



GRIFFITH COMPANY NEWS

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GRIFFITH COMPANY

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Upcoming Events

Saturday, May 18

Mark your calendar for the annual Griffith Company Safety Picnic. Detailed invitations will be mailed in April to all current employees. Be sure to reply to your invite once received!

Monday, May 27

Memorial Day

Monday, June 10

Board of Directors Meeting

We're on the web:

www.griffithcompany.net



Tom Foss: A Super Farewell

At the close of 2018, we said farewell to our now retired leader, Tom Foss. Tom's departure was celebrated with two celebrations: a dinner on November 16 in Newport Beach, and a luncheon on November 30 at our Brea office. Both events were equally special.

The dinner was held at Mastro's Ocean Club and began with drinks, appetizers and mingling, followed by a delicious plated dinner. It was an intimate gathering which included Griffith's leadership team, Griffith's Board of Directors, and spouses. Dan McGrew, our VP of Business Development, presented Tom with a very special gift from the company: a keepsake box with some of Tom's favorite wines. Followed by that were kind words given by Griffith Company's President, Jaimie Angus, who commemorated Tom's career, and then presented him with a certificate for a trip to Hawaii. Others took the mic and shared stories of their relationship and memories with Tom, presenting more gifts. It was a delightful evening.

More than 70 employees attended Tom's retirement luncheon at our Brea office later that same month. The gathering

was held in the upstairs lobby area where a delicious Italian buffet was served. Many employees took the opportunity

Company's management team and employees. His tenure at Griffith Company began in 1978, the year he joined as



to get up and share their stories of Tom, with each story being as sentimental and humorous as the next. A special construction themed cake was also created for Tom, and we even had a surprise visit by our insurance broker and long-time Griffith friend Mark Cormany of French Cormany Insurance who presented Tom with a unique "emergency" super-hero cape. It was a very special afternoon.

As Griffith Company's CEO, Tom was responsible for providing vision and direction for the

a laborer. Over the next few years, Tom transitioned from a foreman in the field to an estimator in the office, to Chief Estimator for the Orange County District, participating in many of the District's key projects. After a stint as Vice President, District Manager in O.C., he was selected to oversee operations as Executive Vice President. Tom was instrumental in developing the Company's project management strategy, which has garnered industry recognition as well as successful results.

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CEO'S CORNER

Changing of the Guard

By Jaimie Angus, President & CEO



Jaimie Angus

Time goes by so fast. It's already Spring and the start of a new year. Tom Foss retired from the company in this past December, in the second most profitable year since becoming an ESOP company. Thank you, Tom, for your years of service and the mentoring you have given to so many of our employees. Over the last two months many have asked if I felt the pressure of my new role. Griffith Company is and always will be prepared for the future. We understand succession and plan for it. Tom has trained me well for the responsibilities of the CEO position and our business. Tom has been my boss for over 25 years, and we both look at construction in the same way and enjoyed talking about the jobs we were bidding and building. I'll miss that. I believe the saying about being lonely at the top must come from when your friend and mentor retires. I will never be lonely at Griffith Company, but I will miss good friends. Tom will remain Chairman of the Board for us and continue to sit on the Board for the California Rail Builders. Again, we wish Tom and Stancie all the best in retirement.

Our Stock had a modest increase this year, as we await our audited evaluation. As ESOP employees we also enjoyed a 22% ESOP contribution. We should all congratulate each other for jobs well done and focus on improving our results this year. As Jim Waltze, past CEO and Board Member, once said, "a great year usually follows a good year." Let's look forward to a great year.

Griffith Company's new leadership will be led by me as President/ CEO, Ryan Aukerman as Executive Vice President, Dave Diaz as Vice President of Operations, and Steve Ruelas as Treasurer and Chief Financial Officer. In addition, we have strong regional and divisional managers that will push us to the next chapter of our careers as we train our employees for their future. I look forward to the next decade of my career to see the succeeding generation of leaders to surface and take this company to the next level.

Executive VP'S View: Looking Back and Looking Forward

By Ryan Aukerman, Executive Vice President

2018 came and went very fast, and it shaped up to be a great year for Griffith Company. I am very proud of each of you that helped make it a successful year. Thanks to your hard work and discipline we achieved great results. This was made possible because of careful planning, coordination and solid execution of the work that we do best, along with solid collaboration of our estimators, superintendents, project managers, foremen, project engineers, field forces, administration and office staff. It takes every single person working together and helping

one another out to make our company the great company that it is.

We were busy in 2018, estimating more than 1,000 projects valued over \$2.6 billion and capturing a good percentage. Success at the bid table has given us a record backlog that will serve us well in the next few years. Our operation teams worked hard as well, beating our volume goals while we worked on over 300 different projects. In the end this led to the



Ryan Aukerman

company also exceeding gross gain goals.

As we embark into 2019, we have a new Governor.

Gavin Newsom appears to be a proponent of

improving our infrastructure and transportation but has made it very clear that proper oversight, transparency, and accountability need to be at the forefront of making future investments. Market conditions look great, and there is an abundant amount of work for us

to pursue. Meeting our work-in-place goals will be a challenge due to the heavy rains this winter but are still achievable barring no further delays on getting to the work.

As an ESOP company, we should all strive to do what we can on a daily basis to provide each and every one of our shareholders (all of you) the best return on their stock. Achieving the performance goals of our business plan allows us to build working capital so our business will operate in a healthy manner, grow, and provide opportunity to invest in our future.

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In true Griffith Company tradition, Tom maintained an active role in the industry, serving as AGC of California's 2009 President and in various other leadership positions for their Highway Division, for the Caltrans Liaison Committee, the Construction Industry Advancement Fund, WASHTO Committee of the AASHTO-AGC-ARTBA Joint Committee, the Beavers, TRIP, Transportation California,

Southern California Partnership for Jobs, and was appointed by the governor's office to sit on the Public Works Contract Arbitration Committee.

For those of us who know and have had the pleasure of working with Tom, we know that he is a true leader who always has a positive attitude; he is resilient; he loves his family and loves Griffith Company. He is kind yet firm, has integrity and



grit, and is loved and respected by his peers and the industry alike.

Given that Tom has been so heavily involved in the construction industry for all of

his working life, we all wonder what new ventures lie ahead... Tom plans to spend more time with his seven grandkids; finishing remodeling his house with his wife, Stancie; continuing to serve on various boards and committees within the construction industry, and then using his free trip to Hawaii certificate!

Congratulations on a well-deserved retirement, Tom!

HANG UP YOUR HARD HAT

After 27 years of working for Griffith as a Professional Engineer and Structure Division Superintendent, **Dave Schmidt** decided to join the esteemed group of Griffith Company retirees, officially retiring on



January 23. Dave has been a faithful member of the Griffith family, and on February 27 Dave was joined by a room full of coworkers, friends, industry partners and family at a celebration luncheon held in his honor. Individuals expressed their appreciation and enjoyment of working with Dave over the years and had a few stories to share.

Dave has definitely left his mark. He trained and mentored many craftsman and young engineers who will continue in his footsteps and has been instrumental in the

success of dozens of key jobs, and to each project he brought dedication, expertise and a wry sense of humor. Everything he did was filled with integrity.

Mike Fenley, Division Manager, presented Dave with an Anaheim Ducks cap and jacket, a 25th Anniversary Team Jersey, and tickets for two Ducks games as a small token of appreciation for all of his years of service. We wish Dave all the best in his retirement!

After 14 years of dedication to Griffith Company, **Gilbert Salgado** or "Babe" as we like to call him, proudly retired in



September of last year. He worked as a Cement Mason, Foreman and Superintendent

through his career with Griffith Company's Concrete Division. His jolly personality and commitment to deliver excellent workmanship for Griffith will be missed. Now Gilbert and former retiree Chach Medina go on weekly rounds of golf games as they enjoy their well-earned retirement. Congratulations, Gilbert!

Tommy Guevara became a member of the Griffith Family on April 1, 2015 and has officially hung up his hard hat after 45



years of diligently installing the infrastructure that has made Kern County the place we love to call home. Tommy began his career in 1974 with the Dicco Corporation after several years of study at Porterville College

where he played both baseball and football. Dicco was acquired by Granite Construction in 1976 where Tommy developed from his beginnings as a General Laborer through Laborer Foreman, Paving Foreman and Grading Foreman. One of Tommy's largest projects was the Meadow's Field Terminal Apron where he oversaw the completion of the \$8.5Mil enabling project for the current Meadow's Field Terminal and helped develop a young PM named Walt Weishaar who is now our Central Region VP and Regional Manager! Through the years Tommy has established a great rapport with all the local agencies, he's never failed a compaction test and never suffered a lost time injury on his many projects. Tommy has been a great asset to the Griffith Team and a mentor to our developing crew of craft leadership. Tommy and Laurie are currently enjoying retirement with an RV trip across the lower US Gulf States. We wish them all the happiness they deserve in retirement.

ASC Student Competition

Takes 4th Place

The Associated Schools of Construction held their 32nd annual ASC Regions 6 & 7 Student Competition



February 6-9th in Nevada at the Construction Management Conference. CSUF received 4th place (they were 10 points off of 3rd, and it's a 3,000-point scale, so they were very close!). Ky McLeod and Jake Weigand had a great time coaching them and look forward to helping them come back with a vengeance next year and winning 1st place!

Griffith Grapevine

Birth Announcements:

Congratulations to **Saul**

Hernandez, Landscape Foreman, and Joanna who gave birth

to baby-girl Jayliah on January 15 at 7:42pm. Jayliah weighed 7 lbs., 2 oz. and has 2 older sisters, Janelle (12) and Jaylene (7).



Congratulations to **Stephani Sialoi,** Accounts Payable for our Landscape Division on the birth of her first child!

Baby-girl Aubrie Marie decided to arrive sooner than expected and was born on February 4 at 12:39am, weighing 4 lbs., 11 oz. Both Mom and Baby are doing well.



Griffith Company held a drawing where one lucky employee won 4 tickets to Angels "Moving Day" at Angel Stadium, and a second employee won 4 tickets to Dodger Fan Fest. On

January 26, our Brea receptionist, **Eli Gaston,** took her kids and best friend to the Angels event.

Eli reported that the kids ran around and had a great time, that they got to meet pitcher Keynan Middleton, and that they had "a wonderful Saturday well spent thanks to Griffith Company."

Starr Stallings of our Southern Region won the drawing for the Dodgers event and attend with her husband.



In Memoriam

Mary McGee passed away on February 16, just shy of her 62nd birthday. Mary was

a part of the Griffith Family for 11 years, working out of the Southern Region

office from 2005 until 2016. Those that knew Mary would not contest her kind and generous manner. She had a huge heart and was always willing to help those in need. Mary's larger-than-life personality will be missed by all those who had the opportunity to interact with her, both personally and professionally. A Celebration of Life gathering was coordinated by her Griffith friends, held on March 9 at Bruce's in Santa Fe Springs where Mary's friends and former co-workers shared stories, memories and laughter of good times spent with Mary. Our thoughts and prayers go out to all of Mary's family and friends. Please consider a donation in Mary's name to St Jude Children's Hospital, a Charity she fundraised for.



SAFETY CORNER

What Really Drives Great Safety Performance?

By Randy E. Franklin, CSP, Corporate Safety Director

Leading companies around the world with top performing safety cultures have a few very basic principles in common. Primarily the process is driven by company executives who live the company values and who hold people accountable for performing specific safety activities at the worker level. Second is that company leaders regularly and clearly communicate the goals and objectives for improved safety performance while ensuring people are properly trained and developed to deliver outstanding results in very specific ways. Finally, they ensure that company safety management systems are best-in-class for their industry and that everyone in the organization has clearly defined expectations for daily engagement in the safety systems. All of this helps to ensure that safety performance is synonymous with company performance and that the two are inextricably entwined.

Safe work performance is a process that must be driven by company Managers and Supervisors including everyone in the hierarchy from the CEO to the Foremen. Such individuals must clearly and regularly demonstrate their competence and commitment to living the Griffith values. Values combine with our beliefs to drive our behaviors. One such example might be the belief that construction work is hazardous and chaotic, and that people are bound to get hurt periodically simply due to the nature of the work. While we all know the work is hard and contains many hazards, nearly all hazards we encounter are predictable and can be clearly mitigated with the proper awareness, recognition, planning and execution of job tasks. Thus, the belief is an assumed or unsubstantiated truth. Such beliefs can significantly impact the safety culture of a company.

Griffith Company plans to focus our energy for 2019 and beyond by adhering to those overall principles defined above that will drive safe work performance by every Griffith employee. Please help to do your part in helping us on this journey by practicing those principles in your daily work activities.

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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