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HARRISHORIZONS

SPRING / 07

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fuel of the future

Production of ethanol will soon start at Otter Tail Ag



Construction of the 1st and 2nd fermentation tanks.

Construction is in high gear on Harris' largest project ever. Harris is the prime contractor for Otter Tail Ag's 55 million gallon per year ethanol plant in Fergus Falls, Minnesota.

Located on a 109-acre site about 1.5 miles from Fergus Falls, Otter Tail will take corn grown by local farmers and turn it into ethanol. When fully operational, the plant will employ more than 35 people and generate an annual payroll in excess of \$1.5 million per year.

With the rise of gas prices, ethanol has become the go-to for alternative fuel. Many farmers and private investors have invested large amounts of time and money into the construction of ethanol plants across the United States. As of August 2006, the US had 101 plants in operation, which provide more than 4 billion gallons of fuel for our country. This supply decreases the amount of fuel we need to import and takes us a step closer to becoming less dependent on foreign oil.

Ethanol production also has a positive effect on the communities surrounding the plants. It creates jobs and increases farm

revenue. Otter Tail will use corn grown by farmers located within a 25-mile radius of the plant. Most of the corn will come from south of the plant, but corn production is expanding to the north as well.

Otter Tail will be powered by steam and will utilize the best emission-control technology available. Most ethanol plants produce less than 100 tons of pollutants per year, compared to an average power plant that can emit more than 20,000 tons per year. Ethanol also works for our planet. Since corn consumes carbon dioxide (a major contributor in global warming), the carbon dioxide released from producing ethanol goes back into growing crops.

Harris recently installed a fluidized bed for Corn Plus Cooperative in Winnebago, one of the 16 ethanol plants located in Minnesota. Because of the success of this project, Corn Plus Cooperative recommended that Otter Tail Ag work with Harris to construct their plant. Harris teamed with Delta-T on the design technology and after months of development work and pricing, contracts were signed in October and civil site work began immediately.

Concrete was poured through the winter, buildings are currently being raised, and pipe and equipment are being delivered daily. Rich Greenland and Mark Slagle, the Harris Project Managers, are organizing and planning for a busy summer and fall to complete 12.5 miles of pipe installation. To facilitate construction, Harris has developed a 3 dimensional model of all the piping, equipment and building structures. The anticipated start of production is July 2008.

To view the progress of the project, check out www.ottertail ethanol.com.

who's involved: Harris Mechanical

- Owner: **Otter Tail Ag Enterprises**
- General Contractor: **Harris Mechanical**
- Principal-In-Charge: **Rob Latta**
- Project Managers: **Rich Greenland & Mark Slagle**
- Site Superintendent: **Dan Blanck**
- Safety Coordinator: **Dean Johnson**
- Project Engineers: **Jim Cross, Don Ahlschlager & Andrew Roth**
- Piping Superintendents: **Dale Jensen & Bob Kjellberg**
- Pipefitter Foreman: **Scott Fairburn**



PRESIDENT'S PERSPECTIVE

As many of you are aware, the Harris Companies belong to a Peer Group of non-competing contractors across the country that gather periodically to share best practices and help improve each other's organizations. Recently we hosted a meeting focused on prefabrication. Each Peer Group company sent at least one individual here for two days of intense meetings on topics like, what can you fabricate, what can't you? What are the obstacles to prefabrication within your company? How do you improve communication through the process?

I personally came away with some observations that I would like to share.

Our first discussion was a brainstorming session focused on what other companies were prefabricating, and what they weren't. The most enlightening part of this conversation was that, with only one or two exceptions, when someone would propose an item for the "can't prefabricate" list, someone else in the room would raise their hand and say "actually, we fabricate that!" I guess it's just like anything else we feel is impossible until someone does it. We are an organization that values innovation. Pushing the boundaries of what can be fabricated is a great opportunity for us to exercise our creative side.

Another discussion addressed obstacles around creating a culture of prefabrication. More specifically what could we do as a company to get everyone thinking about prefabrication on every project? A lot of it came down to management. The management team must make the case on what is to be fabricated and show how it makes us more competitive. All of us enjoy winning, and prefabrication makes us more likely to do just that!

We also spent considerable time talking about communication. What we learned was that while actually producing the fabrication drawings and the pre-fabricated assemblies takes place in a controlled environment, there are many people that we rely on to make the fabrication process work. Project Managers and Project Engineers, Purchasing, Foremen, and Engineering, all of these groups provide vital information for the modeling and prefabrication process. Poor communication by just one person can cause the process to come to a stop. During the pre-construction period we must focus on getting all of the necessary information to our detailing group for them to be productive and meet project goals.

Our business relies on people who figure out ways to remove obstacles and get things done. I encourage you all to think of ways to "get it done" when it comes to fabrication!

ZEROING IN ON SAFETY

June is National Safety Month

This year National Safety Month is "Celebrating Safe Communities." We inhabit many different communities throughout our day - work, home and every stop in-between. By promoting safety, we can protect ourselves and others from harm in all aspects of our lives.

We value our community here at Harris and promote safety everyday, which is why we have several systems in place in case of an emergency. You never know when a fire, weather disaster, or chemical spill can happen, so please familiarize yourself with all established safety procedures. Knowing these procedures can save lives in the event of an emergency.

Some tips to follow to prepare you for an emergency:

- Locate emergency exits in the building.
- Know the building's evacuation plan.
- Never ignore an alarm.
- Know whom to notify in the event of an emergency.
- Locate the nearest fire extinguisher.
- Learn first aid and CPR.

Following these tips will make our community safer. Be aware and stay safe!

LAYING THE FOUNDATIONS

HARRIS MECHANICAL

Harris has been selected to be the mechanical contractor for the **Hotel Minneapolis** in Minneapolis, MN. M.A. Mortenson is the General Contractor and Howard Jokinen is the Harris Project Manager.

HARRIS SPECIAL PROJECTS

Special Projects will be providing the plumbing, HVAC and controls for the new **Harness Racing Facility** located in Columbus Township, MN. This design/assist project involves the construction of a new grandstand building, maintenance building and (4) barns. Harris is working with Dunham Associates to optimize mechanical systems based on quality, cost and efficiency. The General Contractor is Kraus Anderson - St. Paul Division and the Harris Project Manager is Chuck Schmaltz. Construction is scheduled to begin in May 2007. ● Special Projects will be expanding the chilled water system and installing cooling coils on existing HVAC equipment at **Summit Brewing Co.** in St. Paul, MN. A new high efficiency Smardt Chiller, equipped with a Turbocor compressor will reduce Summit's energy costs and provide up-front funds from utility rebates. Summit's existing HVAC equipment will be modified to provide cooling in the warehouse area. Harris is providing the piping, electrical and controls for this design/build project. Marc Frank is the Harris Project Manager.

● Special Projects will be expanding the data center cooling system for **Land O' Lakes** at its Arden Hills facility. This project involves the demolition of existing equipment and installation of higher capacity dry coolers and pumps. Harris worked on the team with Land O' LAKES and Michaud Cooley Erickson to develop the project scope and budget. Harris is contracted directly with Land O' LAKES on the project. Chuck Schmaltz is the Harris Project Manager. ● Special Projects will be providing the mechanical piping, electrical and controls for the **Thomson West Building B Chiller Plant Expansion and Building D Cooling Tower Retrofit Projects** in Eagan, MN. These design/build projects involve the installation of a new chiller, cooling towers, pumps, heat exchangers and piping. The new equipment will help Thomson West expand its cooling capacity to meet its growing needs and maximize energy efficiency. Harris is working directly for Thomson West on the project. Mike McCaully is the Harris Project Manager. ● Special Projects will be providing the plumbing and HVAC upgrades for **Minnehaha Academy** in Minneapolis, MN. This renovation project involves upgrading mechanical systems in the school to improve energy efficiency and indoor air quality. The General Contractor is Adolfsen & Peterson and the Harris Project Manager is Travis Hoff.

HARRIS CONTROLS

Controls is retrofitting pneumatic VAV boxes and radiation with digital control in a section of **St. John's University Quad Building**. The facility was originally constructed by the Benedictine Brothers between 1868 and 1883 as the first permanent facility on campus and the largest educational building west of the Mississippi. Sam Newman is the Project Manager. ● Controls is providing chilled water control for summer operation by a new Building Automation System for the **Pioneer Press**. Ed Henkemeyer is the Project Manager. ● Controls performed a complete replacement and upgrade of the Energy Management System at **Sholom West**. The system replacement provided effective and proper facility control for the client. Destry Reopelle was the Project Manager and Rodney Blake was the electrician.

EMPLOYEE SPOTLIGHT

Memories of Joan

April 28, 1949 - March 28, 2007

by Kay Sellman

When I was asked to write something about Joan I didn't know where to begin. She was my co-worker, my confidant and most importantly my best friend for 29 years. Joan was a hard worker. She never just walked down the hall she practically ran down the hall. She loved to be busy. If she didn't have work to do, she would ask for more. She was that way in her personal life also. She was always planning projects to do on weekends. She was either moving her flower gardens around or staining the house. Because of all of her hard work, her yard looked like something out of a home and garden magazine. Her grass was like a carpet and her flowers were so beautiful.



Joan Domarus, Administrative Assistant, passed away suddenly on March 28th due to an aneurysm.

Don't get me wrong though, she did like to relax also. Mostly in the summer time when it was hot. The hotter the better. She loved her swimming pool, going for long walks and visiting with friends and family on her deck in the back yard.

Everyone will miss Joan but especially me. We shared our lives together for so long it is hard not having her here to share my ups and downs. She was my maid of honor in my wedding. She was there for me when my father passed away. We helped each other when our mothers passed away. It is hard to find a true friend like Joan. She is in my thoughts and prayers every day.

SECOND STORY

St. Joseph's Hospital - Harris Mechanical

St. Paul, Minnesota

Harris is currently providing the mechanical design and construction for the St. Joseph's Hospital expansion project. The project consists of approximately 175,000 square feet of new space for a Patient Tower with 90 private patient rooms, radiology and outpatient services, a 16,000 square foot Material Management Facility with a 290-space parking ramp, a 15,000 square foot Emergency Department expansion, a 38,000 square foot hospital renovation, and an upgrade of the patient units on the 3rd and 4th floors of the existing JGM building.

St. Joseph's Hospital is Minnesota's first hospital and was founded by the Sisters of St. Joseph of Carondelet in 1853. Located in downtown St. Paul, it is the largest of the HealthEast hospitals with 401 licensed beds. The hospital has a 24-hour emergency room and provides a comprehensive

A Meeting of the Minds

by Kelly Johnson, Administrative Assistant - HiMEC

One of the benefits of membership in the Mechanical Contractors of America Association is the opportunity to participate in having a group of similar contractors look into our operation from an unbiased viewpoint. From outside our geographical market place, the "peer group" consists of eight non-competing Mechanical Contractors. The group meets four times a year; three of these meetings are company audits. This year a company audit took place at the HiMEC office in Rochester.

Prior to their arrival at HiMEC on May 10th, the Peer Group was provided with an operations manual for the company in order to become familiar with its procedures. The audit itself consisted of the Peer Group Members interviewing both field and office employees in small groups. Specific questions were asked of each group of employees in hopes of gathering honest and candid information on how they perceive the company and its strengths and weaknesses. This open discussion is possible due to the strict confidentiality maintained by the Peer Group.

range of medical, surgical, diagnostic, and rehabilitative services, as well as mental health and chemical dependency treatment programs.

Harris is providing the engineering and construction of piping, plumbing, HVAC, med gas and temperature controls. As with many of our projects, much of the work is being pre-fabricated in our shop and installed on-site, allowing us to work more efficiently in the field. The new construction is scheduled to be completed in the Fall of 2008 with renovation work being completed the following year.

Once the interviews were finished the Peer Group presented audit findings to management. This information is both positive and negative in nature, but is embraced for the invaluable content. Its intent is to provide feedback from the employees that would not have been otherwise known.

Harris Companies prides itself on sharing information that affects the business. Management is taking steps to inform the entire company of the Peer Groups' findings and we thank the Peer Group for the time they spent and information they shared with us.

St. Joseph's Hospital.



Members of the Peer Group gather to share information.





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HARRIS/HIMEC HAPPENINGS...

- Congratulations to **Brooke Rosolack**, (daughter of **Kelly Johnson** - HiMEC Administrative Assistant) who married her high school sweetheart, **Jeffrey Larson**, on February 3, 2007 at Christ Our Rock Church in Rochester, Minnesota.
- Congratulations to **Jessica Donley** (daughter of **Michelle** and **Greg Donley**, HiMEC President) and **Daniel Thomas**, who were married on February 10, 2007 at Homestead United Methodist Church in Rochester, MN.
- **Anne Fjerstad** (daughter of **Eva** and **Brian Fjerstad**, HiMEC Purchasing Manager) married **Chad Meurer** on June 2, 2007 at the St. Charles Catholic Church in St. Charles, MN. Congratulations to the Fjerstad Family!
- **Melissa** (Harris Office Manager) and **Sekou Doumbia** welcomed their son Malik to their family February 2, at 10:30 AM. He weighed 8 pounds and was 20-3/4 inches long. Congratulations to the Doumbia family!
- Congratulations to **Mary Becker** (HiMEC Project Manager Assistant) on the birth of her grandson, Zachary Alexander Ringen. Zachary was born on February 6th to Mary's daughter Lori and husband Josh. He weighed 8 lbs 12 ounces and was 20 1/2 inches long.
- Rachel Rae Johnson was born to **Tony** (HiMEC Plumber/Pipefitter) and **Shari Johnson** on February 27th. She weighed 6 lbs 2 ounces and was welcomed home by big sister Ramie. Congratulations to the Johnson family!
- **Tricia** (Harris Marketing Communications Specialist) and **Kevin Mathews** welcomed William David to the world on March 2nd. Will weighed a whopping 9lbs 8 ounces and measured 21 3/4 inches long. Tricia and Kevin are very proud of their new addition.
- We would like to welcome these new employees: **Don Ahlschlager** - Project Engineer, **Keela Bakken** - Business Development Manager, **Brian Cornelisse** - Controls Account Executive, **Shannon Gobely** - Project Assistant, **Peter Greene** - Project Sales Representative, **April Harayda** - Purchasing/Estimating Assistant, **Donna Houck** - Controller, **Dean Johnson** - Safety Representative, **Pat O'Brien** - Assistant PM, **Tammy Ohman** - Accounts Receivable Coordinator, **Rob Randall** - Coordination Detailer, **Frank Roberts** - Project Manager, **Andrew Roth** - Assistant PE, **Kurt Schoenecker** - Account Manager, **Ami Shapiro** - Mechanical Engineer-BES, and **Adam Stromberg** - Assistant PE.
- Congratulations to **Mike McCauley** on receiving the annual Jerry Dalton Award. Since he started as a sheet metal worker in 1982, Mike has shown his dedication to Harris through his hard work and willingness to go the extra mile. As a Project Manager for Special Projects, he can always be counted on to get the job done. Mike never brags about the successes he has and this humble attitude brings him the respect he deserves. We thank him for his dedication and we are honored to have him as a fellow employee.

Please contact **Tricia Mathews** with announcements: (Phone) 651-602-6621, (E-mail) tmathews@hmcc.com.