

# THE LEADING EDGE

A PUBLICATION OF WAYNE BROTHERS COMPANIES

SUMMER 2019

INDUSTRIAL CONTRACTING | TURNKEY CONCRETE | CIVIL & INFRASTRUCTURE



## SUMMERTIME

## TRAVELS

by KEITH WAYNE

Hard to believe that Summer has emerged from the wetter and cooler seasons of Spring and that Labor Day is around the corner. There hasn't been a moment to waste with the many challenging projects we currently have for our clients across seven states. And while we were fortunate to have several large projects near our multiple office locations, the abundance of projects across the larger geography has brought about the need for extensive travels for most of our workforce.

Dr. Librardo Gonzalez, Chief Workforce Officer,

and I have been traveling and meeting with groups of employees to open up a dialogue regarding the Fundamental Behaviors we seek to promote among our work teams. As discussed in last quarter's newsletter, these positive behaviors are the bedrock of our company's past successes and they create the culture that we expect to move ahead with as we grow. We intend to improve our already rather solid behaviors across all of our business units.

I recently received a message from an anonymous

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## TRAVELS *CONTINUED*

person that contained a subject heading along the lines of “This is how Wayne Brothers employees behave.” I admit I was nervous in opening the attachment because anonymous communications aren’t always pleasant news. In this case, it was good news. The sender indicated they had witnessed four of our employees with hard hats and vests having lunch at KFC. Their comment was quite complimentary of our employees as a group sitting there together eating their lunch while showing respect to each other and most impressively to the other restaurant patrons (pictured below).

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Remember that your  
*FUNDAMENTAL BEHAVIORS*  
are CRITICAL to our SUCCESS.

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Their collective behavior provided a very powerful cultural picture of all WB employees. We all can be very proud of these employees who represented us so well that day. I wish I knew who to thank for that picture I would send them a certificate for a free sidewalk courtesy of all of us here at WB.

While we finish up our Summer vacations with the kids, or grandkids in my case, let’s all remember that our behavior is showing. Let’s be on our best behavior and look for those fundamental behaviors which do differentiate us from our competitors. We should commit to training all the young people who are coming into our company, as well as our incumbent workforce, to live out the fundamental behaviors we’ve identified as critical to our success.

Be Safe and Behave! After all, you never know who may be watching.



*Pictured is Noe Saravia, Isaiah Scott, Eustacio Munguia, Oscar Lazo.  
Not pictured is Marvin Lazo.*

## HUMAN RESOURCES

by BARBARA TURNER



# ELEVATE

## EMPLOYEE CARE PROGRAM

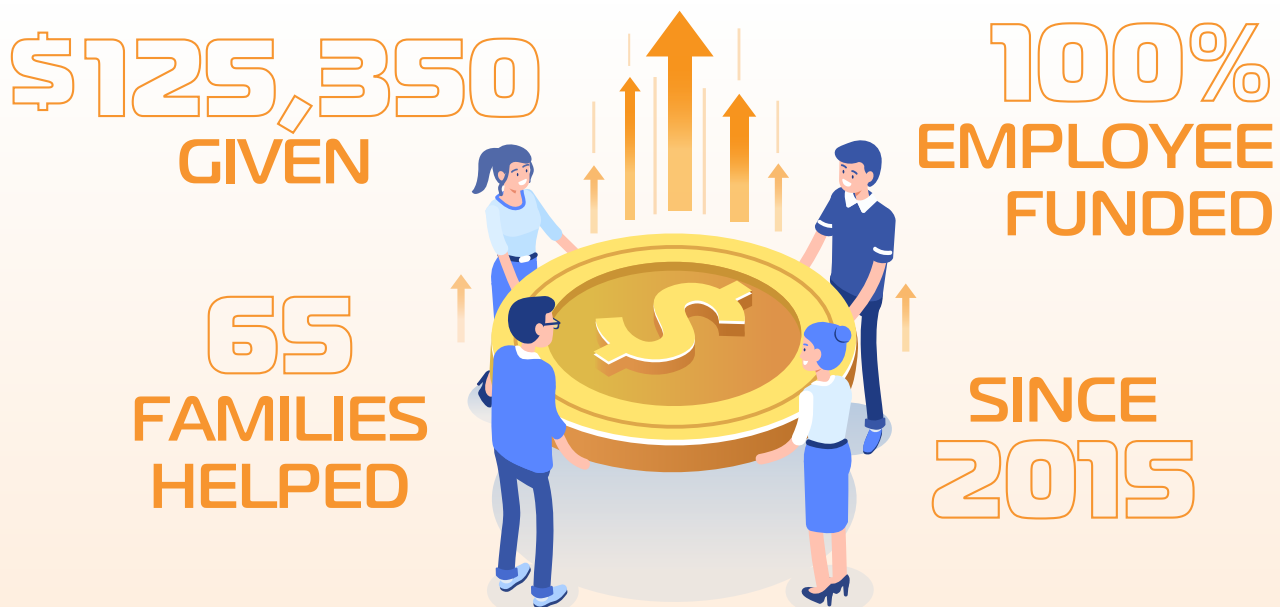
In January of 2015, Wayne Brothers officially launched the Benevolence Fund. This fund is 100% employee funded and was created to help fellow co-workers in their time of need. One day an employee came up with the idea of having an automatic deduction taken out each paycheck and collected so the money was available whenever someone needed it. From this idea, the Benevolence Fund was born.

Today, hundreds of employees contribute to the fund every week. The Benevolence Fund has helped 65 different co-workers and their families in the amount of \$125,350. This fund has eased the financial burdens often faced from crisis such as home floods, fire, theft, family and employee

illnesses and accidents, to family deaths and funeral expenses. The requests for aid all come from an employee asking on behalf of another employee in need.

We have renamed the fund to accurately describe the purpose: to care for and elevate an employee in their time of need. The fund will be called Elevate Employee Care Program. Thank you to those who continue to contribute and build a culture where we take care of each other.

If you are interested in participating you can reach Barbara Turner in Human Resources to have your donation automatically withdrawn from your paycheck each week.







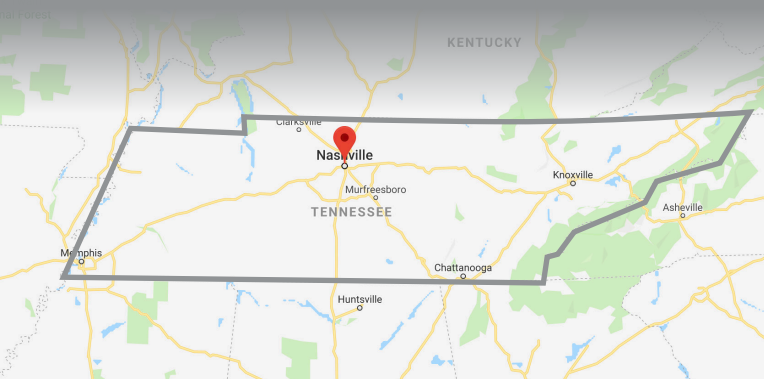
**TERRY SWAYNE**  
*Regional Construction Manager*

## CONCRETE GROUP

*by ISAIAH WAYNE*

We are pleased to announce that **Terry Swayne** has been promoted to **Regional Construction Manager**. He has accepted the challenge to build our Nashville, TN region and will oversee business operations in Tennessee and Alabama. Terry has been with WB for 9 months and has over 35 years of experience in the concrete industry. He began his career as a Laborer and worked his way to a Vice President at a previous employer. His project management capacity has exceeded \$60M in work at one time and over 300 people. Terry attributes his success to ten years of utilizing Lean Construction practices and being a perfectionist. "I'm a perfectionist, but very seldom do you get it. However, if you chase perfectionism, you get excellence."

Terry and his wife Sandra will be moving to the Nashville area. We are excited to have him join our executive leadership team and *Build Together In Pursuit of Excellence*.



## CIVIL GROUP

*by JIM RHODES*

As the Civil Group continues to grow, we are excited to look south. Wayne Brothers has had an office in the Charleston, South Carolina market for over a decade. While the Civil Group has performed many projects in that area, it has done so with forces that were temporarily housed in South Carolina as opposed to having project teams that are based in the Low Country area.

That will be changing over the course of the coming months and year. We are underway with relocating a team of seasoned WB employees, including Senior Leadership, who will be providing the same type of services offerings in South Carolina that we currently deliver for our Charlotte, North Carolina market. From Clearing and erosion control to mass grading, underground utilities and heavy site work, the Civil Group will be able to provide both stand-alone turnkey site work packages as well as the combined scope (Site and Concrete) projects for our clients in the Low Country.

We are very excited to make this announcement and are looking forward to providing more details as the opportunities arise.







The Industrial Group has had a lot going on this summer. We recently purchased an estimating software and training is underway. We should be fully utilizing it within the next couple of months. Leveraging this technology, along with the Financial Management training each manager is receiving, should position the Industrial Group for accelerated growth.

The Concrete team has recently completed a large project for Corning in Wilmington, North Carolina. Kudos to everyone that worked there as it was a successful project with a very happy client. Many other projects have been secured through satisfied, repeat clients. It appears that the team will be working at near capacity for the rest of the Summer and into the Fall.

Our Equipment Rigging & Installation team continues to stay busy in the lumber industry and

has recently been awarded a project for a company that produces large underwater cable. The work in process is concentrated in Alabama, South Carolina, and Georgia.

The Process & Utility Piping team continues to work with Nestle, a longtime client, on projects in Tennessee and Florida. Thank you to Scott Swayne, with the Concrete team, for helping out with the supervision of the work in Tennessee. Locally, they are working on several projects at Frito-Lay in Charlotte and continue to price additional work there as well.

The Industrial Group remains very busy. We will continue to hire qualified help to develop a bench, supplement growth and add to our already strong group of field and management employees.

# INFORMATION TECHNOLOGY

by DANIEL WAYNE

Organization	✓
Communication	✓
Company Calendars	✓
My Productivity Tools	✓
Time & Attendance	✓
Travel & Expenses	✓
Business Intelligence	✓
Documents	✓
Projects Controls	✓
Requisitions	✓
Innovation Center	✓
Support Center	✓
Information Technology	✓
Recruiting & Hiring	✓
Benefits & Compensation	✓
Performance	✓
Learning	✓
Succession	✓
Procurement	✓
Finance & Accounting	✓
Business Development	✓
Marketing	✓
Tool & Material Sales	✓
Fleet Logistics	✓
Fleet Service	✓
Compliance	✓
Settings	✓

This year we are rolling out a new cloud platform called WayneCore. While many have heard the term 'intranet' or even experienced one from other companies, WayneCore is our modernized approach to an intranet with a host of additional features and advantages that will allow us to scale our business, provide a best-in-class experience for our internal and external customers and prepare for the future of business-to-business (B2B) partnerships and workflows, increasing business efficiencies and driving down costs.

Imagine a centralized site that you would navigate to in order to access any application or workflow that you need in order to perform your job. Instead of remembering 10 different sites and passwords with fragmented purposes, you would go to one site and simply find what you need.

We have built and pilot tested a few applications with success. We will be rolling them out across the entire company in the coming months. First is a time and attendance solution consisting of a mobile kiosk time clock with facial recognition technology, along with a web based time review / approval workflow with resource planning / scheduling capabilities, all of which integrate into our core payroll system. Second, is a highly customized per diem management application that is integrated with the time & attendance application to allow for consistent and automatic calculation and administration of our corporate per diem policies. Lastly, a requisitions application was developed to create an efficient and unified solution for our internal requesters to order tools, materials and equipment.

Other applications will be added that will increase the productivity of our project site teams, as well as a communications module that will connect all employees to each other, important information, updates, and news. We will be providing training on this platform and its functionality in the near future.



The screenshot shows the WayneCore Requisition Management interface. The left sidebar contains a navigation menu with various application categories. The main content area displays a table of requisitions with columns for ID, Status, Date Received, Date Submitted, Last Modified, Location, # Items, and Requester. The table lists 12 requisitions, including items like Delivery Scheduled, Acknowledged, and Fulfilled, with details on dates and locations.

ID	Status	Date Received	Date Submitted	Last Modified	Location	# Items	Requester
25	Delivery Scheduled	08-05-2019	08-02-2019 9:13 AM	08-05-2019 10:07 AM	Kannapolis Stadium	25	Jason Loucks
24	Delivery Scheduled	08-05-2019	08-02-2019 9:10 AM	08-05-2019 10:06 AM	Kannapolis Stadium	294	Jason Loucks
23	Acknowledged	08-02-2019	08-01-2019 4:37 PM	08-01-2019 4:52 PM	Kannapolis Stadium	1	Jason Loucks
19	Fulfilled	07-30-2019	07-30-2019 10:42 AM	07-30-2019 1:09 PM	Kannapolis Stadium	280	Dillon Freeman
18	Delivery Scheduled	07-30-2019	07-30-2019 10:06 AM	07-30-2019 10:17 AM	Kannapolis Stadium	84	Jason Loucks
17	Fulfilled	07-25-2019	07-24-2019 10:31 AM	07-24-2019 3:57 PM	Kannapolis Stadium	50	Jason Loucks
16	Future	07-26-2019		07-25-2019 2:47 PM	Egger	300	Bryan Bels
15	Fulfilled	07-24-2019	07-22-2019 3:23 PM	07-24-2019 3:57 PM	Kannapolis Stadium	1	Jason Loucks
14	Fulfilled	07-23-2019	07-22-2019 3:16 PM	07-24-2019 3:58 PM	Kannapolis Stadium	170	Jason Loucks
13	Fulfilled	07-19-2019	07-17-2019 3:27 PM	07-22-2019 1:42 PM	MMK	5	Jeremy Sitargias
12	Cancelled	07-19-2019	07-17-2019 2:09 PM	07-29-2019 12:36 AM	MMK	2	Daniel Wayne



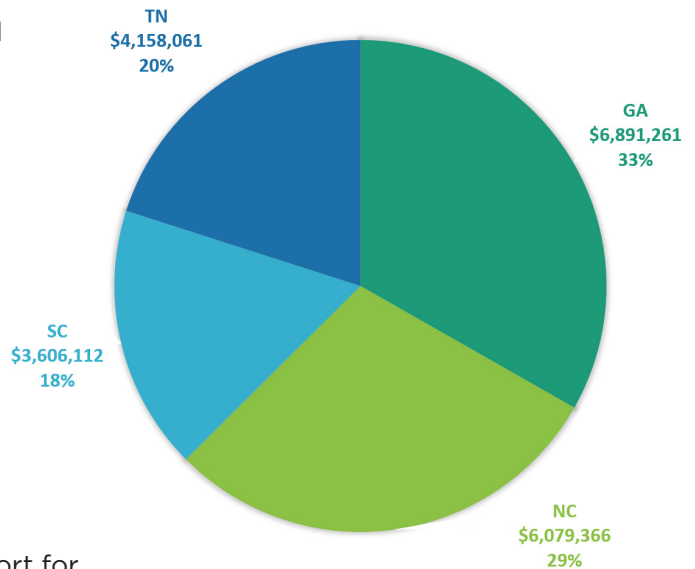
## BUSINESS DEVELOPMENT

by SHANNON SAPP

We continue to enjoy a healthy economy through first quarter of our FY2020 despite the turmoil in news and politics. The FED recently dropped interest rates and that should pose well for a continued robust future. Most economist estimate slower pace of growth coming soon, but should be more in the lines of a plateaued growth than decline. All good news as Wayne Brothers continues to seek out the projects that challenge our craft and allows us to deliver valued solutions in the construction process.

Many new and exciting projects have been secured. The Structural Concrete group secured three (3) new projects, the Civil group landed six (6) dirt movers, and the Industrial group was awarded six (6) projects.

Marketing has recently wrapped up a Forecasting Report for the geographies and industries we serve. A group of Executives and Leaders across multiple departments have formed a Market Penetration Committee. The committee was arranged to analyze and align the company towards emerging and growing markets. More to follow as this team continues to craft a plan.



## ASSET MANAGEMENT

by ALAN GOODMAN

Dr. Li led a series of five sessions on “The Five Disciplines of Team Leadership” which he affectionately calls *The Good, Bad, and Ugly*. Meredith Dorton, Jerry Lambert, Jason Mauney, Josh McKnight and Alan Goodman participated.

The topics included building a strong trusting environment, encouraging healthy conflict, becoming committed to the job, each other and the company, always displaying accountability and providing results that are measurable to the individual and the organization. The participants walked away with clarity and have put in practice what they have learned. As a result, the Asset Group is seeing strong improvements in employee performance.

This program is one method in which Wayne Brothers is working to improve the company culture and strengthen the effectiveness of leaders.



Wayne Brothers is deploying its first preventative maintenance truck. This truck is custom designed and built to maximize the efficiency of the technician performing routine maintenance on our growing heavy equipment fleet. Pictured with the truck is Nicky Settlemeyer (L) and John Mullis (R). Nicky, who is the technician assigned to this truck, is extremely eager to support the field by performing as many services as possible outside of regular operating hours.



## SAFETY



## 1M HOURS AND 1 YEAR





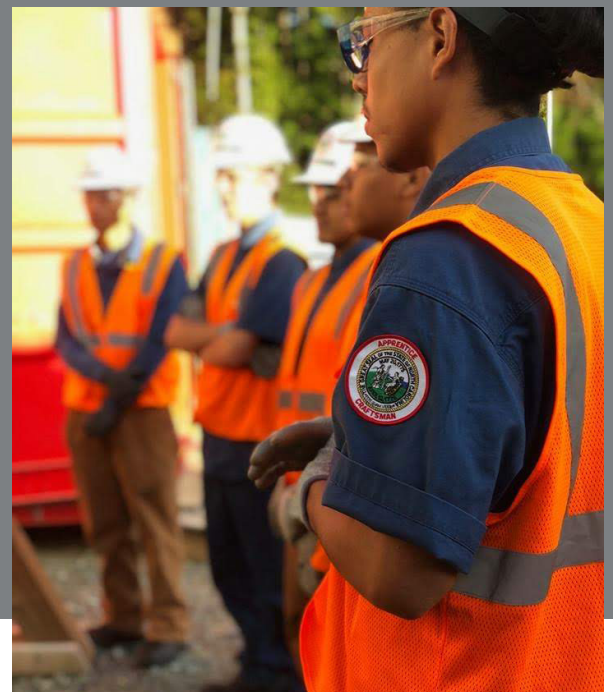
## SAFETY



## TRAINING

*by JILIANA DULANEY*

Governor Roy Cooper notified Wayne Brothers that we had won the award for the 2019 Governor's NCWorks Award of Distinction for Outstanding Innovative Partnership. The innovative partnership has been forged between Kannapolis City Schools, NCWorks, and Wayne Brothers' Pre-Apprentice Program. Hundreds of companies from across all 100 counties in North Carolina were eligible and considered for this distinction. The Training Team has cultivated these partnerships over the last couple years. As a result, the Pre-Apprentice Program has demonstrated significant growth in each new class, both with the curriculum and the students. We look forward to receiving this award in person on Thursday, October 24th, 2019 with our partners Daryle Adams of Kannapolis City Schools and Gary Mason of NCWorks.





## CONTINUOUS IMPROVEMENT CORNER

by DR. LI

Starting from 1992, the earliest written thoughts on Continuous Improvement principles and their application to construction management came from Lauri Koskela, challenging the industry's thinking that time-cost-quality are at a continuous trade-off with each other. As a result, this has driven construction teams to embrace the principles of Continuous Improvement in search of a more successful and reliable project delivery method. Achieving the full benefits of Continuous Improvement in construction management depends entirely on everyone understanding and aligning around the Wayne Brothers' goals and objectives. Alignment from the get-go with a heavy focus on coordination and collaboration during pre-construction, means a decreased chance of rework and encountering show-stopping issues during construction.

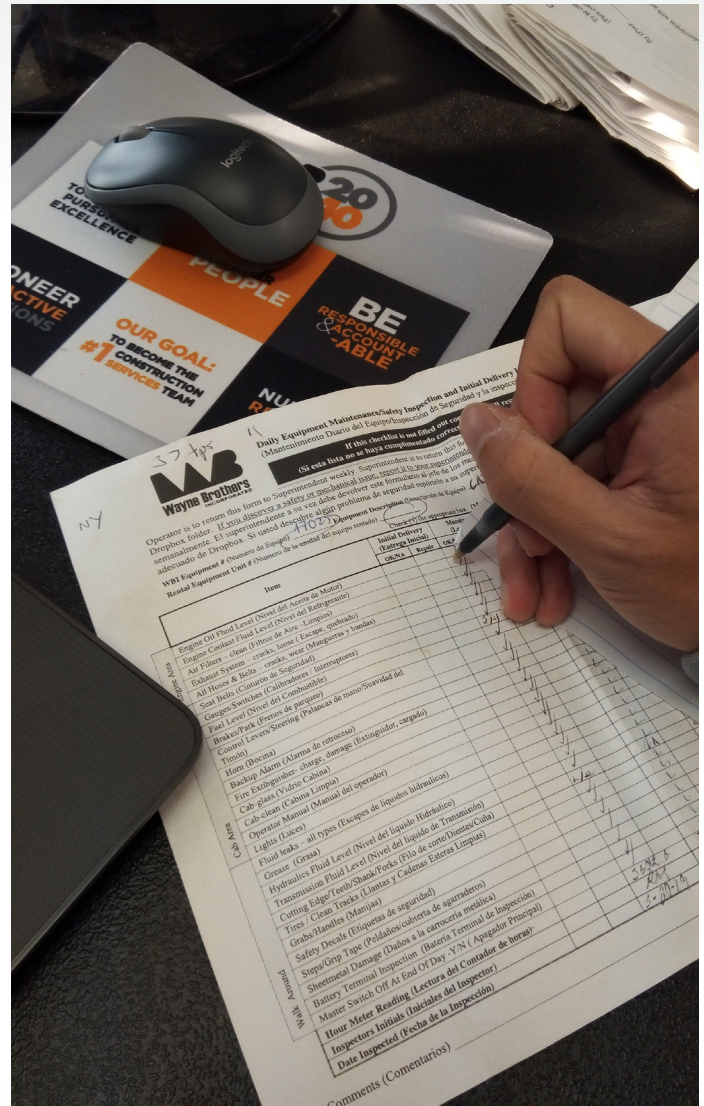
Continuous Improvement principles rely heavily on the team's performance. A team must have trust, respect, and communication from everyone involved in order to be successful. Communicating which aspects of a project are regarded as the most valuable allows teams to make the best, quickest decisions, without jeopardizing the outcome. When a team is working as a unit, and not in the traditional adversarial way that has existed in the construction industry, every person feels empowered to make decisions and highlight areas where improvements can be made.

In order to stay competitive and profitable, construction teams need to find ways to maximize value and efficiency and minimize waste, or essentially do more with less. Applying Continuous Improvement construction management principles to a project will help achieve:

- Increased productivity
- Improved quality
- Advanced execution-less fire-fighting
- Smoother operation-improved continuous flows
- Reduced operating costs

No project is going to get less challenging, but how projects are managed can be streamlined and simplified. In order to stay ahead in the business of construction, and balance the increasing complexities of projects, Wayne Brothers needs to

continue applying Continuous Improvement. The benefits can no longer be ignored.



### Wayne Brothers Initiatives

Currently, we have seventeen initiatives across all business units generating savings, operational efficiencies, and elimination of waste. For example, a few initiatives are: Equipment Utilization, Value Stream Mapping, Material Tracking, and Team Performance Evaluation.

As we move forward, we will be communicating improvements, progress, and results on all initiatives.



## EXCEEDING EXPECTATIONS

*Every day Wayne Brothers employees exceed expectations. Here are some of their stories.*

"Got a call from Trooper Daniels of the NC Highway patrol and he wanted me to relay the following message. He stopped Derek Smith on a routine inspection and he is an excellent guy. He was very courteous, respectable and conducted himself in a very professional manner. He wanted to let Derek's supervisor know that you have a great employee on your team and wanted to give praise. He said he very rarely calls to praise people but that Derek was such a top notch guy, he wanted to let us know."

- Human Resources

"I just wanted to reach out to you to let you know while visiting a job site in South Georgia today my company vehicle had issues and would not run, I called Karl for help and I'd like to say that man was on top of his game. He had quick answers for all my problems, treated me as if I was part of his own family stranded on the road. So a big thanks goes out to Karl." - Ronnie S.

"As we quickly approach Tammy Perdue's seventh anniversary, I reflect on the exceptional effort and pride Tammy has in her craft as a member of the financial team. Her values of accuracy, service and efficiency have been critical in the support of a company that has more than doubled in size during her tenure. Thank you Tammy for all you do and we look forward to working together to Become the #1 Construction Services Team!" - Brandon S.

"I am incredibly thankful for the work Todd Ashworth, Jason Loucks, and Jamey Sillanpaa, have done to get me out onto multiple job sites. Their diligence in putting together an itinerary, allowing me to shadow craftsmen in as many of the trades as possible. Likewise, I'd like to thank Sam Nugent, Tom Champlin and Luis Frayre for helping immerse me into the projects. I still have a lot to learn and I am glad that I know that I have a solid group of subject matter experts whom are ready with answers whenever I have questions." - Stephanie G.

"I'd like to recognize Michelle Smith in Facilities for the amazing job that she does around the building and during lunches. Not only is she always hustling about at lightning speed, she seems truly

passionate about her work. It's always a pleasure running in to her, when I can catch her!" - Mary R. "I want to give a shout out to Abel Cavazos for his honesty and integrity for bringing to our attention that he was overpaid on his check today."

- Jim K.

"I would like to give a HUGE shout out to my TEAM in Accounting, Cindy Sims and Sherri Plummer! Your hard work and determination that you both put into your job on a daily basis is significantly appreciated. I'm truly blessed to work with such wonderful women. Thank You both for being YOU!"

- Tammy P.

"When I turned in my Equinox this morning, I appreciated Karl taking the time to go over the new features on the F150 that I was receiving and explaining what they were and how they are to be used. I also appreciate the service he provides when I bring the vehicle to the shop for service. He always asks me how long will I be at the office and tries to get me in and out as quick as possible." - Charles L.

"We had a water leak at Park Creek which was a first for me in that the break was reported as being at the check valve. I called Rick Adsit. He was in the area and offered to stop by. Rick identified the problem and the part needed to make the repair. He voluntarily called and located the part, which is dated, so we could make the repair. He actually had a person go to Charlotte to pick up the part as we were slammed working on the berm. Rick went the extra mile in a big way." Alan G.

"I just wanted to give Karl some kudos! He always does an outstanding job on servicing the fleet vehicles I have driven. I never have to wonder if all the fluids were topped off, the filters changed or if it's being serviced properly. I know Karl really cares about the vehicles that come in." Sam N.

Have one you would like to submit?  
Email [Ashley.huscio@waynebrothers.com](mailto:Ashley.huscio@waynebrothers.com)

## WELCOME TO THE WB FAMILY



**Please welcome daughter,  
Adaline Ruby Suther**

**Born 5-10-19**

*Congratulations,  
John and Caitlin Suther!!*



**Please welcome daughter,  
Emma Rose Helton**

**Born 7-23-19**

*Congratulations,  
Jacob and Megan Helton!!*



**Please welcome  
granddaughter,  
Cecilia Leigh Martin**

*Congratulations,  
Charlie Martin and Family!!*

## EVENTS



*Getting Jiggy with Piggy BBQ  
Competition in Kannapolis.  
The WB Team placed 7th in  
wings and 16th in pork out of  
60 competitors*



*Congressman Richard Hudson speaks  
with WB employees and their families*



*Wonder Camp – GW Carver  
Elementary Visit*



*NAWIC Golf Outing*



*Mike Tagg awarded the Asset  
Group Honk Honk Award – Thanks  
for keeping our facilities and  
grounds looking great!*





*Pre-Apprentice Graduation Ceremony*



*Monica Kreber Golf Tournament to benefit MUSC*



*Sponsor for the 2019 ASCE Concrete Canoe Competition  
Photo credit UNC*



◀ *David Sergeant, Field Engineer, Graduated Cum Laude with Business Concentration in Management. Congratulations!*



*Sierra Nevada Brewing Co. receives copies of the WB awards from ABC*



*Dave Simpson, President of CAGC, comes to work at WB for a day*



*Donated Over \$350 in Canned Goods to Rowan Helping Ministries*



*Rowan-Salisbury School Visit*



*Randy and Charlie of Eldeco Electric at the WB Wells Fargo Championship Golf Outing*



ANNOUNCING  
WB COMPANY STORE  
NOW LIVE WITH NEW MERCHANDISE



CLICK TO VIEW

Carhartt® Sport-Tek® Adidas District® DRI DUCK Nike® OGIO® Port Authority® Red House®



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