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IN THIS ISSUE

PAGE 4

In-Depth Look at an Award Winning Project - Redmond Technology Station Pedestrian Bridge

PAGE 9

APA 2025 Spring Workshop

PAGE 12

The Impact of Trump's Immigration Policies

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FIRST QUARTER 2025



In-Depth Look

QCP-Corp (QCP)

Redmond Technology Station
Pedestrian Bridge (Redmond, WA)

4



2025 Spring Workshop

Portsmouth, New Hampshire

9



The Impact of the Trump's Immigration Policies

Q&A with Sissy Egan, Vice President
of Seay Management Consultants

12

DEPARTMENTS

President's Message

3

PRESIDENT'S MESSAGE

Jesse Thompson, Northern Design

On behalf of the Northern Design Team, we are very excited to be hosting the 2025 APA Spring Workshop in beautiful, historic Portsmouth, NH.

Please register and book your room for the May 1st – 4th immediately, if you haven't already.

This event will provide hands-on learning demonstrations (at our plant on Friday) and in-depth educational presentations (classroom sessions at the hotel on Saturday) that dive into scanning technology, modeling, CNC molds, stone restoration practices and custom production software. Not to mention, daily gatherings and activities that promote the special camaraderie and collaboration that's become synonymous with the APA.

We'll swing into a few additional plants on Friday, including EF Shea (NPCA) and Newstress (PCI) ... both nestled along Route 4 between Portsmouth and Northern Design. Saturday afternoon offers a unique opportunity to get your adrenaline pumping --- A half-day training experience with Sig Sauer Academy's top-tier instructors at their state-of-the-art facility in Epping, NH, just 20

minutes from the hotel. It's an additional \$149 to participate and it's capped at 50, so time is of the essence! Saturday evening we will wrap things up at a private dinner party with live music, right on the harbor.



These workshops provide an opportunity for our members to know & grow, however, it's more than educational content, networking and cocktail parties. We all excel in our separate corners of the industry, but it's the sharing, caring and daring to collaborate that propels innovation and performance.

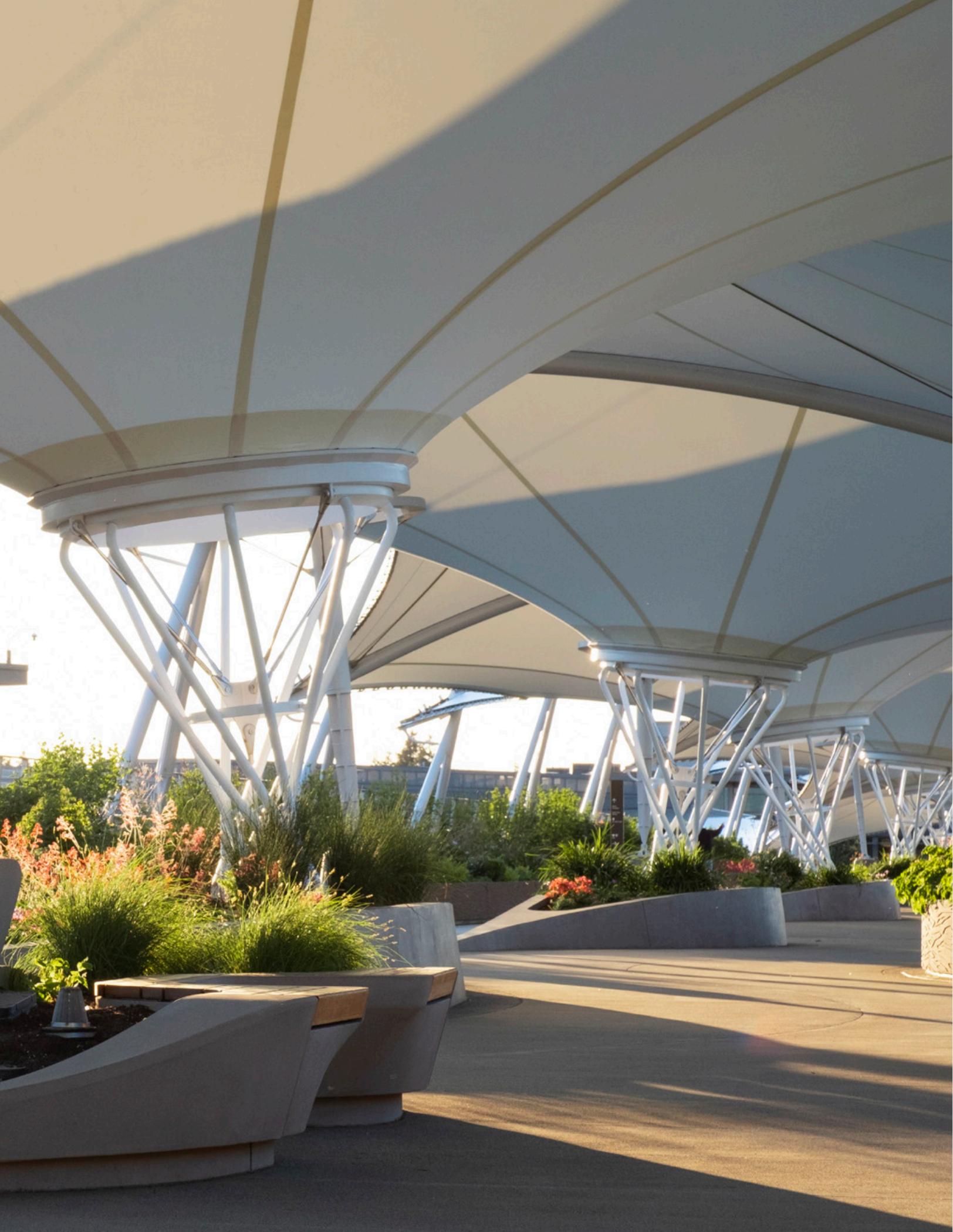
As APA Certified Plants, we commit ourselves to continuous improvement, avoiding complacency and adjusting to the changing tides of concrete & construction in general. Don't miss this opportunity --- I look forward to seeing everyone in NH!

Jesse



APA 2025 SPRING WORKSHOP

May 1-4, 2025
Portsmouth, New Hampshire



An In-Depth Look at an APA Award Winning Project

REDMOND TECHNOLOGY STATION PEDESTRIAN BRIDGE (REDMOND, WA)

QCP-CORP (QCP)

APA 2024 CRAFTSMANSHIP AWARD WINNER

AECOM (Architect)

KIEWIT (General Contractor)

Overview

The Redmond Technology Station Bridge is an 1,100-foot span that crosses above more than 20 lanes of roadway and two sets of light rail tracks. Under a series of large, interconnecting, white canopies that run the length of the bridge over State Road 520, spans the pedestrian bridge that services Microsoft employees and other commuters and community members around the new Sound Transit Station. The pedestrian bridge offers a green pathway for bikers and walkers with sitting areas throughout.

Design

Each of the pedestrian bridge's panels has a unique pattern derived from the bark of a fallen tree. In collaboration with AECOM, the pattern design was divided up across 8 repeating panels and implemented so the pattern feels continuous across the length of the bridge. Integrated into the design of the planter walls are 21 custom precast GFRC concrete seat-walls and benches with custom wood toppers.

Manufacturing Excellence

"I am proud of the hard work and effort that the QCP team dedicated to the successful execution of this complex project," said CEO, Rick Crook. QCP was responsible for providing all the precast units for the bridge, consisting of 976 planter wall panels that span 4,400 feet and 21 custom seat-walls that rise and fall across the bridge.

QCP developed the custom pattern for the planter wall system, a very unique element, by taking imagery from a fallen tree and developing a 2D digital pattern that was then stretched out over eight curving panels. The eight panels would then become a repeating element that spanned the length of the bridge through two tiers



of planter walls. The effect is a continuous organic wood bark pattern that has no beginning and no end. After the pattern was created digitally, the QCP team milled the pattern into a series of foam blocks and developed a system to recycle and reuse molds as they cast the wall units.

For this project, QCP used their low-carbon GFRC mix design that replaces 20% of the cement with post-consumer recycled material/pozzolan.

Challenges

The first major challenge was factoring in the slope of the bridge so the pattern would align from panel to panel, as well as ensuring color consistency across the bridge. To help with setting the pattern correctly, a poured-in-place slab with edge footing was built to help create a suitable setting surface. In addition, precision in the mold-making through digital fabrication techniques was crucial to ensuring the fit. To keep the color consistent, QCP relied on their decades of experience coupled with a rigorous process of testing each batch before pouring.

PRODUCT: **BENCH**

WEIGHT: 1750 lbs.
(CUSTOMER TO OFFLOAD IF OVER 6000 Lbs.)

QUANTITY: **1**

- CONCRETE COLOR:
- QUAIL HILL RED
 - NATURAL
 - MISSION WHITE
 - LATTE
 - HARVEST
 - FRENCH GREY
 - BUNGALOW
 - ADOBE TAUPE
 - MIX# 218

- CONCRETE TEXTURE:
- CRAFTSMANS ETCH
 - STRATA

SEALER: STANDARD SEALER 4200

Authorized Signature

Date

By signing above or stamping this drawing "approved" or "no exception taken" authorization is given to QCP to produce this drawing as shown within a 1/4" tolerance.

REV. 6/2/21
M.M.

REV. 6/29/21
M.M.

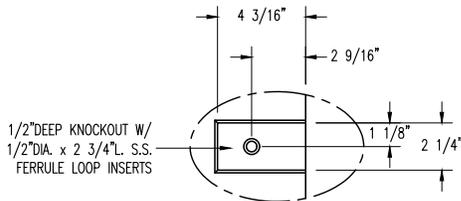
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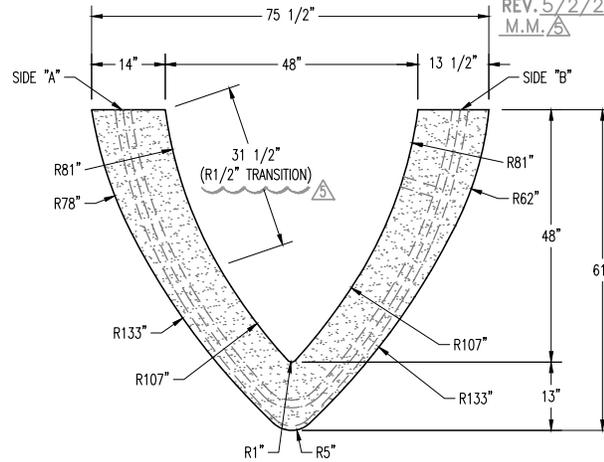
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GENERAL PRODUCT NOTES:

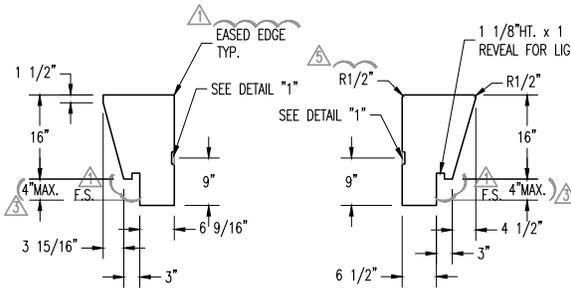
E = EXPOSED FINISHED SURFACE
INSTALLATION IS REQUIRED BY OTHERS.
ALL EDGES TO BE EASED.
MANUFACTURING TOLERANCE ±1/4".
ANCHORING METHOD BY OTHERS



DETAIL "1" N.T.S.

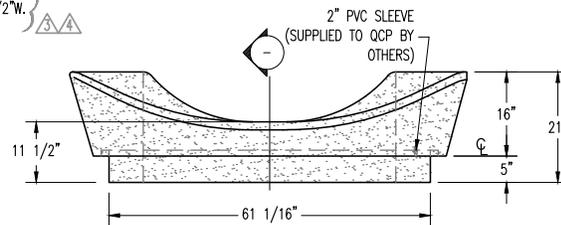


PLAN VIEW

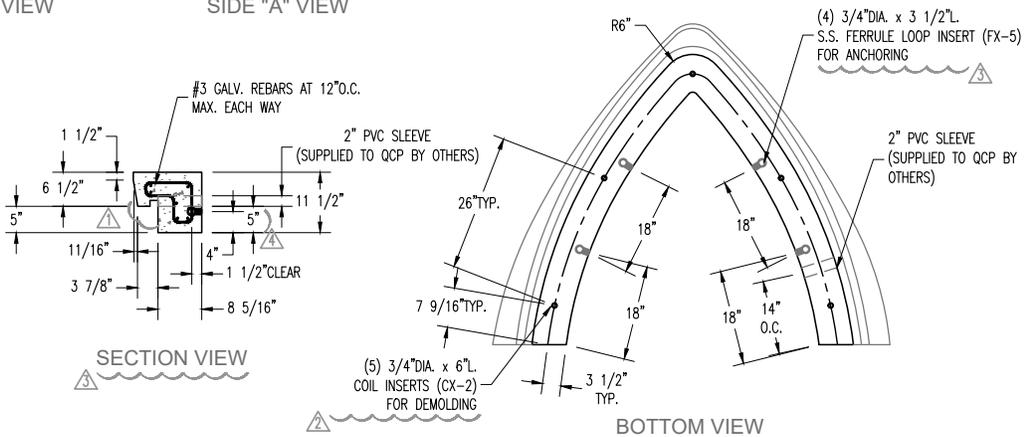


SIDE "B" VIEW

SIDE "A" VIEW



ELEVATION VIEW



SECTION VIEW

BOTTOM VIEW



PLAN TYPE	CONSTRUCTION PLAN
PRODUCT	BENCH CUSTOM
PROJECT NAME	RTS PED BRIDGE BENCHES

DATE	5/25/22	FILE NO.	140103-16	SHEET	16
SCALE	3/8" = 1'	DRAWN BY:	M.M.	OF	
PC. NO.	RK5m	QC ITEM NO.	5		21



The custom seat walls were also a challenge for the same reason. With custom wood toppers cut to match the slope of the seat wall, digitally carved molds were essential for everything to come together. The 21 unique seat wall molds had to fit seamlessly together on site with the thickness and mounting of the wood accounted for. This took considerable coordination and fit tests prior to installation.

“We are honored that the APA recognized the challenges we faced on this project and deemed it worthy of a 2024 Craftsmanship Award,” said Crook.

Lessons Learned

The QCP team invested a good deal of time developing the tree-like pattern for AECOM, which reinforced the need for continued coordination among project participants when creating complex designs for a client. It also bolstered the importance of communicating with architects, project managers, owners and others, as far in advance as possible, before a project gets too far down a particular path.

QCP also stressed the importance of a structured kickoff meeting for a large, complex design like the pedestrian bridge. These meetings ensure that roles and responsibilities are properly defined and allocated before any work is done and reinforce the need for clear communication between team members.

BY THE NUMBERS:

Pieces:
 976 planter wall panels
 21 custom seat-walls
 Square Feet of GRFC: 12,400 SF
 Production Duration: 12 Months

2025 Spring Workshop

Sheraton Portsmouth Harborside Hotel, Portsmouth, NH

Workshop Overview

Join us for the APA's 2025 Spring Workshop in Portsmouth, NH for an educational and fun-filled event!

Hosted by Northern Design Precast, this workshop will provide valuable information and insights that you can use to improve your plant's processes and production capabilities. Explore their Northern Design's plant and learn about best practices and gain valuable lessons from their production processes. Educational content will be both hands-on in the plant as well as in the classroom.

In addition to a tour of Northern Design, we will also conduct a plant tour of E.F. Shea Concrete Products' Nottingham, NH plant as well as the Newstress, Inc. Precast plant in Epsom, NH.

- For over 70 years E.F. Shea has served as a leading precast concrete manufacturer in New England, delivering a wide range products, including septic tanks, manholes, and drainage structures, retaining wall systems and precast concrete buildings.
- Since 1978, Newstress has successfully produced several hundreds of projects and has serviced most of the general contractors in the New England area.

We will have a fun optional event at the Sig Sauer Academy. Whether you're a complete beginner or a seasoned shooter, this action-packed event welcomes everyone. Train alongside Sig Sauer's elite instructors—

experts with decades of experience in military and law enforcement firearms tactics. They cater to all skill levels, ensuring a safe and exciting experience for every participant. You'll have the chance to learn essential techniques and test your skills with Sig's cutting-edge handguns and rifles, all at their state-of-the-art training facility.



Northern Design's production floor during the 2008 Spring Workshop.



Former Northern Design President, Brad Thompson at the 2008 workshop.

2025 Spring Workshop

Session Descriptions

In addition to a full plant tour at Northern Design, their team will provide 20 minute “micro-learning sessions” that provide practical insight and strategies that will elevate your craft and optimize your workflow in regards to mold making, scanning, modeling, and overall production.

Scanning / Modeling / CNC

Chris Stevens, Head of Design, Northern Design

Discover the latest advancements in 3D scanning, digital modeling, and CNC machining. Learn how to maximize these tools to help streamline precision, improve efficiency, and enable complex design replication with accuracy and ease.

Restoration Replication / Mold Making

Brian Vaillancourt, Plant Manager, Northern Design

Dive into the art and science of restoration replication and mold making. Brian will demonstrate best practices for recreating intricate designs and ensuring seamless integration with existing architectural elements.

Production Program: Pre-Fabrication

Jessica Vaillancourt, Project Manager, Northern Design

Explore Northern Design’s recently implemented custom production program which aids in improving mold efficiency, production timelines and project outcomes.

Production Program: Post-Fabrication

Jesse Thompson, President, Northern Design
Hear how Northern Design’s custom production program improves efficiency and quality in finishing, shipping and more.

Start with Scanning: Finding the Fast Track to Success

Chris Stevens, Head of Design, Northern Design

Jesse Thompson, President, Northern Design
Building upon the previous day’s micro sessions, this in-depth presentation will cover how the latest technology in scanning, digital modeling, and CNC machining is transforming restoration projects and beyond. This session explores cutting-edge tools and techniques to achieve unmatched precision and accurate replication of intricate architectural details.

Streamlining Custom Manufacturing: Build a Program That Improves Your Program

Jessica Vaillancourt, Project Manager, Northern Design

Jesse Thompson, President, Northern Design
Also expanding upon the previous day’s micro session, this presentation will address the advantages of using custom software to improve efficiency in the production process. From detailing to delivery, this session will highlight how an organized game plan helps to cut costs, increase productivity and boost profits.

The Sig Sauer Experience

Saturday, May 3, 1:00 p.m. – 5:00 p.m. - Sig Sauer Academy, Epping NH

Discover the thrill of the Sig Sauer Experience!

Whether you're a complete beginner or a seasoned shooter, this action-packed event welcomes everyone. Train alongside Sig Sauer's elite instructors—experts with decades of experience in military and law enforcement firearms tactics. They cater to all skill levels, ensuring a safe and exciting experience for every participant. You'll have the chance to learn essential techniques and test your skills with Sig's cutting-edge handguns and rifles, all at their state-of-the-art training facility. Don't miss this extraordinary opportunity to elevate your shooting skills and enjoy an unforgettable day!



Separate Registration Fee - \$149.00

SIG SAUER[®]
ACADEMY

We hope to see you in New Hampshire for the Workshop!

Space is limited for the Sig Sauer Experience and only a few slots are left.

Details and registration information are on the
APA Website: www.archprecast.org

H.R. Q&A with Sissy Egan

With the numerous immigration policy changes being pursued by the Trump Administration, we thought we would check in with the FCCFA's Human Resources Consulting Partner, Seay Management Consultants.

Q: What are some key immigration policy changes proposed by the Trump administration?

A: Upon taking office in January 2025, The Trump Administration announced several changes to immigration policy, including:

- Suspending the U.S. Refugee Admissions Program indefinitely;
- Declaring a national emergency at the U.S.-Mexico border;
- Expanding expedited removal procedures nationwide;
- Reviving the Migrant Protection Protocols (Remain in Mexico policy);
- Attempting to end birthright citizenship for children born to non-citizen parents; and,
- Setting a goal to deport 1 million unauthorized immigrants annually.

Q: How can employers prepare for these potential changes?

A: Employers should stay informed about policy updates from sources like the FCCFA and its Human Resource partner Seay Management Consultants. In addition, businesses should review and update their immigration compliance procedures and consult with immigration attorneys, where applicable.

They should also prepare contingency plans for possible workforce disruptions, consider alternative visa categories or immigration pathways (if applicable), and be sure to maintain thorough documentation of employment eligibility and immigration status

SEAY | MANAGEMENT CONSULTANTS

Q: What legal challenges have these policy changes faced?

A: Several executive orders have faced legal scrutiny. For example, the attempt to restrict birthright citizenship through an executive order was temporarily enjoined by a federal court in *Washington v. Trump*. The order to close the southern border and bar undocumented individuals from seeking immigration benefits, including asylum, may violate international obligations and U.S. law regarding the right to apply for asylum.

In closing, Sissy added, "as the situation remains fluid, it's crucial to remain vigilant and adaptable to navigate the changing immigration landscape."

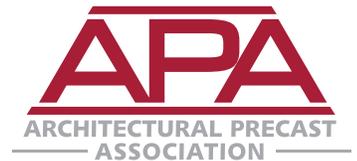


Sissy Egan is Vice President of Seay Management Consultants. As a team member since 2004, she advises on HR compliance with employment regulations and resolution of employment matters in the workplace. Her experience and knowledge include employee handbooks, OFCCP compliance, EEO-1 reporting, compensation analysis, and employee opinion surveys.

FCCFA members with HR questions can send their HR questions to Sissy and the consulting team at admin@seay.us or call the Seay HR Hotline Toll Free at 888-245-6272.



APA MEMBER BENEFIT: HR & EMPLOYMENT HOTLINE



As valued association members of the **Architectural Precast Association**, you have unlimited access to a complimentary HR & Employment HOTLINE through our partnership with **Seay Management Consultants**. This HR & Employment HOTLINE is available to you at NO COST and will provide answers to your human resources, personnel management and employment related questions.

Hundreds of employee questions arise in day to day business and almost every one of them can be different – questions about COBRA, FMLA, EEOC, ADA, and so many others. Sometimes a simple

question can turn into a complicated or costly concern if it's not handled properly.

When you have a question and need an accurate, straight forward answer, simply contact Seay Management Consultants and identify yourself as an APA member.

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The Mirror and The Window

By Mack Story

I love speaking at seminars and corporate training sessions about the principles I'm about to share with you. To be highly effective, high impact leaders must master the leadership principles related to the mirror and the window.

The mirror and the window are tools used by both high impact leaders of people and managers of people, although they use them in completely opposite ways:



When it comes to responsibility, high impact leaders look in the mirror and accept responsibility. Managers look out the window and transfer responsibility.

When things go wrong, high impact leaders look in the mirror and take the blame. Managers look out the window and transfer the blame.

If a high impact leader's team is not performing as well as it should be, the leader looks in the mirror asking:

How can I help?

What am I not doing that I should be doing?

What can I do better?

What do I need to know that I don't know?



If a manager's team is not performing as well as it should be, the manager looks out the window saying:

They aren't working hard enough.

They don't do what I tell them to do.

They don't listen.

They don't work together as a team.

What about when things are going well? Who gets the credit for the success?

High impact leaders look through the window and give credit to others. Managers look in the mirror and take the credit.

High impact leaders are happy to give the credit to others and to their team. They're already the leader. They don't need to take the credit. Humble leaders also don't

want the credit. They just want to make things happen.

Managers, on the other hand, are credit hogs. They'll jump in front of a team or a team member to take the credit when the big boss is around. It's sad. But, unfortunately, it's all too common along the front lines in the blue-collar world.

I remember working in a plant while I was in upper management on the Plant Manager's staff, serving as the Lean Manager. The CEO of our multi-billion dollar global company was coming to our plant for the first time to present a trophy we had won for our continuous improvement efforts.

We planned a tour around the plant with a stop in each department, so he could learn why we had done so well. In most plants, the Plant Manager along with the staff managers would lead this type of tour, but not at our plant.

We had an outstanding Plant Manager who was a true leader.

He asked me to select a front line operator from each department to work with their team to decide what they wanted to present to the CEO. Then, each of them put a flip chart in their department with that information on it.

Next, we supported them as they rehearsed and prepared for the CEO's visit.

When the CEO arrived, we assembled all of the front line operators and informed him they would be leading the tour. The Plant Manager and all of us on his staff brought up the rear and followed them around. We didn't speak at all. It wasn't about us. We didn't achieve the results. Those hard working people on the front lines made it all happen.

We made it very obvious to those we were serving:

We don't want the credit for what you have done. We don't deserve the credit. But, you do.

"Good leaders understand they don't really deserve all the credit for the success of an organization. Success comes from the people who get the work done." ~ John C. Maxwell

We leveraged the CEO's visit and gave credit to our team.

Instead of creating distrust, we intentionally built trust.



Mack Story is the founder of Blue-Collar Leadership. For more information on his books, podcasts and more, go to: <https://bluecollarleaders.com>

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Austin, TX

