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Cover Photo: St. Francis Xavier Church, Oklahoma
Architects - Manufacturer: Architectural Precast Stone
PRESIDENT’S MESSAGE
Mario Forlenza, Modern Mosaic, Ltd

Dear fellow precasters, associates, professionals and friends,

As 2018 passes the halfway mark, the APA staff, board and membership is proud to report a very productive first portion of the year and we look forward to the same for the remainder of 2018.

If you missed it, the Spring Workshop in Fort Worth, Texas, had great attendance with speakers who offered their views on techniques and methods for better planning and scheduling of production. One of our member plants has created their own software system for most of their operations, and it was a very impressive to hear from the developer and gain better understanding about the dedication that went into building it. I’m sure all of those who attended left the program with some new tools to identify issues back at our respective plants.

This Fall, the APA will be continuing to offer informative speakers and programs intended to provide continuing education and insight to improve the quality and management of our organizations. Those that attend APA events not only gain information that they can use back home, but through group participation the knowledge, collaborative problem solving and friendship of our membership becomes a powerful and rewarding tool. This year our Annual Convention will be held at the Gaylord National Resort & Convention Center in National Harbor, Maryland. This is located in the National Harbor development along with the new MGM casino and should be a very entertaining venue. It is sure to be a much remembered destination and we get to see both Arban & Carosi, Inc. and Smith-Midland Corporation during the much anticipated plant tours. We hope that each of you will make plans to attend this year’s Annual Convention.

Enjoy the remainder of your summer and I hope to be able to see all of you in September.

Mario Forlenza, P. Eng

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2018 APA ANNUAL CONVENTION
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Gaylord National Resort & Convention Center
National Harbor, Maryland

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Room block is almost sold out. Cut off is 8/29/2018.
VISION

The St. Francis Xavier Catholic Church is a new American Gothic Style church in the prairie landscape on the edge of the bustling college town of Stillwater, OK. The architect for the church Franck & Lohsen Architects, designed color palate of the exterior brick veneer and precast limestone consistent with indigenous stone of the region that has a range of brown and red. A custom blend of five different brick colors is used for the exterior veneer.

The manufactured precast limestone was specified in the project for large size spires, detailed arches, window ornamentation, bandings, cornices, wall coping, architectural trim, etc. to achieve the desired end user experience and aesthetic appeal.

The church is crowned with a pair of towers and spires with the cross on the tallest spire reaching the height of 157', making it visible for several miles.
PROCESS
The designers had developed detailed large size profiles with precise, intricate design details to give the building a level of ornamentation appropriate for an American Gothic church. The AAS team worked closely with the architect and contractor for the project early in the design phase to review CAD drawings and confirm design feasibility.

The AAS team recommended combining three different stone materials for the precast limestone:
1. Wet-pour architectural precast concrete for large size pieces
2. Dry vibrant-tamp cast stone for majority of the detail pieces that could be molded on both sides for seamless integration with the exterior veneer
3. Architectural GFRC (Glass Fiber Reinforced Concrete) for the cornices, coping at higher elevation.

AAS developed color samples for all three product materials to precisely match texture and finish. With fully automated, computerized batch plants, the structural and aesthetic properties of the stone products were consistently maintained for all phases of the building.

The AAS team developed custom molds using CNC technology. The stone cladding ornamentation with large stone pieces and intricate design details required extensive detailed mold work throughout the project. The large spires for the church weighed over 7,000 pounds.

The process to design and fabricate each stone piece included pre-engineered anchorage conditions to achieve the minimal design aesthetic of monolithic stone. Customer got detailed drawings to understand installation details for the stone pieces.
The manufacturing schedule for different phases of the project was lined up to synchronize with the construction milestones. The installation team got settings plan with detailed numbering system to identify specific placement location of every single stone piece delivered by AAS. Customer was able to track each stone piece individually using the RFID based tagging system of AAS.

The manufactured stone cladding highlights the exterior design of the church. The Advanced Architectural Stone (AAS) panels cost-effectively emulated the look and finish of the natural limestone.
2018 APA ANNUAL CONVENTION
SEPTEMBER 21 – 24, 2018
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SPEAKERS

JV VENABLE
Leadership Coach

TOPIC: LEADING HIGH PERFORMING TEAMS

BRENDAN M. DUNN
Partner at Akin, Gump, Strauss, Hauer & Feld, LLP

TOPIC: FEDERAL TAX REFORM AND ITS IMPACT ON YOUR BOTTOM LINE

ROBERT BARBOUR
Partner at Watt Tieder

TOPIC: RECENT TRENDS IN CONSTRUCTION LAW AND WHAT THEY MEAN TO YOUR BUSINESS

BOB FITZGERALD
Of Counsel at Watt Tieder

(Joint Speakers)

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OF HORSES AND HUMANS – REVISITED

Several years ago, I had the privilege of speaking to a medical conference in Jackson, Wyoming, one of the most stunningly beautiful places on the Earth and the home of the magnificent Grand Tetons range. One evening, the sponsors of the conference piled us on a bus and took us about 30 miles east of Jackson to the Diamond Cross Ranch where, for the first time, I had the honor of meeting Grant Golliher, authentic cowboy and genuine Horse Whisperer, and his lovely wife Jane, granddaughter of Jackson Hole pioneers. That evening, Grant demonstrated the horse whispering techniques that he uses to gain the horse’s respect and trust and we watched in awe as a troubled and fearful horse became an obedient and confident mount, not because he was forced, out of a slave mentality, but because he wanted to obey, out of respect and trust. It was a wonderful evening followed by dancing and western music and breathtaking views of Buffalo Valley and the Grand Tetons.

I have since returned to the Diamond Cross Ranch on two occasions, once a few years ago with several close friends and most recently with my family. Once again, Grant demonstrated his horse whispering techniques for us, to the wonder and awe of all of us. It was a splendid experience.

As he spoke to us and to the horse, Grant applied his horse whispering techniques to human life experiences and as I listened to him talk, I saw again how similar horses are to humans and I thought about how much we can learn from these magnificent creatures and how powerfully these horse whispering principles apply to so many aspects of our lives, like parenting, interpersonal relationships, family, friendships, employees and good management. Here are some things that Grant taught us, along with a few of my own comments . . . .

“I need the hills of Wyoming, on the trail of the Buffalo.” Gary McMahan, Cowboy Poet.


The horse respects humility. At some point, Grant will kneel in front of the horse and allow the horse to see that he is not a threat. Humility is an important trait for humans, as well. Professor Jim Collins in Good to Great writes that one of the two characteristics of a Level 5 Manager is a healthy dose of personal humility. Humility, to be effective, must be genuine, unlike the bumptious fellow who said, “When it comes to humility, I take my hat off to no man.”

Be as gentle as you can and as firm as you need to be. Do as little as you can but as much as you need to. Be quick to give and slow to take. These principles can be important in administering discipline to children and to employees. Some employees need just a touch, while others need a firmer hand. Find the balance and do what is necessary, but not more than is necessary. Be quick to offer compliments and slower to offer criticism.
The horse never forgets a troubled past but can overcome it. A horse who has been abused never forgets it but can overcome it and can gain a sense of respect and trust at some level. Every person I know has undergone adversity of some kind and the ones who have gone on to peace in life and success in business have been able to overcome it. Someone once said, “The difference between a successful person and an unsuccessful person is how he or she handles adversity.”

Every horse has a different sensitivity so you have to treat each one according to his sensitivity. And in the same way, every person is different, as well. Some employees are tough as shoe leather and it’s hard to get their attention while others are extremely sensitive and still others fall somewhere in between. The DISC profile or similar tool is a good way to help determine an employee’s personality temperament and, to some degree, his or her sensitivity level.

Horses respect boundaries and feel safe within boundaries. All of us need to know where the boundaries are because boundaries keep us out of trouble. That’s why we have speed limits, 40 hour weeks, first down markers and strike zones. And that’s one reason we have an employee handbook with policies, rules and regulations. Most people feel more secure if they know where the boundaries are.

Horses like to be with the herd. Horses tend to want to be with other horses. When Grant finishes a horse’s training for the day, the horse will immediately trot over and join the other horses in the corral. In the same way, most people want to be around other people and most employees want to be accepted by the group. According to Aristotle, most men and women are social beings by nature and if a manager fosters this kind of affirming workplace, the result is likely to be good morale and a positive team spirit.

When you’re turnin’, you’re learnin’. Grant teaches that if the horse is turning while he is being trained, then the horse is learning. Horses like to move their feet and you have to let them move their feet because a horse that is standing still is less likely to learn. Employees need to turn also. They need to have freedom of movement, freedom to fail, freedom to take a risk. Someone once said, “The way you keep from making mistakes is by experience. And the way you get experience is by making mistakes.” Sam Rutigliano, for Head Coach for the Cleveland Browns, says that none of us is perfect, we just have a batting average.

Reward the slightest try and the smallest change. Make the right thing easy, make the wrong thing difficult. One of Grant’s strongest teachings is to reward the slightest try and the smallest movement in the right direction. This kind of positive reinforcement helps the horse gain a sense of trust and confidence and moves the horse in the right direction. Dale Carnegie taught us years ago that most people respond to a spirit of appreciation much better than a spirit of criticism. Be quick to praise and slow to criticize. Phrases like, “Good job,” and “Thanks,” go a long way.

The Diamond Cross Ranch is located in Moran, Wyoming, in Buffalo Valley, on the way to Yellowstone National Park. Perhaps you’ll have an opportunity to visit there one day and I know that Grant and Jane will be glad to see you. The ranch’s website is www.diamondcrossranch.com, which has strikingly beautiful pictures and a good deal of information about the ranch and its history. Grant has recently published his memoirs in a book entitled, Chasing a Dream – A Horseman’s Memoir.” I picked up a copy while we were visiting with him and Jane and I could not put it down. It is the true and authentic story of the cowboy life in the Great American West, which is still alive and well.

And in the meantime, please contact your Seay Management Consultant if you have any employment questions or employment issues to resolve. We’re always very glad to hear from you and appreciate having you as a friend and client of our firm.

Very best regards,

THE SEAY MANAGEMENT CONSULTANTS STAFF

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An Interview with Jeff Myers
Precast National Accounts Manager, Meadow Burke

Tell us a little bit about yourself and your business.

I was born and raised in Atlanta, Georgia and have been with Meadow Burke for over 20 years with a primary focus on the Precast / Prestress Industry. Meadow Burke is the leading manufacturer and supplier of accessories used to connect, lift, reinforce and form within concrete construction. Our products and engineering enable safe, rapid and cost-effective construction, allowing you to deliver your projects on time and budget.

What are some of the challenges you are facing as a precaster?

One of the biggest challenges I see is the continuing need for new and innovative products to help producers be safer and more efficient. They need products that give them more opportunities to grow their business and in turn, grow the precast industry.

What innovations are you seeing in the marketplace that precasters should be aware of?

Meadow Burke has several innovative products like the Meadow Burke Erector Connector panel connection system, the Meadow Burke Rapid Lok® connection system and the Meadow Burke Lift for sandwich panels. We are also working on developing a nonconductive sandwich panel lifter for continuous insulated wall panels.

How has being a member of the APA helped you in challenges within the industry?

Being a part of the APA has given Meadow Burke a great opportunity to build relationships with producer members and participate in meetings. Being part of advertising promotions and sponsorships throughout the year helps us to be recognized as a leading supplier in the industry.

What, in your opinion, are some of the most important aspects that the APA provides to you, as well as to its members?

One of the most important aspects that APA provides to myself and its members are the unique networking opportunities during the Spring Workshop & Annual Convention and the ability to promote our company as a supplier for the Architectural Precast Industry. Building those relationships makes it easy for everyone to work together on issues they might have and to collectively work towards solutions.
Welcome Back! In this edition of the APA Precaster we will cover correcting color issues and improving overall appearance. There will be a new article in every new edition covering the art of repair and cleaning of architectural precast concrete and cast stone.

Cover Correcting Color Issues

By Kiley Marcoe, Metro Precast & Stone Services, Inc.

Color issues and poor appearance is usually a result of the finishing not an issue in the materials, mixing, or casting. It is difficult or even impossible for the finishing department to be consistent with acid etching or sandblasting to the consistency and uniformity of paint which is often expected.

Off colored panels and an inconsistent appearance can often be corrected through washing with a muriatic acid and water solution by creating a more consistent finish texture. The exposure level of the aggregates directly effects the color of the precast panel, the lighter the exposure the lighter the color, the heavier the exposure the darker the color.

The below picture demonstrates how much finish texture effects the color

Below shows off-colored panels corrected through brush washing with a mild muriatic acid solution.
KILEY’S CORNER

Before

After

Before

After

Before

After

Before

After
When washing does not correct the color issues, re-facing the panels can be performed. The below images are of precast panels that were re-faced to correct color issues improving the overall appearance.
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Jay Newton, SIMEM AMERICA

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