



GRIFFITH COMPANY NEWS

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**GRIFFITH
COMPANY**

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Upcoming Events

Monday, May 31

Memorial Day

Monday, June 7

Board of Directors Meeting

Saturday, October 16

(tentative)

Annual Safety Picnic

We're on the web:

www.griffithcompany.net



A Manager's Perspective:

By Mark Davenport
Division Manager, Materials Division

The Materials Division has gone through many changes over the past few years including new equipment, personnel and strategic direction for the future. And it's very apparent that there will be more changes to come. When I first arrived, we had one crushing plant and one recycle site. We then added one more crusher a few years later. In 2019, as a part of the SoFi Stadium project, we opened a site in LA near LAX and operated it for a little over a year. The site was highly successful and a venture we will work towards

Acquiring new sites will help us in a variety of ways. It gives us much needed flexibility in the scheduling of the crushing

days during the year. Recycle sites also bring in additional revenues beyond the sale of material, which translates to



Stadium work

plants. If we have outside opportunities to crush, whether it be for a Griffith Company or another contractor's project, it

a greater benefit for both our employees and the company. It is a difficult proposition to attain additional recycle sites in the LA basin since many cities in our local region are opposed to recycle sites, even though they are high on recycling! Recycle sites can bring unwanted noise, dust, and truck traffic to the surrounding area. The average citizen is usually opposed to all the above, and politicians want to get re-elected. That being said, we have many new prospects that look really good at the moment. Our goal is to have at least two new sites by the end of 2021 (possibly three).



Big Red working in Irvine

duplicating in the future. Although we are currently focusing on having both crushers operating at the highest level, one of our other top priorities is to acquire more sites.

affords us the leeway to jump from one of our sites to an outside job and then back to our site. This will ensure that our crushers stay occupied for the highest possible number of

Our original crusher known as "Big Red" had a small fire a few years back up in Bakersfield. This plant has been fighting us ever since. We have a new

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Griffith Company is an equal opportunity employer and an employee-owned company.

CEO'S CORNER

Year End and Cyber Attacks- 2021 Starts with a Bang

By Jaimie Angus, President & CEO



Jaimie Angus

Year-end results are in, and Griffith Company knocked it out of the park again this year. I want to congratulate all our employees for a job well done in a difficult time. In the mist of year-end closing, we were faced with season high COVID case counts and then we were the victim of a ransomware cyber-attack that shut down our fileservers and most of our workstations. Our IT and Accounting teams had a can-do attitude and pulled together to keep basic functions working with little to no disruption in payroll or subcontractor and vendor payments. Estimating was a large challenge but hats off to the leadership team to never quit and come up with innovative ways get our bids in on time. Our IT department was stellar with the leadership of Chris Malafa and his team--lots of long, stress-filled hours. Their efforts got us through the damage and secured our systems. Well done, Chris and team. Your planning and adaptability has paid off.

About three years ago, the Board of Directors counseled management to obtain Cyber Insurance due to attacks on other construction companies and businesses. Patsy Fitzpatrick and Chuck Shoemaker, both outside board members, suggested it and helped us to get the right coverage. That is the power of having outside perspectives to help with new business risks. Chubb, our Cyber Insurance company, stepped in immediately, advised us on recovery, helped with attack forensics, helped negotiate with the criminals, and ultimately helped us with the FBI to obtain code unlockers.

I am so proud of this company and the never-give-up mentality. Estimating said, "We used to do it all on paper, and so we can figure something out." Our accounting department really stepped up and got it done; they are performing at the highest level I have ever seen. And IT was stellar. Our culture has never been better for teamwork and performance. Congratulations to you all on a job well done!

Be safe and be respectful of each other.

Executive VP'S View: Diversity Drives Performance

By Ryan Aukerman, Executive Vice President

When a company claims they are "diverse", the statement is about as subjective as it can be. Everyone defines the classification differently even though the fundamental definition is "showing a great deal of variety; very different". From a company's standpoint, there are several areas in which diversity can exist, and if it is set as a priority, and executed, it will always be one of the company's greatest attributes.

Take Griffith Company, our diversity comes in many shapes

and forms. We are diverse in the type of work that we do, market sectors we work in, owners/contractors we work for, size of projects we build, and type of delivery methods in which we compete.

All of these things are great, but without the diversification of our team members, it would mean nothing. The diversification of our workforce allows us to pull from many different skillsets and to thrive



Ryan Aukerman

even during challenging times.

A company's most important asset is its people. Many studies show that diverse companies are 25 percent more likely to

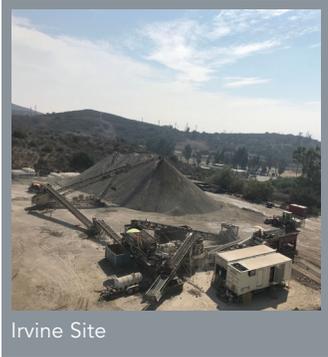
achieve above-average profitability compared to companies with less diversity. It has been a key focus in our company to not only cultivate the diversity we already possess but seek out new

diverse talent to bring into the company.

As this discussion remains a top priority for Griffith Company, I encourage each of our team members to challenge themselves to aid in supporting this effort. If you have any ideas on how we can continue to expand and diversify our workforce, we want to hear. It takes all of us to continue to push past what has been the norm for so long and reach new goals that will ultimately make the company the best it can be.

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foreman on the plant (one year now), Jonathan Grijalva, who has been a great addition



to our Division. He is really putting his heart and soul into the plant and it's really showing. Our newest plant is run by Alan Sargent who over the last few years has really taken it to the next level. We just purchased a slightly used Masaba stacker, and we are very excited to see what it will do to our production. The new stacker could save us 45 min to 1 hour of run time per day. This translates to as much as \$15K to \$20K per month of additional profit. So, it's a big deal.

Finally, we have a new Superintendent named Chris Martinson (going on two years now). He has been instrumental in tightening up the crushing crews, maintenance, and helping to bridge the information gap between management and craft workers.

2021 is looking to be a very busy, tough, and change-filled year. We are looking forward to the challenges ahead and feel like the Materials Division is going to really take off in the most positive of ways.

KUDOS KORNER

Kudos to the following employees on their recent promotions:

Austin Fitch – Estimator / Project Manager 1

Patrick Tamez – Lead Project Accountant

Steve Ruelas – Vice President & Chief Financial Officer

Dennis Gansen – Underground Division Manager

Ben Walnum – Senior Project Manager

Johnny Yang – Project Manager

Kudos to our Photo Competition Winners:

4th Quarter Awardees

■ **Winner: Levi Pivovarovff** – one \$50 Amazon gift card. Crenshaw-LAX Transit Corridor: Curb & Gutter Pour.

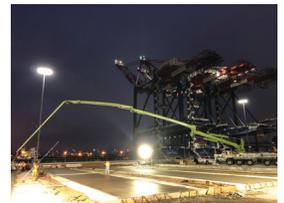


■ **Runner Up: Johnny Yang** – one \$25 Amazon gift card. LAX United Hangar: Cleaning and Removal of an Unforeseen Underground Storage Tank.



Annual Winner 2020

■ **Winner: Jeff Zimmerman** – one \$100 Visa gift card. POLB Pier E PCC Paving Pour.



HANG UP YOUR HARD HAT

We are delighted to announce that **Jenene Ratti** retired from Griffith Company at the end of 2020. Jenene has been a tremendous employee and owner for almost 32 years and has served every role that we asked her to fill. She was hired as a receptionist in 1989 by Dennis Teague in our Orange County Office. Since then, Jenene has supported the company in multiple roles including Receptionist, Dispatch, Payroll Clerk, Office Manager, and completing her career working with our Southern Region as A/P Clerk.



In 2011, Jenene was diagnosed with Stage 1 HER2 Breast Cancer. For those who

worked with Jenene during that time, you will remember that she attended radiation treatments every day for 3 months all while working full-time and coming into the office with her usual "can-do" attitude. She was an inspiration to all of us during this time, and we are so glad that she is more than 9-years cancer free!

Jenene epitomized the true employee/owner because every day she put in 100% effort in her commitment to grow the value of the company. Her retirement is our loss, but a well-deserved respite for her. Because of COVID-19, we were not able to throw the big party we wanted, but instead had a low-key lunch with Jenene and her biggest fans to send her off as best we could. We all wish Jenene the very best in this next stage of her life. We already miss you, Jenene!

Armando Trujillo served an impressive 40 years in the construction industry. Of that experience, 30 years were with Griffith Company at roles which included Traffic Control as a Laborer, grade checking, and Equipment Operator with the Operating Engineers. Collectively, he has operated every piece of equipment appurtenant to the Civil Division with a special emphasis on paving equipment. He is the proud father of three sons, two of which are former Griffith Company employees.



As with many of our employees, Griffith Company became his home and the Southern Region paving crew his family or as he calls them... his "Paving Homies", and with his crew

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helped to set a Southern Region HMA paving record of 7,700 total tonnage in a single shift!

Everyone leaves behind a legacy when they retire, but few leave behind a legacy worth talking about. Up until his last day on the job, Mando continued to motivate, inspire, and train the younger and less experienced on his crew. His work ethic and passion were exemplary, and he was a

consummate professional and an integral part of every operation he was tasked with.

Armando plans on retiring locally at his home in La Puente, working on his '66 VW Bug or working alongside his son restoring his 1949 Chevy truck.

Jose Rangel, aka "Chucky", decided to retire after 22 years of service with Griffith Company. Jose is the perfect example of what a pipe layer is in the construction industry. Jose

understood the importance of water works, sanitary sewer systems, and storm drain systems. He showed up every day, worked hard every day, and got the job done. Chucky



will truly be missed. Thank you so much for your loyalty, and years of service here at Griffith Company. We wish you the best of luck in retirement!

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SAFETY CORNER

Cal-OSHA Multi-Employer Work Sites

By Randy E. Franklin, CSP, Corporate Safety Director

Griffith Company, as a General Contractor, often partners with other contractors in the performance of our work through subcontracts. We also act as a subcontractor to other General Contractors. This relationship creates a unique situation for Cal-OSHA that they call a "Multi-employer work site". On multi-employer worksites, all of the employers must work together to identify and control hazards to meet Cal-OSHA standards for employee health and safety. Property and project owners have the same responsibility for employee safety. When Cal-OSHA identifies safety violations at a worksite, the agency evaluates the owner and contractor/employer hierarchy to determine which owner and/or contractor/employer is responsible for the violation.

Cal-OSHA identifies four categories of employers at a multi-employer worksite:

- The Creating Employer creates the violative condition or hazard. (This could be any of the contractors or even owner on the sight.)
- The Exposing Employer employs the workers exposed to the violation, regardless of whether that employer created the condition. (This is generally the subcontractor or employer whose employees are exposed.)
- The Controlling Employer is responsible, by contract or practice, for the safety and health conditions at the worksite and has the authority to correct the violation. (This is usually the General Contractor, but could also be the owner.)
- The Correcting Employer has the specific responsibility to correct violation conditions. (This usually goes back to the contractor that created the violative condition.)

As stated previously, Griffith often hires subcontractors to work on our projects and jobsites. If the subcontractor creates a health and safety violation, is the contractor subject to a Cal-OSHA citation? The answer is yes, but **Both** the contractor and the sub may be responsible. Even if Griffith did not contribute to the hazard and had no employees in the area, as the General Contractor (top of the employer hierarchy), we may still be responsible for overseeing the overall health and safety of all workers on the worksite. We must be critically vigilant and watch our subcontractor partners closely to ensure they are operating within Cal-OSHA laws and regulations at all times on Griffith Company projects. We simply cannot ignore their work as a subcontractor. We can be subject to the same fines and penalties as they are. We must ensure their operations are conducted with full compliance to Cal-OSHA regulations, and that means regular inspections, meetings, and discussion of work methods, hazards and jobsite inspection practices.

Griffith Grapevine

Birth Announcements:

Congratulations to **Zachary**

Hillman and wife Cristina Mercado

on the birth of their daughter

Mariposa

Mercado-Hillman,

born on January 10. Zachary reports that he's had to carve out some diaper-changing time in his schedule recently.



Congratulations to Journeyman-

Laborer **Travis**

Stroschein of our

Southern Region

on the birth of his first grandchild.

Baby-girl Charlotte

Marie was born

on January 21 at 7:27 PM and weighted 8 lbs 1oz.



Congratulations to President &

CEO **Jaimie Angus** on the birth

of his grandson, Alden James

Moreno. Baby boy Alden was

born the morning of December

9, 2020, and

weighed 7lbs

8.5 oz; he's

the third child

of Jaimie's

daughter, Taylor.



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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