

HR CORNER By Megan Stone, HR Director

I have heard this current period of time described as "Pandemic 2.0". We are moving toward the return to a more normal way of life and the feeling of hope is much needed right now. At Griffith Company, we have all contributed to making our workplace a space of certainty, continuity, and consistency over the last 18 months. I don't know about all of you but coming to work has given me a familiar and warm feeling of "normal". I appreciate everyone here in the Griffith family and community for making this the home base that it has become. All your efforts and hard work have led to continued stellar financial performance and a healthy return to the shareholders. We are on track to have another great year, and this promotes a true sense of pride to be part of the Griffith family. And speaking of families, we can all look forward to seeing each other's families again at the October 16th Annual Safety Picnic at Six Flags Magic Mountain! This will be a fun opportunity to see how our families have grown and persevered through the challenges of 2020 and beyond.

As I look back at the last 9 months of 2021, there are so many moments to be proud of. The distribution of the 2020 ESOP Statements stands out as we got to see the share price increase and translate to some participants' ESOP accounts surpassing the \$1,000,000.00 mark! The ESOP statement distribution is a fun time, because the employees get to see the value of the hard work and time they have put in to make the company successful.

The summer internship program has been an engaging program for everyone each summer and this last summer was no different. We welcomed 13 new interns and 3 returning interns for the Summer of 2021, totaling 16 Griffith Company interns throughout the company. Since the birth of the program, Ron Roberts, Jr. from the Human Resources Department has worked to ensure the Griffith Company internship experience stands head and shoulders above other contractors' programs. Our interns can be assured their experience will be challenging, real, and that during their time, they will be given responsibility that translates to valuable contributions to the company. The summer is rich with experiences that foster growth, learning, and exposure to many different facets of our business. Jobsite visits, one-on-

ones with Jaimie Angus, networking opportunities, and information sessions make up some of the experiences we offer throughout the summer. Our investment in this program is important for all of us as it secures talent for our future success and is key to the sustainability of the company. We thank our interns for representing us on their campuses and to the student organizations they are affiliated with. We also extend a special and very important thank you to our supervisors and mentors who have invested their time and efforts into training and engaging our summer interns.

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did you know?

Over the past seventy years, Griffith Company has enjoyed multiple contracts with Los Angeles International Airport. In 1958, we completed the airport's first jet strip concrete runway as well as American Airlines' jet maintenance apron. When we paved the first jet strip runways, Don McGrew our retired CEO was there. He was the foreman in charge of the concrete paving, ensuring production and quality for a first-of-its-kind project. Always remember we have an amazing, lasting heritage.

As we head into the fall and push year-end initiatives, we work toward finishing the year out strong. It is our sincere hope that employees can look forward to their kids being back in school, in activities and sports, and begin to reassimilate to life as we knew it. The anticipation of this year's cold and flu season combined with COVID-19 infections will likely bring challenges to our workplace and our households but stay hopeful and lean on the Griffith Family around you for positivity and support. Check in on your peers and assure them that we can get through the challenges that lie ahead. Let's continue to work together as we look toward the future.

Griffith Grapevine

In Memoriam

It is with a heavy heart that I write these words in hearing about the loss of Griffith family member **Cesar Ruiz** who passed away on August 22. He worked on many projects with me but the closest was last year at Devils Gate Dam in Pasadena. He always showed



Cesar, as you are still here in spirit: I just want to say thank you for all your hard work that you

gave daily but most of all for your dedication to anything you put your hand to. May God bless the family and friends at this time and carry you.

~ *Joey Carattini, Project Superintendent, Southern Region*

To remember his smile makes many smile. He will be greatly missed, and he just cannot be replaced. From the crew and myself here at Devils Gate our sincere condolences and prayers go out to his family and may God carry you in this time. And to you,

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gave daily but most of all for your dedication to anything you put your hand to. May God bless the family and friends at this time and carry you.

Birth Announcements

Congratulations to Landscape Division foreman **Saul Hernandez** on his newest edition, baby girl Souline, born the night of May 10 and weighed 8 lbs.



Southern Region hosted a Team Day at La Mirada Regional Park on July 1, 2021. Approximately 100 employees from Southern California attended and enjoyed BBQ, lawn games, a game of disc golf, a raffle and capped it all off with a treat from a dessert food truck. It was a great opportunity for the company to spend time together after a long hiatus from events like these due to COVID. We're looking forward to getting everyone together again at the Annual Safety Picnic on October 16th at Six Flags Magic Mountain.



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

Safe Planning and Execution of Construction Work

We have all heard the mantra "Plan your work and work the plan." Safety is really a function of quality project planning to ensure every aspect of the work, every task, every delivery, and every ingress and egress point is properly planned and safely executed. So often construction activities are planned to ensure production rates can be maintained without compromising quality. Sadly, safety is often overlooked or deferred to the "safety professionals" to handle. Safety cannot ever be effectively managed in either a police mode (issuing warnings or reminders) or in an afterthought mode (we have created an access point to the work and now we have to guard it).

We know that 97% of all incidents occur due to at-risk behaviors. It makes no sense to effectively manage those behaviors through after-the-behavior warnings or reprimands. The at-risk behavior has already happened, and only sheer luck has prevented an incident from happening. We must get out in front of those behaviors by analyzing the work tasks, recognizing the potential hazards, and then thoroughly and precisely discussing with the workers exactly how the work is going to be handled safely. This is in essence how a great JSA/THA should be conducted. JSA/THAs are the behavioral tools supervisors and project managers should use to ensure workers do not engage in at-risk behaviors, and to ensure the work is conducted effectively and efficiently.

Where do you stand as a project manager, project engineer or supervisor? Have you adopted best-practice principles for safely planning and executing the work? Are you thoughtfully and methodically considering all the work tasks and ensuring authentic engagement with JHA/THA? Are you thoughtfully and methodically planning work zone layouts, work areas, storage areas, ingress and egress points, and communicating those to workers and the public? Are you looking at work tasks proactively to assess potential at-risk behaviors and effectively communicating your observations to the workers? Your answers to these questions may reveal much about our ability to safely, effectively and efficiently plan for the proper execution of construction 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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GRIFFITH COMPANY NEWS

VOLUME 40, ISSUE 3

SEPTEMBER 2021



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Upcoming Events:

Saturday, October 16
Annual Safety Picnic
RSVP deadline is September 24!

Thursday, November 11
Veterans Day

Thursday, November 25
& Friday, November 26
Thanksgiving Holiday

Visit us on the Web at:
www.griffithcompany.net



Project Spotlight: Devil's Gate Dam

By Rick Pike
Project Manager, Southern Region

The Devil's Gate Dam, situated above the cities of Pasadena and South Pasadena, was completed in 1920 at a cost of \$483,000 and creates a reservoir from the 47 square mile Arroyo Seco Watershed. Devil's Gate Dam protects downstream communities from flooding and captures the sediment and debris before it flows into the Arroyo Seco, the Rose Bowl, and into Los Angeles County. As the oldest dam constructed by the Los Angeles County Flood Control District, it serves to conserve water and provide flood control.

The 2009 Station Fire and subsequent storms caused more than 2-million cubic yards of sediment to erode from the San Gabriel Mountains and flow into the reservoir. This is roughly enough sediment to fill the Rose Bowl three times. Because of this, the reservoir was left in a vulnerable state, lacking the storage capacity to withstand a major storm event. In a public works bid/build format, Griffith Company's estimating team

led by Jason Spear and Shahin Agahzadeh obtained the award, and we were off and running. Devil's Gate Reservoir Restoration Project began November 2018 with sediment removal concluding August 10, 2021. This collaboration

between Griffith Company and the County of Los Angeles, Department of Public Works is the new standard for Los Angeles County Public Works projects. Indeed, as the project evolved with intense public scrutiny, the revised specifications have been duplicated on similar projects run by the County. With 3-million cubic yards of capacity, the reservoir will be better equipped to manage flood control risk.

At project startup, we knew our haul trucks had to meet 2010 or newer emissions standards. This evolved to The University of California, Riverside Phase I and Phase II Emissions Testing. We had to allow the University access into each of the trucks' on-board computers

to monitor emissions during the haul. The University then reported emission results to the community. That led to the County removing trucks that met bid time emissions standards. Even with the reduced trucking fleet, we still managed to meet production goals. The reduced emissions were a County first, then they changed the model year of trucks from as old as 2010 to no older than 2013. These new specifications



A good showing of efforts to fight dust



Jaimie Angus

You Spoke and We Listened

By Jaimie Angus, President & CEO

In the June 2021 Newsletter, I shared that our past CEO, Don McGrew, would often ask if we should make changes to the Griffith Company Newsletter. Well, I asked too, and many of you responded. Our newsletter team gathered the requests and have reformatted the newsletter to include these new features. The major theme of the requests was to put a greater emphasis on the employees, who, day in and day out, are making our company successful. Everyone likes hearing about the projects, but we heard that you'd like more of a people slant to the work. In addition, you said bring back the employee focus section, so we did, and Piero Zafra will be in the spotlight this month.

So, to accommodate these changes, we've decided to expand the newsletter from four to six pages every quarter. This will give us room to focus on the things you want to see and more of and fully develop some of our popular sections like Kudos Korner and Griffith Grapevine—we always must leave something out for space requirements. But not now. In this first new issue, we'll have a report from our Human Resources Team, a Project Spotlight on the Devil's Gate Dam Project, our Safety Corner and much more great content.

We're excited for these changes and really glad to put the focus on you. I look forward to hearing what you think after you've worked your way through the newsletter. We are open to making even more changes, so tell us what you like or dislike. Tell me in the halls or send an email to Cassandra. Thanks to each of you! Keep safe on the jobs and on the road.... your families need you.

continued from Cover required action, and the need was immediate. By reducing the number of available trucks, Griffith Company and Cal Earth Transport were required to



Trucks getting loaded via excavator and loader and lining up to go across scales

shift into even higher gears just to get trucks! Each year, we started with just enough trucks to meet budget, and as the years progressed, were able to efficiently recruit and retain the truckers year-to-year.

Manning the helm, Rick Pike, Joe Carattini, Scott Goglia,

Guy Duplantier, John Long, Anthony Sepulveda, Martha Aguirre, Justin Whitted, Austin Boone, were some of the Griffith Company team members at the Dam site, with Joe Andalon,

Dave Frasso, Sammy Clemente, Jr. helping at one of two sites to receive sediment. Excavation and loading into bottom dump trucks took place from about April 15 to October 15 for three years.

Our team successfully negotiated a multitude of claims, from inefficiency when the County reduced the pool of available trucks, to tarping the tops of loads and dusting off the trailers, to groundbreaking truck emissions testing. Our trucks traveled 3,834,306 miles in

91,293 truck trips from Pasadena to either Irwindale (Manning Pit) or Sun Valley (Sheldon Pit). As

the community clamored to shut down the project, we negotiated the use of laborers to clean the trucks of dust, watered the tops of loads as they departed, and doubled the number of truck tire wash units. When the community thought the trucks were in the reservoir for too long, we were successful in getting the County to compensate us for an extra excavator to keep the trucks from being in the reservoir even one minute longer than "optimum". In 2021, the trucks drove as far as one-half mile in the reservoir, were loaded with an

average of 23 tons of sediment, went through the scales and cleaning procedures and exited,



Griffith and LADPW team celebrating the final truck out of the reservoir

all in under 10 minutes as documented by the County.

The role played by Joe Carattini can be summed as orchestra maestro. He led a talented team of individuals by planning, communicating, and establishing accountability. John Long, project foreman, carried out the daily tasks and stayed

ahead of whatever the County thought to implement to keep the community happy. Martha Aguirre, weighmaster operating the scales was in the center of activity. Martha brought great communication skills when she arrived. As most of the 80 plus truck drivers' primary language is Spanish, Martha helped bridge the language barrier. She learned how to operate the

and diligence has allowed the project to perform well above expectations. Now that the project is finished, the reservoir has increased capacity and the surrounding communities have a successfully restored landmark offering both scenic and recreational opportunities.

To be the Contractor of Choice by leading our industry in safety,



Loading with excavator looking at the hills above JPL (Jet Propulsion Laboratory)

scales, CB Radio, walkie-talkies and took on the role of liaison between Griffith Company and the truckers. Justin Whitted and Austin Boone were the project engineers and emissions submittals masters. They kept our equipment onsite and documented down to the grams per brake horsepower on not only yellow iron but all diesel equipment.

Community involvement and oversight was unprecedented. As a recreational area after our work hours, the community would report such minor incidents as a trash can lid being left open. This required constant coordination and teamwork between Griffith Company, Los Angeles County Public Works, and Cal Earth Transport. The combination of communication, awareness,

quality, value and integrity, a team must understand the challenges of the project and the people involved. We focused on the discipline of the business and were most productive during the most challenging year: 2020. We hauled 38,168 loads that year, taking advantage of the light traffic. We ran until November that year, to make the most of what we had.

As a father, one never gets tired of hearing people say nice things about their kids. As a project manager, I heard constant compliments from our customer about how happy they are with the project, the teamwork, and our attention to detail. They say Devil's Gate was named for a silhouette below the dam. I say it's because the Devil is in the details!

KUDOS KORNER

Kudos to the following employees on their promotions this year:

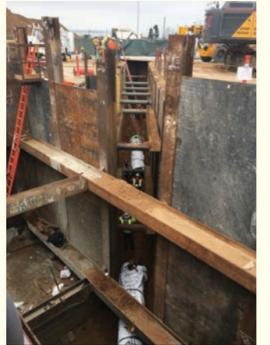
- Kudos to **Dustin Devoto** on his promotion from Project Engineer to an Assistant Project Manager.
- Kudos to **Nathan Lopez** on his promotion from Assistant Project Manager to Project Manager.
- Kudos to **Scott Miles** on his promotion from Superintendent to Lead Estimator.
- Kudos to **Stephani Sialoi** on her promotion from AP Clerk to Project Accountant Assistant.

Kudos to our 2nd Quarter Winner Photo Competition winner **Guy Duplantier**, and to runner-up **Jason Dennis**. Guy and Jason received \$50 and \$25 Amazon gift cards respectively. We appreciate all of the photos

that were submitted for the 2nd Quarter. Based on this group of submissions, we are eagerly anticipating more outstanding submissions during this 3rd Quarter.



▲ **Guy:** Cogswell Reservoir Post-Fire Emergency: "30 Ton Rock Truck and D6 Dozer Dwarfed in the Reservoir Pioneering Access Roads".

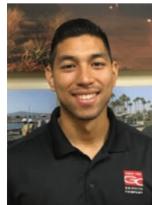


► **Jason:** Secured Area Access Post (SAAP): "Installation of the 30" High Pressure Deluge Line".

Griffith Company was awarded the Pedestrian/Bicycle project of the year at the 32nd annual CTF awards ceremony on May 27. This was a successful design build project that included work by Structure Division, Southern Region, and the Landscape Division. Kudos to you all!

EMPLOYEE focus

Point of View: Interview with Piero Zafra



Tell us a little bit about where you came from? I was born in Trujillo-Peru. Trujillo

is the third biggest city in Peru. It is located on the north coast of Peru with less than 1-million population. Cool fact about Trujillo is that it is located 45 minutes away from the longest left wave (1.25 miles) in the world.

When did you know that you wanted to get into engineering and construction? One of my uncles owns a small construction company in Peru, which exposed me to the construction equipment at a young age. Seeing the equipment sparked an interest on how each equipment works, which led me to engineering and construction.

What college did you go to? I attended Cal State LA. Prior

to that, I attended Santiago Canyon College.

Tell us a little bit about what you do here at Griffith Company.

I am currently Project Managing/Project Engineering the Cypress Ave Waterline Project and the underground scope of work for the PCH and Hawthorne. In addition, I do estimating for the division. My daily activities are tracking cost, create change orders, pay invoices, order materials, do take offs, set up bids for review, etc.

What is it you like to do in your spare time? I like to keep a very active

life outside of work. I try to work out at least 4 days a week, and surf on the weekends.

Is it true that you had to make the bread to bring home the bacon and that is how you ended up here at Griffith Company?

That is very true. I was actually a baker...I used to work for Boudin Bakery prior to here. I used to work overnight at Boudin and attend school during the day. There would be times that Luis Cervantes would find me sleeping in my car before work hours. I was very fortunate to land the fall internship with D1 at the North Santa Monica Blvd Project and showcase my working skills.

WELCOME, NEW HIRES!

SOUTHERN REGION



Manual Zavala
Field Engineer Intern



Sophia Huynh
Project Engineer



Mario Mock
Estimator



Jordan Valdez
Project Engineer



Isabella Herrera
Field Engineering Intern
LANDSCAPE DIVISION



Annaliza Balila-Heller
Field Engineering Intern



Jorge Zepeda
Estimating Intern



Jennifer Hochstetler
Receptionist



Erin Allison
Dispatcher



Christopher Ngo
Estimator

CENTRAL REGION