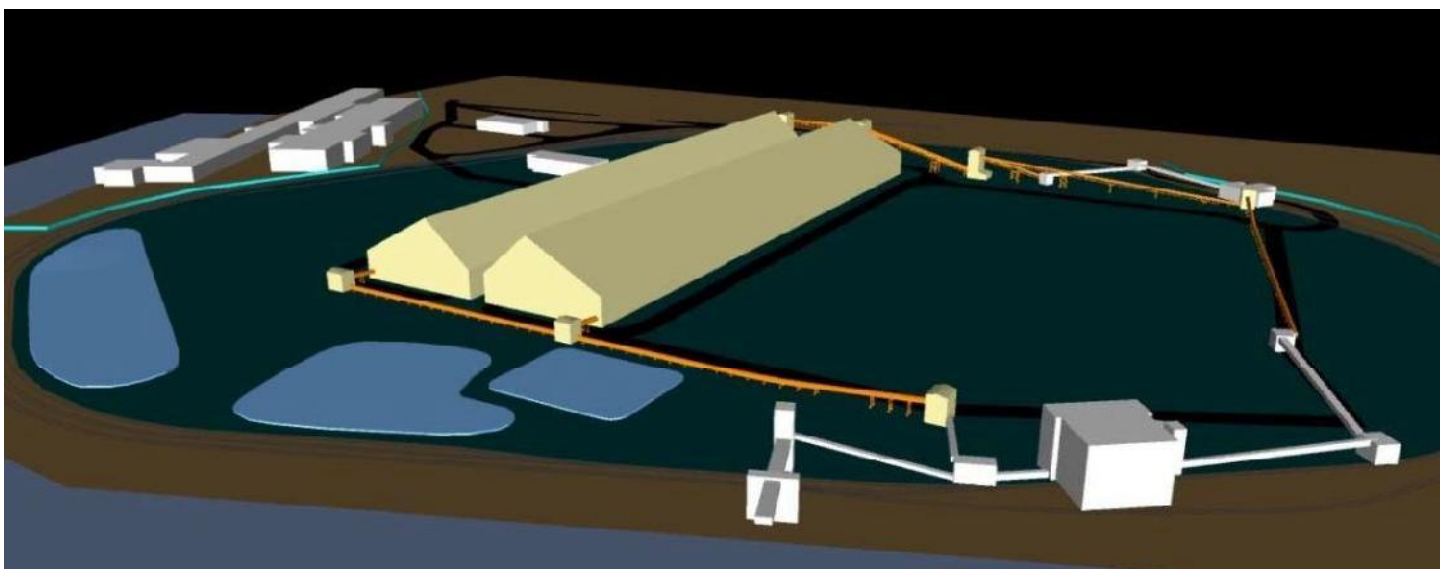


Exhibit 7

Koch Minerals LLC
Bulk Material Facility Enclosure



Prepared By:

GRAYCOR[®]
Industrial Constructors Inc.

Graycor Proposal Number: 1091467
June 13, 2014

Brad Neibert
Chief Estimator
Tel.: 1-219-763-8792
Fax: 1-219-763-8701
brad_neibert@graycor.com

Koch Minerals, LLC
4111 East 37th Street North
Wichita, Kansas 67201

June 13, 2014

Attention: Mr. Weslie Parnell

Reference: Proposal for Engineer-Procure-Construct Services
KCBX South Facility
Bulk Material Facility Enclosure
RFP: Revision – IR April 30, 2014
Graycor Proposal Number: 1091467

Dear Mr. Parnell:

Graycor Industrial Constructors Inc. (GICI) is pleased to present this proposal to Koch Minerals, LLC. (Koch) for the KCBX South Facility EPC Bulk Material Facility Enclosure (the Project). This proposal has been prepared in response to Koch's request for proposal (RFP) Revision-IR dated April 30, 2014, including additional RFP Correspondence 001 dated May 9, 2014, Correspondence 002 dated May 22, 2014, Correspondence 003 dated May 28, 2014 and Correspondence 004 dated June 3, 2014. As directed in the Instruction to Bidders, we are submitting our priced proposal electronic via email.

GICI has carefully considered the scope and requirements of the RFP, and we have assembled an exceptionally strong team that is ideally suited to perform this assignment. The depth and breadth of our capabilities, the outstanding qualifications of our project team, our successful experiences on similar projects, and our strong experience with the City of Chicago will all be critical factors enabling our performance.

Graycor Industrial Constructors Inc. (GICI), along with our team of Wolf Point Engineers and Contractors (WPEC), MEADE Industrial (MI), and SPACECO Inc. (SI), brings together unparalleled credentials to support Koch on the Project. As evidence of our ability to successfully execute this critical assignment, we offer the following especially relevant facts:

- **Our Local and International relationships with the union trades.**
- **Our proven record** of strong performance on similar assignments in the City of Chicago and surrounding areas.
- **Our corporate culture is one of working collaboratively with our clients** to satisfy their project goals, and being independent, objective, flexible and responsive.

- **Our impressive safety record**, driven by a corporate culture that proactively seeks out ways to minimize hazards and improvement.
- **Our individual project team members** have been specifically selected based on their experience and qualifications, and we propose a project team structure that takes full advantage of their strengths. Each possesses considerable expertise, and is committed to exceeding your expectations.
- **We engage others like Chicago Building Consulting Services Inc. (CBCS), Thatcher Foundations Inc. (TIF), ARTCO Fleeting (AF), and United States Alliance Fire Protection, Inc. (USAFP)**, to potentially execute key aspects of the work. These firms are superbly qualified for their scopes of work, and are well known to the City of Chicago for their successful performance on past and current projects.

An important advantage of our team is that the member companies are experts in their respective fields: Graycor in construction and construction management role, WEPC in design, engineering, procurement, startup, and commissioning management of material handling systems. MEADE in design, engineering, procurement, construction, startup and commissioning management of electrical/control systems, SI in design, engineering and permitting support for environmentally friendly/cost effective site development keeping neighbors in mind. Combining the expertise, resources and experience of all firms allows for value engineering and no-hassle management in all areas of the plant design, procurement, and construction.

The addition of CBCSI, TIF, AF and USAFP as subcontractors will further strengthen our project team. These organizations have extensive experience for their scope of work and are very familiar in performing work in the City of Chicago. CBCSI's responsibilities for the Project would include permitting review and expediting. TIF's primary responsibilities for the Project would include supporting the site development permitting and installation of the deep foundations. AF would be responsible for providing topsoil dredged from the Illinois River as provided for Chicago's "The Mud To Parks Project". USAFP responsibilities for the Project would include design, engineering and permitting support for the fire protection system.

We have carefully developed a detailed Execution Plan that addresses the challenges unique to the Project. The construction management personnel and engineering team will work together to ensure the quality work is constructed safely and cost effectively, throughout the design phase of the Project. We have formulated a strategy to effectively address the civil, structural, mechanical, and electrical construction requirements, along with system turnover, commissioning support, and training. The proposed schedule will serve as a critical element of our project planning and monitoring and will fully expand and base line during the project initiation phase.

We will strive to utilize local suppliers and sub-contractors to the fullest extent possible consistent with the project objectives of cost, quality, and schedule. Disadvantaged business enterprises will be sought out and solicited to provide bids whenever appropriate.

We have thoroughly reviewed the requirements of the RFP documents. We recognize that Koch desires the most economical and technically viable Bulk Material Enclosure facility. We are providing our T&M Target base offering plus fee that Koch has requested for all Phases. We believe this offering will result in substantial savings with the following benefits to Koch Minerals:

- Koch will keep any unspent contingency that would normally be included in a firm lump sum price if desired.
- Koch will pay only actual costs plus a reduced fee.
- All cost savings achieved during the execution of the Project will be realized by Koch. In this scenario, all of the technical aspects of our base proposal still apply, and we will still accept responsibility for planning and executing our work to meet our schedule commitments and achieve the plant performance objectives.

In this offering, we have identified a number of value added and potential risk items for evaluation by Koch.

We have a proven record of achieving high standards of quality and safety. Each of these organizations has a stellar reputation in the industry. Our time-tested approach to quality is discussed in Section F of our proposal. Our commitment to the safety and health of our employees and others that may be affected by our work is evidenced in the safety program presented in Section B of our proposal.

We appreciate this opportunity to support Koch as you continue the process of upgrading the facilities at the KCBX South Facility. We would be pleased to meet with you to review our proposal in detail and introduce you to our project team. We also encourage you to contact the references we have provided, and if time allows, visit one or more of these project sites. We would be happy to facilitate such a visit.

Respectfully,

GRAYCOR INDUSTRIAL CONSTRUCTORS INC.



Brad Neibert
Chief Estimator

Enclosure(s)

TABLE OF CONTENTS

<u>Description</u>	<u>Section</u>
Pricing.....	A
Safety Information.....	B
Project Management.....	C
• Org Chart/Resumes	
Project Experience.....	D
Preliminary Construction Schedule.....	E
Procurement and Construction.....	F
• Preliminary Construction Plan	
• Construction Drawings	
• Clarifications	
• Value Added	
• Risk Items	
• Union Relationship	
• Diversity Plan	
• Quality Program Synopsis	
Certificate of Insurance.....	G

SECTION A: PRICING

Target Price

Phase	Target Manhours	Target Price
Phase III - Project Planning and Front End Engineering	[REDACTED]	[REDACTED]
Phase IV - Detailed Engineering	[REDACTED]	[REDACTED]
Phase V - Procurement and Construction	[REDACTED]	[REDACTED]
Phase VI - Check Out and Start Up	[REDACTED]	[REDACTED]
Subtotal Phase I through VI	[REDACTED]	[REDACTED]
Contingency		[REDACTED]
Graycor Fee - 5%		[REDACTED]
Total Target Price Proposal Value		[REDACTED]

Engineering Design Effort by Discipline

Phase	Target Manhours
Phase III - Project Planning and Front End Engineering:	
Civil	
Foundations	
Structural & Mechanical	
Electrical	
Fire Protection	
Phase IV - Detailed Engineering:	
Civil	
Foundations	
Structural & Mechanical	
Electrical	
Fire Protection	
Total Phase III & Phase IV	



TIME AND MATERIAL RATES

CRAFT		STRAIGHT TIME	TIME AND ONE HALF	DOUBLE TIME
Boilermakers Local No. 1 Exp Date: 06/30/15	General Foreman			
	Foreman			
	Journeyman			
Carpenters Local No. D.C. Exp Date: 05/31/15	General Foreman			
	Foreman			
	Journeyman			
Cem. Mason Local No. 502 Exp Date: 05/31/15	General Foreman			
	Foreman			
	Journeyman			
Ironworkers Local No. 1 Exp Date: 05/31/15	General Foreman			
	Foreman			
	Journeyman			
Laborers Local No. D.C. Exp Date: 05/31/15	General Foreman			
	Foreman			
	Journeyman			
Pipefitters Local No. 597 Exp Date: 05/31/15	General Foreman			
	Foreman			
	Journeyman			
Millwrights Local No. D.C. 1693 Exp Date: 05/31/15	General Foreman			
	Foreman			
	Journeyman			
Operators Local No. 150 District 1 Exp Date: 05/31/15	Craft Foreman			
	Class I			
	Class II			
	Class III			
	Class IV			
Bricklayers Local No. 56 Exp Date: 05/31/15	General Foreman			
	Foreman			
	Journeyman			
Electricians Local No. 134 Exp Date: 05/31/15	Area General Foreman			
	General Foreman			
	Foreman			
	Journeyman			
Additional Mark-ups:	Subcontractor			
	Material			
	Equipment (Non-owned)			

Company Name	Construction Management/Engineering Rates	Construction Rates
GIC	Construction Manager	
	Engineering Coordinator	
	Project Manager	
	Superintendent	
	Project Engineer	
	Project Control Manager	
	Office Manager	
	Safety Manager	
	Safety Representative	
	Quality Manager	
Quality Representative		
Wolf Point Engineers and Contractors	Vice Presidents	
	Senior Project Manager	
	Project Manager	
	Sr. Manager Engineering (Civil/Structure/Mechanical/Electrical)	
	Sr. Engineer (Civil/Structure/Mechanical/Electrical)	
	Engineer (Civil/Structure/Mechanical/Electrical)	
	Designer	
	Drafter	
	Scheduler/Project Controls	
	Engineering Secretary	
Construction Manager/Technical Advisor		
Reimbursable Expenses: [REDACTED]		
Includes: Approved employee transportation, Approved lodging, Approved daily living expenses or subsistence allowance, Delivery charges, Insurance premiums for general liability, Insurance premiums for professional liability, Applicable state sales, use and related taxes.		
Meade	Sr. Engineer	
	Jr. Engineer	
	CD Designer	
	Project Executive	
	Project Manager	
	Field Planner	
	Site Superintendent	
Reimbursable Rates: Material markup [REDACTED] subcontract markup [REDACTED] Third Party Rentals [REDACTED] and Target Profit based on total billed cost [REDACTED]		
SpaceCo	Principal	
	Senior Engineer	
	Engineering Group Manager	
	Senior Project Manager	
	Land Development Resource Manager	
	Senior Design Engineer	
	Project Manager	
	Design Engineer III	
	Design Engineer II	
	Design Engineer I	
	Technician	
	CAD Manager	
	Senior Professional Land Surveyor	
	Surveying Group Manager	
	Professional Land Surveyor	
	Survey Manager	
	Survey Crew	
	Three Man Crew	
Hydrographic Survey Boat with Equipment		
Word Processor		
Clerk		
Engineering Intern		
Director of IT Services		
Reimbursable Expenses: Cost [REDACTED]		

SECTION B: SAFETY INFORMATION

Graycor Industrial Constructors Inc. Safety and Health Manual Index

2nd Edition – Revision 11

05/27/2009

- 1.0 Safety and Health Policy
 - 1.1 Purpose
 - 1.2 Definitions
 - 1.3 Exhibits
 - Exhibit 1 - Graycor Industrial Constructors Inc. Safety and Health Program
 - Exhibit 2 – Zero Injury Goals
- 2.0 Organization and Responsibilities
 - 2.1 Purpose
 - 2.2 References
 - 2.3 Definitions
 - 2.4 General
 - 2.5 Safety Committee
 - 2.6 Director, Safety and Quality
 - 2.7 Director, Safety
 - 2.8 Safety Supervisor
 - 2.9 Field Safety Representatives
 - 2.10 Estimator
 - 2.11 Construction/Project Manager
 - 2.12 Project Superintendent
 - 2.13 General Foreman/Foremen
 - 2.14 Employee
 - 2.15 Exhibits
 - Exhibit 1 - Organizational Chart
- 3.0 OSHA Requirements
 - 3.1 Purpose
 - 3.2 References
 - 3.3 Definitions
 - 3.4 General
 - 3.5 OSHA Records
 - 3.6 OSHA Posters
 - 3.7 OSHA Reporting
 - 3.8 Multi-Employer Citation Policy
 - 3.9 OSHA Inspections
 - 3.10 Training
 - 3.11 Exhibits
 - Exhibit 1 - OSHA 300 “Log of Occupational Injuries and Illnesses”
 - Exhibit 2 - Required Postings by State
 - Exhibit 3 - OSHA Notification Checklist – Form SAF301
 - Exhibit 4 - OSHA Conference Checklist – Form SAF302
 - Exhibit 5 - Safety Hazard Notice – Form SAF303

Graycor Industrial Constructors Inc. Safety and Health Manual Index

2nd Edition – Revision 11

05/27/2009

- 4.0 Project Safety and Health Analysis
 - 4.1 Purpose
 - 4.2 References
 - 4.3 General
 - 4.4 Owner's Safety and Health Disclosure
 - 4.5 Pre-Project Safety and Health Analysis
 - 4.6 Subcontractor Safety and Health
 - 4.7 Project Specific Safety and Health Plans
 - 4.8 Task Safety Analysis
 - 4.9 Safety Hazard Notification
 - 4.10 Training
 - 4.11 Enforcement
 - 4.12 Effectiveness Feedback
 - 4.13 Exhibits
 - Exhibit 1 - Owner's Safety and Health Disclosure – Form SAF401
 - Exhibit 2 - Pre-Project Safety and Health Analysis – Form SAF402
 - Exhibit 3 – Task Safety Analysis (TSA)
 - Exhibit 4 - Job Hazard Analysis

- 5.0 Training
 - 5.1 Purpose
 - 5.2 References
 - 5.3 General
 - 5.4 Determining if training is needed
 - 5.5 Identify training needs
 - 5.6 Competent Person Training
 - 5.7 Identify Goals and Objectives for the Training
 - 5.8 Develop the Training Activity
 - 5.9 Conduct the Training
 - 5.10 Effectiveness Evaluation
 - 5.11 Training Feedback
 - 5.12 Discipline
 - 5.13 Documentation
 - 5.14 Exhibits
 - Exhibit 1 – Employee Training Matrix
 - Exhibit 2 - Training Outline – Form SAF501
 - Exhibit 3 - Graycor Employee Safety, Health and Employment Rules - Cover
 - Exhibit 4 - Safety Training Record – Form SAF503
 - Exhibit 5 - Notification of Safety/Uniform Work Rule Violation – Form SAF504
 - Exhibit 6 - Training Attendance – Form SAF505

Graycor Industrial Constructors Inc. Safety and Health Manual Index

2nd Edition – Revision 11

05/27/2009

- 6.0 Inspections
 - 6.1 Purpose
 - 6.2 References
 - 6.3 General
 - 6.4 Safety Walk-Talk
 - 6.5 Safety Compliance Audits
 - 6.6 Other Safety Inspections
 - 6.7 Exhibits
 - Exhibit 1 - Behavior Inventory – Form SAF601 (Sample for PPE)
 - Exhibit 2 - Compliance Audit Checklist – Form SAF602
 - Exhibit 3 - Supervisors Weekly Field Safety Inspection Report- Form SAF6.03

- 7.0 Injury Investigation and Reporting
 - 7.0.1 Purpose
 - 7.0.2 References
 - 7.0.3 Definitions
 - 7.0.4 General
 - 7.0.5 Injury Reporting
 - 7.0.6 Physician’s Medical Report
 - 7.0.7 Employee Incident Statement
 - 7.0.8 Witness Incident Statement
 - 7.0.9 Recording
 - 7.0.10 Injury Investigation
 - 7.0.11 Damage to Property
 - 7.0.12 Incident Without Injury (IWI)
 - 7.0.13 Crisis Management
 - 7.0.14 Exhibits
 - Exhibit 1 - Injury Checklist – Form SAF701
 - Exhibit 2 - Physician’s Medical Report – Form SAF702
 - Exhibit 3 - Employee Incident Statement – Form SAF703
 - Exhibit 4 - Witness Incident Statement - Form SAF704
 - Exhibit 5 - Incident Notification Matrix
 - Exhibit 6 – Corrective Action Statement - Form SAF707
 - Exhibit 7 – Incident without Injury Report – Form SAF708

- 7.1 Return – To – Work / Limited Duty
 - 7.1.1 Purpose
 - 7.1.2 General
 - 7.1.3 Medical Facility Selection
 - 7.1.4 Employee Injury
 - 7.1.5 Limited / Modified Duty Evaluation
 - 7.1.6 Cost

Graycor Industrial Constructors Inc. Safety and Health Manual Index

2nd Edition – Revision 11

05/27/2009

7.2 Employee Medical Records

- 7.2.1 Purpose
- 7.2.2 Responsibilities
- 7.2.3 General
- 7.2.4 Initiation
- 7.2.5 Generation
- 7.2.6 Analysis
- 7.2.7 Distribution
- 7.2.8 Storage
- 7.2.9 Access
- 7.2.10 Definitions
- 7.2.11 Exhibits

Exhibit – 1 Graycor Authorization for Testing, Examination or Treatment – SAF7201

8.0 Incentive Program

- 8.1 Purpose
- 8.2 General
- 8.3 Safety Incentive Bonus Fund Determination
- 8.4 Incentives

9.0 Project Safety and Health Topics

- 9.1 Blast Furnaces
- 9.2 Blasting
- 9.3 Bloodborne Pathogens
- 9.4 Compressed Gas Cylinders
- 9.5 Concrete and Masonry Construction
- 9.6 Confined Spaces
- 9.7 Demolition
- 9.8 Electrical Safety
- 9.9 Emergency Action Plans
- 9.10 Excavations
- 9.11 Fall Protection
- 9.12 Fire Protection/Prevention
- 9.13 First Aid
- 9.14 Fitness for Duty
- 9.15 Hand and Power Tools
- 9.16 Hazardous Material Safety
 - 9.16.1 Lead
 - 9.16.2 Asbestos
 - 9.16.3 Silica
 - 9.16.4 Coke Oven Emissions
 - 9.16.5 Inorganic Arsenic
 - 9.16.6 Hydrogen Sulfide

Graycor Industrial Constructors Inc. Safety and Health Manual Index

2nd Edition – Revision 11

05/27/2

- 9.17 Housekeeping
- 9.18 Illumination
- 9.19 Lifts
- 9.20 Lock-out/Tag-Out
- 9.21 Material Handling, Storage, Use and Disposal
- 9.22 Motor Vehicles
 - 9.22.1 Worksite Driving Safety
- 9.23 Personal Protective Equipment
- 9.24 Power Transmission
- 9.25 Radiation
- 9.26 Respiratory Protection
- 9.27 Sanitation
- 9.28 Scaffolds
- 9.29 Signs, Signals and Barricades
- 9.30 Stairways and Ladders
- 9.31 Steel Erection
- 9.32 Subcontractor Safety
- 9.33 Underground Construction
- 9.34 Ventilation
- 9.35 Welding and Cutting
- 9.36 Workplace Violence
- 9.37 Worksite Rail Safety

Graycor Industrial Constructors Inc.

Safety Management System Key Element Overview

Founded in 1921, and under the direction of third generation members of the Gray family, Graycor Industrial Constructors Inc. (Graycor) has become one of the nation’s largest planning, design/build, construction and maintenance service groups providing its services throughout North America and to select clients worldwide. The company focuses its efforts on the industrial power, metals and process markets. As an industry leader, Graycor commits to safe work environments, demands project excellence and rewards passion for performance. Graycor delivers its services through the efforts of nearly 1,800 management, engineering and craft professionals, as well as through alliances with leading business partners.

Graycor has also grown its safety and quality teams to better serve the power and process industries. Today, Graycor is investing not only in technology to more efficiently manage its work but also in simulation technology, which has the potential to revolutionize the way we plan our work. With a long-term perspective in hand, Graycor has remained focused on its core clients and their often more difficult projects. This focus on safety has served Graycor well as its safety record has exceeded its industry peers over the years. Today, Graycor adheres to its zero injuries program that has become an industry standard against which clients compare and judge their contractors. This systematic approach assures that safety goals are met through management commitment and continuous training.

The Graycor safety and health management system is the core value in the Graycor group of companies’ business philosophy and culture. It is not an “add-on program” but is an integral part of the way we do business. Anchored by our Safety and Health Manual, and implemented by our construction professionals, this system involves every employee from Melvin Gray our Chief Executive Officer to the newest craft apprentice on one of our project sites.

The singular goal of this system is to provide each employee a workplace safe from work and health hazards. The goal of this system is for Graycor employees to experience zero injuries. Graycor’s system has eight basic parts which together define Graycor’s core safety and health values and provides methods and means by which to achieve our goal of zero injuries. These basic parts, along with approximately forty separate safety and health topical sections comprise the Graycor Safety and Health Manual. The eight basic parts are:

- | | |
|--------------------------------------|--------------------------------------|
| 1.Safety and Health Policy | 5.Training |
| 2.Organization and Responsibilities | 6.Inspection |
| 3.OSHA Requirements | 7.Injury Investigation and Reporting |
| 4.Project Safety and Health Analysis | 8.Incentive Program |

Policy and Leadership

Safety is Graycor's highest priority, and "Zero Injuries" is our goal. The individual and collective safety of all employees of Graycor Industrial Constructors Inc. is of primary importance. We have both a moral and legal responsibility to provide every Graycor Industrial Constructors Inc. employee a safe place to work. Additionally, by achieving an exemplary safety record, we can increase productivity, improve quality, and control our insurance costs, thereby enhancing our competitive position within our industry.

We believe:

- Nothing is more important than safety...not production, not sales, not profits.
- All injuries and incidents are preventable...they are not inevitable.
- Safety is a management responsibility...and safety can be managed.
- Safety practices are an individual responsibility...and a condition of employment.
- Safety is a way of life...around the clock.

Management participation, at Graycor, begins with our Safety & Health policy. The policy is supported by:

- Management and executives performing monthly safety audits of Graycor projects and facilities as scheduled by the Graycor corporate safety committee.
- Authoring bi-monthly newsletters to provide encouragement and motivation to take safety and health awareness seriously, at work and at home.
- Participate in a daily conference call to discuss any incidents which occurred the day before anywhere within the company, or discuss any safety issues requiring the input of company decision makers.

Risk Management

Project Safety and Health Analysis – This activity is the core of the Graycor Safety and Health System. When awarded a project, the Estimator and assigned Project Manager formally obtain from the Owner a synopsis of the known health and safety hazards on the worksite. Information may be obtained from owner testing, part of process safety management, or lessons learned from past projects. Additionally, potential subcontractors are evaluated for safety and health considerations, including past safety performance. Using this information, and assisted by the Safety Supervisor and Project Superintendent, a detailed, documented pre-project safety and health analysis is conducted. During this intensive effort, each known or suspected safety or health hazard is individually evaluated and the risk categorized as either, High, Moderate or Low. Tasks and/or work areas identified during this analysis, as "High" require specific employee and supervision training prior to assignment. Tasks and/or work areas identified during this analysis as not "High" will be scheduled for "toolbox" training sessions. A detailed site-specific plan may then be developed from this effort. Tasks, situations and/or conditions that represent potentially significant hazards are addressed individually. This system assures that the project safety and health conditions are carefully evaluated and each employee is aware of and properly trained to eliminate or minimize those hazards.

Legal Requirements and Standards of Operations

Graycor freely interacts with state and federal OSHA representatives, providing a non-adversarial culture on every project. This section addresses the proper classification and recording of injuries and illnesses, stipulates our commitment to meet or exceed the health and safety requirements of federal and state jurisdictions, discusses multi-employer responsibilities when Graycor functions as a Construction Manager or has subcontractors, and provides detailed guidance for field supervision to follow during OSHA inspections and investigations. During the bidding process, a full time safety professional is selected for the project based on expertise and experience. Resumes are forwarded to the client for review and approval.

Strategic Planning, Goals, and Objectives

The 2014 action items on our road to “Zero” are threefold:

1. Validate the use and effectiveness of our supervisor development program, and implement any needed improvements.
2. Continue our emphasis on hand safety to reduce hand and finger injuries by 50%.
3. Develop and implement our People Based Safety(behavior based) process guided by three tenets:
 - Building a sense of mission and commitment to the vision of Zero Injuries; gaining trust; increasing optimism and instilling pride.
 - Use observation data to focus effort and communicate the vision in a language that resonates with individuals at all levels of the organization.
 - Engage the organization in rethinking old ways of doing things; challenging dysfunctional paradigms; and promoting rationality and careful problem solving.

Structure and Responsibility

The duties and responsibilities of each employee are clearly defined within section 2 of our safety program. Project Management Team and Corporate Operations and Safety staff combine to provide guidance and leadership relative to all safety matters for the projects. A Corporate Safety and Planning Committee, the senior authority for the health and safety system, is headed by the CEO with the President and others as members. Health and safety matters, performance and concerns are discussed at length during monthly meetings. A Continuous Improvement Safety Committee, part of Graycor’s ISO 9000 program, meets regularly to address specific safety and health topics and establishes smaller “action teams” to continuously improve our safety and health performance.

Programs and Procedures

Substance Abuse Program – To protect its and the Owner’s employees and property, and to maintain efficient operations, Graycor has adopted a program to provide a workplace which is free from alcohol or drug use. The policy prohibits illegal drugs, intoxicating beverages, drug paraphernalia, and other controlled substances from being brought on or being present on Graycor premises or property, including work sites.

Incentive Program – We believe incentives can play a role in the effective implementation of the safety and health system by rewarding good performance and increasing awareness of the company effort. Incentive programs are developed by each project to address specific project needs and challenges. These programs are established at the bid/safety and health analysis time of the project and are based upon individual and aggregate safety performance and effort of the employee level under consideration. Subcontractor safety performance is included in this evaluation.

Site Specific Safety Plan – Customer safety requirements, including any site specific requirements, are reviewed and addressed in the Project Site Specific Safety Plan. Project employees are orientated on the SSSP and are expected to comply. Failure to follow the established work rules is cause for discipline.

Asset and Operations Integrity

Immediately upon award of new work the Project Manager transmits to the Owner, or his agent, the Graycor Owner’s Safety and Health Disclosure. It is the responsibility of the Project Manager and Project Superintendent to assure the pre-project safety assessment is updated and current throughout the duration of the project. This document provides baseline information concerning hazards associated with the project, and provides a vehicle for the Owner to provide the hazard information as required in the OSHA standards. This process permits a thorough assessment of the project hazards before the work begins. Using the project specifications, contract documents, Program manual, and the Owner’s Safety and Health Disclosure form as applicable, the Project Manager/Superintendent and the Safety Representative reviews the scope of work and the various activities with special emphasis on safety and health hazards associated therewith.

- Tasks are rated as “High Risk”, “Moderate”, “Low Risk”, or “Not Applicable.”
- Tasks and/or work areas identified during this analysis, as “High” require specific employee and supervision training prior to assignment.
- Tasks and/or work areas identified during this analysis as not “High” will be scheduled for “toolbox” training sessions.

Emergency Preparedness

An emergency action plan is developed for every project. The Project Manager / Superintendent, with the Corporate Risk Group prepare this plan. The plan addresses: Responsibilities; Notification; Evacuation routes; Assembly point(s); Communications; and Subcontractors. The plan shall address such emergencies

such as injuries, property damage, evacuations, chemical spills or exposures. Emergency Services provider contact information is communicated to project employees through safety meetings and is posted in gathering areas.

A formal Crisis Checklist guides our employees through any crisis situation. All supervisors carry a Crisis Management card, with instructions and management contact information. An on-call company physician, along with the on-site medical treatment staff, not only provides care for injuries and illnesses, but also provides assistance during an emergency.

Awareness, Training, and Competency

The training of our employees is of paramount importance. We believe each employee must be aware of the safety and health hazards associated with his/her assigned task. Effective training and individual accountability make possible an effective system. The source document for conducting employee project training is the Project Safety and Health Analysis. Using this document and contract technical documents, an orientation and continuing training system is established for the project. This includes a new-hire orientation, specialized pre-task training and continuing training as-needed. The effectiveness of this training is carefully evaluated by the trainer and may include written testing, demonstrated proficiency and/or pointed verbal questioning.

Non-project specific training is also conducted. Safety and health training of existing and new-hire salary employees is conducted in accordance with an established training matrix. This matrix identifies the required training for each position title within the company. Training is documented and tracked through a customized Learning Management System.

All supervisors take the OSHA 30-Hour training course and hold a current certification in FA/CPR/AED. Competent Person training is conducted for worksite inspections; rigging, scaffolding, fall protection, cranes and hoists, aerial lifts, excavations, and demolition. Training requires an additional step to assure the appropriate behaviors involved in a procedure are practiced. Supervisors reinforce appropriate behaviors and identify and correct those who do not conform to the requirements.

Investigation and Corrective Actions

When injuries occur, every effort is made to provide the very best health care possible to employees. Projects select and evaluate medical providers to assure they are responsive to the sometimes unique conditions found in construction. Timely reporting of injuries is a vital part of the injury investigation and reporting process. Information is immediately logged into the injury information system, medical care and insurance providers are notified, and the management team and safety personnel alerted. Concurrently the "fact finding" investigation process starts, with on-scene personnel securing the site, witness identification, documentation, and similar activities. A causal chain investigation form guides the investigation team to a root cause and through the corrective action items.

The injury information system includes the ability to centrally produce OSHA 300, 300A and 301 forms, as

well as detailed analysis of company, business unit, project manager, project superintendent, general foreman and foreman safety performance. Information is also used to analyze injuries for causation and trend analysis. These studies lead to improvements in the system, continuous improvement teams and site specific plan modifications.

Communications

Prior to each shift the crew foreman shall conduct a Task Safety Analysis (TSA) for each work crew assigned to him/her. Each employee has the opportunity to share in the planning of the days tasks, and his/her signature indicates they have understood the sequence, hazards and hazard mitigation of the assigned tasks. Weekly tool box meetings provide an avenue for training and for communicating safety related issues and concerns.

A daily safety update is provided to share any bulletins, announcements, regulatory updates and lessons learned from previous incidents that have occurred internally and externally. In addition, a quarterly safety newsletter is published to all employees by the management team.

Document Control and Records

All safety related documents (JHA,TSA, Tool box talk minutes, Inspections (site and equipment specific), Audits, Training rosters, Incident reports, SSSP, Work rules, Permits, Subcontractor safety program) are scanned and filed electronically in the project files and are accessible by any authorized person. Documents are saved according to the document retention rules.

Measuring and Monitoring

All projects collect and report safety statistics for direct hire employees as well as all subcontractors monthly. Divisional and Corporate safety statistics are reported to the Executive Team monthly. Statistical data is collected and shared corporately, by market, by incident classification and by craft. Safety statistics are shared with our clients.

A perception survey is conducted on a project prior to implementation of the Graycor People Based Safety (PBS) process. A steering committee and the project supervisors are trained in the PBS process.

Graycor site safety professionals report to the Director, Safety but are directed by the PMT. Their role is as a safety consultant and resource rather than a cop on the block. The number of safety professionals assigned to a project is based on the craft labor force, direct and subcontracted, on site. All supervisors are accountable for the safety of their crew members, and must participate in an accident investigation and the reporting to management.

Audits

There are four primary inspections/audits within the safety and health system: safety walk-talks, safety compliance audits, subcontractor audits, and outside agency inspections. Safety walk-talks are a behavior

modification approach to supervisor site inspections which are performed on a frequent basis. This gives the supervisor an opportunity to observe, document, and reward those who practice safe work habits, while identifying those who need assistance. A safety compliance audit is a formal inspection performed by a safety professional or company executive to determine the level of effectiveness of the safety and health system on a particular project or workplace. Other safety inspections may include insurance, owner, OSHA or similar compliance audits. The results of all of these audits are carefully analyzed to determine the safety and health system's effectiveness and to make changes as necessary to continually improve.

Review

Graycor Industrial Constructors Inc. has established a Safety Committee consisting of the following: Operations managers; Director, Safety; and others as assigned by the committee. This committee is tasked to:

- Establish safety policy and procedures within the scope of the Program standards;
- Advise Graycor Industrial Constructors Inc. on safety policy matters;
- Establish safety and health goals for the Graycor Industrial Constructors Inc.
- Discuss legislation and regulatory changes as they relate to the safety policy;
- Review and act on injury trend analysis; and
- Monitor the safety performance of Graycor Industrial Constructors Inc.
- Participate in project safety compliance audits

Innovative Practices

The "Good Catch" program is setup to encourage our field craftsman and management in proactively sharing lessons learned that would prevent an incident from occurring. *"Good Catch" A favorable idea that is captured to prevent an event that could have resulted in an incident, but did not, through timely intervention.*

The Graycor Industrial Constructors (GIC) People Based Safety (PBS) Program is intended to protect the well-being of employees through cooperative and proactive interventions targeting incident prevention. The GIC People Based Safety Program is internally developed and based on the following concepts:

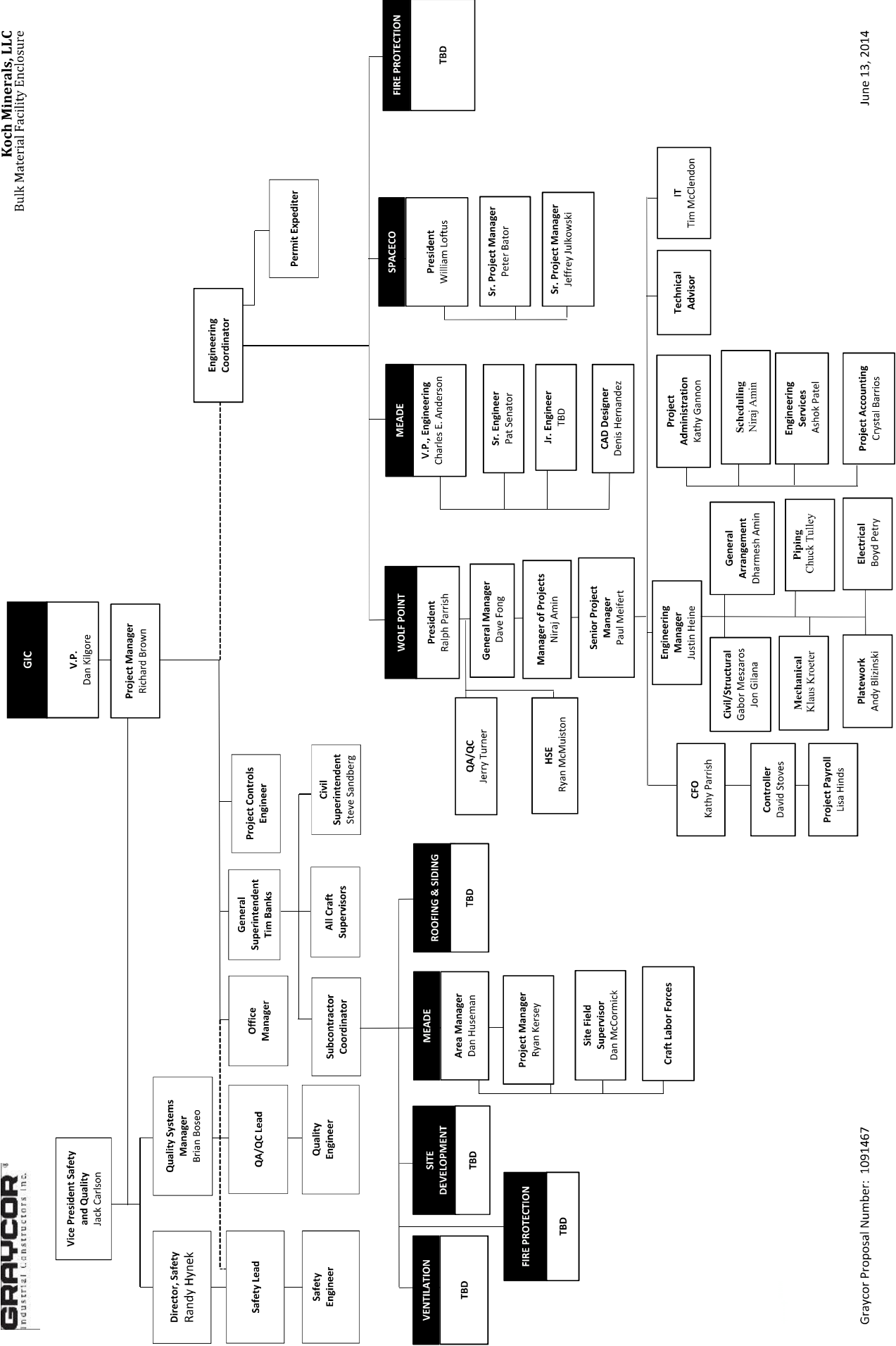
- Employee participation in the safety process is critical to success.
- Management support, encouragement and participation are critical to the success of the safety process.
- Measuring proactive safety interventions is more effective than measuring safety deviations.

*Melvin Gray, Graycor CEO, summarizes the company's tradition of putting safety above all else for 90 years by simply saying that "At Graycor, **Nothing is more important than safety . . . not production, not sales, not profits.**"*

SAFETY STATISTICS

2013			2012			2011			2010			2009		
Hours	RIR Rate	LTIR Rate	Hours	RIR Rate	LTIR Rate	Hours	RIR Rate	LTIR Rate	Hours	RIR Rate	LTIR Rate	Hours	RIR Rate	LTIR Rate
3,715,259	0.32	0.05	5,423,343	0.81	0.00	5,306,659	1.17	0.08	4,524,994	1.64	0.27	4,821,614	0.75	0.04

SECTION C: ORGANIZATIONAL CHART



SECTION C: RESUMES-GIC

Daniel C. Kilgore

Vice President/General Manager

Areas of Expertise

Direct responsibility of the construction operations for the Metals Division. Project management and estimating in the heavy industrial construction industry. Software proficiency includes Primavera, Timberline, AutoCadLT, Microsoft Excel, Word, Projects and PowerPoint.

Career Summary

More than 20 years of experience managing, estimating and engineering projects within the steel and power industries. Responsibilities have included pre-project planning, constructability services, schedule and cost control, estimating, subcontractor negotiations and management. Has served as an engineering mentor committee member, safety committee chairman and quality training coordinator. As Vice President, directs multiple projects in the safe execution of work.

Project Experience

Power

Siemens Westinghouse

- Calumet Energy Project – Wisvest Corporation – Chicago, IL
Installation of two V84.3 Siemens Westinghouse gas turbine generators - 150 MV each.

Metals

ArcelorMittal / Ispat Inland / LTV/Burns Harbor

- No. 1 Coke Battery – Top Paving and Collector Main Replacement
- Monessen Coke Battery Restart – Monessen, PA
Facility was hot idled for 5 years, replaced various mechanical systems throughout the by-products system and material handling.
- D Blast Furnace
Reline – Burns Harbor
- No. 1 Blast Furnace Reline – Lazaro Cardenas, Mexico
Performed an emergency rebuild of the No. 1 Blast Furnace, which was completed in 41 days of continuous work. Expedited cross-border customs protocol. Project scope included removing and installing the furnace refractory (hearth bottom, hearth walls, tuyere surround and bosh lining) from the bottom through the bosh; replacing four rows of bosh and stack staves (36 per row) and 30 random staves damaged during the breakdown; replacing stove piping on the furnace exterior and top lip ring; and performing a partial top equipment change.
- No. 7 Blast Furnace, No. 1 Stove Reline – East Chicago, IN

Daniel C. Kilgore

Vice President/General Manager

- Project included refractory replacement of most of the No. 1 stove, isolation and reconnection of the stove to the blast furnace, and the installation of minor piping. Project required an engineered scaffold and temporary elevator to facilitate the work.
- Continuous Annealing Line Furnace Rebuild – East Chicago, IN – Ispat Inland Inc. Removed and installed new furnace sections and piping.
 - Electric Furnace Rebuild – East Chicago, IN – Ispat Inland Inc. Removed and installed furnace shell and lining, new conveyor system, new structural, new foundations, and equipment installation.
 - No. 2 Door Thickener – East Chicago, IN – Ispat Inland Inc. Repaired door thickener tank walls, installed associated equipment and repaired concrete floor. Also made repairs to thickener and Hazelton pump houses.
 - No. 4 BOF Hood Repairs – East Chicago, IN – Ispat Inland Inc. Removed and replaced hood sections.
 - No. 5 Blast Furnace Bosh Replacement – East Chicago, IN. Removed and installed bosh refractory.
 - No. 5 Blast Furnace May Outage – East Chicago, IN – Ispat Inland Inc.
 - No. 5 Blast Furnace Reline – East Chicago, IN – Ispat Inland Inc. Relined, performed top change, demolished and installed refractory lining, replaced bosh shell, miscellaneous piping and electrical.
 - No. 5 Blast Furnace Top Change/Bosh Repair – East Chicago, IN – Ispat Inland Inc. Performed repairs to No. 5 Blast Furnace including removal and replacement of top equipment, Bischoff scrubber coating, casthouse, punch-out runner repair, and bosh lining patchwork.
 - No. 5 Galvanizing Line Furnace Rebuild – East Chicago, IN – Ispat Inland Inc. Removed and installed new furnace section.
 - No. 5 Pickle Line Tank Replacement – East Chicago, IN – Ispat Inland Inc. Removed and installed pickle tank sections, and installed refractory lining and mechanical equipment.
 - No. 6 Blast Furnace Bosh Replacement – East Chicago, IN – Ispat Inland Inc. Removed and installed new bosh refractory lining.
 - No. 6 Blast Furnace Bosh/Top Repairs – East Chicago, IN – Ispat Inland Inc. Performed removal and replacement of top equipment and lower stack, Bosh refractory, tuyere refractory, isolate stove No. 20 and removal of portion of hot blast main at Blast Furnace No. 6.
 - No. 6 Blast Furnace Casthouse Floor Replacement – East Chicago, IN – Ispat Inland Inc. Removed and installed new structural steel, as well as troughs and runners in casthouse.
 - No. 6 Blast Furnace Stove Rebuild (Nos. 22 and 23) – East Chicago, IN – Ispat Inland Inc. Removed and installed complete stove linings.
 - No. 7 Blast Furnace Armor Replacement – East Chicago, IN – Ispat Inland Inc.

Daniel C. Kilgore

Vice President/General Manager

- Removed and installed new removable armor system.
- No. 7 Blast Furnace Casthouse Floor – East Chicago, IN – Ispat Inland Inc.
Rebuild No. 7 Blast Furnace slag runner and drain runner system.
- No. 7 Blast Furnace Infrastructure – East Chicago, IN – Ispat Inland Inc.
Performed structural repairs to the casthouse structure.
- No. 7 Blast Furnace Outage – East Chicago, IN – Ispat Inland Inc.
Performed repairs to Blast Furnace No. 7 during outage. Repairs included changing south back-draft, trolley wheels, Bischoff structure, temper mill microwave and stove cooper roof.
- No. 7 Blast Furnace Reline – East Chicago, IN – Ispat Inland Inc.
Work included bottom tap, demolition of furnace lining and bottom, installation of new hearth bottom and walls, new tuyere and bosh, installation of staves in bosh and stack, removal and replacement of lip ring, demolition and installation of stove dome, demolition and installation of hot blast main and bustle pipe lining.
- No. 7 Blast Furnace Runner Replacement – East Chicago, IN – Ispat Inland Inc.
Removed and installed runner system in casthouse, steel and refractory.
- No. 9 Ore Bridge Structural Repairs – East Chicago, IN – Ispat Inland Inc.
Removed and replaced structural steel, rails and mechanical equipment
- Preconstruction Budget and Planning Work for No. 7 Blast Furnace Reline – East Chicago, IN – Ispat Inland Inc.
Provided preconstruction budget planning work for No. 7 Blast Furnace reline.
- Sintering Plant Infrastructure Repairs – East Chicago, IN – Ispat Inland Inc.
Removed and replaced structural steel.
- No. 2 Reheat Furnace Repairs – East Chicago, IN – LTV
Rebuilt entry equipment, performed refractory repairs and replaced hearth.

AK Steel

- Emergency Repairs – Amanda Blast Furnace – Ashland, KY
- BOF Vessel reline, Ashland, KY
Amanda Blast Furnace Bosh and Stack Plates Removal and Replacement – Ashland, KY
- Coke Battery End Flue Repair – Ashland, KY
Installation of three through walls and one end flue (four flues coke side and four flues pusher side).
- March 2008 Blast Furnace Outage – Preconstruction Services – Middletown, OH
Preconstruction services to assist in scope development and constructability.
- No. 3 Blast Furnace Repair and Rehab – Middletown, OH
Project included hot blast main refractory repairs, skip incline structural repairs, tuyere rosette replacement, tap-hole repairs, bull wheel repairs, scrubber repairs, slag runner replacement, slag runner roof replacement, receiving hopper liner replacement.
- Spring 2008 Blast Furnace Extended Outage – Middletown, OH

Daniel C. Kilgore

Vice President/General Manager

Extended outage for No. 3 blast furnace. Work includes bottom tap of the furnace, replacement of the movable throat armor.

US Steel

- Carbonyx Alternate Coke Making Facility – Gary Works, IN
- Chief Estimator for No. 14 Blast Furnace Reline.

WCI Steel, Inc.

- Blast Furnace Mini Reline – Warren, OH
Project included de-scaling, removing/replacing bottom 10 rows of stack refractory, bosh and tuyere refractory, tuyere jacket, miscellaneous piping, shotcrete furnace stack, and trumpet in primary separator.
- Galvanize-Pickling Upgrade – Warren, OH
Project included installing new equipment and performing structural repairs. Equipment work included uncoilers, tension leveler, trimmer, acid tank, entry/exit looper and associated rolls and tables. Work also included piping and electrical installation, and removal and replacement of fume exhaust.

Wheeling-Pittsburgh Steel

- No. 8 Coke Oven Battery Rehabilitation – Follansbee, WV
Two-phased rebuild of 6-meter coke oven battery. Work included performing end flue and major through-wall repairs, as well as door, door frames, buckstay, coke side bench replacement and pipe work.

Education

Continuing Education

CII - Project Management Training
OSHA 30-hour Training and Certification

Purdue University

B.S., Construction Engineering and Management

Professional Affiliations

ASA Chicago

Named 'Outstanding Project Manager of the Year' 2000-2001

Association of Iron and Steel Technology (AIST)

Member

Eastern States Blast Furnace & Coke Oven Association

Member

The Association of Union Constructors (TAUC)

TAUC - Board of Directors - current
TAUC - Labor Committee Member

Richard S. Brown

Project Manager

Areas of Expertise

Project manager for industrial construction, including self-perform and subcontract management. Areas of expertise include owner / engineer project coordination, project controls, scheduling, contract and subcontract administration.

Career Summary

More than 10 years of extensive project experience that includes estimating, document control, procurement of materials, subcontract management, and cost and scheduling control. Project experience in various industries including Process, Power, General Industrial, and Automotive.

Project Experience

Process

Kinder Morgan

- Bulk Handling Facility at BP Whiting Refinery – Whiting, IN
Construction of Bulk Handling Terminal responsible for distributing or storing coke as a part of BP's Whiting Refinery Modernization Project (WRMP). Project includes excavation, underground utilities, foundations, structural steel, mechanical equipment, fire protection, railroad, insulation, heat trace, painting, mechanical and electrical systems.

Power

American Electric Power (AEP)

- Unit 3 WFGD Retrofit – Brilliant, OH
Environmental retrofit of Unit 3 at AEP's 630-megawatt, coal-fired generation facility. Project includes structural steel, siding, roofing, elevated slabs, painting, insulation, ductwork, installation of mechanical equipment including ID fans, piping, heat trace, HVAC and miscellaneous architectural finishes.

Duke Energy

- Edwardsport Integrated Gas Combined-Cycle (IGCC) Facility – Edwardsport, IN
Construction of the Power Block Structural and Mechanical Piping System, Air Separation Unit, Coal Handling Conveyor System, and Centerline packages (combustion turbine, combustion turbine generator, steam turbine, and steam turbine generator). Projects include various piping, steel erection, electrical, equipment installation, and insulation work. Above-ground piping has been measured at 177,000 linear feet put in place by Graycor Industrial (600,000 linear feet overall for the project) with structural steel at 6,500 tons (20,000 tons overall for the plant).

Richard S. Brown

Project Manager

General Industrial

Metropolitan Water Reclamation District of Greater Chicago

- Vulcan Conveyance System and Maintenance Facilities McCook CUP Reservoir – McCook, IL
Construction of rock crushing facility to process limestone and convey material to existing storage / distribution facility. Scope of work included design, fabrication and construction of a conveyor system stretching over a mile in length, construction of reinforced concrete support structure for rock crusher with interior storage chamber for the crushed rock, installation of mechanical equipment, dust suppression piping, electrical, construction of Maintenance and Office Building consisting of civil work, concrete foundations, roofing, siding, painting, fire protection, drywall, architectural finishes, electrical and mechanical systems.

Automotive

Metalsa

- Frame Sequencing Center – San Antonio, TX
Erection of a 98,290-SF pre-engineered building for truck frame sequencing center. Project includes site work, roads, parking lot, underground utilities, excavation, concrete, building supply/erect/interior build-out, fire protection, mechanical and electrical systems.

Toyota

- Utility Zone General Contract Package – San Antonio, TX
Construction of approximately 22,500-SF utility building, trestles and tank farm area. Fast-track project included caissons, concrete foundations, slab on grade, masonry, structural steel, miscellaneous steel, roofing, siding, doors, painting, drywall, fire protection, mechanical and electrical including complete 15KV switch station, unit substations and MCCs, chilled water, compressed air, sanitary, recycled water and water treatment systems for complete plant operation. Additional work included field-erected tanks and complete fire pump installation.

General Motors Corporation

- PDPM Maintenance – Mansfield Metal Fabricating Division - Mansfield, OH and Toledo Powertrain – Toledo, OH.
General maintenance contract for a variety of projects.

DaimlerChrysler – GEMA World Engine Plant

- BP-108 Filter Gallery – Dundee, MI

Richard S. Brown

Project Manager

General contract package for construction of a 51,000-SF filter gallery to service the South Engine Plant. Included all civil work, industrial concrete floors and cast-in-place prefabricated trench drain system.

- BP-118 Architectural GC – Dundee, MI
General contract package for construction of plant offices, break rooms, toilet rooms, exterior aluminum entrances and storefronts, selective demolition, and temporary construction for weather protection
- GC-02 Materials Building – Dundee, MI
General contract package for construction of a 150,000-SF shipping and receiving building to service the north and south engine plants. Included all civil work, industrial concrete floors, exterior concrete pavement, loading docks and various office space.

Education

Keller Graduate School of Management of DeVry University

Master of Business Administration (2009 – Present)

Michigan State University

B.S., Building Construction Management

Professional Affiliations

OSHA

10-hour Safety Card-May 2004

30-hour Safety Card-April 2006

Timothy A. Banks
Superintendent

Areas of Expertise

More than 20 years of experience in the installation and rehabilitation of steel mill equipment as well as cement and powerhouse equipment.

Career Summary

Has worked as coordinator, general foreman and superintendent in the heavy construction industry over the course of his two-decade career.

Project Experience

Metals

AK Steel

- No. 3 Blast Furnace Reline
- Cold Mill/APL Project – Rockport, IN
Installation of five stand cold mill and anneal pickle line.
- No. 1 Strip Anneal Line Conversion/Pickle Line Conversion – Zanesville, OH
Modernization of existing strip anneal line by adding entry and exit terminal equipment including accumulators.

ArcelorMittal

- No. 1 Caster Rebuild – East Chicago, IN – Bethlehem Steel
No. 1 Caster and degasser installation. – Bethlehem Steel
- Equipment Upgrades – East Chicago, IN – Ispat Inland Inc.
Nos. 1 and 2 Caster, billet caster, slitter line, ID fans, five stand upgrade, walking beam furnace, bar mill and ore bridge.
- Installation Project – Gary, IL – LTV Steel
Installation of walking beam, CGL Line, caster, temper mill and 84-inch hot strip mill.
- EGL Line Installation – East Chicago, IN – I/N Kote

Horsehead Resources

- Loading Facility with Conveyors – Chicago, IL

Indiana Harbor Coke

- Conveyors, Pusher Cars and Dust Collector Project – East Chicago, IN

Severstal North America

- “B” Furnace Emergency Recovery Project – Dearborn, MI
Civil and foundation work required to reroute existing cold blast piping system; general cleanup and safeguarding at iron production office windows; relocation of

Timothy A. Banks
Superintendent

Areas of Expertise

More than 20 years of experience in the installation and rehabilitation of steel mill equipment as well as cement and powerhouse equipment.

Career Summary

Has worked as coordinator, general foreman and superintendent in the heavy construction industry over the course of his two-decade career.

Project Experience

Metals

AK Steel

- No. 3 Blast Furnace Reline
- Cold Mill/APL Project – Rockport, IN
Installation of five stand cold mill and anneal pickle line.
- No. 1 Strip Anneal Line Conversion/Pickle Line Conversion – Zanesville, OH
Modernization of existing strip anneal line by adding entry and exit terminal equipment including accumulators.

ArcelorMittal

- No. 1 Caster Rebuild – East Chicago, IN – Bethlehem Steel
No. 1 Caster and degasser installation. – Bethlehem Steel
- Equipment Upgrades – East Chicago, IN – Ispat Inland Inc.
Nos. 1 and 2 Caster, billet caster, slitter line, ID fans, five stand upgrade, walking beam furnace, bar mill and ore bridge.
- Installation Project – Gary, IL – LTV Steel
Installation of walking beam, CGL Line, caster, temper mill and 84-inch hot strip mill.
- EGL Line Installation – East Chicago, IN – I/N Kote

Horsehead Resources

- Loading Facility with Conveyors – Chicago, IL

Indiana Harbor Coke

- Conveyors, Pusher Cars and Dust Collector Project – East Chicago, IN

Severstal North America

- “B” Furnace Emergency Recovery Project – Dearborn, MI
Civil and foundation work required to reroute existing cold blast piping system; general cleanup and safeguarding at iron production office windows; relocation of

Timothy A. Banks

Superintendent

“B” furnace debris pile to south laydown yard; and snow/ice removal and maintenance at “B” furnace stove deck and stair tower access walkways.

- Maintenance Work – Dearborn, MI
Maintenance work includes various maintenance orders following the “C” Furnace rebuild project. Work mainly includes carpenter/scaffolding and general labor support for various maintenance outages on “C” Blast Furnace.

U.S. Steel

- Carbox D Module Equipment, Piping & Electrical Project – Gary, IN
Completion of Module D at the strategic coke making facility at US Steel’s plant.
- No. 2 Caster Installation – Gary, IN
- USX Coke Battery – Gary, IN
Work included coke battery car dumper, door machine, EGL, caster, 84-inch hot strip mill and water treatment.

WCI Steel, Inc.

- WCI – Warren, OH
Installation of silica line, galvanized line, brush machines and loopers.

Power

ComEd

- Installation Project – Joliet, IL
Installation of conveyors, stackers, car dumpers and crushers.

Exelon

- Southeast Chicago Energy Project – Chicago, IL
350-MW power plant project consisting of eight GE Frame 6B turbine generators, a switchyard, power distribution center building and operations building. Power block located on existing remediated site.

Midwest Generation

- AQEC-DSI Project – Pekin, IL
BOP engineering and installation of Phase 1 of DSI and SMPS precipitator work for SO₂ reduction for Powerton Station.

NIPSCO

- Bailly Station – Chesterton, IN
Installation of SCR.
- Various Projects – Wheatfield, IN
Installation of powerhouse, pulverizers, conveyors, platforms and cooling tower.

Timothy A. Banks
Superintendent

Cement

Lafarge

- Lafarge Chicago – Chicago, IL
Installation of ball mill, bucket elevators, separator and bag house.
- Lafarge Detroit – Detroit, MI
Installation of steel bucket elevators, ductwork, packing equipment and piping.

Education

Continuing Education

OSHA 10- and 30-hour Safety Courses

Ivy Tech State College

Welding School

Steve Sandberg
Superintendent

Areas of Expertise

Management of multiple projects and work crews, job site organization and accountability. Provide leadership and is responsible for, although not limited to: scheduling, workface planning, coordinating, supervising, assisting in cost control and ensuring the safety, productivity of crews at the project.

Career Summary

More than 22 years of experience in the Construction Industry within the Power, Process and Metals Industries. In depth knowledge includes civil/foundation work, reline and blast furnace work.

Project Experience

Process

BP

- Field Operator Shelter Foundation – Whiting, IN
Install three foundations for pre-engineered buildings, Supply and install forms, rebar, anchor bolts, embedded steel and place the concrete. Installation of miscellaneous equipment padded at each of the building foundations.

Foster Wheeler

- Rigging/Equipment/Structural Steel – BP – Whiting, IN
New construction of the six drum coker facility including craft self-performance for the heavy lift portions of the project's equipment including coke drums, vessels, structural modules, pipe modules and drill equipment.

Kinder Morgan

- Civil/Foundation/Rail & Structural/Mechanical – Whiting, IN
Civil/Mechanical and structural construction for the Coker Material Terminal.

Praxair

- New Steam Methane Reforming Plant – Furnaces and Support Equipment and Structures – Whiting, IN
Performed concrete foundations and scaffolding on project to construct two 100 MMSCFD steam methane reforming furnaces and support equipment and structures (Whiting SMR No. 5 and 6 Project). Construction of a new steam reforming plant for the production of hydrogen. Project construction consists of all civil, foundations, structural steel, ductwork, piping, equipment installation, electrical, insulation, refractory, process and miscellaneous finishes required for the new plant.

Steve Sandberg
Superintendent

Aluminum

Jupiter Aluminum Corporation

- Plant Reconstruction Project – Hammond, IN
Demolition of fire-damaged aluminum mill and reconstruction of a new pre-engineered building with an 80,000-SF footprint. Work included building foundations, slab on grade, concrete pits, masonry, miscellaneous steel, roofing, siding and drywall.

Cement

Lafarge

- Slag Grinding and Loading Facility – Chicago, IL
Design-build contract with Krupp-Polysius to furnish Lafarge a complete slag loading and grinding facility. Also included a dense phase transport system with the capability to load either barges or vessels from existing to new storage silos.

Metals

AK Steel

- No. 2 Stove Refractory Installation and Mechanical Tie-in – Middletown, OH
Install Stover Refractories, Refractory Support Columns and Grids, Tie-in Included Stove Gas Ductwork Stove combustion air ductwork, main stove valves, ignition burner system, mist eliminator, combustion air fan and housing, small bore piping, hydraulic system upgrades and structural access platforms.
- No. 3 Blast Furnace Repair and Rehab – Middletown, OH
Project included hot blast main refractory repairs; skip incline structural repairs, tuyere rosette replacement, tap-hole repairs, bull wheel repairs, scrubber repairs, slag runner replacement, slag runner roof replacement, receiving hopper liner replacement.
- Spring 2008 Blast Furnace Extended Outage – Middletown, OH
Extended outage for No. 3 blast furnace. Work includes bottom tap of the furnace, replacement of the movable throat armor, skip incline structural steel partial replacement and rail change, repair 45 feet of the hot main refractory, support the iron notch repair work by others, repair hearth shell repair crack, replace the dustcatcher bottom cone, inspect and repair the gas scrubber internals, repair the bustle pipe shell and refractory, and repair the door thickener center scraper and launder.
- Maintenance – Middletown, OH
- No. 3 Blast Furnace, June 2003 Extended Outage – Middletown, OH
- No. 3 Stove Tie-in – Middletown, OH
- No 16 Vessel Reline – Middletown, OH

Steve Sandberg
Superintendent

ArcelorMittal

- No. 1 Coke Battery Roof Paving & Collector Main Project – Burns Harbor, IN
Removal and replacement of coke battery top paving refractories including tie rods, lintel and parapet plates.
- No. 4 Blast Furnace Maintenance – LTV
- No. 4 Walking Beam LS – East Chicago, IN (*Ispat Inland*)
- No. 5 Blast Furnace Reline - East Chicago, IN (*Ispat Inland*)
- Relined, performed top change, demolished and installed refractory lining, replaced bosh shell, miscellaneous piping and electrical.

Beta Steel

- Building Foundations – Portage, IN
Upgrade the coiler handling system which included installing a new down coiler, two new walking beams, inspection station and a new foundation. Sheet piling, foundation demolition and new foundation installation were performed. All air cooling water, hydraulic and lubrication piping systems were installed.

Carbonyx

- Building Foundations – Civil Work – IN
Civil concrete project.
- Project Orion – Gary, IN
Preconstruction services for a new strategic coke making facility. Additional work involves, building, mechanical equipment, piping, and electrical.

Republic Engineered Steel

- 11” Mill Reheat Furnace Refractory Installation – Chicago, IL

Severstal

- Blast Furnace “C” Rebuild – Dearborn, MI
Complete rebuild which included one year of planning and constructability interface with the engineers and OEM’s.

US Steel

- No. 2 Q-BOP W FCE Hood – Gary, IN – USX
- No. 5 Screen Station – Gary, IN – USX
- No. 6 Powerhouse Upgrade – Gary, IN
- General Equipment Maintenance – Gary, IN – USX
- High Line Repairs – Gary, IN
Fabricate and install bents 232 and 233 on the highline.
- Install Hood T Furnace – Gary, IN – USX
- Plant Wide Maintenance – Gary, IN – USX
- Miscellaneous Repair and Maintenance – Gary, IN

Steve Sandberg
Superintendent

Power

AES/CILCO

- AES/CILCO Duck Creek SCR Project – Canton, IL
- Installation of new SCR, air pre-heater and ductwork, including support structural steel, demolition of existing air heater and duct. Reroute fly-ash pipe and modify pipe rack. Installation of foundations and miscellaneous civil work.

NIPSCO

- Coal Crusher Upgrade – Chesterton, IN
The scope of work involved replacing all crusher equipment associated with the four conveyers that feed coal into the crusher building, including feed chutes, surge bins and associated piping. Select demolition and retrofit installations of coal crushing process equipment including upgrades to existing electrical, fire protection and piping systems during a plant outage.
- Unit 8 SCR Project – General Construction – Chesterton, IN
Assembly, erection and demolition of structural steel, ductwork, insulation, piping, architectural and painting for the Unit 8 SCR project.

Education

Continuing Education

OSHA 30
Scaffold Training
Riggers Course – 32 hours
CPR Training

Randall R. Hynek

Director, Safety

Areas of Expertise

Expertise in health and safety program implementation and development, accident prevention, audits and inspections, training, teaching, leadership consulting and customer support.

Career Summary

More than 36 years of experience as a safety manager in the heavy construction industry. Has an extensive background in accident prevention and training, along with excellent interpersonal and organizational skills. Interacted effectively with both internal and external customers.

Project Experience

Refinery

- *Graycor Industrial Constructors Inc.*
- Safety Supervisor
Kinder Morgan Bulk Terminals – Whiting, IN
Civil/mechanical and structural construction for the Coker Material Terminal located at BP's facility in Whiting, IN.
Provide safety training and orientation. Obtain, update and issue personal gas monitors, as well as ambient 4-gas monitors. Procure personal protective equipment and issue as needed. Provide guidance with supervision for weekly Permit-to-Work packages. Lead weekly safety meetings and coordinate regular safety audits. Participate in BP's safety observation process; and, coordinate specialized training through BP's training center.

Heavy Industrial

- *Graycor Services LLC*
- Director, Safety
Clients included: Midwest Generation, NIPSCO, British Petroleum, Kinder Morgan, Foster Wheeler, Tucson Electric Power, Public Service of New Mexico, USS, Arcelor Mittal, Corn Products, Alliant Energy, Dairyland Power and AEP. Projects included: FGD's, SCR's & SNCR's, nuclear reactor building modifications, civil and foundations, stove rebuilds, boiler BOP, coker installation with coke handling conveyors, steel mill and power plant maintenance.
Responsible for the establishment, direction and coordination of the Graycor zero injury safety system through: safety training of supervision, staffing of qualified safety personnel, review of customer safety specification and development of site specific safety plans, regular project HSE inspections, audits and assessments, and

Randall R. Hynek

Director, Safety

providing technical and regulatory guidance for the management team. Participate in local and national safety & health committees and boards as the Graycor representative, assist in sales, marketing efforts and client relations, and serve as managements representative with OSHA and other regulatory agencies. Maintain the current safety & health system, company safety manuals and information resources, and communicate with all levels of management and employees on safety issues as they arise.

- *Chicago Bridge and Iron Company*
- **Area Health and Safety Manager for North America**
Various projects included: BP, Saf-T-Kleen, Conoco Phillips, Flint Hills Resources (Koch Refining), Valero, Kinder Morgan, U.S. Navy, Plains, Exxon Mobil, Sandia National Labs and Bechtel. Work also included nuclear containment vessels, steam generator replacements, refinery maintenance, pressure and absorber vessels, stackliners, silos and blast furnace reline. Managed all health, safety and environmental activities for all union projects in the U.S. Provided guidance for managing incidents, including accident investigations. Rendered services for craft and supervisor training, both general updates and specialized training. Conducted regular (quarterly) jobsite safety inspections, assessments and audits. Reviewed customer safety specifications and developed site-specific safety plans. Implemented updated safety standards throughout the organization. On-call to all customers with safety inquiries. Developed safety courses for in-house training and employee certification. Provided project safety planning and staffing of safety personnel. Conducted project safety and industrial hygiene auditing on construction jobsites and facilities. Coordinated and tracked employee safety training. Directed incident investigations with root cause analysis. Administered workers' compensation cost containment and regulatory reporting. Also, served as representation on safety boards, councils and associations.
- **Chicago Bridge and Iron Company Manufacturing Plant – Kankakee, IL**
- **Manager of Safety and Regulatory Affairs**
Design and construction of energy foundation projects, along with storage tanks and vessels. Supervised staff involved in areas of accident prevention, inspections, training, safety rules and procedures, accident investigation and OSHA reporting, environmental programs and E.P.A. reporting. Managed and reduced OSHA recordable incident rate by 55%. Implemented and trained 40-hour Supervisors Accident Prevention Program and employee safety orientation program. Developed effective joint labor and management safety committee. Managed workers' compensation claims through coordination meetings with insurance carrier, in-house and outside council.

Randall R. Hynek

Director, Safety

Education and Training

University of Wisconsin
B.S., Civil Engineering
State of Wisconsin
Professional Engineer

**Professional Affiliations and
Certifications**

- National Safety Council (Construction Division) – New Member Chairman; Fabrication Chairman (Metal Section – Executive Committee)
- Steel Tank Institute/Steel Plate Fabricator Association – Chairman (Safety Committee STI/SPFA)
- National Association of Construction Boilermaker Employees (NACBE) – Safety Committee
- Illinois Safety Council
- Basic Rigging, Train-the-Trainer Course
- Mobile Crane, Train-the Trainer Course
- UOP Refinery Process Training Course
- OSHA 500 Construction Safety
- OSHA 502 Construction Safety
- American Heart Association (CPR/AED)
- American Red Cross (First Aid and Adult CPR Instructor)
- Accident Prevention (Advanced Trainer Program/ Behavior-based Safety Trainer)
- Supervisor Incident Prevention Program Trainer
- TapRoot Accident Investigation Process
- Quality Management and Business Change Model
- OSHA, EPA and Workers' Compensation Regulations
- National Safety Council (Advanced Safety Certificate)
- Purchasing Management Certificate; Procurement and Negotiation

Brian Boseo

Manager, Quality Systems

Areas of Expertise

Responsible for managing the overall quality effort for the Graycor companies including, ISO 9001 quality program; ASME/NBIC Quality Control Systems Manual Nuclear Quality Systems Manual and Welding program. Active member of the National Board Inspection Code, Repairs and Alterations (R&A), Subcommittee and R&A General and Specific, sub-groups.

Career Summary

Twenty-five (25) years of experience working within the Power Generation, Petro-Chemical, Refinery and Steel Industries ensuring compliance with state and jurisdictional requirements for both general industry and construction. Knowledgeable in the utilization and application of American Society of Mechanical Engineers (ASME), National Board Inspection Code (NBIC), American Petroleum Institute (API), American Institute of Steel Construction (AISC) construction, repair codes and standards, as well as, OSHA CFR 29 Regulations. Background consists of Owner/User, EPC, OEM and General Contracting.

Experience

**Graycor Services LLC
(2011 – Present)**

- Manager, Quality Systems
 - Responsible for the overall quality assurance effort including construction activities in nuclear, power generation, steel, petrochemical, automotive, pharmaceutical, food and beverage industries.
 - Development and implementation of Graycor’s quality programs and procedures.
 - Implement and maintain four (4) ASME Code Stamps (U, S, A, PP) and National Board R-Stamp.
 - Nuclear and non-nuclear applications.
 - Evaluation of Quality Metrics to support continuous improvement.

**ALSTOM/APComPower Inc.
(2007 – 2011) – Windsor, CT**

- Manager, Quality Assurance
 - Successfully managed the total quality effort of a \$500 plus million-dollar Construction Management company.
 - Implemented and maintained four (4) ASME Code Stamps (U, S, A, PP) and the NBIC R-Stamp, allowing APComPower to remain competitive throughout the country.

Brian Boseo

Manager, Quality Systems

- Managed revisions to the Quality Assurance Manual for Code Compliance and procedures, detailing proper protocol for both new construction projects, as well as, repairs/alterations of pressure retaining items.
- ISO Representative for APComPower.
- Performed RFQ reviews from a quality standpoint to identify items that could impact overall project cost.
- Worked closely with all Districts to identify and reduce Cost of Poor Quality.
- Actively involved in continuous improvement projects (CIPs).
- Worked with Weld Engineering on the implementation of the welding effort in the field.
- Developed and provided quality control training to all supervision and quality control personnel.
- Performed periodic job-site assessments and audits, to ensure compliance with program and contract requirements.
- Provided oversight of all quality non-conformances and approved corrective actions.
- Ensured all work was performed in accordance with safe work practices.
- Member of the NBIC Repair and Alteration, General and Specific, Subgroups.

Fluor Maintenance Services, Inc. (Design/Build)

(2005 – 2007) – Joliet, IL

- Quality Manager
 - Implemented the Fluor quality control program for all work performed at the Flint Hill Resource, Joliet facility. This included daily technical Code support, development of repair/alteration procedures in accordance with the NBIC and applicable code of construction resulting in a significant reduction in rework.
 - Performed Code calculations for new and altered equipment.
 - Acted as a liaison between the Owner, and the Authorized Inspector (A.I.), thus expediting repairs.
 - Managed NDE and Heat Treating sub-contractors, ensuring compliance to Code and contract requirements.
 - Successfully implemented weld quality training program resulting in a weld rejection rate of less than 10% from 25% in a two-year time frame.
 - Engineering resource for construction drawings to ensure compliance with the Owner's specifications.
 - Identified and corrected any potential metallurgical and welding problems, minimizing work process interruptions.

Hayes Mechanical Inc.

(1997 – 2005) – Chicago, IL

- Technical Services Director

Brian Boseo

Manager, Quality Systems

- Successfully managed the quality effort of a 100 million dollar full mechanical contractor.
- Responsible for the implementation and compliance requirements of five (5) ASME Code Stamps and the NBIC R-Stamp, for both shop and field work, allowing Hayes to remain competitive throughout the Midwest and double their revenue.
- Developed and managed repair/alteration procedures for work performed on pressure retaining equipment in accordance with the NBIC and the applicable code of construction.
- Utilized Compress software to perform code calculations on ASME equipment.
- Authored and issued the Corporate quality control manual and programs, detailing proper protocol and procedures on the repair/alteration of pressure retaining items.
- Developed the majority of Hayes Mechanical's Weld Procedure Specifications (WPS), which included everything from carbon steel to titanium alloy. Also developed WPS's in accordance with the NBIC alternate to post-weld heat treatment methods.
- Staffed and supervised quality control personnel at both shop and field locations.
- Managed NDE sub-contractors performing code required inspections.
- Developed and provided quality control training to all supervision and quality control personnel.
- Performed periodic job-site assessments to ensure compliance with the quality control Manual.
- Identified quality non-conformances and initiated corrective actions in concurrence with the A.I.
- Ensured all work was performed in accordance with safe work practices.

Amoco Chemical Inc.

(1988 – 1997) – Chicago, IL

- Senior Inspector
 - Responsible for the inspection and safety of ASME and API equipment.
 - Developed repair procedures in accordance with the NBIC and the applicable code of construction and performed required NDE.
 - Assisted engineering with construction drawings and associated metallurgical problems.
 - An integral member of an assigned team, which prioritizes, plans, and schedules projects.
 - Managed the quality effort for IPA/PIA unit new construction effort and the TMA unit major retro-fit expansion.
 - Performed Shop evaluations for all new equipment and monitored their work to ensure compliance to Code and contract requirements.

Brian Boseo
Manager, Quality Systems

Education

Colorado Technical University
B.S., Project Management

Moraine Valley Community College
Materials of Industry and Non-Destructive Evaluation

Joliet Junior College
A.S., Electronics Engineering Technology

Professional Affiliation(s)

**National Board Inspection Code, Repairs and Alterations, General and Specific,
Sub-groups**