

**ESOP Point of View: Interview with Kash Khan**



**How long have you been with Griffith Company?**  
16.5 Years

**What does working for an employee-owned company mean to you?**

Working for an employee-owned company means that you've inherited a part of the company. You own a company without providing any financial support and I have a direct influence on the company's stake in the outcome. People dream of having an opportunity to own and to manage their own company, however, rarely do they have a chance to make this come true. It is a remarkable opportunity, but at the same time a great responsibility. To think and act like an owner takes an incredible amount of dedication, discipline, and desire. The ability to have your voice heard is a gift and to have the opportunity to see your contributions make a positive difference is a blessing.

**How has our ESOP benefitted you?**

Two most important things come to my mind:  
 ■ 1- I can proudly say that I am a self-made millionaire.  
 ■ 2- If God forbid anything happens to me, my family is financially secure.

**How does being an ESOP company influence our culture and employee engagement?**

An ESOP provides all employees with a stake in the future growth of the business which brings a culture of ownership, leadership and of course the culture of family. Employees are more committed and invested in generating benefits since they are rewarded from it too. It brings effective communication and engagement in the workplace. The employees work harder, smarter and as a team because the company's success is a big incentive for them.

**How do you view our ESOP vs. a 401K?**

Simply there is no comparison because being in ESOP means to get paid twice, once doing your job and second in the form of ESOP. A 401K is a good program, but you still need to find a way to get

funds from your yearly financial requirements for a standard living.

**What advice would you give a younger or newer employee who might not understand the value of our ESOP?**

Every profession has ups and downs just like life. My advice is that every time you feel like life is not fair and you look for any alternative route to fix it. Instead of that, roll up your sleeves and put your head down and do your best to change your current position. As an employee of an ESOP company, every effort you make towards your responsibilities will have a direct effect on your personal finances unlike any other company. For the past several years I have made more money in ESOP than my salary. Not everyone can say that right now but with patience, trust in your company, trust in your fellow employees and doing the discipline of the business, you will soon change your perspective of the value of ESOP. So please talk to your superiors and try to understand ESOP because ESOP has changed my life.

**How does being an ESOP company separate us from our competitors?**

An ESOP company provides all employees with a stake in the future growth of the business. While our competitors

are more focused on only company growth. ESOP company structures are more like family-owned businesses which oftentimes have a more flexible structure. They're known to change and evolve along with family culture and family values. This connection to family values typically leads to a strong company culture.

**How has your perspective on the ESOP changed, if at all, during your years with Griffith?**

When I first started with Griffith Company, I didn't have enough information about ESOP, and I didn't care much about it. I was too busy chasing my career and was more interested in how I can buy my first house or a new car or take my family to a nice vacation. I totally lost sight of my retirement plans and yes like everyone retirement was so far out that I couldn't even think of retirement or even plan it. And now after all these years I only think about my retirement. Luckily, I was working for Griffith company because I didn't see any value of ESOP and retirement was not on my radar. Griffith never stopped caring about my career and my retirement. Thanks to ESOP I can say that I am financially secure for my retirement.

**Griffith Grapevine**

**In Memoriam**

One of our beloved former employees, **Charles "Chuck" Gass**, passed away on April 16. Chuck worked for the Structures division as a Carpenter Foreman in the 1990's. He's son, Michael would like everyone at Griffith to know how much his father enjoyed his time with coworkers and attending our annual picnics with his family.



**Birth Announcements**

Please join us in Congratulating Central Region's Project Engineer, **Eddie Torres** and his wife, Aubrey in the birth of their new baby boy, Aiden Hayes Torres. He was born on March 3rd at 8:07am, 7lbs. 13oz and 20.5 inches long. Welcomed home by Mom, Dad, and big brother Bryson.



Congratulations to Tracey and **Tyler Novak** for the new addition to their family. Tracey's youngest son, Alex had baby Olivia James Novak making it Tracey's fifth grandbaby. Olivia was born March 4th and was 7lbs. 4 oz and 19 inches long. Tyler is baby Olivia's uncle.



Congratulations to **Jaimie Angus** on the birth of his grandson, Jasper Alexander Trujillo who was born on April 28th at 2:58am. Jasper was 7lbs, 9oz and 21" long. This makes grandbaby number eight for him!



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

**The Maturity of Griffith's Safety Culture**

The global COVID-19 Pandemic that started in early 2020 slowed the evolution of Griffith's Safety Culture that began a few months earlier. If the Safety Culture is defined as a set of processes, practices, jargon, rituals, and observances that have become norms practiced over time, then there is no doubt to the disruption that affected all of us due to the pandemic, wherein everybody's norms were altered to some degree. To assess the current level of Safety Culture Maturity, we can turn to various studies that give us identifiable traits as to the progress or maturity of the culture. Most of the studies reveal 5 levels of cultural maturity that look something like this:



simply becomes how we do business every day, that safety is a pre-condition to performing any work, where we excel at contingency planning for what might happen, and our employees can offer feedback on systems, processes, policies, norms, rituals, and jargon without fear of reprisal. The Griffith team works hard daily to make our Company, and the people of our company, better in every way. What is your view on the level of our safety culture maturity? What can you do personally to help mature our safety culture to high performance, level 5 company?



If I had to place hand over heart and honestly evaluate the current maturity level of Griffith's Safety Culture, I would say we are solidly at a level 3, although we are actively working on elements to move us to level 4 and even starting plans for level 5 engagement. We are definitely making progress to advance our culture up the maturity model. However, we still have work to do to make safety proactive among all Griffith employees, with a steadfast focus to developing the culture such that safety

**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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**A Manager's Perspective:**

By Mike Carpenter  
 Manager, Environmental Services Division



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**Upcoming Events:**

**June 24, July 15, August 12 & September 30**  
**Summer BBQ's**

**Monday, July 4**  
**Independence Day**

**Monday, September 5**  
**Labor Day**

**Monday, September 12**  
**Board of Directors Meeting**

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



**Our Past:**

Griffith, established in 1902, is a premier heavy civil contractor in California building much of Southern California's infrastructure. Our teams have built shipping ports, railyards, airports, freeways, roads, bridges, structures, and numerous utilities throughout California and the Western United States. Building though, is only one part of Griffith's solutions; ongoing maintenance and rehabilitation is equally important! Griffith's longevity and legacy of excellence is demonstrated by a willingness to grow and adapt to changing market conditions. Parallel with Griffith's development, California's manufacturing prowess was established in the 20th

**Changing Conditions:**

The facilities, infrastructure, and industry of the past generated pollution. This past manufacturing legacy, and its pollution residue, promulgated the need for new regulations, rules, and governing agencies. Griffith's environmental division was created to address the change and regulatory issues. Rather than fear the changing political conditions and past residual pollution, Griffith has opted to grow and embrace it. The current governing regulatory rules screen

environmental division ensures the environmental issues encountered are professionally managed, profitable while following the current regulatory framework.

**Griffith Environmental Department:**

Griffith's Environmental Division was established in 2017. The environmental division has no recordable accidents or injuries and has been profitable from inception. Our team is working within the Griffith family of



TTU in Operation – City of Inglewood

century. Our state was vertically integrated building ships, cars, planes, electronics, chemical formulations, petrol chemical refining, and much more. All of which was supported with transportation corridors and infrastructure.

past polluted sites for toxicity using 21st century technology. Griffith's Environmental division is training a staff of initiative-taking employees to address current environmental issues. While Griffith continues to build, rehabilitate, and modernize facilities, our

divisions and has thirty, specialty trained, professionals following 29 CFR HAZWOPER guidelines. Our specialty team allows Griffith to respond quickly when unforeseen environmentally regulated conditions are encountered and allows Griffith

continued

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

CEO'S CORNER



Jaimie Angus

# Steering through Choppy Economic Seas

By Jaimie Angus, President & CEO

As Griffith Company merges on midyear, we are a little behind on our work-in-place goals. This is very unusual for us in a dry year- we usually can exceed our winter goals. But, our largest project ended last year and the new larger projects are in start-up mode. Supply Chain issues coupled with increased demand have led to lengthened Lead Times for materials creating start-up delays. Add to this escalating prices on materials and workforce shortages and we are in some stormy economic waters. Although I wasn't working during the 1970's, it seems we are reliving those times with workforce shortages and high prices on gas, homes, utility bills, and food. We ordered 32 new vehicles for our fleet, and it may be 18 months before delivery. This is all something most of us have never experienced.

Griffith Company understands the inflationary challenges of our workers and will address it with upcoming salary increases while the Unions are negotiating new agreements as well. Four of the basic Crafts MLA are being negotiated in May and June with the Carpenters setting the tone at 4.6% increase. Typically, this recipe would lead us to a recession, but the construction economists are indicating our market outlook will remain strong at least until 2028 with supply chain issues continuing for 18 months. California is strong with funding and has all indication of continuing to let out \$8 to \$9 billion in infrastructure construction and still have a surplus in the General Fund of over \$16 billion which needs to be spent on infrastructure or given back to the taxpayers. This means our industry may get an additional \$3 billion in construction spending! Moving forward we will keep our eyes wide open for indication of a slowdown in commercial building or home building, which are indicators to a slowing economy and a potential recession. It will be a challenge for Griffith Company to meet our work in place goals for the year, but the bid table is still very active, and we are getting good margins on our work, so we still will be able to meet this year's profit goals for our stockholders. The ship is on course!

WELCOME, NEW HIRES!



Scott Sherman, Project Engineer



Barbara Newton, Project Accountant - Rehire



Tyler Carlson, Senior Project Engineer



Elizabeth Flores, Project Accountant Assistant



Heath Patterson, Superintendent



Joseph Gonzalez, AP Clerk



Kevin Sanchez, Administrative Assistant



Ahmed Abouelhasan, Project Superintendent

continued from Cover to better peruse projects with known environmental issues. In addition to a specialty trained team, our division has made investments in environmental monitoring equipment to support field activities that allow us quick response and flexibility with the Griffith divisions and outside clients we serve. Below are some examples of projects where the environmental division has played a critical role in completing.

division is managed by Michael Carpenter and project manager James Walsh. Mr. Carpenter has a Master of Science (MS) degree combined with over 30 years of onsite working knowledge. This experience and training provides



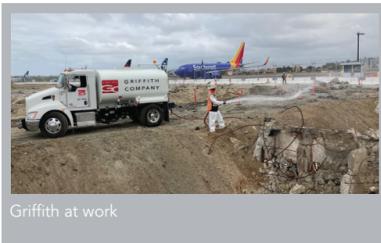
Tank Pull at United

completed his asbestos supervisor training and is a hazardous waste technician able to create sampling plans, pull samples, create work plans, and oversee hazardous waste and emergency response operations.

Please introduce yourself, or ask us any questions. We are always available and can be onsite within hours if needed. The pictures below show various waste conditions our projects are encountering which could generate apprehension within a project team; our team welcomes these conditions. Griffith's environmental division can eliminate environmental anxiety and we look forward to collaborating with you soon!

practical solutions for all types of environmental conditions. James Walsh joined the environmental department in 2020 and has

Compton Airport	Contaminated Soil, Asbestos Removal and South Coast Air Quality Management District Training	Griffith pulled and completed the first SCAQMD 1466 permit and assisted with SCAQMD agency training following Rule 1466.
City of Inglewood Park and Ride	Onsite management of Arsenic hazardous soil, site closure per (Los Angeles Regional Water Quality Control Board) LARWQCB	Griffith used a Transportable Treatment Unit (TTU), treated hazardous soil to a non-Haz conditions, pulled air permits. Clean closed this site within 6 months all during a COVID lockdown.
LAWA Utilities & LAMP Enabling Projects	Onsite Environmental Management and operations for the JV at LAX	Worked with LAWA, and City of Los Angeles managing the hazardous and regulated wastes from LAX.
Port of Los Angeles, Mid Harbor	Asbestos Removal -10,000 tons friable soil, non-friable asbestos piping, impacted soil management, PCB light ballast removal, e-waste recycling	Built negative air system, packaged, loaded, and managed the removal of 10,000 tons of soil using bins to a Class 1 TSDF.
John Burroughs Middle School	Five-year project rebuilding a primary school with Kemp Brothers	Managing volatile impacted soil from historical refinery operations. Water Treatment and SCAQMD 1166 monitoring



Griffith at work

Critical Path Method Scheduling Training in San Diego

By Jesse Espinoza

Dan Leeper (Southern Region Senior PM) recently hosted a three-part P6 Scheduling class for eight participants in the San Diego office. Attendees included both estimating and project management staff, as Jesse Espinoza (San Diego Area Manager) affirms that, "Understanding a project schedule is a key consideration for estimating and is essential to the successful execution of any contract. Contract days allowed and what it takes to build the job are two totally separate considerations. Estimators



should understand the required time related overhead, phase-specific activity durations that drive production, escalation requirements, and other key cost considerations. From there, the project management staff and field teams should only need to refine and add detail to the groundwork created by the estimator." Training attendees included Lupe Gonzalez, Christina Rios, Brittney Gomes, Darrell Waterman, Shahin Agahzadeh, Yuli Carrillo, Steve Becerra, and Fabian Roman.

Administrative Assistant Day

On Wednesday, April 27th the Brea office Celebrated Administrative Professionals' Day with Italian luncheon.



Kudos to all our team members who have received a well-deserved promotion year to date. Their hard work has not gone unnoticed, they have proven to be successful leaders in their departments. They are essential contributors to our continued efficiency, quality, and profitability.



- Jeff Turner promoted to Area Superintendent
- Matt Arroyo promoted to Project Manager
- Patrick Tamez promoted to Job Cost Manager
- Carlos Moreno promoted to Project Superintendent
- Joseph "Woody" Daigle promoted to Area Superintendent
- Djuan McCraney promoted to Division Safety Manager
- Brad Olson promoted to Senior Project Manager
- Justin Whitted promoted to Sr. Project Engineer
- Reza Kamalidaz promoted to Project Manager
- Scott Miles promoted to Senior Estimator
- Marquis Johnson promoted to Asst. Project Manager

Griffith Quarterly Photo Competition

By Ron Roberts

On behalf of Griffith Leadership, thank you to all who submitted photos this Quarter. Looking forward to seeing what comes in for the 2nd Quarter.

Griffith Quarterly Photo Competition:

1st Quarter Awardees (2022)

- Winner: **Scott Trotter** – one \$50 Amazon gift card. Inglewood Basketball and Entertainment Center: "Soldier Piles Being Installed for New Sound Wall".



Scott Trotter

- Runner Up: **Erick Garcia** – one \$25 Amazon gift card. Mecca: "Rock Mulch".



Erick Garcia

Honorable Mentions:

- Ben Walnum:** Inglewood Basketball and Entertainment Center ("Erecting Permanent Sound Walls").
- Woody Daigle:** Snow Covered Griffith Truck

Others Who Submitted Photos:

- Dawn Devilla**
  - Harjot Chahal**
- Congratulations to our annual and 4th Quarter winners, and a big thank you to all who participated in last year's competition.