

Management Message

Our Company Values and Safety Principles

by Rod Henkels
President,
Chief Executive Officer

On the advent of our 90th year in business, July 2, 2013, it is important that we revisit the company's Core Values and our Safety Principles as the foundation upon which our company has been built.

H&M's Core Values and Safety Principles define who we are as a company and need to be demonstrated in our daily behavior, creating a safe work environment in both the physical and mental dimensions of our type of work. It is easy to take our Core Values for granted and be lulled into thinking that they take care of themselves. In our modern society it is easy to become distracted, to be tempted and begin to head down a wrong path. It takes courage and fortitude to follow our values. None of us is perfect so we must continually reflect on them; hold ourselves accountable to them; making sure we bring them to bear every day in our work at Henkels & McCoy. We also live this out in our personal decisions. Integrity is earned in both our personal and professional dealings with other individuals or companies.

We have taken several steps to ensure that we remain the reputable company with the same vision our founders had. A primary one I want to note here is that we have established a Business Integrity Hotline 1-855-833-0006 (Español: 800-216-1288 in North America). Anyone can call this number and report anonymously any issue they feel is contrary to the Company's values, policies, or safety principles.

Finally, I'd ask that you reread our Core Values and Safety Principles, which I have included with this article. Read them, talk to your co-workers about them, share them with your family. Henkels & McCoy is a great company and we want to keep it that way, so that it is the place all of us want to work because it is safe, fun, and full of opportunity to grow a career, because values matter.

Henkels & McCoy Core Values

Integrity:

Be honest and keep our promises, living our values through action.

Strong Work Ethic:

Work safely and effectively, taking personal pride in our work and in those who perform it.

Compassion, Commitment and Respect:

They define our relationships with each other.

Responsibility and Accountability:

Lead by example. If we make a mistake, we admit it, correct it, learn from it, and move ahead.

Continuous Personal and Team Improvement:

Stay open-minded, listening and seeking knowledge for the development of ourselves and the Company.

Stewardship:

Share our time, talents, and good fortune both in and outside the Company.

Perspective:

Maintain a constructive balance between our personal lives and our work.

Henkels & McCoy - Top Ten Nationwide Specialty Contractor

Henkels & McCoy placed eighth nationwide in *Engineering News-Record's* Top 600 Specialty Contractors list for 2012, continuing our consistent record of top ten rankings.

As in prior years, we gratefully acknowledge the loyalty of the customers who put their faith in us and the outstanding efforts of our employees, whose tireless dedication to Henkels & McCoy's core values makes what we do possible.

Henkels & McCoy Safety Principles

- All injuries are preventable. "Nobody Gets Hurt!"
- Management is responsible for preventing injuries.
- All hazards can and will be safeguarded promptly.
- Training employees how to work safely and effectively is essential.
- Working safely is a condition of employment.
- Safety observations with coaching are fundamental.
- We will promote safety both at work and at home.



T. Roderick Henkels



Teamwork and a Multidimensional Approach to Project Access Makes Vectren's Gibson-Brown-Reid 345 kV Transmission Line Project a Success

About Our Customer

Vectren Corporation is an energy holding company headquartered in Evansville, Indiana that provides energy delivery services (electric and gas) and operates electric generation to serve more than one million customers in Central and Southern Indiana and West Central Ohio (www.vectren.com).

Project Purpose

The purpose of this multi-phased project is to improve electric reliability for the southwestern Indiana and western Kentucky regions by connecting three regional generation facilities, including Duke Energy's Gibson Station located in Gibson County, Indiana, Vectren's A.B. Brown plant in Posey County, Indiana, and the Big Rivers Electric Corporation's Reid Station in Webster County, Kentucky. The initiative

is a Midwest Independent Transmission System Operator approved baseline reliability project.

Contractor Selection

Henkels & McCoy has a long-term alliance agreement with Vectren Energy Delivery and was selected for this project based on our past history of performance with Vectren (including completing numerous transmission, substation, distribution construction and maintenance projects, and storm restoration) as well as our nationwide high voltage transmission construction experience.

Project Details and Challenges

Early phases of the project began in July 2009, and the project was completed in December 2012. Throughout the course of the project, Henkels & McCoy installed a 345 kV transmission line **Continued on page 2**

Vectren

Continued from front page

with steel H-frames and 954 Cardinal vertical bundle conductor with OHGW and OPGW using 422 structures over a 56-mile route.

The final phase of construction included a crossing of the Ohio River with two 265' river crossing lattice towers and one 150' lattice tower. One of the 265' towers was located on Henderson Island in the middle of the river. Both of the 265' towers were flown into position with a helicopter, and equipment was mobilized to the island using a barge. The 150' tower was placed in the Kentucky portion by crane.

As can be imagined, a project of this scope entailed several logistical challenges for the crew of approximately fifty H&M employees. From the variable soil conditions to constructing the helicopter fly yard to assembling and erecting the towers to pulling conductors and fiber (also with the help of helicopters) to the use of the barge, the pace and rhythm of the effort required precise coordination.

From a permitting and environmental standpoint, Vectren met the challenge of accurately clearing trees along the right-of-way. Mulch from tree clearing was ultimately spread across graded areas and haul roads to minimize erosion and sedimentation. Timber mats were used for equipment crossings at wetlands, streams, and flood prone areas. These efforts, when combined with other water quality best practices, minimized the impact of construction activities on aquatic ecosystems.

From a safety perspective, Henkels & McCoy's job briefing included topics ranging from hard hats designed to protect against helicopter rotor wash, the use of goggles at all times, and the need for life vests to the importance of keeping the helicopter site watered down to minimize dust. Water was pumped directly from the river to accomplish this objective.

Quotable

"This was an extremely gratifying project to work on," said Henkels & McCoy Superintendent **Tony Miller**. "The opportunity to participate in an initiative with so many moving

parts involving air, water, and land access represented a great and desirable challenge. We sincerely appreciate our relationship with Vectren and the trust they placed in us to assist with their vision for this effort."

Vectren's Larry Rogers, Manager of Substation and Transmission, states that "Vectren has been pleased with Henkels & McCoy's performance throughout the project. Not only with the construction, but we allowed H&M to review the engineering drawings and return comments. This was beneficial for the lattice tower materials and other parts of the project to help design the material to allow easier installation. Where heavy lifting was required, H&M did very well at coordinating with all subcontractors, especially on the island where space and access were limited. We feel this process ultimately lowered the overall cost of the project and helped us meet our schedule. In addition, it was good to have H&M on board from the very beginning to help with the material laydown yard and material controls."

Vectren's Lead Project Engineer Gary Thiem added, "In my opinion, overall success was achieved because of the teamwork between Henkels & McCoy and Vectren personnel. The cooperative effort that existed allowed the project to be completed within the schedules and costs, while working through various design, subsurface ground conditions, accessibility, and right-of-way issues. Without the combined efforts, completion schedules would have



Water component of the Vectren Gibson-Brown-Reid 345 kV Transmission Line Project involved utilizing a barge to help construct a 265-foot tall lattice tower on an island in the Ohio River (base under construction, left); Air components of the project included extensive use of choppers (a lattice tower is capped via helicopter, top).

that worked in an efficient and professional manner to develop a river crossing tower design that was compatible with helicopter installation techniques that allowed two Ohio River crossing towers to be installed in a cost-effective and timely manner. Vectren was very fortunate that Henkels & McCoy was our partner."

been much longer and costs much greater.

Special recognition should be given to Tony Miller. With the help of the Henkels & McCoy organization, we put together a team

Safety Message

A Safer Journey

by **Stephen W. Kauffman**
Corporate Safety Manager

My career with H&M began in 1992 as a laborer in the Pipeline Division, and continued during breaks until I graduated college in spring, 1996. In summer 1997, I was hired as Pipeline Safety Manager, and held that position until the winter of 2003. I then interviewed for a new corporate safety rotation position assignment (to last one to two years). Successful candidates gain exposure to our various lines of business, after which they rotate back out into the field. Happily, I was selected for the new program and nearly ten years later I remain a proud member of the H&M Corporate Safety Department.

I have seen many positive changes, particularly in regard to Safety; however, none so dramatic as those that have happened in the recent past.

In 2008, the first steps of our Safety Transformation journey began with an Employee Safety Perception Survey paired with employee interviews held across our company. Results provided an initial baseline of safety culture strength. With that knowledge, in 2009 we officially partnered with DuPont Sustainable

Solutions. With their guidance, untold hours were invested in team meetings, conference calls, and lively discussion among employees. Safety opportunities were then revealed, including enhancements to existing safety processes, and entirely new processes were also developed and implemented. These combined efforts are the tools to be used as we move into the ongoing Safety Sustainability phase.

Safety Sustainability will be achieved through continued management/employee efforts in leading indicator programs such as Safety Coaching Observations, Incident Investigations with Shared Lessons Learned, the H&M Driving Safely training, New-Hire Orientation, Near Miss/Close Call reporting, and employee engagement in Area Safety Teams. Results from these efforts will drive us to World-Class Safety. It is critical that the safety message being delivered by leadership remains consistent, and Felt. The H&M Definition of Leadership includes management, supervision, and empowered employees exerting influence from a position of commonly held principles.

In 2012, we once again asked employees for their valued opinion about safety at H&M. Results show our Safety Culture has strengthened, moving us closer to our goal of Interdependence. Significant improvements were seen in all areas

of our Safety Management System. Survey results also provided insight to areas of opportunity, which are now part of Regional and Area Safety Action Plans (A3s).

We have come a long way, but there is still much to be done on our journey toward World-Class Safety. There will be continual program grooming and improvements as we learn and continue to build safety culture strength. Our continued safety success will also, however, require the integration of our learnings into all aspects of business platforms. With the integration of processes and procedures we can all look forward to the rewards it will offer to our employees and to Henkels & McCoy.

Have a safe, healthy, and prosperous 2013, everybody!

Author's Note: I would like to take this opportunity to congratulate my father, **Ernie Kauffman**, former Assistant Equipment Superintendent on his recent retirement, with twenty-nine years of faithful service to Henkels & McCoy's Pipeline Division.

Enjoy!



Steve Kauffman

Ron Jones: A Retirement Celebration

by Jon Schoff
Executive Vice President,
Chief Operating Officer

If, when a man decides to retire, it sets into motion a broad chain reaction amongst peers, co-workers, customers, competitors, indeed an entire company and even an industry all wanting to recognize his accomplished career, then you know you worked alongside of someone truly remarkable. That's the Ron Jones I know.

He started with Henkels & McCoy in 1968. Ron came up through the craft. He worked for Bob Ratayski in Salem, Illinois for many years. Many said he was the best lineman and then he became the best foreman, and then the best general foreman. I first met Ron in the mid-1980s when I was assigned as Division Manager to the Great



Jonathan C. Schoff

Lakes Division. He recently retired as Vice President. In between, let me tell you what he did.

He grew the small \$1 million per year power business in Salem, Illinois that worked no more than 100 miles from home into a \$120 million region-wide power house that roamed all over the Midwest from Minnesota to Mississippi. Ron will be the first to tell you it was a team that did it. A team did do it, but every team has a spark plug.

Using all the company and division resources, Ron helped grow the power department outside of Southern Illinois, developing major new accounts in Cincinnati with CG&E, in Dayton with DP&L, in Detroit with DTE, in Chicago with ComEd, in St. Louis with Ameren, and in Grand Rapids with Consumers. That was just the major customers. He helped start Power South over 10 years ago, becoming the largest (and at the time the only) union contractor to make a successful business there, working for various utilities such as the Southern Company, Entergy,

and JEA. He responded to every major hurricane and ice storm up and down the East Coast and in the Midwest for decades. I still have the plaque in my office from Hurricane Hugo and from Hurricane Katrina, just to name two of them. He got a lot of lights back on – for over forty years, all told.

Ron had many milestones along the way in those years. He was promoted to Area Manager in 1998, promoted to Regional Manager, Midwest Power Group in 2001, promoted to Director, Power Operations in 2002, and promoted to Vice President in 2008. His career with Henkels & McCoy has spanned 33 years. He left for a while, realized the error of his ways, and came back. I still remember the day I met him in the field when he came back. All I said was “welcome back.” It's all that needed to be said.

Ron, for a career well lived and lived to the fullest – on behalf of Henkels & McCoy – thank you for a job so well done. Thank you for develop-



Ron Jones, retiring as Vice President after a highly successful career at Henkels & McCoy.

ing so many people, for being the best lineman, for being true up and down the line, for signing up for every tour of duty, for delivering, and for staying longer than you planned during the transition. We celebrate with you all your accomplishments and send our best wishes to you and Janet for a blessed and well-earned retirement.

Regards always,
Jon Schoff

Restoring Power, Restoring Hope

Hurricane Sandy, Superstorm Sandy, Frankensstorm—no matter what people chose to call it, the aftermath was the same. As the largest Atlantic hurricane on record, Sandy affected the entire eastern seaboard, causing more than one hundred fatalities and the destruction of thousands of homes while leaving millions of people without power.

Approximately 360 personnel from Henkels & McCoy's East Region were dispatched to restore power for multiple utilities across New Jersey, Pennsylvania, Delaware, Maryland, New York, and West Virginia. Their restoration and cleanup effort included deployment of 180 pieces of equipment, including aerial lift devices, digger derricks, pole trailers, backyard machines, dozers,

dump trucks, and boom trucks. Similarly, more than 140 H&M Central Region personnel and their equipment mobilized from Alabama, Florida, Illinois, Indiana, Tennessee, and Wisconsin to render assistance to afflicted areas.

Henkels & McCoy is appreciative for the many thoughtful notes from those who found themselves on the other end of this considerable relief effort, expressing their heartfelt gratitude to the H&M crews who restored their power and their hope. Words like ‘tireless,’ ‘quick,’ ‘expertise,’ and ‘heroes’ appeared repeatedly, along with the awareness



that these workers were giving up time with their own families to extend a much-needed helping hand. Residents offered prayers for the crews' safety, the sentiment that Henkels & McCoy should be proud of such employees, and, of course, their thanks.

Storm Power Restoration Notes

The messages below have been edited for space requirements. To read them in their entirety, we invite you to visit www.henkels.com/EmergencyResponse

**From Kevin Burke,
Chairman and CEO of Con Edison:**

Hurricane Sandy... brought devastation unlike anything we've seen before... But your support, and the incredible skill and camaraderie of your utility workers, allowed us to get our customers back in service.

Nearly a million Con Edison customers and 250,000 Orange and Rockland customers lost power and heat... Thank you for answering our call and joining our men and women as they responded to this unprecedented challenge... Many times, we have lent others a hand. This time, we were glad to receive a helping hand in return...

**From Haley R. Fisackerly,
President and CEO of Entergy:**

A safe, efficient restoration after a major storm is always a challenge... As I've watched the aftermath of Hurricane Sandy, I'm reminded yet again of the spirit of cooperation our business requires. Without all of us working together to restore after major events, customers would still be in the dark months after storms have come and gone.

**From Greg Dudkin,
President of PPL Electric Utilities:**

I'm writing to express my gratitude for your employees' work to help PPL Electric Utilities and its customers recover from the devastating effects of Hurricane Sandy... Your employees worked efficiently, professionally, and—most important of all—safely to help us respond to a storm that required time-consuming, labor-

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In Memoriam – With Thanks

As storms go, Sandy was categorized as a Superstorm, one that would be remembered for years to come. When calls went out for assistance to help restore electricity to the millions who lost power, Al Schwed from H&M's Central Region was among those who responded.

On the morning of November 10, Al was his usual self—ready to help those in need as he had done so many times. Sadly, Al passed away in his sleep that evening.

As Al's brother Arnie reflected, “I spoke to him a few hours before he passed, and he was so proud of himself to be helping the people of New Jersey and New York.”

All of us at Henkels & McCoy salute Al's career and the sacrifices he made for others. We extend our heartfelt condolences to the family and friends he leaves behind. Al, you will be missed.

East Region

Henkels & McCoy's organizational commitment to project management excellence is unwavering. It is in this spirit that we acknowledge the outstanding efforts of employees who have earned ESI International/George Washington University sponsored certifications.

ESI's Associate Certificate in Project Management recognizes those who attain a basic working knowledge of project management through the successful completion of three online courses within two years. We congratulate **Peter Lamb, Mike McKinney, Matthew Capozzi, and Denise Murphy** for attaining this objective.

ESI's Master's Certificate recognizes those who have combined the knowledge and practical experience to oversee all aspects of project management, including initiation, scheduling, quality, procurement, and communications. Master's Certificates are earned by successful completion of seven online courses within four years. We wish to acknowledge **Cathy Boorse, Chad Rossetti, and Peter Wilders** for attaining this level of achievement.

In personnel news, **Bob Kearns** has been named Regional Director, Project Management Office. Bob has been a member of H&M's Corporate PMO team since January 2011, when he was hired as a Senior Project Manager responsible for major construction proposals and projects throughout the United States. Bob graduated with a Bachelor's Degree in Mechanical Engineering from Manhattan College, Bronx, New York. We look forward to Bob continuing to promote H&M's Project Management Methodology in his new role in East Region...

We are also pleased to announce the promotion of **E. Kevin Shoosmith** to Regional Director, Gas and Under-



Kevin Shoosmith

ground. Kevin has been with H&M for more than twenty-one years and has broad experience in all aspects of the business. For the past five years, Kevin has been working directly with **Merrill Anders** and the Underground team as Manager, Gas and Underground Operations. In his new role, Kevin will be looking to continue the profitable expansion and growth of the Underground organization that has been a hallmark under Merrill. He holds a Master's Degree in Business Administra-

tion and a Bachelor of Science in Civil Engineering from Villanova University and is a registered PE.

The East Region would also like to acknowledge the following new hires, transfers, and promotions:



Welcome New Hires:

Power Group: Seth Melroy, Jason Schermond; Shared Services: **Jeremy Stansbear;** Underground Group: **Jaclyn Bray, Blue Bell; Ashley Cleveland and Jennifer**

Haynes, Richmond, Va.; Charvel Greene, Portland, Conn.; Ken Ilg, Burlington, N.J.; Project Management Office: **Neil Bryner, Blake Crosby, Mary Kate Hegarty, and Rebecca Moodie;** Safety: **Robert Beal, Burlington, and Greg Kalista, Richmond;** Fleet: **Mary Ann Murphy and Jason Raguz.**

Transfers:

Russ Yerck now Manager, Warehouse/Yard, Blue Bell; **Cathy Boorse** and **Larry Ed-dinger** to Estimating Group, Burlington; **Rich Larsen**, Area Manager, now leads the newly combined team located in Cliffwood, N.J.; **Mike Discianni**, Area Manager, now leads the newly combined team handling Gas and Telecommunications, PECO GAMS Program, and Restoration Repave; **Dave Clemons**, Field Engineer, from Central Region to East Power.

Promotions:

Jeremy Guinn to Supervisor, Underground, Burlington; **Ryan Johnson** to Administrative Specialist, Payroll; **Chaquita Sedden** now Project Controller, Engineering; **Marc Garman** to Power Operations Controller; **Ryan Warwick** now Power Estimator/Project Manager; **Bob Cacamese** to Manager, Estimating, Burlington; **Jim Rudolph** now Operations Manager N.J./New England; **Rian Youwakim** to Supervisor Central Pa. gas work; **Brian Healy** now Project Manager, PSE&G NCR Project, Roseland, N.J.; **Michael Field** now Supervisor in Portland. Congratulations to all!

Central Region

The Central Region is pleased to announce the appointment of **Wes Lee**, Director of Telecommunications for the Southern Area. Wes is approaching thirty years of service with Henkels & McCoy and has held various operations and management positions for the Region's Southwest Telecommunication Business. Joining the Central Region's Batavia office is **Theresa La-fontaine** as Regional Controller.

Theresa has a strong background in accounting, project controls, and business strategy. We also welcome **Tim Graham** as Marketing Coordinator. Tim is a recent graduate of Indiana University.

There have been a number of new hires to the MacFarland, Wisconsin office and our American Transmission Company (ATC) Program Team. **Brett Martin** joins us as Program Manager, having spent more than twenty-five years in management and field supervision positions in the industry. Supporting Brett and the ATC Team is **Chad Fitterer**, Project Manager with large substation and T-line project experience.

Supporting the Safety and Operator Qualification Program for the Region's Peoples Gas AMRP Projects is **Jim Liebert**. Jim joins us after holding various positions at North Shore Gas and, most recently, Nicor Gas.

In H&M Canada, **Jonmark Pierce** was recently hired as Project Manager and is supporting the East Lake St. Clair Wind Farm Project. Also joining the H&M Canada Team is field engineer **Anthony Knab**.

West Region/Pipeline

We are pleased to announce the appointment of **John D. Harrower** as Vice President & Pipeline Division Manager.

John has spent the last twenty-four years in the engineering and construction sector of the energy industry. He has held multiple roles for engineering and construction contrac-

tors in construction management, project management, commercial management, and executive management. Most recently, he was the Chief Operating Officer for Universal Pegasus' onshore and offshore divisions. In this role, John was responsible for executive relationships with major clients and implementation of Project Management and Project Controls discipline, Safety and Quality programs, and people development platforms consistent with those of Henkels & McCoy.

Prior to that, he was the Senior Vice President of Americas Oil & Gas Operations for AMEC and held multiple senior project management positions at Fluor, both domestically and internationally. John has a proven background in delivering successful project executions to clients, dealing with complex commercial issues, and delivering world-class safety performance. His recent seven years' experience in day-to-day company operations management will supplement H&M's ongoing targeted performance improvements, thus allowing our Pipeline Division business unit to regain market



John D. Harrower:
Pipeline VP and
Division Manager

Just Awarded

East Region Henkels & McCoy has been awarded the **PPL Coopersburg Transmission Line Rebuild** project. This project involves building the 7-mile 69/138 kV double circuit transmission line from Coopersburg to Quakertown. The existing 3 phase 12 kV overhead line that runs through Tumblebrook Golf Course is to be relocated underground. Work also involves the replacement of the existing 12 kV line by installing a 477 bare aluminum 3 phase 12 kV line and the installation of 10 new steel structures with foundations to connect the future Springfield Substation with the existing Met Ed Hosensack-Gilbert 230 kV transmission line... PSE&G has awarded Henkels & McCoy the **Burlington Substation Expansion Project**. The expansion will be a complete upgrade of the existing substation to support rebuilt 138 kV and new 230 kV transmission lines, and will be a combined effort of the Power and Underground Groups. The work includes construction of a double breaker double bus system (DBDB) with ten bays and two future bays, installation of two new 230-138 kV autotransformers and two new 230-26 kV transformers, and termination of upgraded and converted 230 kV circuits at the new station... Henkels & McCoy was awarded the **PECO 6606 Line Relocation** as a Joint Venture project with PECO, Amtrak, Walsh Construction, and PA DOT to widen I-95. The project will involve setting back four structures and raising the conductors 60' for the new I-95 and Cottman Avenue exchange. H&M crews will dig and pour four steel pole foundations, install two monopoles and a mono "H" structure, pull in new conductor for the 69 kV PECO line and 138 kV Amtrak line, pressing the dead-ends and then removing the old "I" beam structures.



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share and advance Operational Excellence performance with our core customers, as the industry prepares for another up cycle.

From an academic standpoint, John holds a BA in Economics from Mansfield University and has taken multiple MBA and executive training courses.

We are confident in John's ability to lead the Pipeline Division into a new era for the company. Please welcome John, his wife April, and children Jacob and Jensen to the Henkels & McCoy family.

In other personnel news, **Merrill Anders** has accepted a long-term management assignment with Henkels & McCoy's Pipeline Division. We know the skills and experience he has gained over the past forty years will be a significant asset in his new position and thank him for the stewardship he has provided to the Gas and Underground group.

Infrastructure Engineering

East Region Infrastructure Engineering continues to grow as we take on more work from our existing client base and expand into newer lines of business. This growth not only requires more physical space, but also the addition of new talent and

training on new skill sets for our current team.

In 2012, East Region Infrastructure Engineering moved to a new office one mile from the corporate office in Blue Bell, Pennsylvania (see *Performance* newsletter, September 2012). The Rhode Island office also took on additional space at their current location in Johnston.

As we build for the future, we have added recent engineering graduates to our Blue Bell, Lorton, Virginia, and Johnston, Rhode Island offices.

Please welcome **Bill Allard** to our Rhode Island office. Bill is a recent graduate from the University of Louisiana Lafay-



Merrill Anders:
Moving to Pipeline

ette with a B.S. degree in Electrical Engineering. Bill will be providing corrosion control engineering and will help us expand our power capabilities in New England. In Blue Bell, we have added two engineers, **Jasper Huang** and **Ryan Vogt**. Jasper

is a recent graduate from Villanova University with a B.S. in Civil and Environmental Engineering. Ryan is a recent graduate from Widener University with a B.S. in Mechanical Engineering. Both Jasper and Ryan are working on a variety of projects since joining H&M including corrosion, gas, power, and environmental.

Also joining engineering in our Lorton office are **Nole Thomas** and **Philip Bennett**. Nole and Philip are providing design and field survey, and are part of our continued effort to grow staff and expand our capabilities in the Lorton office. Also joining H&M in our Blue Bell office is **Sunny Maisonet**. Sunny is a power designer with



Last Planner session in progress.

utility experience. **Heather Vuknic** joined engineering to support our work in Pittsburgh. Heather is a power distribution designer with over ten years' experience in the power industry.

H&M NetWorks

Business opportunities and revenue continue to grow in network infrastructure, enterprise rollout, as well as in wireless communications, i.e., Wi-Fi and Distributed Antenna Systems (DAS) installation for both Carrier and Enterprise customers. In addition to the Beaumont Hospitals and State Farm's phone systems mentioned in the Just Awarded section of this newsletter, we continue to work on infrastructure upgrades at 1,400 Citizen Bank locations, the start of the cabling and DAS installation for a major new courthouse at Long Beach, California, and the installation of a DAS system for Verizon at AmericasMart in Atlanta, Georgia that covers more than two times the square footage of Hartsfield Airport, the busiest airport in the world. This great project and continued growth across H&M NetWorks, combined with being certified as a National Integrator with CommScope, selected as one of Verizon's top five DAS Integrators, and the only Corning Partner that is certified as both a Network Preferred Installer (NPI) with Corning and a Select VAR with Corning Mobile Access, have launched an exciting FY-2013.

Corporate

Henkels & McCoy's Continuous Improvement and Quality group has implemented an Introduction to Last Planner® System of Production Control workshop. The subject of the workshop is part of a Lean Thinking approach that has changed the production land-

scape in many industries from a loose focus on maximizing individual task cost and productivity to a tight focus on maximizing total system throughput.

This Last Planner® System technique aims to better integrate Construction Management and Project Management, providing well-rehearsed forums to eliminate obstacles and improve the quality of handoffs between disciplines.

The term "Last Planner" refers to the person or group that makes assignments to direct workers. In the construction planning process, this could be a foreman or superintendent. Upstream of construction, the term "Discipline Leads" is often used to describe those who perform these activities during the design phase/constructability review processes.

The first of these workshops was held on November 14, 2012 and primarily consisted of H&M NetWorks personnel. The general approach being advanced at Henkels & McCoy is to first sharpen a project team's approach to the Look-Ahead Planning portion of Last Planner® during pre-construction and then follow with a full Last Planner® implementation during construction. This workshop implants a deep understanding necessary for full implementation.

Last Planner is a registered trademark of the Lean Construction Institute (www.leanconstruction.org).



Not the farm team, but the H&M NetWorks State Farm Team! Front row, l to r: Nick Ficca, Ted Obenour, Paul Sznoluch; back row: Stephanie Friz, Chip Newnam, Gabriella Labance, Jim Lauer. Not pictured: manager Joe Welte and James Barlieb.

Central Region H&M Canada was awarded a project in Port Dover, Ontario installing **underground electrical infrastructure, foundation conduit and grounding, and the tower wiring for 58 wind turbines**. Our Texas operation has landed master agreements with two national telecommunication providers installing fiber cable and associated infrastructure.

West Region Henkels & McCoy was awarded the **TL6913 Electric Construction Project** for San Diego Gas & Electric. This 3.2-mile reconductor and 36-pole change-out is a capacity upgrade that includes the installation of 48-count ADSS fiber optic cable on TL6913 between Pomerado and Poway Substations. The University of Southern California awarded H&M Phase 2 of the **HSC Soto Street Underground Utilities Project** for the undergrounding of overhead cables and the installation of duct banks and associated equipment. Project scope for Phase 2 consists of the installation of conduit duct banks, with manholes for power and handholes for communications.

H&M NetWorks The H&M NetWorks fourth quarter and first quarter business includes installation of Distributed Antenna Systems (DAS) at two additional **Beaumont Hospitals**, and the continued rollout of upgrades for a new Unified Communications phone system for **State Farm** agents at a rate of over one hundred offices per week.

Living Our Values

Golfing Helps Others

Henkels & McCoy's West Region's annual benefit golf tournament was held on September 11, 2012 at the Industry Hills Golf Course at the Pacific Palms Resort in Industry, California. One hundred and sixty golfers took to the links for a day of recreation that raised more than \$44,000 for the Semper Fi Fund (SFF).

Established in 2004 by a group of Marine wives, the SFF's mission is to provide critically injured and ill service members with immediate financial aid and quality of life solutions to lift the burdens of their new reality. Since its inception, the SFF has transformed the lives of over 8,300 wounded service members and their families, providing more than \$66 million in assistance. More information can be found at <http://semperfund.org>.

The West Region's 2013 tournament is planned for the same location in September, and "Save the Dates" will be



sent out in the early part of the year. The West Region Tournament contact is **Jean Yount**, email Jyount@henkels.com.

Meanwhile, back East, 253 golfers descended on the Philadelphia Cricket Club for the 7th Annual H&M Invitational Golf Tournament, raising \$120,000 to benefit Covenant House Pennsylvania (CHPA). CHPA is an agency that provides basic needs to homeless and at-risk

youth and young adults. Overall, Covenant House (www.covenant-house.org) cared for over 50,000 at-risk and homeless youth in 21 cities in the United States, Canada, and Central America last year. For information on next year's September 9th tournament, please contact **Dean Giambrone** at Dgiambrone@henkels.com.



Top left: West Region's Paul Bulthuis and Jean Yount present Semper Fi's Laura Castellvi (center) with a ceremonial check representing the proceeds from their successful tournament held on September 11 and benefiting wounded veterans. Above: CHPA's Executive Director Cordella Hill (center) and Associate Executive Director Frank McGrane (left) were presented with East tournament proceeds by (left to right) H&M's Rod Henkels, Rick Pieper, and Dean Giambrone. CHPA works with at-risk and homeless young people and provides food, shelter and, very importantly, guidance.



Santa's Little Helpers. Blue Bell associates **Sandra Webb** and **Karen Pagan** (right) assist Salvation Army workers in packing up toys, dolls, games, and other new items donated by H&M staff during the annual Christmas Angel program. The generosity of our people helps many local children enjoy a happier Christmas each year.

In Memoriam

We are deeply saddened to report the passing of four individuals strongly connected to Henkels & McCoy.

Edwin S. Iwanicki Jr. passed away Monday, July 9, 2012, at 61 years of age. Ed's professional career began at PSE&G and continued for 37 years, retiring as Sr. Safety Coordinator and Project Engineer. He then began a career as a consultant and Project Manager for Henkels & McCoy until his retirement.

Robert Reilly, father of current employee Kathy Richards, died on July 25, 2012 at 86 years of age. Bob was a dedicated employee of Henkels & McCoy for 50 years and worked out of the Philadelphia, Pennsylvania office before relocating to Portland, Connecticut in 1965.

Juan Pasillas passed away on November 12, 2012. Mr. Pasillas worked in the Central Region and was an employee of H&M for 12 years. He was 67 years old.

John Savage died on November 29, 2012. John worked for the company for over 15 years, retired from the West Region in 2009, was a cowboy and a gentleman, and proudly "rode for the H&M brand."

Al Schwed passed away on November 10, 2012. See a tribute to Al, page 3.

United Way-BSA Campaign 2012

We are pleased to announce that Henkels & McCoy's 2012 United Way and Boy Scouts of America Campaign has exceeded its contribution goal by raising more than \$179,000. We wish to acknowledge the generosity of our employees throughout the company who made this achievement possible.



We also extend our gratitude to the following staff for their hard work and dedication in coordinating our campaign.

Headquarters: Sherry Scandone
East Region: Denise Murphy
West Region: Lisa Saucedo
Pipeline: Jacqui Stinson
Central Region: Janet Figiel
H&M NetWorks: Austin Armstrong

Doug Welford Memorial Scholarship 2012

Whitney Welford (right), presents the second annual Doug Welford Memorial Scholarship to Fallon Mizell, a senior at George County High School,



Lucedale, Mississippi. The award, provided annually by Henkels & McCoy, is in memory of Whitney's father, Doug, a long-time H&M employee and the first Director of the company's Power South operation.

H&M Youth Program Named One of Harvard's "111 Bright Ideas"

Harvard University has named the H&M Phoenix Rising Youth Training Program one of its "111 Bright Ideas" as part of a national showcase highlighting models of innovative public policy in action. Based in Ocala, Florida and in partnership with Henkels & McCoy's Training Services Group (TSG), Workforce Connection, the Ocala Police Department, City of Ocala, Habitat for Humanity, and other local groups, Phoenix Rising supports the dual mission of providing training for young adults and building homes to spur community development and neighborhood revitalization. Out of some 600 national applicants for the 111 Bright Ideas recognized by Harvard, Phoenix Rising was chosen for its considerably proactive approach and the avenue it extends to those who might not otherwise find educational and employment opportunities within reach. "This is our fourth cycle of the Phoenix Program and we could not be more pleased with the outcomes," stated **Ilianette Echevarria**, H&M Area Project Manager. **Kimberly Knutson**, Lead H&M Career Coach, added, "H&M has helped young adults in the area gain valuable skills to get into the local workforce while giving something back to the community. We are proud to be part of the 'Service Learning' model and thankful that H&M has been a part of the solution once again." **Ron Goss**, Florida

H&M Phoenix Rising Youth Training Program enrollees pose for a group photo with H&M TSG members during a recent home construction project in Ocala, Florida.



H&M Manager gave credit to our partners: "We could not have done this without support from our customer, Rusty Skinner, CEO of Workforce Connections, the Marion County Habitat for Humanity, led by Brad Nimmo, and the strong support of the Ocala PD led by Laurie Whitaker." Look for more homes to be built across Florida and other areas as well.

Employee Service Milestones

We congratulate the following employees and thank them for their dedicated service.

East Region

45 YEARS: Louis Lepore • **40** John Donmoyer Jr, Myron Flick, Larry Jenkins, Elwood Lartz, William Miller, Robert Park, Michael Shaull • **35** Robert D'Amato, Ronald Flick, Salvador Simao, Edward Smith Jr • **30** John Amador, Joseph Azevedo, Tim Harper, Charles Youtzy • **25** Mark Castelli, Filipe Cerqueira, Harry Daniels, Mark Deery, George Gascon Jr, Richard Gutshall, Brian Hettrick, Timothy Hockenberry, Karen Jerzerick, Rocky Lane, Erwin Parson, Carlton Satchell, Russell Yerk • **20** James Buckley Jr, Stanley Christoff, Antonio Desousa, Joseph Dougherty, Dana Fields, Troy Frey, Norman Garrison, Gene Hartsock, Arthur Kroft, John Matos, Franklin Mitchell, Randy Rutter, Galen Scott Sr • **15** Spencer Coleman, Andrew Contrisciani, Robin Day, Michael Farley, Mark Foster, Robert Funda, Kenny Johnson, Gary Jones, Donald McDonald, Michael McMaster, John Minninger, Timothy Reck, E. James Rudolph, Glenn Smith, John Stunkard Jr, Joshua Tosten, Dominic Valente, Glen Wilkins, Nancy Zeppa • **10** Abdullah Ali, Craig Bailey, Steven Baumgardner, Cedric Bradford, William Crouse, Michael Field, Robert Fitzgerald, Bradley Harkleroad, Anthony Hill, Gary Kieffer, Robert Lewis, Albano Lopes, Jesse McAllister, Carl Newcomb Sr, Agostinho Padinha, Joseph Ravis, Daniel Riesen, Jason Ritter, Jose Saldida, Vernon Scott, Thomas Smith, Stephen Stadelmeyer, Thomas Vesey

Central Region

30 YEARS: Robert Crosby • **25** Marvin Reynolds, Rayburn Stallings • **20** Jeremy Anderson, Rick Banning, Ronald Hodges, Howard Webster Jr • **15** Marcie Allen, Ryan Crull, Rodney Eversole, Janice Favors, Donald Smith, Vance Steele, Michael Vansickle • **10** Roy Barger, Timothy Britton, Philip Conklin, Clifford Cook, Stanley Croley, Stephen DeRight, Christopher Finch, Don Flowers, Mark Hay, Edward Henkels, Mark Johannemann, Christopher Murphy, Brian Saul, Randal Schiller, Terry Shiverdecker, Connie Skiles, Shelly Stowe, Alex Williams, Charlie Williams, Brian Youngblood

West Region

35 YEARS: Gary Heppner • **30** Pat Agee • **25** Bobbie Thomas • **20** Michael Spitzer, Thomas Townsend, Robert Yoder • **15** Steven Bourne, Denae Lambert, Michael Michalak, Nelson Omoto • **10** Bill Alvarez, Tim Brandon, Daniel Cisneros, Dennis Hassett, Jaime Hernandez, James Kohler, Gary O'Neil, Christopher Randles, Melvin Smith, Jorge Vazquez, Jose Vazquez



Top: Facilities Management's own George Davis and Joe Grippo.



Above (left to right): Lou Lepore, Ray Szemborski, and Denis Palermo.



Shown at left: Kevin Irvin (left) and Gary Heppner.

Pipeline

35 YEARS: Jonathan Gray • **25** Jacqueline Stinson • **20** Robert Hurley • **15** Kevin Curtis, Mark Turnbull • **10** Brian Bartlomiej, Philip Robins, Mark Skowronski

Corporate Region

45 YEARS: George Davis, Denis Palermo • **35** Joseph Grippo, Phyllis Melasecca • **30** Cheryl Scandone • **25** Dennis Condon, Christine Crawford, Paul Stinson, JoAnne Tirpak • **20** Stephen Freind, David Sinclair • **15** Stephen Kauffman, John Melasecca • **10** Allison Berzins, Martha Kenna

H&M NetWorks

15 YEARS: Kevin Irvin, James Lauer, Raymond Szemborski • **10** Joseph Burley, Kevin Carney, Nieves Deutsch, Andrea Dokes, Anthony Girard, Laura Johnson, Jeffrey Rizzo, Rodger Solomon

IN THIS ISSUE

By Air, By Water, By Land

Teamwork and a multidimensional approach to project access makes Vectren's Gibson-Brown-Reid 345 kV transmission line project a success.

FEATURES

- Management Message: Our Company Values and Safety Principles
- Restoring Power, Restoring Hope
- H&M Youth Program: One of Harvard's "111 Bright Ideas"
- Employee Service Milestones

DEPARTMENTS

Safety Message, Regional Roundup

PLUS...

In Memoriam, Trade Show Schedule, Just Awarded, Letters

MORE!



Lights Back On Post Sandy



Mixed Sources
Product group from well-managed forests and other controlled sources.
www.fsc.org Cert no SGS-COC-003949

Storm Notes...

Continued from page 3

intensive work around the clock for a week...

From Mark A. Smith, Mayor, City of Bayonne, New Jersey:

...Thank you for all your co-operation, generosity and the assistance you have provided for us, including power for the Chandelier Restaurant/Broadway Diner so that they may prepare food for shelters. We also appreciate your providing gas for city vehicles, assisting police officers with traffic control, and the help you have provided cleaning the city's streets.

From Greg Grillo, Entergy Storm Incident Command Leader:

...Thank you for your assistance during our response to Hurricane Isaac. With your help, we were able to restore power to 92

percent of our customers within five days. In early September, Department of Energy officials noted that the Isaac restoration was one of the best they'd seen in recent memory. Your support was critical to our efforts...

The following excerpts are representative of the many emails from residents of the New Jersey communities of East and West Orange, Roseland, Verona, Montclair, Wayne, and Livingston.

Thanks to H&M crews, we were up and running with power in five days... Seeing a Henkels & McCoy truck...was akin to being a child again and seeing Santa...

... We were so grateful for (the crew's) hard work, their pleasant demeanor... I would like to tell you how fortunate you are that you have such wonderful men...

... H&M crews were the ones that restored power to my home and ones nearby... I certainly

appreciated seeing them in the neighborhood...

... Please share our heartfelt thank you with your crews. We can't put into words how grateful we are for their assistance, and for giving up time with their families to be here...

... After a week of no power, cold, scared, depleted, I saw your trucks rumble in and help restore our power. I just wanted to send a thank you to all the hardworking people from your company who came to New Jersey.

... Crews worked tirelessly to ensure that we safely got our power back. The twenty or so men in my yard (with a nor'easter attacking them) were a sight for sore eyes...

... You should be very proud of the employees... sent out here... my family and I appreciate all the hard work and long hours your crews put in...

... My heartfelt thanks to all the crews who worked in Verona and throughout the state to restore normalcy to our lives and heat to our homes. I (we) will never forget...

... I want to thank your crews and those of all the companies and agencies... who have left their families to help us in our time of need. God bless them and keep them safe.

... I just want to let you know how pleased we are with the performance of your field crews who restored power to our house. The crews did a fantastic job working together... Thanks to your company and your team of workers for an excellent job.

... A heartfelt thank you to your workers who restored my power two times (Hurricanes Irene and Sandy)... Kindly let your field people know that we in New Jersey are most grateful for their sacrifice.

Equal Opportunity Employment - Revised February 1, 2013

It is the policy of Henkels & McCoy to ensure equal employment opportunity and a work environment free from discrimination, harassment or retaliation and where employees are treated with respect and dignity. The company strongly encourages employees to report to the company any conduct they believe is prohibited by this policy, by reporting the matter to the Manager of Employee Relations (the company's EEO Officer) at corporate headquarters at 215-283-7680 or toll free at 800-523-2568 or to Regional Human Resources Managers (Assistant EEO Officers), or to any member of management. Please refer to H&M Discrimination & Harassment Policy (Policy 105) for additional information.

In addition, Henkels & McCoy has established the H&M Business Integrity Hotline (BIH), through which H&M employees, vendors, subcontractors or others can confidentially report instances of presumed misconduct (including discrimination, harassment or retaliation). This hotline will offer an option where issues can be reported in an anonymous and confidential setting. To contact the BIH please use the following sources:

- Telephone — (English speaking USA and Canada only) 1-855-833-0006
- Telephone — (Spanish speaking USA and Canada only) 1-800-216-1288
- Telephone — (Spanish and English speaking for Mexico) 001-800-216-1288
- Website — <http://www.lighthouse-services.com/henkels>
- E-mail — reports@lighthouse-services.com (must include company name with report)
- Fax — (1) 215-689-3885 (must include company name with report)



Visit Henkels & McCoy at our trade shows!

CompTel 2013
March 10-13
Aria Hotel, Las Vegas, Nevada
Booth #423

Northwest Public Power Association
April 9-11
Oregon Convention Center,
Portland, Oregon
Booth #321

Energy Association of Pa. Mid-Atlantic Gas T&D Seminar & Vendor Exposition
May 30
Holiday Inn Harrisburg/Hershey,
Grantville, Pennsylvania

WindPower 2013
May 5-9
McCormick Place, Chicago, Illinois
Booth #4848

American Gas Association
May 21-23
Gaylord Palms, Orlando, Florida

CTIA
May 21-23
Sands Convention Center,
Las Vegas, Nevada

For the latest trade show listings and updates, visit www.henkels.com.

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