

Many organizations who have approached their business model through the lens of teamwork and creating high performing teams, have also created a clear culture that drives their success. The foundations of these teams are built on trust and respect. That foundation allows them to have differing views and introduce conflict on discussions of important decisions.

In the latest episode of his podcast -- "At the Table with Patrick Lencioni" -- the author discusses what he refers to as the Elephant in the Workplace: vaccine mandates. The discussion is not focused on politics, or debates on mandates, but instead on the impact these events will have on the team dynamic within our organizations.

Regardless of our individual position or beliefs on the use of vaccines, the implementation of a mandate will present a challenge to every aspect of the "team" concept that companies have worked hard to build. For many of the organizations that would be impacted by a mandate, it is unlikely that there is a 100% vaccination rate across the organization, unlikely there is 100% support for mandates, and also likely a number of individuals who support the implementation of mandates. Given these likely demographics, we will be dealing with one of the greatest challenges to the company cultures we have worked to build. As discussed in the podcast, this can be viewed as the introduction of a new, government-mandated company core value.

I encourage all company leaders to focus on what the impacts to the TEAM environment may look like. We will need to take an empathetic look at the views of all individuals, and plan for the impact to the TEAM dynamic. Views are bound to be divisive. It will be through the courage to address the issues and engage in open conversation, with a foundation of trust, that we will keep our teams intact and performing at a high level.

I'd encourage everyone to take a listen to *Episode 101, The Elephant in the Workplace*, At The Table With Patrick Lencioni podcast. The episode can be found on Apple Podcasts, Spotify, or Google Podcasts.

Executive Director's Message

One Safety Summit Down, Many More to Come Bev Garnant

Last week ASCC held its first Safety Summit, originally scheduled for March 2020. We partnered with the Tilt-Up Concrete Association (TCA) for a one-day event in Houston, bringing together safety professionals from across the country.

The event was kicked-off by keynote speaker Tim Manherz, Encore Concrete Construction, who shared his personal safety story. ASCC and TCA staff then shared the numerous safety resources available from the two organizations and the afternoon was spent in three, 50-minute roundtables. Attendees were able to sit in on three discussions from among: Balancing Safety vs. Production; Compliance vs. Behavior-Based; Identifying Root Cause and Implementing Lasting Change; Medical Case Management; Medical/Recreational Marijuana, What's Your Procedure?; New Hire Orientation/Onboarding; Safety Committees: Making Them Relevant and Effective; Safety Incentives: Good, Bad or Ugly; Web-based Safety Compliance Programs: Do They Work and What Are You Using; and What ZERO Means to You.

Attendees shared these comments on Tim's presentation: "Amazing Job," "Great speaker, very clear and to the point," "Great presentation, fantastic way of presenting lesson learned from incidents."

On the Roundtables we heard: "Great topics and I love the way it was setup. Lots of idea sharing and the time frame was perfect," "Well thought out and relevant," "Solid topics that are relevant towards the direction of safety as an industry."

What did ASCC accomplish with this new event?

- For the first time we brought together member safety professionals to share their challenges and solutions, opening up another level of conversation at ASCC.

- Association partnerships with industry-related organizations are always powerful We reach a larger crowd and are more productive in our efforts.
- We've developed another safety resource.
- This provides another event we can hold in different areas of the country, providing a way to reach more members face-to-face. Members who've not attended an Annual Conference or a CELF came to the Summit.
- This gave us an opportunity to share information from an ASCC Owner/Executive Award winner (Tim) with those striving to reach that level.

Thanks very much to our sponsors and those companies who sent their safety personnel. Once again, it's our members who make ASCC a success! See you next year.



Concrete Construction Specialist

Estimating for Concrete Contractors... #1 in a Series
Jim Klinger

Full disclosure: A pat on the back and a tip of the hat to Vince Bailey, who writes the “Estimators Edge” column that appears in the monthly AWCI (Association of the Wall and Ceiling Industry) publication “Construction Dimensions”. In addition to offering estimating guidance, Bailey’s columns typically chronicle the various afflictions that can plague intrepid drywall “bidmeisters” who strive to forecast the future cost of work whilst relentlessly subjected to diamond-crushing upper management, industry, and now supply-chain pressures applied from every possible direction. Bailey’s wry sense of humor and sidelong glances at the life of a fellow construction industry estimator/project manager are greatly appreciated and widely circulated here among the ASCC Technical Division staff.

Assume for a moment that you are a concrete construction estimator. Like any competent, professional “bidmeister” your work product has been diligently prepared in accordance with the two main industry standards that govern your trade, namely ASTM E2516-11 “Standard Classification for Cost Estimate Classification System” and ASTM E2168-10 (16) “Standard Classification for Allowance, Contingency, and Reserve Sums in Building Construction Estimating”. You have scoured, devoured, and completely understand all the construction bid documents, completed your quantity survey, reviewed a preliminary project schedule, and priced the concrete scope according to your customary, proprietary format. Next...the real work begins...crafting the actual bid proposal package in the limited time available.

To prepare for this task, you have reviewed the relevant sections of ACI 301-20 and ACI 117-10; since those specifications can easily be (and often are) incorporated into concrete construction contracts with one simple sentence. More importantly, you have re-examined the priceless advice contained within the 44 ASCC Position Statements; crucial documents that are renowned for preventing red ink from infecting a concrete contractor's monthly job cost reports. Armed with this information, you fill out the bid form, write the price proposal letter, and send it off to the customer with not a minute to spare...hoping all of the bases were covered. However...

Almost any veteran ASCC member will tell you that incomplete preparation of bid proposal qualifications (in other words inclusions, exclusions, assumptions, carve-outs and other strategic adjustments to weasel words in the construction documents) can undermine even the most precisely assembled estimate. There is nothing worse than walking away from a jobsite meeting after it has been demonstrated (usually in annoying fashion by others) that you are now the proud owner of a costly, unfunded scope of work due to an inadvertent error or omission in your own proposal language.

Here at the ASCC Technical Division we sometimes handle cases where fellow concrete contractors find themselves in an unfortunate financial situation related to insufficient proposal language. During the past year, we have been assembling a collection of sample bid proposals prepared by ASCC colleagues that contain examples of qualification language intended to avoid costly and unnecessary contractual booby-traps. Over the course of the next few months, we will share with you the best examples we have found that could be considered for possible inclusion in almost any concrete construction proposal. This month, we present typical exclusion and assumption items, limited to 25 of each flavor due to limited space. Of course, like with anything else, each line item must be considered on a case-by-case basis.

N.B.: One of the most beneficial features of our humble non-profit organization is that ASCC members actively and generously help other members to be the best concrete contractors we can be. In that respect, ASCC is wildly successful. With that in mind, your Technical Division would appreciate it if any members wish to share with us example bid proposals or other documents you have used to defuse booby-traps and/or time bombs that might be lurking somewhere in a contract due to an inadvertent error or omission. All such documents will be kept anonymous and confidential.

Bid Proposal Qualifications: Sample Exclusion Items

1. All costs associated with crack repairs of any kind.
2. All costs associated with any concrete testing and inspection.
3. All costs associated with test cylinder curing boxes, handling of cylinders.
4. All costs associated with concrete testing shown in IBC Table 1705.3.
5. Supply of anchor bolts, embed plates, misc. metals to be set in concrete.
6. Survey control. Assume provided by others twice at each floor level.
7. All costs associated with toilet facilities, dumpsters, parking, temporary electric power.
8. All costs associated with testing for flatness, levelness, F-numbers.
9. Clean up of trash and debris generated by others.
10. Site dewatering, geotechnical dewatering, nuisance dewatering, rainwater removal.
11. MEP coordination drawings, MEP penetration coordination, MEP coordination meetings, MEP BIM meetings, MEP coordination virtual meetings.
12. MEP or other trade penetrations not clearly dimensioned on structural drawings.
13. Lime treatment, lean concrete, soil backfill or other unsuitable soil remediation.
14. All work outside the main building footprint.
15. Fall protection, safety covers over penetrations at metal decks.
16. Fall protection at elevated formed slabs after shoring has been stripped.
17. Welding of reinforcing steel, couplers not shown on structural drawings.
18. Surveys, as-builts of metal decks and supporting substrate.
19. Demolition, hazardous material remediation, rock excavation.
20. Curbs not shown on architectural or structural drawings.
21. Edge forms, pour stops, blockouts at metal deck slabs.
22. Shoring of metal decks, extra concrete due to deck deflection on pour day.
23. Clean-up of all concrete leakage through vented or unvented metal decks.
24. All costs associated with post-installed anchors, drilled-in anchors.
25. Winterization of jobsite access ways, vehicle tire wash stations.

Bid Proposal Qualifications: Sample Assumption Items

1. Building pad is prepared to include all elevation changes, slopes and contours within plus or minus 1/10 foot from design subgrade. Pad grading to be professionally certified prior to turnover.
2. All floors are surveyed by others for top of slab finish quality. Test reports to be transmitted to us within 72 hours of concrete placement.
3. Assume normal work hours, 8-hour days, Monday through Friday. No OT or holidays.
4. Assume all embedded items are furnished by others, complete with approved setting drawings and templates for each column location consistent with the level of setting tolerance accuracy expected. Templates to be 1/8 inch steel, minimum.
5. Assume progress payments shall be made on a monthly basis and will be payable 30 days from submission of monthly progress billing. This proposal does not recognize nor agree to any "pay when paid" terms.
6. Assume safe access to metal decks is furnished and maintained by others.
7. Assume all access to the work (e.g. permits, street closures, encroachments, concrete pump/readymix truck access, removal of power lines, etc.) is provided in a timely manner by others.
8. Assume we cooperate with the test agency regarding concrete sampling. We assume all curing boxes, temporary water and electrical power, protection (sheds) and all cylinder handling and initial curing is by others. We assume we have no links in the test specimen chain of custody.
9. We assume we own "protection" of the work until the end of the curing period defined by and consistent with ACI 301.
10. We assume the Owner is carrying an allowance for crack repairs, if needed.
11. We assume the Owner is carrying an allowance for floor grinding or floor filling (e.g. Ardex or similar) to make slabs compatible with follow-on flooring.
12. We assume readymix batch-to-placement time is 120 minutes, not 90 minutes.
13. We assume our scope is structural concrete only as shown in the architectural and structural drawings. We assume any and all concrete shown on MEP, Civil, Site, Landscape, etc. drawings is furnished and installed by others.
14. We assume our wall and column forms can be removed next day after placement.
15. We assume our approved shop drawings constitute adequate "as-builts". We assume posting of project RFIs, bulletins, etc. is to be by others.
16. We assume adequate space for our trailer and supporting Conex box is provided by others, along with electrical power.
17. We assume adequate temporary task lighting is provided and maintained below formed and stripped floors by others.
18. We assume all-weather access to the work is provided by others.
19. We assume all trade coordination is by others.
20. We assume all furnish and install of sleeves, boxes, inserts, etc. required by other trades is by others.
21. We assume adequate electrical power for small tools and vibrators is provided at each framed and finished floor level within mutually agreed upon distance from the work.
22. We assume we get the opportunity to review steel embed and baseplate shop drawings for bolt hole sizes, nailer holes, grout vent provisions, etc. prior to fabrication.
23. We assume all curing is by spray-on curing compound only. We are carrying no extra cost for wet-cure nor extra time on the schedule for wet-cure.
24. We assume shoring and lagging is placed 2 inches maximum "out" and zero inches "in". All shoring and lagging as-built surveys are to be by others.
25. We assume all exposed nails, staples, etc. placed by other trades are removed and patched from slab and beam soffits by others.

Concrete Polishing Council

Going the Distance: Weathering the Supply Chain Crisis
Scott Metzger, council director

Going one more round when you don't think you can - that's what makes all the difference in your life. – Rocky Balboa

Eagle-eyed readers of this column (all three of you 😊) will note this is the second month in a row I have opened my newsletter with a Rocky quote. As a previous director once compared varying levels of concrete polishing to the Brady sisters, I felt there was precedent for a certain amount of

artistic license...

The Rocky movies have been a great source of inspiration to me during challenging times in my life. Growing up as a midwestern Lutheran, my family's mantra seemed to be essentially "it could be worse." While that helps with perspective, that's not always enough inspiration to get you through difficult times. And continually living through the worst supply chain crisis I have seen in my career certainly brings need for some form of inspiration to keep going. Because more and more every day it's starting to appear that our supply chain crisis has the stamina to "go the distance."

As a manufacturer, supply chain issues are extremely problematic in simply planning and running normal production. What's often most frustrating is having 9 of the 10 components you need to start producing something and still being in limbo until that tenth one shows up. I know this problem has especially hurt many of our equipment manufacturers, some of whom have reported fleets of fully built machines waiting on a circuit board or a simple widget. But I appreciate even more the challenges for our contracting community. Contractors have committed project schedules and have always relied on a steady supply of materials and equipment—seemingly on demand—with plenty of supply and sufficient competition to keep pricing relatively stable. By all appearances, those days are gone, at least in the short term.

When I first wrote about our supply chain crisis on the chemical side in April, it was mostly tied to specific events like the winter storm that hit Texas, taking many chemical plants offline. Over time, I have come to understand that this current crisis had been brewing all through 2020, as producers reduced capacity in anticipation of reduced demand, only to see instead record demand for many consumer goods that rely on chemically based components such as foam insulation, plastics, microchips, etc. It's nearly impossible for producers to catch up when demand stays stable or increases even as they attempt to replace 3-4 months of lost capacity. Domestic producers simply do not have the ability to construct a new production facility overnight, and even if they could, why would they with demand and pricing uncertain? Instead, they have largely declared force majeure, moved to an allocation model, and dramatically increased prices — simply because they can.

What all of this means for the contracting community is that increased prices and long lead times are likely to be the rule rather than the exception on most construction products and equipment well into 2023. I have spoken to many other manufacturers in our industry that, like our company, are feverishly attempting to source materials from overseas markets to supplement our domestic shortages. This trend is partially what has led to the crisis at our ports. In basic terms, we have twice the normal volume of containers arriving, to be moved out of port with half the normal resources to move them, whether it be labor, trucks or drivers. This crisis will not be resolved any time soon. And sourcing materials from overseas comes at a substantial cost. The cost of shipping a container from China has increased from \$3000-\$5000 early in the year, to more than \$20,000 today. And because of the port crisis and a shortage of ships and containers, typical lead times can now exceed three months from the time of order. Once it's off the dock, the cargo faces further delays and increased shipping costs to get to the domestic plant. All these logistical nightmares and increased costs inevitably are reflected in the final cost of the product.

In a future column I will try to provide some ways for contractors to navigate this supply chain crisis to ensure they are somewhat protected from a pricing standpoint and can properly plan around extended lead times. In the meantime, keep your chins up. As Rocky once said, "All I wanna do is go the distance." I hope we can all make it through this crisis together.

Decorative Concrete Council

Soda Blasting: A Better Way to Remove Coatings **Chris Sullivan, decorative concrete specialist**

If you need to strip or remove a sealer or coating there are options to chemical strippers. Since the U.S. banned methylene chloride (MC) in 2019, chemical strippers went from bad to worse. Now they are not only messy and miserable, but much weaker since MC was the power in most of these products. With that in mind, soda blasting is a good alternative. Soda blasting is a twist on the tried-and-true practice of media blasting. The twist lies in replacing common blasting media with #5 grade baking soda (sodium bicarbonate). In the early 1980s, engineers from New Jersey

and New York were faced with a dilemma: how to clean the Statue of Liberty without damaging the thin copper panels, and, just as important, without contaminating the Hudson River and surrounding ecologically sensitive regions. The answer was soda blasting. The energy is consumed in the process of removing the coating, which means the underlying substrate remains intact and is not scarred. Even if plain, unprotected concrete is soda blasted, the hard concrete surface is not affected because the baking soda doesn't have enough energy to profile the surface. The only negative with soda blasting is that baking soda is an alkaline, and in large amounts it can change the pH of soil and waterways. And while it's a much cleaner and safer way to remove sealers and coatings, precautions still need to be taken to control and collect the spent media. Soda blasting, however, is a great alternative to all other methods of sealer or coating removal for decorative surfaces. The biggest benefit is how quickly coatings are removed, without damaging the concrete surface. It is especially appealing for stamped or textured surfaces that are difficult to chemically strip. It's also a safer option. Most chemical strippers pose some type of safety issue, both to the applicator and the surrounding environment. With soda blasting, controlling residual baking soda is the only concern.

I encourage you to utilize the technical hotlines provided by ASCC. These are a valuable benefit for members only. You can reach the Decorative Hotline at 888-483-5288 or by email at csullivan@ascconline.org.

Concrete in the Fall **Jeff Eiswerth, DCC council director**

I can't help but recall about what a beautiful Fall it has been. As with many people, Fall is my favorite season. The leaves changing, football, cool nights that make for great sleeping weather, are the main things that come to mind.

What also comes to mind in the cooler temperatures is that concrete does not always act and react as usual. Like many things in life, if well and properly planned out, cold or cooler temperatures do not need to be a dealbreaker. It's not always about the temperature at the time of placing or sealing. It's the temperature of the site at the time of the project and during curing. This means we need to be mindful of the temperatures 24 hours before, and up to 72 to 96 hours after placing or sealing to ensure a successful outcome.

If my memory is correct Chris Sullivan wrote about this in a previous newsletter. So, he'd agree, if properly planned, your project can be a success, with a happy customer. And I'm sure we can also agree, Go Browns!

My hope is that I will be able to go to Vegas to see everyone in a few short months after the holiday season. Wishing nothing but the best to you, your family, friends, and co-workers.

Safety & Risk Management Council

Safe Use of Power Tools **Colby Taylor, Ceco Concrete Construction**

We all know that power tools of any type can be very dangerous to the user and bystanders. There are very simple guidelines and tips to utilize during the use of any type of power tool and these guidelines can help prevent injuries. By understanding and abiding by these guidelines these tools can be tremendous asset for many different tasks.

With so many power tools available, it's important to remember there may be many hazards not specifically covered here. It's necessary to always be completely knowledgeable about each power tool you use, and evaluate each for hazards associated with its use. Keep in mind, there are several types of power sources for power tools and each power source presents its own hazard (e.g., liquid fuel, electricity, pneumatic, etc.). Know the hazards associated with each type of power source when planning your use of a tool.

Below are several key items that will help to protect the user and those around:

- Read and understand the operator's manual, never use a tool without proper training.
- Inspect tools to make sure they are in good condition and fit for use.

- Maintain your tools and perform regular maintenance as required by the manufacturer.
- Avoid loose clothing or items that can get caught in a tool's moving parts.
- Wear appropriate personal protective equipment designated for the tool in use.
- Use the right tool for the job.
- Make sure you are utilizing effective body positioning during the use of the tool.
- Be aware of the people around you and make sure they stay clear of the tools.
- Store tools in a safe place.
- Keep floors dry and clean to avoid slipping.
- Route cords and hoses so they do not present a tripping hazard.
- Never carry a power tool by its cord.
- Use double-insulated tools or have a three-pronged cord plugged into a grounded receptacle.
- Do not use electric tools in wet conditions unless approved for that use.
- Use a ground fault circuit interrupter (GFCI) or an assured grounding program.
- Relieve pressure from pneumatic tools before removing hoses.
- Use retainers, safety clips and whip checks to provide protection against unanticipated release of fittings on air hoses.
- Never exceed the manufacturer's designated pressure rating.
- Never leave a tool unattended.

As mentioned, this is not an all-inclusive list of hazards associated with power tools and it's critical that you know your tool, ensure you're trained for it's use, and identify all the potential hazards before using.

Concrete Industry Management Program Seeks Donations for 2022 Auction at World of Concrete

The Concrete Industry Management (CIM) program – a business intensive program that awards students with a four-year Bachelor of Science degree in Concrete Industry Management – is seeking donations for their 2022 CIM Auction to be held at World of Concrete. The auction is Wednesday, Jan. 19, 2022 at the Las Vegas Convention Center. A silent auction will be held from 11 a.m. to 1 p.m. and the live auction begins at 1 p.m.

Previous auction items have included concrete mixer trucks, cement, skid steers, concrete saws, drills, mixers, vibrators, scaffolding, safety equipment, screeds, fiber transport systems, dust collectors, NDT equipment, decorative concrete tools, water meters, pumps, generators, training sessions, reference books, advertisements, laptop computers, mobile computers, sports memorabilia, sports travel packages, golf packages and vacation travel packages.

Those interested in making a donation should contact CIM Auction Committee Chairman Ben Robuck at ben.robuck@cemex.com or (404) 456-6867.

Who's ready for the 2022 CIM AUCTION?



cim CONCRETE
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Wednesday, Jan. 19, 2022 — 2022 Auction — www.concretedegree.com



Wednesday
December 8
3:00 p.m. CST

ASCC Webinar Series

Current State of COVID
Vaccines in the Work Place



Adele L. Abrams, Law Office of Adele L. Abrams

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ASCC members have access to these toll -free numbers for assistance.

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