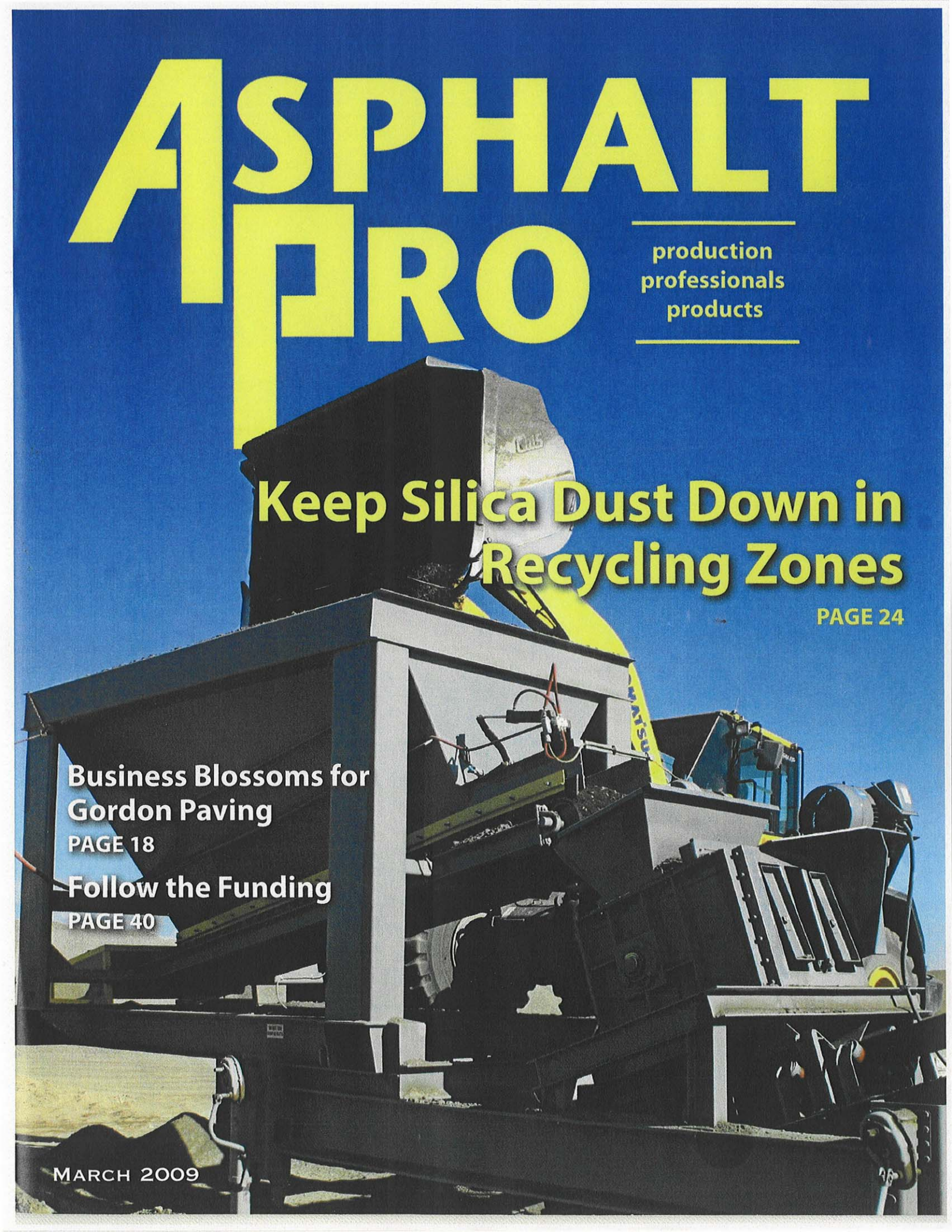


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Teams that Pave Together Stay Together

Sheldon G. Hayes finalist shows how to build an award-winning crew

by Sandy Lender

When a member of the production and paving team drives on a road he's helped pave, he gets to feel a swell of pride for a job well done. Any time he picks up friends from the airport or takes family out to dinner or drives folks to church, he can point to the pavement outside and say, "You know, I helped build this road." Imagine the detours a proud member of your crew takes just to say to his or her spouse, "Oh, look, we're driving on that road my team won that paving award for."

When you have that kind of pride in your work, it shows in your daily performance. It permeates the crew. When Scott Hall went to work for McCartney Construction Co., Inc., Gadsden, Ala., September 1999, he worked diligently as a laborer. Even though he described himself as "new at the industry," he took pride in his work and made the extra effort to learn as much as he could about each aspect of the daily paving operation. Within six months of his hire date, McCartney management made him foreman of a 12-man paving crew.

The successes that the new crew enjoyed didn't happen overnight, but through the pride Hall passed to them, respect in each other, training and mentoring, and good old-fashioned practice, they formed a close-knit, award-winning team under Hall's leadership.

START WITH NO. 1

"Scott's attitude and the way he carries himself gave him that opportunity to move up," John Ball, proprietor of Top Quality Paving, Manchester, N.H., said. Ball works with McCartney crews at least once a year for continued training and quality control in the field, so he came to know Hall well over the years. "When Scott got there, McCartney's was in a growth position," Ball continued. "They had two crews and were moving up to three. Now they have four."

Hall relied on hard work, his senses and a good mentor. "I had a great experience at that time because the foreman knew I wanted to move up," Hall said. "He let me try new jobs. A roller operator named Bobby Reeves—who has retired now—really took me under his wing. I learned a lot by watching, but those guys really helped me out."

Once Hall began his curve of learning and advancing, he had a good foundation upon which to build a successful crew. As the foreman, he rallied a crew to good paving practices until the paving superintendent/area manager in the chain of command above him left the company. At that time, McCartney management moved Hall into the role of paving

superintendent/area manager and Hall promoted Raul Cantellano to the position of foreman.

RESPECT AND SUSTAIN

"The guys on this crew respected me and in return I respected them," Hall said. "We were able to build and train together through respect and through pride to accomplish our goals."

Because Ball was on hand to assist with training, he saw first-hand how the crew members interacted with each other. "There wasn't the yelling and bullying like you see in some older crews," Ball said. "When there was a problem with the mat or the roller or whatever, they would stop and figure it out. There wasn't somebody yelling or blaming."

"You gain so much respect by treating everybody equally," Hall pointed out. "When someone brought an idea forward, we always listened to each other. Even if I knew the outcome of the idea wasn't going to work, we'd try it so they could get the experience and learn from it. I didn't shoot it down. Sometimes you have to fail to succeed."

The respect crew members afforded one another is one reason Hall feels that the crew has stayed mostly intact, especially through the lengthy Interstate 20 project that they entered in the Sheldon G. Hayes award competition. But he also recognizes the importance of management's willingness to sustain workers.

"In our industry, we often have a big turnover," Hall reminded readers. "With this crew, we mostly maintained the same team. And that's a good way to sustain knowledge."

"I respected these guys and treated them the way I'd want to be treated. They cared about what they were doing. When you're building a road, you can see it at the end of the day. You can drive on it and show it off. By respecting each other and taking pride in your work, by receiving sustaining training and respect from (your boss), you feel valued."

"If you sustain these guys and keep them there, you can do more with a smaller crew. They anticipate each other's moves. They work together as a team."

TRAINING

Hall spoke of training the crew and of the crew sustaining new knowledge. But training isn't always easy. At first, crew members can resist because they think they already know what they're doing. Often, it takes someone pointing out their errors to convince them that something is going wrong.

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"We didn't try to tackle a whole project in one day. We learned to break it down to one piece at a time."

When Ball first arrived at a McCartney work zone, he hopped out of his truck and began filming Hall's proud crew working with sonic controls. The team thought they were doing fine, but with Ball's help—and documented footage—they soon saw the exact places where they were making mistakes.

"Within a day they were back on track and doing it right," Ball said. "That's all it took."

"That's what we learned with John," Hall said. "We didn't try to tackle a whole project in one day. We learned to break it down to one piece at a time. We first had to learn and then had to sustain what we learned."


Most of Hall's crew are non-English-speaking people, so training took on an added challenge.

"When not all of your crew speaks English, you have to draw diagrams and do the video," Ball said. "Training is key but it's a bigger challenge with someone who doesn't speak English. Having the video was a big help to show good spots and where they needed improvement. There was a lot of hands-on training. But the crew knew they were getting better and they knew there was strength in the team."

SUCCESS

What all of the crew's hard work came down to was a project that turned a four-lane interstate into a six-lane with median protector that garnered the Alabama Asphalt Pavement Association's 2008 Best New Construction/Reconstruction Award. They worked on the I-20 job for three years, rubblizing the concrete, and placing binder courses and an open graded friction course. They received early completion bonuses on some sections and smoothness bonuses up to 105 percent on every section for their excellent performance.

"They used a straight edge and smart level every day because they knew if they didn't do it right, they'd be milling it up and doing it again," Ball said.

The result was fantastic profilograph readings. Every section came in with readings under 5, which was within the 1-10 bonus parameter and well below the 50-and-up replacement parameter. It was a good enough performance to give them the single position of finalist in the 2008 National Asphalt Pavement Association's Sheldon G. Hayes award competition. And it was a good enough performance that any member of the crew driving down I-20 can nudge his passenger and proudly say, "You know, I helped build this road." 

"Sometimes you have to fail to succeed."

Raul's Notebook

Of the myriad details to keep track of during the three-year I-20 rubblization, overlay and construction project, a simple tool stands out for both Training Consultant John Ball and Paving Superintendent Scott Hall. During the morning Tailgate Meetings, Raul Cantellano, the foreman, would take out a pocket notebook and jot down notes for the day.

Throughout the day, crew members could see him whip out this notebook to check progress or make more notes. He also produced the notebook when someone on the crew had a question about yield, trucks, tonnage, upcoming slope changes, density, etc.

"He always knew what was going on," Hall said. "That impresses the customer, which in this case was the DOT, and keeps everyone in-the-know."



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EZ Street Mixes in Recycling

by AsphaltPro Staff

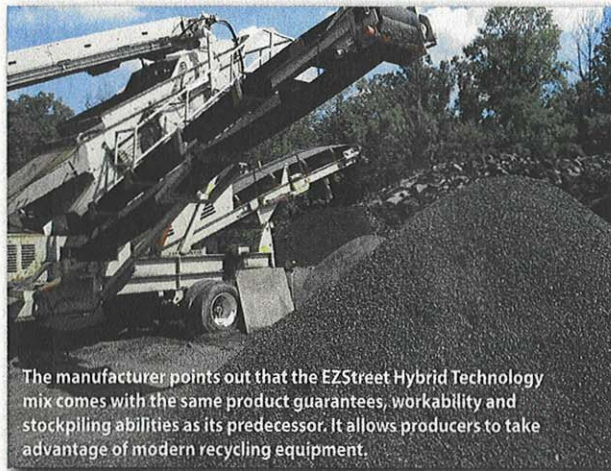
Specifying an environmentally friendly mix for road repair can make an agency or a city official look mighty fine. A green product gets media coverage and smiles from all around. But it's not such an environmentally friendly concept if the product doesn't do its job. If a road-repair crew has to return to a site to redo their work, even if they use a green product, they burn twice the fuel, put twice the wear and tear on equipment, and, yes, use twice the product.

The engineers at EZ Street Co., Miami, feel they have a product with a formulation that offers the best of both worlds. Not only is it designed to work correctly and stay in place the first time, for what company officials call permanent repair solutions, but it's a sustainable product made with 100 percent renewable resources. It's the EZ Street cold patch product with the 13-year track record now featuring hybrid technology. Even though it's made all over the United States and worldwide with recycled materials, the engineers have the process down for getting the right components no matter where the EZ Street Hybrid Technology™ is manufactured.

"We've designed it to rely on multi-feed stocks of alternative fuels and other recycled components," Lars Seagren stated. Seagren is the senior vice president of EZ Street and detailed the hybrid technology's contribution to the recycling revolution. "Since the makeup of bio-fuels is different around the country and throughout the world, as is the availability and quality of recycled construction materials such as RAP, concrete, etc., we have to adapt. Since a renewable fuel distribution and manufacturing network is still spotty at best, you need to be able to work with what is available by region. For instance, on the West Coast, we find

more soy and canola-based feedstock versus a varietal in the Southeast, such as white grease, palm oil, etc. This requires that our formulators work things out on a mix-specific basis."

The original EZ Street cold patch consists of liquid asphalt and its derivatives, proprietary additives, and crushed and graded stone and sand. By replacing portions of the ingredients with naturally occurring fuels, and then re-using crushed asphalt particles that are reclaimed from the same streets and roads motorists drive on everyday, engineers were able to construct a newly balanced mix—one



The manufacturer points out that the EZStreet Hybrid Technology mix comes with the same product guarantees, workability and stockpiling abilities as its predecessor. It allows producers to take advantage of modern recycling equipment.

that is less demanding on the energy supply by being less fossil fuel centric.

"Renewable fuel energy is any non-fossil fuel derived product," Seagren said. "In our case, we are using renewable resources, such as canola and soy crops, and waste or by-products from industry to create a bio-fuel formulation that meets our design expectations. These components will substitute traditional petroleum derivatives in the overall mix.


"We've also identified ways to use recycled construction grade materials—RAP being one of these—in conjunction with our hybrid mixes. But, as with the finished EZ Street

product, our recyclable 'inputs' must meet strict quality standards."

One of those inputs remains liquid asphalt. "Liquid asphalt is still the engine in the mix, to which we add additional renewable fuels and other recycled components to create the hybrid."

The EZ Street family is proud of its contribution to the recycling and environmental movement and puts the contribution in measurable terms on the EZ Street Web site. "If we patched all of New York City's potholes with EZ Street Hybrid Technology, we would help save the system over 1,000 barrels of crude a year—or about 16,000 gallons of gasoline a year." What makes EZ Street management certain is a 13-year track record of a permanent-repair product that doesn't require doing a job twice.

"We like to think of this process more as promoting 'going black' versus 'going green,'" Seagren said. "It's very simple. When agencies or contractors use a product and it works, it's as good as any new sustainability program out there. If a pothole gets patched...it doesn't matter if the products used were called 'green' if, within a short period of time, crews have to be out patching the same hole again, burning more fuel, doing the same thing over and over again. There's nothing 'green' about that at all.

"This awareness of the environment we believe helps products like EZ Street that were already 'sustainable' to begin with. For customers of EZ Street Hybrid, they're getting a uniquely green design that incorporates many ingredients that are now commercially viable. In the end, we provide the same product guarantees, workability and stockpiling abilities as always. And that's what we believe is practical sustainability." 

For more information on the EZ Street products, contact the company at (305) 663-3090 or (800) 734-1476, or visit www.ezstreetasphalt.com.



The EZStreet Hybrid Technology mix is designed for use in any weather conditions.