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HARRIS HORIZONS

WINTER 2014

PLUMBING | PROCESS PIPING | HVAC | REFRIGERATION | CONTROLS | SERVICE | CONVEYORS | ENERGY SOLUTIONS

Minnesota Capitol Renovation



HARRIS COMPANIES SERVES AS MECHANICAL CONTRACTOR

The Minnesota State Capitol, considered an architectural masterpiece by many, was modeled after Saint Peter's Basilica in Rome by architect Cass Gilbert. The Capitol's unsupported marble dome is the second largest in the world only after Saint Peter's.

Following the addition to the National Register of Historic Places in 1972, there is no doubt a variety of unique challenges with such a structure. Harris Companies' role as mechanical contractor means taking a lead role to make sure the project goes smoothly.

The focus of the Capitol project is to take the building into the next 100 years of its life. The scope of the Project includes but is not limited to: asset preservation, remodeling, and other capital improvements to, and restoration of, the Capitol Building and surrounding site. Harris has been brought onto this project as a design assist contractor to replace all existing heating, ventilating, and air conditioning systems, as well as

upgrading the existing piping and plumbing systems.


The State Capitol will remain open to the public and occupied by the legislature for the duration of the project. All of the restoration taking place throughout the project will support and accommodate the legislative sessions as they occur at the beginning of each year. Therefore, Harris needs to phase all the system installations to guarantee these spaces are ready for occupancy.

So, what's the solution for making this project a success? Planning. Planning. More planning.

As one of the largest Design/Assist contractors on site, Harris is working with the design engineers to develop the best solutions for replacing the existing systems. There are space limitations that make it difficult to select equipment that will fit the space. The team has to plan routing the equipment in and around the building — all while keeping in mind the dimensions of the corridor, arches, etc. It involves many hours of investigating and coordinating among all trades to make it come together.

This project also has workforce goals that have to be met, which are 32 percent minority and 6 percent female. Harris has been maintaining 55 percent minority and 58 percent female to date. Harris participates in monthly good faith efforts as specific actions taken to enhance the participation of women and minorities.

"Harris has implemented strategies that are improving the diversity of our workforce" said Roxanne Cortinas, Project Manager.

We're in the early phases of the project, but Harris is on track to successfully assist the general contractor, JE Dunn, in updating the Mechanical, Piping, and Plumbing infrastructure supporting the State Capitol through early 2017. 

PROJECT TEAM: Jim Magrew, senior project manager; Roxanne Cortinas, project manager; Mike Kendle, superintendent, sheet metal foreman; Bob Harthaus, pipe foreman; Tom Snyder, plumbing foreman; Jason Sommers, lead CAD specialist, sheet metal detailer; Mike Karels, pipe detailer; Gil Navarro, plumbing detailer; Cameron Klundt, project engineer.

PRESIDENT'S PERSPECTIVE



Consolidation is a trend that has gathered steam over the last decade. Businesses get bigger and bigger, crowding out the smaller players. Some of this consolidation occurs as one business buys another, like Southwest buying Jetblue. Some of it occurs as large organizations grow organically and crowd others out, like Walmart.

The construction industry has been largely immune to this trend. While a few large consolidators exist, it seems for every contractor they purchase, another one pops up to take its place. One need only look at the ENR list of Top 600 Contractors to see the staggering difference in size between the top 10 or so contractors and the next 590.

But there are industry trends that would seem to indicate that consolidation will have a greater impact on our industry in the future. One of them is simply demographics. The same demographics that are impacting our construction workforce are also impacting ownership. Many smaller companies have ignored transition planning, and when the owner or owners decide to retire, they are left with few options to exit.

I believe that our transition plan at Harris is one of our strengths. Since 1983, when we came under our current ownership structure, we have chosen to create a broad, diverse group of employee owners. This structure allows for a gradual transition over time as long-term owners and leaders retire, and new employees step in to fill the financial and leadership voids left behind. This structure gives us control over our own destiny, allowing us to make the choices that best suit our business, our customers, and our employees, not the personal retirement planning objectives of one or two individuals.

Along with the financial stability created by our structure, it is also my belief that employees who are owners, or who have that opportunity, are inclined to think differently. An employee who is an owner is more concerned about the long-term health of the company, and knows that repeat business resulting from strong customer relationships built on a foundation of performance is the only way for long term success. ▲

Greg Hosch, CEO

GREEN SOLUTIONS

Nick Rosenberry, PE, LEED AP BD+C
Director of Sustainability, Business Development Manager, Industrial

University of Minnesota

Helping to lower the carbon footprint

Harris was recently selected as the process mechanical contractor for the University of Minnesota Combined Heat and Power (CHP) Plant. The CHP plant will use a natural gas combustion turbine to supply 25 Mega-Watts of base load electrical power to the Minneapolis campus. The exhaust from the turbine will be sent to a Heat Recovery Steam Generator (HRSG) to produce steam that will heat the campus.

Generating electricity and steam on site improves the sustainability and energy efficiency of the Minneapolis campus. The efficiency of the CHP system is much better than a conventional system (75% vs. 49%) because they are able to capture and use the heat from generating the electricity. The improved efficiency and more sustainable fuel source will lower the carbon footprint of the Minneapolis campus by about 15%.

In addition to improving the sustainability of the campus, the CHP system has economic benefit. Compared to replacing the existing boilers with traditional boilers, the CHP system will save the University \$7 million a year. Generating power on site also benefits the University by shielding them from utility rate increases. ▲

ZEROING IN ON SAFETY

Dan Kent
Corporate Safety Director

Celebrating Milestones

Under the Harris Companies umbrella, we've had many jobs, large and small, complete an entire project without a recordable injury. To all of those project teams, thank you for your contributions to our safety achievements. Projects with major safety milestones, like the ones listed in our "Did You Know" section, are becoming more frequent. This can be attributed in no small part to our senior executives. With their safety vision, we continue on our quest to becoming a safety leader. Here are just a few ways they have continued to guide us along our journey:

- Prioritized safety by making it the company's thematic goal for two consecutive years
- Retained DuPont Safety Solutions to help guide us through the process
- Teamed up with Industry Safe to help standardize safety processes
- Initialized safety goals throughout the organization

There is a saying "safety is no accident" and with the continued efforts of all Harris Companies employees, especially our leaders, we will continue to become a safety leader in our industry. ▲

DID YOU KNOW

INDUSTRY RECOGNITION

ENR No. 1 Sheet Metal Specialty Contractor

Harris Companies is ranked No. 1 among sheet metal contractors in the country, according to the annual Engineering News-Record (ENR) Top 600 Specialty Contractors list. Harris places third among participating Minnesota specialty contractors in general. For information on this achievement, be sure to visit our website, hmcc.com.

Superior Innovation Award

Nickolas Mims is the third quarter winner of the Superior Air Handling Innovation Award. Mims developed a tool that allows for the placement of 3 1/2" x 4" x 1/8" spacers behind 6-inch and 8-inch wide steel tracks inside a pen. This tool allowed the team to regain productivity after repeated install fails. Photos are available on the lobby monitors.

COMMUNITY

Charity Auction

The 2014 Employee Charity Auction was held on Nov. 13 at Harris Companies, St. Paul, MN. We raised \$12,000 thanks to our generous employees and donors. Money raised went to the local chapters of the ALS Association and United Way.

Diabetes Walk

R.M. Thornton, Capitol Heights, MD, raised \$1,285 in just two weeks for the *Step Out: Walk to Stop Diabetes* held Oct. 18 at National Harbor. The annual 3.1 mile walk is hosted by the American Diabetes Association. It was the first event planned by the division's new Community Connections committee, chaired by Kathy Wilkerson.

SAFETY

Gopher Resources Tampa

The Gopher Resources Tampa project, a lead smelter worksite, recently surpassed 89,000 hours worked on site since a recordable incident. This represents more than three years of safety!

MFS Safety Milestone

Midwest Fabrication & Supply, Zumbrota, MN, achieved 220,000 Safe Work Hours (1,095 days) on Oct. 3, 2014. A catered lunch was held to mark the achievement.

Safety Photo Contest Winners

Winners of the *Picture It: Safety* photo contest are Brian Lisovskis, first place; Jared Wilson, second place; Greg Wittek, third place. Congratulations and thanks to all who submitted photos!

MOX Celebrates 20 Million Safe Hours

On Nov. 4, the Mixed Oxide (MOX) Fuel Fabrication Facility, a project of Super Air Handling that's located in Aiken, S.C., celebrated 20 million consecutive work hours without an injury resulting in a lost workday.

EMPLOYEE REMINDERS

Bill Stawikoski to Retire

After 16 years at Harris and nearly 40 in the industry, Bill Stawikoski is retiring from his role as electrical technician. He is the first master electrician hired at Harris and has contributed greatly to Harris Controls. Stawikoski is a 2005 recipient of the Jerry Dalton Award. A celebration was held Nov. 25 at Summit Brewery, St. Paul, MN.

Safety Tip Reminder

Please send all Holiday Safety Tips to marketing@hmcc.com by 5 p.m. Dec. 30. Prizes include a Visa Gift Card for each of the top three winners who will be announced on Jan. 5, 2015.

STORY BRIEFS

Harris Mechanical Intermountain

201 Commerce Center, Building 6
West Valley City, UT

Harris is providing \$114,000 in HVAC work for the 307,935 sq. ft. building. The project, overseen by CBRE, is a Class-A, cross-dock, industrial building. It is the first building to break ground in the 1.2-million sq. ft. planned industrial development. Construction is expected to be completed January 2015.

Harris Mechanical

MMPS — Minneapolis, MN

At the end of November, Harris completed approximately 25% of the overall work for the Minnesota Multi-Purpose Stadium. 7 of 51 AHUs are set, ducted, and piped. 12 of 97 utility pipe racks are installed. MFS, a division of Harris Companies, continues fabrication for duct work, piping, and plumbing.

Harris Mechanical

Abbott Northwestern Hospital
Minneapolis, MN

Harris Mechanical secured a \$7 million 3rd and 4th floor infrastructure project for Abbott Northwestern Hospital. Approximately 64,000 sq. ft./128 patient rooms will be remodeled over the next two years. Construction is expected to start late January.

Harris Mechanical

University of Minnesota CHP Plant
Minneapolis, MN

Harris will be performing the process mechanical work for the new Combined Heat and Power (CHP) Plant for the University of Minnesota. The project includes the installation of a 25 MW turbine, Heat Recovery Steam Generator (HRSG), and the balance of plant equipment and piping. The contract for this scope of work is about \$17 million.

Harris Service Intermountain

The Boyer Company
Salt Lake City, UT

LaVina Hayes landed her first maintenance contract with The Boyer Company, a real estate firm. She's been awarded the Salt Lake Regional Medical Office Building, Lone Peak Medical Office Building and the Jordan Valley Medical Office Building. Congratulations, LaVina!



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EMPLOYEE SPOTLIGHT

Steve Low

Senior Project Manager | Superior Air Handling

Since starting at Superior Air Handling in 1997, Steve Low has worked as an estimator, project, division, and operations manager. His career began as a sheet metal apprentice in 1990.



“Sheet metal was the perfect combination of brains and brawn. I loved building shapes out of flat sheets, and learning the science of air flow.”

He still loves the ever-evolving challenge construction and business brings. “Things are always changing – even on the same project.”

Currently, Steve serves Superior as the senior site representative for the MOX Fuel Fabrication project in South Carolina.

“Bob Dickamore – senior construction supervisor – is one of a kind and a key component to our success. Further, the work ethic, talent and skillset of our MOX team is amazing,” said Low. “We’ve got a great team of craft, safety, field engineers, planners and document control... everyone is important.”

And it’s that talent across the board that makes the MOX Project a success – a safe success. MOX recently celebrated 20 million safe work hours without a lost time accident. Superior produced over 1

million of those hours as a result of the hard work of the team. “I try to inspire and motivate this incredibly capable team and then get out of their way. I try to be a servant for the team, not the other way around.” Steve is pursuing a business management degree to compliment his associates degree in construction management and sheet metal journeyman. He’s both thankful and proud to be part of Superior’s success.

“The company is pushing the envelope in Lean construction techniques. We’re using methods and concepts that improve total flow and reduce waste. Taking challenges and finding solutions – it’s gratifying work and our client is seeing the results,” he said.

Steve makes it clear he owes any success to those around him. “I am a product of those who mentored my career in sheet metal, estimating and management. I am also grateful for my family’s support.”

Low’s recreation once included climbing, backcountry skiing and ultra-marathon trail races. That was before moving to South Carolina. Work schedule and geographic location keep him from these interests, so he recently picked up golf. Steve laughs, “I can’t call it a sport. Climbing – now that’s an adventure. Golf, there’s nothing dangerous about it. It just a game, but I might be addicted.” A