

Management Message

2008 Henkels & McCoy Safety Summit

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For practical purposes, a summit is defined as a meeting of leaders, called to shape a program of action. In terms of goals and objectives, it signifies the greatest possible level of commitment. Both these meanings sprang to life for ninety Henkels & McCoy executive, safety, and operations personnel and guest presenters in Lewisville, Texas this past April. The setting was the 2008 Henkels & McCoy Safety Summit, sponsored by Corporate Safety.

Vision

Setting the tone for the proceedings, President and CEO Rod Henkels stated, "Nothing we do as a company is worth any injury!"

Purpose

"The purpose of the two-day, company-wide Summit," states Bill Mattiford, Director, Corporate Safety/Environmental, "was to have operations and safety personnel come together as a team to work on the Fiscal 2009 Safety Plan as well as participate in safety education and training sessions." Executive Vice President and

Chief Operations Officer Jon Schoff adds, "Originally the meeting was going to be for safety personnel, who were going to invite some operations people. In discussion, Bill Mattiford and I realized this was an opportunity to invite Regional and Operations Vice Presidents and Line of Business Directors. So we had company leaders from across regions and departments from both operations and safety in attendance."

Safety Plan

The joint safety/operations approach took advantage of the participants' complementary knowledge and experience. According to Mattiford, "We utilized a full cross-functional team effort between regions, operations, lines of business, and safety to truly drill down and look into the elements that create an excellent safety plan." Schoff states, "We shared best practices and ideas and included dynamic guest speakers with specific subject matter expertise."

Education

Guest presenters recognized as industry experts conducted the educational sessions. Topics ranged from safety leadership and fleet operations to grounding, rigging, cable, and rope related techniques. Mattiford states, "I'll call them the hot-button topics we are reviewing and trying to place special emphasis on to improve our safety effort. For example, ensuring safety excellence within our fleet is always a challenge, given the number of vehicles we have, the miles we drive, and the daily exposure our employees have on our roads and job sites."

Benefits

Like any good teamwork-based initiative, the Summit produced both tangible and intangible benefits. In addition to the actionable information and best practices that came out of the cross-functional breakout sessions, Schoff noted that, "We are all of the opinion that we had a breakthrough in thinking just because of the diversity of the people who attended and the way the meetings were structured. The whole pur-

pose of the different approach was to engage, ask questions, and get everybody involved." Mattiford adds, "There was a feeling of unified effort focusing on safety as a team, as a unit."



Paul DeMara

Participants were surveyed post-Summit for evaluation and planning purposes. The spirit of the event was epitomized by Covena Hilford, Area Safety Manager for Southern California, who said, "The high-level participation by our executives and operational personnel together with safety professionals demonstrated unprecedented commitment to safety excellence by Henkels & McCoy. I walk away with renewed enthusiasm and optimism in driving safety excellence in my areas."

Future

Calling it a major milestone, Mattiford states, "It was truly a Summit where people came together and made some hard decisions. I think it will be for the better, not only for Henkels & McCoy, but also for our customers. The focus on safety will draw in everything else we do in performance and quality."

Next steps include further analysis of information from the sessions and identification of common, company-wide elements. Presentations will be made at Henkels & McCoy's management meetings in July and there is significant support for making the Summit an annual event.

Schoff said, "We are challenging ourselves. The Summit helped us to begin a unified approach to ultimately making safety instinctive at Henkels & McCoy, where all employees are self-directed, not merely complying. To fulfill our commitment to our employees, to the company, and to the industry, the phrase we adopted that week is 'Nobody Gets Hurt.'"

Many thanks to everyone who planned, hosted, and participated in the 2008 Henkels & McCoy Safety Summit.



One Million Man-hours Without a Lost-Time Accident!

Since October 2003, the Central Region's Chattanooga, Tennessee operation (Area 55G), has worked over one million employee hours without a lost-time incident. This is a first in company history. Congratulations!

The office's service area covers multiple trades working in seven states for one customer. Projects are completed in all weather conditions and rugged terrain. The jobs include potentially hazardous settings and tasks such as energized substations and switchyards, foundation installations, and transmission line work. Crew sizes vary from forty workers building a new 161 kV substation to two electricians working in control house panels.

The men and women operating in the Chattanooga coverage area have built a Safety/Performance culture that incorporates teamwork between Operations Managers, Field Operations, and Safety. They have forged relationships not only with one another, but also with the customer. There has been joint collaboration between the customer's field operations and Henkels & McCoy employees, resulting in safer jobs and more effective work plans.

The Safety Committee meets monthly, soon to be bimonthly, and has been effectively rewriting the Site Specific Safety Manual, reviewing tools, selecting safety equipment and Personal Protective Equipment for select jobs, and assisting in accident investigation.



Left to right, back row: Jon Dyer, Ron Campbell, Judy Day, Roger Wagner. Front row, left to right: Millie Taylor, Pat Taylor, Steve DeRight, Mike Seutter.

The men and women working on the customer's property want to work safely within a safe environment. The customer provides great support and resources to assist in the development of a safe work culture. The operations team, under the leadership of Mike Seutter, was presented an award by Central Region OVP David Cox on May 13 in recognition of the significance of this achievement.

The Area Safety Manager, Pat Taylor, was asked, "What is the secret of the Area's success?" Pat's response: "Teamwork and respect between Operations Managers, Field Operations, and Safety."



H&M Timeline: 1940

The war decade redefines Henkels & McCoy's lines of business as many unique construction opportunities present themselves. The 1940s will mark the firm's entry into gas work, as well as the undertaking of significant power work and a 1,100-mile telephone pole line rehab for Southern Railway, spanning seven southern states. Closer to home base, H&M removes all the old overhead and underground lines of the former Keystone Telephone System when that company is purchased by Bell Telephone Company. And of course, like many contractors, we are involved in much "Secret" government work for the war effort. Many employees will soon begin to depart for military training as the first peacetime draft goes into effect.

To discover over eighty-five years of company history, visit our Timeline:
<http://www.henkels.com/corporate/timeline/TimelineIntrohome.asp>

Letter from Virginia Praises H&M Water Crew

The following is excerpted from a resident's letter to the City of Richmond praising the Henkels & McCoy crew that performed work outside her home in Church Hill, Virginia. The crew members involved were Guy Lewis, Richard Johnson, Richard Allen, Earnest Henley, Abdullah Ali, and subcontractor employees Nelson Morales and Alfredo Morales:

On October 18, I had a crew come open the street in front of my house to repair a broken water main. They did such a good job and were so respectful and considerate of me, and my comfort, that I would like to extend my thanks for a job well done.

Early in the morning, I had a knock on my door to notify me they had to shut my water off, which was much nicer than being left to figure it out for myself. The man asked if I wanted to fill any containers, rather than leave me without, and even offered to hold up work to allow me to take my shower. He moved my plants so they would not be damaged, and put them back before they left. They asked to use my hose, and were careful to come back and turn it off. They were very respectful and I appreciated that.

They made (the job) as minimally invasive as possible, tearing up as little as needed. They not only stacked the bricks neatly and swept the street, they even swept my sidewalk. For all the jackhammers and backhoes and dump trucks that were in front of my place, you can barely tell anything happened. They left me in good stead. I think they did an excellent job and should be commended for it.

Best Regards,
K. J.

We Want to Hear From YOU!

At Henkels & McCoy, we try to live our Core Values every day. If your crew has been singled out for praise, we want to share it with your colleagues in *Performance* newsletter. Contact us: Marketing@henkels.com

John Savage - Riding for the Henkels & McCoy Brand

Henkels & McCoy employs many unique and dedicated individuals. John Savage has been one of those employees. This past year John decided to "hang up his boots" in retirement.

We remember John using the words of fellow employees who knew him best. According to Area Manager George Stockton, "John is a very rare individual who lives by the code of the Old West and is a "cowboy" in the noblest sense of the word. John was a very loyal employee and proud of his Henkels & McCoy association. He is well respected in the line profession by his peers, his managers, and his customers. He came from the old school, but learned and mastered the new technologies. He is a horseman, hunter, guitar player, and family man."

And from Jim Dillahunty, Vice President – West Region: "When we hired John, he had 'retired' from line work. He was literally living the life of a cowboy in a bedroll on the range in Nevada, driving cattle for \$1,200 per month (room and board was provided - bedroll and beans around the campfire).

"We flew him to Hawaii for his first job living in a rented house in Oahu with three other linemen. What a change in lifestyle!

"Over his career with H&M he learned to turn a computer 'ON,' read printouts,

send e-mail, yet still doing the nitty-gritty the old-fashioned way with pencil and paper. Besides Hawaii, he went to Puerto Rico on the OPGW fiber build, southern California, Arizona, and northern California (close to his central coast hometown).

"My only regret is that he never was



Jim Dillahunty (right) Vice President – West Region congratulates retiring John Savage.

able to open that H&M office he always wanted to in Montana, Idaho, Nevada, or Wyoming.

"John is a gentleman cowboy. He is a loyal H&Mer for life who will be missed by all of us who worked, and laughed, and played with him!"

In John's own words, he will "always ride for the H&M brand."

We salute John for his years of dedicated service to Henkels & McCoy and wish him well in retirement.

United Way

Henkels & McCoy was one of several companies honored at the Licking County United Way Partnership Appreciation and Report Breakfast held at Cherry Valley Lodge in Newark, Ohio on January 25, 2008. Carolyn (Katie) Smurr (Area Administrator) and Shaunta Cunningham (Payroll/Payables) accepted two awards on H&M's behalf for supporting the United Way campaign out of the Pataskala, Ohio office (Area 55F): one for running a creative fundraiser, and one for running a first-time employee campaign. The more than one hundred people in attendance that cold winter morning were treated to an event accented by leis, tropical shirts, inflatable palm trees, and music from Granville High School's Blue Steel Band.

Proceeds from Pataskala's United Way campaign amounted to just under \$5,000 last year, and plans are already under way to make 2008's campaign even better. "We plan to go to each satellite office in person this year to try to get employees to give through payroll deduction," says Katie Smurr, who leads the annual effort. "We are also having our Third Annual Garage Sale and another raffle. So far our prize package is worth around \$700, with hopes for more donations in the next few months." Jodie Brown (Regional Controller), who also lends support to the campaign, gives special recognition to Katie Smurr, Shaunta Cunningham, and Melinda (Mindy) Robinson (Quality/Safety/Accounts Receivable), who start making preparations for the garage sale months in advance. "Katie, Shaunta, Mindy, and the rest of Area F really go beyond the call of duty," she says. "Those three are the backbone to Area 55F's success of this event."



2008 City to Shore Bike Tour Gears Up Against MS

Each year, the MS 150 City to Shore Bike Tour takes thousands of cyclists across South Jersey and raises money towards finding a cure for multiple sclerosis—a goal that has special meaning for Tom Taylor (Claims Manager in Henkels & McCoy's East Region), whose thirteen-year-old son Sean was diagnosed with MS three years ago. As part of his treatment, Sean has endured numerous procedures and receives injections on a weekly basis, but Sean's resilience in the face of his condition and positive outlook on the future continue to inspire those around him. Sean has been participating in the Bike Tour as a member of "Team Taylor" since 2006. This year's 28th Annual City to Shore Ride will take place September 27-28. Anyone interested in sponsoring Sean can do so online at



www.MScycling.org: click on "Donate/ePledge" and enter Sean's name in the required fields, then select his name where it appears next to 2008's City to Shore Ride. Many thanks in advance for helping Sean and his family support this worthy cause.

Editor's Note: The United Way and Boy Scouts of America Drive for 2008 kicks off June 20.

Save the Dates for Golf!

Henkels & McCoy's 2008 benefit golf tournaments will be held on the following dates:

West Region: September 10, 2008 at the Pacific Palms Resort

Headquarters and East Region: October 13, 2008 at the Philadelphia Cricket Club.

For more information, please contact Jean Yount in the West at jyount@henkels.com or Rick Pieper in the East at rpieper@henkels.com.

Regional Roundup

East Region News

The East Region is pleased to welcome Chris Herm, Dan Moriarty, and Denise Murphy to our team. Both Chris and Dan come to us from the H&M NetWorks group. Chris will support the Power Group as their Business Systems Manager and Dan has joined the Project Management Organization and will support large projects across all lines of business as a Project Manager. Denise is new to Henkels & McCoy and has replaced Cathy Ferich as Executive Assistant and Bid Coordinator.

Our Industrial Group just started two major renovation projects for PSE&G at their Jersey City fossil fuel electric generating facility. The work is valued at over \$11.0 million and must be completed in eleven weeks. Bruce Merlino is the Project Manager and Bobby Nelms is the Construction Manager.

Our Telecommunications Group out of York, Pennsylvania has picked up significant projects for Verizon, Amtrak, and Adesta. The Adesta Phase 2 project is a \$2.2 million extension from last year's work in Maryland. A \$3.0 million future Phase 3 project is pending.

Our Commercial Electric Group is currently doing Phase 1 of T-Mobile's Wireless Communications project valued at \$1.6 million. Phase 1 goes from Wilmington to Philadelphia. Future phases will extend the link from Washington, D.C. to New York.

Central Region News

The Central Region's Wind Energy Services Group recently completed the Pomeroy Wind Project in Pomeroy, Iowa for M.A. Mortenson. This project included 320,000 circuit feet of collection system and the tower wiring for 132 GE 1.5 MW wind turbines.

The Telephone group is working in and around Indianapolis, Indiana installing Video Ready Access Device (VRAD) cabinets, duct, and cable for a large telco provider. VRAD is the node in fiber-to-the-node architecture, marks the junction between fiber and copper, and will allow subscribers to receive video over existing copper to the home.

The Power group has been awarded a series of overhead distribution projects in central Indiana for Tipmont REMC.

Jason Butts of the Elkhart, Indiana office earned the designation of Project Management Professional (PMP) on April



Hawaiian Eye-Full: Our beautiful, newly built, custom-designed offices in Kapolei, Hawaii opened for business in February. The state-of-the-art complex positions H&M to help build the infrastructure for the "New City."

1, 2008. He also earned associate and master certificates in Project Management through the George Washington University/ESI on-line Project Management training.

Construction is under way in Danville to connect the town with Hendricks Regional Health's high-speed Internet. Work began in December, with crews from Henkels & McCoy laying lines in rights of way around the town's perimeter. Henkels & McCoy is based in Pennsylvania and has regional offices nationwide.*

"Our goal now is hooking up all of the government buildings. In the future, we may work for wireless access in the community," said Town Manager Gary Eakin.*

Avon, Plainfield, and Danville have reached agreements with the hospital to lease access to its fiber-optic network. Danville is spending about \$400,000 in construction and equipment, and Eakin said using the hospital's fiber is much cheaper than if the town installed it on its own.*

* Excerpted from a January 18, 2008 article by Rebecca Neal in *The Indianapolis Star*.

West Region News

Land is a rare commodity in Hawaii. Space is at a premium; some companies operate out of outdated facilities not designed for current uses.

H&M surmounted this issue by purchasing land and constructing a custom-designed office, warehouse, and vehicle facility in Kapolei - often described as the New City - a short drive from Honolulu, and easily accessible to highways. Kapolei is a center for future development on Oahu, where shopping malls, industrial parks, a university campus extension, and much more are planned.

The sixteen-month building project, overseen in large part by H&M Facilities Director George Davis, has paid off handsomely. The office building is a two-story

structure, with 4,080 sq. ft. of administrative space, and 4,080 sq. ft. for operations on the second floor. Also on-site is a 2,400 sq. ft., two-bay shop connected to warehouse space of 2,400 sq. ft., including offices for Equipment Manager and Tool Manager. There is a 1,600 sq. ft. mezzanine area above these offices plus secured tool and parts storage. The warehouse has 16-ft. high pallet racks for even more storage.

A grand opening was held February 21, 2008. Hosted by Mike Alvarez, Hawaii Area Manager, attendees included President/CEO Rod Henkels, Executive Vice President/COO Jon Schoff, Regional Vice President Jim Dillahunt, and Northwest and Hawaii Division Manager Paul Henkels Jr. Government dignitaries included Hawaii State Senator Mike Gabbard, and State Representative (Kapolei) Sharon Har. Also on hand were key customers, State of Hawaii DOT officials, and vendors.

Mike Alvarez states, "It was a pleasure to see the level of customer, community, and company support at our grand opening. This new state-of-the-art facility will help to enhance the performance that has built our business."

We are ready for the future growth and continuing development of Hawaii, and look forward to many years of productive work from this wonderful facility.

The new office (pictured above) is located at 2130 Lauwiliwili Street, Kapolei, Hawaii 96707. For more information, call the new office at 808-455-1310.

Engineering News

East Region Engineering is designing a 34.5 kV/138 kV substation and interconnect three-ring bus for a Pennsylvania wind farm. The project will generate approximately 50 megawatts of electricity, produced by twenty-four 2.1 MW wind turbines. An overhead power line, operating

at 34.5 kilovolts (kV), will bring the generated power to a collector substation. The voltage will be transformed at the collector substation to 138 kV for interconnection to the regional transmission system. Adding substation design to our transmission and distribution design capabilities allows the East Region to provide a full range of services to our utility and wind farm customers on an EPC (Engineer, Procure, Construct) basis or as stand-alone engineering.

Congratulations to Dave Frazier, the newest Professional Engineer at Henkels & McCoy. He received notice of his registration in January. This is a significant accomplishment that requires a degree from an accredited engineering program, demonstration of four years of design experience under the supervision of a professional engineer, letters of recommendation, a passing grade in an eight-hour exam testing engineering fundamentals, and a passing grade in an eight-hour discipline specific exam. Dave Frazier, P.E. plays a leadership role in structural engineering and T&D design.

H&M NetWorks News

Are you considering implementing a wireless network solution or upgrading an existing one? Look no further than H&M NetWorks!

Recently designated a licensed dealer

of Aruba Networks technology, H&M NetWorks is now prepared to support customers' needs through the use of its own internal resources.

"This is a significant step forward in our efforts to get fully engaged in this segment of the technology industry. Aruba is widely recognized as one of the top two wireless solution providers," states Nick Ficca, Director of Operations for the division's National Accounts department.

This past winter, technical and project management staff were introduced to the Aruba product line and plans are in place to have H&M NetWorks staff trained in design and implementation of Aruba Networks systems by the manufacturer's own personnel.

That training was put to use immediately for several large commercial and federal government deployments, offering a "proof of concept" that has proven invaluable. "Where will it play most? Everybody who is anybody is deploying wireless technology as part of their corporate IT strategy," adds Ficca.

Consistent with the division's overall strategy, having certified Aruba Engineers in offices nationwide changes the approach H&M NetWorks will take serving its customers' technology needs. "Regardless of vertical market, we will provide a one-stop shop for customers demanding technology implementation expertise!" says Mark Lehman, Vice President and Division Manager.

Ultimately, Lehman would like H&M NetWorks to be the same thing to its customers that wireless networks are to IT managers in general. "Wireless access means freedom and flexibility! We like to think freedom and flexibility, across all technologies, is only one call away."

Corporate Regional News

On March 15, Trevor J. Lyle, PMP, (below, right) was promoted to the position of Director, Company Project Management Office.

In this capacity, Trevor is responsible for: supporting the implementation of the H&M Project Management Methodology (PMM) in conjunction with the Regional Project Management Offices (PMOs); supporting the planning and execution of designated projects and programs both directly and through direct reports; maintaining the PMM and assisting the Company PMO in the development and implementation of policies, procedures, and templates that enhance PMM; and supporting appropriate training of staff, project, and program teams.

Prior to joining Henkels & McCoy, Trevor spent over twenty-five years in the utility and energy industry, and has a broad background in project management, project controls, and construction.

Trevor is a graduate of the University of Ulster (in the UK) with a degree in Naval Architecture/Mechanical Engineering, as well as California Coast University with a Bachelor of Science degree in Management. He is also a certified Project Management Professional (PMP) by the Project Management Institute.

John "Jack" Newby (below, left) has been named Manager, Employee Relations in our People Services Department, reporting to Kathy Mills, Director, People Services Department. Jack will be working to create efficiencies in our drug testing



program process and formulating our Affirmative Action Plan, as well as compliance-related issues. Jack will also serve as the Assistant EEO Officer for the company and will be responsible for conducting investigations and providing guidance to our Assistant Regional EEO Officers.

Congratulations.



Just Awarded

East Region's Underground Utilities Group was recently awarded a three-year extension to their Buried Underground Development (BUD) contract. This work is valued at approximately \$500,000 per year and involves the installation of gas and electric services to new housing developments.

This group was also awarded two contracts from UGI and from Sunoco. The contract from UGI, in Lancaster, is valued at \$460,000. The work involves the installation of approximately five miles of underground 8" plastic pipe. John Lampert is the Project Manager. The Sunoco project involves improving the reliability of their underground high voltage power infrastructure. This project began in February, will be complete by August, and is worth approximately \$1.6 million.

East Region's Power Group was just awarded a \$600,000 project for PSE&G in Elizabethtown, New Jersey to reconductor 1.5 miles of 138 kV transmission line. Danny Ashmore will be the Construction Manager.

Central Region has been awarded a contract from Iberdrola (formerly PPM Energy) for the installation of the collection system for twenty-four wind turbines for the Buffalo Gap I Wind Project located in Brookings, South Dakota. This project was scheduled to start in April with (as of this writing) an anticipated completion date of late May 2008.

Central Region has also been awarded an Intelligent Traffic System (ITS) project by Florida Traffic Control Devices. This project involves installing conduit, setting hand holes, and performing directional boring for the North Texas Tollway Authority project near Frisco, Texas.

Henkels & McCoy 2007 Safety Award Winners

Each year Henkels & McCoy recognizes employees who have exceeded the safety goals set by the company on various projects throughout the country. Safety Awards for 2007 were presented at the Annual Shareholder/Management Dinner held in Blue Bell, Pennsylvania in January.

The prestigious President's Award goes to the Region with the greatest percent improvement in OSHA Recordable rate - FY06 vs. FY07. This year it was awarded to the East Region and accepted by Denis Palermo, Vice President - East Region, and Jim Duffy, Vice President - Operations.

The Most Improved Safety Award went to the Richmond, Virginia office, accepted by Buddy Hummel, and to the East Region, accepted by Denis Palermo and Jim Duffy.

The 2007 Telecom Outstanding Safety Performers were Wes Lee, Mark Maxwell*, Steve Forsythe*, Richard Gutshall*, Stephen Devlin*, Rick Krogman, Mark Grubbs, Jody Johnson*, Jon Livingston, Dave Hanson, Pat Agee, Bob Thomas, James

Hensley, Mike Coquat, and Tom Townsend.

In the Power Line of Business, awards went to Ryan Crull, Steve DeRight, Mike Seutter*, Doug Welford, Doug Stoneback, Jason Jones*, Lou Ferenci, Jim Mills, and Charles O'Connor.

For Gas/Pipeline, the awards were presented to Buddy Hummel, James Croft, and Nick Walters.

Kal Kunkel, Ron Goss*, Scott Brown*, and Suzanne Foran were named Training Services/Teledata Outstanding Safety Performers.

The Technical Services/Engineering awards went to Mark Suehrstedt, Gary O'Neil, and Sung Choi.

Additional awards presented at the ceremony included:

- Company-wide Line of Business Award
- Gas: Richmond, VA - Buddy Hummel Line of Business Award - Telecom: South Texas Telecom Operations - Wes Lee
- Company-wide Line of Business Award
- Power: Chattanooga, TN - TVA T&S Alli-

ance - Steve DeRight and Mike Seutter
Company-wide Line of Business Award
- Teledata: Southeast Region - Kal Kunkel and Ron Goss

Congratulations to all of our Safety Award winners for their contributions and the example they set.



* Denotes two consecutive years of recognition as an Outstanding Safety Performer.

Why does H&M invest in an Operator Qualification Program?

For the last couple of years we have been frequently alerted to the pervasive knowledge drain taking place within many of our industries. We are all witness to it as we try to find capable people to staff our jobs. The natural gas and petroleum industries are no exception and have been ahead of this trend since the turn of the century, bridging the wide gap between its long-standing, experienced workforce and those new to the field. But unlike other industries, natural gas and petroleum products present inherently dangerous risks to its workforce, the general public, and the environment that go beyond immediate safety concerns. The question posed was how to assure quality so that there is a reduction in the likelihood and severity of future harmful events.

In an effort to mitigate this risk, the two industries and the government worked together to create the Operator Qualification Regulation. This law's purpose is to eliminate errors that might affect the integrity of



pipeline systems. Such errors can be the result of inexperienced workers forgetting certain steps in a process, procedures that are continually performed out of spec, or a worker's inability to properly respond to an unusual event, resulting in a tragic out-

come. The rule achieves its purpose by requiring every person, regardless of past experience, who performs work on a pipeline to be trained, tested, and documented, acknowledging they are "qualified" to perform these specific tasks.

An outcome of this regulation was that Operators, such as transmission pipeline companies and local distribution companies, were required to have an OQ program, whereas contractors were not. Subsequently, a compromise between the Operators and the government stipulated that each Operator was allowed to write and enforce its own program. As a result, contractors are required to qualify the same employees for multiple customers' programs, an inefficient use of time

and money.

Henkels & McCoy has responded to this operational challenge by not just meeting the bare minimum of the law but going above and beyond expectations. With the investment of dedicated resources and personnel, H&M is a leader in this area. We are proud to be promoting our OQ program as a competitive advantage and added value for our customers. Implementing specialized software and document retention controls, H&M offers assurance to customers that they will stand up to regulatory scrutiny should the need arise. By being best-in-class, H&M offers customers better access to a superior and more mobile workforce, reduces operators' risk exposure, and assists in controlling costs. Operators can therefore focus on their true objective of delivering uninterrupted and safe energy. H&M also trains its employees performing underground work outside of these industries to be cognizant of this regulation and aware of the associated risks should they encounter natural gas or petroleum infrastructure. It is through this type of effort that H&M continually provides unique value to the marketplace.

For questions about H&M's Operator Qualification Program, please contact Ted Topakas at ttopakas@henkels.com or Dennis Condon at dcondon@henkels.com.

Going Green in Illinois

Located in north central Illinois, LaSalle County was named for French explorer Robert de La Salle. Today, more than 275 years after its establishment, the area is home to the Grand Ridge Wind Project. Grand Ridge is one of many developing wind projects in a geographic area that benefits from consistent wind and the availability of transmission lines and accessible land.

This ambitious “green” initiative is being carried out for Grand Ridge Energy LLC, an affiliate of Invenergy LLC. Headquartered in Chicago with regional development offices in Denver, Washington, D.C., Toronto, and other locations, Invenergy is a developer, owner, and operator of large-scale electricity generation assets in the North American and European energy markets with a focus on renewable and clean energy sources. The company also has European development offices in London, England, and Warsaw, Poland. (Source: www.inenergyllc.com)

The Grand Ridge project began in October 2007 and is the third wind project for Henkels & McCoy's (H&M) Central Region. It marks the first complete wind project electrical package awarded to H&M and the contract for this project is directly with the project owner, in this case as one of two prime contractors. The other prime is Oscar J. Boldt Construction, the civil and tower erection contractor for the project. Electrical Consultants Inc. (ECI), the project owner's

H&M worker monitors depth of thermal fill material (below). Substation main transformer and view of various foundations with conduits and trenching (right).

View of first tower fully erected.

electrical engineering firm, has also made a significant contribution to the effort.

Scope

H&M's portion of the diverse project scope has encompassed:

- An underground collection system including trenching, all road and wetland bores, splicing, and the installation/termination of junction boxes and sixty-six 175 kVA pad mount transformers.
- Tower wiring for sixty-six GE 1.5 SLE wind turbine generators.
- Construction of a 34.5 kV – 138 kV substation, including one main owner supplied transformer and six collection feeder breakers with capacity for the future expansion of another transformer and six additional collection feeder breakers.
- Construction of 1.59 miles of 138 kV transmission line that will connect to a newly constructed switchyard at the Exelon nuclear generation facility.

Challenges

This project has provided several interesting challenges. The winter of 2007 was the worst, in terms of precipitation, since 1978. Trenching required compacted



thermal backfill (conveyors were added to two dump trucks to assist in this process). Precise planning enabled H&M to perform this complicated procedure on schedule and on budget.

From an environmental standpoint, stripping, separating, and decompacting topsoil following the trenching has minimized disruption to terrain. H&M has also

worked to ensure compliance with all state regulations relative to property owners in wetland areas impacted by transmission line construction.

In terms of scheduling, Federal Aviation Administration permitting requirements impacted tower erection and easement issues affected civil work for the transmission lines. Consistent communication and flexible planning among all involved has enabled the project to continue to stay on schedule. H&M's utilization of Project Management Methodologies through Project Manager Chris Kahila and Construction Managers Brian Youngblood and Dave Bowling has proven a significant advantage in this regard.

Teamwork

H&M has enjoyed a solid working relationship with Oscar J. Boldt Construction. Effective communications with Boldt and Grand Ridge have been instrumental in meeting challenges associated with rapidly changing schedules, design changes, and weather factors.

H&M and ECI worked together to ensure that the highest quality options became a part of the overall electrical design. Since construction began and continued through the finalizing of the overall design, weekly design meetings including Grand Ridge, ECI, H&M, and key suppliers have been instrumental in keeping the work on schedule. In addition, H&M has communicated feedback from landowners and worked with Grand Ridge and ECI to adjust trenching routes as needed without affecting the trenching schedule. The Grand Ridge Wind Project is scheduled for completion in June 2008.

Quotable

“The Grand Ridge Wind Project has been a successful project for Henkels & McCoy due to the collaborative efforts of the entire project team. Grand Ridge clearly identified its requirements and coordinated the efforts of each contractor to create an environment that requires safety, quality, productivity, cooperation and leads to success. At Henkels & McCoy, we look forward to having a long-standing relationship with Invenergy.”

Mark R. Andersen

Senior Project Manager, Henkels & McCoy

“Henkels & McCoy has provided not only a high level of expertise on the electrical installation work at Grand Ridge but also a tremendous willingness to cooperate and adapt with us and our other on-site contractors during the course of work. Our goal throughout has been to ensure the work proceeds safely while maintaining a high quality product and H&M has lived that goal.”

Art Fletcher, P.E.

Project Manager, Invenergy LLC

Workers Comp Manager by Day, Chanteuse by Night

Theresa Swartz works by day as Manager for Workers Compensation in the Legal Department at Blue Bell HQ. By night, she may lead a far different life. You see, Theresa is also an accomplished singer and actress.

"I saw an old Deana Durbin movie when I was about nine years old and thought I could be her," says the always smiling and enthusiastic Theresa.

She was bitten by the show biz bug in the fifth grade, in her hometown of Mobile, Alabama, when she wrote and produced a play, just for herself.

Since high school, when she debuted as Lady Bracknell in Oscar Wilde's *The Importance of Being Earnest*, Theresa has appeared in many dramatic and musical productions as part of community theater groups, and has also sung with the Philadelphia Orchestra, and with the Philadelphia Singers Chorale, most recently at New

York's famed Carnegie Hall. Her latest dramatic appearance was as Linda Loman in Arthur Miller's *Death of a Salesman*, opposite real-life husband David (as Willie Loman in the title role) last autumn. David and Theresa have appeared together in *The Miracle Worker* as well as in Shakespeare's *Macbeth*, *Antony and Cleopatra*, *Richard III*, and *King Lear*, to name a few.

Theresa has also performed in many musicals and operettas during her career, including works by Gilbert and Sullivan, and has appeared in *Camelot* (Lady Guinevere) and in *Sweeney Todd* (Beggar Woman).



A suitor pays elaborate court in The Merry Widow, just one of many roles Theresa Swartz has played in her avocation as actress/singer.

H&M Trade Shows 2008

June 1-4

WindPower 2008

George R. Brown Convention Center
Houston, TX, Booth #2013

June 3-6

Northeast Gas Association Operations School

Bryant University, Smithfield, RI

June 8-11

Texas Gas Association

Houston, TX

June 16-19

NXTComm

Las Vegas Convention Center
Las Vegas, NV, Booth #SL9321

June 21-25

American Public Power Association

National Conference

Hilton New Orleans Riverside, New Orleans, LA

July 15-17

Workforce Innovations Conference

New Orleans, LA



SOMETHING TO CROW ABOUT!

Henkels & McCoy, Inc. will

celebrate its 85th Anniversary

beginning July 3, 2008. Look for an expanded timeline, a special Anniversary logo, and much more in the weeks and months ahead!

HENKELS & MCCOY Performance

A news publication of Henkels & McCoy, Inc.

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Nobody Gets Hurt

That was the theme of the 2008 Henkels & McCoy Safety Summit held in Lewisville, Texas in April, and attended by safety, management, and operations personnel.

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- John Savage Rode for the H&M Brand
- Why Invest in an Operator Qualification Program?
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- Trade Show Schedule through July

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