmy Stinnett**. "Nobody has installed more Mitsubishi 501Gs in North America than Zachry has," Stinnett said.

Mobilization began in May after 10 months of construction planning as well as initial phases of engineering and procurement. Prior to construction, the site required significant preparation due to subsurface rock pinnacles (jagged underground rock mountains) and Karst features, or cavernous fractured limestone. These formations create the risk of coming across sinkholes.

Pumping grout into fissures in the rock is a common stabilization technique for Karst features. It wasn't an option here, however, due to the Madison Cave Isopod,

a federally protected species that lives in the caverns and fissures of the rock. The project permit stipulated that construction practices could not adversely affect the habitat of the freshwater crustacean, which measures less than one inch in length.

"Simply put, if you run into a cavern or fissure, you can't pump it full of grout, or you'd fill up their habitat," said Beall. "You have to bridge over it to preserve habitat."

Zachry remedied the Karst geology and sinkholes encountered by using a reverse-graded fill process to stabilize the ground, along with installing micropiles for most of the foundations. "All in all, it's just a unique

attribute you have to plan for and be prepared to deal with as a team," Beall said.

The team faces logistical challenges also. The site takes up roughly 32 acres, which is a small footprint for a job of this magnitude. Additionally, the surrounding slopes and hills render some of that acreage unusable. Due to space constraints, the job has three separate off-site laydown areas, requiring careful planning to stage delivery of materials and equipment.

The plant includes several advanced design features, such as a 10-million gallon concrete thermal energy storage tank to improve plant efficiency, and a 60-cell air-cooled condenser that decreases the plant's water

## Project Highlights:

- ▷ 10-million gallon concrete thermal energy storage tank.
- ▷ A 60-cell air-cooled condenser instead of conventional wet cooling towers.
- ▷ The 3-on-1 combined cycle plant also offers new opportunities for Zachry, such as constructing a Mitsubishi steam turbine.

*A project rendering illustrates the unique site and what the Dominion Virginia Power project will look like. Photo/Site*

## Project Team

### Construction

Team led by Project Executive **Jimmy Stinnett** and Project Manager **Bruce Beall**

**Jose Charles**  
Site Safety Manager

**Jeffrey Durham**  
Project Engineer

**Jeff Fawvor**  
BOP Pipe Superintendent

**Chris Higgins**  
Millwright Superintendent

**Hoss Howard**  
ACC Superintendent

**Hector Ipina**  
Civil Superintendent

**David Jackson**  
Electrical / Instrument Superintendent

**Larry Kersey**  
General Field Superintendent

**Monty Lambeck**  
Rigging Superintendent

**Aaron Mosley**  
Construction Coordinator

**Tim Stewart**  
HRSG / Structural Superintendent

**Freddie Terrell**  
Quality Control Manager

**Sam Tijerina**  
Business Manager

**Keith Vaughan**  
General Field Superintendent



**Zachry has a long tradition** of serving the communities where its employees live and work. Service is a corporate value that employees at job sites and office locations live out year-round by helping people in need, especially during the holiday season.

“Service is part of our culture,” Community Relations Manager **Janet Jackson** said. “Zachry and its employees have been giving back to our communities for more than eight decades. We call it being a caring force. We just believe community investment is one of the differences between us and our competitors.”

Each Zachry location has a Care Team dedicated to finding meaningful opportunities for employees to impact their communities. The meaning of service, however, deepens during the holidays as employees embrace the spirit of giving to support non-profit agencies at the time of year when they have their greatest needs.

This holiday season, a variety of outreach efforts will be taking place across the entire Enterprise. Here are just a few examples.

### Nuclear Group hits the Polar Express

Zachry Nuclear employees in Stonington, Conn. work with the Child and Family Agency of Southeastern Connecticut to assist the Polar Express project. Employees support families that may not have anything under the tree for Christmas. The local Care Team uses any remaining funds in its account to buy additional gifts for the families.

“There’s nothing like going out and spending thoughtfully donated money on Christmas gifts for a family that needs them,” Senior Design Engineer **Tom Maher** said. “We’ve been involved with this project since 2007, helping up to 10 families a year.”

Sometimes the group gets requests from other agencies in the area to provide items for other families and children. Favorite gifts include board

# HOLIDAY SPIRIT

*puts caring force in overdrive*

games, coloring books, crayons, glue, blocks, beads, glitter and sand. “They’re for the kids to play with when they participate in the various agency-provided programs,” Maher said.

### Engineering Group lends many Holiday Helping Hands

Zachry Engineering employees in Denver work closely with Florence Crittenton Services of Colorado, an agency that helps teen parents. The Denver office’s involvement dates back six years to when the organization was known as Parent Pathways.

Zachry employees participate in several projects through the agency’s Holiday Helping Hands program, including preparing Thanksgiving baskets, creating a holiday giving tree and sponsoring families. The giving tree’s branches have tags with gift “wishes” on them. Executive Assistant **Jeanne Jones** said each year the Denver office requests 40 tags and they go fast.

“Employees are always asking for more after they’re all gone,” Jones said. “Everybody really wants to help.”

Many of the gifts, she said, are for babies who aren’t even born yet. They include newborn diapers, outfits and toys. “They may be inexpensive gifts, but make a big difference, and our employees know their contributions are going directly to help these children,” said Jones.

### Industrial Services Group helps children’s home and Toys for Tots

The Care Teams at Industrial Services Group (ISG) sites in the Cincinnati, Ohio area are able to extend their reach into portions of three states. The West Side Care Team focuses on needs in Indiana and the East Side Care Team aids groups in Ohio and Kentucky.

The East Side Care Team supports the Children’s Home of Northern Kentucky and the Northern Kentucky Senior Center. The Care Team has thrown

*“People want to help out and, when you give them an avenue, they’re happy to do it. All it takes is getting a few people involved.”*

*— Paul Broering, Occupational Health Manager*

pizza parties for the kids at the Children’s Home and donated board games and video games. For the seniors, they visit residents and bring small, personal care gifts like shampoo, soap and lotion. They also donate pillows, blankets and comforters to a group called the Lion’s Fund, which distributes them to families in need.

“People want to help out and, when you give them an avenue, they’re happy to do it,” Occupational Health Manager **Paul Broering** said. “All it takes is getting a few people involved.”

The West Side Care Team supports Toys for Tots and collects items at ISG job sites. The group has donated as many as four truckloads of toys at one time, and also contributes lots of clothing for families and coats for children. With any money that’s left over, employees get names from local “gift trees” and adopt other families as well.

“Zachry always participates with matching funds, so it’s easy to get people involved in these projects when they see the company’s level of involvement,” Safety and Care Team Coordinator **Sandy Keneipp** said.

### Home Office supports Blue Santa

The San Antonio Police Department’s Blue Santa program has been a featured holiday outreach effort of the Home Office ever since the program started in 1986. Officers identify families in need in their patrol districts throughout the city. Then, employees donate new, unwrapped toys for children ranging in age from newborns to 13 years old.

“It grows every year,” Employee Relations Executive Assistant **Sue Rodriguez** said. “A few of our elves will zip out to the stores to purchase gifts for any age groups that might not have received as many gifts as other groups.”

It’s a big event when officers come to collect the gifts. The Zachry Zingers sing carols and Blue Santa himself arrives with his police escort. Last year, generous employees packed 37 wardrobe boxes with new toys and collected 19 new bicycles. The gifts completely filled the truck that police officers brought to transport them.

### The Construction Group serves the service members

Employees working on the project to build the Cape Canaveral power plant in Cocoa, Fla. are involved with

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# Building a culture of wellness

## Inspirational employees make healthier choices

**Zachry's Benefits Department** is using a variety of initiatives and informational tools to encourage employees to lead healthier lives than ever. While the company can promote lifestyle changes, it is ultimately up to each person to take the necessary steps toward better health and a number of employees are doing just that (*see featured examples in this article*).

"You hear people talk about wellness, but it hasn't been very well defined," Benefits and Compensation Director **Cynda Reznicek** said. "We have spent a lot of time and thought trying to figure out what wellness looks like and what works with our culture."

### Staying healthy in the field

The variety of work environments across Zachry can pose different kinds of challenges to maintaining healthy lifestyles. Benefits Communications Manager **Oscar Martinez** uses a number of approaches to communicate messages about health to employees, including leveraging resources from United Healthcare to address issues like obesity, diabetes and tobacco use. Martinez also sends out the Zachry Safety Wellness Talk information to safety representatives in the field to share with employees during regular jobsite briefings.

"We partner with our safety team and deliver important information about topics, such as preventive care, and

what tools and resources are available to our employees," Martinez said. "If we focus on health and wellness and understand the benefits of preventive care, then we can keep employees healthy and working, and contain health care costs for everyone."

The following sections highlight employees who have taken responsibility for their wellness by establishing and sustaining active lifestyles. Their stories are intended to inspire other employees.

### The Ultramarathoner

Pipe Specialist **Doug Ammann** is one of those people in the field who made a change to live healthier. When he was a superintendent, he spent a lot of time away from home and ate poorly as a result. He describes himself as a "small-framed guy" who ideally weighs 162 pounds. Yet, a few years ago, he got up to 200 pounds.

"One day, I just got out on the road," Ammann said. "I ran a couple of hundred yards, and then I ran half a mile and then a mile and then 13 miles." Now, he runs in ultramarathons, which are running events that are anything longer than 26.2 miles. He's already achieved 37 miles and is planning to go even farther on his next one.

"When you start getting in your 40s and 50s, you look at how you start treating

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### OFFICIAL HEALTH STATS



**NAME:**  
Pipe Specialist  
Doug Ammann

**ACTIVITY:**  
Ultramarathons

**INSPIRATION:**  
"When you start getting in your 40s and 50s, you look at how you start treating yourself. I spent half my life destroying my body and the other half trying to fix it."

yourself," Ammann said. "I spent half my life destroying my body and the other half trying to fix it."

### The Ironman Triathlete

Senior Manager for Talent Planning **Jim Hayes** has a similar story. The terrorist attacks of 9/11 got him to re-evaluate his health, as he was just past 40 years old and his weight crept closer to 275 pounds. He started with simple changes, like walking his dogs. Then he got on a Stairmaster, moved to a stationary bike, started taking spin classes and ended up swimming again as he did in school.

"When I started running, I literally couldn't go from one telephone pole to another telephone pole," he said. "You've just got to start somewhere."

Each new exercise caused him to set a new goal for himself, and he eventually participated in his first "Ironman" triathlon in 2008. Since then, he's done four more. Ironman triathlons are long-distance

★ ★ ★ ★ ★

### OFFICIAL HEALTH STATS



**NAME:**  
Senior Manager  
for Talent Planning  
Jim Hayes

**ACTIVITY:**  
Ironman triathlons

**INSPIRATION:**  
"I couldn't imagine doing an Ironman even five years ago, but I just decided to take control."

“When I started running, I literally couldn't go from one telephone pole to another telephone pole. You've just got to start somewhere.”  
— Jim Hayes, Senior Manager for Talent Planning

triathlons. Whereas a standard Olympic triathlon includes a .93-mile swim, 25-mile bike ride and 6.2-mile run, an Ironman is a 140.6-mile race that includes a 2.4-mile swim, 112-mile bike ride and 26.2-mile marathon to the finish line.

"I couldn't imagine doing an Ironman even five years ago, but I just decided to take control," Hayes said. "I found a way to accomplish a life change. The thing I had to remember is I didn't get fat or lazy or out of shape overnight. So you're not going to lose it overnight."

Hayes sees that commitment to living healthier in his coworkers at Zachry. He says he sees more of them working out during lunch, eating better and doing more to take care of themselves.

### The Runner

For Community Relations Manager **Angie Saenz**, maintaining wellness means running. Four years ago, she moved to the Home Office. That day, she packed her gym bag and headed out to the office's jogging path for the first of her daily lunch hour runs.

Saenz, a 15-year Zachry employee, said she has been running since she was in middle school. A family history of heart disease, breast cancer and diabetes inspired her to run. She keeps running as an example to her three teenaged children.

"It's really a stress reliever," Saenz said. "It's a time for me to just think about things. I come back to my office and I feel rejuvenated. I can tell it affects my attitude and my performance."

*continued on page 20*



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

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

**ZACHRY**



Holiday service across the Enterprise

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local schools, shelters and organizations up and down Florida’s “Space Coast.” One project involves the Warm Full Safe program of the National Veterans Homeless Support organization. It seeks homeless veterans living in the parks and woods of Central Florida, provides hotel rooms and transitional housing and eventually gets them out of homeless camps and back into society. The program can even arrange job interviews for the vets.

“We’ve provided items to help them get through the winter and donated money for them to get 20 hotel rooms, which are added to rooms donated from other groups in the area, to make quite a substantial difference,” Equipment Superintendent **Carlos Gibson** said.

“We’ve helped vets with care packages that contained blankets, personal hygiene items, sternos, hand warmers, flash lights and food,” Area Business Manager **Rick Villareral** said. “Warm Full Safe also helps vets get medical treatment. One veteran had been going around with the same catheter for 15 years.”

Healthier choices start here

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She has run two marathons in the past four years. More recently, Saenz was part of Zachry’s team in San Antonio’s first Corporate Cup, an athletic competition pitting corporate teams against each other. She ran and walked in two 5K events and was on the company’s 4x100-meter and 4x400-meter relay teams. Saenz even recruited other employees for the team that she saw working out.

“When I see folks out there, I try to encourage them,” she said. “They may start out on the treadmill and not be ready for the road. That’s fine. They just need to start at some point and stick with it.” •

One thing about the Zachry family of employees...

they give and they give and they give.

It makes you feel good and I’ve seen it

from project to project and it never changes.

— Carlos Gibson, Equipment Superintendent

Zachry was able to help the veterans in 2011 like never before by using funds left over from the site’s United Way campaign.

“That’s one thing about the Zachry family,” Gibson said. “I’ve been with the company for 28 years and Rick’s been here for 40 years and it never ends. They give and they give and they give. It makes you feel good, and I’ve seen it from project to project, and it never changes.” •

Official Health Stats graphic featuring Angie Saenz. It includes her name, title (Community Relations Manager), activity (Running), and an inspirational quote: "When I see folks out there, I try to encourage them. They may start out on the treadmill and not be ready for the road. That's fine. They just need to start at some point and stick with it."

Benefits Information banner. Includes contact information: Call 1-800-929-0481, benefitsdept@zhi.com • www.ZachryBenefits.com. Also lists topics: Health, disability or life insurance; 401(k) / retirement plan.

Zachry Employee milestones

5 YEARS:

SALVADOR AGUILERA  
JOHN AITON  
ALFREDO ALONSO  
RONNY ANDRES  
ERROL ANDREWS  
JOSE BALADEZ  
DAVID BALUSEK  
MICHAEL BARRY  
STEVEN BELL  
PHILLIP BENTLEY  
DENNIS BERBERICH  
RANDY BIGMAN  
MIROSLAVA BIJEVA  
KARLA BLACKSTOCK  
ROBERT BOURGEOIS  
BRADIE BRACKMAN  
LEO BRANTLEY  
JONATHAN BRAUDT  
JOHN BRAWNER  
KERRIL BREAUX  
FRANKLIN BREWER  
ROBERT BROOKS  
SHERMAN BROWN  
MARY CASIAS  
JUAN CASTRO LOPEZ  
CODY CHIEE  
JOHNNY COATS  
JASON CODY  
BOB COLEMAN  
JAMES COLLINS  
EDGAR CORTEZ  
VICTOR CORTEZ  
MARIO CRANFORD  
ALFREDO CROWSON  
CLYDE CRUM  
BRENT DARNELL  
GARY DAVIS  
JOHN DAVIS  
FREDDIE DELAROSA  
IRMA DELEON  
MATTHEW DIAZ  
MICHAEL DIXON  
JOHNNY DOAK  
MARCOS DOMINGUEZ  
ANDREW ESCAMILLA  
RONALDO ESCOBAR  
MARTIN ESCOBEDO  
RAYMOND FEAST  
ANTHONY FERRIN  
MICHAEL FITZGERALD  
HERMAN FLOYD  
DANNY FOSTER  
JOHN FOUTS  
AMY FRANCO  
DUDLEY FREDRICKSON  
STONEY FREEMAN  
LINDSEY FREEZE  
MIGUEL GARCIA  
QUINCY GARDNER  
EZEKIEL GARZA  
SIMON GARZA  
NORMA GONZALES  
ABRAHAM GONZALEZ  
ROGER GRIMMET  
CHRISTOPHER GROGAN  
JONATHAN GUERRERO  
BENNY HALL  
LEROY HALLAM  
MICHAEL HAMMOND  
CLAYTON HARKEY  
TERENCE HART  
JIM HAYNES

STEVEN HEATHCOCK  
ROGER HEDGESPEETH  
TONY HEIGHT  
CHRISTOPHER HELDERMAN  
DAVID HENDERSON  
JORGE HERNANDEZ  
RAYMOND HERNANDEZ  
CHRISTOPHER HIGGINS  
CHRISTOPHER HIMEL  
CORYDON HIMELBERGER  
DAVID HINCKS  
MICHAEL HOGAN  
RENEE HOPMANN  
ANTHONY JACKSON  
ORLANDO JACKSON  
BRYAN JAMMER  
RAYMOND JANUS  
ISAAC JIMENEZ  
JAMES JOHNSON  
WILLIAM JOHNSON IV  
MARCUS KENNEDY  
FRANKLIN KING  
HAROLD KING  
ROBERT KIRKMAN  
BROOKE KINSELY  
GLORIA KUECKER  
JARED LANE  
MINERVA LARA  
GEORGE LAURIAINE  
LAURIE LAVOIE  
BRAD LEBLANC  
SAMAD LEE  
ARMAND LEGER  
BRANDON LOEHR  
ROGER LOLLAR  
DANIEL LONGORIA  
DIANE LOPEZ  
CHARLES LUMAN  
CHRISTO MAFILOU  
DYLAN MAGDANZ  
DYERWANTEE MAHARAJ  
PATRICK MARNELL  
ADRIAN MARTIN  
LUKE MARTIN  
JAVIER MARTINEZ  
ROBERT MAY  
JOSEPH MCCLUNG  
PATRICK MCCONAHY  
DEMETRIUS MCKEE  
RONALD MERTZ  
EFRAIN MEZA  
MARK MILLS  
NORMAN MILTON  
LEROY MOLOCK  
ERNEST MONMOUTH  
MARK MOYA  
JENNIFER MYERS  
SANDRA NOEY  
MARK NOLAN  
RANDALL ODOM  
KENNETH OLSON  
JONATHAN OTT  
THOMAS OVERSTREET  
MARK PALLIN  
NICOLE PEQUENO  
ROY PEREZ  
DAVID PERRY  
CINDY PINA  
WILLIAM PINERO GALEGO  
JERRY QUINN  
JORGE RAMIREZ SIERRA  
ROBERT REYES  
MADELAINE ROBINSON  
SANDY RODRIGUEZ  
MICHAEL ROGERS  
ADOLFO ROSALES  
RONALD ROTHE

DONALD ROUSE  
DANIEL RUBIO  
KENNETH SAMSON  
JOHN SANDOVAL  
MICHAEL SANTANA  
ROY SARVER  
MILTON SATTERWHITE  
KATHLEEN SCHNECK  
JIM SCHREPPPEL  
JOHN SCOTT  
KEVIN SEILER  
JOHN SENTFNER  
TERRY SHANKS  
RICKY SHARP  
WILLIAM SHEPPARD  
TROY SIMMS  
CHARLES SMALL I  
CLIFFORD SMITH  
JEFF SMITH  
CHRISTOPHER SNODGRASS  
JEFFREY SNYDER  
RODNEY SOLIS  
BRYAN SORESEN  
JULIE STEIN  
SANDRA STENSENG  
DANIEL STEVENS  
JOSEPH STEWART  
WILFRED STIGER  
KEE SULLIVAN  
MARTIN TENORIO VAZQUEZ  
JEFFREY THOMAS  
BRIAN THORPE  
MONICA TJERINA  
ISRAEL TORRES  
JUDY TREVINO  
STEVE TRICKEL  
SEAN TROTTER  
THOMAS TUCKER  
JAMES TURNER  
OLIVIA URESTI  
FRANCISCO VALDIVIA  
ANTONIO VASQUEZ  
MANUEL VASQUEZ  
JOSEPH VELEZ  
JOSE VERA  
MATTHEW VOLLMUTH  
AMANDA WACKENREUTER  
JAVORI WATSON  
JEREMY WEAVER  
ANILUS WELLS  
TONY WHITLOW  
LINDA WILLIAMS  
DONALD WILSON  
TRAVIS VANCEY  
YANET ZAVALA  
ABEL ZULE

10 YEARS:

JOSE ALANIZ  
NEVA AUCCOIN  
EARNEST BARRON  
MARTIN BICKFORD  
JOSHUA BOLTON  
JOSE CASTILLO  
SAMUEL CHARLES  
ALAN CORTEZ  
RICHARD DUDA  
SANDRA EATON  
MARIO GUERRERO  
DARRELL HOPES  
DAVID JANSKY  
AMY KARL  
DENNIS KENEIPP  
JOSE LARA OROSCO

AURELIO MARQUEZ  
MARTIN MARQUEZ  
FERMIN MONTES  
GLENN MURRAY  
CARESSE NIGGEMMYER  
FARRELL PARFAIT  
CALVIN RENDLEMAN  
ANGEL RICO  
RODOLFO SALINAS  
ALEX SIERRA  
CURTIS SMITH  
TIMOTHY STEWART  
BILLY WALDREP  
GEORGE WHIPPLE  
EDGAR ZAVALA

15 YEARS:

BOYD ARGYLE  
JACK BRUNE  
GUADALUPE BUSTOS  
MARK CALL  
KIM CARBONI  
DAVID CHRISTIANSEN  
J CISNEROS  
RUDY CORTINAS  
JOHN CORZO  
THURMAN CROSS  
ROBERT CROW  
FERNANDO CRUZ  
THOMAS CULVER  
LARRY DEEVER  
RENE DOMINGUEZ  
ALBERT DYE  
ABELARDO ESQUIVEL  
STEPHANIE FELAN  
MIKE FINE  
PAUL FISHER  
BRYAN FLINDERS  
CYRILL FOJTIK  
CLARK FORD  
WILLIE FOSTER  
HUMBERTO GARCIA  
ROLAND GARCIA  
ELIASAR GUARDIOLA  
KEITH GULLO  
RICHARD HOLLIDAY  
JAMES HULTMAN  
LEROY JARAMILLO  
MARIO JIMENEZ  
BEN KASPAR  
KENNETH KNIGHT  
BYRON KUYKENDALL  
DAVID LACKEY  
RICHARD LINDSEY  
TERESA LOPEZ  
VERNON MALASKE  
JAMES MANNA  
TERRY MARCELLIN  
PLACIDO MARTINEZ  
JAMES MASON  
WAYNE MCDONALD  
ENRIQUE MENDOZA  
CARL MEUTH  
PATRICK MURPHY  
MANUEL ORTIZ  
JOHN PHELPS  
GREGORY QUARLES  
RANDY RANGEL  
BUSTER REDD  
JOHN REYNA  
CHARLES RIVERS  
LONNIE ROBINETTE  
PATRICK RYAN  
MELISSA SALINAS

ROBERT SANCHEZ  
LEO SCHMIDTLEIN  
DALE SMITH  
DARREN SNEED  
KAM SORISA  
DAKE STAGNER  
JAMES THORNTON  
RAUL VILLARREAL  
RONNIE VRANA  
BILLY WALDEN  
JERRY WHEATLEY  
EUNICE WILLIAMS  
ENRIQUE ZAVALA  
JESUS ZAVALA  
RAFAEL ZAVALA  
RUBEN ZAVALA

20 YEARS:

RICHARD ADAMS  
GREGG CLEMENT  
DONALD CONRAD  
ELLIOTT CORTEZ  
MITCHELL DONNAUD  
MANUEL GARCIA  
ELEAZAR GARZA  
CARLOS GONZALES  
JODY HORN  
DOUGLAS HOUSE  
BRENT JENNINGS  
WESLEY LOUPE  
JOHNNY LOUVIERE  
LARRY LUHN  
MARY MORALES  
MICHAEL PERCLE  
JOE REYES  
DEAN RODRIGUE  
ANDRES ROJAS  
RAYMUNDO RUBIO  
THOMAS SAWYER  
CHRIS SMITH  
JOSEPH STEIB  
TERRY TABOR  
JOHN TRADER  
RYAN VERDIN  
SHAWN WILLIAMS  
PATRICK WISDOM

25 YEARS:

ADAM GIBSON  
BARRY NICHOLS  
PATRICIO RIVERA

30 YEARS:

RUSSELL BURNS  
GUADALUPE DOMINGUEZ  
ROY MYERS  
BARRY RICHEY  
JAMES SHERMAN  
DENNIS SUMIDA  
JOHN WALLS

35 YEARS:

KENNETH EWELL  
FREDDIE TERRELL  
MARY TINSLEY

EMPLOYEE ASSISTANCE PROGRAM banner. Includes tagline: BALANCING LIVES • BODY, MIND, HEART & SPIRIT. Call 1-877-429-4327 or visit zhi.com/eap. ZACHRY logo.



## My name is Heather York and I am Zachry.

When I came to work a summer job at Zachry as a laborer, I was fresh out of high school. It was all so new to me, and a completely different kind of work than I had ever done before, so I was constantly learning. I think that's what made me want to excel and get involved in everything I was doing.

I am a payroll clerk now at the Bartlesville, Okla. site, but I am also the Care Team leader for this site. In that role, I help organize a benefit golf tournament every year. The tournament is a lot of fun for all of us, and we raise about \$2,500 for a local charity.

One year, we donated the money to the Red Cross, which was helping flood victims in the area. This year, the money will go to assist an after-school care program.

I grew up in this community and was raised to believe that a person is as good as her word. Trust and service are the most important things. I'm very blessed to be where I am and there's no reason I can't share with someone else who doesn't have the same advantages that I have.

At this site, we also participate in the annual United Way Day of Caring project. United Way gives us a list of organizations that need help, so we partner with the community and other companies and often complete nearly every task within a week. I love to see the way our whole community comes together to make things better for others, and how we just get the job done.

As the facilitator for our site safety committee, I also help make sure we're getting our everyday jobs done safely, too. We recently implemented the company's hand safety program here. Our hands are so much a part of our life. I wanted everyone to know how to protect them and go home with them every day. We conducted hand safety audits in the field and coordinated activities to create slogans and build awareness.

I am a quick learner and I guess that's why the managers sometimes kid around in a good-natured way about which one will be lucky enough to have me working on his projects. Besides not sitting at a desk all day long, it's this variety of things I get to do that makes me love my job. The community service, though, is what truly inspires me every single day. That is why I AM ZACHRY. •

I AM  
ZACHRY



Photos/Alissa Hollimon

“*Heather handles payroll and accounts payable for two sites. Being 75 miles away from the next site can make things more difficult to manage, but Heather always finds a way to get the job done and get it done right. She went above and beyond to make sure the hand safety initiative was fully implemented on site. She has great ideas and it's clear that she really cares. Heather never backs down from a challenge and is always willing to accept more responsibilities. I really don't think there is anything that she can't handle.*

— Gary Trdy, Project Manager

## 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](mailto:dwyerw@zhi.com) or call (210) 588-5813.

# I AM ZACHRY

## My name is Matt St. John and I am Zachry.

As a pipe superintendent, my job is to keep the people who work with me safe, provide them with everything they need to do their jobs and stay on top of things. I am currently working at the Riviera Beach Next Generation Clean Energy Center in Florida where Zachry is building a power plant.

I was also involved in the Cape Canaveral Next Generation Clean Energy Center project, and I've traveled to South Carolina, Utah, Maryland and throughout Texas for other Zachry jobs. This project is my 10th for Zachry. Having that kind of variety is a good example of what I love about my work.

I'm from Orange, Texas. I applied for a pipe helper job at Zachry after working in construction in the Port Arthur area. I enjoy construction because I like being outdoors and building structures.

Most of all, though, I like seeing a project go from nothing to something, the long road from start to finish, and knowing I had a part in that. I plan to be here at Riviera Beach to witness the plant turnover and startup scheduled for April 2014.

To watch a project go from the very beginning to a successful completion sometimes means overcoming major hurdles along the way. I was part of a team that took six weeks to determine why a generator was being stressed at startup. We were determined and kept at it until we got to the bottom of the issue and the corrections were made.

The most challenging project I've ever worked on was building some liquefied natural gas tanks in Louisiana because it was something completely new and different for me. It required a lot of welding and took two-and-a-half years to build the two tanks.

Challenges like that are what I come to work for every morning. When I am here, I am entirely focused on helping Zachry build a plant. I do what needs to be done, working through and resolving issues, whether it's an engineering problem or something else.



“*Matt always exemplifies a can-do attitude, often volunteering for tasks that aren't in his job description because he wants to improve his skills and understanding. He is a pleasure to work with, especially in difficult situations, where he steps in with poise, confidence and capability. At Cane Island, he was also involved at many levels of our volunteer efforts, supporting community projects with both his money and his personal time.*

— Larry Kersey, General Field Superintendent

That's what my life is about for that day, and it's all I want to do.

My work ethic just comes from how I was raised. I also work hard because I believe in the value of integrity, which simply means: do what I'm here to do, stay on top of things and get the job done right. 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.

#### **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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Manager, Internal Communications  
[dwyerbw@zhi.com](mailto:dwyerbw@zhi.com)

##### **Carlos Alvarado**

Equipment Service Manager, EAMS  
[alvaradoc@zhi.com](mailto:alvaradoc@zhi.com)

##### **Heidi Blasingame**

Engineering Discipline  
Group Manager,  
Engineering Group  
[blasingameh@zhi.com](mailto:blasingameh@zhi.com)

##### **Scott Duffy**

Senior Vice President,  
Enterprise Strategic  
Development/Marketing  
[duffys@zhi.com](mailto:duffys@zhi.com)

##### **Sonneri Fahy**

Assistant Facilities Manager,  
Charlotte Operations  
[fahys@zhi.com](mailto:fahys@zhi.com)

##### **Mark Gravell**

Manager,  
Mechanical Engineering,  
Nuclear Engineering Group  
[gravellm@zhi.com](mailto:gravellm@zhi.com)

##### **Bruce Hessler**

Operations Manager,  
Industrial Services Group  
[hesslerl@zhi.com](mailto:hesslerl@zhi.com)

##### **Doug House**

Manager of Craft Specialists,  
Construction Group  
[housed@zhi.com](mailto:housed@zhi.com)

##### **Bobby Patterson**

Project Executive,  
Construction Group  
[pattersonr@zhi.com](mailto:pattersonr@zhi.com)

##### **Mike Perkins**

Director of Projects,  
Engineering Group  
[perkinsm@zhi.com](mailto:perkinsm@zhi.com)

##### **Dean Roberts**

Benefits Communications  
Manager, Employee Relations  
[robertsd@zhi.com](mailto:robertsd@zhi.com)

##### **Wade Stevens**

Operations Manager,  
Industrial Services Group  
[stevensw@zhi.com](mailto:stevensw@zhi.com)

##### **Eric Thompson**

Project Controls,  
Cost Performance Team  
[thompsones@zhi.com](mailto:thompsones@zhi.com)