

# HR CORNER By Megan Stone, HR Director

It has been an exciting 2019 at Griffith Company! As we reflect on this year, there are so many highlights that come to mind. Our Annual Shareholder's meeting was a personal favorite for the HR Team because it isn't often that we can all get in one room to celebrate our accomplishments and interact personally with each other. It was fun to hear from Darrell Waterman, Rick Pike and Dennis Gansen as they provided insight to all of us into key activities happening on their projects. The Executive Team structured the meeting differently this year to allow for more interaction and sharing of information. We look forward to even more improvements in future shareholder meetings.

Speaking of the future, 2020 is going to be a big year for us. Not only are we having a record year that will show fruitful returns to our ESOP, but there are also a lot of important initiatives that will come to life next year. Training has been at the top of our priority list for a few years, but we have just scratched the surface. The Training Committee is comprised of managers and employees who have a passion for making Griffith Company a place where our employees can thrive and be successful. We recently brought new committee members on board to help us expand our reach and cover more ground. Training has been heavily geared toward operations

because there was a big need in that area, but we realize that we can benefit from more formalized and targeted training in every area of the organization. As we continue our training efforts, we will provide everyone with key updates!

Another exciting initiative that will be rolled out early next year is a new performance management process. Many of you have noticed that we have moved away from the traditional annual performance review done for many years. To replace it, we will be implementing a process that promotes more timely and meaningful feedback, skills development, and setting of realistic goals. This will be a constant feedback structure between managers and employees. We are excited to provide a platform for more collaborative and effective communication amongst our team members.

Even though we have a lot to look forward to, we still have important items to wrap up in 2019. We are currently in our annual Benefit Open Enrollment period and are changing to a different medical carrier. This is a reminder to everyone to review your current enrollment and make the necessary changes for next year. If you had any major qualifying events occur this year, such as a marriage, birth of a child, divorce, etc., be sure to update your beneficiary information accordingly. All health and life insurance information can be updated using Employee Navigator. Don't forget to log in to the Principal website to update beneficiary designations there as well. We still have several employees who do not have a beneficiary designation on file at all, so please be sure to designate a beneficiary as soon as possible.

Griffith Company Appreciation Week is upon us! The week

of December 2nd is the celebratory week for us to recognize our history and the accomplishments of our organization. You can celebrate this "spirit" week by wearing Griffith Red and sporting your Griffith Company swag. The culture committee has also planned some activities for everyone to engage in throughout the week. Keep an eye out for information and updates!

On a final note, I would like to thank all of you for making Griffith Company a great place to be. Our culture is unique and wonderful because you embody the Griffith Way. Your work ethic, attitudes, personalities and talents contribute to our success. This year has been eventful, busy, and I'm sure exhausting at times. Your loyal service and efforts are always appreciated. Enjoy the holidays with your loved ones and let's get ready for a new year!

## Meet Our People

We have recently updated the Griffith Company website with videos featuring several employees. Each were asked to share a little about their experience here and to offer some insight into the benefits of working for our Company. You can view the videos at <https://griffithcompany.net/videos/>. We are proud of how these employees represent Griffith Company and hope that you enjoy watching the videos.



## Griffith Grapevine

### In Memoriam

On September 25, we lost a dear friend and former employee, **Sean Merrick**, to pancreatic cancer. Sean worked in the construction industry for 32 years--as a Project

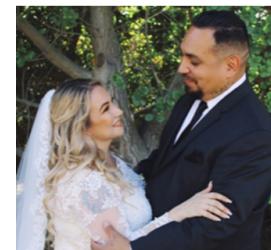
Superintendent/Foreman with us for 5 of those years--remaining as friend & colleague to many of our employees. He had a witty sense of humor, was a talented painter of art, was passionate about music, and

was a devoted & loving family man to his wife, Christine, and to his 4 kids, Ryan, Griffin, Gavin and Kaia. Sean declared every Friday "Aloha Friday", so friends of Sean at Griffith Company wore their Hawaiian shirts to honor his memory. Our heartfelt condolences go out to Sean's family and friends. His contagious laugh and infectious smile will never be forgotten.



### Wedding News

Congratulations to **Monique Gonzalez** who married her



### Birth Announcement

**Mirinda Koenig** and **Linda Hynds** are proud aunties! Their brother, Kurt Koenig, and wife Carla welcomed Kalia Elaine Koenig, on October 6. Beautiful baby girl Kalia was born with a full head of hair and weighed 7 lbs., 11 oz.



## SAFETY CORNER By Randy E. Franklin, CSP, Corporate Safety Director

### Griffith Company Winners of 2018 AGC of CA Safety Award of Excellence

I am proud to announce that we have earned another safety award by the AGC of California for our safety performance during calendar year 2018. That makes two years in a row that we have earned this prestigious award. We won 1st place in our division (Heavy Highway / Heavy Civil) in the 1,000,000 to 3,000,000 work hour category for 2018, and we won the same division in 2017 for the 600,000 to 900,000 work hour category.

I am extremely proud of ALL our Griffith Family, and especially proud of the hard-working men and women in field operations that are out there in the elements working safely and looking out for each other every day. Safety Leadership is critical to supporting a positive safety culture, and our Foremen, Superintendents, Area Superintendents, General Superintendents, Project Managers, Project Engineers, Sr. Project Managers, and Division Managers all deserve recognition for their significant contributions and commitment to executing challenging projects while leading their teams in safe work performance. We are led from the top by some of the finest executives, President, Vice Presidents, and General Managers I have had the pleasure of working with in my 30-year career. They have clearly demonstrated that safety is a core value, and their commitment for safe work performance transcends to the rest of the Griffith family. Well done, team!



Randy Franklin holding the AGC of CA Safety Award of Excellence

### Griffith Company News

The *Griffith Company News* is published four times per year in order to keep our employees better informed of Griffith Company events and accomplishments.



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# Griffith Company News

VOLUME 38, ISSUE 4

DECEMBER 2019



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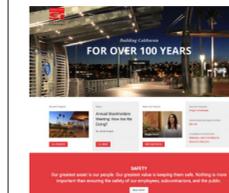
**Wednesday, December 25**  
**Christmas Day**

**Wednesday, January 1**  
**New Year's Day**

**Monday, March 16, 2020**  
**Annual Stockholders Meeting & Quarterly Board Meeting**

**Saturday, May 16, 2020**  
**Safety Picnic at Six Flags Magic Mountain**

Visit us on the Web at:  
[www.griffithcompany.net](http://www.griffithcompany.net)



## Project Spotlight

By Darrell Waterman  
Project Manager, Southern Region

### Port of Long Beach – Pier E Container Yard-Intermodal Railyard, Stage 3, Phase 3

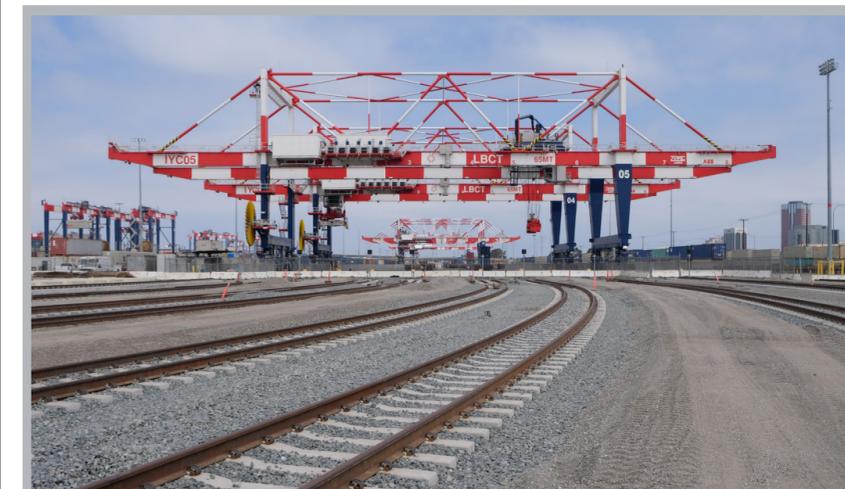
This has been an exciting year for Griffith Company, and the Pier E Project has been no exception. The original \$152mil project has grown to just short of \$158mil with several million dollars' worth of change orders currently in negotiation. Total project value is estimated to exceed \$160mil. In 2019, the project was financially strong, averaging over \$7mil per month for a total projected year-to-date billing of approximately \$85mil.

The total projected billing through yearend is \$115mil, exceeding 70% of the contract.

The project's success has been a product of strong teamwork across all Divisions and our key Subcontractors as well. The project involves work from the Southern Region, Underground Division, Concrete Division, and Structure Division in addition to a few vital Subcontractors. The Team continues to strive to represent Griffith Company as a leader of the industry. The key personnel that have made this effort a success are as follows:

Brandon Turner, Reza Kamaliazad, Abdul Altememy, George Carattini, Ismael Macias, Jr.--Southern Region; Chris Gansen, Tim Solum--Underground Division; George Gomez, Steve Black, George Gomez, Jr.--Concrete Division; Dave Brozowski, Ben Walnum, Scott Trotter, Ronnie Grace--Structure Division; and Bob Berkowitz--Safety Department.

The project has several regulatory restrictions including Tier 4 off-road equipment, 2010 and newer on-road trucking, SBE, VSBE, Local Hire, and



Rail Mounted Gantry cranes at RailRoad tie-in



Jaimie Angus

## Best of Times as We Look Forward

By Jaimie Angus, President & CEO

We have had a busy summer with our teams putting record work in place. Our volume and margins are up, and, as we go into winter, I don't see it slowing down. For the first time in our history, Griffith Company may break the \$400-million revenue mark. The rainy season is very late this year and will not dampen our net gain for the year.

Construction economic forecasts are still predicting strong markets for the next few years in California. SB-1 gas tax revenues will raise an additional \$5 billion each year for highway construction as Caltrans and local authorities ramp up with letting projects out. On the Federal funding side, we are still operating under the FAST Act which was signed into law in December 2015 and is set to sunset in October next year. Currently, we see no hope for a new highway bill on the near horizon as impeachment politics have slowed down everything in Washington, and it is apparent the opposing party does not want to engage in meaningful transportation discussions. Along with highway funding, AGC of America Highway Division's top priorities are highway safety and workforce development. Workforce development has really caught the industry's attention with the strong economy, tradesmen retiring and the need to entice young people to our industry. This is a real challenge, and every state has different issues and solutions to the problem. One size doesn't fit all.

Here in California, AGC of California has launched Build California, a workforce development tool utilizing social media and outreach to High Schools to encourage young people to consider a career in construction. In fact, some of our crews have been filmed for the videos used for outreach. It's pretty exciting. Let's build California!

## Executive VP'S View: Strategy, Community and Continuous Improvement

By Ryan Aukerman, Executive Vice President

As our Estimating, Operations and Administrative teams have been focused on a busy and profitable year, there have been many other great initiatives happening within the company. In September, our executive team embarked on another great strategic planning session as we focused on the future of Griffith Company. The company has been doing the strategic planning process for over 30 years, and it has really helped to shape the company into what it is today and prepare us for the future. Our industry continues to get more difficult to operate in due to everchanging legislation and regulation that affect us. Through the planning process,

we can keep abreast of the changes and alter our strategies to keep both competitive and compliant.

Another initiative I am very proud of is our GC4C (Griffith Company For Community) Committee and volunteers. There have been many community service hours donated and dollars raised for important causes by the caring employees of our company. The Los Angeles Boys and Girls Club recently honored the company along with AGC of California at their annual GALA for our participation in their Lincoln



Ryan Aukerman

Heights club. Last month GC4C, along with help from other key industry partners, Ranked No. 6 out of 252 groups by raising \$9,939 dollars for the Making Strides Against Breast Cancer OC

Walk-Event. Our group along with volunteers raised money by doing bake sales, raffles, selling T-Shirts and requesting donations from individuals and industry.

Lastly, the company has made great strides this year in process improvement and training initiatives. Our training and process improvement committees have worked hard

to ensure our employees can be as knowledgeable and efficient as possible. In this market with people retiring the industry faster than they are coming in, it is imperative that we can cover more ground with less resources. Our goal is to have new people come into the company with an understanding of our culture and our expectations while less experienced people can learn at an accelerated rate cutting the learning curve exponentially. In the process we will create an environment of uniformity across all Regions and Divisions where each of you can thrive in your careers.

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Disadvantaged/Veteran worker goals. The Team has not only met these challenges but has

crew size fluctuates between 100 to 120 employees per day amongst the average 10 Contractors on site daily.



Structure Division crew placing concrete for Reefer Rack foundations

exceeded by double several the goal percentages while maintaining complete compliance with equipment restrictions. The Project has eclipsed 200,000 working hours on the job through November for an average crew size of 60 employees daily over the course of 19 months. Of the working hours to date, 70% qualify as local hire that bring jobs to the surrounding communities with 20% being Disadvantaged/Veteran workers. The current



Concrete Division crew grouting ASC Rail Plates

The Project Substantial Completion is scheduled for December 2, 2020 and is currently on schedule. A few challenges lay ahead of the Team, as part of the NTP 4 area has been delayed by an adjoining contract. The Port of Long Beach has sought our expertise to devise solutions to recover the adjacent project's delays and deliver the closing Phase of a \$1.5bil program on time. The Team has begun efforts to establish ways of resequencing and/or accelerating the work in order to meet the challenge of a timely program delivery.

Just recently, the Project celebrated the timely turnover of Milestones 4 & 5 to the Port of Long Beach. November 10, 2019 marked the first major turnover of approximately 35 acres of operational terminal to the port tenant, Long Beach Container Terminal. Achieving the milestone date was challenged with delays, but the Project Team, with support of many Subcontractors, exemplified what sets Griffith Company apart in the industry by meeting the deadline. The successful effort was led by Brandon Turner, Project Superintendent, with the support of the key personnel listed above.

I'd like to take this moment to thank the entire Team including all the field crews on their efforts that have made the Project a success. With our Team's persistence and commitment to deliver on our promises, we continue daily to prove what makes Griffith Company the "Contractor of Choice".



Southern Region crew paving at Rail Transfer Area

## KUDOS KORN ER

Kudos to one of our former summer interns, **Kevin Gutierrez**, who was promoted



to Project Engineer during his internship. Kevin is staffed on our LULEP project.

Kudos to **Nathan Lopez** on his promotion to Assistant Project Manager. Since returning to



Southern Region from the LULEP-LAMP project, Nathan has been managing the Magic Johnson Park project for both Southern Region and the Structure Division. He has done a great job of managing the project from the "Big G" perspective (working for the success of the company as a

whole). Thanks for your hard work Nathan! The promotion is well deserved.

Kudos to **Dan Leeper** on his well-deserved promotion to Senior Project Manager. Dan has been an invaluable part of the Griffith Company Team during his tenure here; working for both the Structure



Division and, most recently, the Southern Region. Dan carries himself with integrity and poise, is detailed and disciplined, and is a natural leader. Along with his numerous project management responsibilities, he continually takes time to coach and train those around him and has taken time to lead most of our design-build pursuits.

Kudos to **Mercy Canul**, Team Captain; **Taurean Cox**, Marketing Committee; **Rosie Guerrero** and **Linda Hynds**, Fundraising Committee; and **Carol Lee**, Spirit Committee-who helped raise \$9,939 for American Cancer Society's Making Strides Against Breast Cancer 5K walk. The ladies

accomplished this through the sale of pink Griffith t-shirts, basket raffles, a bake sale, and by financial contributions from our employees and some generous colleagues. Team Griffith Against Breast Cancer were among some 7,000 people who gathered at the Segerstrom Center for the Arts for the walk on October 27 which raises funds while celebrating, supporting, and uniting those affected by the disease. Griffith Company ranked #6 for funds raised in the OC Area...pretty remarkable for it being our first time participating! The money raised will help with breast cancer research and will be used to promote education and to support affected patients in need.

