



# GRIFFITH COMPANY NEWS

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GRIFFITH  
COMPANY

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## Upcoming Events

### Saturday, May 16

Mark your calendar for the annual Safety Picnic. We are at a new location with an earlier start time this year. Detailed invitations will be mailed in April to all current employees.

### Monday, May 25

Memorial Day

### Monday, June 8

Board of Directors Meeting

## We're on the web:

[www.griffithcompany.net](http://www.griffithcompany.net)



## A Manager's Perspective:

By Walt Weishaar

Vice President/Regional Manager, Central Region

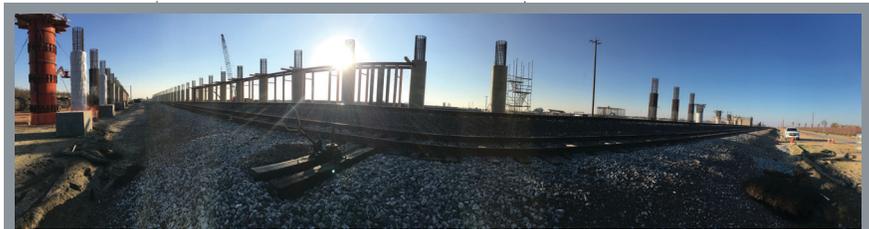
### Staying Focused on the Basics Despite Our Success

As we savor the triumph of a hard fought victory which closed the books on a significant record-breaking year, we should all ask ourselves, "What could I have done better?" Posing that question upon myself, I am humbled as the list is seemingly endless. So, I choose to focus on the handful of areas which I believe will net the greatest positive results from the efforts applied.

What strikes me most about our year in 2019 is the sheer magnitude of volume we in the Central Region were able to crank through without significantly increasing our overhead. This meant many of us were wearing multiple hats and not always the ones that best fit. However, in managing the volume in this way, we were able to significantly increase our gross gain at the project level. As an example, four of our anchor projects in 2019—24th Street, Griffith-Vanguard JV, BNSF Una DT and the HSR CP-4 Earthworks South Package—shared project teams balancing

resources from PM's, PE's, superintendents, foremen, craft hands and subcontractors. This led to a natural optimization of the project buildout as resources were finite yet extremely efficient. With this level of volume, the concern is always errors in execution or accidents

plays into our competitive advantage: AC paving. Despite the large volumes of non-conventional backlog placed by the Central Region in 2019, we were still able to set a record for HMA tonnage produced and placed of 307,758 tons. When you stop and reflect on all that



California Rail Builders Joint Venture Pergola Construction



High-Speed Rail Intrusion Protection Barrier and Merced Ave Overcrossing

as resources are stretched. The 24th Street team set the bar in this arena, placing 14,787 LF of underground in a dense urban environment surrounded by hostile natives and ancient, often unlocatable utilities without a single hit, safety infraction, or instance of rework.

Doing what you do best is often the best thing you can do. For us in Bakersfield that means vertically integrated work which

goes into producing just one ton of HMA within any given specification, it's daunting. Add in the logistics of transporting a perishable material, traffic control, subsurface preparation, HMA placement, compaction, smoothness, temporary striping, owner relations, etc. to complete just a single shift of paving and it gets complicated. Now to make it interesting let's do all that with two crews, split between two

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## CEO'S CORNER

# A Year to Remember!

By Jaimie Angus, President & CEO



Jaimie Angus

Well, the books for 2019 are closed and wow what a year we had! We had record volume and exceeded our business plan profits in all but one district. Profits were driven by our strong results in public works contracts coupled with an increase in private work afforded to us by the robust economy. Typically, we see a reduction in profit with a large increase in volume, but even though all segments of Griffith Company were stretched, we all performed. Planning for success is essential and our team executed beyond expectation. I am very proud of all our employees for the extraordinary effort.

In the Central Region results were simply amazing, with revenues doubling the norm and profits far exceeding the business plan. Success like this has always been a challenge due to the Region being a bit isolated from most of our resources here in the basin. Thanks to the leadership of Walt Weishaar, AJ Robinson and Mike Williams and the team's hard work, our Central Region was our most profitable district. To everyone in Bakersfield, you are working well as a team and it is much appreciated. It takes every department and field crew working together to perform at this level. We tip our hats to you. Keep up the good work!

From a Safety perspective, Griffith Company has performed well the past few years with our incident rates well below the national average. However, part of "The Griffith Way" is to ensure the continued safety of each of our employees, because they are our greatest asset. It is the right thing to do, and it is good business. So, I'm excited to announce a plan to improve our Safety Culture which will focus on Leadership, Management, Communication, Personal Accountability, People Development and Engagement. I have directed our Safety Department to assess our current Safety Culture so that we can identify areas for improvement and begin the process to make our safety efforts world class.

## Executive VP'S View: Griffith Company's Evolution

By Ryan Aukerman, Executive Vice President

As we embark into the 2020 year, we should all be proud of each of our efforts that enabled an outstanding finish in 2019. As we look to this next year, it is exciting to see how our great company is growing and evolving to lead us into the future. The days of Griffith Company solely being a public works, hard-bid contractor are no more. We are now doing more Private Work and Alternative Delivery projects than ever.

As it pertains to the Private Works market, I would like to remind everyone how important

it is to continue to cultivate existing relationships as well as to develop new ones. It is through everyone in the company being advocates and spreading the word of who we are and what we do that leads to positive growth for the company. This pertains to customers, subcontractors, vendors and even your fellow employees.

Regarding Alternative Delivery, experts say by 2023 half of all



Ryan Aukerman

projects will be procured in one form or another outside of the hard bid market. And we will get our share. Current Alternative Delivery projects include LULEP at LAX, which is moving towards completion and was our first large CM at risk project. High-Speed Rail Segment 4 is well underway and the largest design build project of which we have been a part of. Park to Playa is another design build project that we have well

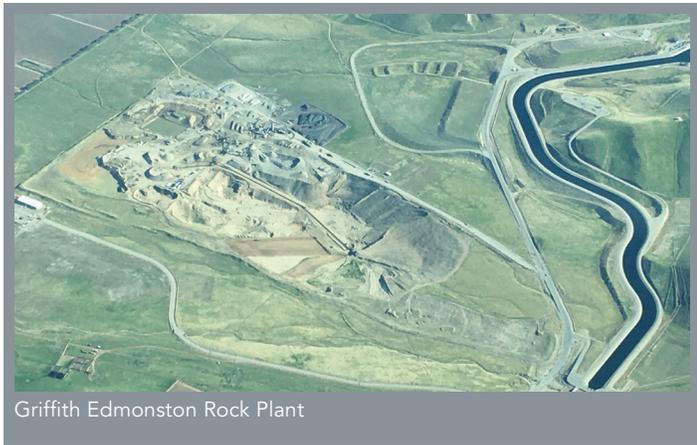
underway with construction just started. Mountain View Road Widening in San Bernardino will be starting construction this month, and lastly, we have been hired to do design assist work on the Alaskan Airlines Terminal 6 project with Swinerton.

The future is bright for Griffith Company and it is exciting to see the direction we are headed. I'm proud to say there is really nothing we cannot accomplish. We are the most diversified contractors in this market, which continues to open many doors for us.

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offset shifts, 20 hours per day, 6 to 7 days per week for months on end. Those other 4 hours each day, the plant crews were scrambling to make repairs, adjustments and prepare to hand the baton to the oncoming crew and fire back up. Suffice to say it takes a lot of behind-the-scenes supervision to keep all this orchestrated and running smoothly.

With all that going on we also managed to set a record year in both volume and profit for some of our usual smaller owners through private works, the various JOC programs, and our day-to-day rip and read work.



Griffith Edmonston Rock Plant

Keep in mind none of this gets off the deck without the materials in place, in spec and ready to go before the first craft worker steps onto the job. And to collect our money when the job is done all the i's shall be dotted, and t's shall be crossed which is its own unique challenge when doubling the planned volume.

When we win at Griffith Company, we win together. A great example of that would be 24th Street which featured an appearance in Bakersfield by our Structure Division and

a major role upcoming for our Landscape Division. The Stockdale Roundabout, a unique high-profile local TRIP project which is currently coming online, features the talents of our Concrete Division. Finally, the Materials Division is currently embedded within the Central Region making Specification Class II AB at White Lane and then heading off to do so at our CRB JV in Wasco.

There were so many key individuals who stepped up this year and made 2019 a record; it would be impossible to name them all in the space allotted. Suffice to say, I am extremely

proud of all my Griffith Company teammates which comprise the Central Region and our local JV's. Without all of them and the support of the rest of the company the results realized in 2019 would not have been possible.

In closing, my challenge to you is my challenge to myself: stay focused, reflect on 2019, recognize your achievements and recognize where you can improve, then set a plan to do so as we roll into 2020 with an audacious goal to beat 2019's record results together.

## HANG UP YOUR HARD HAT

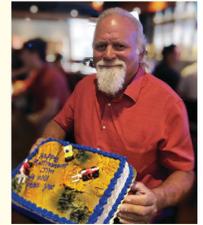
**Noe Montero** has retired! He retired back in December of 2018 (yes, we are a bit late on this!) after over 22 years of service. Noe was a Laborer Foreman and spent most of his career



working for the Structure Division. Starting as a laborer for Griffith company in 1996, Noe quickly worked his way up to Foreman. For those who have worked with Noe, most remember his great attitude towards work and willingness to help. There was never a task to big or too small for Noe to take on with all his effort. Noe has been an integral part of the structure's team and will be deeply missed.

**Jim Cebula** started his career with Griffith Company on June 27, 1994 and retired at the end of 2019 working for the Materials Division as Superintendent. It was important to Jim that he complete his 25 years with Griffith. Jim has been a great asset to the company and was definitely a part of the "old school" construction mentality

back when a handshake meant something. Now Jim gets to work on his Harley and his 47 Chevy (plus a few of his wife Janet's honey do's!)



Thanks for the all the hard work and the years of service and have a great retirement, Jim!

**Randall Dewey** retired at the end of 2019 after completing an astonishing 46 years of his career in construction. Randy began his construction career in 1974 as an apprentice with Griffith Company.



After working a few years with Griffith Company, he moved on to experience other opportunities in the industry. He was hired back in 2015 as Structure's Superintendent to work on the Nogales Grade Separation Project, the Universal Hollywood Drive Project and on the High-Speed Rail CP-4 Package. Randy was a hard-working team player and a great leader. Griffith Company values his dedication and salutes him for a job well done. What an amazing journey!

## KUDOS

**Dustin Devoto** and **Frank Varley** were invited to attend the AGC of California Installation of Officers & Awards Gala in January, held in San Fran-



cisco, to accept the Constructor Award for Community Service on behalf of Southern California's Construction Leadership Council. Dustin's involvement with the CLC and his project management skills coupled with Frank's heavy involvement on the landscape side greatly contributed towards

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the winning of this award. Both the Southern Region and Landscape Division donated a lot of time and resources for various aspects of the charity project for the Boys & Girls Club project. Special shout outs go to **Joe Tuttle, Joe Andalon, Edgar Martinez** and **Jovany Escutia**, and thank you to the entire Project Team!

Congratulations to **Christian Montez**, Field Engineer for Griffith Company's Southern Region, and to the Cal State University Fullerton Heavy Civil Team for placing 2nd out of 17 teams that competed in the 2020 ASC Reno Competition held February 5-8. This was the first time in CSUF's history that they placed top 3 in the Associated Schools of



Construction Heavy Civil competition. Special kudos also go to Project Engineer **Ky McLeod** for his devotion and the several months it took prepping, training, and coaching the team...they couldn't have done it without you!



**Griffith Company for Community Project In Bakersfield**  
Just recently,

Griffith Company significantly renovated a deteriorating dirt parking lot for the Rio Bravo-Greeley School District in Bakersfield. This project



was done through GC4C and carried out by the Central Region Team. This work was very essential in enhancing the safety of parents and children dropped off for school. Space for all vehicles in the existing dirt lot was insufficient, so cars had to line up along the shoulder of very busy Highway 43 to enter the parking lot for drop offs, which was a safety hazard for the parents and kids as they had to carefully avoid the oncoming rush-hour traffic including large semi-trucks. The School District Superintendent,

Jennifer Hedges, was very pleased with the work that was performed, and a ribbon cutting ceremony was held on January 28 to celebrate the opening of the new lot. Ron Roberts Jr. of our GC4C Committee joined Walt at the ceremony along with members of his team and a few

## Griffith Grapevine

In late February, **Orlando Luna's** daughter, Kelsey, was finally blessed with a match for a kidney transplant. Kelsey had been in a lot of pain lately, was having to use a wheelchair, and hadn't been able to attend school. Orlando reported back after Kelsey's surgery that she was a little sore but was doing good. Be sure to check out Kelsey's book, Kelsey's Kidney Journey, by visiting <https://www.booksthatheal.org/products/kelseys-kidney-journey>.

### Birth Announcements:

Please join me in Congratulating Southern Region's **Dustin Devoto** and his wife, Alana, in



of the subcontractors who were key partners on the project. We thank Walt for his outstanding leadership on this project and for helping to continue our long tradition of making a difference in the communities where we work and live.

welcoming their new addition, Gianna Noa Devoto. Baby Girl Gianna was born January 15 and was 7lbs, 9oz.

### In Memoriam

One of our beloved former employees, **Estela Gonzales**, passed away on December 20. Estela worked for District 10 from January 2005 to July of 2013 as Accounts Payable. Estela lived her life through Christ and always had a kind word for anyone.



## SAFETY CORNER

### Safety Culture Evolution

By Randy E. Franklin, CSP, Corporate Safety Director

Safety Performance for our company affects every employee owner. Increase incidents means higher direct and insurable costs which reduces our profits and impacts our ESOP program. Strong safety performance should be the objective of every employee, whether in the office or in the field. To ensure strong safety performance well into the future, we are announcing a Safety Culture Evolution initiative that will be implemented in 2020 and 2021. The vision for this initiative is to build projects effectively and efficiently while establishing a world-class safety culture wherein safety and productivity are valued as a synergistic solution. Our mission is to establish a management system driven by company leaders who aggressively and proactively engage in safe work activities using a systematic approach of leading indicators that drive down our lagging indicators. The process will start with an assessment of our current safety culture followed by dissemination of our findings and the design of a customized plan to address any shortcomings. Please join us on this exciting new journey to implement a world-class safety culture in Griffith Company.

### 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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