Best Practices Preparing for a Shutdown: A Contractor’s Perspective

Presented to:

PPSA
PULP & PAPER SAFETY ASSOCIATION
BRINGING THE INDUSTRY HOME SAFE

June 25, 2019
Agenda

- Intro / Who We Are
- Best Practices
  - Engineering
  - Schedule
  - Pre-Planning with Client
  - Standardization
  - Emergency Services
  - Overhead Crane Use
  - Creature Comforts
  - Lock Out / Tag Out
  - Contractor Lockout Control
- Conclusion
Who We Are
Quick Stats

- Industrial General Contractor
- Headquartered in Oshkosh, Wisconsin with 8 satellite offices throughout the United States
- Privately held business, established in 1888
- Focus on superior customer service and long-term relationships
- We perform hundreds of projects ranging from less than $1,000 to more than $300 million during the course of any single year
- Design / Build Capabilities
- Registered Professional Engineer (PE) in 24 States
- Office staff of 184 personnel
- Over 325 Field Staff Superintendents and Foremen
- Average field staff of over 900 with peaks to over 1,500
- OSHA VPP Star Demonstration Mobile Workforce Designation Since 2006.
Sales

- **Top 400 Contractors**

<table>
<thead>
<tr>
<th>RANK</th>
<th>2019</th>
<th>2018 FIRM</th>
<th>2018 REVENUE ($ MIL)</th>
</tr>
</thead>
<tbody>
<tr>
<td>199</td>
<td>331</td>
<td>CR MEYER, Oshkosh, Wis.</td>
<td>460.7</td>
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</table>

enr.com  May 27/June 3, 2019  •  ENR

- **Top 20 Industrial Contractors**

<table>
<thead>
<tr>
<th>RANK</th>
<th>2019</th>
<th>2018 FIRM</th>
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<tbody>
<tr>
<td>15</td>
<td>**</td>
<td>CR MEYER</td>
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</tbody>
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Top 20 Revenue: $14.6 Billion  
Top 20 Market Share: 72.5%

enr.com  May 27/June 3, 2019  •  ENR

- **Top 10 Pulp & Paper Contractors**

<table>
<thead>
<tr>
<th>PULP &amp; PAPER</th>
<th>RANK</th>
<th>FIRM</th>
<th>REVENUE ($ MIL)</th>
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</thead>
<tbody>
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<td>1</td>
<td>CR MEYER</td>
<td>172.5</td>
</tr>
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</table>

ENR SOURCEBOOK  •  September 17, 2013  enr.com

NOTE: 69% of our business is associated with the Pulp & Paper industry
CR Meyer Offices - Locations

CORPORATE OFFICE
895 W 20th Avenue / Oshkosh WI 54902 / PH 920.235.3350

SATELLITE OFFICES
1890 N Stevens Street / Rhinelander WI 54501 / PH 715.369.2223
510 Lombardi Avenue / Green Bay WI 54304 / PH 920.436.0164
1717 N 26th Street / Escanaba MI 49829 / PH 906.233.9914
2516 Glade Street / Muskegon MI 49444 / PH 231.739.9232
103 Industrial Drive / Coleraine MN 55722 / PH 218.245.2766
1001 Fort Gibson Road / Catoosa OK 74015 / PH 918.254.4347
108 Pat Joiner Boulevard / Byron GA 31008 / PH 478.956.3331
100 Morton Avenue / Chester PA 19013 / PH 610.874.0231
Best Practices in Preparation for a Shutdown:

A Contractor’s Perspective
Outage Pre-Planning

- Engineering
  - Detailed Engineering
    - Field Verification
    - Pipe Hanger Design
  - Means/Methods
    - Engineered Picks
    - Excavations
    - Shoring
Outage Pre-Planning

- Schedule
- Fatigue Management
- Scope Change = Schedule Change
- Pre-Work if Possible
Outage Pre-Planning

- Pre-Planning with Client
  - JSA’s
  - Meetings with Client Project Leads
  - Construction vs. Engineering Check-Out
  - Hazardous Material (i.e. Asbestos, Lead, etc.)
  - Walk the Project Together
Outage Pre-Planning

- Standardization
  - Facility to Facility
  - LOTO
- Fire Watch Expectations
- Confined Space
- Enforcement
Outage Pre-Planning

- Emergency Services
  - ERT
  - Confined Space Rescue
  - Fire Response
  - Occupational Clinics
Outage Pre-Planning

- Overhead Crane Use
- Capacities
- Overhead Crane Inspections
  - Annual
  - Periodic
Outage Pre-Planning

- Creature Comforts
  - Break Areas
  - Bathroom Facilities
  - Parking
  - Access Routes to Facility/Work Areas
  - Ventilation
  - Blackouts
Outage Pre-Planning

- Lock out / Tag Out
Conclusion

- No one remembers if a shutdown came in on time or not, but if someone is injured, you remember every detail.
Thank You!
Questions/Comments

www.crmeyer.com