



Black Construction Corporation Excellence Newsletter

December 16, 2011

Safety Mission Statement

"To establish, through open communication and a spirit of cooperation from all Black Construction Corporation employees, an environment that promotes and practices safety awareness and achieves a company-wide accident and injury free working environment."

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Message from the General Manager

As we enter the holiday season and put closure to 2011, there is much to be thankful for as a company over the past several years. Although we have successfully completed several high profile projects, more notably the South Runway for the U.S. Air Force,

the Layon Landfill for the Government of Guam and more recently, the Wharf Utility Upgrade, Warehouse and Revetment work in Diego Garcia for the U.S. Navy, we continue our efforts to complete ongoing commitments in Saipan with the Sandy Beach Homes and the Runway Overlay and Airfield Improvements in Kosrae. Congratulations to the entire Black Team for your continued outstanding performance.



The past several years have been extremely challenging as we engaged in both the DBMACC and MAMIZU MACC bids. Although some of the bids have not been favorable, I remain extremely optimistic moving forward. I would like to take this time to acknowledge the effort and dedication each of you has made during this process. Your continued commitment is by far a standard of professionalism that can only be found here at BCC. And with that I humbly say Thank You.

Let us now press forward as a company and as a family, so we can better prepare ourselves for the many opportunities and challenges that lie ahead. Our commitment to the safety and well being of all our employees continues to be a high priority. This is the foundation we must firmly stand on and a vision we must look forward to in the future in order to remain competitive and successful.

The revitalization of our company newsletter is to reestablish the communication link for the BCC family. I ask that you lend your full support to the newsletter team of Michelle Cepeda, Mellanie Marges, and Barbara Ashe by contributing articles of company interest for newsletter consideration.

Lastly, on behalf of the Executive Management team, I would like to extend to each of you and your families a joyous Christmas and a safe and prosperous New Year. I have the distinct honor and privilege to be associated with professional people committed to the principles and core values here at BCC. Stay safe and I look forward to a great 2012. Thank you for your continuing support.

2011 EXCELLENCE IN CONSTRUCTION (EIC)**LAYON MUNICIPAL SANITARY
LANDFILL ENTRANCE AREA FACILITIES
AND CELLS 1 AND CELLS 2 – GUAM****Category Winner****Public Works / Environmental****Type of Construction:**

The Layon Municipal Sanitary Landfill Entrance Area Facilities is a waste disposal facility that accepts and processes the municipal solid waste from the Island of Guam.

Size of Project:

- 6.39 acres or 278,400 SF – Entrance Area Facilities
- 22.4 acres or 975,744 SF – Cells 1 and 2
- 0.68 acres or 29,720 SF – Perimeter Road Extension
- 6.08 acres or 264,997 SF – Pond No. 2

Contract Value:

\$23,952,102.00

Length of Project:

December 30, 2009 – May 14, 2011

Percentage of Labor that is Self-Performed:

Black Construction Corporation completed approximately 70.43% of the work related to site preparation, site civil and underground utilities, building structural, architectural and life support systems, site improvements, earthwork for liner grades, subdrain and leachate collection system, and other ancillary facilities and environmental controls.

**CONGRATULATIONS TO TEAM BLACK
ON AN OUSTANDING JOB!**



**FY08 MCON P-180 WHARF UTILITIES UPGRADE,
U.S. NAVY SUPPORT FACILITY – DIEGO
GARCIA, B.I.O.T.**



Category Winner

Industrial \$5 to \$15 Million

Design-Build Award

PROJECT DESCRIPTION:

This Design-Build project located in Diego Garcia (DG) included the upgrade to existing facilities to support the relocation of a Land class vessel, as a result of the closure of the current ship's homeport. Construction of a steam generator plant, demineralized water tanks, transfer pumps, fuel storage tanks, and steam and condensate lines at Berth Bravo in order to accommodate any and all vessels that require steam, which were also crucial elements of the scope of work under this specific contract.

In order to appreciate the challenges encountered throughout the project, we must first recognize the geographic remoteness of DG. Diego Garcia is a narrow atoll, one of the 52 islands in the Chagos Archipelago, which extends over an area of 25,900 square kilometers. The coral atoll is horseshoe-shaped with an opening approximately 6.4km wide where the lagoon transitions into the Indian Ocean. The land distance from tip-to-tip of the atoll is roughly 60km, while the total land area is about 2,720 hectares.



The P-180 contract was the first of three projects intended to provide facilities in three phases to support the ship at its new location in a timely manner and to improve overall operations of the U.S. Support Facility (NSF) in DG.

Contract Value

\$9,137,800.00

Length of Project:

February 11, 2010 – October 4, 2011



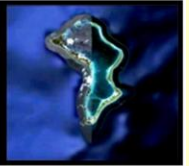
Safety

No recordable safety violations and no lost time injuries were incurred during the performance of this contract!

BCC was selected as the recipient of the **STAR Safety Award Certificate for Outstanding Safety Performance**. The award is a significant achievement and recognizes those companies which have demonstrated a corporate safety posture throughout the life of their contract.

***CONGRATULATIONS TO TEAM DG ON AN
OUTSTANDING JOB!***

FY09 MCON P-181 WHARF UPGRADE AND WAREHOUSE, U.S. NAVY SUPPORT FACILITY – DIEGO GARCIA, B.I.O.T.



Merit Award

Other Construction
\$2 to \$100 Million

The project entails upgrades to the potable water system, waste water treatment system, bilge and oily waste treatment systems, and the construction of storage facilities to support the land class ship operations at NSF Diego Garcia.

Several Notable features of work included:

- Controlled Humidity Warehouse is a single-storey 1090 Square Meters Pre-Engineered Building
- 2000 sm open storage pad
- Two sludge drying beds and three sludge pumps and a filtrate pump
- 180 sm Water Treatment Plant Building
- Potable 70,000 gals water storage tank and 9000 liner ft. of water line
- Oily wastewater and recovery storage tanks



Contract Value

\$19,868,893.00

Length of Project:

September 26, 2009 – August 17, 2011

Safety

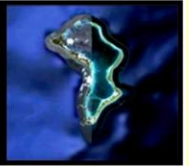
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**REPAIR SHORELINE REVETMENT BACK OF
BOQ 8, U.S. NAVY SUPPORT FACILITY – DIEGO
GARCIA, B.I.O.T.**



Category Winner

Infrastructure: Heavy

PROJECT DESCRIPTION:

This Design-Build project located in Diego Garcia (DG) included the repair of the existing revetment and restoration to 700 linear feet of shoreline in order to protect threatened infrastructure and nearby buildings as a result of wave activity without proper slope protection.

Contract Value

\$8,970,000.00

Length of Project:

September 30, 2010 – September 25, 2011



Safety

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**CONGRATULATIONS TO TEAM DG ON AN
OUTSTANDING JOB!**

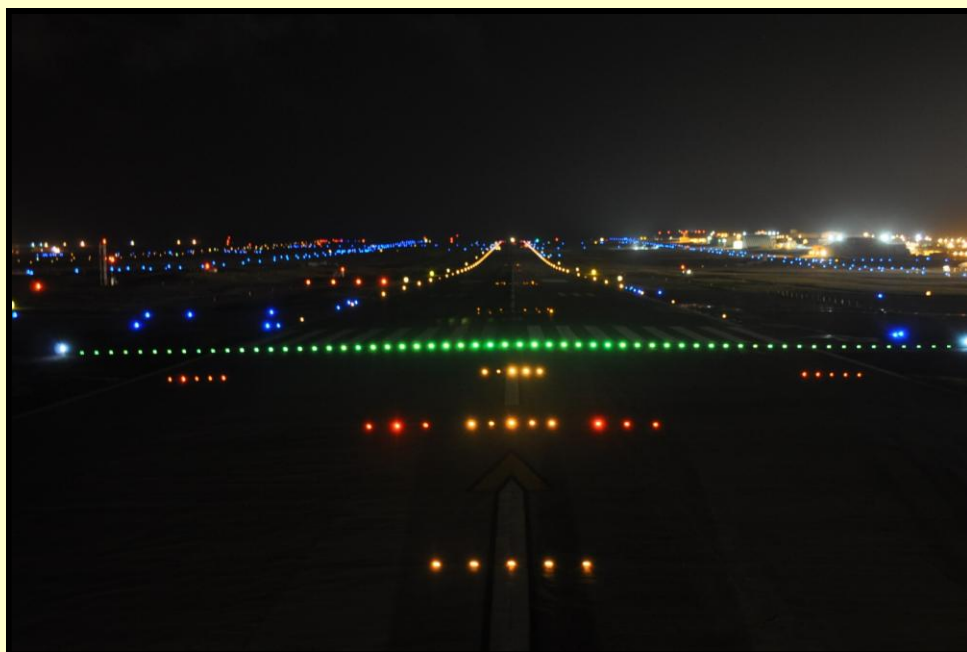


2010 ACPA GOLD AWARD

Black Construction Corporation received the 2010 American Concrete Paving Associations (ACPA) Gold Award for the South Runway Project at Andersen Air Force Base Guam. This national award was a direct result of ***Team Effort*** that led to a safe and successful completion of the project.

On behalf of Tutor Perini Corporation and Black Construction Corporation a warm congratulations and a sincere thank you to everyone for their hard work and dedication in providing a quality product on time and budget with no **Lost Time Incidents.**

CONGRATULATIONS TO THE SOUTH RUNWAY TEAM ON AN OUTSTANDING JOB!



BCC'S DART RATES

Over the past four years, BCC has significantly reduced injury and accident rates through the implementation of a strategic safety plan. The table below illustrates BCC's excellent Days Away, Restricted or job Transferred (DART) rates over the past four complete reporting years compared to the government standards.

DART Rates	2011	2010	2009	2008
Black Construction Corporation	0.68	0.00	0.59	0.00

Government Standards	Very Low (1 or less)	Low (1.1 to 2)	Moderate (2.1 to 3)	High (3.1 to 4)	Very High (>4)
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Pride in Safety

Associated Builders and Contractors have recognized BCC with the **highest level STEP Award** consistently since 2002. The Platinum Award rewards ongoing efforts in the development of a **quality safety program** that focuses on training and evaluation of safety practices.

WHAT IS DISTRACTED DRIVING?

So what exactly is distracted driving? According to the Department of Transportation (DOT), distracted driving is any non-driving activity a person engages in that has the potential to distract him or her from the primary task of driving and increases the risk of crashing.

Drivers can potentially engage in three different types of distractions: (1) visual distraction – taking their eyes off the road; (2) manual distraction – taking their hands off the steering wheel; and (3) cognitive distraction – taking their mind off of driving. Any activity other than driving can be distracting, including: talking on a cell phone; using a laptop; eating and drinking; talking to passengers; grooming; reading, including maps; using a personal digital assistant (PDA) or navigation system; watching a video; changing the radio station; or tending to a child or a pet.



BCC Five (5) year vehicle incident data based on an average of 100 assigned drivers.

YEAR	2006	2007	2008	2009	2010	TOTAL
Vehicle Incidents	9	16	9	19	8	61
TTL # of Drivers	100	100	100	100	100	100
% of Vehicle Incidents	9	16	9	19	8	61

BCC 2011 Vehicle Incident Data

2011	Jan-Aug	September	October	November	December	YTD
Vehicle Incidents	6	2	1	2	TBD	11

FACTS

- The total number of incidents reported in 2011 is 11 which is almost equal to the five year average of 12.2.
- The number of incidents attributed to other driver errors is greater than the number of incidents attributed to BCC driver errors.
- The overall conditions of vehicle damages require either major repairs or replacement.
- The company incurs costs of insurance claims and premium penalties regardless who is at fault.

KOSRAE RUNWAY PROJECT

The Kosrae Runway Overlay and Airfield Improvements Project, funded by a grant from the U.S. Federal Aviation Administration (FAA), include the cold plane milling and then hot mix asphalt paving of the damaged asphalt surface of the 5,750 ft. long x 150 ft. wide Kosrae International Airport runway. This also includes the same activities for the taxiway and aircraft parking apron. Also, a 12,000 lf service road around the perimeter of the airfield near the security fence will be constructed.

The project also encompasses the widening of the runway shoulders, the taxiway and the parking apron. In addition all airfield lighting will be raised as well as work will take place on relocating the generator for the airfield's FAA visual aids.

Kosrae is a remote island, with limited services and delivery of goods from off-island. It is one of four states of the Federated States of Micronesia, located approximately 1,500 miles east of Guam, with a population of roughly 7,000. The climate is similar to Guam, though annual rainfall is about 200 inches.

Recruitment of qualified manpower was an important requirement of the project as Black interviewed and hired from the Philippines 30 experienced asphalt paving personnel including; milling machine and paver operators, dump truck and heavy equipment operators, roller/compactor operators, asphalt plant and concrete batch plant operators, mechanics, screedmen, rakemen, and QC lab personnel. BMC Kosrae previously maintained 20 Filipino personnel and 10 local Kosraean laborers. The current project



workforce now consists of 50 Filipinos and 30 Kosraeans.

The Kosrae Runway Overlay and Airfield Improvements Project is heavily dependent upon massive support from BCC Guam for assistance in material and equipment procurement and trans-shipping, as well as sharing of operational and engineering expertise. Every two weeks a ship arrives in Guam with materials and supplies without which the project could not continue.

Contract Value

\$33.877 million

Length of Project:

February 2011 – January 23, 2013



**CONGRATULATIONS TO TEAM KOSRAE ON AN
OUTSTANDING PERFORMANCE!**

PHOTO GALLERY- PAST & PRESENT



It is as easy to draw back a stone, thrown with force from the hand, as to recall a word once spoken.

PHOTO GALLERY FROM THE PAST



BCC FAMILY GIVING THANKS

Four things that can not be taken back: the spoken word, the sped arrow, the past life and the neglected opportunity.

BCC FAMILY GIVING THANKS

The smallest act of kindness is worth more than the grandest intention.

OSHA FACT SHEET

Subpart CC – Cranes and Derricks in Construction: Qualified Rigger

This fact sheet describes the qualified rigger requirements of subpart CC – Cranes and Derricks in Construction, as specified in 29 CFR 1926.1401, 1926.1404, and 1926.1425. These provisions are effective November 8, 2010.

When is a *qualified rigger* required?

Employers must use *qualified riggers* during hoisting activities for assembly and disassembly work (1926.1404(r)(1)). Additionally, *qualified riggers* are required whenever workers are within the fall zone and hooking, unhooking, or guiding a load, or doing the initial connection of a load to a component or structure (1926.1425(c)).

Who can be a *qualified rigger*?

A *qualified rigger* is a rigger who meets the criteria for a qualified person. Employers must determine whether a person is qualified to perform specific rigging tasks. Each *qualified rigger* may have different credentials or experience. A *qualified rigger* is a person that:

- possesses a recognized degree, certificate, or professional standing, or
- has extensive knowledge, training, and experience, and
- can successfully demonstrate the ability to solve problems related to rigging loads.

Do *qualified riggers* have to be trained or certified by an accredited organization or assessed by a third party?

No. Riggers do not have to be certified by an accredited organization or assessed by a third party. Employers may choose to use a third party entity to assess the qualifications of the rigger candidate, but they are not required to do so.

Does a certified operator also meet the requirements of a *qualified rigger*?

A certified operator does not necessarily meet the requirements of a *qualified rigger*. Determining whether a person is a *qualified rigger* is based on the nature of the load, lift, and equipment used to hoist that load plus that person's knowledge and experience. A certified/qualified operator may meet the requirements of a *qualified rigger*, depending on the operator's knowledge and experience with rigging.



Riggers & Signalers

Must be trained and evaluated to meet qualified person requirements



IS THIS YOUR VEHICLE?

If this is your vehicle, you have 5 days to claim your prize by calling the Safety Committee at 646-4861 ext. 223!

Don't forget to bring your license, registration, passport, birth certificate, Quest Card, and any other forms of identification you can think of to prove you are the registered owner! Just kidding!

CONGRATULATIONS!

EMPLOYEE PROFILES



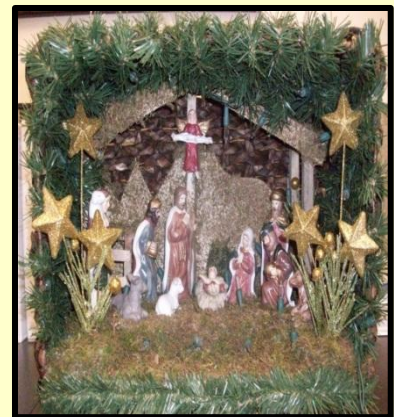
Cindy Urbano joined the BCC family on March 1, 2011 and is the Administrative Assistant in the Estimating Department. And you couldn't ask for a more patient person (putting up with all the demands of the estimators....and John?) Cindy is happily married and loves watching movies. She also values entertaining her friends and eating good food!

So, what is it that most of us don't know about Cindy?? In her early teens, she competed in Little Miss Sampaguita! Not a real shocker, since she is a very beautiful woman. She said that although she did not walk away with the title, what she gained from the experience was "priceless".

When asked who Cindy admires the most, there was no question that she chose her mother. She said that her mother's dedication to family and

the strength she provides is indescribable! That must be where Cindy gets her patience, right?

Who would Cindy chose to be if she could be anyone? Cindy said you never "really" know everything about people, but if she had to choose, it would be Oprah Winfrey, whom she admires for her philanthropy and how she went from "rags to riches". And that's because Cindy's such a sweet person! *Written by: Barbara Ashe*

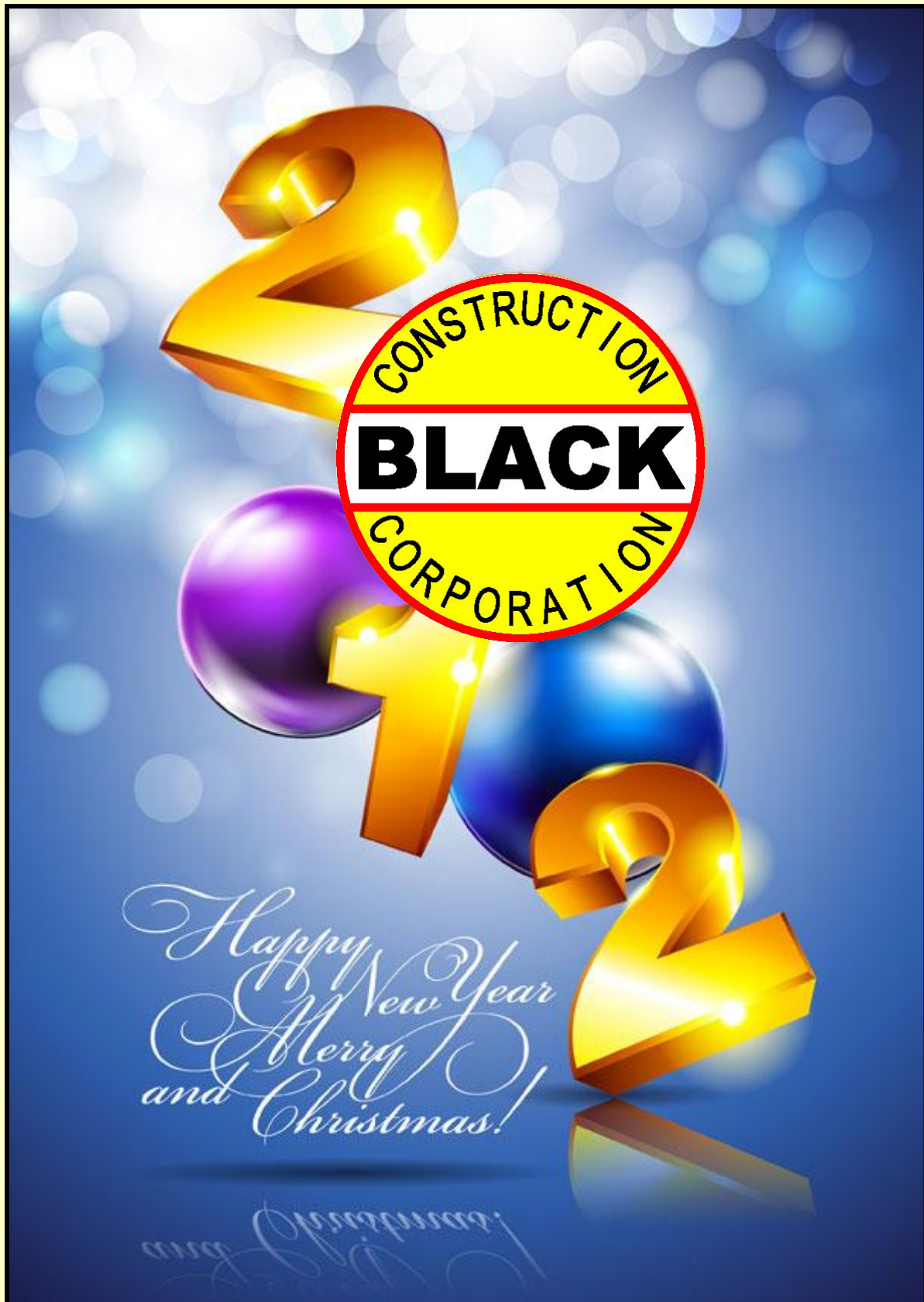


Cindy Calugay Baza joined the BCC family in November, 2009 and couldn't be happier! She is our very own Human Resources Manager. Don't let that petite exterior fool you though, as she is "tough" when it comes to the laws of HR! Born in San Diego, California (yes, she was a military "brat"); Cindy was raised with a "strive to be the best you can be" attitude, and always appreciate people. Her love of people led her to the field of Human Resources and after being single for over 20 years, re-married in 2008 to Joseph Ada Baza. She claims that she is still adjusting to "whose Boss" at home!

Cindy enjoys being a wife and mom and is the lead vocalist in the band SABANA. And what a voice she has!! When she's not doing "gigs", Cindy stays busy with her arts & crafts business "Un Klasi", which means "one of a kind", where she specializes in handmade seasonal décor (see pics).

When asked who Cindy admired the most, she admired many, but said that if she had to choose one, it would be her son, Danny, who passed away at the age of 19 years old. Cindy truly admired Danny's selflessness and his willingness to always help others whether he knew them or not. She said that Danny had a HUGE heart and loved life.

So...who would Cindy be if she could be anyone?? No surprise that she responded with, "I wouldn't want to be anyone else other than what God intended for me to be". If she could change one thing, it would be to have her son, Danny by her side once again. *Written by: Barbara Ashe*



Symbol of Excellence



EVERYONE DESERVES A
FUTURE!