



The VOICE 2018 Southeastern

The official publication of the Southeastern Construction Owners and Associates Roundtable

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The Influence of Owners

Building Pathways to Construction

The Role of Social Media

Is This the End of EPC Contracting?

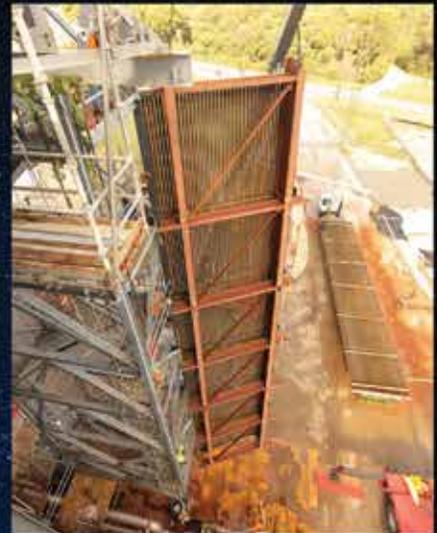
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The VOICE Southeastern

2018

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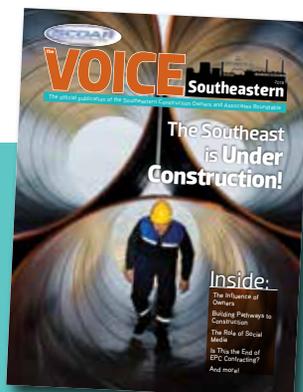
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The Southeastern U.S. region is a hot bed for industrial, chemical and heavy manufacturing activity. That's why a membership in SCOAR is so important; the resources you'll have access to can help contribute to the success of your projects and company.



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From the President



Chuck Bradley
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Thank you for this opportunity to serve the SCOAR organization as President. I am excited about this position and the direction SCOAR is headed.

This year SCOAR is focusing on the development of new initiatives, including implementation of workforce development solutions and growth of the SCOAR owner company membership. New initiatives are the organization's opportunity to continue to serve the SCOAR membership and this great industry in which we work.

The Workforce Development Initiative continues to include expansion of SCOAR's Annual Scholarship Fund for engineering, safety and skilled trades students. In May, SCOAR awarded \$27,500 in scholarships to support future workers in our industry.

SCOAR has a membership that represents the entire vertical supply chain, including industrial facility owner members, EPC firms, engineering companies, general contractors, specialty contractors, material and service suppliers and educators. This year, we are strategically focusing on recruiting additional owner members through an initiative that includes growth of the Owner's Forum. This is a beneficial opportunity for owner company representatives to meet as a group to share and learn best practices on relevant topics.

The Safety Committee continues to be a vital part of our organization. The Committee is comprised of a team of safety professionals dedicated to a cooperative effort in communicating and promoting occupational safety and health in the workplace. It is a forum to assist member companies by making Best Practice recommendations and awarding safety achievements.

All SCOAR members benefit from SCOAR's networking and education agenda. Where else can you learn from industry experts, then share breakfast or a sunset with 100+ prospects, customers, peers and friends?

The annual planning meeting will be held at the October meeting in Virginia Beach, Virginia. Make the most of your association membership by getting involved in our many Committees, which are the driving force behind the organization's initiatives. Consider joining the Safety Committee, Workforce Development Committee, Marketing/Membership Committee, Golf/Fishing Fundraiser Committee, Sporting Clays/Top Golf Fundraiser Committee, etc.

I would like to extend special thanks to Past President, Boyd Worsham, for his dedication, hard work and years of service to our organization. Boyd has done a great job leading the team and helping SCOAR become one of the top construction industry associations in the Southeast.

At the May meeting it was announced that Randy Baker, SCOAR's Executive Director for 12 years, is retiring in 2019. We deeply appreciate the dedication, hard work and outstanding leadership Randy has devoted to SCOAR and to so many of us individually. We have benefited from his leadership, guidance, friendship and kindness. Randy and Janet will be greatly missed. Let's express our appreciation to them at Virginia Beach and into 2019.

In conclusion, your Board of Directors, Committee Chairs and Executive Director are committed to advancing the organization in the direction that most benefits its members and improves the industry. Please don't hesitate to call on me if I can assist you or your company to further benefit from membership in this great organization. Thank you for your support. SCOAR members and participants are the key to SCOAR's success.

I look forward to seeing you in Virginia Beach and enjoying another great meeting!

Chuck Bradley
President
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From the Executive Director



Randy Bakel
Executive Director
SCOAR

Hello, once again! I hope you enjoy reading this latest issue of the magazine. It's full of great information from industry experts, as well as important SCOAR updates and two very interesting member profiles.

Before you turn the page, keep reading to learn how SCOAR has achieved success—and continues to achieve success—this year and into next!

SCOAR focuses on workforce development and increasing owner membership

The SCOAR membership has decided that it will increase its focus and activities on the workforce shortages facing the industry, pursue more owner member participation, and continue to focus heavily on safety improvement. We have active Committees working on these three areas. If these topics are important to you and your company, come help us help our industry!

The 2018 results are in!

SCOAR members supported \$27,500 in scholarships! At the SCOAR Safety/Scholarship Awards Dinner in May, at Longboat Key, Florida, scholarships were presented to Construction Engineering/Management students, Construction Safety students, and Skilled Trades students. One hundred and twenty-three SCOAR company members and guests participated in the Golf/Fishing Tourney, raising the important scholarship monies.

SCOAR presented TOPS Safety Awards to members! SCOAR has set a threshold of safety excellence and awards SCOAR member companies whose submitted project safety records and programs not only exceed the threshold, but surpass all the others who have submitted, establishing them at the TOP of the industry and deserving of recognition as "A TOPS AWARD WINNER!" TOPS Awards were presented to ProServ Industrial, Terracon, Thompson Construction, and Wood.

SCOAR's Owners' Forum grows! Our Owner Forum group of members continues strong and has met on topics ranging from, "Owner's Lessons Learned in

Delivering Successful Projects" to "Best Practices in Developing a Bidders List." This "Forum" provides owner members the opportunity to meet as a group to share and learn from each other.

SCOAR's Program Meetings are current and relevant! Program meeting agendas are developed based on the input and suggestions from our membership. The informality of the meetings allows members to interact and learn from each other.

SCOAR members enjoy their SCOAR experiences! Beyond our meetings we also organize a variety of ways for our members to come together in an informal atmosphere, have discussions and continue to build relationships. This includes socials, breaks, discussion groups, tours, informal golf games, sporting clays, TopGolf, etc.

Come experience a SCOAR event!

If you aren't a SCOAR member and if you are involved in the industrial engineering and construction business in the Southeast (or want to be), you should consider participating with us and improving your business and the industry.

On a personal note

This may likely be my last message in *The VOICE Southeastern*. I will be retiring from SCOAR and a new Executive Director will be leading the SCOAR efforts. A search is underway for candidates. If you or someone you know is interested, you can go to the SCOAR website to find more details.

SCOAR has been a joy for me. I have seen it grow from a 13-member Florida-centric association to what we have today—over 100 company members serving the Southeastern U.S. Most importantly to me is the number of truly great people that Janet and I have met and worked with since I started in 2006; it has been an amazing 12 years! Thanks to each of you for your contributions and friendship!

Randy Bakel
Executive Director
SCOAR
585-781-4001

Pay Attention Owners; You are Much More Influential Than You May Think!



By Danny Landis, Duke Energy

Duke Energy has long been committed to the safety of its employees and contracting partners. Duke Energy's vision is to lead the company and industry in personnel and environmental safety by proactively addressing risk, building margin and empowering employees to deliver compliance and continuity in operational excellence.

Duke Energy recognizes its ability to influence safety performance and works diligently to harness this influence to drive safety improvements throughout the utility industry. After the merger of Duke Energy and Progress Energy in 2012, we had the opportunity to revise our Contractor Management Program. The integration of the two legacy company's contractor management strategies really set the wheels in motion for what we consider to be an industry-leading contractor EHS management program!

Like many owners, we are still very young in this journey to safety excellence, specifically in the realm of contractor management, but we are confident

that we have a solid foundation to build upon that will ultimately have positive and lasting impacts on the industry's safety performance. One thing we have learned is that our project safety performance directly correlates with our level of engagement!

To understand where we want to go, it is important to understand where we have been. Duke Energy had a very challenging year in 2014. The company experienced four worker fatalities, in addition to the Dan River Coal Ash spill, which ultimately deposited up to 39,000 tons of coal ash into the Dan River. We refer to this year as a landmark year, for it forever changed how we do business, most notably in the areas of personnel and environmental safety.

We use the words personnel in lieu of employees intentionally, for 2014 marked the start of a cultural change in how we provide leadership and oversight to our contracting partners. It is during this period that Duke Energy began to fully embrace the safety of its contracting workforce equally, as it does its own employees. This cultural change has made an impactful step-change in contractor safety performance both on and off the

Duke Energy system. To capitalize on our industry influence, it was important for us to knock down the walls of "us and them" and to approach safety with a "One Team" mindset.

I have been very fortunate in my career to work as a contractor Health & Safety professional on a diverse portfolio of projects. One thing that I identified early in my career as a contractor H&S professional is that EHS performance was typically much better when our clients, in most cases "The Owner," demanded it. As a contractor, I quickly learned that where we had intrusive owners from a H&S perspective, we consistently performed better. On projects where our owners had a marginal commitment to H&S, our performance would diminish in parallel. At Duke Energy, we try to stay cognizant of this concept and ensure we are an engaged owner so we can positively influence project performance.

Duke Energy understands the value of a partnership. When it comes to executing our projects, that is exactly what we are looking for—a reliable partner who shares the same cultural values around safety as we do. To facilitate this

relationship, it is imperative that we, as an owner, are engaged from project inception, and that we have established clear expectations for our contracting partners.

We accomplish this by actively engaging our contracting partners early in the project lifecycle and through commercial agreements that have been carefully crafted by each of the operating Business Units within Duke Energy. These agreements contain EHS requirements, best practices and expected outcomes that are specific to their operations. These requirements are provided to our contracting partners early in the project lifecycle to allow our contracting partners the opportunity to review and plan for execution. We've found that a clear understanding around project EHS expectations and deliverables is ultimately a key driver in a successful relationship and performance.

Duke Energy works diligently to eradicate Serious Injuries and Fatalities (SIFs). Each of Duke Energy's Business Units has adopted Keys to Life (KTL), which are Duke Energy's non-negotiable work rules. Each year, Duke Energy Business Units quantitatively assesses KTL risk and mitigation measures are developed to eliminate fatalities and serious injuries. Duke Energy contracting partners are expected to have formality in how they manage their own high-risk activities and equally important, they are expected to have defined management responses (e.g. notification, investigation, lessons learned, etc.) to high-risk events. We look to partner with contractors that share the same commitment of eradicating SIFs as we do.

We also partner with our contractors to assist them in identifying high-risk activities associated with their operations and furthermore, we assist them in developing plans to mitigate those activities. We've found that since our KTL program inception, a majority of the contractors working on the Duke Energy system have formalized their own KTL work rules. This has had a positive impact on SIF reduction.

Duke Energy relies heavily on management systems to deliver operational excellence in safety. We recently revised and redeployed our EHS Management System, which aligns closely with

recognized international standards for EHS management systems. Our EHSMS is comprised of elements that we believe contribute to overall project success such as, but not limited to, performance oversight, corrective action program, observation program, lessons learned, work standards, and more. We work closely with our contracting partners to mature their own management systems.

To bring it all together, our workforce depends on our collaborative leadership as owners and contractor companies to ensure the health and safety of

our workforce and the environment. To ensure we deliver our projects safely, we are deliberate as an owner in providing intrusive oversight. We've identified that active engagement throughout the lifecycle of the project is mission critical to overall project success. |

Danny Landis, CSP, is the Director of H&S Field Support at Carolinas East, for Duke Energy. He is responsible for providing H&S services to Fossil Hydro, Transmission and Distribution business units.



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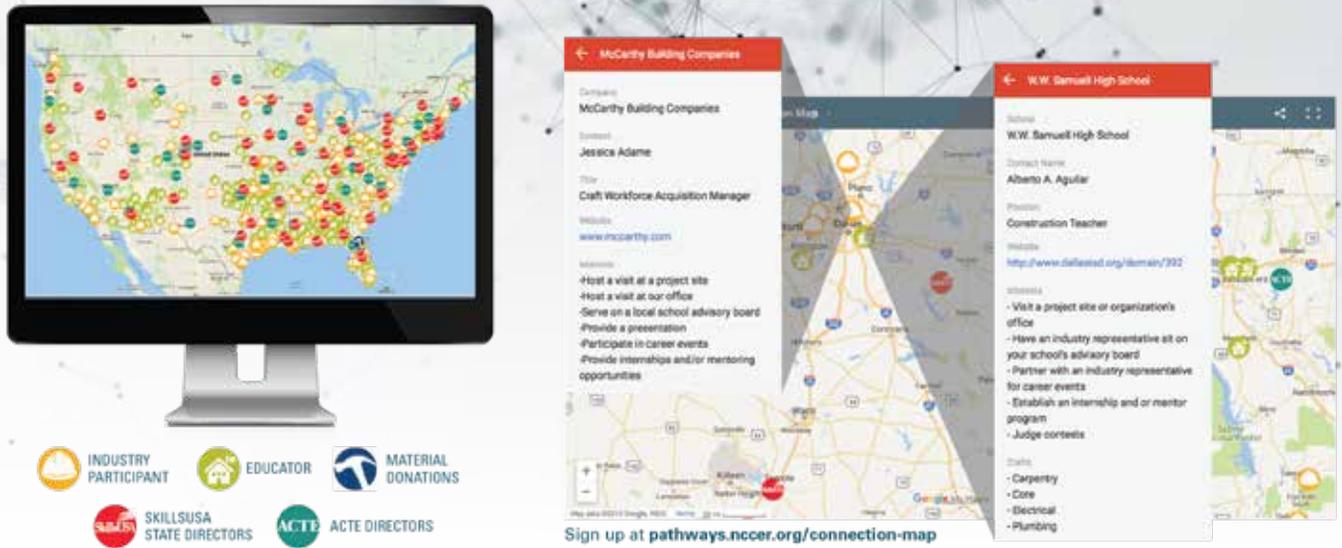
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Building Pathways to Construction



By Rachel Burris, NCCER

Remember the hustle and bustle of the new school year and buying supplies? How many teachers do you know who purchase their own materials for classes, such as pencils, paper and more? Language arts and math are not the only subjects that need provisions—craft training requires resources as well. When it comes to career and technical education (CTE) classes, the construction industry has the opportunity to be a hero.

Why is CTE important?

With 40 percent of the experienced workforce set to retire by 2030, it's no secret that recruitment needs to be a priority. Recognizing that the industry must begin making changes now, the white paper, "Restoring the Dignity of Work: Transforming the U.S. Workforce Development System into a World Leader," outlines short-term and longer-term policies necessary to help regenerate our workforce. Promoting involvement and investment in CTE programs through expanding collaboration between industry, education and government is one of the longer-term policies recommended.

CTE prepares students to be career-ready by providing academic, employability and technical skills through programs at high schools, career centers, and community and technical colleges. Offering clear pathways to certifications and credentials are just a few ways that CTE programs are beneficial. These programs are helping students succeed; in fact, studies referenced in "Restoring the Dignity of Work" show that CTE students, "have better academic grade point averages, higher rates of on-time graduation and in college preparatory mathematics."

Maybe even more important, these programs, "have a positive impact on labor market transitions" helping young people develop a critical understanding of the work environment, which, in turn, helps them earn higher wages. Students are better prepared, more engaged and have a higher likelihood to both find and keep employment.

What can industry do?

Industry needs to work with educators to prepare students for skills that are in high demand. Mark Schneider and Rooney Columbus make a valid observation in their study, "Degrees of Opportunities," for American Enterprise Institute, when they noted that, "The important question, thus, is not whether degrees have value but what types of knowledge

and skills are in greatest demand and are, in turn, rewarded in the labor market." Collaboration between education and industry is crucial in preparing students to meet construction workforce demand.

NCCER is helping build the bridge between industry and education through the Construction Career Pathways Connection Map, where potential partners can connect on shared needs and take next steps in forming a pipeline to careers in the construction industry. Launched in 2014, the map helps industry organizations start the conversation with local educators to increase the awareness of partnership benefits. Educators are able to list crafts they teach and ways that they are interested in collaborating with industry, such as class presentations, career events or a spot on the school's advisory board, while industry is alternatively able to share what they are able to contribute.

As noted in "Restoring the Dignity of Work," CTE is expensive to implement and "96 percent of CTE educators reported that their program budgets have declined." With the signing in July 2018 of the *Strengthen Career and Technical Education for the 21st Century Act*, a bill reauthorizing the *Carl D. Perkins Career and Technical Education Act*

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The Role of Social Media in Construction

By Jessica Gray, NCCER

Technology powers our world. We are more connected now than ever before, from the computers in our pockets and on our wrists, to the smart devices we interact with in our homes and workplaces. Today, it seems unheard of for a company to not have a social media presence, yet it's too common within the construction industry. In order to remain relevant in our increasingly tech-savvy world, it is vital that our industry meet customers where they choose to interact—on social media.

In 2018, Pew Research Center found that at least one form of social media is used by 69 percent of American adults. Social media influences many aspects of our day-to-day lives. More often than ever, we turn to Facebook for business recommendations from our friends, seek company contact information from Yelp or Google, look up potential hires on LinkedIn or ask customer service questions via Twitter. With all of these options, building a company social media presence can be a daunting prospect. Ultimately, social media is a tool like any other—for full effectiveness it has to be used properly. The following tips can help ease your company's transition into a marketing strategy that is fully social.

Know your audience

You know who you want to reach, now where are they? Find out where they turn for answers, social interactions and questions, and meet them there. Chances are, you have access to someone who represents your audience, take a moment to ask them about their social media use.

Choose a platform

There are many different social media options and the best fit for your company will be determined by your target audience. Don't be afraid to start small, with only one or two accounts. Not all platforms are created equal or relevant to your customers. A couple of well-managed accounts are far better



representations of your company than five or six that are rarely updated.

Create a plan

It's important to know your goals prior to starting. Learn what type of content your audience wants and find out when is the best time to post it. It's important to be consistent; there's nothing useful about an inactive company social media account. Social media management tools are very helpful for scheduling posts in advance and across multiple platforms, keeping content fresh with reduced administrative time.

Find your voice

Appropriate tone is vital in social media. How do you want to be perceived? While it is great to connect with your audience on a personal level, it's still important to be professional and helpful. Think about what type of interactions you'd like to have with your customers. Brands like Wendy's have made their mark through sassy banter, while General Electric captures the imagination with technology-driven videos.

Start a conversation

Don't just talk at your audience—engage with them. Share a wide variety of meaningful content, from behind-the-scenes pictures and videos to industry blogs and articles. Contests and giveaways are also great engagement (and audience) builders. Inauthenticity can be

spotted a mile away, so don't use posts for a hard sales pitch. Softer approaches like how-to guides, FAQs and other product-related content are more effective for reaching audiences. It may take some experimentation to find the right balance of original versus shared content.

Connect with partners

Networking is the core of the construction industry. Where else can dozens of companies work on complex, publicly-visible projects together? Share images of collaborative projects and tag other company social media pages in posts. Cross-promotion helps everyone and builds awareness across a wide variety of audiences.

Promote yourself

There are specific times and places for self-promotion on social media, which include unique advertising opportunities. Users may be targeted by interest, geographic range and more. The ease of targeted advertising allows companies to get instant feedback on their campaigns. Additionally, the controlled cost of social media advertising makes it simple to experiment with messaging, images and targeted audiences in real time.

Manage your reputation

Customer dissatisfaction happens. When you have unhappy customers interacting on your social media channels, it's

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vital to address them quickly and professionally. Be timely when responding to comments and inquiries. Customers want to know that their concerns are heard and important. Keeping a close eye on complaints and comments ensure that customer service issues can be spotted before they turn into public relations disasters.

See you on social media!

Ultimately, social media is a communication platform like any other. It allows

companies to connect with customers on a more personal level, taking them from the abstract to the relevant. The wide variety of social media channels allows companies ultimate flexibility in their approaches, to create a personality and voice that is totally unique to their culture. There's no reason to be intimidated or wary, with a little experimentation and some patience, your company can have a thriving social media presence. |

Jessica Gray is a Marketing Project Manager at NCCER.

Continued from page 12

of 2006, we can hope to see improvement in the future for CTE program funding. However, that does not negate the necessity of industry support.

A simple way for industry to engage in CTE programs is to donate their excess supplies. Developed with the assistance of SCOAR, the newest map feature, Donate Materials, is a dynamic layer that allows industry members to donate surplus supplies or equipment they may have. The icon will show while the item(s) are still available and is removed once claimed. By utilizing this new feature, industry can expand their relationship with educators to help CTE programs continue to be successful and give students the chance to participate in hands-on learning.

What is the impact?

One positive effect of CTE programs is that students are able to see a direct correlation between what they are learning and the opportunities available in the workforce. An intrinsic value of industry getting involved is the connections that are made with the students through the recognition of companies that are willing to contribute time, money and material. Students who have the opportunity to construct a tiny house or weld pipes or wire a light are learning real life skills that can only be possible if they have the resources.

Through building partnerships with education, industry involvement could be the deciding factor for students considering their career path—and we need young people to choose construction. |

Rachel Burris is the Communications Manager at NCCER. Developed with the assistance of SCOAR, the newest map feature, Donate Materials, is a dynamic layer that allows industry members to donate surplus supplies or equipment they may have. Join NCCER at their annual Construction Career Pathways Conference on Wednesday, November 28 prior to the ACTE CareerTech Vision 2018 in San Antonio, Texas. With a common goal to learn how to address the skills gap and build a pipeline to fill workforce needs, industry and educators will be able to connect in helpful sessions. For more information and to register, visit pathways.nccer.org.

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EPC
Contracting:



The Party's Over
(Or Did it Ever
Even Start?)

By Fred Lyon, The Lyon Firm

The year was 1994. Bill Clinton was president but had not yet met Monica Lewinsky. Newt Gingrich and the GOP's Contract for America recaptured Congress for the Republicans. And for the first time the power construction industry fell in love with the EPC contract, Engineer-Procure-Construct. Ever since, it has been the term of choice in describing the contracting scheme for major utility construction projects.

Twenty-four years later, EPC contracting may be falling out of favor as utilities turn to more traditional approaches with split responsibilities and even multi-prime contracting. This change may be attributable to perceived problems with the EPC sole source approach. Or it may also be that utilities, while paying lip service to the term "EPC," never really took the risk of employing true EPC, preferring a hybrid approach that allowed them to maintain control without getting the full benefit of an actual sole source project delivery methodology.

What is an EPC contract in its purest form? This type of contract consolidates all of the functions associated with a construction project into a single entity that assumes complete responsibility for all engineering, procurement and construction. Also called a full wrap or turnkey approach, in recent years these contracts have frequently been associated with a lump sum or fixed price pricing strategy.

Prior to EPC contracting, owners were frustrated by divided responsibilities and the ensuing finger-pointing. Contractor blames schedule problems on late delivery by the OEM who blames the A/E for late approval of its design. This cycle spins out of control with no one ever taking responsibility and the owner, as a result, stuck with the bill. All of this could be avoided if one party took over all three functions and assumed (and controlled) all the risk. In theory.

EPC developed in the late 80s and early 90s in the context of independent power producers (IPPs). Those projects usually involved independent developers as owners, often thinly capitalized and inexperienced in managing complex

power construction projects. They relied upon lenders for financing with security provided by the power purchase agreement (PPA) that the IPP had negotiated with an off-taker. To further protect their investment, lenders (often from Wall Street) insisted that the IPP enter into a true EPC contract. Even though these contracts could result in a price premium of 15 to 20 percent, the lenders simply did not trust the IPPs to assume and control any of the numerous risks associated with a major power plant construction effort.

Investor-owned utilities (IOUs) watched all this happening and became enamored with the concept. Sole-source, litigation free construction could not help but be

Continued on page 18



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Continued from page 19

tempting. Even though they had far more expertise in construction and were able to rely upon balance sheet financing and not lenders, IOUs started to use EPC contracts as their project delivery system of choice.

Or so they thought. Reality very much suggested otherwise. Utilities, over the decades in many instances, have created very robust inhouse engineering and construction management teams. These teams are very accustomed to maintaining substantial control of all aspects of the construction process, from design,

through procurement, and during construction. To expect that these teams would surrender control of everything to another single entity, which is the foundation of true EPC contracting, was a fantasy.

Instead, IOUs put their own stamp on the EPC concept. Enthusiastically and indiscriminately using the term, very few, if any utilities, ever really signed on to a complete, full wrap, true EPC contract. Instead they would use hybrids, all the while continuing to call their own unique project delivery system an EPC.

A typical hybrid was contracting with a single entity for engineering and construction and then another one for procurement. This was known as EpC and required the utility to manage the interface between the engineering/construction contractor and the OEM. That interface frequently was complex, both from a performance and schedule perspective. Although its management allowed the utility to maintain control and fully-utilize its own staff, nevertheless it still often resulted in dispute and claims. The result was use of the EPC phraseology without recognizing the benefits of a true EPC approach.

Utilities would also often overlay an independent construction management role to observe and even direct the EPC contractor. Observation and direction inevitably result in friction which again, can lead to dispute, claims and litigation.

In recent years, some utilities have begun to question the benefits of EPC contracting. Why are we using an EPC contract intended to eliminate disputes, yet we are still having problems? Maybe we should try a different scheme.

The reality is that utilities never really embraced EPC contracting. They talked the talk but seldom walked the walk. Now they are looking for something different, something that will allow them to maintain control (which realistically they are loathe to surrender), while minimizing difficult interfaces.

Many are turning to multi-prime contracting, which with its many interfaces would seem to be counter-intuitive to dispute free projects. But utilities feel that if they properly leverage their expertise, this approach will lead to more efficient and economical construction.

So, EPC may die a slow death—never really having had a true chance. But the phrase has attained such a widespread recognition in the industry, I have a feeling that it has come to mean a contract used “on really big complex” projects. And as long as we keep building those projects, we will keep using the phrase. EPC ain’t going anywhere. **I**

Fred Lyon is a construction attorney and mediator with over 35 years' experience in contract drafting and dispute resolution. Learn more at www.lyonfirm.com.

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The Mosaic Company



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In 2004, IMC Global and Cargill Fertilizer merged to form The Mosaic Company, the world's leading integrated producer and marketer of concentrated phosphate and potash. With more than 100 years of phosphate mining history in the United States and 50 years of potash mining history in Canada, Mosaic services customers in approximately 40 countries and has more than 27 million tons of finished product operational capacity.

With 15,000 employees across global operations, Mosaic is one of the largest producers of phosphate crop nutrients, with nine percent of global, and 60 percent of North American concentrated phosphate annual production. Mosaic mined 15 million tons of phosphate rock from their four active mines in Florida in 2017, making 4.4 million tons of phosphoric acid and 9.4 million tons of DAP/MAP/MicroEssentials/Feed Phosphate from their manufacturing plants in Florida and Louisiana.

Mosaic is also an industry leader in land reclamation, returning every acre of mined land back to productive use for both people and the nearly 300 types of native wildlife living in the region. As an extension of its land management efforts, in 2012, Mosaic established Streamsong Resort, built on land that was mined by a predecessor company in Central Florida prior to the existence of reclamation regulation. Flanked on 16,000 acres, its 216-room hotel, AcquaPietra Spa, three award winning golf courses plus hiking, trap shooting and guided catch-and-release bass fishing, provide a respite for the avid golfer and tourist alike.

Sustainability is a priority for Mosaic and the company has received significant recognition for its efforts. In addition to being named to *Corporate Responsibility Magazine's* 100 Best Corporate Citizens List for nine consecutive years, and being recognized by CDP for climate

performance several years in a row, this year, Mosaic was named to the 2018 FTSE4Good Index for the first time.

The FTSE4Good Index Series measures the performance of companies demonstrating strong Environmental, Social and Governance (ESG) or sustainability practices. They earned an ESG score of 3.5 out of 5, which is in the 82nd percentile among specialty chemicals companies. This recognition reinforces their commitment to operate sustainably—not only with day-to-day initiatives, like managing water and energy use, but also by upholding the principles, policies and commitments that make Mosaic an industry leader.

Expansion of the New Wales manufacturing plant

"In June 2016, Mosaic completed its largest phosphate project to date with the granulation plant expansion at our New Wales facility in Polk County, Florida," states Dan Snead, Capital Projects Director. The \$200 million project provides Mosaic with additional production capacity needed to produce MicroEssentials®, a market-leading premium phosphate fertilizer with rapidly growing demand in the agriculture industry.

Field construction lasted 24 months and more than 1.2 million employee hours were worked at the site. The project site averaged more than 1,600 personnel on location from more than 13 different construction contractors. Safety performance was stellar with no lost time incidents, one medical aid incident, and one recordable incident for the full duration of construction.

Mosaic's MicroEssentials® capacity increased by 50 percent with substantial modifications to rotary processing equipment, the replacement of recycle system elevators, and increased capacity for drying, screening, crushing, and material handling. The conversion to producing MicroEssentials® also led to significant

Construction is ongoing at the Four Corners Pipeline Corridor in Florida.



Mosaic's MicroEssentials® project in the early stages of construction.



equipment modifications, including dust cyclones, separate product conveyors for producing different products simultaneously, and a new 65,000-ton product storage warehouse with reclaimers.

Sulfur Melter Plant project providing melted sulfur capability

Mosaic's Sulfur Melter plant, at a capital cost of roughly \$85 million, was commissioned in the winter of 2015. It provides melted sulfur to Mosaic's New Wales fertilizer plant in Polk County, Florida. "The melter has enhanced Mosaic's access to prilled sulfur globally and has offset our reliance on melted sulfur by 23 percent, thus reducing fertilizer production costs and improving our margins," adds Snead.

Continued on page 21

DCR Services Inc.



Industrial Plant Design and Construction.



Starting out in the industrial marketplace in 1983 as an electrical and instrumentation contractor, DCR Services Inc. is now a group of companies that provide a variety of services, including engineering, fabrication and field construction services.

DCR is currently headquartered in central Florida, with offices located in Lakeland, Mulberry, West Palm Beach, and St. Louis, Missouri. In addition to DCR's office facilities, the company also maintains a 70,000 square foot, 10-acre ASME code fabrication facility in Lakeland, Florida.

The company's management, as well as its core staff, has many individuals with over 30 years of experience in all aspects of large projects for heavy industrial and government customers. DCR has earned a reputation for its integrity and dedication to quality in everything it does, and the company prides itself on customer retention, often working alongside the same client companies over a long period of years.

DCR has grown to become a medium-sized company over the last three decades that specializes in 'punching above its weight' by providing the engineering, fabrication and construction services only available at many of the larger EPC firms. Yet, DCR does this with a nimbleness that allows it to be more efficient and more cost-effective than its bigger competition. If clients have a project that is time-sensitive, where things need to get done quickly, DCR is able to pull all its diverse resources together and complete difficult projects on a fast-track basis.

Over the years, the company has developed several proprietary software products to monitor and control complex processes utilizing advanced technologies. The company's latest product is its MACH ALERT Fire Station Automation and Alerting system that is now used in major municipalities across the U.S. and around the world. MACH ALERT communicates with remote facilities utilizing the Internet, cellular and wireless radio communications and provides fire departments the capability to automatically alert stations and dispatch appropriate equipment. Response time is reduced by automating the 9-1-1 emergency response processes, from the point of

receiving a call to the first responder leaving the fire station.

The DCR MACH ALERT has been selected as the next generation fire station alerting system offered by Motorola Solutions, Inc. for world wide application.

"Process control and automation is a strong part of what DCR offers," says Dale Rossman, CEO at DCR. "We continue to build value by combining the latest advanced technologies with the customers' processes and operational needs. We are on the front-end of the technological advancements needed to support the automation and process controls used in industrial and municipal systems and we strive to invest in the development of new automation technologies that are just now coming down the pipeline."

Safety plays a big part at DCR and the company has always endeavored to fully support a safety culture that

bettens the industry in which it serves. DCR has demonstrated a strong commitment to providing safe and healthy workplace conditions and was one of the first companies in the Florida industrial market to see the value in hiring a full-time safety director. DCR remains very progressive in regard to health and safety, and continuously works to improve its performance through management involvement, employee participation and proactive approaches.

DCR regards its association with organizations such as SCOAR and CURT as being part of its commitment to industry and sees great value in membership. Associations provide networking opportunities that allow DCR to interact with its clients and peers on a more intimate basis and helps keep the company abreast of future industry trends and best practices.

DCR seeks to remain an advanced and efficient supplier of its services and continually makes investments that allow the company to improve the efficiency of its operations through the use of advanced engineering and management systems. DCR is currently planning to relocate its fabrication facility to Mulberry, Florida, where it will have the latest in tooling and automated welding equipment in order to ensure the best value for its customers.

"There is a lot on the horizon for DCR," says Rossman. "We strongly believe that we must increase our efficiencies in the engineering and construction process and that modular construction is part of the future for our industry. DCR will continue to invest in being able to provide these modular capabilities."

Continued from page 19

Mosaic uses molten sulfur as a raw material for production of sulfuric acid at their fertilizer facilities in Florida and Louisiana. This project provides the New Wales plant the capability to produce up to one million liquid tons per year of melted sulfur, along with associated systems including conveyors, pumps, controls, scrubbers and storage facilities.

Four Corners Pipeline Corridor at height of construction

Another project, the first phase of the Four Corners Pipeline Corridor, is more than 90 percent complete. "Crews broke ground in May 2017 on this heavy civil earthwork project, linking our largest phosphates beneficiation plant to the Ona mining reserves in Hardee County, Florida," says Snead.

The pipeline corridor will extend the distance between Mosaic's operating draglines and the beneficiation plant to more than 15 miles. It includes powerlines, substations, pipeline systems, a dragline walk path, a dragline crossing site at State Road 62, and ditches, berms and silt fences to contain runoff from construction and mining.

This summer marked the project's height of construction with more than 90,000 employee hours worked without incident or injury. The project averages 50 construction workers per day and they are starting to gear up on the second phase of construction that will continue through year 2019.

The first dragline is scheduled to cross State Road 62 by the end of the year, with subsequent mining occurring shortly thereafter.



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SCOAR News

TOPS WINNERS FOR 2018!

Earlier this year, Lance Simons, Haskell; Rosa Webster, TECO; the SCOAR Safety Committee; and Randy Bakel, SCOAR; presented the SCOAR Safety Awards for 2018. Visit www.socar.org to access photos of all the recipients and sponsors!

Less Than or Equal to 60,000 Work-Hours Annually

ProServ Industrial, award accepted by Eric Allen.

Greater Than 60,000 and Less than 250,000 Work-Hours Annually

Wood, award accepted by Larry Myers and Mittie Cannon.

Greater Than 250,000 and Less Than 750,000 Work-Hour Annually

Thompson Construction, award accepted by Bill Bryant, Brian Stancil, Marty Jones, Tommy Boswell, and Greg Thompson.

Greater Than 750,000 Work-Hours Annually

Terracon, award accepted by Bob Cords and Jim Wright.

SCOAR SCHOLARSHIP WINNERS FOR 2018!

Thanks to all of our Golf/Fishing Tourney Sponsors and SCOAR Members, we were able to award \$27,500 in scholarships this year!



SCOAR Construction Management Scholarship - \$6,000

Congratulations to Cody Bass, University of Florida, Rinker School of Construction. This award was presented by Steve Greene, NCCER/BYF-Build Your Future, with Jim Sullivan, UofF Rinker School. Thanks to NCCER/BYF, the 2018 Construction Management Scholarship Sponsor.



SCOAR Engineering Scholarship - \$6,000

Congratulations to Nathalia Porto, University of South Florida. This award was presented by Jody Johnson, Moretrench, with Tim Murphy, UofSF. Thanks to Moretrench, the 2018 Engineering Scholarship Sponsor.

SCOAR Safety Professional Scholarships - \$2,500

Congratulations to Tyler Sansone, Southeastern Louisiana University. This award was presented by Lance Simon and Boyd Worsham, Haskell, and Rosa Webster, TECO. Thanks to Haskell, the 2018 Safety Professional Scholarship Sponsor.

SCOAR Skilled Trades Scholarships

SCOAR presented 13 Skilled Trades Scholarships valued at \$1,000 each, to Skills USA. A full list of recipients can be found on the SCOAR website. Accepting for Skills USA was Jessica Graber. Thank you to all the sponsors: Fluor (two awards); Next Generation Scaffolding (two awards); Avalotis; Bradley Sales; BYF/NCCER; Ironworkers SE District Council/Impact; Performance Technical Services (PTS); Saulsbury Industries; Southeastern Construction & Maintenance; Tampa Electric; and Zachry.

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SCOAR is an interactive learning alliance of construction professionals.

- Spend your time learning and addressing interesting and challenging topics, not stuck working on the typical association-type committee.
- Benefit from an interactive learning environment focused around team-based exercises, subject matter experts and collaborative discussions.
- Be a part of creating new methods and processes to tackle the typical construction issues and challenges.

Case Example: "A new solution to an old problem."

The project started going wrong in the engineering phase. As it moved into construction, the project was behind schedule and over budget. The SCOAR member recalls, "The owner (us) was not happy and my engineering and construction teams were pretty dispirited. Typically, we might go in and make some wholesale personnel changes, but I knew I had good people on the teams."

SCOAR had recently brought in an expert from outside the construction industry to discuss the Judgment Index, a scientifically-based assessment tool that measures, among other things, the level of engagement on a project. "I was intrigued by the concept and thought it was worth a try," says the owner.

The owner brought in the expert, who took the engineering and construction teams, as well as key contractors, through a day long exercise.

"It worked. The process creates a lot of self-reflection. It makes you ask, 'why is my responsibility here.' It got everybody past the typical finger pointing

and working together again. In the end, we were able to turn the project around and bring it in much closer to the original schedule and budget."

Harness the creativity and experience the diversity. SCOAR brings together facility owners from different industries and all parts of the supply chain to address the issues that will improve business performance.

- Combine experience bases and methodologies from different industries to discover new solutions.
- Understand and incorporate perspectives from various parts of the supply chain to create comprehensive responses to construction challenges with great changes for success.
- Learn from construction professionals who have already "been there and done that."

Case Example: "A whole new way to do business."

A long-time owner-member of SCOAR recently retired from his position managing construction for a utility company. He was approached by a supplier-member of SCOAR seeking help in bidding on the construction of a new energy plant. A third member of SCOAR, a large general contractor, was added to the team. Combining each team members' expertise and leveraging the working relationships developed through their time at SCOAR, this group proposed a new and innovative approach and won the bid.

"The client could see immediately how our approach is going to save them tens of millions of dollars, versus the standard way this stodgy industry goes about building this type of plant."

Focus close to home, on Southeastern construction market, for a practical and actionable experience.

- Concentrate on regional labor and supply trends where impactful solutions can be generated and implemented.
- Learn about and share information on capital projects in the Southeast, increasing insight into your market and identifying potential partnerships.
- Experience more powerful networking by meeting colleagues in your own area who are facing the same issues and environment.

Case Example: "SCOAR learnings are more actionable."

A long-time owner-member commented that the interactions at SCOAR events resulted in learnings that "are more specific to the Southeast," taking into account the Southeastern environment—companies, cultures, behaviors and climate—and resulting in solutions that "we can actually implement."

Enjoy a collegial and "small group" atmosphere.

- Every member has a voice in the direction and focus of SCOAR. You help choose the focus.
- The informal and supportive atmosphere, where everyone is focused on learning, leads to a better and more fun way to accomplish objectives.
- Profit from a better approach to learning about and evaluating potential suppliers unencumbered by the pressures of the contracting process. **I**

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