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On the cover

West Virginia Paving, Inc., Dunbar, completed the Huntington Tri-State Airport’s new $7.7 million runway during an intense runway shutdown. The two-day marathon paving process required precise scheduling, intense safety considerations and the utmost in quality control. All told, the company completed 30,000 linear feet of crack repair, performed 155,210 square feet of micro milling, laid 31,114 tons of asphalt, excavated 32,830 square yards of shoulder, laid 24,090 tons of stone, installed new lights and wiring, seeded and mulched, and painted to rehabilitate the runway. For full details, see page 6. Cover photo by Sky Tourist Video, LLC.

The Contractors Association of West Virginia is a nonprofit trade organization representing the building, highway, heavy and utility contracting industries in West Virginia. Its services include establishment of a close working liaison with state and federal agencies; worthwhile educational and informational programs; the regular dissemination of pertinent information to its members; strong legislative and media relations; as well as all other activities deemed necessary and proper to promote the general welfare of the construction industry. The CAWV is a certified chapter of the Associated General Contractors of America and the American Road and Transportation Builders Association.

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Forty-eight hours of constant paving is not an easy or common occurrence, just ask West Virginia Paving, Inc., Dunbar. The company recently completed a $7.7 million rehabilitation of the Huntington Tri-State Airport’s Runway 12/30 pavement, a job that included paving for two days straight, a feat that was no small task.

“The runway was in fair to poor condition,” according to Airport Director Jerry Brienza. “The pavement had significant transverse and longitudinal cracking. It had reached the end of its useful life.”

The paving project followed an extension that added 500 feet to the runway, making it the second longest in West Virginia.

“The runway extension project addressed many safety issues,” Brienza said. “Coupled with the new pavement, the airport is now in compliance with Federal Aviation Administration standards. We are now also able to market the airport to larger aircraft and expand our economic development efforts.”

West Virginia Paving and the Huntington Tri-State Airport worked to get the best product for the best price.

“We had two options,” Brienza said. “One was to draw out the project and shut down the runway every night for several months so that crews could work. The progress would have been much slower and the product would not have been perfect. The other option was to shut down the airport, get it done and have a great product. By getting the entire runway paved at once, it will be 15 to 20 years before we need to repave. If we would have paved nightly, the surface would have had to be redone in 7 to 10 years.”

Preparing for the monumental undertaking required the company to consider nearly all of their equipment and personnel. Like a chess game, every resource available to the company was strategically thought-out and utilized to its highest capacity to make the project a success. In addition, the runway had to be perfectly prepared to accept the marathon paving process, a grand task in itself for the busy Huntington airport.

“On this project we micro-milled the entire runway during six-hour night closures,” said Joe Donohue, commercial supervisor for West Virginia Paving. “It took approximately 10 nights to complete, but by micro-milling we were able to get away from the traditional mill and fill method. This made for a smoother surface and allowed planes to land in the interim with no safety issues.”

Once the site was ready, West Virginia Paving brought in three pavers, three shuttle buggies and eight rollers. The heavy equipment brought in three pavers, three shuttle buggies and eight rollers. The heavy equipment worked side by side with over 70 trucks hauling asphalt from two plants.

“The top priority was to keep everyone involved safe,” Donohue noted. “We had over 60 employees on this project during the shutdown weekend, more than 15 pieces of heavy equipment, combined with the continuous trucks hauling asphalt back and forth from the plants.”

In addition to the special safety considerations needed for the project, completing the paving successfully during an airport shutdown required flawless scheduling.

“We have never had a job where we used this much equipment and this many trucks, but we laid 31,114 tons of asphalt in 48 hours by making the best use of all of our resources and
personnel. We were able to pave the entire runway and only have two cold joints.”

The precision needed to complete the project during such a tight time frame required an intensive scheduling process.

“One of the most challenging aspects of the project was the scheduling required of the 48 hour shutdown,” said Donohue. “A lot of planning was involved in the equipment mobilization, scheduling of the eight crews that were used, and coordinating over 70 trucks used to haul the asphalt.”

The project also required West Virginia Paving to meet the Federal Aviation Administration’s explicit requirements for paving an airport runway, necessitating a breakneck speed and flawless precision to complete the runway paving as specified and on time.

“It was a challenge to make sure we operated fast enough to complete the runway, but slow enough to meet the strict compaction and smoothness specified by the FAA,” he noted.

The project began in May 2012, peaked with the two-day runway shut down and was completed on October 13, 2012. But the company had help. Multiple subcontractors and suppliers were part of the project including: Mountaineer Contractors, Inc., Kingwood, completed the earth work and performed the aforementioned runway extension project; Boca Construction, Inc., Norwalk, Ohio, did the micro-milling; Mid Atlantic Maintenance, Ripley, performed all required pavement painting; Instant Growth Hydroseeding, Kingwood, seeded the site; Sunbelt Rentals, St. Albans, and Walker Express – The Cat Rental Store, Nitro, provided equipment; and Foster Supply, Scott Depot, provided a variety of construction supplies.

All told, the company completed 30,000-linear-feet of crack repair, performed 155,210 square feet of micro milling, laid 31,114 tons of asphalt continuously over one weekend, the surface is of the highest quality and will not need repaved for 15 to 20 years, according to Airport Director Jerry Brienza. The runway has only two cold joints, which expands its useful life.
asphalt, excavated 32,830 square yards of shoulder, laid 24,090 tons of stone, installed new lights and wiring, seeded and mulched, and painted to rehabilitate the runway.

West Virginia Paving readied the site, set all their people and equipment in place, and successfully completed one of their most unique paving projects to date in only two days.

"West Virginia Paving did an amazing job," said Brienza. "The FAA has such strict penalties. Every minute the runway was not open past the set time on Monday carried a $5,000 penalty. They provided a great product and we were able to open the runway early. We took a financial hit by closing the airport for the weekend, and it was a brief inconvenience for passengers, but we are very happy with the product."

By Lindsay Stephens

With the FedEx plane loading up in the background, West Virginia Paving wraps up one of their most intense paving projects to date. The project was completed with some time to spare, as the FAA assesses a $5,000 penalty for each minute over the time limit that the runway is closed. Unique in its scheduling requirements and safety considerations, the project left the Huntington Tri-State Airport a quality runway and the ability to market the facility to larger aircraft.

The Huntington Tri-State Airport’s new runway was completed during a two-day runway shutdown. The process, although inconvenient for passengers, gave the airport the best value. All told, the company completed 30,000 linear feet of crack repair, performed 155,210 square feet of micro milling, laid 31,114 tons of asphalt, excavated 32,830 square yards of shoulder, laid 24,090 tons of stone, installed new lights and wiring, seeded and mulched, and painted to rehabilitate the runway.
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Appalachian Gateway
Dominion Transmission, the natural gas transportation subsidiary of Dominion Resources, recently placed its Appalachian Gateway Project into service on time and within budget following two years of construction. The project will reportedly allow the transport of 484,260 dekatherms per day in firm transportation of natural gas produced in West Virginia and southwest Pennsylvania to storage fields and pipelines in Pennsylvania.

“The Appalachian Gateway Project will transport natural gas produced in West Virginia and southwest Pennsylvania to where it can be sold to customers in the Northeast and Mid-Atlantic,” said Thomas F. Farrell II, chairman, president and chief executive officer of Dominion Resources. “Combined with our Gathering Enhancement Project, Dominion invested more than three-quarters of a billion dollars to increase the flow of natural gas in the area. This should greatly benefit the regional economy.”

For the Appalachian Gateway Project, Dominion constructed four new natural gas compressor stations and upgraded two existing compressor stations, adding about 17,800 hp to the Dominion system. Approximately 110 mi. (177 km) of new pipeline was constructed, beginning in West Virginia and terminating at Dominion’s and Spectra’s jointly owned Oakford facility in Delmont, Pa., east of Pittsburgh.

Dominion Transmission is one of the nation’s largest producers and transporters of energy, with a portfolio of approximately 28,000 megawatts of generation, 11,000 mi. (17,703 km) of natural gas transmission, gathering and storage pipeline and 6,300 mi. (10,139 km) of electric transmission lines. Dominion operates the nation’s largest natural gas storage system with 947 billion cu. ft. of storage capacity and serves retail energy customers in 15 states.

The project was approved by the Federal Energy Regulatory Commission on June 16, 2011. The
reported cost was approximately $600 million. According to the project’s website, construction of the pipeline was set up like a moving assembly line. The pipeline was broken into manageable lengths, called construction spreads, which varied from 50 to 60 mi. (80.5 to 96.5 km) in length. Each spread was handled by various crews with different responsibilities. As one crew completed its work, the next crew moved into position to complete its piece of the construction process.

Clearing and Grading
The clearing and grading crew led the construction spread and was responsible for removing trees, boulders and debris from the construction right-of-way and preparing a level working surface for heavy construction equipment.

The crew installed silt fences along edges of streams and wetlands to prevent erosion of disturbed soil. Trees inside the right-of-way were cut down and removed or stacked along the side of the right-of-way. Brush was shredded or burned, and topsoil was sometimes stripped to a predetermined depth and stockpiled along the sides of the right-of-way.

Trenching
The trenching crew used wheel trenchers and backhoes to dig the pipe trench.

The U.S. Department of Transportation requires the top of the pipe to be buried a minimum of 30 in. (76.3 cm) below the ground surface in rural areas, so the depth of the trench was at least 5 to 6 ft. (1.5 to 1.8 m) deep for pipe 30 to 36 in. (76.2 to 91.4 cm) in diameter.

For less rural areas, the requirement was for the pipe to be buried a minimum of 36 in. However, it was buried deeper at stream and road crossings. If the crew found large quantities of solid rock during the trenching operation, special equipment and/or explosives were used to remove the rock.

Pipe Bending
The pipe bending crew used a bending machine to make slight bends in the pipe to account for changes in the pipeline route and to conform to the topography. The bending machine used a series of clamps and hydraulic pressure to make a smooth, controlled bend.

Coating
Line pipe is externally coated to inhibit corrosion by preventing moisture from coming into direct contact with the steel. Normally, this is done at the mill where the pipe is manufactured or at another coating facility location before it is delivered to the construction site.

All coated pipe, however, has uncoated areas 3 to 6 in. from each end to prevent the coating from interfering with the welding process. Once the welds were made, a coating crew coated the field joint before the pipeline was lowered into the ditch.

Pipeline companies use several different types of coatings for field
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joints, the most common being fusion bond epoxy or polyethylene heat-shrink sleeves. Prior to application, the coating crew thoroughly cleaned the bare pipe with a power wire brush or sandblast to remove any dirt, mill scale or debris. The crew then applied the coating and allowed it to dry prior to lowering the pipe in the ditch.

Before the pipe was lowered into the trench, the coating of the entire pipeline was inspected to ensure it was free of any defects.

**Lowering In**

Lowering the welded pipe into the trench was accomplished using a series of side-booms. Non-metallic slings protected the pipe and coating as it was lifted and moved into position.

In rocky areas, the contractor sometimes placed sandbags or foam blocks at the bottom of the trench prior to lowering-in to protect the pipe and coating from damage.

**Backfilling**

Once the pipe was placed in the trench, the trench was backfilled using a backhoe or padding machine, depending on the soil makeup.

The soil was returned to the trench in reverse order, with the subsoil replaced first, followed by the topsoil. This ensured that the topsoil was returned to its original position. In areas where the ground was rocky and coarse, crews screened the backfill material to remove rocks. Sometimes, clean fill was brought in to cover the pipe, or the pipe was covered with a material to protect it from sharp rocks. Once the pipe was sufficiently covered, the coarser soil and rock could be used to complete the backfill.

**Open Cut River and Stream Crossings**

This crossing method involved excavating a trench across the bottom of the river or stream to be crossed with the pipeline. Depending on the depth of the water, the construction equipment was placed on barges or other floating platforms to excavate the pipe trench. If the water was shallow enough, the contractor could divert the water flow with dams and flume pipe to allow backhoes, working from the banks or the streambed, to dig the trench.

The contractor prepared the pipe for the crossing by stringing it out on one side of the stream or river and then welding, coating and hydrostatically testing the entire pipe segment. In some cases, sidebooms carried the pipe segment into the stream bed, similar to construction on land. Other situations called for the construction crew to float the pipe into the river with flotation devices and position it for burial in the trench. Concrete weights or concrete coating ensured the pipe would stay in position at the bottom of the trench once the contractor removed the flotation devices.

**Directional Drilling**

Another crossing method that was used was directional drilling. While not always feasible, this method allowed contractors to avoid the excavation of a trench across the bottom of the crossing. It is a method considered for longer crossings, and requires special geological conditions at the crossing location.

Basically, it involves drilling a hole large enough for the pipeline to be pulled through it and in the shape established by the designers. Before a directional drill could be designed, core samples had to be taken on both
sides of the crossing to evaluate the underground rock and sand formations. If the subsurface would support a directional drill, the engineer could design a crossing that established the entry point, the exit point of the pipeline crossing, and its profile as it would traverse under the crossing.

While this drilling was in progress, the line pipe sections were strung out on the far side of the crossing, opposite of the drilling, to be welded. Once welded, the joints were X-rayed, coated, hydrostatically tested, and then placed on rollers in preparation for being pulled back through the drilled hole.

Once the drilling operation was complete, the cutting head was removed and the drill string attached to the welded pipeline segment. The crew used the drilling rig to pull the pipeline segment back through the drilled hole, where it was then connected into the pipeline on both ends.

**Wetlands**

“Pipelining” in wetlands or marshes sometimes requires another special construction technique. In some situations, crews placed large timber mats ahead of the construction equipment to provide a stable working platform. The timber mats act much like snowshoes, spreading the weight of the construction equipment over a broad area. The mats make it possible to operate the heavy equipment on the unstable soils.

**Stringing**

At steel rolling mills where the pipe was fabricated, it was inspected to assure that it met industry and federal government safety standards. For corrosion control, the outside surface was treated with a protective coating.

The pipe was then transported from the pipe mill to a pipe storage yard in the vicinity of the project location. The pipe lengths typically were 40 to 80 feet long. A stringing crew used specialized trailers to move the pipe from the storage yard to the pipeline right-of-way.

Next, the crew carefully distributed the
various pipe joints according to the design plan since the type of coating and wall thickness can vary based on soil conditions and location.

For example, concrete coating may be used under streams and wetlands, and heavier wall pipe is required at road crossings and in special construction areas.

Welding
The pipe gang and a welding crew were responsible for welding, the process that joins the various sections of pipe together into one continuous length.

The pipe gang used side booms to pick up each joint of pipe, align it with the previous joint, and make the first pass of the weld. The pipe gang then moved down the line to the next section, repeating the process. The welding crew followed the pipe gang to complete each weld.

Hydrostatic Test
According to the company’s eb site, before the pipeline was put into natural gas service, the entire length of the pipeline was pressure tested using water. The hydrostatic test is the final construction quality assurance test. Requirements for this test also are prescribed in the Department of Transportation’s federal regulations. Depending on the varying elevation of the terrain along the pipeline and the location of available water sources, the pipeline was sometimes divided into sections to facilitate the test.

The test is done by filling each section with water and pressuring it up to a level higher than the maximum operating pressure. The test pressure is held for a specific period of time to determine if it meets the design strength requirements and if any leaks are present. Once a test section successfully passes the hydrostatic test, water is emptied from the pipeline in accordance with state and federal requirements. The pipeline is then dried to assure it has no water in it before gas is put into the pipeline.

Restoration
The final step in the construction process was restoring the land as closely as possible to its original condition.

Depending on the project’s requirements, this process typically involves decompacting the construction work areas, replacing topsoil, removing large rocks that may have been brought to the surface, completing any final repairs to irrigation systems or drain tiles, applying lime or fertilizer, restoring fences, and other similar tasks.

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The Great Recession hit the design and construction industry hard. Many companies have gone out of business or trimmed back their operations to the bare bones. Those still afloat are frequently competing for fewer jobs and are up against more fierce competition—often large out-of-state firms—in markets long considered home turf. Once-loyal clients are now considering new partners and demanding ever-lower fees, switching from design-build or other negotiated delivery methods to the traditional design-bid-build option.

Many contractors across the country are giving in to pricing pressures and are seemingly willing to work for zero return on equity (ROE), choosing to live off their healthy balance sheets in hope of a better tomorrow. But competing on price alone is a losing game for all who play: customer expectations will inevitably be undershot and the quality of work compromised. The most loyal clients will stick with a firm even when price is a differentiator, but how can that kind of loyalty be inspired in a fiercely competitive landscape?

Many design and construction firms have shifted their focus toward business development and customer retention, which have increasingly become a central concern of companies in the architecture, engineering and construction (AEC) industry across the country. According to a business development survey done by the FMI Corporation, a strategic partner with the Associated General Contractors (AGC) of America, nine out of 10 contractors in the United States have made business development a focus in recent months (86 percent of survey respondents). Indeed, some view it as the cornerstone of their organization. Likewise, companies are moving to formalize their customer retention tools, opting for sophisticated customer relationship management (CRM) technology. However, the return on investment (ROI) in powerful CRM systems is not guaranteed, as FMI’s business development survey confirmed: four out of 10 contractors stated they were either flatly unsatisfied with the ROI or were uncertain about whether it had been achieved.

FMI reports that what’s regularly missing is the necessary vision, value system and corporate culture required to build a comprehensive business development program focused on established long-term, trust-based client relationships. Companies with a strong culture have greater success driving out positive relationship-building behaviors to frontline employees, and reaching those who have an opportunity to impact a client’s experience. Further, having a very clear strategy in place for targeting the right clients in the right markets is essential to a successful business development program.

The Oldest Trade Around: Customer Relations

The advent of CRM systems formalized something business leaders had always known: maintaining customer relationships
even when they are not buying is crucial to maintaining loyalty. Following a substantial investment, CRMs allow companies to categorize and track clients, monitoring their experiences on a job and targeting them for certain marketing materials.

The avalanche of targeted advertising and multimedia we shovel into our spam folders each day is the result. But customers on the distant end of newsletters and email blasts may detect the lack of a personal touch. It is easy to forget that clients aren’t meant to be “managed,” but engaged – a CRM is merely a tool for keeping tabs on a relationship.

At its most basic level, a customer relationship starts with a balanced transaction: provide a service and receive funds in return. Satisfying the client requires understanding their goals, values and expectations, and adapting the product and service to their needs. Provided each party is pleased with the result, there is every reason for that customer to seek out your services in the future.

However, today’s market is more competitive than ever, and simply satisfying expectations isn’t likely to stop a client from going next door if the competition can rival the price. If you are able to exceed their expectations – going the extra mile to deliver more value, responding to questions and resolving complaints in a timely manner – you are likely to induce some loyalty. If they believe your service offering is better than every other shop, then they are far more likely to choose your firm again, even where price is a differentiating factor.

Having demonstrated value-added service to a client, you must give them an opportunity to demonstrate their loyalty to, and association with, your company. Engaged customers will want to share their feedback and participate in the evolution of your company. To facilitate this relationship:

1) Welcome formal and informal feedback. Include a customer satisfaction survey at the conclusion of a project and gauge project milestones against client expectations. Check in or progress during a project with a personal phone call. Consider soliciting a client’s input long after project completion – by demonstrating that you value their opinion, you are building trust and showing your commitment to continuous improvement. Respond to queries in a timely manner.

2) View negative feedback as an opportunity. Customers who complain or offer negative ratings on a satisfaction survey have nevertheless taken the time to offer you that feedback. If your firm can handle complaints or dissatisfaction well, and demonstrate the importance of customer satisfaction to the firm, you may likely win over that customer for the future. Additionally, timely negative feedback may stave off later project issues or compromised performance, allowing the team to address an issue and refocus on the job at hand.

3) Use customer satisfaction data to improve your business. Systematic evaluation of the feedback you receive from customers can alert you to weaknesses within the design and construction process – all the way from preconstruction through to operations and management. Determine what actions you can take to have the greatest impact on quality of product, price and customer satisfaction.

4) Create opportunities to keep in touch with clients. In the age of austerity, leisurely interactions with clients have been diminished. But events are all great opportunities to reinforce the ties between you and your clients. Likewise, attending client events will demonstrate your commitment to their success.

Programming Customer Loyalty Into Your Work: Ten Approaches

Today’s business environment is very different than that of three years ago when the pace of economic progress at both the national and global level seemed unstoppable, with opportunities continually presenting themselves.

With fewer prospects for growth and expansion, today’s design and construction companies are forced to fact-gather and research their markets, existing and potential customers, as well as competitors, ever more carefully – failure to pay attention to changes in old markets or new opportunities could cost them their existence.

Understanding client behavior – what makes them tick, how they make decisions, how they buy work and so forth – has become a critical element in today’s business dealings, particularly in the AEC industry where people and relationships play a key role. The following recommendations describe crucial, practical steps toward building a solid foundation for a successful customer loyalty program. This information was gathered by FMI from interviews with both industry executives as well as senior FMI associates.
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“Some companies use client feedback not just to fine-tune operations, but also to build their internal best practices knowledge base, which serves as a foundation for in house universities and other client-related training programs.”

Find the right match. Building a long-term relationship starts with identifying the right match. If a client’s culture and values match with your company’s culture and values, the chances for establishing a mutually beneficial and long-lasting relationship increase immediately. As part of this reconnaissance phase, it is also important to consider whether a client’s core competencies and whether they complement your working style (e.g., Are they collaborative? Do they place value on what you bring to the table?). Evaluating opportunities through this kind of filter can set the stage for a successful relationship in the long term.

Learn everything about your clients and their business environment. As one study participating pointed out, “There is no end to the amount of research and advanced preparation you can do in regards to understanding a client’s organization.” Several interviewees talked about how they attended their client’s trade conferences and industry meetings to get a better understanding of what is happening in their “ecosystem.” Knowing what is on their minds and what keeps them awake at night helps you tailor your proposals, services and products more specifically to their needs. This makes a client feel understood, which in turn help build confidence, trust and loyalty.

Connect the right people with one another. Some executives underscored the importance of going beyond just knowing what their clients needed and introducing them to the right industry stakeholders and partners. One stated, “We go all the way upstream. For example, we introduced a COO of a hospital in Pennsylvania to a CEO of a hospital in New Jersey, which resulted in the formalization of a patient transfer agreement between the two hospitals. The PA hospital now enjoys a new revenue stream through this introduction and as a result, we cultivated a strong bond with them that was a big factor in securing a substantial amount of fully negotiated work.” Taking on this kind of networking or facilitator role can help leverage your client’s position and provide you with a critical competitive advantage through bringing the right people together at the right time.

Set very clear expectations from the beginning and track progress continuously. Each client has their own intrinsic criteria that they are assessing your firm with – they will be comparing you to prior contractors/designers, and to the outcomes they expect from the project. Getting these expectations down on paper in explicit language – right from the beginning – will both reassure the client that their needs are understood, and also provide a platform for negotiation and conflict resolution if they are displeased with progress. Make sure to evaluate everyone’s expectations and level of satisfaction at key project milestones even if things appear to be going smoothly. If a problem does arise, timely resolution of the issue itself and the client’s concerns in tandem will stand you in good stead for the future.

Collect feedback and build your client knowledge base. Once you are conducting work for a client, it is immensely important to gather feedback from them on a continuous basis. The majority of study participants survey their clients in some manner (online, written surveys, phone calls, face-to-face interviews) at key milestones throughout the project, from preconstruction all the way through to project closeout. Some companies use client feedback not just to fine-tune operations, but also to build their internal best practices knowledge base, which serves as a foundation for in house universities and other client-related training programs. The information collected also informs management about regional client behavior patterns and helps employees tailor their responses to client specific needs and characteristics.

Incentivize the workplace to encourage positive behavior. A touching speech by the CEO at a company-wide meeting may go a long way toward hitting the reset button on employees long disengaged. Likewise, when senior management acknowledges the good work of an employee, it may spark a desire to do well for the company among employees. But creating an environment in which these cues are constantly encouraging employees to connect with their work will see more consistent performance. Building financial and non-financial incentives into an employee’s work and recognizing solid performances either on annual reviews or in more informal monthly shout-outs is crucial to getting employees to switch on. In the same vein, giving employees access to performance gauges (from clients and otherwise) will drive home the message that “what you do counts” and can engender greater cooperation in a team.

Make it mean something. Management may have reached a consensus over the importance of certain cultural values and employee behaviors, but unless field employees are committed to upholding them, they will not register with clients. For many clients, employees on the front line leave the strongest impression, as they are directly involved in the day-to-day client interactions and are often the first staff members to receive
complaints. As mentioned, an upset customer is not a lost customer. Rather, the moment with a client is emotionally invested in the outcome offers unique insight into the mindset – harried by a delay in the schedule, for example, their true feelings are revealed. The relationship can either suffer from the setback, or actually deepen. If employees on the front-line believe in what they are doing and care about the client, then the actions they take during “moments of truth” can enhance the client’s view of the company. Unfortunately, bulletin-board kernels of “employee behavior” will not influence someone who does not feel motivated in their job. Getting an employee to invest in their job and see their role as intrinsic to the organization will induce them to behave in the best interests of the company.

Provide your team with necessary tools and training. Creating learning opportunities for staff at all stages of their career will not only keep them flush with leading practices and occupational guidelines, but will encourage them to view their job as evolving – as a role that gives them something in return for their efforts. Boredom or insecurity rather than malice is often the cause of dissatisfactory interactions with clients. By investing time in training your staff so that they are equipped to deal with client queries, you are creating an opportunity for them to contribute meaningfully to the success of the organization – this in turn can motivate them to perform in the future.

On-the-job training often stops once an employee is comfortable with their duties. However, you will elicit greater performance from employees who have received follow-up training that identifies moments of interaction with clients and offers more specific direction on how they can maximize the opportunity, and better anticipate client needs.

Enlist frontline leaders and mentors. Giving employees a sense of ownership over their work at lower levels can extend positive cultural
“Although the market is volatile, companies are still built and broken over the course of many years, and it is the day-to-day performance of the most visible assets – employees – that offers the greatest opportunity for return on investment.”

behaviors out to the front lines. While some employees will be motivated by their progress through the pipeline, other employees will be satisfied with the position they have, and seize on greater responsibility at their current level. Appointing shift leaders or rotating team organizers can bring employees into the fold, where they might otherwise have felt indifferent about their efforts.

Creating front line leadership positions also opens the door to increased transparency and honesty at lower levels, where misconduct can be common, and demonstrates to lower level leaders that the company has shown trust in them. Further, formalizing mentor relationships within the organization can focus employees on developing their knowledge and skill sets by modeling themselves on senior staff, as well as create a sense of aspiration and desire to achieve among up-an-comers.

Break down the barriers between different silos within your company. As sales employees and operations employees focus on doing their jobs well, they will likely not even think about the work that other departments perform. But the face time an operations manager has with clients out in the field in invaluable for developing rapport and getting leads on other jobs. Likewise, sales staff may not understand the actual work their operations counterparts perform, and could leverage greater knowledge of the workings of their company in sales discussions. Breaking down the barriers between siloed departments can facilitate the sharing of ideas and encourage cohesiveness among employees. Occasionally, it may even garner a business opportunity.

The Power of Emotionally Invested Employees

What kind of employee will go the extra mile to find an answer for a client? What kind of employee will take the time to walk a client through an issue, rather than pass them along the bureaucratic chain? What kind of employee demonstrates intricate knowledge of the company’s strengths, expertise and history? The answer is any employee, provided they are motivated about their role within a company. But how do you get employees to engage, particularly in a time of flux where labor force movement is volatile and personnel are often spread thin?

Begin by focusing employees on the notion that in a hyper-competitive field, the best get-work approach is simply to act as a cohesive team. The micro-dynamics within a company's project teams can already be stressful, added to which you have a strained labor market and fears about job stability. So getting your employees to work with and for each other, rather than for themselves, is step one in helping to build and reinforce your company's culture. You will need to earn their trust even as they fear for their jobs.

Once a solid work ethic is established among the many employees of a company, then that cooperative outlook can be used positively to create meaningful client relationships. Communicating to employees the importance of maximizing their contact with clients, and motivating them to act for the client of their own volition, will ingrain in them the beginnings of many long-term relationships. No amount of huffing and puffing from marketing departments can match the sheer firepower of having switched-on, knowledgeable, can-do employees on the front line, to reinforce the company’s brand strengths and values. Moreover, at the bid table, a last ditch effort to convince an owner that your company is worth paying a premium for will never compete with an impression of hard work and diligence built up over many interactions.

Once you have established a working relationship with a client, never lose an opportunity to find out how you can go one step further for them – successful leaders do not view their clients as cash cows, but as collaborators who can both inform the evolution of the company and facilitate change. This is, loosely, a definition of business development, and a far more profitable definition than a vague notion of investment in pursuit of “better” clients – it is important to note that while people come and go, companies endure. Relationships struck up between junior staff on a project in year one may pay off in year 10 when those individuals are in management and have come to wield power in the decision-making process. Although the market is volatile, companies are still built and broken over the course of many years, and it is the day-to-day performance of the most visible assets – employees – that offers the greatest opportunity for return on investment.

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Governor Earl Ray Tomblin, along with Senate President Jeff Kessler, House Speaker Rick Thompson and WV Department of Transportation Secretary Paul Mattox, in August announced the formation of a special study group that will examine the condition and needs of the state's transportation system and develop a long-term strategic plan of action, including recommendations on funding.

"Today, by Executive Order, I am calling together some of the greatest minds in business, labor, transportation and construction to form the West Virginia Blue Ribbon Commission on Highways," said Governor Tomblin on August 14. "What we need to do is look down the road - 20 or 50 years - to see where we want to go with our highway system in the state and how we're going to fund it."

More than 150 people attended the kick-off event in St. Albans, with Ahern, a division of Kokosing's, $24
West Virginia has the sixth largest state-maintained highway system in the country,” Gov. Tomblin said. “The federal highway trust fund is virtually broke and is providing only patchwork funding. All the states realize they are going to have to look internally at how to pay for their highways.”

The Blue Ribbon Highway Commission is tasked with preparing and presenting a report to the governor prior to the start of the 2013 legislative session.

“We cannot continue to let highways deteriorate,” Governor Tomblin said. “We have to be able to maintain our highways if we are going to have jobs and commerce in the state of West Virginia and throughout the country.”

The Blue Ribbon Highway Commission is staffed with experts in highway transportation,” Secretary Mattox said. “We hope to get their ideas, look at what other states are doing, and evaluate a lot of the Division of Highway’s programs to see what we can do with the support of citizens and present it to the Legislature in February.”

The announcement came just weeks after the federal government passed a two-year highway bill, MAP-21. The bill keeps West Virginia’s funding at the same level, but places more emphasis on state and local funding.

“The Blue Ribbon Highway Commission joins members of the Legislature, county representatives, municipalities, contractors, businesses, manufacturers, union representatives, engineers, academia, trucking, hospitality and citizens. “Our citizens deserve a highway system that improves the safety of the drivers, passengers and users of that system, and for those that use it both for pleasure and tourism and
commerce in this state," Sen. Kessler, D-Marshall, said. “We need a comprehensive and concerted effort to try to formulate a plan that will look at the current and future highway needs of the state. A safe and adequate highway system builds commerce, trade and jobs for our people.”

The Senate President noted that the boom in the energy sector is putting a strain on the state’s highway infrastructure which is not keeping up with the demand being placed upon it.

“We need to make sure our highway system is adequate for the next century,” Sen. Kessler said.

At the press conference, House Speaker Rick Thompson and Senate President Jeff Kessler both pledged the Legislature’s support for the commission and said they would work to pass their recommendations in the 2013 legislative session.

“I believe it’s critical for West Virginia to look at our infrastructure and do everything we can on our roads and highways,” Speaker Thompson, D-Wayne, said. “Because the byproduct is, we not only get better roads to ride on, and safer roads, we also put West Virginians to work - that’s always a good thing.”

The House Speaker expressed a clear understanding of the size and gravity of the problem facing the continued maintenance and construction of West Virginia’s highways. He was also optimistic that the Blue Ribbon Highway Commission would result in legislation to address the problem.

“We are prepared to move forward, fix our roads, put people to work and make it safer and easier for our residents to get to and from work and visit their families in West Virginia,” he said. “That is our hope and the goal of this commission.”

The commission’s first meeting was held in September, followed by one in October. Chaired by Jason Pizatella, Governor Tomblin’s director of Legislative Affairs, the commission has formed three committees dealing with funding, infrastructure of the DOH and communications of the commission’s activities.

With major agenda items outlined, the group is holding small meetings followed by full commission meetings. They will also be conducting about five regional meetings throughout the state to hear comments from the public.

by Lindsay Stephens

Blue Ribbon Highway Commission Members

State Senate
Senator Robert Beach, D-Monongalia
Senator Robert Plymale, D-Wayne
Senator Mike Hall, R-Putnam

House of Delegates
Delegate Margaret Staggers, D-Fayette
Delegate Josh Stowers, D-Lincoln
Delegate Ron Walters, R-Kanawha

West Virginia Department of Transportation
Secretary Paul Mattox, P.E.

West Virginia Department of Commerce
Secretary Keith Burdette

West Virginia Association of Counties
Commissioner Rick Handley
Mason County

West Virginia Municipal League
Mayor Richard Callaway
City of St. Albans

County Commissioners’ Association of WV
Commissioner Mike Taylor
Randolph County

West Virginians for Better Transportation
Joseph T. Deneault

Contractors Association of West Virginia
Robert O. Orders, Jr.

West Virginia Chamber of Commerce
Brenda Nichols Harper

West Virginia Business & Industry Council
Jan Vineyard

West Virginia Manufacturers Association
Karen Price

West Virginia AFL-CIO
Kenny Perdue

Affiliated Construction Trades Foundation
Gary Tilis

American Council of Engineering Companies of West Virginia
Gary Facemeyer, P.E.

West Virginia Trucking Association
Fred C. Burns, Jr.

West Virginia Hospitality & Travel Association
Carol Fulks

Academic Community
Professor Tom Witt, Ph.D.
Professor Andrew Nichols, Ph.D.

Citizen Members
David Satterfield, Morgantown
First District
Mark Baldwin, Martinsburg
Second District
Wally Thornhill, Chapmanville
Third District
Don Rigby, Regional Economic Development Partnership, Wheeling
Charles Clements, WV Route 2 & I-68 Authority, New Martinsville
Marc Meachum
Bluefield Chamber of Commerce

Commission members are exploring all issues related to transportation funding through a subcommittee process including public relations and outreach, revenue and infrastructure. Members of the committee will identify options, develop a plan and flesh out any issues before presenting information for public comment and discussion.
WEST VIRGINIA BLUE RIBBON HIGHWAY COMMISSION
SUPPORTING ORGANIZATIONS

These groups support the West Virginia Blue Ribbon Highway Commission. They are united in their request that legislators and elected leaders take a comprehensive look at our state’s transportation infrastructure challenges and develop consensus on a long-term strategic plan of action.

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*Your Success is Our Focus*
Raleigh County Memorial Airport will soon receive $2.4 million in Federal Aviation Administration funds to expand its airfield. According to the Federal Aviation Administration, the grant will relieve congestion on the parking area for transient aircraft and also accommodate aircraft that now have to park on the taxiways. The project is expected to take about five months to complete and will start this fall.

“This grant enhances the operational safety and efficiency of the Raleigh County Memorial Airport,” said acting FAA Administrator Michael Huerta. The expansion comes a year before thousands of Boy Scouts and their families visit the area in for the annual Jamboree.

“This funding will increase the capacity of the Beckley airport and improve safety,” said Sen. Jay Rockefeller, D-W.Va. “This expansion will be a huge advantage for the people and businesses around Beckley and also during the Boy Scouts Jamboree next year. The area is preparing for the influx of visitors and this grant will help make sure that it runs smoothly.”

The funding was provided by the FAA’s Airport Improvement Program, which awards $3.35 billion annually for airport improvement projects that maintain the safety, capacity and environmental stewardship of the nation’s airports …

U.S. Representative Nick Rahall (D-W.Va.), along with Senators Jay Rockefeller and Joe Manchin (both D-W.Va.), announced federal funding from the U.S. Department of Agriculture Rural Development for water infrastructure projects in southern West Virginia which will provide economic and health and safety benefits to rural communities across the region. The loans and grants are being provided by USDA Rural Development’s Rural Utilities Service (RUS) to help West Virginia communities build and upgrade rural water systems.

Raleigh County Public Service District will receive a Water and Waste Disposal Loan of nearly $3.7 million and a grant of $500,000 to upgrade and extend the district’s water system to address pressure complaints, replace leaking line, and relocate a section of line. Water service will also be extended to approximately 68 new customers in the Ameloe area of Raleigh County. Other funding includes $938,800 from the state of West Virginia. Total cost of the project is $5,132,800.

The Craigsville Public Service District in Nicholas County will receive a loan of $1,977,000 for its project to install one storage tank, one booster station, and 50,400 linear feet of water lines to serve approximately 88 new customers along County Route 3. Total project cost is $3,738,210.

The Lincoln Public Service District will receive a grant of $879,000 and a loan of $401,000 to extend public water service to approximately 118 new customers that currently rely on privately owned wells, giving rural residents a safe and reliable source of water. Total cost of the project is nearly $6 million with $1.5 million provided by the Appalachian Regional Commission; a $1.5 million Small Cities Block Grant from U.S. Housing and Urban Development; $525,000 from the U.S. Army Corps of Engineers; $1 million provided by the state of West Virginia; and $175,000 provided locally.

The Buffalo Creek Public Service District in Logan County will receive a loan of nearly $4 million and a grant of $779,000 to extend public sewer service to approximately 306 new customers in the Triadelphia area of Logan County that use private septic systems which are failing or are in poor condition. The project will also...
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eliminate one of the district’s existing treatment plants and reroute the wastewater to another, better functioning, plant. Total cost of the project is over $4.7 million ...

- The Kanawha County Board of Education approved $11.7 million in construction contracts for the new “school of the future” near Edgewood Country Club in September. All seven of the approved contracts were the low bids for the new Edgewood school. The largest of the bid packages -- $6.8 million -- was awarded to G&G Builders, Inc., Scott Depot. The board also approved a $995,000 contract with WG Tomko, Finleyville, PA; a $1.7 million bid by Dougherty Company, Charleston; a $1.7 million bid by Enerfab, Pittsburgh, PA; a $155,300 bid by Brewer & Company of West Virginia, Charleston; a $302,728 bid by C&T Design & Equipment Company, Charleston; and a $16,960 contract with Thermal Balance, Nicholasville, KY. The total project is now estimated at $21 million. Kanawha County schools will contribute roughly $11 million to build the new school, with the West Virginia School Building Authority devoting more than $9 million. The new Edgewood school, which will consolidate students from J.E. Robins and Watts elementary schools, will emphasize web-based tools and individualized learning ...

- Right-of-way acquisition is being completed for the Town of Flemington sanitary sewer system improvements and extension project, which will include installation of a gravity sanitary sewer system in the Simpson, Flemington and Rosemont areas of Taylor County. The project includes over 48,500 feet of sewer lines. There are over 150 homes in the area with septic issues, many of which result in raw sewage flowing directly into the stream, and continues to Harrison County. Nearly 2,500 feet of the 48,500 feet of piping being installed in the area will be in the flood plain. The system will require one above ground pumping station and nine stream crossings for its completion. The project will extend the sewage system that currently serves the town of Flemington, and will continue westward along State Route 76 to the Rosemont area. Upon completion, the project will provide service to residents 13 miles east of Clarksburg, as well as residents 11 miles southwest of Grafton. The project is estimated to cost $4.7 million ...

- Gov. Earl Ray Tomblin in September announced the West
Virginia Development Office has approved a new property tax increment financing ("Property Tax TIF") district and project that will authorize funding for the development of water, sewer, and other infrastructure that will support the expansion of developments near the University Towne Center located near Westover and Star City. The Monongalia County Commission had previously applied for the Property Tax TIF.

"Recently, I had the opportunity to walk the property where this development is expected to take root," Gov. Tomblin said. "This project holds great promise for better traffic flow, state-of-the-art facilities for WVU and the community, as well as retail job growth in the region. This is just the first step but it is an important step."

The project, developed by Mon-View LLC, is anticipated to facilitate economic development in excess of $100 million in retail, commercial and other development. First on the list is improving the Exit 155 corridor off of Interstate 79 to open up about 250 acres on the west side of the interchange, and make a connection to the Westover entrance as well as the Star City intersection. The development is modeled after the Southpointe Business Park in Canonsburg, PA. The project also is planned to include a baseball park, which would be used by West Virginia University, Fairmont University and a minor league baseball team …

- The City of Elkins has begun the process of building a new $31 million water treatment plant to replace the existing plant that dates back to 1921. The city is trying to complete its certificate of need with the West Virginia Public Service Commission and set rates to pay for the project. The water treatment plant for the city of Elkins provides water for 4,000 customers and three public service districts.

"Before any work can start or the project can move forward, the rates have to be in place to pay for the project," said Bob Pingley, operations manager at the city of Elkins. "Several major parts are original to when it was constructed in 1921. The river intakes and high service pumps are original vintage, which means they’re past their life span," Pingley said.

The project will involve a new building that will also have two new storage tanks, distribution and raw water intake lines to the plant. But those plans are on hold until the PSC rules on rate increases passed from ordinances by the city and protested by the local PSD’s. The building is still
in operation supplying water to the city of Elkins. Pingley said it's starting to show its age, and its now time for a new building. The PSC has up to nine months to rule on the rates, which Pingley said the city has already built in for the project. Once its resolved, the project hopes to break ground in late summer or fall. Construction should take two years and be completed by 2015 ...

- Wayne County could see over $53 million in school building and improvement projects if voters approve a special school bond election later this year. The Wayne County Board of Education voted recently to approve a $33 million bond call for the building projects to take place Saturday, December 15. The bond calls for new two schools to be built: a consolidated Ceredo - Kenova Elementary School that serves approximately 600 students, and a new Crum PK-8 that will serve 330 students. The improvement projects include: new auxiliary gyms with stage areas at Wayne and Tolsia high schools; artificial football field surfaces at Wayne, Tolsia, and Spring Valley High Schools; a new multipurpose room with connecting corridors to all existing buildings at Lavalette Elementary. The board has secured $20 million in School Building Authority grant money that would go toward the new school projects ...

- The city of Martinsburg has begun the process of updating their wastewater treatment plant to comply with the Chesapeake Bay restoration program, as mandated by the U.S. Environmental Protection Agency. The city will borrow $2 million in bonds to pay for the design phase of the project. While the existing sewer plant meets current permit requirements, the new plant must be operational by December 31, 2015. An improved treatment process will be used in the new plant that should bring the city into compliance with the new pollution limitations for at least the next 20 years and might actually exceed the EPA’s nutrient reduction requirements. The plant is expected to cost $47 million ...

- West Virginia State University is planning to build a new athletic complex and residence hall to be complete by February 2014. The University will also renovate Fleming Hall. Construction on the sports complex will begin next fall and include weight room, showers, locker rooms and offices. The new residence
hall will include space for up to 300 students in a modern “living-learning-wellness community” with an honors floor, academic success center, state-of-the-art technology and grab-and-go dining. Fleming Hall will see major renovations including the arena for athletic events and graduation ceremonies. The new additions are all part of a strategic plan, “Vision 2020: State’s Roadmap to the Future” ...

Boone Memorial Hospital announced in October that they have been approved for a $31.8 million loan to be used for a new building, equipment and furnishings. The loan, a Community Facility Direct Loan, comes from the U.S. Department of Agriculture Rural Development program and is designed to help develop essential community facilities in rural areas. The total project will cost $34.3 million. Boone Memorial will raise the $2.5 million the USDA loan does not cover. The new hospital will be nearly double the size of the existing 40,000-square-foot facility, located about a mile off U.S. 119 in Madison. The one-and-a-half story building will house a pharmacy and inpatient unit on the top floor. The 18-month construction is expected to begin no later than July 2013. The new facility will stand right next to the existing hospital. Once the new hospital is finished, the old Boone Memorial will be torn down and the space used as a parking lot for the new hospital ...

Highland Hospital has secured $35 million in loans to convert the former United Hospital Center in Clarksburg into a mental health facility. Clarksburg City Manager Martin Howe says that includes a $13.8 million loan from the U.S. Department of Agriculture and $21 million from two banks. Highland is planning a $29 million, 150-bed facility that will employ about 250 people ...

The Marshall University Board of Governors awarded a contract for building the new Arthur Weisberg Family Applied Engineering Complex to BBL Carlton, Charleston, which had the lowest of six bids at $47.75 million. The multi-story complex to be constructed along 3rd Avenue between the Arthur Weisberg Family Engineering Laboratories and the Robert C. Byrd Biotechnology Science Center in Huntington has an estimated budget of $50 million.

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MEMBERS IN THE NEWS

Leo Vecellio Jr. wins ARTBA’s Nello Teer Award

WASHINGTON, D.C. - Leo Vecellio, Jr., chairman and CEO of the Vecellio Group, West Palm Beach, Florida, and Vecellio & Grogan, Inc., Beckley, is the recipient of the Nello L. Teer, Jr. award from the American Road and Transportation Builders Association (ARTBA). The award annually honors a member who has made outstanding contributions to the association’s contractors division and the transportation construction industry. Vecellio was president of ARTBA in 2007-2008, is a long-time CAWV board member, and was the original chairman of the Flexible Pavements Council of WV when it was formed in 1980 (now Asphalt Pavement Association of WV). The award was created in 1988 as a tribute to contractor and past ARTBA Chairman Nello L. Teer, Jr.

Arnett & Foster and Toothman Rice Merge CPA Firms

MORGANTOWN, WV – Arnett & Foster PLLC and Toothman Rice PLLC have announced a merger that will make the new joint firm one of the top 150 accounting firms in the country when measured by size. The merger went into effect on August 1.

“This is an exciting and monumental day for the Toothman Rice team,” said Tom Aman, managing member of Toothman Rice. “We’re bringing together 60 years of experience from both firms, a distinction very few can offer.

The merger represents Arnett & Foster’s second strategic growth initiative in the last 16 months. In March 2011, Arnett & Foster expanded across state lines with the opening of a Columbus, Ohio office, a move that “enhanced the firm’s services to the growing sector of health care – particularly hospitals, nursing homes and medium-to-large practice groups throughout Ohio and contiguous states,” states Steve Robey, presiding member of Arnett & Foster.

The two firms share similar historical timelines. Arnett & Foster was founding in 1950 and has 90 employees. Toothman Rice began business in 1952 and has 50 employees. The new company has offices in six locations: Charleston, Bridgeport, Morgantown, Buckhannon, Lewisburg and Columbus, Ohio.

The firm is now known as Arnett Foster Toothman, PLLC.

Sneed joins PCS

CHARLESTON, WV – David Sneed has joined PCS as director of Educational Planning Services. Sneed will work closely with the company’s educational clients and architects to prepare specifications for new school construction. Sneed has over 30 years of experience in school planning and design and will be responsible for expanding PCS’s services to include project development and educational planning. Sneed will also assist in the expansion of the Charleston office through business development and project procurement.

PCS is headquartered in Cleveland, OH and operates offices in Wheeling and Charleston. The company specializes in construction management, owner representation, cost estimating and scheduling. They offer a variety of project delivery options.

ZMM Architects and Engineers announces staff additions

CHARLESTON, WV – ZMM Architects and Engineers has made a number of additions to its architecture and engineering team. Thomas L. Young has joined ZMM as the director of client relations and business development. He is a recognized Educational Facility Planner and brings more than 15 years of experience planning educational facilities and nearly 30 years of experience working in the building design and construction industry.

Joe Sinclair has joined the firm as a project architect. He earned a degree in architecture from Fairmont State University and a master’s in architecture from the Savannah College of Art and Design. Sinclair is a former director of sustainable building technologies and an adjunct professor at Kanawha Valley Community and Technical College.

Also joining the firm are Michael Sipe as a structural engineer, Aaron Ouellette as an electrical designer and Nicholas Kidd as a mechanical engineer.

ZMM is a full-service architectural and engineering firm founded in 1959 that is involved in the design of...
MEMBERS IN THE NEWS

educational, correctional, military, justice, office, industrial, multiunit residential, health care and higher education facilities throughout West Virginia.

Americast and Hanson Pipe form partnership
RICHMOND, VA – Americast and Hanson Pipe & Precast have partnered to form a new joint venture company called Concrete Pipe & Precast LLC (CP&P). The new company consists of selected Americast and Hanson Pipe & Precast operations.

“The construction industry has been severely impacted by the adverse economic conditions over the last five years,” said Americast President Bill Tichacek. “I wholeheartedly believe that this partnership between two best-in-class precast and pipe manufacturers will enable us to build a more efficient, sustainable company that is positioned to succeed in a dynamic marketplace.”

The company manufactures, markets, and sells a complete line of concrete pipe and precast products in the mid-Atlantic and southeastern United States. Manufacturing facilities are located in Martinsburg, West Virginia, as well as multiple locations in Virginia, Maryland, North Carolina, South Carolina and Georgia.

“This joint venture in these selected markets will allow our combined operations to remain competitive and strong in today’s evolving marketplace while ensuring our customers and the communities they service receive the quality concrete products they’ve come to depend on,” said Hanson Pipe & Precast Senior Vice President Bob Christensen.

Jefferson Asphalt renames road in honor of John J. Thomas
CHARLES TOWN, WV – Jefferson Asphalt Products Company has announced their road has been renamed in honor of John J. Thomas, president and owner of the company since 1969. Thomas passed in January of 2011. The company is run by his sons, John J. Thomas Jr., and J. Michael Thomas. Jefferson Asphalt specializes in asphalt paving and asphalt plant sales. The company also performs excavating, utility installation and site development.
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WVCN would like to extend a very special thank you to The Friedlander Company who has supplied the Grand Door Prize at the Annual Meeting for 42 consecutive years. This was, in error, omitted from the July/August issue which covered the Annual Meeting.

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