

EMPLOYEE focus

ESOP Point of View: Interview with Nick Harris



When did you start with Griffith Company?

March 2013

What is your role here at Griffith Company, and what is a typical day like for you at work?

Underground Division - Assistant Construction Manager

There is no such thing as a "typical day" in our line of work!!! Overseeing all of Underground's Operations keeps me on my toes. Typically, you can count on one thing... your plan when you woke up will have audibles by the time you finish your cup of coffee.

What do you enjoy most about your job?

Oddly enough, what I enjoy most is the dynamics of our industry and there being no typical days. Every day we are learning and there is fun and excitement in the organized chaos of construction.

What do you like to do during your spare time?

My spare time and weekends are spent being active outdoors either at the river boating and skiing, desert camping with moto and side-by-sides,



What is your role here at Griffith Company, and what is a typical day like for you at work?

I have worked as a Project Accountant since starting here and recently been promoted to Office Manager/Lead Project Accountant for the Central Region. Right now, my day is filled with emails, setting up jobs, cost reports, subs, change orders, billing and collecting money.

What do you enjoy most about your job?

I'm busy, that's how I like it. I love analyzing the jobs and solving issues that come up. Now as I take on this new role, I will have more duties along with challenges that I'm ready to take on.

What do you like to do during your spare time?

I like to spend time with family and friends that I really missed when I was in Texas. I also love to travel. I will hop on a plane every chance I get. I have 3 best friends I travel with (2 friends from elementary school and our junior high home economics teacher who can't get rid of us). We have been going on trips together for about 8 years. We have been to Paris, Ireland, Germany, and this year we are going to the Netherlands.

ESOP Point of View: Interview with Barbara Newton



When did you start with Griffith Company?

I started May of 2011. I moved to Texas in April 2020 then returned April 2022. I'm so happy to be back with Griffith!

What would people be surprised to learn about you? I have a twin brother. He is 14 minutes older than me.

What do you value most about Griffith Company?

The People for sure! I love the people I work with, and we have a great team. I also value Griffith's longevity. It shows the company is dedicated to doing business the right way.

Griffith Grapevine

Birth Announcements

Congratulations to **Simon Yoo** and his wife, Angie Yoo on the birth of their first baby, Clayton Yoo. Clayton was born on March 4th at 3:27pm. Clayton was 7lbs, 2oz and 20" long.



Congratulations to **Michelle Walimaki-Talancon** on the birth of her new baby, Leia Yolanda Talancon. Her new bundle of joy was born on April 20th at 11:59am weighing 7lbs, 2oz, and 21 inches long.



Please join us in Congratulating Southern Region's Project Manager, **Johnny Yang's** newborn, Logan Yang, born on April 27, 2023. Logan is Johnny's third child and little brother to big sister, Nora and big brother, Connor. Mom and baby are doing well!



SAFETY CORNER

By Randy E. Franklin, CSP, Director of Risk Management and Safety

Learn These Traits To Be More Effective With Safety In The Field



To drive a high-performing operational safety culture, a field leader should possess both hard and soft skills. Hard skills are specific technical abilities and knowledge, while soft skills refer to a person's interpersonal qualities and abilities. No matter how sophisticated and technologically advanced we become, Construction is still a people business. Here are some of the hard and soft skills that a construction company field leader should possess to drive excellent safety results in the field:

Hard Skills:

- **Technical knowledge:** A field leader must have a deep understanding of construction techniques, materials, equipment, and safety regulations to ensure the safety of the team and the successful completion of projects.
- **Hazard identification and analysis:** A field leader should be able to identify predictable and foreseeable hazards in the workplace and analyze them to assess the risk of potential injuries and incidents. This is an absolute must for anyone deemed a "Competent Person".
- **Accident investigation:** If an accident occurs, the field leader should be able to conduct a thorough investigation to determine the root cause of the accident and implement measures to prevent similar incidents in the future.
- **Behavioral observations:** A field leader should be able to make quality behavioral work observations to spot at-risk work behaviors and be able to follow up the observation with an immediate polite discussion with the worker.
- **Safety inspection:** A field leader should be able to conduct regular safety inspections to identify hazards, ensure compliance with OSHA regulations, and ensure that safety standards are being met.

Soft Skills (Interpersonal Skills):

- **Leadership:** A field leader should be able to lead by example and inspire the team to prioritize safety. They should also be able to delegate tasks effectively and motivate team members to perform at their best.
- **Communication:** A field leader should be able to communicate effectively with the team, supervisors, and clients to ensure that safety protocols are understood and followed. An effective communicator knows when to listen as well as when to speak.
- **Problem-solving:** A field leader should be able to think creatively to solve problems related to safety and construction issues.
- **Attention to detail:** A field leader should have strong attention to detail to ensure that safety protocols are being followed and that construction projects are completed to a high standard.
- **Conflict resolution:** A field leader should be able to resolve conflicts within the team and with other stakeholders in a professional, polite, and constructive manner. We can agree to disagree, but we should not become disagreeable with each other.
- **Time management:** A field leader should be able to manage time effectively and prioritize tasks to ensure that safety protocols are being followed while also meeting project deadlines.
- **Emotional intelligence:** Construction field leaders are able to understand and manage their own emotions and those of others. This helps to keep people calm, and to communicate effectively with team members and clients and be able to resolve conflicts in a constructive and respectful manner.

Learn these useful traits and characteristics to drive a high-performance safety culture with your team.

GRIFFITH COMPANY

The Griffith Company News is published four times per year in order to keep our employees better informed of Griffith Company events and accomplishments.

GRIFFITH COMPANY NEWS

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Upcoming Events:

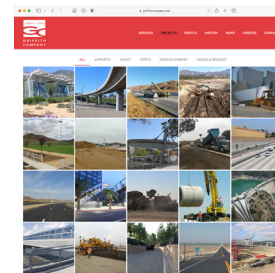
June 16, July 14, August 11 & September 29
Summer BBQ's

Tuesday, July 4
Independence Day

Monday, September 4
Labor Day

Monday, September 11
Board of Directors Meeting

Visit us on the Web at:
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A Manager's Perspective:

By Dennis Gansen
Underground Division Manager

Our Past:

I started with Griffith Company in 2018 on our Myer's & Sons - Griffith Joint Venture at LULEP. It's been a pleasure working



out of the Brea office the past two years as the Underground Division Manager. The people here within this company are truly one of a kind and have made me feel right at home and were very welcoming. My passion lies within operations and being involved with the day-to-day job progress and field activities. This gives me an opportunity to mentor our project teams across the entire spectrum. We have some big plans in the Underground Division for the future.

Within the division, we have made huge strides to engage our field supervision and implement a safety culture. We have done this by introducing bi-weekly safety calls with all

our foreman, superintendents, and operations personnel to talk about our work from a safety perspective. This open communication and dialogue

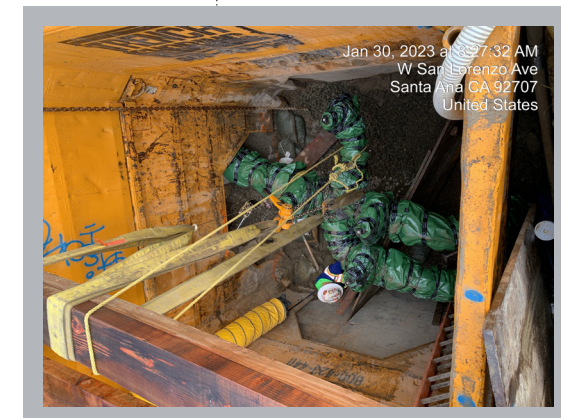
have really allowed the field personnel to not be afraid of reporting on near misses and speaking up when they see something that does not look quite right. Instilling the

culture is our intent and will help us be successful with the amount of work that needs to be put in the ground this year due to the amount of inclement weather we have experienced in the first quarter.

Traditionally, the Underground Division has operated as a support division under the Griffith Company Umbrella. The past two years, we have really focused on expanding out and being prime on our own

work. We must do this while still supporting our Griffith projects internally. We have completed projects for water districts and public utilities as the prime. This role has really allowed our team to grow.

We have one unique project for the City of Santa Ana being the San Lorenzo Pump Station, this opportunity came through an industry partner, JS Held. Our role is to help complete a project on time and within budget, which was severely impacted by the previous contractor. The scope of work includes installing a completely



new pump station and the rerouting of major trunk lines of sewer within the City of Santa Ana. We must do this while keeping the existing pump station operational until we are ready to turn the switch over

continued

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

Executive VP'S View: Griffith Company: A look into Alternative Delivery in Construction: A Fresh Approach to Building Projects

By Ryan Aukerman, Executive Vice President

Griffith Company has been very successful and long relied on traditional project delivery methods such as design-bid-build or bid-build. However, alternative delivery methods are now gaining popularity with public agencies and owners as a preferred approach to construction. These methods offer a fresh perspective on how projects are delivered, creating new opportunities for collaboration and innovation.

Over the past few years, I have talked at length about how it is crucial we adapt and innovate in order to remain a leader in the industry. We recently established an Alternative Delivery - Project Pursuits Team dedicated to tracking and pursuing these types of projects. As a result of our efforts, we were awarded two CMGC projects and one Job Order Contract project for the Broad Band Middle Mile in the San Diego County and Inland

Empire region. This early success led to the establishment of an Alternative Delivery - Operations Team to manage and build the tasks at hand. We are now looking at the potential of

Simply put, I believe that Alternative Delivery projects will be the game changer in our plan to grow the company in the not-so-distant future.

Alternative Delivery methods offer several advantages over the traditional bid delivery model. For one, they encourage collaboration and communication among all parties from the beginning of the project, resulting in



Ryan Aukerman

more efficient decision-making and problem-solving. They also foster innovation by allowing for more flexibility and creativity in the design and construction

process, resulting in better outcomes. Additionally, they can result in cost savings for owners by streamlining the project delivery process and reducing the risk of cost overruns and delays.

However, Alternative Delivery methods also come with their own set of challenges. For example, they can be more complex than traditional methods, requiring more time and effort to coordinate and manage. Determining how risks are allocated among parties can also be challenging, requiring careful consideration of each party's role and responsibilities.

Furthermore, many contractors and owners may lack experience with alternative delivery methods, leading to a learning curve as they adapt to the new approach. As the construction industry continues to evolve, alternative delivery methods are sure to play an increasingly important role in shaping the future of construction.

At Griffith Company, we are committed to expanding our expertise by embracing the growing popularity of alternative delivery projects. Our goal is to gradually build our qualifications and create a well-rounded team for managing future pursuits. It will not be quick, nor will it be easy. But we are very confident that, in time, we will increase our market share with Alternative Delivery projects by improving our qualifications, resources, and expertise, through careful planning and strategic personnel moves.

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to the new. A major challenge is the water table being at an elevation of five feet with excavations that reached depths of twenty feet. The team did a great job at managing these



field conditions and constantly had to reevaluate the game plan to stay safe and maintain within schedule. This project had six phases throughout the street work and intersections. Multiple crews and headings were utilized across the project scopes. Project completion is slated for June 2023.

As we continue to focus on sustainable growth, there are exciting opportunities in front of us. The immediate market being in our core area, the Southern Region. We look forward to the opportunities available in San Diego. We currently have a decent backlog with the Griffith Team down there and look forward to expanding on any opportunities that arise. The future needs of our Alternative Delivery projects and present opportunities for growth as well.

The foundation of Griffith

Company Underground began in the early 1990s. Our current team and leadership are being groomed to ensure the success of this division well into the future. We look forward to continued growth of this division by leading in safety and profitability. The future looks very bright, and it is an exciting time to be part of the Griffith Family.

WELCOME, NEW HIRES!



Jillian Johnson
Project Administrator



Ian Litten
Project Engineer/Airport Construction Coordinator



Fabiola Martinez
AP Clerk



Robert McHenry
Project Engineer



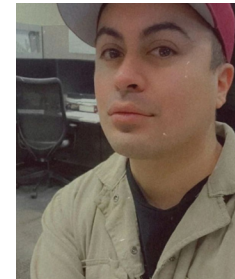
Isaac Quezada
Assistant Project Manager



Cynthia Ramos
Project Engineer



Grant Robertson
Project Engineer



Freddie Valenzuela
Project Administrator



Patricia Vazquez
Administrative Assistant



Kudos to the following employees on their well-deserved promotions (January to Present).

Brad Olson - Senior Project Manager, Southern Region

Luis Cervantes - Senior Project Manager, Alternative Delivery Operations

Jake Weigand - Contracts Manager, Alternative Delivery Operations

Martha Aguirre - Project Engineer, Southern Region

Monica Ramirez - Project Engineer, Alternative Delivery Operations

Pier G Celebration

BY: Dan Leeper

On March 9, 2023 the Port of Long Beach hosted an event celebrating the completion of the Pier G Wharf. Elected officials, harbor commissioners, the port operator ITS, POLB staff, union representatives and many others joined to commemorate the completion of the project and celebrate the success of delivering this project on time and on budget. Griffith Company Dutra Joint Venture (GDJV) constructed this \$55 million project extending the Pier G Wharf and adding backlands to allow larger and greener ships to berth at Pier G. POLB Director of Program Management Tasha Higgins and ITS CEO Kim Holtermand both celebrated how the project was built without any major impact to ITS operations. Kudos to the entire Griffith Company and Dutra team that contributed to another successful project!



Pier G Celebration - Project Manager Baktash Karimi and Project Engineer Sophia Huynh with other members of the Pier G team

Griffith Quarterly Photo Competition

By Ron Roberts

Once again, we had several very compelling photos - good shots of Griffith workers in action, assorted equipment, and a fair share of Griffith trucks. Great job by our submitters!

Griffith Quarterly Photo Competition: 1st Quarter Awardees (2023)

■ **Winner:** Levi Pivovarovoff - one \$50 Amazon gift card. Bakersfield Roundabout: "Placing Concrete for the JPCP Roundabout Utilizing a 32M Pump".



■ **Runners Up:** Buck Reel and Harjot Chahal - one \$25 Amazon gift card each.

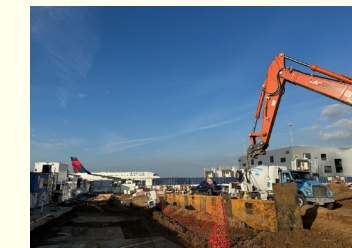


Buck Reel - San Diego International Airport 210" MH box Being Constructed with an Existing 60" Storm Drain Pipe Running Through it



Harjot Chahal - San Diego International Airport Construction Personafied

Honorable Mentions:



Brian Romero - Delta Skyway Power Redundancy Project ("Pulling Shoring While G2 Pours DWP Ductbank").



Evelyn Yopez - Caltrans Route 40 Needles Project "Monument Foundation Concrete Pour v2").

Others Who Submitted Photos:

- Christian Montes
- Erick Garcia
- Jason Mora
- Rick Pike
- Rosie Guerrero

7th Annual Griffith Women in Construction Luncheon

On Friday, March 10th, the women of Griffith Company gathered in Brea for our 7th Annual Griffith Women in Construction Luncheon. This annual event is intended to celebrate the valuable contributions of the women of our company and to facilitate relationship building and learning among the group. This year's Luncheon featured a talk by Lynne MacVean, CEO of Mammoth Electric, who shared career lessons learned from her years of experience in the construction industry, and who also shared her passion for community service. Lynne's remarks about the importance of community service were a nice tie-in to a service activity that the Luncheon attendees participated in: assembling care packages for Laura's House, a nonprofit that serves victims of domestic abuse.



Women in Construction Luncheon



GC4C Bicycle and Skateboard Building Service Activity

On Saturday, March 25th, over 30 Griffith employees along with some family members congregated at our Brea Office to assemble bicycles and skateboards to donate to foster children. Griffith partnered on this project with Foster Love, a nonprofit whose "vision is to improve the lives of children in foster care, who often find themselves forgotten and neglected by the public". In addition to assembling the bikes and skateboards, some of our volunteers also wrote inspirational notes to be shared with foster children. Thank you to all of our wonderful volunteers who invested their time and energy into this very worthy project.



GC4C Bike Activity Group Photo