The DAVENPORT Difference

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Safety Roller Coaster

By Ed Davenport

"Just getting by is one of the most expensive ways to operate a business."

Safe behaviors must be measured and become the only acceptable ways of doing our jobs. "At-risk" behaviors must be identified and eliminated. We cannot perform "at-risk" behaviors ourselves nor tolerate them by others.

An organization's "culture" is defined by what is communicated, how it is communicated and the behaviors that follow. We have become somewhat guilty of being on the "safety roller coaster". We do a good job of thinking safe, talking about safety and acting safely, for long periods of time. Then it is like we get caught up in whatever is crying for our attention on a daily basis, we press hard for ever-improved production and the next thing you know – we get a rash of accidents.

We need to get off the roller coaster and onto the solid ground where safety is one of the most consistent elements of our culture.

It starts with an attitude. We will accept nothing less than being the safest masonry company there is. We will continue to get better and better at conducting the safest work sites possible.

It takes a commitment to discipline. Everyone must rise above the temptations of shortcuts.

None of this can happen without proper planning. Having the proper equipment on hand for doing your job safely should never be an afterthought. Do It Right The First Time applies equally as well to safety as it does to productivity.

Planning to be safe and planning to be productive, is virtually the same thing. Performing an unsafe act in the name of productivity always indicates a lack of planning.

Be an active member of our "Safety Team". Look around your job site every day and ask yourself, "Are we doing everything we can to prevent accidents? Are we using everything that's available to us? Do I feel confident that we can have a productive day with ZERO accidents or injuries today?"

If you have any questions, comments or suggestions, I'd love to hear them.

DMI Employees give up a Saturday for the *2nd Annual DMI Safety Day*

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Direct Deposit

By Betsy Zietlow

Since December 1999, DMI has offered the option of directly depositing your payroll check into your checking or savings account. This tremendous convenience is gaining popularity with DMI employees every month. Today, over 40% of our employees use this service.

Direct Deposit helps guarantee that you get paid on Wednesday, no matter what! This avoids the problems of moving from job to job, mail delays, or working late and not getting to the bank before closing.

Once you get signed up for the program it takes about two to three weeks for your check to actually get directly deposited into your bank account (you will continue to receive paychecks as you have in the past during these weeks). We have to do a dummy (test) deposit to make sure all the routing is correct before we make the real transfer of cash. If you choose to use direct deposit, it will be in your bank account on Wednesday of each week, instead of receiving your check at the job-site on Wednesday. You would receive your stub in the mail or at your job-site showing the amount of the deposit.

WHY NOT START TODAY? Just fill out an enrollment form and return to the office either by mail to the address below or give directly to your foreman to send in with their weekly paperwork. Forms may be obtained by calling Betsy at (517) 699-6160.

Don't delay, get your forms returned as soon as possible, be sure to fill the form out completely and include a voided check or a savings deposit slip with the form. If you have questions, please feel free to contact Betsy (517) 699-6160 or Dave at (517) 699-6156.

Mail to:
Davenport Masonry, Inc.
P.O. Box 188
Holt, MI 48842

Coordinator Appointed for Mentoring Program

Howard Hipes-coming to a job site near you, soon

The mentoring program for BAC Local 9 has just received a shot in the arm. Howard Hipes was hired to coordinate the program and also to work on recruiting and selection of new apprentices. He started in his new position on March 10, 2003.

Howard has been a journeyman brick mason for over 15 years and has been a foreman for three union masonry contractors. His strong communication and technical skills will serve him (and the program) well. Howard has stated that he intends to get out into the field as quickly as he can to meet and get to know as many apprentices, mentors, journeymen and foremen as possible.

Ed Davenport is enthusiastic about the potential impact Howard can have on the mentoring program and on the masonry industry. He encourages everyone to greet Howard with a smile and a cooperative attitude. The success of the mentoring program will have a very positive impact on the future of the masonry industry.

A Memorial To Remember

By: Wendi Sawchuk, CAM
Magazine Associate Editor

The Holocaust was an event that survivors and the rest of the world will never forget. Over six million human beings were sent to their deaths solely on the basis of their religion. Images of this atrocity have been seen in countless documentaries/movies and taught in history classes. Although it was a horrific period that most people would like to erase from their minds, it must always be remembered in order to pay homage to those who perished. The Holocaust Memorial Center opened in 1984 within the Jewish Community Center in West Bloomfield. After 18 years of operation, the original facility had become too small to accommodate the over 180,000 visitors a year, including numerous school groups. In July 2002, construction began on a much larger, 51,000-square-foot

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Holocaust Memorial Center in Farmington Hills.

Masonry Represents History
One of the purposes of masonry is to give a structure its finished exterior look. In terms of the Holocaust Memorial Center,

Holocaust during construction

masonry serves two purposes. Not only does the exterior brick masonry give the center its finish, but also represents the brick walls of the concentration camps in Europe. Within the imprisonment of those brick walls, innocent lives were sacrificed. In addition, the exterior will also have several horizontal and diagonal wires that overlay the masonry to represent all of the barbed wire surrounding the camps. **Davenport Masonry, Inc.** of Holt, Michigan was the masonry contractor for the project. "This project was pretty simple in terms of actual scope because we have brick on the exterior (supplied by Brick Tech Architectural, Berkley, and Belden Brick Sales Co., Fraser) and burnished block on the interior (supplied by Grand Blanc Cement Products, Inc.)," said **John McClure,** project manager, Davenport Masonry, Inc. "However, there were several challenges due to the uniqueness of the building."

There are several elevations within the building that act as a timeline of the Holocaust. The ground floor of the center represents the time prior to Hitler's regime when Jewish people lived without fear of persecution. Each level below the ground floor descends deeper into the horror until the lowest elevation. There will also be a level that represents the plight of the Jewish people since the Holocaust, including memorabilia from survivors. "The grade of the jobsite varied because of the many elevations on the project," said **Bill Plummer,** foreman, Davenport Masonry, Inc. "Working areas were sometimes difficult to access and the job required extensive coordination between the trades."

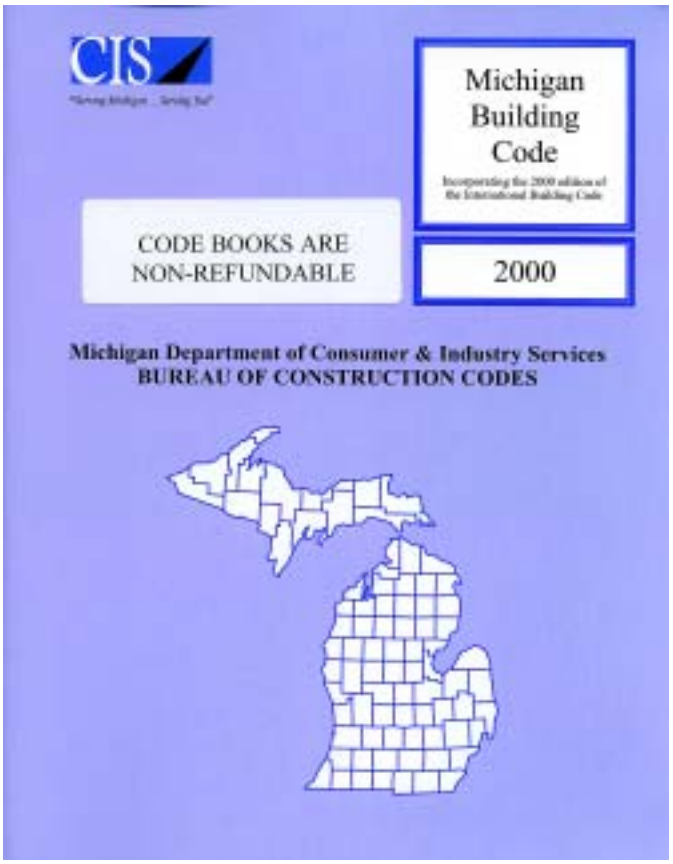
The wall structure was another factor that made the project unique for the masons. Very few of the interior walls are parallel to each other. Several walls are radius with about 115-degree corners. Radius walls are difficult to construct with solid, linear materials such as masonry products. Usually, the masons would simply lay the product as is, however the unique layout of the interior required extensive saw cutting of the block units. "We had to work very closely with our supplier to get those corners made," said McClure. "My foreman, Bill Plummer, did a great job of having his people lay the block units and grind them off to make sure that they were exactly in plane with the product that was going on around the corner." Precision on the radius wall layout was crucial because of the bar joists that were to sit on top. "Most of the walls are askew so we also had to work very closely with the structural engineers to make sure all of those walls were exactly in the right place," said McClure. "If they were off just a little bit, the bar joist would not sit down on top properly."

Never To Forget
The construction of this project is invaluable to the survivors and the families of those who perished in the Holocaust. During the first few months of construction, an emotional ceremony was held with several survivors in attendance. These brave men and women laid bricks on the new Holocaust Memorial Center, scheduled for completion in September 2003, that will continue to educate visitors on one of the darkest periods in world history. "All of the contractors involved took great pride in this project," said Plummer. "We realized the importance of this building to the survivors and the community. This type of job comes along once in a career, and all of the masons went the extra mile to display their craftsmanship."

Radius wall at the Holocaust Memorial Center

The Michigan Building Code - Highlighting Quality Assurance

by Kyle Lochonic



On July 31, 2001 the State of Michigan adopted the International Building Code (IBC). Published as the Michigan Building Code 2000, it defines the code requirements for design and construction in the State of Michigan. Chapter 21 of the code defines the requirements for masonry, and is based on The Building Code Requirements for Masonry Structures (ACI 530-99/ASCE 5-99/TMS 402-99), better known as the MSJC (Masonry Standards Joint Committee) Code. These requirements were developed by the MSJC through the efforts of The American Concrete Institute (ACI), The American Society of Civil Engineers (ASCE), and The Masonry Society (TMS).

Chapter 21, which deals with masonry, is broken up into 13 sections:

2101 General
2102 Definitions and Notations
2103 Masonry Construction Materials
2104 Construction
2105 Quality Assurance
2106 Seismic Design
2107 Working Stress Design
2108 Strength Design
2109 Empirical Design
2110 Glass Unit Masonry
2111 Masonry Fireplaces
2112 Masonry Heaters
2113 Masonry Chimneys

Let's take a look at section 2105 Quality Assurance, as it often affects our operations. This section details the requirements of a quality assurance program, ensuring that the masonry as constructed, meets the requirements of the construction documents. Two important areas of this program are the requirements for inspection and testing, as defined by chapter 17 of the code, and the acceptance of masonry relative to strength requirements.

Masonry by its nature is a material that is far more effective at resisting compressive forces than tensile forces. In other words, it will support a lot of weight, but can be fairly easily pulled apart. For this reason most masonry is designed to meet a minimum specified compressive strength or f'_m. This compressive strength is defined by the construction documents (blueprints and specifications) and can be met by one of two methods; the unit strength method, or the prism test method.

The unit strength method is the simplest. With this method the actual compressive strength of the masonry unit, coupled with the type of mortar used, results in a value from Tables 2105.2.2.1.1 *Compressive Strengths of Clay Masonry*, and 2105.2.2.1.2 *Compressive Strengths of Concrete Masonry.* Let's review an example using concrete masonry table below.

TABLE 2105.2.2.1.2
COMPRESSIVE STRENGTH OF CONCRETE MASONRY

NET AREA COMPRESSIVE STRENGTH OF CONCRETE MASONRY UNITS (psi)		NET AREA COMPRESSIVE STRENGTH OF MASONRY (psi)
Type M or S Mortar	Type N Mortar	
1,250	1,300	1,000
1,900	2,150	1,500
2,800	3,050	2,000
3,750	4,050	2,500
4,800	5,250	3,000

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A typical Grand Blanc Cement Products 8" smartwall (lightweight) unit has an average net area compressive strength of 3090 psi, as verified by independent test reports. When laid in Type N mortar this unit will meet requirements for a specified f'_m of 2000 psi. It would take a unit with a tested compressive strength of 3,750 psi or greater, laid in Type M or S mortar to meet a specified f'_m of 2,500 psi. This table makes meeting a specified f'_m simple. You need only to verify the net area compressive strength of the masonry unit, and define the type of mortar used, to meet the requirements. There is a safety factor built into the table and no further testing needs to be required. On larger projects or where high compressive strengths are required it may be cost effective to use the prism test method.

The prism test method requires that a set of three masonry prisms be built using the units, mortar and grout (if required) intended for the project. At 28 days of age these prisms are tested for net area compressive strength and an average is obtained. This average determines the compressive strength of the masonry assembly. The results will be somewhat higher than shown in the strength design tables. For this reason, it could be more economical to use the prism test method.

Now that we have determined how to meet the strength requirements of section 2105, let's review the testing and inspection portion of the Quality Assurance program as defined in Chapter 17 of the code. Chapter 17 defines three levels of masonry construction, two where special inspections are required and one where no inspection is required. The details of types of buildings, and inspection required are defined by Table 1604.5, Table 1617.6, and by the method of design. The two levels of inspection required are based on engineered masonry in nonessential and essential buildings, and are defined by Table 1704.5.1 *Level 1 Special Inspection* and Table 1704.5.3 *Level2 Special Inspection*.

Level 1 Special Inspection is required to be continuous during the welding of reinforcing bars, grout placement, and the preparation of grout specimens, mortar specimens and/or prisms. Various other inspection tasks as listed in Table 1704.5.1 are listed as periodic. Level 2 Special Inspection adds the inspection of the grout space prior to grouting, and the type size and location of anchors, to continuous inspection.

The owner or registered design professional in responsible charge acting as the owner's agent shall employ special inspectors to provide masonry inspections. The special inspector shall be a qualified person who shall demonstrate competence, to the satisfaction of the building official. Unless otherwise allowed by the building official, this means the special masonry inspector shall be licensed by ICBO (The International Conference of Building Officials) and shall be employed by the owner or his representative. The Masonry Institute of Michigan has been engaged in an ongoing education and certification of special inspectors for masonry. A list of licensed special masonry inspectors may be obtained from the institute. Make certain the special masonry inspector on your project is licensed.

When constructing a project requiring masonry special inspection, it is critically important to require a preconstruction meeting. Those present should include the mason contractor's representatives (ideally the project manager and the foreman), the GC/CM representative (ideally the project manager and the site superintendent), the architect/ engineer representative, the special inspector, and a representative from the testing agency. The agenda for the meeting should include:

1. Review of masonry submittals, defining materials and test reports.
2. Review of resteel shop drawings if applicable.
3. Review of grout types, placement requirements, and clean out locations if applicable.
4. Review of type and frequency of inspection required.
5. Review of types and frequency of testing, as well required results of test reports
6. Discussion of the procedures to be followed in the event of observed violations or a failed material test.
7. Agreement on the types of reporting required and parties receiving the reports.

A meeting of this type will help all parties understand the requirements of the construction documents, special inspection, and testing to meet the quality assurance program. It will help eliminate improper material testing and the misconstrued results we see so often. It will define the responsibilities of all parties involved in the quality assurance program. Most importantly it will help assure the owner receives a building meeting the established requirements. This will certainly help promote masonry as a well built and quality material.

Production vs. Safety

By Dave Andrews

This topic appears to be an issue of discussion more and more as competition gets tougher and margins shrink. It bothers me greatly when I hear, "Management thinks production is more important to this company than safety," or that the reason an accident or injury occurred was "We have to get production." I would like to clarify how management actually views the issue of Safety vs. Production, and how critical it is to Davenport Masonry.

Why is Production important? Without good production we will have to use lower counts in our bids. This is because we have to bid work based on the reality of what it will take for us to do the job - not just what the competition is doing, or whatever it takes to get the work. We will go broke if we do this. We bid jobs based on how we have actually produced on jobs in the resent past. If we are not producing at the level of our competition or better - we will not get the work because our bids will be higher than the competition, and of course, this will hurt us all.

Why is Safety important? Our customers require it, it protects our employees and it affects our ability to get work. Safety is like production because we have to include the cost of accidents and injuries in our bid with a workers' compensation factor, and again it is based how we have performed in the past (reality), not what we would like it to be. So the more accidents and injuries we have, the higher we will have to bid work. These higher bids will mean less work and again, this will hurt us all.

Safety can either get us work or cost us work - it is all up to how we actually perform. Production can either get us work or cost us work - it is all up to how we actually perform.

So which is more important? Both are **equally** important. This makes **planning** our first priority. We **must** plan our jobs to be as safe and productive as they can be. We must have the right equipment. Equipment is almost always cheaper than the cost of an accident or the lost production that not having it will cause. We must have the right crew size to meet production schedules and work safely. We must plan our work sites and scaffolding to be clean and organized. This will enhance production and reduce the risk of an accident.

Accidents and injuries should not be acceptable, no matter how productive we are. **Planning** a safe and productive job site is at the heart of all we do. We should plan in our estimating process, in the pre-job meeting, at the beginning of the day, at the end of the day and on the wall. In other words, we have to be a constant planners and communicators. It is everyone's responsibility to be as safe and productive as possible.

However, if we fail at planning and an unsafe condition or act is apparent, **safety becomes more important than production**. The problem situation **must** be corrected immediately to prevent an accident or injury. Yes, it may cost production, but the safety, health and well-being of our employees is what is most important. Fix the problem, accept the lost production, re-plan and go forward in the most safe and productive manner.

As a company, we all need to understand that to get work (and lots of it), to be profitable and to be the industry leader, we have to be both **safe** and **productive**. In our planning, one should never come before the other. An accident or injury should never be the result of production goals. The only excuse is poor planning and communication, or the failure to act on an unsafe situation. If we plan for both safety and production, and then execute our plans correctly, we will have a competitive advantage over our competition. The ability to submit bids based on higher counts and lower workers' compensation costs will result in more work and allow us to continue to grow and prosper as a company. We have some of the best people in the industry. When we combine our high quality workmanship with good production at safe work sites – the customer satisfaction that is generated makes us truly untouchable in our industry.

In conclusion, please understand that at Davenport Masonry, both Safety and Production are equally important. Planning and communication are the tools used to create both. A safe job site will be a productive work place, and it will keep us the industry leader in providing our Customers a quality building.

Dave Andrews

The Bid Doctor

Milford High School, Milford, MI
$659,000

Barton Malow is the CM for the school district and Fanning Howey is the architect. Our contract consists of 3 additions and a locker room renovation. A total of 46,000 brick and 47,000 block are on this project. This job is scheduled to start May 2003.

Parma-Western High School, Parma, MI
$933,000

Skanska USA is the CM for this project with Beta Group as the architect. Our work involves a couple of large additions and some minor renovation work. 108,000 brick and 68,000 block need to be installed. This job is scheduled to start May 2003.

Flushing Community Church, Flushing, MI $72,000

Rhoads & Johnson has this design-build church in Flushing. The project has 6,200 architectural block to be installed around the perimeter of the sanctuary. This job is scheduled to start May 2003.

Bay City Post Office, Bay City, MI $40,000

DMI has been aggressively pursuing restoration work around the state. Post Office restoration has been hot and heavy in the recent months. This Post Office is 30,000 square feet and needs tuck pointing, limestone repair, washing and waterproofing. This job is scheduled to start May 2003.

MSU Food Science, East Lansing, MI $188,000

Clark Construction is the CM for this major HVAC renovation. Our work consists of installing 13,000 brick, 4,000 block and 350 cubic feet of limestone on two stair towers. This job was started April 2003.

Burns Professional Center, Petoskey, MI

DMI has contracted directly with the owner. The job consists of removal and replacement of five floors of sloped brick window sill. The project will start sometime near the end of May and last approximately three months.

Burton Middle School, Grand Rapids, MI $117,000

Ledy Design is the Architect/Engineer on this project. The job consists on installing 2,600 Helifix anchors, 10,000 lineal feet of repointing and 1,500 square feet of brick replacement. This job should start mid-May and last about four weeks.

Adrian Dominican Sisters, Adrian MI

The Christman Company is the CM for the restoration/renovation of this existing masonry building. Our scope of work consists of cutting in new brick expansion joints, reworking existing brick, and building a field stone fireplace. The project should start late May.

Beaumont Hospital, South Addition, Royal Oak, Michigan

This project consisted of approximately 52,000 block in the lower level. The job began 10/20/02. We had the majority of the 8" CMU laid on this project by the 1st of April. There are still elevator doors and a couple of links to the existing building to be done at a later date. Everything to this point has been rubbed and pointed. We also have done a DMI punch list. At this time, a painter has not been scheduled. It has been a challenge to deal with the winter temperatures and to manage my crew around the Mechanical trades. However, an excellent crew worked well with me to overcome the obstacles. Many thanks to all that helped make this project a success. -**Jim Hall**

Holt High School, Holt, Michigan

I have never worked in one location for this long - sixteen months! The bricklayers and mason tenders handled 425,000 gray blocks, 140,000 architectural blocks and 297,000 bricks. The crew reached the mid-nineties in head counts at peak production, with 4 or 5 managing foremen. The architectural blocks consisted of up to 3 forklifts and 2 cranes. Inside the building we used 2 hard rubber tire forklifts and sometimes 3 when we were borrowing the 3rd machine. It was definitely a very busy place. Many thanks to the hard working crew, all the cooperative people from Granger and TMP, and the subcontractors who worked with me. -**Mike Piazza**

The Islamic Center of America, Dearborn, Michigan

A wide array of materials has made this project unique. The mix has included two colors of glazed brick, both smooth and split-face "Arriscraft stone", and 1,600 pieces of limestone, all of which were used to make up the façade of the Mosque and Minarets.

If the weather cooperates, we will complete the Minaret towers near the end of May. The Mosque is 100% done.

Many grateful thanks to all DMI crews – past and present who worked on this tough project. You did a great job on this one-of-a-kind building. -**Jon Plummer**

Marshall Middle School, Marshall, Michigan

The Ashlar pattern of stone has finally arrived. This gives us more areas to work because most of the exterior is the Ashlar stone for the first four feet. The interior CMU is about 98% complete and the exterior back up block is 100%, with the exception of the stair addition on the southwest corner of the existing building. This consists of about 2500 CMU and 1700 brick. This work will be done after school is out.

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Holt High School

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My special thanks to the crew for driving all winter, working in some tough weather, keeping the schedule moving and driving the job.
-Matt Stoddard

Wal-Mart, Okemos, Michigan

This architectural block job was our first try with a new chemical applicators cleaning system. It appears that this new system is going to work excellently. There have been absolutely NO STREAKS. Our grateful hats off to Warren for working with us to develop this process.

We're also trying out a new scaffold wagon system. While there are still a few bugs to be worked out – it appears that this new system is going to work exceptionally well. Ours thanks again go out to Warren. Everyone seems to be very happy with this job. We should be finished here the first week of May.
-Dale Cox and Tim Ward.

Flint Journal Production Facility, Flint, Michigan

This job started March 31, 2003. It's a new press production facility. Once completed, the newspaper will be publishing a "state of the art" product. The project includes 104,000 modular brick. This veneer is laid on top of a 48" tall precast concrete base and includes accent bands to match the precast. Grand Blanc Cement Products did an excellent job getting the accent brick to match the precast, my hat's off to Mike Ward their plant supervisor. We're currently working with 8 bricklayers and 5 laborers. The pace of the work keeps us right behind Barton Malow Interiors doing the exterior stud work and Assemblers, Inc. the steel and precast erector. It's taken a lot of cooperation between us, and with the help of Rick Rushton the Christman superintendent we've been able to keep working. We've got 13,000 block on the interior and if the floor pours continue we should be done by the end of June.
-Charlie Hemingway

Circle of Life

By John McClure

Recently a friend and his wife brought a baby boy into the world. Within 36 hours the world lost a fine man whose son is a very good friend of mine. Although I will be sad when I think about the loss of Bob Dobbrastine, I will forever be reminded of him and smile when I think of Noah Korson. The circle of life is complete.

Why do I write this in our company newsletter? These two events were great reminders of a simple fact; there has to be more to life than Masonry. (You can get back on your feet now Ed.) Don't misunderstand my statement; our professional careers are very important. They are the lifeblood of our way of living. But I also believe that in order to be happy at our job, we need to have a life away from work as well.

The ignition switch in my truck works two ways. One way starts the engine to my truck as well as my masonry brain in the morning. The other way turns them both off when I get home at night. I won't blow smoke at you. I use them both. I think it's just as important to give your home life 100% attention when you are there, as it is to give your job full concentration when you're there.

When I was first starting out in this business, I often had to turn the masonry switch back on after the kids were in bed or very early in the morning before I left the house so I could have some quiet planning time away from the job site. But I always made sure my family didn't get cheated. First things first.

Your 100% attention on the job to issues like safety, planning, production, quality and continued learning will help you become a desired foreman, mason or mason tender. This will allow you to create your own job security and hopefully a good way of life for you and your family.

In closing, I want to give "a big shout out" to the newest generation in a great line of McClure bricklayers. Maxwell McClure, born on July 8, 2002 (my newest great nephew). May you wear your dad out like your dad and I did your grandpa.

Michigan Construction Safety Standards

By Ned Niemi

Each foreman has a Red Book in the trailer that is titled MIOSHA Construction Safety Standards. It is filled with safety rules that help keep everyone safe on a construction job site. They are listed as follows:

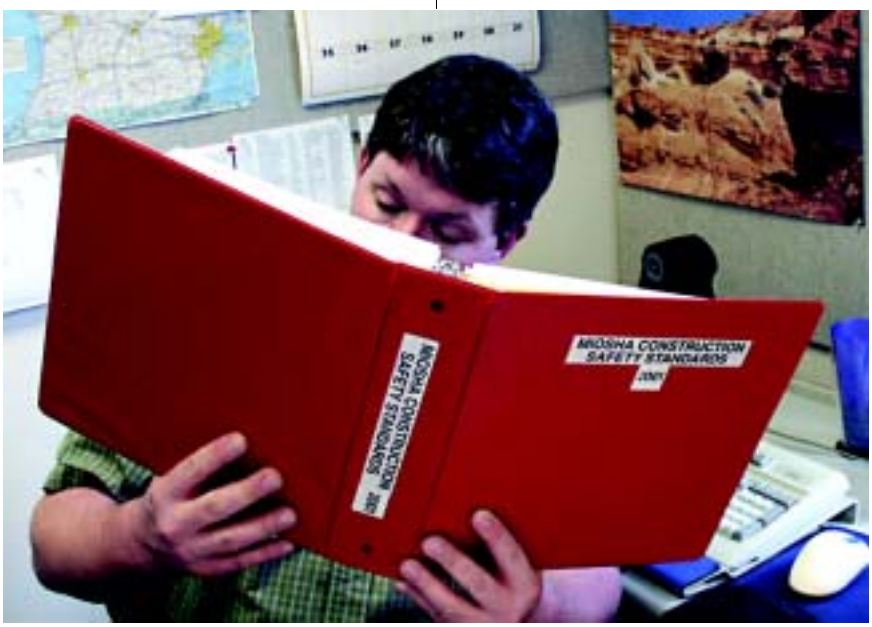
Part 1 - General Rules
Part 2 - Masonry Wall Bracing
Part 6 - Personal Protective Equipment
Part 7 - Welding & Cutting
Part 8 - Handling & Storage of Materials
Part 9 - Excavation, Trenching & Shoring
Part 10 - Lifting & Digging Equipment
Part 11 - Fixed & Portable Ladders
Part 12 - Scaffolds & Scaffolds Platforms
Part 13 - Mobile Equipment
Part 14 - Tunnels, Shafts, Caissons, Cofferdams
Part 17 - Electrical Installations
Part 18 - Fire Protection & Prevention
Part 19 - Tools
Part 20 - Demolition
Part 21 - Guarding of Walking & Working Areas
Part 22 - Signals, Signs, Tags & Barricades
Part 24 - Tar Kettles
Part 25 - Concrete Construction
Part 26 - Steel & Pre-cast Erection
Part 27 - Blasting & the Use of Explosives
Part 32 - Aerial Work Platforms
Part 42 - Hazard Communication
Part 45 - Fall Protection
Part 91 - Process Safety Management of Highly Hazardous Chemicals

These standards are a reference guide/and "rules book" on the methods and practices to be used on the jobsite and jobsite equipment. These standards are strictly the minimum requirements, however they can be exceeded. For instance in Michigan (MIOSHA), while working on scaffold, a guardrail is required at ten feet. Davenport Masonry Inc. has adopted the Federal Standard (OSHA) and requires all scaffolding to be guardrailed at **six feet** and above.

At first, reading these standards can be a bit overwhelming. The first thing you have to decide is what kind of process or piece of equipment that you are trying to figure out. If you need an answer on scaffold plank, you are going to find it in **Part 12 - Scaffolds & Scaffold Platforms**. When you get to Part 12, you will notice lots of legal jargon at the top, plus the amended rules date. While all this is important, move down to the table of contents and peruse through the list to find the items you are looking for. You will find "plank" under Planking and Scaffold Platforms; generally …….. R 408.41217. But before you skip to that section, you should first read the section listed under Scope. This will give you an overview of the regulation and let you know what to expect. Another important thing after the Scope is the Definitions, which are listed in alphabetical order. The rest of the standard defines the different requirements for working with that certain piece of equipment or procedure.

The next thing to remember is that you should read every part of the regulation that you are researching. Skipping around won't do you much good. Just dig in and read it word for word. You will be surprised by how much information can be packed into just a few paragraphs.

Reading these regulations is a great way to learn about your equipment and how to use it safely. Assumption about rules or urban legend from a co-worker is an awfully dangerous way to go about your daily construction business, especially when it comes to safety. Someday at lunchtime, ask to see the Red Book from your foreman, and have him show you how to look something up. You might be surprised what you learn. You can also call me at the office, either project manager, or Warren for answers or interpretations. If we can't get you an answer, I will call the State of Michigan and get them to give me an official interpretation.



Don't be afraid of the Red Book.

DMI Invests Heavily In Its People

This past February, March and April, DMI brought in a nationally respected training company to train **83** key people in our organization in the **Q**uality **I**mprovement **P**rocess (**Q.I.P.**) and **P**roblem **S**olving & **T**eam **B**uilding.

The main point is to **focus on the customer.** If we are to succeed as a company, we not only need to meet and exceed the customer demands, we must also **D**o **I**t **R**ight **T**he **F**irst **T**ime.

DMI President, Ed Davenport, would like to extend a sincere **"Thank You"** to everyone below for the outstanding effort and focus that was exhibited throughout the sometimes-exhausting 11 days of the above mentioned training. If we can build on that success, we can truly become a team that is second to none in a noble industry that contributes greatly to the overall well being of our economy and society.

(L to R) Jeff Brown, Britt Bass, Clayton Pugh, Joe Ruiz, Don Locker, Dave Andrews & Tim Ward receive encouragement from facilitator-Al Roach

(L to R) Ed Davenport, Bill Lula & Jim Hall

Dave Andrews
Britt Bass
Chad Benner
Rick Benner
Ted Benner
Terry Bennett
Carl Bortels
Larry Bosom
Micah Bowerman
Barry Branstner
Jeff Brown
Jim Budd
Greig Carnevale
Gary Cook
Jim Copeman
Dale Cox

John Cranmore
Dan Dear
Jerry Dittman
Greg Dobbrastine
Steve Duarte
Jay Dunkel
Charlie Durham
Darrin Esch
Leo Felty
Brian Garden
Mike Hager
Greg Hall
Jim Hall
Darrel Heckman
Charlie Hemingway
Jason Hier
Fred Hill

Mike Howard
Charlie Kaiser
Pete Kaiser
Gary Kidder
Jason Korson
Mike Leholm
Dean Lintz
Kyle Lochonic
Don Locker
Bill Lula
Pete MacIntyre
John McClure
Steve McDonald
Shannon Morehouse
Mike Most
Ned Niemi

Tim Oskey
Jerry Palmateer
Joe Piazza
Mike Piazza
Jon Plummer
Bill Plummer
Justin Powell
Clayton Pugh
Robin Quiambao
Nick Redman
Coleen Ripley-Bull
Dave Roberts
Darin Ross
Jose Ruiz
Ron Savage
Bob Schittenhelm

Brent Schrauben
Curtis Seward
Mike Stevens
Matt Stoddard
Kevin Stuart
Fred Teachworth
Jeff Townsend
Warren Townsend
Lyle Vance
Neil Wakely
Jamison Ward
Mike Ward
Tim Ward
Steve Wilczewski
Allen Woodcock
Eric Wright
Betsy Zietlow

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In This Issue...Safety Roller Coaster, Mentoring Program, Michigan Building Code, Production vs. Safety

On April 14th, my family suffered a great loss when my father died. Dad was diagnosed with Lung Cancer on October 25th of 2002, and less than 6 months later he was gone. The journey that goes with having someone you love diagnosed with a disease such as this is one full of twists and turns and the whole range of human emotions. There is disbelief at the initial stage, then cautious optimism if the disease is controlled for any length of time. Then the cancer reappears in a different part of the body, and despair sets in. Next comes the realization that this person that you care so much about is going to lose his or her battle against this wretched disease. At the end, you find yourself battling feelings of guilt as you wish for death to bring an end to the suffering. Watching the last days of someone you love is an emotional roller coaster that brings you face to face with your own mortality. There are, however, good things that come from this experience. You realize that tomorrow is not guaranteed to anyone. The little things around you that annoy you are put in their proper perspective. When you get up in the morning and you're able to draw a good deep breath, be thankful, there are people who can't. When you groan putting your boots on because your muscles are sore, be thankful. There are people whose whole world has come down to a hospital bed and they will never leave it.

I have asked for space in this newsletter to express my thanks. There are people around us in our everyday lives that we take for granted. People that we work with that we've talked to any number of times. People that show you truly what kind of people they are when you go through an experience like my family went through. Kyle Lochonic lost his father to cancer, his understanding of what I was going through and support during Dad's illness are greatly appreciated, thank you Kyle. Wherever my Dad was, in the hospital, at the Hospice House, or finally at the Funeral Home, Betsy always made sure there were flowers from the company, thank you Betsy. Matt Stoddard who went to Marshall to run the job that I was supposed to go to so I could stay close to home where I was needed, thank you Matt. Ed Davenport who has to approve all the things that these people did to help me out during this time, thank you Ed. John McClure, who has been a close friend of mine since he moved his family here from Iowa, which is God's Country according to John. John was always there to talk to and he took the time to visit Dad several times in the hospital and at the Hospice House. Thank you John, your friendship is highly valued. John's wife Julie was there for us all the time too. Julie works in an Oncology office and explained many things to Mom and Dad; she has a way with people that is unlike anything I've ever seen before, thank you Julie. There have been many people who have stopped me on the job to express their concern and sympathy for my family, and me, thank you.

Those of us reading this are fortunate to work for a company that has great people running it and great people working with us each day. DMI is a company that truly does care about its employees.

Thank you all, Dobber