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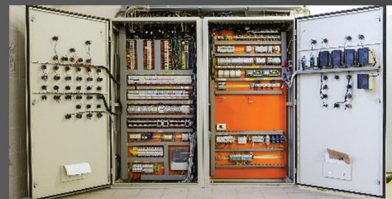
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TABLE OF CONTENTS



SCOAR LEADERS

- 7 A Message from the President
- 9 A Message from the Executive Director

FEATURES

- 10 Avoiding Construction Labor Risk Through Technology
- 12 Southeast Retains Momentum Despite Economic Uncertainties

LET'S TALK SAFETY

- 16 How to Build Trust and Expertise with After Action Reviews

MEMBER SPOTLIGHTS

- 18 Powering Commitment with Duke Energy
- 20 East and Westbrook Construction's Role in Workforce Development

NEWS & RECOGNITIONS

- 22 SCOAR Awards
- 23 SCOAR Scholarships and Training Grants
- 24 What Have Our Committees Been Up To?
- 25 Why Join SCOAR?
- 26 Join SCOAR to Start Networking With All Our Members!

24 INDEX TO ADVERTISERS



Published For:
THE SOUTHEAST CONSTRUCTION OWNERS & ASSOCIATES ROUNDTABLE
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Published By:
Matrix Group Publishing Inc.
Please return undeliverable addresses to:
5605 Riggins Court, Second Floor
PO Box 41270
Reno, Nevada 89504
Toll-free: (866) 999-1299
Toll-free fax: (866) 244-2544
www.matrixgroupinc.net

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From the President

Hello SCOAR members! The last year has been a busy year for SCOAR, and me as well. In addition to celebrating our 50th anniversary, we said goodbye to Steve (and Diane) Greene, and we welcomed Tim Johnson as our new Executive Director. Tim and his team, Audrey Kennedy and Olivia Gulino, have done a tremendous job transferring files, finances, bank accounts, and other administrative functions to the TJC Group. We have put a lot of effort into making the transfer of the Executive Director appear seamless to our membership. I hope you experienced that and believe the Longboat Key meeting was very similar to past meetings there.

For me, I retired from LG&E and KU Energy after nearly 40 years. While retirement brings a lot of changes, it doesn't change my role as President of SCOAR. I look forward to serving out my term for the next two years.

We continue to improve what SCOAR offers to our members. Part of the improvement is what the TJC Group has done to improve our social media presence on Facebook and LinkedIn. We are developing social media sites that will enable our members to showcase your company's abilities, projects, and successes. If you haven't already, visit our Facebook and LinkedIn pages. While both pages are public, we encourage you to follow us and let us know when you have news to share.

We changed our logo to commemorate 50 years as an organization. We tweaked our meeting agendas to provide our members more networking opportunities and added additional presentations by owners to update the membership on their construction plans. We have put added focus on presentations that provide examples on how others have improved their safety performance, project efficiencies, or overall customer satisfaction. Hopefully, you have recognized these changes, and they have increased the value proposition on why being a member of SCOAR is good for your company.

As we look toward the future, we hope that you provided feedback by responding to our recent member survey. The results of that survey will help guide our planning as we review our current services and explore additional initiatives and/or services to continue to improve and add value to your membership. We are also planning to redesign the website to improve its functionality, automate existing processes, and to provide additional resources.

Speaking of the future, our Membership Recruitment Drive is in full swing. As part of this effort, Tim and the Board are focusing on growing the number of owner company and large-scale contractor members. Increasing the membership of these two groups will benefit everyone! Owners and large-scale contractors are the main consumers of the goods and services that our members provide to the construction industry. If you know of owners or large-scale contractors that you believe would make SCOAR stronger and would benefit from membership, ask them to attend one of our meetings or tell them about the value proposition of SCOAR and provide me or Tim a contact so we can reach out to them.

I encourage you to share your membership story with others. The true value of this effort is found in the different perspectives, talents, and knowledge that new members bring to the table, rather than in the numbers. By growing our member base, we open the door to new ideas, innovative solutions, and untapped skills that will strengthen the fabric of our organization.

In closing, please share SCOAR information within your organization. All past presentations are available on the website for you to share within your organization. If you want to bring others to the meetings, bring them. If you have ideas on how we can improve SCOAR for the benefit of your company simply reach out to me, Tim, or any board member and let us know your ideas.

Always stay focused on safety, and I look forward to seeing you at the meetings.



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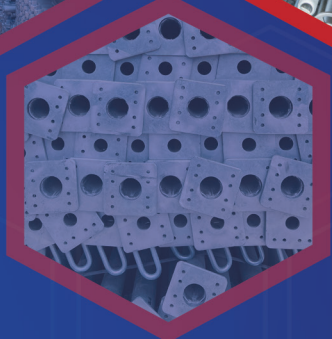
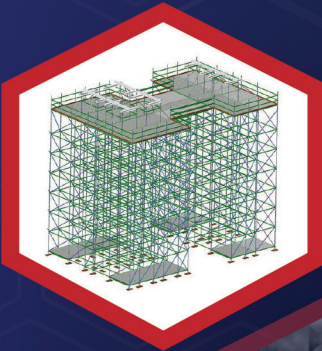
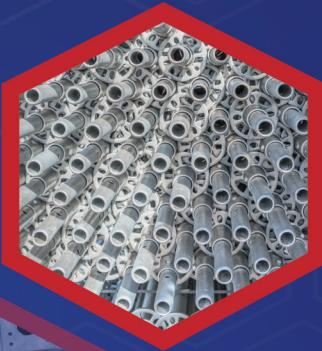
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From the Executive Director

As SCOAR's 50th year as the Southeast's largest Local Construction User Council nears its end, we are grateful for our many members who help make this organization great. With a membership base comprised of owners, large contractors, specialty contractors, suppliers, and educational institutions, our objective is to build relationships among these groups while advancing the industry through the continuous improvement of safety, quality, and cost in construction projects.

Despite strong construction industry growth in recent years, challenges and opportunities for improvement remain, including but not limited to supply chain issues, material price escalation, workforce development, skilled craft retention, productivity, and safety. Hosting three meetings each year, we provide members with best practice solutions to these and other challenges, lively keynotes, insights from industry leaders, informative sessions from nationally recognized experts, and plenty of opportunities for collaboration and networking.

Although our 2022 Fall Meeting was cut short by Hurricane Ian, attendees were able to take advantage of several networking activities, including our TOPS Safety Awards and Scholarship Fundraising Dinner, before the weather forced us to cancel the general session. Hutchinson Shores was the location of our Winter Meeting and featured an enriching meeting program, plenty of networking opportunities, and a successful casino night fundraiser to support SCOAR's scholarship fund. For our Spring meeting, we

convened at the stunning locale of Longboat Key, F.L., where attendees heard from nationally recognized speaker, Dr. Jake Mazulewicz, whose presentation focused on building a culture of safety and reliability, and Rob Jones, a former marine and double-above knee amputee, whose inspirational story of determination and resilience was interwoven with a message on "Combat Leadership." The meeting ended with SCOAR's 19th Annual Golf and Fishing Tournament, which raised funds for training programs and student scholarships.

As we look toward the next 50 years, we are committed to furthering the success of SCOAR. This summer we surveyed our members to garner feedback and ideas about how the organization can add even more value and to get their input as we plan for the future. We also launched the *2023 Power Up Your Connections Membership Drive* to give our current members tools to help us expand our reach and share how prospective members can benefit from participation in SCOAR. If you are interested in learning more about membership in SCOAR, email staff@scoar.org for more information.

SCOAR's long-term success depends in large part on the collective power of the talented and dedicated professionals who make up this organization. We are committed to delivering exceptional meeting experiences, fostering connections, and providing valuable resources for our members. We look forward to working together in the coming year to shape the future of our industry and to advance SCOAR's mission of improving the business performance of the construction industry in the Southeast.



Tim Johnson
Executive Director
SCOAR

Avoiding Construction Labor Risk Through Technology

By Paul Adair, Staff Writer

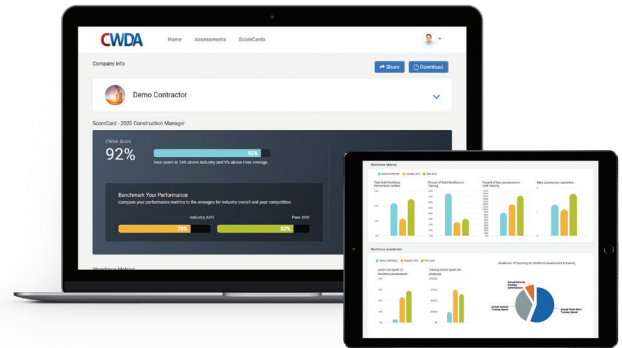
Construction Industry Resources (CIR) is an investor-owned company based in Kentucky that delivers proven technology solutions to help the construction industry more effectively recognize, plan for, and avoid project labor risk.

Historically, it has been difficult to find reliable labor market cost escalation and supply and demand data at the granular level or focused on a specific area. CIR's award-winning Construction Labor Market Analyzer (CLMA) platform makes this easier by addressing this lack of critical planning information, which has been a key impediment to improving industry performance.

Since its launch in 2009, the CLMA has become the industry's leading labor market intelligence platform and analytics provider and provides labor market intelligence based on a robust database of more than \$6.2 Trillion in non-residential project spending. This information is needed by construction owners, contractors, labor providers, and other industry stakeholders to make informed project planning and human resource decisions that help mitigate project risk, and by governments to establish better and more effective policy.

The CLMA platform enables the user to generate dynamic reports and data visualization by custom filtering the extensive database. In turn, this provides a more comprehensive understanding of labor market supply, demand, and – ultimately – risk. The unique CLMA supply tracking data that is imported by contractors and unions enables visualization and understanding of the impact of labor mobility, age attrition and supply

The Contractors Workforce Development Assessment tool objectively measures a contractor's development and training efforts. Graphic courtesy of Daniel Groves, Construction Industry Resources.



growth on a project, and / or the overall construction marketplace.

"The CLMA platform and database essentially captures project, supply, and labor cost information, among many other key data points," says Daniel Groves, CEO at Construction Industry Resources. "The tools then enable project planners to identify risk early and then set goals and deploy strategies to mitigate that risk. At the end of the project, we don't want owners and contractors looking back and wishing they had done it better."

The more you know

When it was first introduced, the CLMA was a free product designed to address labor risk issues identified by the Construction Users Roundtable (CURT) Workforce Development Committee. At the time, however, the CLMA was much more rudimentary and only asked owners and contractors to provide construction project information that could be aggregated and returned to industry with actionable labor market data.

The data used to fuel the CLMA comes today from several sources. The most valuable and important source of data continues to come from the owners, who are able to provide direct knowledge information during early planning. Another source is contractors, who provide both projects (demand) and supply data, although

CIR has strong processes in place to ensure there is no duplication of data between different contractors on the same project. Project data from owners and contractors primarily relates to the industrial sector of the construction industry.

The preeminent source of non-industrial project spending information is the Dodge Construction Network (DCN) and Dodge Data & Analytics. Through this long-standing relationship, CIR is able to access the DCN's unmatched offering of data, analytics, and industry-spanning relationships that generate the most powerful source of information, knowledge, insights, and connections in the commercial construction industry.

"We believe that in order to really understand the labor market, you have to understand the entire non-residential labor market," says Groves. "If you're an industrial client who is building a project that needs a lot of skilled labor, you're not just competing against other industrial projects. You're also competing against roads, highways, schools, bridges, water, sewer, hospitals, and so on."

A full slate of services

The success of CIR and the undeniable value of the CLMA platform for clients over the years has led many in the construction industry to consider the two – the company and the

product – to be synonymous and indistinguishable from one another. But CIR is much more than just the CLMA.

“The CLMA is the foundation of all CIR analytics, but the company actually offers six different elements or solutions – of which the CLMA is one,” says Groves. “CIR wants to do more than just help the marketplace identify a problem – which we do well. We also want to give owners the tools they need to implement solutions and mitigate risk before it becomes unavoidable, as well as find ways to really improve labor quality and performance.”

CIR's other solutions include

Contractors Workforce Development Assessment (CWDA). The CWDA is a powerful online assessment tool and process that is designed to objectively measure a contractor's workforce development and training efforts and commitment. The CWDA helps improve project labor certainty by growing and improving the skilled workforce through objective metrics and effective peer benchmarking.

“The CWDA accomplishes the dual purposes of helping contractors improve operational excellence and helping owners and hiring contractors more effectively determine risk and select contractors,” says Groves. “Workforce development and training is too often taken for granted. The CWDA tool creates metrics-driven accountability, providing an organizational level risk assessment that every owner and hiring contractor should consider before they award a contract.”

The Labor Risk Management (LRM) program. The LRM is a transformative, collaborative, leadership-driven solution addressing the systemic construction labor challenges which lead to labor shortages and increased project risk. While the CWDA is organization-level, the LRM is project-based and deploys cutting-edge resources and tools to help owners ensure they are doing business, on every project, with contractors who invest in training, grow the skills of their workforce, and continuously improve.

Wage & Per Diem Escalation. Using the CLMA's wealth of data and analytics, CIR is able to provide

detailed and invaluable labor wage and per diem cost escalation projections and market analysis. These reports, either econometric or trend-based, analyze individual craft disciplines for specific states or regions over a three-to-five-year timeframe.

“We use CLMA data about projects that are currently under construction or in planning, and then couple that with other macroeconomic data in the marketplace, which helps our clients better understand how wages will respond to market pressure,” says Groves. “If a client is paying \$15 an hour today for a particular trade, and they're planning a project or bidding on one in the future, the analytics will tell them the projected rate of change up to five years from now depending on a variety of market conditions. It's really about providing more clarity and certainty to a project.”

The High-Level Productivity Calculator. The construction industry is highly impacted by poor project labor productivity and struggles to reverse this trend, especially when compared to other industries like manufacturing.

Working alongside the Construction Owners Association of America (COAA), the Construction Industry Institute (CII), and CURT, CIR looks to improve productivity through its High-Level Productivity Calculator (HLPC), which enables a project and its craft disciplines to be benchmarked against peer companies and a validated project index.

The Safety Benchmarking Portal.

This portal is a confidential, centralized application for tracking and measuring safety performance, which helps to facilitate peer benchmarking to bring all stakeholders closer to the ultimate goal of zero injuries, as well as improve overall industry safety and workforce training. CIR believes that safety improvement is a perpetual journey that begins by measuring progress, and then constantly improving and eliminating the causes of safety incidents on projects.

For more information on the CLMA or any of CIR's other solutions, check out www.ciranalytics.com, or reach out directly to the company and set up a meeting.



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Southeast Retains Momentum Despite Economic Uncertainties



By Anirban Basu, Associated Builders and Contractors

Interest rate increases are supposed to affect the economy with a 12-to-18-month lag, but nearly a year and a half after the federal reserve first raised the target range of the federal funds rate in March 2022, the economy remains largely unbothered. Payroll employment has increased by at least 180,000 jobs in each of the past 31 months, a torrid streak of job growth, and the unemployment rate remains just a hair above the 50-year low. Consumer spending is on pace with the pre-pandemic trend even after adjusting for inflation. Most forecasters think the gross domestic product (GDP) grew at a roughly two percent annual rate in the second quarter. If that comes to pass, it will be the fourth straight quarter during which the economy expanded at a greater than a two percent rate.

On the other side, the housing market, especially with regards to existing homes, has been brought to a standstill by higher borrowing costs, and the rapid increase in rates has wreaked havoc on certain portions of the banking sector, a dynamic that came to a head with the failure of multiple banks earlier this year. The tech sector has also faltered in a higher interest rate environment, shedding a portion of the jobs it added during the hiring boom of 2021 and early 2022.

And then there's the goods side of the economy, which has weakened in recent months as consumers revert toward a pre-pandemic balance of spending on goods and services. The manufacturing sector has contracted in eight consecutive months, according to ISM's Purchasing Managers Index, and orders for manufactured goods are down on a year over year basis after adjusting for inflation. Of course, weakness in demand for goods has been counterbalanced by increasing demand for services and a torrid pace of travel to start the summer.

Ultimately, inflation remains the defining aspect of the economy. Price increases have slowed in recent months but remain well above the federal reserve's two percent target. The stubbornness of inflation and the economy's ongoing resilience have put the Federal Reserve on track to raise rates by another 25 basis points at their next meeting on July 25-26.

Manufacturing projects power nonresidential spending

Despite high and rising interest rates, nonresidential construction spending is up 17 percent over the past year. That has everything to do with manufacturing-related construction which, buoyed by a combination of industrial policy and a desire to reshore capacity,

has experienced a 154 percent surge in spending over the past two years.

Even excluding manufacturing-related activity, nonresidential spending is up more than nine percent over the past year. Much of that increase is driven by infrastructure-related activity. Public spending on power, sewage and waste disposal, and conservation and development related construction has increased more than 20 percent over the past year, while public spending on highway and street and water supply construction is up roughly 15 percent.

But there has been strength in some private nonresidential categories outside of manufacturing. Lodging-related construction has rebounded sharply over the past year, though it remains low by historical standards, and both healthcare and educational activity has picked up of late.

Other nonresidential segments remain weak. Both office and commercial construction outlays have barely outpaced inflation over the past year, and amusement and recreation-related spending is down almost five percent since the middle of 2022. As credit conditions tighten and rates rise, these sectors will likely continue to weaken.

Southeast remains economic outperformer

That weakness may not be as apparent in the Southeastern U.S., where rapid population growth has fueled a boom in job creation. Regional employment is up 5.1 percent since February 2020, an

indication of just how rapidly these states have recovered from initial pandemic job losses. Labor shortages might limit job growth in the coming months – no state in the region registers an unemployment rate above the national average. Indeed, Alabama, Florida, and Virginia support rates below three percent, a historically low level of joblessness.

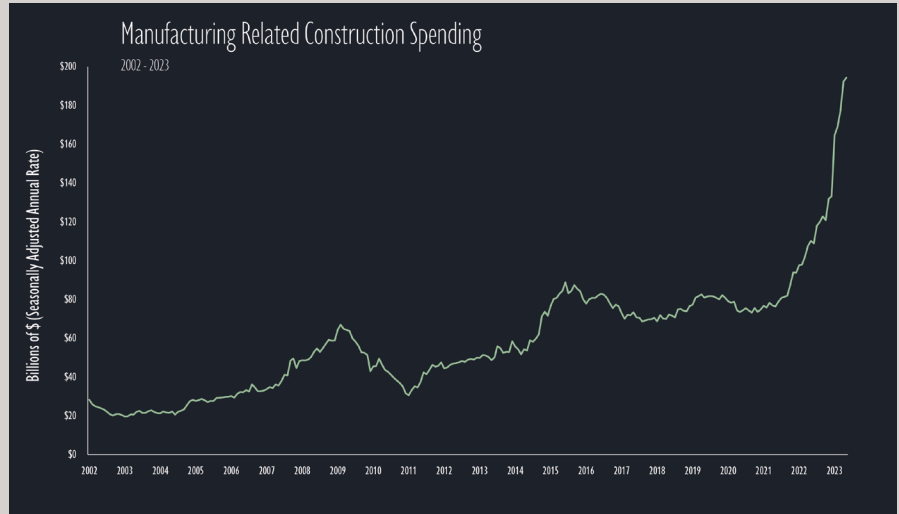
Rapid population growth and job creation have supported nation-leading levels of residential construction in the southeast. Both single-family and multi-family construction remain particularly elevated in Florida, North Carolina, and South Carolina, which all rank among the top five states for authorizations for new residential construction per capita. Alabama, Georgia, and Tennessee aren't far behind. Among southeastern states, only Mississippi fails to rank among the top half of the nation in terms of permitting.

Labor shortages have likely frustrated contractors, as well as employers across other industries, throughout the southeast in recent years, but extremely low levels of unemployment may serve to protect the region's economy in the event of a recession later this year. Longer-term, the southeast's ongoing population gains should continue to fuel elevated levels of both economic growth and construction activity for years to come.

Looking ahead

A recession starting in the latter part of 2023 remains a distinct possibility, though recent economic strength has lessened the odds of a particularly sharp downturn. Of the six indicators the National Bureau of Economic Research uses to diagnose a recession, only one – real manufacturing and trade industries sales – has begun to signal a downturn. Industrial production has also wavered, down slightly over the past six months, and increases in production have been concentrated in the volatile transportation category.

Another of the indicators used to date a recession, real personal spending, has essentially flatlined since January and may turn negative as consumers deplete excess savings accumulated during the early months of the pandemic. While delinquency



Source: U.S. Census.

rates remained low through the first quarter, personal interest payments surged over the first five months of 2023, a sign that consumers are at risk of becoming overextended.

The remaining three indicators of recession – employment, the unemployment rate, and real personal income – are not yet signaling a downturn. That said, the labor market will

likely cool over the duration of 2023 due to stubbornly high inflation, further rate hikes, tight credit conditions, and moderating consumer spending. **I**

Anirban Basu is the Chief Economist for Associated Builders and Contractors as well as the Chairman and CEO of Sage Policy Group. You can read more at www.SageEcon.com.



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How to Build Trust and Expertise with After Action Reviews

This article was originally published on www.reliableorg.com on February 27, 2023. It was reprinted with the permission from the author and JMA Human Reliability Strategies.

By Jake Mazulewicz, Ph.D., JMA Human Reliability Strategies LLC

Does your team learn primarily from successes or from failures? Many leaders argue that their teams are just too busy to spend time discussing why a successful project went well. They just wrap up fast, then dive into the next project.

The unspoken insights and unwritten lessons learned from that project rarely ever get shared or discussed. Often, they just get forgotten in the frenzy of working project after project. Would you hire an engineer to build you a bridge if all that engineer ever studied was how bridges collapse? Would you hire a recruiter to find you a job if all that recruiter ever studied was how people get fired?

The best leaders help their teams learn regularly from their successes,

not just occasionally from their failures. But learning from success happens automatically... doesn't it?

After Action Reviews

Soldiers perform complex, dynamic, often dangerous missions, and they want to learn as much as they can from each one. In the 1980's, leaders in the U.S. Army realized that they needed a practical way to help soldiers share the unspoken insights and unwritten lessons they learned from their missions. They realized that sharing tribal knowledge and applying tacit skill were key to winning wars. And since it was the army, they developed a process – a non-punitive, semi-structured, post job team debrief called an After Action Review (AAR).

AARs have proven so wildly effective that every branch of the military

now uses them. They've been called "one of the most successful organizational learning methods yet devised."

The process of leading a basic AAR is simple. Soon after your team completes a project, gather them in a private space for about 30 minutes, and ask these four questions:

1. What did we set out to do?
2. What did we actually do?
3. How did it turn out the way it did?
4. What will we do differently next time?

Why use these questions?

Have you ever had a discussion degenerate into a fact-free "war of opinions"? That's the fate you'll suffer if you start a debrief by asking for opinions. True, questions three and four are subjective and do indeed ask for opinions. But notice that questions one and two are much more fact-based. It may seem silly to ask, "What

did we intend to do in this job?" But different people have different goals for the same job. It is imperative to start your AARs by getting facts with questions one and two before getting opinions with questions three and four.

"What went well, and what went badly?" This may seem like a great question for a debrief. After all, it cuts straight to the point, right? Here's the problem: this question nudges us to discuss *blame*, not *improvements*. Blame stops learning in its tracks. There's no hint of fault, failure, or blame in any of the AAR questions. That's intentional. AARs focus on learning, not blame. Make sure you keep that focus in every AAR you lead.

Soldiers are fond of sayings like, "No mission plan ever survives contact with reality" or "The planning is more valuable than the plan." The percentage of complex missions that go exactly according to plan is nearly zero percent. Soldiers and other experts in complex, dynamic systems know that

in any given job, there's always a gap between what we plan to do and what we do. Notice how question one asks about the plan. Some call this "Work as Imagined." Question two asks about the actual job. Some call this "Work as Done." When you lead your AARs, use questions one and two to explore this critical gap, but not eliminate it.

Three common mistakes and how to avoid them

1. Successes vs. failures

Some leaders do AARs only for accidents or errors. If you do that, your team will quickly associate AARs with failure. Lead about 80 percent or more of your AARs for successful projects. That way, your team will learn to trust the process and value the results.

2. Now vs. later

Unspoken insights and lessons learned are the most valuable things a team can discuss in an AAR. If you wait a day or more to lead your AAR, much of the priceless, unspoken wisdom will already have been lost, perhaps

forever. So, lead the AAR as soon as the project wraps.

3. Leader vs. facilitator

Most leaders like to answer questions. Usually that's a good thing, but not in an AAR. If you give in to the temptation to answer the questions, you'll shut your team down until the only person talking is you. So, in an AAR, remember that the leader is the person who talks the *least*. Choose your AAR leaders accordingly.

If you want a low-cost, low-risk way to build trust and expertise on your team, you will likely never find a more practical method than leading AARs. If the U.S. Army has used them for 40 plus years, just imagine what kind of value they could create for your team. **I**

Jake Mazulewicz, Ph.D., is the Director for JMA Human Reliability Strategies, LLC.

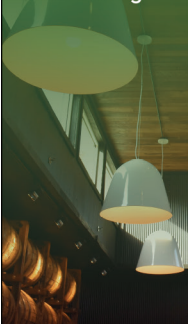
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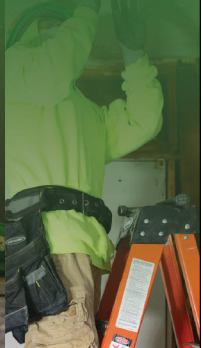
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BUILDING A SMARTER ENERGY FUTURE®

By the Team at Duke Energy

Duke Energy has powered the Carolinas since Catawba Hydro Station began operation in 1904, generating 3,300 kilowatts (KW) of electricity. The company launched a massive construction initiative in the mid-1900s to meet rapidly growing energy demand; expansion into coal-fired generation, nuclear power, and even pumped-storage hydro set the stage for transformation and economic growth in the region.

Now the Charlotte, North Carolina-based company has grown to be one of the largest energy holding companies in the United States with a current generating capacity of over 50,000 megawatts (MW). Duke Energy owns and operates diverse power generation assets in North America, including a portfolio of natural gas, coal, wind, solar, energy storage, nuclear, hydro and microgrid projects.

"Our value as a company has always rested on providing safe, reliable and affordable power, day in and day out," shared Duke Energy Chair, President and Chief Executive Officer Lynn Good. "That commitment is unwavering, but how we deliver on it is changing."

Duke Energy announced ambitious climate goals in 2019 – Path to Net-Zero – as a commitment to address the critically important issue of climate change while supporting local communities, customers, and investors.

Path to Net-Zero

The company is transforming the way it generates and delivers electricity due to changes in the energy sector.



The 560 MW Asheville Combined Cycle Station in North Carolina came online in 2020 helping Duke Energy accommodate growth in the region while also retiring the 344 MW Asheville Coal Plant. Photos courtesy of Ellen Morton, Duke Energy.



Duke Energy added the state's largest battery next to the solar facility at Camp Lejeune in eastern North Carolina in 2023. Now the battery and solar can work in tandem to support the grid – one way the technology can be better utilized in the future.

The Path to Net Zero calls for decreasing carbon dioxide emissions (from electricity production) by at least 50 percent by 2030, 80 percent by 2040 and achieving net-zero carbon emissions by 2050. This will include the largest planned coal fleet retirement in the industry, targeting energy from coal to represent less than 5 percent by 2030 and a full exit by 2035.

Tremendous progress has been made, with CO₂ emissions reduction of more than 40 percent since 2005.

Investing in critical energy infrastructure

Duke Energy is approaching net-zero goals with an "all-of-the-above" strategy, including the utilization of existing generation and technologies, investment in new technologies and work to advance policy across the jurisdictions they serve.

Over the next decade, Duke Energy will invest more than \$145 billion to fund the critical energy infrastructure necessary to meet customers' needs

and support the path to net-zero. This investment will be used to modernize and strengthen the electric grid; for zero-carbon generation, including nuclear, solar, wind and battery storage, and in extending the life of their current carbon-free nuclear fleet; and hydrogen-enabled natural gas technologies.

Providing reliable (and increasingly clean) energy.

As Duke Energy transitions their power generation energy portfolio to cleaner energy sources, they've started retiring existing coal plants. Since 2010, the company has retired 56 coal units totaling about 7,000 MW of generation and plans to retire all coal units by 2035. Generation that replaces coal must be able to perform as robustly as coal – all day, every day – to ensure system reliability.

"Duke Energy is in the process of transforming its generation fleet. To ensure system reliability, new generation will include dispatchable resources to complement intermittent resources," shared Kevin Murray, Vice President of Project Management and Construction at Duke Energy. "We plan to install highly efficient and flexible gas turbine technology as well as energy storage to support the expanding use of renewables."

The company has announced plans to add more than 3,000 MW of natural gas assets across the service territories – 2,000 MW in the Carolinas and 1,000 MW in the Midwest to be in service by 2028.

As part of long-term planning, Duke Energy has implemented co-firing, the ability to burn coal and natural gas, at several sites and it has the flexibility to burn either natural gas or fuel oil at many other sites. The new gas assets that the company plans to pursue will also have this dual-fuel capability with the goal of burning cleaner fuels (such as green hydrogen or renewable natural gas) in the future.

Renewables will play an important role and the company plans to add more than 550 MW of solar and 60 MW of battery storage by the end of 2024. To support the growing portfolio of renewables, the addition of energy storage systems will be crucial. There are currently studies and evaluations underway to potentially expand the Bad Creek Pumped-Storage Station in Salem, S.C.

The company is also closely monitoring advances in carbon-free technologies. Small modular reactors (SMRs) are one of the most promising emerging technologies capable of producing 50-300 megawatts of safe, reliable, and carbon-free energy. Duke Energy is considering several locations in the Carolinas to potentially build their first small modular nuclear units, including retiring coal plant.

"Achieving this clean energy transition will require construction of a large number of new generation projects consisting

of a variety of technologies," said Murray. "We will need to lean on the expertise of many engineering resources, construction companies and equipment suppliers to make it a reality."

From the beginning, Duke Energy has provided a way for our communities to grow. That's why they are building a future that offers reliable, accessible, and affordable clean energy for the customers and areas they serve. ■

For more information about Duke Energy, visit www.duke-energy.com.



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East and Westbrook Construction's Role in Workforce Development



By Tim Ernst, East & Westbrook Construction Co., Inc.

Open any trade publication and the news is not good: there is a significant shortage of skilled tradespeople across all industries. Magnifying the issue, the U.S. Bureau of Labor Statistics projects a four percent employment growth for the trade industry from 2021 to 2031. But the pool of talent is shrinking as approximately 41 percent of the current construction workforce will retire by the year 2031. With numbers like that, companies can continue to do the same old thing or do what we do at East and Westbrook Construction: grow our own.

Let's start with who we are...

East and Westbrook is a commercial and heavy industrial construction company headquartered in Buckner, Kentucky, with regional offices in the southeast. Through strategic partnerships and calculated growth, we now offer our clients a variety of construction services both regionally and nationally. Our core business and area of expertise still lies in self-performed concrete construction. We focus on building long-lasting relationships with our customers, subcontractors, and our own team members.

Where does it begin?

Team members at East and Westbrook get a taste of workforce



The Kentucky Community and Technical College and East and Westbrook Construction came together to host a variety of apprenticeship programs. Photos courtesy of Andy Joy, East & Westbrook.



Apprentices (East & Westbrook Team Members) participating in Jefferson Built at Jefferson Community and Technical College.

development as soon as they come in for their first interview. We focus on not only getting to know the candidate but ask questions around skill sets and how those skill sets rank on a sliding scale. We want to know what we are getting and what the potential is for their development.

Focusing on attitude, one of our seven core values, gives us insight into the individual's ability and willingness to learn. We hire for attitude and train for skill.

A team member's first two days on the job at East and Westbrook take place in a classroom. Everyone goes through

OSHA 10 and other specialized learning so that we can ensure everyone is aware of the importance of our safety culture.

The first 90 days

Over the first 90 days, a new team member is identified by a hard hat sticker as team green, which works in two ways: it lets everyone on the jobsite know to watch out for the new team members and it helps the foreman know that they may need to take some extra time when explaining tasks.

We also use the first 90 days to have multiple touch points (minimum of three) and performance evaluations with the new team members. The touch points are used to solicit feedback from the leaders on their jobsites to provide feedback on their progress. The feedback focuses on our core values and their performance in each area. The time is also used to further validate where their skills are. This process gives us insight into whether the prospective team member will be a long-term fit with the organization as well as their ability and willingness to grow their skills.

Apprenticeship opportunities

East and Westbrook offers a robust registered apprenticeship program that exposes team members to a variety of the tasks we perform. Classes are taught by our own in-house subject matter experts that have demonstrated mastery of many areas. The development puts team members into a position to earn more as well as put them on a path of upward mobility. The earn and learn model gives participants the opportunity to work Monday through Thursday in the field while getting paid to sit in a classroom on Friday.

Partnerships with our local community and technical college have given us the ability to offer a two-year degree through the school for participants that wish to turn their skills and education into something more formal. The program could put team members on a path for a career in safety, project management, estimating, or other paths within the skilled trades.

Our key to growth

East and Westbrook's focus on workforce development is playing a critical role in our decision to grow as an organization. We understand that we must take an active role in growing our own if we want to meet the needs and requirements of our valued customers. The development of our workforce is also critical in providing a sustainable future for our valued team members. After all, we could not do what we do if it were not for the hard-working men and women working in the elements daily.

We also understand as a company that building a strong and sustainable skilled trade workforce is essential for economic growth and the well-being of communities. By recognizing the significance of skilled trades, addressing challenges, and implementing effective workforce development strategies, we can ensure a bright future for not only our valued team members but for our entire industry. **I**

Tim Ernst is the Director of Human Resources at East & Westbrook Construction Co., Inc.

SAVE THE DATE!

2024 SCOAR EVENTS



SCOAR News

TOPS WINNERS FOR 2022!

Less than 60,000 Work-Hrs Annually

TEi Construction, owned by Dominion Energy



Accepting for Tei Construction are Bobby Russell and Shayne Powers.

More than 60,000 but less than 250,000 Work-hrs

Tetra Tech, owned by LG&E Ku Energy



Accepting for Tetra Tech are Dearl Tate, Steve Turner, and Don Grahlherr.

Target Outstanding Program Safety (TOPS) Award 2022

United Group Services, Inc. for their Suicide Prevention Program.



Accepting for United Group Services is Kevill Sell.

Garney Construction for their Safe Start to Ownership Program (SSTOP)



Accepting for Garney Construction are Dan Smolik and Marinho Goncalves.

More than 750,000 Work-Hrs

The Haskell Company, owned by BayCare Countryside

*Congratulations to all the winners for 2022,
and good luck to all applicants for 2023!*

SCOAR SCHOLARSHIPS & TRAINING GRANTS

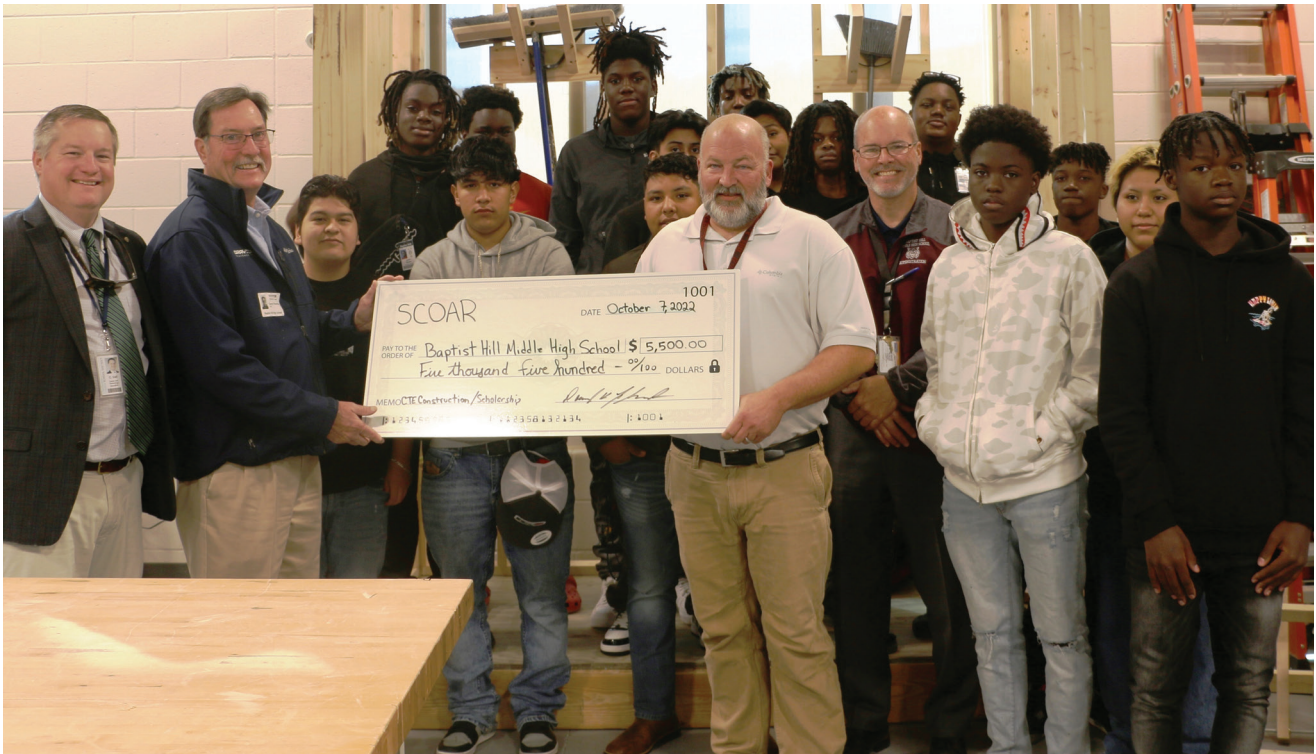
Graycor and SCOAR presented two recipients from Kennesaw State with a \$1,000 scholarship and donated \$10,000 to that same institution's Endowed Scholarship for Construction Management, which was established by Graycor.



"I am forever grateful for being one of Graycor's scholarship recipients and the role they played in helping me continue in my education. As an international student I went through various challenges, and now as a senior about to graduate in December 2023, I feel like those challenges helped me develop into a better person and professional. I am excited to seize any opportunity that will come my way!"

I am so thankful to have had the honor of being a Graycor scholarship recipient and to be included in the SCOAR publication. Thank you again to Graycor and SCOAR for all you have done for myself and my fellow CM students, you are helping us build the future!"

– MONICA SILVA, CONSTRUCTION MANAGEMENT STUDENT, KENTUCKY STATE UNIVERSITY



SCOAR also awarded a \$4,500 CTE Training grant to Baptist Hill Middle School in Hollywood, South Carolina, to build a storage shed for the school and to train students on construction techniques. Additionally, \$1,000 in student scholarships was provided to the school.

Thanks to all our sponsors and SCOAR members who were able to make this happen!

What Have Our Committees Been Up To?

Safety Committee

The SCOAR Safety Committee has been focusing on encouraging member companies to apply to the Target Outstanding Project/Program Safety (TOPS) Reward Program, and for members to share their safety-oriented stories via SCOAR's Online Member Portal. The Safety Committee has directed its focus on heat stress and mental wellness, which have been hot topics throughout the industry. The committee is dedicated to looking at SCOAR 2024 and beyond and is looking forward to what is to come.

Marketing and Fundraising for Scholarships & Events Committee

The SCOAR Marketing and Fundraising for Scholarships & Events Committee was established to help promote SCOAR and raise funds for scholarships. The focus for 2023 is to use social media to help drive membership and communicate the value that belonging to SCOAR provides, to promote scholarships (both those that SCOAR has previously awarded and also encouraging applications for

grants for future scholarships), and to explore the possibility of regional events that bolster SCOAR's value among the membership, through continued education, and networking opportunities. Overall, they wish to continue supporting the great work that SCOAR does every day!

Workforce Development Committee

The SCOAR Workforce Development Committee has been focusing on continuing discussion on Career Pathways and industry points of entry for the SCOAR Playbook; reviewing the Workforce Development Program of the Year award; reviewing the Craft Professional of the Year award; and the Committee bylaws. Currently, committee members are having an open discussion about an expanded view of Workforce Development to include outreach and non-traditional recruiting activities, including Military transition, second-chance programs, and education partnerships.

Owner's Forum

The SCOAR Owner's Forum is a forum wherein many members of

SCOAR can come together to discuss the latest developments in their companies' goals and future outlooks. They cover many of the relevant topics of the day in the construction industry, and any recent updates that may concern the SCOAR members. They've recently been discussing how to continue expanding SCOAR membership and to bring on new owners, safety oversight of employees and contractors due to shifting workforce dynamics, and the future of power generation with the onslaught of regulations and new technologies, like hydrogen and renewables. **I**

SCOAR is an autonomous not-for-profit organization that provides a forum for the exchange of information, views, practices, and policies of its various members at the regional level. By fostering innovative and breakthrough thinking on issues related to industrial construction, we aim to improve our members' business performance.

/ INDEX TO ADVERTISERS //

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UBC – Southern District 15

Engineering and Construction Services

Electro Design Engineering (EDE) 3

Full Construction Services

Southeastern Construction 19

Industrial Mechanical Contractor Services

Graycor Southern Construction 6

Industrial Supply Chain Service

Provider

Ferguson Industrial 11

Iron Workers Local #92

Iron Workers Local #92 13

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ABOUT

With a 50-year history and a 12-state footprint, the objective of the Southeastern Owners and Associates Roundtable (SCOAR) is to build relationships among owners, contractors, suppliers, and other industry supporters while advancing the industry through continuous improvement of safety, quality, and cost in construction projects.

SCOAR membership connects you with like-minded professionals and companies in the construction industry. Grow your business and your network by joining SCOAR!

BENEFITS OF MEMBERSHIP

- **Networking Opportunities:** Connect with other industry professionals and build relationships with potential customers and suppliers who can help your business thrive by attending the three meetings SCOAR hosts each year.
- **Complimentary Meeting Registration:** Send up to three company representatives to our Fall, Winter, and Spring meetings free of charge. (Additional optional networking activities are available at each meeting for a fee.)
- **Education and Professional Development:** Learn about the latest trends and best practices in our industry during our general membership meetings.
- **Online Member Directory**
- **Opportunities to Showcase Your Company:** Be featured on SCOAR's website landing page, have your logo linked to your company's website posted in the online member directory, and be recognized on SCOAR's social media platforms.
- **Broader Marketing Reach:** Take advantage of a complimentary listing in *The Voice Southeastern*, SCOAR's annual publication.
- **Commitment to Safety:** Be recognized for your corporate commitment to construction safety while openly sharing and promoting best safety practices with member companies through SCOAR's annual TOPS Safety Excellence Awards program.

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Affiliate (\$2,500)

Organizations that have an interest in the engineering/construction/maintenance industry and desire to affiliate with the association.

Subscriber (\$1,000)

Individual, sole proprietor, specialty consultant—one-person companies who have an interest in local engineering/construction/maintenance improvement objectives.

We are a member of SCOAR, and one of the biggest benefits we get out of SCOAR meetings is being able to meet with all of the contractors we deal with on a project basis. So, when you're looking at it, it's a great location and a great organization just to have casual conversations with all kinds of contractors—so it's coming down to your large EPC contractors, GC contractors, and even down to suppliers. It's a great way to meet with them in a single location and conduct meaningful conversations in a more relaxed atmosphere."

Jeff Heun, LG&E and KU Energy

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| 7. Avalotis Company | 41. Health and Safety Council | 74. Step Up Scaffold |
| 8. Axios Industrial Maintenance
Contractors | 42. Impact Ironworkers | 75. Sundt |
| 9. Bairstow Lifting Products | 43. Incorp, Inc. | 76. Tampa Electric Company |
| 10. Ballard Marine Construction | 44. Kennesaw State University | 77. Technical Field Services |
| 11. Beyel Bros Crane | 45. Kiewit | 78. TEi Construction Services |
| 12. Black & Veatch | 46. Kwest Group | 79. Tetra Tech |
| 13. Bowen Engineering | 47. Lake Cable | 80. The Roberts Company |
| 14. Brand Safway | 48. Lathrop Trotter | 81. Thompson Construction Group,
Inc. |
| 15. Burns and McDonnell | 49. Lee Mechanical Contractors | 82. Tnemec Coatings Co |
| 16. CCC Group, Inc. | 50. LG&E & KU Energy | 83. TOPS Field Services, LLC. |
| 17. CDG Engineers | 51. MAC Construction | 84. Tradesmen International |
| 18. CIS INC (Formerly Crane
Industry Services) | 52. Mastec | 85. Traylor Industrial, LLC. |
| 19. Classic Industrial Services | 53. McAbee Construction | 86. Turner Industries |
| 20. Crane Inspection & Certification
Bureau (CICB) | 54. McHale & Associates | 87. United Engineers &
Constructors |
| 21. Crowder Industrial Construction | 55. Mitsubishi Hitachi Power
Systems | 88. United Group Services |
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| 26. Duke Energy | 60. PPM | 93. Vesta Industrial Contractors |
| 27. E/One | 61. Pro Serv Industrial Contractor,
LLC. | 94. Victaulic |
| 28. East & Westbrook Construction | 62. PTS-Performance Technical
Services | 95. W.W.Gay Mechanical Contractor |
| 29. Electro Design Engineering, Inc. | 63. Riley Power Group (RPG) | 96. Wood |
| 30. Ferguson Industrial | 64. RoadDogJobs | 97. Yates |
| 31. Fluor | 65. Rockwool Technical Insulation | |
| 32. Garney Construction | 66. Sargent & Lundy | |
| 33. Gemma Power Systems | 67. ScaffoldSource | |
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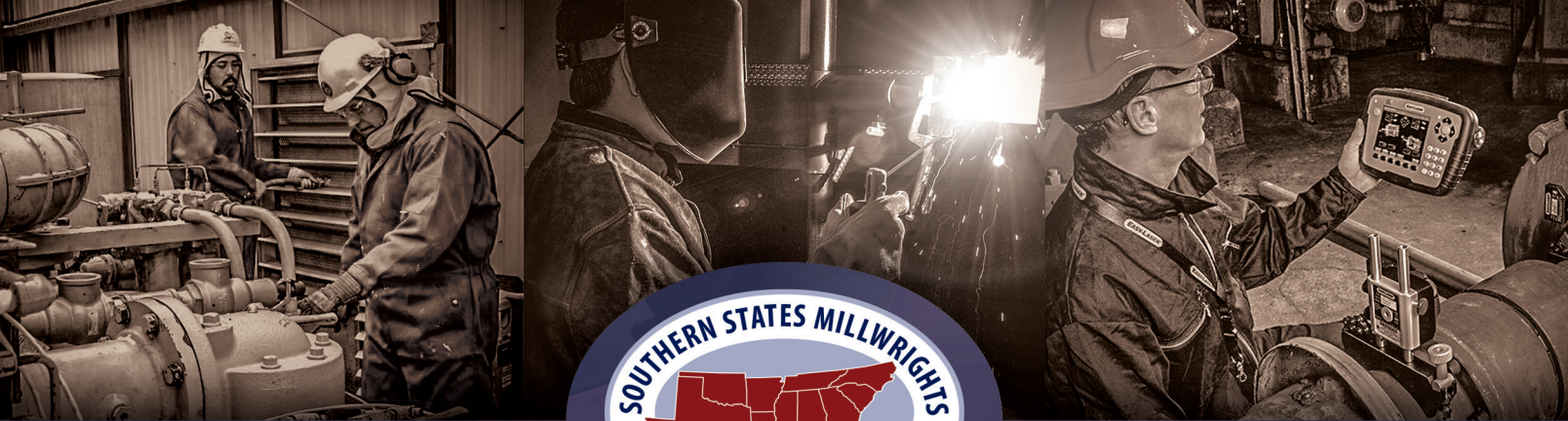


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