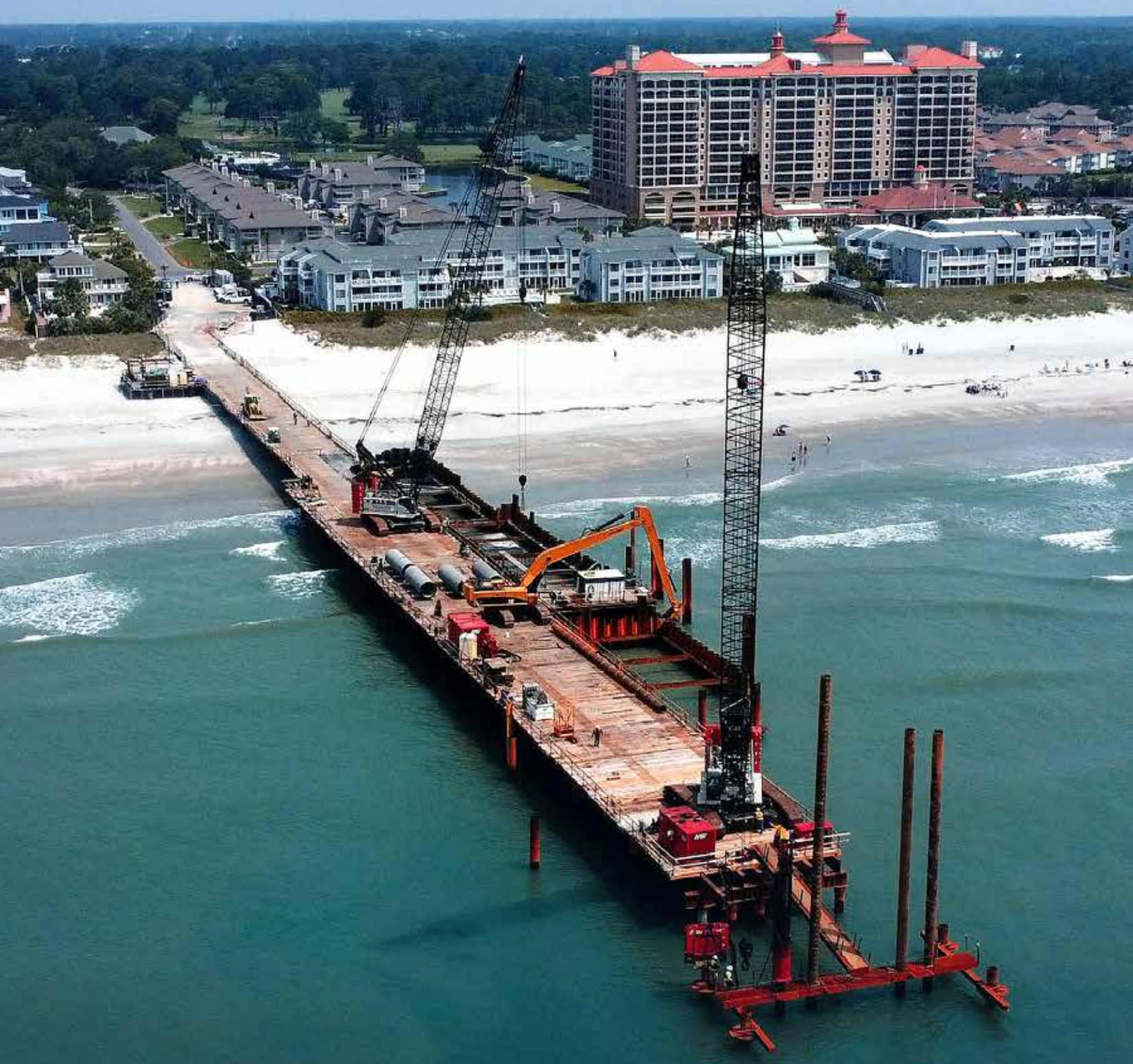
Summer 2023

MANSON

NAVIGATOR



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IN THIS ISSUE

MANSON

Established in 1905, Manson Construction Co. began as a small, family-owned Puget Sound marine pile driving business. Today, Manson thrives as an employee-owned company and takes great pride in our reputation for safely completing marine construction and dredging projects on time and on budget.
Headquarters are located in Seattle, Washington with permanent office facilities in Northern and Southern California, Louisiana, Florida, and Texas.

Front Cover Photo:

An aerial view of the 900 ft. trestle and 300 ft by 13 ft. cofferdam on the 18th Ave North Ocean Outfall project in North Myrtle Beach, SC.
Photo credit: DDC Engineers / Bolten & Menk, Inc.

Back Cover Photo:

Derrick barge **EP PAUP** decommissioning an offshore platform in the Gulf of Mexico.
Photo credit: Dave McPeak-Tower Operator

Finding a Better Way

Manson's core values remain at the forefront of how we conduct our business. Taking care of people; Doing the right thing; and Finding a better way are ingrained in our organization. They not only define our culture and how we operate but how others in the industry perceive us.

The ability to innovate and adapt to change is core to the success of any business that wants to survive multiple generations. This has certainly been the case for Manson and our success since our inception in 1905. Throughout the history of Manson, our people have worked hard to adapt our work methods and equipment to meet our clients' needs, take advantage of new technology and comply with the demands for environmental stewardship.

Our work in Point Loma, CA, now over 30 years ago, is a great example of Manson people finding a better way, in this case, to develop innovative work methods and specialized tools to respond to an environmental emergency in challenging offshore conditions. Our experienced engineers and crews collaborated at Point Loma to prepare a plan that included an underwater foundation screed, a pipe installation "horse" and state-of-the-art hydrographic survey controls. That upfront planning followed by well-executed work led to a successful pair of projects that received national recognition.

Our tradition of finding a better way continues today. In this issue of the Navigator, readers will find examples of our innovative spirit in articles on projects such as the 18th Ave North Ocean Outfall project and the P-443 Pier 6 Replacement project, and this edition's Department Focus on our Equipment Engineering group. All of these stories have in common an experienced team of professionals, bonded by years of working together, collaborating in a work environment that fosters innovation.

Demands on the marine construction and dredging industries will continue to change. The increased need for more environmental and beach restoration and the emerging offshore wind market are examples that will drive change. In response, Manson continues to develop our people, processes, and equipment as we find a better way to position ourselves for long-term success. Ⓜ

John A. Holmes, President

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Manson Construction Co. is an Equal Opportunity Employer.

Manson Construction Co. Names Forrest Ray as New Director of Environmental Health and Safety

Forrest Ray—Director of Environmental Health and Safety

Manson announced earlier this year that Forrest Ray was named Manson's new Director of Environmental Health and Safety (EHS), effective January 1, 2023 to succeed Dave Howard in this position upon his retirement. Forrest's twelve years of experience with Manson prepared him well for this important position. He will continue to be based out of the Jacksonville office and will travel extensively across all regions of the country to jobsites, yards, and area offices to connect with Manson personnel.

Forrest moved into a Safety Specialist role in 2014. Through hard work, determination, and an eagerness to learn, he has supported Manson's robust safety culture, most recently as the Gulf & East Coast EHS Senior Manager.

Forrest believes that good communication on a routine basis is key to implementing safety measures and improving the organization's safety culture. "Hearing from various people in the field is invaluable and helps us hone in on how we can help improve our safety program and make it work for all of our employees," Forrest says.

His initial objective will be to garner feedback from company personnel on aspects of Manson's safety program that are working well, as well as opportunities for improvement. "I want everyone at Manson to have a positive and proactive safety experience with a continuous and open conversation," he says. Ⓜ

Women in Construction Week Wrap Up

Manson's Richmond Office celebrated WIC Week with a three-group axe-throwing competition between Team Dredging, Team Civil, and Team Women! (L-R)t: Line Chan, Matt Lehmann, Pete Hernandez, Renee Williams, Charline Mann, Jessica Heath, Chris Schaeffer, Nicole Egli, April Clement, Alex Kolessar, and William Ferrell.

The 18th Ave. North Ocean Outfall project celebrated WIC Week by hosting a site visit for the women of DDC Engineers, Traffic Control Solutions, and the City of North Myrtle Beach.

The Jacksonville office concluded WIC WEEK 2023 with a luncheon catered by a local women-owned business.

Pier 6 Project Administrator Cha Hanna leading a discussion on the importance of promoting and supporting women in construction at Manson's 3rd Annual Naval Base San Diego Luncheon. In attendance are several members from the Pier 6 team, NAVFAC Southwest, and subcontractors.

Leaning into Change

WRITTEN BY JOHN D. HECKEL—CORPORATE ETHICS & COMPLIANCE OFFICER

Corporate Ethics & Compliance Officer
John D. Heckel

Manson's core values guide all our decision-making. These core values are: Take care of people first and always, Do the right thing, and Find a better way.

Our employees focus and talk a lot about doing the right thing and taking care of people; it's what we do every day, and we are getting pretty good at it. In this article, I want to talk about "Finding a Better Way,"

Taken at face value, "Finding a Better Way" is often interpreted to mean a better way to engineer things, for example the value engineering we provide on our projects or the upgrades we make to our fleet to make sure they meet compliance requirements or that they're capable of handling bigger and better projects. We're a construction company, so obviously "Finding a Better Way" is supposed to be about how we build stuff, hopefully with the added benefit of increasing our profit margins.

But "Finding a Better Way" can also mean better processes (like our switch to a new ERP this Summer), better ways to recruit (such as outreach at trade schools or high schools), as well as better ways to treat our colleagues and employees.

Finding a better way is not always about reinventing the wheel, but it will involve change, and change is not always comfortable. Change can often be hard to accept, especially when the change makes you feel uncomfortable, challenges your cultural upbringing, or if it feels like the change is happening to you. Being uncomfortable with change doesn't mean the change is wrong. It is human nature to resist change and to gravitate to the known. But change can be an opportunity, helping us to be prepared and improve our skills.

When you are feeling emotional about a change or you are resisting change, some questions you can ask yourself are:

- Will this change make our worksites safer and more secure?
- Is this change fair to all involved?
- What is the rational basis for my discomfort with the change?

At some point in our lives, we probably have all said, "This is the way we have always done it. Why change it?" Asking ourselves, "Why?" is a good start.

When presented with changes in how we treat others, especially if this change makes you uncomfortable, I challenge you to lean into that discomfort, ask "Why?" and think about how this change might, in fact, be a better way for everyone.

We are committed to developing a culture where our employees and anyone who works with us will feel Manson Construction Co. genuinely cares for others. Change is what has gotten us to where we are today, and changes in our processes and how we treat each other will propel us to be a better version of who we already are. Ⓜ

Manson at Seattle Yacht Club Opening Day 2023

WRITTEN BY J.ANTHONY TEDPAHOGO—COPYWRITER

For more than 35 years, Manson has assisted the Seattle Yacht Club with its annual Opening Day celebration—the first day of Seattle's boating season. The event often consists of water activities, including crew races, sailboat racing, and a boat parade to celebrate important occasions.

Manson's Heavy Lift and Marine Superintendent Drew Edwards and the **DERRICK 6** crew—Graydon Bennett, Jason Prohaska, Frank Pineda, Robin Winsley, Matthew Moldenhauer, and Jim Heather—continued the tradition by setting the log boom anchors and buoys for Opening Day 2023. The log boom offers moorage for vessels to catch a waterside view of the Opening Day festivities. Ⓜ

Manson's derrick barge DERRICK 6 in Lake Washington near the Univeristy of Washington's Husky Stadium.
PHOTO CREDIT | DREW EDWARDS—HEAVY LIFT AND MARINE SUPERINTENDENT

Houma's Senior Equipment Engineer David Mabile inspecting the trunnion fabrication for Manson's upcoming hopper dredge FREDERICK PAUP.

PHOTO CREDIT | DAVID MABILE—SENIOR EQUIPMENT ENGINEER

Building on Manson's Equipment Engineering Legacy

WRITTEN BY | J.ANTHONY TEDPAHOGO—COPYWRITER

There's a dry-erase whiteboard on the second floor of Manson's Seattle warehouse covered in a collection of calculations and freehand drawings—many of them challenging for most people to decipher. At that whiteboard, the minds of Manson's Equipment Engineering group discuss the maintenance, design, retrofitting, and repair of the company's marine construction and dredging fleet.

The team is comprised of a handful of experienced equipment engineers and marine equipment designers who sit within a few feet of the board, and another three talented team members about 2,600 miles southeast in Manson's Houma, Louisiana office.

Led by Equipment Engineering Manager Nick Maddox, the team is tasked with several critical day-to-day responsibilities.

"I lead a highly trained group of engineers and designers who complete complex design and engineering tasks on any given day," Nick explains. "No matter the scale or scope of the project, both the Seattle and Houma equipment engineering group are successful through collaboration."

The group is building on a legacy of accomplished Manson engineers who've designed unique, reliable, and profitable dredges and construction equipment that still operate today. "Skilled engineers of years past like Bob Stevens, Glenn Edwards, Robert Long, Dave Gertch, Paul Huber, and Bill Shorey—the latter two who remain with the organization—have set the foundation for the Engineering Group," Nick says. "We are doing the same calculations that those guys were doing decades ago, but with updated methods and technology."

The Think Tank

Depending on the type and size of the project, the group conducts team meetings in person or online to bounce ideas off one another for current and upcoming tasks. The sessions mirror a think tank process in that each member brings specific skills in engineering and equipment design knowledge that aids in researching, identifying, and developing concepts for various projects.

Manson's Seattle Equipment Engineering Group gather around the office whiteboard to hash out ideas and details of upcoming improvements to the company's marine fleet.
(L-R) Equipment Engineer Zach Glaser; Marine Equipment Designers Aaron Neely and Jack Bitzer, and Equipment Engineering Manager Nick Maddox.

According to Seattle Equipment Engineer Zach Glaser, the most significant benefit of the think tank is that each member can play off one another's strengths. These brainstorming sessions also allow the team to build a strong bond in spite of the physical distance between the Seattle and the Houma teams.

The Day-to-Day of Equipment Engineers and Marine Designers

Whether safely climbing to the tip of a crane boom for inspection or cleaning up marine vessel drawings for future use, the engineers and designers handle various tasks that often involve traveling to visit the dredges, derrick barges, and vessels. For the Spring 2023 season, the equipment engineers in Seattle were busy providing maintenance support for several Manson vessels, including the hopper dredge **WESTPORT**, which made its annual return from a three-year dredging contract at the Port of Alaska in Anchorage, AK. "We are looking to repair the port dragarm trunnion and install additional structures to the **WESTPORT** due to wear and tear," says Marine Equipment Designer Jack Bitzer. "In addition to working on larger projects like the **WESTPORT**, the equipment engineers in Seattle and Houma also complete a variety of other tasks keeping them busy every day."

Seattle Equipment Engineer Zach Glaser (left) and Houma Senior Equipment Engineer David Mabile (right) inspecting the hopper dredge **GLENN EDWARDS** during dry dock.
PHOTO CREDIT | HOUMA EQUIPMENT ENGINEERING GROUP

Seattle Equipment Engineer Zach Glaser on Manson's M75 barge inspecting the installation of an excavator for the Larkspur Ferry Terminal Berths and Maintenance Dredging project in Richmond, CA.

PHOTO CREDIT | ZACH GLASER—EQUIPMENT ENGINEER

Once a task is completed, the equipment engineers are already headfirst into another job. "I like to say that the engineers in our department always have their irons in the fire," explains Houma Equipment Engineer Jason Morris. "Whether it's working on boom repairs for the derrick barge **WOTAN** or traveling to different sites to assist with modifications on our vessels, there's always something to do." The work of the equipment engineers—with support from the marine designers—is essential because it sustains the life of Manson's fleet and supports the hardworking crews on projects across North America.

Manson's Equipment Engineering Group inspecting the dragheads of the hopper dredge **GLENN EDWARDS**. (L-R) Seattle Senior Design Manager Paul Huber; Houma Senior Equipment Engineer David Mabile, and Seattle Equipment Engineer Zach Glaser.

PHOTO CREDIT | EQUIPMENT ENGINEERING GROUP

Most people might expect a marine equipment designer to spend most of their working days on a computer creating 3-D models, but this is far from true for Manson's equipment group designers. Houma Marine Equipment Designer Dustin Hamilton enjoys that his work involves visits to the Houma Yard to inspect Manson's equipment, such as barges and towboats that require maintenance. This task often requires both an engineering and design perspective. "My day-to-day is dynamic as I handle many tasks which include visiting the Houma Yard to check out our equipment and take measurements to draw up design specifications," Dustin says. "The group's collective experience on both the engineering and design side allows us to take care of business."

Uniquely, Manson's equipment engineering group gets to interact with their drawings of marine equipment throughout their lifecycle, from 2D concepts on a whiteboard to tangible pieces of functioning equipment. "Our group will design equipment using 3D modeling, check calculations using both classic pen-and-paper methods or using the Finite Element Analysis," Nick says. "This allows us to refine the design with input from experienced tradesmen and engineers, put it on paper with fabrication drawings, and work directly with the fabricator and crew to ensure it's built, installed, and functioning as we designed. The group is involved in every step of the process."

According to Houma Senior Equipment Engineer David Mabile, the department's success results from the top-notch camaraderie. "Whether it be an engineering or design problem or request, we work together as a team to help bridge solutions to get the job done," David says.

Career COMPASS

Interested in a career in equipment engineering and design? We asked our Equipment Group for their suggestions for someone seeking a career in their specialty.

Course of Study and Certifications

"People who find success as equipment engineers are often mechanically minded and curious about how things are built. They are often inclined to building structures, taking apart cars, or into hobbies like building model airplanes. Students are encouraged to pursue degrees and certifications including Bachelor of Science in Mechanical Engineering, Bachelor of Science in Naval Architecture, Bachelor of Science in Civil Engineering, and Drafting Design certificates."

Equipment Engineering Manager Nick Maddox

Pursue Internships to Get Hands-on Experience

"Try to obtain an internship in the marine or fabrication industry. An internship will provide you the opportunity to utilize your engineering education for real-world problem-solving. It will help you understand what it is like to work in specific aspects of the general industries while boosting your resume in the eyes of potential recruiters. In addition, the hands-on experience gained will be beneficial during your career search."

Senior Equipment Engineer David Mabile

Find Your Passion Within the Industry

Research different roles, try to find the one you are passionate about, and stick with it. Internships are an excellent way for students to try something they've never done."

Equipment Engineer Jason Morris

Stay Curious and Be Flexible

"Don't typecast yourself into one thing and try and pick up different skills and knowledge from roles in different industries. Be the kind of person who wants to take things apart to know how it works."

Marine Equipment Designer Aaron Neely

FREDERICK PAUP Makes a Splash

WRITTEN BY | JIMMIE COLLINS—PROPOSAL & MARKETING MANAGER

Manson Construction Co. reached another milestone in July 2023 launching the hopper dredge **FREDERICK PAUP** into the water at the AmFELS (a member of Seatrium Group) shipyard in Brownsville, Texas. Manson will ramp up work in Brownsville as the ship build switches focus to systems start-up and integration. Once complete, the self-propelled hopper dredge will be the largest in the U.S.A.. Manson collaborated with Hockema Group, Inc. of Seattle, WA, to design the 15,000 cubic yard hopper, representing Manson's single biggest investment since its founding in 1905.

PHOTO CREDIT | MANSON FREDERICK PAUP BUILD TEAM.

A Family Out at Sea: The NEWPORT Crew

WRITTEN BY | J.ANTHONY TEDPAHOGO—COPYWRITER

Manson's hopper dredge NEWPORT departing the Houma Yard for the Pascagoula Harbor Maintenance Dredging project in Pascagoula, MS.

PHOTO CREDIT | BEAU ROBERT—PORT ENGINEER

The crew of the hopper dredge **NEWPORT** is a fusion of skilled craftworkers with a variety of backgrounds whose success derives from years of experience and knowledge gained from working on dozens of projects together. In fact, some members of the rotating crews have worked together for more than two decades.

Compared to other dredges in Manson's fleet, the crew on the **NEWPORT** is small. Still, the hopper crew's hard work and skillful ability to complete projects smoothly have garnered respect within the organization and from fellow dredgers in the industry.

According to **NEWPORT** Chief Engineer Chuck Hardee, the **NEWPORT**'s unique dynamic stems from the crew's collective understanding of trust, experience, skill, and treating each other like family.

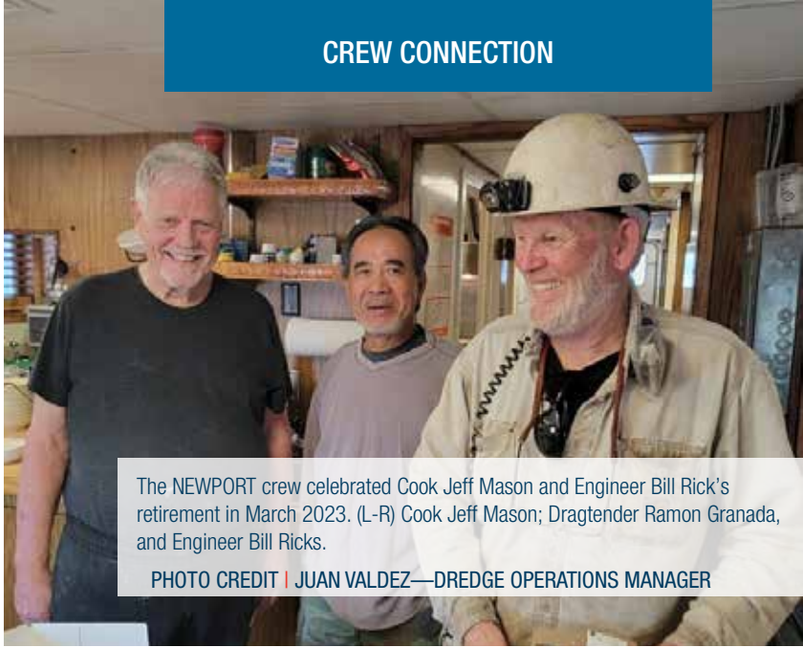
Before joining Manson, Engineer Bill Ricks and Cook Jeff Mason—each retiring in Spring 2023—worked together for a different dredging contractor for more than ten years in the early 2000s. "Doug Kelley, Ramon Granada, and I have known each other for more than 20 years," Bill says. "We learned the ropes of working on a dredge, and when the opportunity came to work with Manson, we followed one another." In the dredging industry, it is common for fellow dredgers from various companies to connect and keep in touch with one another throughout the years. Some stay at one company for their whole career and others find opportunities to work elsewhere, often leading to old shipmates reuniting on a dredge, as is the case for some on the **NEWPORT**.

The familiarity between each member has burgeoned into a cohesive unit on the dredge, with each member understanding the important roles of their fellow shipmates. "With the size of the crew and all our years working together, each of us has come to learn every role on the dredge," Chuck explains. "If someone gets sick and is out for a day, any one of us can jump in and fill in for our teammate."

> ***"Continually working with someone for that time allows you to learn each other's strengths, complete jobs safely and efficiently, and build a bond like no other."***
>
> *Phil Salceda—DECKHAND*

Third Mate Tanner Larison using the treadmill to get some laps in on his day off.
PHOTO CREDIT | CHUCK HARDEE—CHIEF ENGINEER

The **NEWPORT** and crew are busy year-round, often performing routine dredging to maintain the depths of several federal navigation channels in the gulf region of the U.S. From October 2022 to February 2023, the **NEWPORT** crew mobilized to work on the Mobile Harbor Hopper Rental Maintenance Dredging project for the U.S. Army Corps of Engineers (USACE). The project involved furnishing the **NEWPORT** and crew to perform maintenance dredging of the Mobile District navigation projects in multiple states, including Alabama, Mississippi, and Florida.



The NEWPORT crew celebrated Cook Jeff Mason and Engineer Bill Rick's retirement in March 2023. (L-R) Cook Jeff Mason; Dragtender Ramon Granada, and Engineer Bill Ricks.

PHOTO CREDIT | JUAN VALDEZ—DREDGE OPERATIONS MANAGER

"We've done many jobs like this in the past, and we have a good crew ready to do the job," says Deckhand Phil Salceda. Phil—who has worked on the **NEWPORT** for more than eight years—says the crew's success begins with the seasoned veterans of the ship who've taught him skills beyond the responsibilities of his specific role. "The reason why the **NEWPORT** is a great dredge to work on is that the guys who've been here the longest are eager to teach the younger generation what they know," Phil explains. "Continually working with someone for that time allows you to learn each other's strengths, complete jobs safely and efficiently, and build a bond like no other."

Each rotating crew lives and works 21 days together on the dredge. During these three-week shifts, members come together to keep the dredge in shipshape with their responsibilities. The crew has amassed an amusing collection of 'Sea Stories,' as Chuck likes to call them—short anecdotes detailing events involving the crew—many of which are personal tales of shipmates' experiences on the dredge. "The only thing I can say about sea stories is that it begins and ends the same," Chuck says. "The stories always start out with 'This is no lie,' and ends with 'It has never been the same since.'"

After spending so much time together, the shipmates naturally bond and learn about each other's lives outside of work. "Every person on the dredge is like a cog in the machine because of how well we all click together," says Dragtender Dan Young. "We've spent so many years together that we developed a brotherhood out of work and even know about each other's families." Even on days off, the shipmates call each other to talk about their last rotation on the dredge or important life events pertaining to them or their family members.

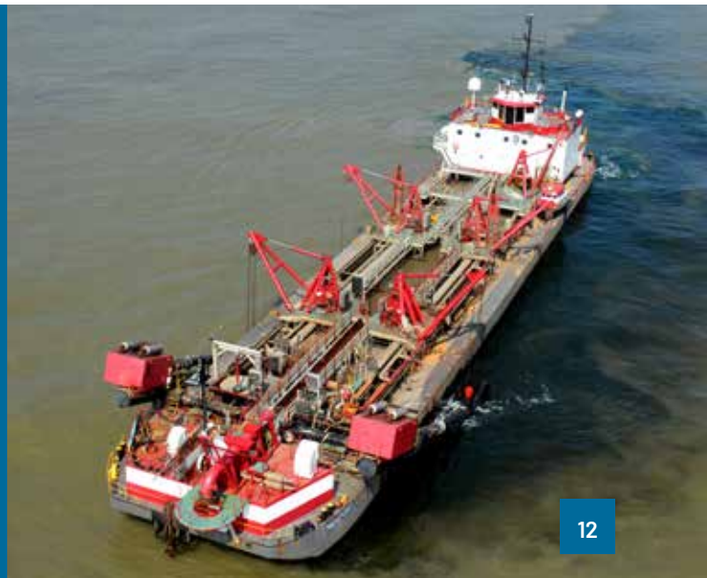
Mate Tim Brandal behind the wheel of the **NEWPORT**.
PHOTO CREDIT | CHUCK HARDEE—CHIEF ENGINEER

Hailed as one of the most important members of the dredge by many on the **NEWPORT**, Cook Stanley Madison attributes the dredge's large workload as the main reason crew relationships and dredge operations run smoothly. "The **NEWPORT** has created a unique relationship for many of the fellas on the ship because we work and live together in close quarters 24/7," Stanley says. "We've grown close and even call each other on our days off. "Every shipmate respects one another because of the experiences we've all been through together."

The familial ties of the **NEWPORT** have also extended their reach to the next generation, with the children of shipmates pursuing careers in dredging and some coming to work on the dredge. "We work with the son of one of the guys who used to work on the ship," Dan explains. "I remember when his son was a little kid. I learned of his childhood and adulthood through stories from his dad, and now I work alongside him. The **NEWPORT** is special." Ⓜ

5 FACTS ABOUT THE NEWPORT

1. *Joined Manson's fleet in 1983.*
2. *Manson's 1st self-propelled hopper dredge.*
3. *At its christening, the **NEWPORT** was the largest split-hull hopper dredge on the west coast.*
4. *Built at Nichols Brothers Boat Builders on Whidbey Island, WA.*
5. *The first hopper dredge with engines mounted on the drag arms.*



Seasoned Crew Leads Pier 6 to Success

WRITTEN BY | J.ANTHONY TEDPAHOGO—COPYWRITER

Since 2000, Manson has replaced and modernized several piers at Naval Base San Diego (NBSD), including Piers 10,11, 12, and 8. Capitalizing on the success of these past projects, Manson bid and was awarded the P-443 Pier 6 Replacement project, a task order under the NAVFAC Southwest Waterfront MACC, that brought back Manson's talented project personnel to demolish and reconstruct the aging marine structure at NBSD.

The project team's continual success, familiarity, and teamwork at NBSD originates with the demolition and replacement of Pier 12 in 2011, according to Senior Vice President and West Coast Regional Manager Ryan King. "A lot of the players have changed, but the team effort started back then and has continually improved with each project," Ryan explains. "This project has a lot of long-term craft employees that have positively impacted the project itself along with our engineering staff, apprentices, journeyman, and NBSD personnel. Our experienced Manson foremen have continued to teach our project team to be builders, a key to Manson's continued success."

The craft workers at Pier 6 are a remarkable assembly of superintendents, foreman, journeymen, and apprentices led by industry veterans. **VALKYRIE** Piledriver Foreman Eddie Heredia and Laborer Crew Foreman Arturo Alvarez whose dual leadership—for the pile driving and construction phases—proved instrumental in getting the job done. "Both Arturo and Eddie bring a wealth of knowledge and decades of experience at NBSD to the project," says Project Engineer Conner Long. "As a newcomer to NBSD, it was helpful to lean on the knowledge and experience of the project team, especially key craft personnel like Eddie and Arturo to complete various phases of the project."

The Pier 6 Replacement Project is similar to work completed at Pier 8, which involved demolishing and reconstructing one of the many nearly identical piers at NBSD to support the U.S. Navy's marine fleet. The new marine structure at Pier 6 measures 120 ft. by 1,500 ft—identical to Pier 12 and shorter than Pier 8.

An aerial view of the Pier 6 project site at Naval Base San Diego in San Diego, CA.
PHOTO CREDIT | CONNER LONG—PROJECT ENGINEER

Taking the lessons learned and experience of the work done at the previous piers, Manson's NBSD project team and crew knew what to expect. "With most of the Pier 8 project team and craft guys returning to Pier 6, everybody knew what the project phases would look like on the job," says Pier 6 Project Manager Jack Fernandez. "We have an exceptionally skilled crew who've worked on Piers 8 and 12 and understand the importance of executing work safely and on time."

In December 2021, the derrick barge **VALHALLA** and its crew kicked off the deck demolition of the existing structure at Pier 6. Crews cut sections of the existing deck for removal by barge. Once a portion of the deck demolition was complete, the derrick barge **VIKING** and crew followed behind demolishing the existing piles. With the unique advantage of completing similar work at Pier 8, crews finished the demolition ahead of schedule in February 2022. When it came time to commence piledriving operations, Eddie and the VALKYRIE crew drove 517 concrete piles which would support the new concrete deck. Instrumental in completing piledriving for previous piers at NBSD, Pier 6 would mark the fifth pier at NBSD for the VALKYRIE crew.

General Foreman Chris Schultz—who retired in December 2022—worked with General Superintendent Kurt Hinkle to implement the same strategy and approach from Pier 8 to complete the deck for Pier 6. "The knowledge and experience of building Pier 8 translated well for the foremen and carpenter crews tasked with building the deck for Pier 6," Chris explains. "With Pier 6, some of the formwork and processes changed, but working with experienced personnel like Kurt helped mitigate any potential problems for the crews." In addition, Foremen Scott Jones—returning from Pier 8—worked diligently to advance through the various phases of the work, including falsework, installation, soffit, and concrete placement.

Led by key Pier 6 craft personnel members, including Arturo and Chris, the first of the primary concrete pours for the main deck was accomplished by June 2022. Then, shortly after the final secondary pour in the Fall of 2022, Manson mobilized the VIKING and crews to begin pile driving for the primary fender system for the new pier. Led by Foreman Jeff Jensen, a total of 216 ea. 24 in. concrete square piles were driven incident and injury free, three days ahead of the work schedule in January 2023. "The level of skill and communication of the Pier 6 craft has benefited the staff and project as a whole," Jack says. "Both groups take sticking to the work schedule seriously and work extremely hard to get the job done."

The first-hand knowledge of Manson's Pier 6 craft personnel, paired with effective communication, professionalism, and experience, has yielded successful results for all phases of the project. "The Pier 6 project was successfully completed with zero injuries, ahead of schedule, and under budget," Ryan explains. "This project would not have been possible without the strong partnerships of our clients, vendors, subcontractors, along with the extremely skilled Manson craft builders."

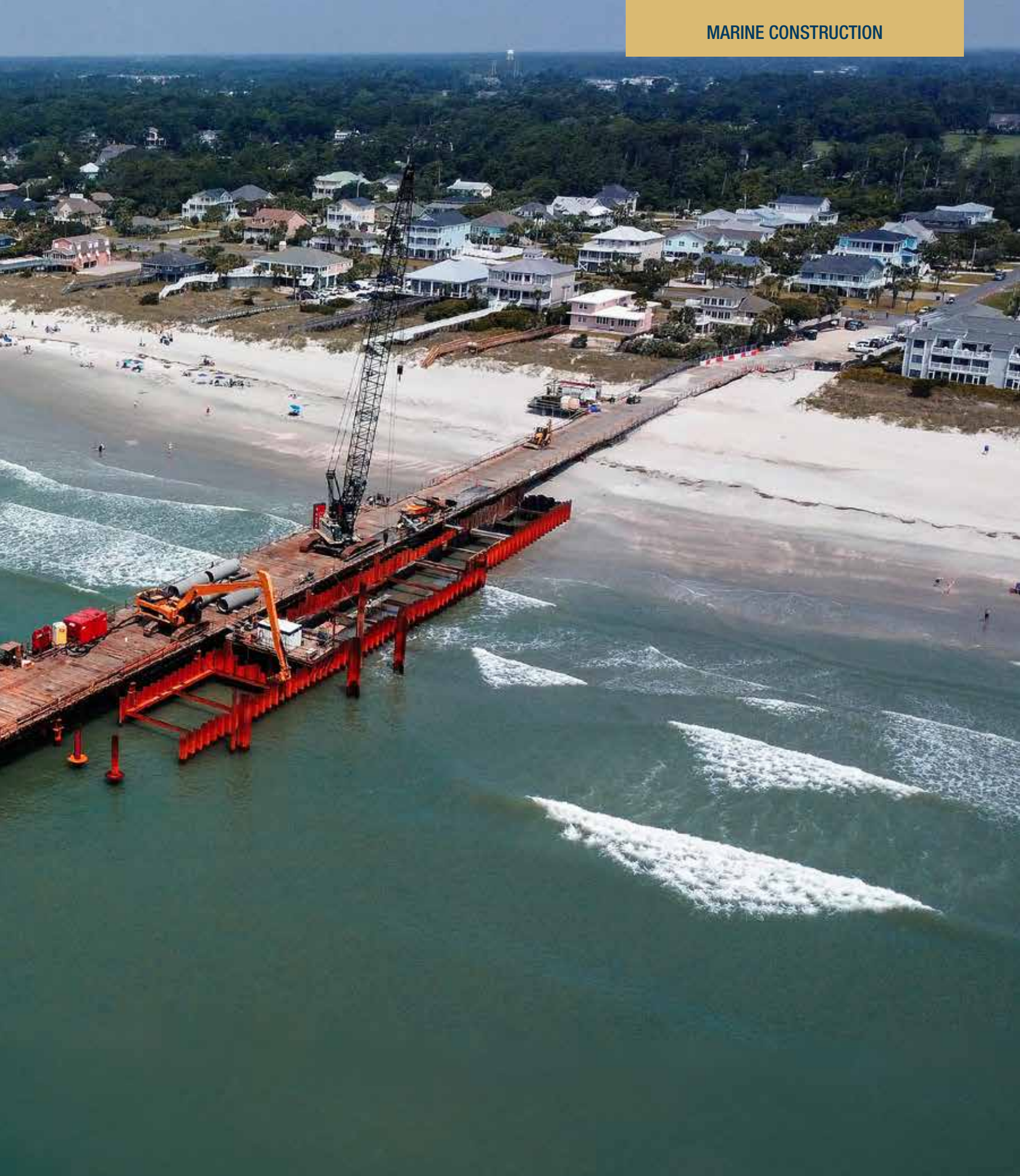
Manson's derrick barge **VIKING** driving piles at the Pier 6 project site.

PHOTO CREDIT | JACK FERNANDEZ—PROJECT MANAGER

Outfall Improvements to Protect North Myrtle Beach

WRITTEN BY | J.ANTHONY TEDPAHOGO—COPYWRITER

Manson's 18th Avenue North Ocean Outfall project will prevent beach erosion and help maintain healthy water quality by replacing one of the several aging storm drains along the quiet, nine-mile-long beach community of North Myrtle Beach, South Carolina.



Manson's innovative construction solution includes building a temporary trestle to maintain land access throughout construction, protect turtle migration, and allow public beach access.

PHOTO CREDIT | DDC ENGINEERS / BOLTEN & MENK, INC.

A view from the trestle of the 18th Ave. North Ocean Outfall crew working safely to remove material from the cofferdam.
PHOTO CREDIT | J.ANTHONY TEDPAHOGO—COPYWRITER

Installing the twin 54-in. storm drainage pipe will be an important milestone for the North Myrtle Beach project, says Project Engineer Moe Kanaan. “Installing the pipe will be a good indicator of the project’s outlook,” Moe explains. “The project team and craft have had a very good handle on all the preparation and work leading up to pipe installation, which will be the last new scope of work before we get started on the outfall portion.”

Getting Started at North Myrtle Beach

The project kicked off in December 2022, when Project Manager David French, Moe, Field Engineer Malaree Scott, Estimator Sean Bryant, General Superintendent Ray Givan, Superintendent Dwayne Hover, and Project Administrator Laura Patterson began planning and setting up the laydown yard at the Old Time Concrete Inc. property—owned by the Vereen Family of North Myrtle Beach. Typically, the property serves as both a small concrete plant and a storage area for the Vereen family’s miscellaneous vehicles and heavy equipment. With their work cut out for them, the project staff worked with an experienced team of Manson craft personnel to mobilize several heavy pieces of equipment to clear up debris and existing timber on site. “The first two weeks was a full-on operation of clearing, grubbing, and surfacing the property to be utilized as our laydown yard,” Moe says. “The project team and superintendents did a great job identifying where the project materials were going to be placed.”

The project team meet every Tuesday to discuss important information including, safety, project updates, and planning.
Top row (L-R) Project Engineer Moe Kanaan; Project Manager David French; Field Engineer Cole Reardon, and Project Administrator Laura Patterson. Bottom row (L-R) Superintendent Duane Hover; Project Manager Ryan Gielow, and Project Engineer Ilias Sgourides.
PHOTO CREDIT | J.ANTHONY TEDPAHOGO—COPYWRITER

Laura—who was brand new to the Manson team— worked with David to get the trailer set up for operations. “I trained in Jacksonville for a few weeks, and then I hit the ground running when I came back to North Myrtle Beach,” Laura explains. “Setting up the temporary work trailer and getting the city to install water and electricity was something I had never done before. I learned along the way with help from David and the rest of the project team.” With the installation of the temporary workspaces and utilities, the project team began transporting equipment and project materials to the yard. In under three weeks, the project team completely transformed the yard into a fully functional laydown area, providing a home base for Manson personnel and visitors.

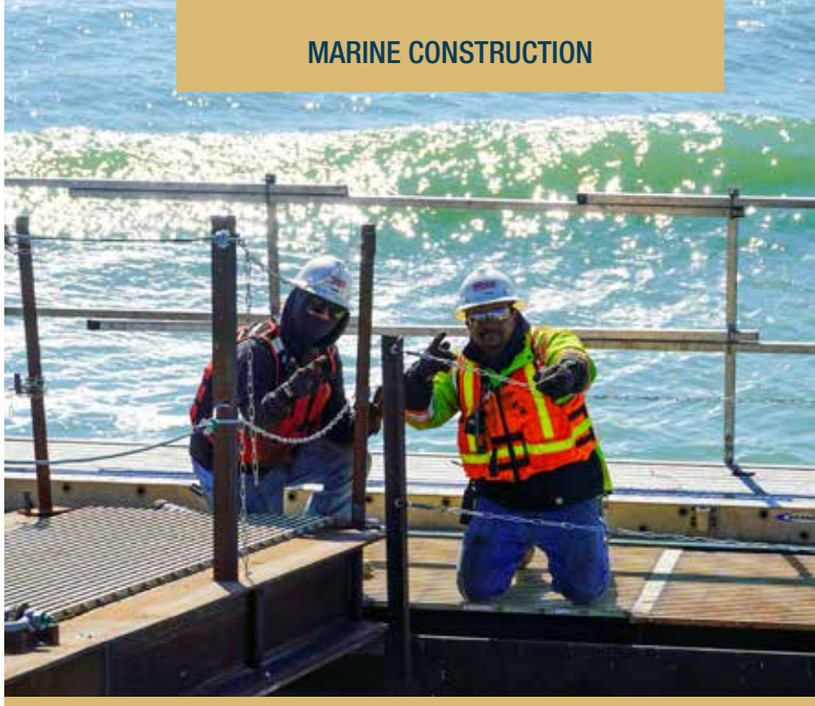
Piledriver Foreman Miguel Delgado just after his morning meeting with the piledriving crew at 18th Ave North.

PHOTO CREDIT | J.ANTHONY TEDPAHOGO—COPYWRITER

Beachside at 18th Avenue North

In January 2023, the project crew—led by General Foreman Robbie Stalcup—began work at the job site at 18th Avenue North, a three-minute drive from the laydown yard. “I worked on the City of Rehoboth Beach Ocean Outfall project in 2017, so this is my second outfall project,” Robbie explains. “This job is different because we’re working with concrete pipes this time around.”

To start, the crew used several pieces of heavy equipment, including cranes and excavators, to install the precast concrete junction box which would hold the twin concrete pipes in place. Once they set the junction box, crews began excavating the beach to install the cofferdam, a watertight area built using steel sheet piles starting from land and working out into the water. This cofferdam would temporarily



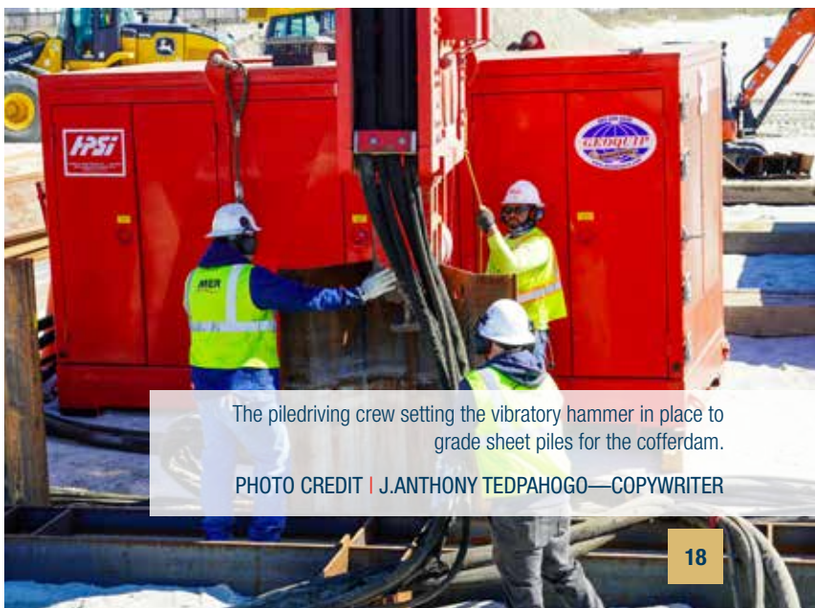
Two members from the piledriving crew take a second to pose on the trestle walkway. (L-R) Piledriver Fermin Chavez Lugo and Piledriver Foreman Miguel Delgaldo.

PHOTO CREDIT | J.ANTHONY TEDPAHOGO—COPYWRITER

house the pipes where crews could build the permanent structure in a dry area. “The cofferdam is one of the most important structures on the project,” says Piledriver Foreman Miguel Delgado. “We have two cranes driving and grading sheet piles on the north and south side. We are getting things done quickly and efficiently.”

Due to the beachside location of the project and the shallow water, crews built a temporary trestle to provide a pathway for the crew and equipment. The trestle was an innovative solution provided by Manson which allows construction to continue while protecting turtle migration in the area, which occurs from May through October. This approach also allowed the City of North Myrtle Beach to open this popular beach for public access on time during Memorial Day Weekend, while providing continued land access for the outfall construction crews.

“Once we install the junction box, drive the pile sheets, and set the pipe in place, we will continue to build the trestle way out into the water,” says Field Engineer Cole Reardon.



The piledriving crew setting the vibratory hammer in place to grade sheet piles for the cofferdam.

PHOTO CREDIT | J.ANTHONY TEDPAHOGO—COPYWRITER

The piledriving crew preparing the trestle walkway at 18th Ave North.

PHOTO CREDIT | J.ANTHONY TEDPAHOGO—COPYWRITER

What's left at 18th Avenue North?

There is a shared excitement amongst the project team and crew about making headway toward the water and installing the subaqueous pipe with the help of divers and a HydroPull bulkhead—a joining system that will set the pipes in place without a mechanical connection. Outfitted with a pump, the HydroPull will fit at the end of the seaward-facing pipe with a landside bulkhead installed on the opposite end beachside. Once the HydroPull is placed and sealed at the end of the pipe, an operator on the surface will turn on the pump, creating a vacuum-like process that will pull both pipes together. Once the first pipe is placed with the HydroPull, the project team will repeat the same process until the installation is complete. Given the milestones and success found throughout the project, the team should have no problem restoring the storm drain just in time to open the beach for the public to enjoy the summer.

The team's experience has fast-tracked the project's various phases, which David describes as a unique advantage. "The project team and the crew on this project are top-notch due to the communication and skills of each individual," David says. "We have been able to blend the experience of the people we have on this job to create success."

Members of the 18th Ave. North project team and Manson's Survey Group smile for the camera after discussing the use of land survey equipment. (L-R) Cole Reardon, Donnie Smith, Malaree Scott, and Stephen Chang.

PHOTO CREDIT | J.ANTHONY TEDPAHOGO—COPYWRITER

Historical Manson Outfall Projects

WRITTEN BY | J.ANTHONY TEDPAHOGO—COPYWRITER &
SARAH NESS—CORPORATE ASSETS SPECIALIST

In addition to the North Myrtle Beach Ocean Outfall Project, Manson has plenty of experience with offshore ocean outfall projects. Read below about two projects at Point Loma, CA, in the 1990s.

Point Loma Outfall Repair Project

In February of 1992, the Point Loma Outfall in San Diego, CA, —which at the time extended 12,500 ft. into the Pacific Ocean—ruptured at a location approximately 3,000 ft. offshore at a depth of approximately 35 ft. Within five days of the rupture, Point Loma Constructors—a joint venture comprised of Manson and Morrison-Knudsen—mobilized to the site to locate the source and repair the problem. The project team discovered several 20 ft. sections— totaling 500 ft.—of pipeline missing, and a disturbed rock cover. The project team reinstalled the missing sections starting at either end of the break location and working toward the center setting new pipe. New rock cover was then placed over the pipe to protect and finish the project.

The screed was developed by the Joint Venture team to place the rock and sand "roadway" underwater to support the pipeline.
PHOTO CREDIT | POINT LOMA OUTFALL PROJECT TEAM

The Point Loma team worked round-the-clock to complete the project in two months, preventing long-term pollution to the area. The Point Loma Outfall Extension project received several awards including the American Society of Civil Engineers Project Award, Project Managers Institute Award, and the Excellence in Construction Award from the American Public Works Association.

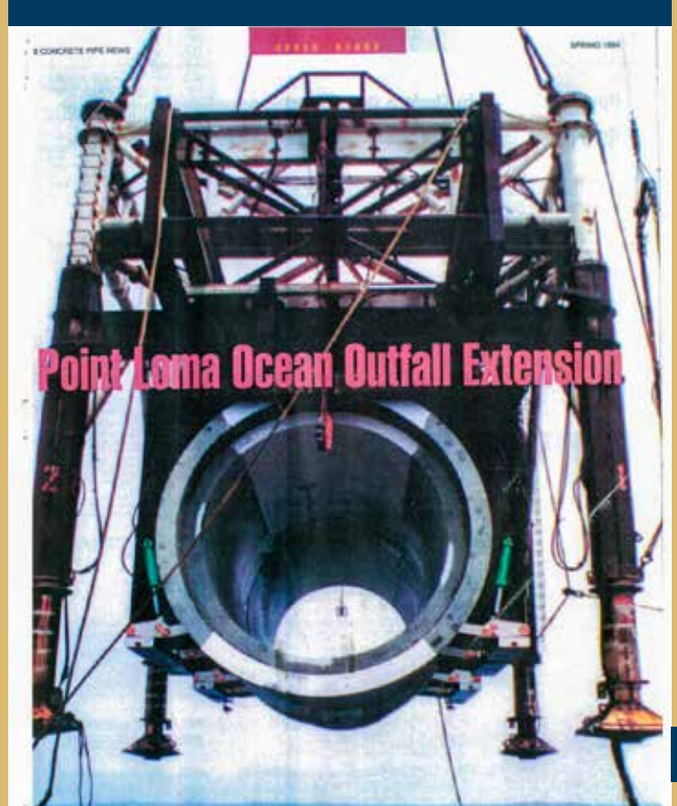
The derrick barge HAAKON placing rock on the Point Loma Extension project, San Diego, CA.
PHOTO CREDIT | HAWKINS PRODUCTIONS

Point Loma Outfall Extension Project

Several months later in July of 1992, the project team returned to work on the Point Loma Outfall Extension project. This project was part of San Diego's Clean Water Program and involved adding an additional 12,500 ft. to the outfall including two 2,500 ft. long diffuser sections which extended the pipeline nearly 5 miles offshore and in a water depth of 325 ft.

Manson's used derrick barge **HAAKON** to install the bedding for the pipeline—an underwater "roadway" consisting of rock and sand. This supports the pipeline and was placed with a specialty screed built by the joint venture. Each 20-ft.-long, 12-ft. -diameter, 73-ton pipeline section was placed using another joint venture design-built piece of equipment called a "horse." The "horse" is a structural rigging tool that allows for remote-control positioning of the pipe from the barge deck above water to join and seal them underwater. With these innovative mechanical solutions, the project team completed the job nine months ahead of schedule. Ⓜ

Pictured on the cover of Concrete Pipe News is the "horse" Manson created which lowered the outfall pipe sections into place.



Observation and Safety Go Hand-in-Hand

WRITTEN BY J.ANTHONY TEDPAHOGO—COPYWRITER

The Blount Island Marine Terminal Wharf Rehabilitation Phase 2 project cew gather for an early morning safety meeting.

PHOTO CREDIT | BIMT WHARF PROJECT TEAM

After a historic safety year in 2022 in which Manson achieved its lowest injury rate performance since the company first began tracking the Occupational Safety and Health Administration's (OSHA) recordable rate, the Environmental, Health, and Safety (EHS) Department continues to push programs that have helped the company reach a higher standard of safety.

In recent years, the EHS department launched new programs, including a Behavior-Based Safety Observation (BBS) Program that focuses on hand safety for craft workers. The program contributed to the decline of injuries in Manson's Gulf and East Coast (GEC) region, with more than 361,000 man-hours working injury-free. "The BBS Hand Safety program is designed with an intervention process to promote safety," says Offshore EHS Manager Scot Badeaux. "The program is intended to reduce hand injuries on job sites by using a proactive approach to help project staff and craft leaders identify unsafe practices while working and operating heavy equipment."

The BBS Hand Safety program was developed by Scot—who has previous experience with BBS programs—, GEC EHS Manager Taner Nierengarten, and Learning & Development's Master Learning Facilitator Doug Boehm. The trio created presentations and hand observation cards to be reviewed by Manson's leadership, with the goal to help expand on an Incident and Injury Free (IIF) culture through training and safety behavior observations. "The Gulf and East Coast area leadership were very receptive to the program," Taner explains. "They saw the importance of reducing hand injuries and teaching our staff and craft how to identify potential hazards and how it will help them provide solutions to a variety of situations."

After receiving the green light to move forward with the program, Scot and Taner mobilized to Manson's Blount Island Marine Terminal (BIMT) Rehabilitation Phase 2 project in Jacksonville, Florida, to train the project team and craft leadership about the basics of hand safety observations. The two-day training consisted of instruction and ended with hand safety observation activities that helped project personnel develop a better understanding of identifying unsafe behaviors with a multitude of project tasks. Participants were asked to randomly observe the hand placement

of personnel during a certain task or assignment at BIMT. Findings were documented on observation sheets, and observers approached the crew to discuss potential risks and correct mistakes. “Project and craft leadership improved hazardous identification skills, and also built stronger communication between BIMT crews and built trust with one another,” Scot says. “It was an effective team-building situation, and it showcased everyone’s commitment to safety and a significant upswing to advance our IIF culture.” Over three months, more than 200 observations were made during the BIMT project. The observations raised personnel interaction and safety awareness regarding hand safety on project sites. In addition, the observation sheets were made into 4 x 5 flashcards to help individuals fill out forms, and the department added EHS procedures to the card.

“Communication on a routine basis is key to implementing safety measures and a way to improve our safety culture at Manson,” explains EHS Director Forrest Ray. “Hearing from various people in the field is invaluable and really helps us reel in our goal to keep people safe.” Ⓜ

Offshore EHS Manager Scot Badeaux continuing his discussion on the importance of hand safety with Manson’s Houma Yard during Safety Week.
PHOTO CREDIT | JENNIFER JACCUZZO—OFFICE MANAGER

Building America's Workforce

WRITTEN BY | J.ANTHONY TEDPAHOGO—COPYWRITER

Companies throughout the U.S. actively participate in recruiting and career outreach to build America's workforce. Manson recognizes the importance of recruiting and career outreach as an opportunity to attract new talent and revitalize the dwindling workforce of the construction and maritime industry. At these events, Manson endeavors to give college and high school students a window into life into engineering, construction management, and the trades.

Dredging Engineering Manager Kyle Dickens leads and helps organize Manson's regional college recruiting efforts.

PHOTO CREDIT | KYLE DICKENS—DREDGING ENGINEERING MANAGER

College Recruiting and Internships

Manson's 2006 college recruiting class set a benchmark for the organization, with 75% of those new hires still working at Manson today. That season of recruiting in the Gulf & East Coast region gave rise to Manson's active involvement with universities across the U.S., according to Vice President & Chief Engineer of Dredging Mike Warwick.

"In the Spring of 2006, several Manson personnel, including Senior Survey and Guidance Electronic Engineer Donnie Smith and I, collaborated to recruit talent at universities near Manson's Jacksonville office," Mike explains. "For example, Donnie would attend a career fair at the University of Florida. Then, I would show up the next day to help him conduct interviews and create a short list of potential interns and future engineers to join Manson." With experience gained from attending career fairs and outreach events, Manson's recruiting team would develop a plan to set the standard for Manson's regional involvement with four-year universities.

Jeff Atkins (middle left) and Senior Survey & Guidance Electronics Engineer Donnie Smith (middle right) at the University of Florida's Career Fair in 2007.

Mike attributes the loyalty of Manson employees to the organization's approach of selecting individuals who commonly share three characteristics: A fundamental curiosity about working on the water, a willingness to learn, and a propensity for teamwork. Seeking individuals who encompass these traits has laid the foundation for Manson's recruiting efforts, especially for Dredging Engineering Manager Kyle Dickens, who now leads and helps organize Manson's regional college recruiting efforts.

"Manson recruiters do a great job at leaving no stones unturned when recruiting new talent," Kyle says. "We look for genuine people interested in working on the water. In helping build the connection, I assign personnel to attend career fairs at their alma mater to show students that a career in marine construction and dredging is achievable."

Manson recruiters engage with students majoring in construction and engineering programs to acquaint them with the company's reputation of excellence, illuminating their potential career outlook if they choose Manson. It is also not uncommon to see experienced Manson engineers and managers conducting guest lectures in university classrooms, and also participating in various department Industry Advisory Councils aimed at helping guide curriculum and educational standards of those programs.

Manson offers young professionals the chance to work and learn from hundreds of skilled personnel in dynamic environments across North America. "What separates Manson is that young engineers can build so many different types of projects," says Project Engineer Brett Diener. "With Manson, engineers can play a part in building bridges, wharves, outfalls, and other marine structures. There are only a few companies in the construction industry where engineers can create these interesting and unique structures."

High School Outreach and Internships

Career outreach can help clear the pathway forward for many high school students. At these grade levels, students are just beginning to decide about their future careers. Hearing about different options from companies like Manson can make a difference in what they choose to do or their approach to achieving their goals.

Manson's five regional offices have participated in high school outreach events across North America, connecting all grade levels—freshman to senior students—to career options in the maritime industry. These events allow students to understand a niche industry with opportunities to learn about heavy civil marine construction and dredging through hands-on, project-based activities.

In Spring 2022, Manson's Seattle yard hosted "Intro to Marine Construction Day" in partnership with Maritime High School (MHS) in Des Moines, WA. This presentation for MHS' first group of ninth graders is intended to help them prepare for careers in the maritime industry. The class learned about several important topics, including job safety analysis, basic safety procedures, yard operations, and equipment knowledge. The group also spent time on the Derrick Barge 24 with its crew to learn about vessel operations and participated in a pick-and-lift scenario on the vessel.

Field Engineer Josh Rudd spoke with juniors and seniors at Sultan High School's Winter Career Fair in Sultan, WA. Josh helped bridge the gap for students to learn about Manson and the marine construction industry.
Pictured is Josh (far right) with his fellow Sultan High Alumni.
PHOTO CREDIT | JOSH RUDD—FIELD ENGINEER

According to Director of Learning & Development Thomas Barrett, interactions with a hands-on curriculum can spark interest for most students. "With the Intro to Marine Construction Day event, we wanted to give students a deck-level understanding of our work by building experiences that give them a feel for working at Manson," Thomas explains. "We want to let students and school administrations know that a career in marine construction can be rewarding and intellectually challenging. Events like this allow schools to advocate for maritime career paths like they do for careers in information technology and health sciences.

Members from the Long Beach office pose with Manson's EXP Intern, Richard Cruz, to celebrate the completion of his six-week summer internship.
Pictured left to right: Field Engineer William Luna; Project Manager Colin Oldham; Intern Richard Cruz; Victoria Portnall; Marissa Cotton, and Executive Assistant Karissa Poitras.
PHOTO CREDIT | KARISSA POITRAS—EXECUTIVE ASSISTANT

Understanding the importance of high school outreach, Seattle Field Engineer Josh Rudd returned to his alma mater Sultan High School (SHS) in Sultan, WA, to meet with seniors for their annual career fair. Josh gave a presentation about Manson, helped students understand the company's work and core values, and spread awareness of an exciting industry. "The biggest takeaway for these kids is that they receive exposure to the different trades and engineering positions they can pursue," Josh says.

In Long Beach, Manson has partnered with EXP The Opportunity Engine —a non-profit organization that provides a career-based curriculum to local high schools in Southern California—to educate and prepare students through career exploration activities.

Collaborating with EXP personnel, Vice President and Southern California Area Manager George Atkinson and Project Manager Colin Oldham select candidates for a summer internship at Manson. The program not only assists students with building a plan for their future but also bridges the gap for individuals in underrepresented and marginalized communities.

"One of the most important factors of the program is that we are giving back to the Long Beach Harbor community," George explains. "Many of these students come from first and second-generation immigrant families who find it difficult to access education and career opportunities after high school. Manson's high school internship opportunity bridges the gap between our industry and similar students across the U.S."

The interns gain experience working in Manson's Long Beach office and yard. They learn about the essential roles of project staff, operations, administration, and craft personnel in day-to-day operations.

"A Manson internship exposes students to an active work environment while on site," Colin says. "Not only do they learn about the different roles at Manson, but it also expands their outlook on life to what they can do after graduation."

Taking Shape & Structure

WRITTEN BY LEARNING & DEVELOPMENT DEPARTMENT

Manson's **Learning & Development Department (L&D)** was formed in 2020 to coordinate and enhance the various training activities that were happening across the company. Needing an organizing structure for Manson's whole learning enterprise, the L&D created the **Manson Learning Network (MLN)**, which is fully inclusive of all the courses, learning activities, and contributory members throughout the company. The MLN is the collaborative efforts of the L&D with all other departments at Manson, creating formal and informal learning events aimed at making us all better at our work and thereby a better place to work.

Once all existing Manson learning activities were accounted for and the Manson Safety Database (now called the **Training Records & Experience System, or T-Rex**) was assessed, we found more than 300 courses listed in the catalog of Manson Training. Additionally, a very small—and admittedly important—subset of nine courses claimed the title Manson University. That presented an awkward arrangement: nine courses constituting a "University" and nearly 300 others inhabiting some "non-university" existence. To more accurately reflect its course subjects and its relationship to all the other Manson courses, it made sense to reclassify Manson University as the Project Management & Operations Program.

> ***"The Manson Learning Network takes our training program to the next level. It's more than just courses; it's the whole partnership of people around Manson working to create learning experiences of all kinds that will make us a more effective and competitive company."***
>
> *President & CEO John Holmes*

The restructuring of learning at Manson and the approach of the MLN collaborative is intended to take our training program to the next level, explains Manson President & CEO John Holmes.

"It's more than just courses; it's the whole partnership of people around Manson working to create learning experiences of all kinds that will make us a more effective and competitive company," John says.

In Fall of 2021, the L&D conducted a handful of workshops to evaluate whether the courses we currently had were sufficient for training operations staff, and if not, to identify additional courses or learning experiences that were needed. After organizing and analyzing more than 1,100 inputs from nearly 90 Manson employees, a new learning architecture for the MLN emerged. The new MLN structure is comprised of the four Program Areas shown below.

The Environmental, Health, and Safety (EHS) Program

To no one's surprise, the most comprehensive program area by far is **Environmental, Health, and Safety (EHS)**. Of the 316 courses that comprise the MLN, 205 are safety-related courses. In fact, there are so many EHS courses that the L&D and EHS departments are restructuring how courses get assigned to employees. The first phase of that effort has created the **Core Learning Requirements (CLRs)** that assign the basic safety training requirements to personnel based on their work environment and the related hazards they regularly encounter in their jobs. Employees can see their CLRs by logging into the T-Rex System found on the MLN SharePoint page.

The next phase of assigning safety courses is currently being developed and we hope to roll that out in the near future. As Forrest Ray, Manson's new EHS Director explains, "The MLN is partnering with EHS to transform safety training at Manson to improve the quality of training and make the biggest impact on our field personnel working on projects. Later this year you will be seeing new training topics with improved content as a result of the strong partnership between MLN and EHS." Collaborative development with EHS and the Operations group will include upgrading the rigging training

Participants at Manson's Jacksonville Organizational Development Workshop reviewing the group's input on the Superintendent Pathway.

PHOTO CREDIT | THOMAS BARRETT—DIRECTOR OF LEARNING & DEVELOPMENT

program and the Lock Out/Tag Out training program, as well as developing more Environmental Protection courses.

The Project Management & Operations (PMO) Program

The PMO Program, like nearly all training programs, was constrained by the pandemic. However, during that time, many of the nine Modules were reconfigured from single densely packed classes taught in-person, to smaller more comprehensible courses many of which will be taught in the Adobe Connect virtual classroom. According to Senior Vice President and West Coast Regional Manager Ryan King, "Our goal is to teach our Manson people the knowledge and skills in smaller chunks so they can practice with it, connect it to their jobs and learn it better as a result. We want each module to be focused to ensure that it is timely, efficient, and effective for our people." Employees can look out for newly designed PMO courses on Cost Management, Change Orders, and Risk Management, and can find the full list of PMO courses on the MLN SharePoint site.

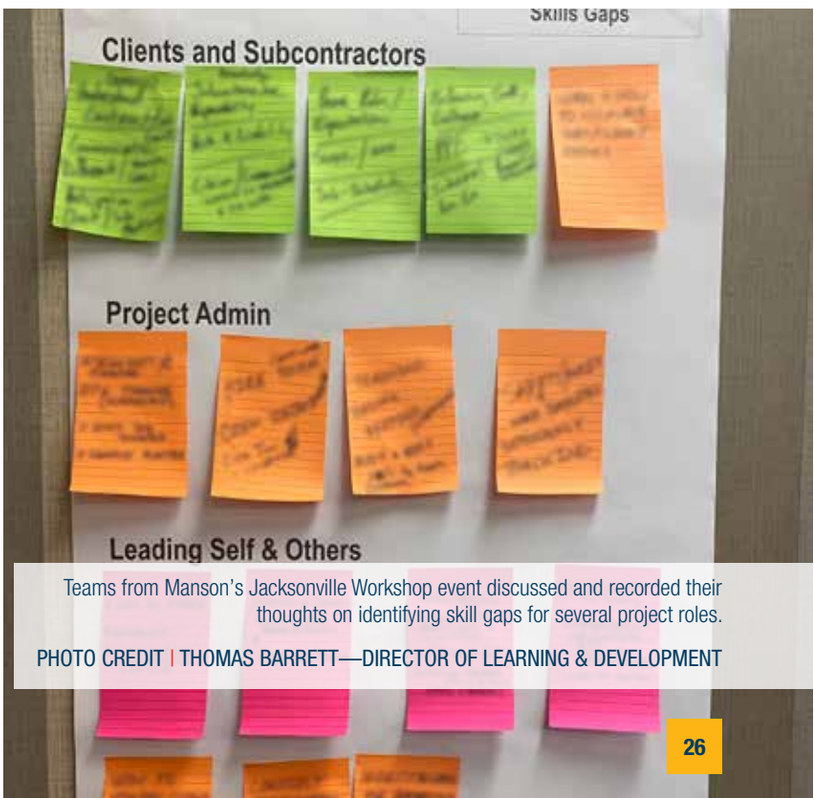
Construction & Dredging Technical Education (CDTE) Program

During the evaluation workshops, the areas identified as a top need for course development were subjects related to Construction and Dredging Technical Education (CDTE). Brad Martin, Vice President & Equipment Manager, emphasizes the importance of this program area. "Learning the technical aspect of our work at Manson has traditionally been OJT [on-the-job-training]," he explains. "We can improve on and accelerate that by having a smartly designed program that gives our teams a jump start on learning those important concepts and establishes consistent operations across the company." Brad will be assisting the MLN to develop a Derrick Barge Equipment Fundamentals course this year. Additional future courses may include Plans, Specifications & Project Requirements; Pier Falsework Operations; and Pile Driving Operations.

People, Development, and Leadership (PDL) Program

The final Program Area brings together courses in the broad areas of People, Development, and Leadership (PDL). This is somewhat of a catch-all category that includes courses such as Cybersecurity Awareness, Preventing Workplace Harassment, and the Manson Code of Ethics. The PDL area has great potential for course expansion, including a Field Leadership Program, Manson Manager/Supervisors Fundamentals, and training courses for Manson's new enterprise management system.

"The companywide effort to coordinate and enhance training programs across Manson so that they are more effective and accessible is exciting," says Director of L&D, Thomas Barrett. "This is a huge task, but one that is taking shape more and more every month. There are so many people throughout the company who are working with the L&D Department to expand our Manson Learning Network. This year we will make more learning opportunities available at Manson than ever before." Ⓜ



Teams from Manson's Jacksonville Workshop event discussed and recorded their thoughts on identifying skill gaps for several project roles.

PHOTO CREDIT | THOMAS BARRETT—DIRECTOR OF LEARNING & DEVELOPMENT

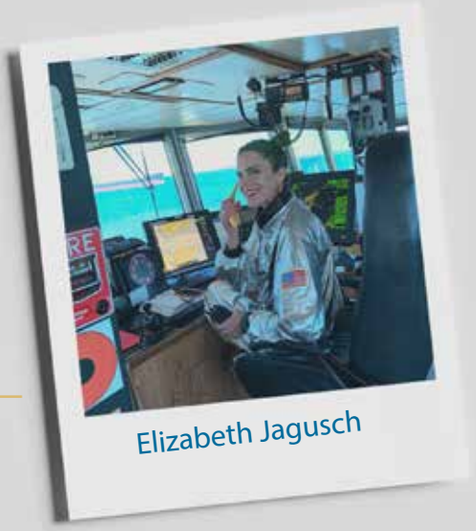
Milestones

35

JOHN HECKEL
RANDY THORSEN
MARK STUESSY

30

THOMAS SILVIS
FRED PAUP
GARY HENDRICKS


Elizabeth Jagusch


Max Oviedo


Randy Thorsen, Shawn Hillisand
Mike Radich


Henry Schorr and Mark Stuessy


Gary Hendricks and Mitch White

25

JERRY JONES
STEPHEN PENICK
MAX OVIEDO
DANIEL ROSS

20

JENNIFER JACCUZZO
WILLIAM ANDERSON
DAVID NEZZER
ERIC RACKL
SHELTON GUTTERY
KEVIN MABEN
RYAN HUFFAKER
SEAN THRUSH


Juan Valdez and Tom Silv

15

COLE REARDON
ALEX MERLO
BRYAN HAYNES
MARK OPENSHAW
TIMOTHY O'NEILL
MANSON VALLE
MARK NARRUHN
JAKUB ZWOLINSKI
JOHNNY GREGORY
JUAN ZEPEDA
BENJAMIN DECLOUET

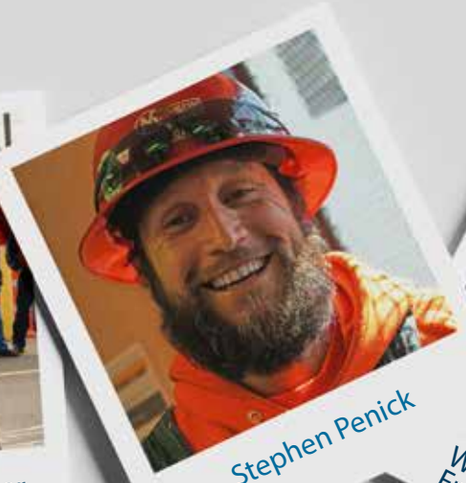
MICHAEL CLEMMONS
TERENCE ROBERTS
CHRISTOPHER SIEWEKE
MATTHEW GARNICA
JOSEPH UNDERWOOD
JEFF WATKINS
BRIAN BUEHLER
PAUL MASSEE
KYLE ALLEN
JACOB TUTEN
NATHAN REDFORD

10

KENDRICK HILL
RAYMOND PAGE
WILLIAM HURD
ANJU TAK
JON NOWAK
CHUCK HARDEE
ERNEST HOVER
WILLIAM LITTLE
JOSEPH RHODES
ORLANDO COLAR
NICHOLAS WOODS
BRYCE WHITCOMB
JAMES HILL
TIMOTHY THERIOT
HANNAH HUEZO
RYAN KING
CHAD WOODS
MICHAEL FOX
JAMES LEE

Fred Paup and Charlie Gibson

Dan Ross and Zach Glaser



Stephen Penick

Mindy Zaragoza, Wendy Warren, Connie Fisher and Fred Paup.

Jessica Heath and Ken Quiñones

Anju Tak and Pawan Mehra

5

TRENA WHITLEY
DAVID MABILE
JASON MORRIS
JOHN HEIDECKER
JASON RUMERY
AMOS GAUTREAUX JR.
JUAN GALVAN JR.
JOHNNY BERRYHILL
ELIZABETH JAGUSCH
EVAN LAGRAY
CESAR CANALES
KENNETH DYER
TODD AMANN
DIMETRIUS WILLIAMS II
WILLIAM LUNA
MIGUEL PEREZ
JOHN FAHEY
JESSICA HEATH
JASON DOO YONG YUN
THOMAS AIRD

Retirees

BILL RICKS

WRITTEN BY | CHUCK HARDEE—CHIEF ENGINEER, **BAYPORT**

I had the pleasure of first working with Assistant Engineer Bill Ricks on the dredge COLUMBIA for another dredging contractor in the early 2000s. Bill and I developed a working relationship that has withstood many, many years, (not to mention many pieces of broken equipment). In mid-2003, I left to pursue a career overseas, and a couple of years later Bill joined Manson in 2005. Bill quickly settled in as a mainstay on the Dredge **NEWPORT**, and it is the only Manson dredge he has worked on.

After 10 years of being overseas, I returned to the dredging industry and reunited with Bill on the **NEWPORT** in 2013. The only thing that had changed was the name of the onboard fraternity, having changed from the "Carolina Posse" to the "Carolina Cartel". The reunion allowed several things to come full circle from our early days on the COLUMBIA, including poking fun at Bill for wearing reading glasses to do everything and hearing his one-liner, "I told you so, just you wait."

Other **NEWPORT** members, including **NEWPORT** Cook Jeff Mason, also have a long history with Bill. Bill and Jeff worked on fishing trawlers during the early days of their career and through chance rejoined together on the **NEWPORT**. Now, both will hang their hats together in their retirements.

Bill will be sorely missed by all, especially me. The sea story of, "he'll never know" comes to mind, but I think, in this case, he does know.

NEWPORT Cook Jeff Mason and Engineer Bill Ricks holding their crew-signed life rings at their retirement celebration.

PHOTO CREDIT | JUAN VALDEZ—DREDGE OPERATIONS MANAGER

JEFF MASON

WRITTEN BY | CHUCK HARDEE—CHIEF ENGINEER, **NEWPORT**

Jeff Mason was part of the early wave of employees that came to Manson after working on the dredge ATCHAFALAYA and COLUMBIA in 2006. He began his Manson career as one of the cooks on the dredge **BAYPORT** before transferring to the **NEWPORT** half-way through his career at Manson.

Upon his arrival to the **NEWPORT**—being from "Down East" North Carolina—Jeff was automatically inducted by proxy into the **NEWPORT**'s growing club known as the "Carolina Cartel." The group consists of Carolina natives, and a few honorary inductees— who make up a substantial portion of the crew.

Jeff had a distinct way of keeping the crew fed, allowing them to expect what meal would be served on specific days. For members of the **NEWPORT** and all ships, the galley is the main hub for all stories, fact or fiction. As they say, if you want to know anything just ask the cook. Jeff was a plethora of knowledge.

Jeff will be missed by every crewmember onboard, leaving some big shoes to fill, literally.

DAVE HOWARD

WRITTEN BY | MIKE WARWICK—VICE PRESIDENT AND CHIEF ENGINEER-DREDGING

I first met Dave Howard in 1999 when I worked as a superintendent for a dredging company in Wilmington, NC. At the time, Dave worked as a project manager, overseeing a series of deepening projects along the Cape Fear River. I called Dave for advice when we had broken a spud wire and needed to replace it and install a new one. During our conversation on how best to accomplish the work, he said three words I had never heard before, "Hot Work Permit." Before the construction industry embraced best safety practices and cultures like Incident and Injury Free (IIF), safety was limited to wearing hard hats, life vests, and steel-toe boots. Dave was among the first people at the forefront of making the work safer with proper planning.

Dave graduated from North Carolina State with a civil engineering degree and started his career with the Wilmington District of the U.S. Army Corp of Engineers. Dave was present as a government representative on the first-ever hopper dredge contract awarded to a contractor in Morehead City, NC, in 1977. He would eventually go on to work with another dredging contractor as a project manager for the 16,000 CY hopper dredge LONG ISLAND.

Throughout his career, Dave has worked on some of North America's landmark dredging and infrastructure projects, which include pumping more than a million cubic yards of sand over the eight-lane Fort McHenry Tunnel which brings US Interstate 95 through the City of Baltimore and the 150-acre expansion of Pier J in the Port of Long Beach throughout the late 80s and 90s. Dave's various other dredge-related projects cover practically every aspect of dredging on every coast of the US including the Great Lakes.

Dave joined Manson in 2005 as operations manager for Gulf and East Coast (GEC) dredging. Dave had a knack for systematically providing solutions to solve problems, proving instrumental to the GEC division's success.

With more than 40 years of industry experience and an innate passion for safety, Dave became the safety director for Manson's Environment, Health, & Safety department in July 2018.

Throughout his career, Dave has mentored many of Manson's current and future leaders. While Dave may be retiring from Manson, his legacy of industry knowledge, mentorship, leadership, and safety will endure and sustain our next generation of Manson leaders.

Happy Retirement, Dave!

MINDY ZARAGOZA

WRITTEN BY | GARY HENDRICKS—VP AND SENIOR ADVISOR AND STEVEN KIEL—CONTROLLER

Mindy Zaragoza came to work at Manson nearly 29 years ago. She quickly proved herself a valuable member of the payroll team and her welcoming demeanor proved to be a great asset to the entire Manson family.

At the time, all weekly payroll had to be submitted on paper timesheets, manually entered into our systems by the payroll department—which was only Mindy and Lois McPeak, with checks being cut (pre-direct deposit days) and then delivered back to the job sites and remote offices in a short period. Over nearly three decades, Mindy has helped shape the way payroll is handled, processed, and completed. Recently, she has been heavily involved in the design and changes to Manson's upcoming transition to a new ERP system, CMiC. Mindy has always been adaptable, flexible, and willing to do whatever it takes to ensure everyone gets paid accurately and on time. We all collectively thank her for her efforts.

Mindy is looking forward to spending more time with her grandkids and not having to worry about weekly payroll.
We have been blessed to have Mindy leading the Payroll department and part of the Manson team for so many years and wish her the best in her retirement!

Payroll Manager Mindy Zaragoza captures a moment with family at her retirement party in the Seattle Yard warehouse.

PHOTO CREDIT | J.ANTHONY TEDPAHOGO—COPYWRITER

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