

COMPANY KEYNEWS

2nd Quarter 2022/ Vol.1



Employee Owned Pride, Promotion, Leadership, Hard Work & Fun

Best Tunneling & Boring Company, North America Business Elite Awards 2021 Eastern USA

If Turn - Key is defined by being ready for immediate use, the team behind Turn - Key Tunneling, Inc. has striven to complete every project to that high and exacting standard. The tunneling industry is constantly changing, as technology advances at a considerable pace. The methods used by the Turn - Key Tunneling team have always kept up with the latest and greatest developments.

Elite Award

Over the last sixteen years, the business has been able to become a reputation leader capable of taking on work throughout the US and being the preferred provider for many. No matter what the challenge, the team's knowledge and detailed experience of the industry allows them to find the perfect solution for every situation. *Cont. Page 3.*



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Three Feet From Gold

Provided by Becky
Accounts Payable

During the gold rush, a man who had been mining in Colorado for several months quit his job, as he hadn't struck gold yet and the work was becoming tiresome. He sold his equipment to another man who resumed mining where it had been left off.

The new miner was advised by his engineer that there was gold only three feet away from where the first miner stopped digging. The engineer was right, which means the first miner was a mere three feet away from striking gold before he quit.

The Moral:

When things start to get hard, try to persevere through the adversity.

Many people give up on following their dreams because the work becomes too difficult, tedious, or tiresome—but often, you're closer to the finish line than you may think, and if you push just a little harder, you will succeed.

A Word from our President

A friend referred me to the book 4,000 Weeks "Time Management for Mortals". The author's formula is basically that, with good luck, each person has 4,000 weeks for an average life span. If this holds true for me, I have about 1,400 more weeks left before I leave this earth. This also means that I have expended about 65% of my lifespan to get me to where I am today. So the reality of all this hits me... I am way behind.

I had never thought about life in this manner and I suspect that most of you have not either. It is easy to get caught up in our day-to-day and week-to-week and forget about next year, five years, ten or even 20 years from now. The trouble with this is, that if you do not think about where you want to be and plan accordingly, that you could likely find yourself ill prepared to do the things you want or get to where you want. So.. Ask yourself this.... What do YOU want? Where do YOU want to be? What do YOU want for YOUR family and what will YOU leave them behind?

These are tough questions and really hard to consider or even think about for most people. But we aren't most people! We are the Best at what we do and we are all owners of our company. So when you tackle the tough questions above also plan on what you are going to do with the proceeds of your stock in TKT. Did I mention that the stock price more than tripled this year? That's' right! You read that correctly. TKT's share price has leapt from meager \$4.26 / share to a whopping \$14.85 / share!!!

Hey COVID! - Put that in your pipe and smoke it!

Given all the challenges that we overcame last year, I believe this is great news. It shows that we have the best people in the industry as partners and that our potential is limitless. It is an incredible feeling to know that when I go out to clients, both existing and potential, there is no way that I can oversell the competency and commitment of this team.



I want to thank everyone for a job well done, and I look forward to another successful year and to what the future holds for us beyond that.

So as you consider how many weeks you have been here and how many weeks you theoretically have left, know that each day and week you have the opportunity to perform and make great things happen for you, your co-owners, and your families. Then consider, plan and go after what you really want!

"Life's journey is not to arrive at the grave safely in a well preserved body.....But rather to skid in sideways, totally used up and worn out, shouting... Man! What a ride!" Hunter S. Thompson

Cover story continued.

We thought it right to dig a little deeper into the depths of Turn-Key's incredible achievement.

In the North America Business Elite Awards 2021, Turn – Key Tunneling Inc. was named Best Tunneling & Boring Contractor 2021 – Eastern USA for its ingenuity.

Tunneling comes in a variety of shapes and sizes and Turn – Key Tunneling has always focused on trenchless tunneling and boring operations.

The team's services include hand-mining, auger boring, emergency culvert repair and vertical shafts to name but a few. The variety of what the team has to offer means they have performed the installation of 8" to 84" steel casing pipe utilizing traditional auger boring methods, vertical shaft construction, installation of liner plates, slip-lining to restore damaged or failed sewers, pipe jacking and hard rock boring using SBU technology. The T-KT team adapts to each project, able to collaborate with a client or perform an operation entirely in-house thanks to the presence of the firm's Professional Engineer.



The team's most important asset is its people, with their unique expertise being key to the success of many projects. The work undertaken by the team comes with incredible risk, and as far as possible this risk is mitigated through the following of best practices at all times.

Employees work harder and better because they know that they will be returning home to their families safe and sound, satisfied by a job well done. An open communication policy ensures that everyone has a say and can contribute at all times. No idea is ignored, and great ideas

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Shooting Clays for a Cause

Congratulations to Brian and Kelly for winning the recent Asphalt Pavement Association of Indiana's "Shooting for Scholarships" sporting clays annual fundraiser!

APAI Scholarships are awarded to students studying construction management, civil engineering and construction engineering management at six nationally accredited Indiana universities: Trine University, Indiana State University, Indiana University-Purdue University Indianapolis (IUPUI), Rose-Hulman Institute of Technology, Purdue University and the University of Evansville.

10 Ways to Help People Realize Their Potential

By Angie Parker, HR Manager

One of the greatest responsibilities we have is to support ourselves and others to live at our best. Whether we are parents, partners, friends, or leaders, it is our duty to help others live as close to their unique potential.

Everything we say and do, we influence – positively or negatively – the people we care about. The ideal is to do this with consideration and intention.

My door is always open if you need anything or have any questions. If I do not know the answer, I will get it for you.

Enjoy your summer season!

Here are 10 Ways to Help

- 1. Believe In Them** – We all have self-doubts from time to time. Having someone believe in you at these times is priceless.
experience – especially your failures you increase empathy and become more approachable and relatable to others.
- 2. Encourage Them** – “You can do it”
- 3. Expect A Lot** – When it comes to helping others operate at their best, we sometimes have to up-level our expectation.
- 4. Tell the Truth** – And tell it with compassion.
- 5. Be A Role Model** – One of the best ways we influence is by our actions. Do not think people are not watching you.
- 6. Share Yourself** – When you share from your own
- 7. Challenge Them** – We all need to be challenged from time to time.
- 8. Ask Good Questions** – By asking elegant questions, you cause people to think and come up with solutions.
- 9. Acknowledge Them** – Catch people doing things right and tell them. When we acknowledge the good deeds of others, they tend to do more of them.
- 10. Spend Time With Them** – Invest time in relationships; it's what life is all about.



Work Anniversary

Employee Name	Hire Date
Bobby B. Howard	5-12-2008
Devin Wayne Riffle	4-14-2014
Rick E Stephens	6-10-2013
Julie A Wills	4-24-2017
Dillon S Howard	6-05-2017
James D Garnes	6-19-2017
Randy R. Loyd	6-11-2018
Adam W. Salyers	6-25-2018
Michael H. P'Simer	5-21-2019
Garrett S. Porter	6-24-2019

This company wouldn't be the same without you. Congratulations on completing another year!



Ways to Promote

- 1) Esteem others higher - have respect and favorable thoughts of those in your daily circle
- 2) Be wise in your speech - thinking before we speak, start statements with praise
- 3) Be encouraging - be encouraging in both your words and your thoughts
- 4) Be quick to forgive - today is only here right now let it go be mindful of the energy and thoughts you are promoting
- 5) Be understanding - this requires being an active listener and asking questions, this will help keep doors open for the future
- 6) Zero gossip - Typically negative talk and typically not confirmed chatter about others
- 7) Share Knowledge - New knowledge or old knowledge there is always somebody willing to listen and learn
- 8) Stay Humble - Accomplish much, brag little. Brag about others accomplishments over yours see #1, #2 and #3
- 9) Be Positive - Positive thinking goes beyond having drive and motivation for success. Its contagious and you can watch it grow!!!
- 10) Love - building up others with the 9 items listed above = love: loving yourself, family, coworkers, job, company, life, etc..... :)

Without Promotion, Something Terrible Happens..... Nothing.

Provided by Chip Brown, Estimator

It's proven that thoughtful, kind and genuine positivity leads to success. Promotion of others, self and company are good ways to create a growing environment.

People are always listening and, how you speak positively about others, yourself and our company will start to be how you and those

listening begin to feel that perpetuates good things.

First and foremost be nice to yourself. I won't bore you with the details from the entire article I read but, here are some thoughts on ways to help create an environment of promotion.

Employee of the Month

Each month we recognize one employee who stands out for their overall positive contribution to our company and family of co-workers. Their valued skills, dedication, attitude and hardwork are truly appreciated. Thank you!

January
Ethan Moore



February
Jojo Hannah



March
Josh Followay



April
Corbin McDowell



New Hires

Let's welcome two of our latest employees to join the T-KT family!

Ryan Emerson - Hired 4/26/2022
Kas Poderys - Hired 5/10/2022

Perfecting the Mundane

By Elliot Baum

Everyone loves the glory that comes from knocking a project out of the park but seldom do we celebrate the necessary mundane tasks required to do so. For every moment of glory there are thousands of hours of work that go unseen and uncelebrated. Let us take a moment here and appreciate the things we do that allow us to cross the finish line in style.

As unexhilarating as they are mundane tasks done to perfection are the building blocks of success. Thousands of small pieces precisely crafted together form a stellar project while being off only a percent or



two on each building block brings disaster. When we become technicians in our daily tasks and perform them flawlessly again and again we begin to see progress and eventually success.

Rigging, signaling, setting casing, welding, chipping, measuring, etc. are all thankless tasks that can very quickly change the trajectory of a project to the good or the bad. It is a slow process but as we become technicians our work will tighten up and eventually, we will function as a well oiled machine leaving others in awe of what we are able to accomplish seemingly without effort.

Easy Money

Employee Stock Ownership Plan (ESOP)

Free & simple auto enrollment to all employees age 21 years of age with one full-year's employment averaging 20+ hrs per week (1,000 hrs).

Become 100% Vested in only 6 years

You need to work 1,000 hours during the plan year (1/1-12/31) to earn a year of vesting credit.

Performance Based Growth

Our Stock Tripled Last Year from \$4.26 / share to \$14.85!



Happy Birthday



Employee Name	Birth Date
Bobby B. Howard	April 13
Tim Wade	April 10
James Froehlich	June 24
Monica Varrasso	May 24
Christopher Leonard	June 6
Elliot E. Baum	April 21
Kelly J. Hall	May 24
Garrett S. Porter	June 19
Casey D Ison	May 29
Derek I Flannery	June 12
Larry D Brown	May 14
Zachary W. Smith	June 13

Understanding the ESOP By Kelly Hall

We finally are returning to some normalcy in our lives since Covid hit a couple of years ago. I know as an organization we were all pretty fortunate as far as being able to continue to work and provide for our families. Everyone here pushed on through some tough times and confusion. Especially you in the field.

A lot of good has happened here at T-KT over the last couple of years. Since in person company meetings were canceled or kept to a minimum, one of the things that suffered the most was communication.

Not long after T-KT rolled out our ESOP the pandemic changed everybody's world overnight. We all kept hearing the word ESOP flying around and how great it was going to be for everyone. After spending some time in the field and talking to crews I feel like there is still some confusion and a lot of questions about what it does for

each of us personally. I know the guy came in at our end of the year meeting to explain it, but when you deal with it every day it is a hard concept to explain to a large group of people. I am sure there were a lot of questions that did not get asked. I know I was guilty of that. (I was not even sure what to ask.) I am writing this because in order for the ESOP to do what it is fully intended to do it is extremely important that everybody understand it.

We cannot take pride in it and value it if we do not understand it. If you have questions, please reach out to Angie or someone you are comfortable asking questions to. This is a huge opportunity for all of us and our families! Especially our younger people that have more work years ahead of you.

I only wish that something like this had been available to me when I was younger. It will be life-changing in retirement. I know it is hard to get ex-

cited about money you cannot spend right now but trust me you need to be excited about this! As for all of our people in the union, I know you have your pension and you are also eligible please ask them or our company 401K with a percentage match, and now the ESOP as well. That is triple dipping retirement!

I cannot think of anywhere else you could work that offers this type of retirement opportunity. The purpose of this "Everyone is an Owner – Share the Wealth" concept is to attract and retain the best workforce in our industry. That is, you!! Just know that the next time a company comes along dangling another dollar or two in your face to come work for them, it is a big pay cut! It is important we all understand the ESOP, so if you have questions, please ask them!

Thanks again for everyone's hard work and dedication! Stay safe!

11,970' in the Pipeline ▶

We set high goals for this year and are on pace to achieve them with 11,970 LF of bids won and in the pipeline. Each and everyone of you deserves credit for this success because your great work is why we are given opportunities to bid and win these jobs. Thank you for your dedication and hard work!

Stay Safe. Chris Allen, Estimator.

Job#	City	State	LF	Description
21-022	Columbus	OH	1048	48" & 54" dia. Jack & Bore
21-023	Columbus	OH	210	36" dia. Jack & Bore
21-025	Tipton Co	IN	78	54" dia. Jack & Bore
21-029	Silver Spring	MD	421	24" dia. Jack & Bore
21-042	Midlothian	VA	410	30" & 42" dia. Jack & Bore
22-001	Charlotte	NC	814	60" dia. Slipline, 120" dia. Tunnel, Shaft
22-002	New Albany	OH	40	20" dia. Jack & Bore
22-003	Philadelphia	PA	77	20" dia. Jack & Bore
22-004	Columbus	OH	551	30" dia. Jack & Bore
22-006	Fayetteville	NC	749	24", 30", 36", 72" dia. Jack & Bore
22-008	Greenfield	IN	4095	16", 20", 36", 42" dia. Jack & Bore
22-012	Jeffersonville	IN	23	84" dia. Tunnel
22-013	Clendenin	WV	340	24", 30", 48", 72" dia. Jack & Bore
22-014	Dayton	OH	762	42" dia. Jack & Bore
22-015	Waterford	OH	42	8'x4' Box Culvert Supply Only
22-017	Washington Co	OH	218	36" dia. Jack & Bore
22-018	Zionsville	IN	275	24" dia. Jack & Bore
22-019	Elkton	VA	577	48" dia. Jack & Bore
22-020	Paulding	OH	95	8'x6' Box Culvert Supply Only
22-022	Columbus	OH	973	24", 30", 36", 42", 54" dia. Jack & Bore
22-023	Cleveland	OH	8	Tunnels w/ 2 Shafts
22-024	Smithville	OH	44	5'x4' Box Culvert Supply & Set
22-025	Delaware	OH	120	36" dia. Jack & Bore

Extreme Ownership

How Navy Seals Lead and Win Provided by Chris Leonard

Shortly after I joined the Turn – Key Team I was asked to read the book, “Extreme Ownership, How U.S. Navy Seals Lead and Win” by Jocko Willink and Leif Babin. Available as a book on tape and in hard copy. It is a very good read, and I am not a big reader by any means.

It takes the training of the two authors received in Seals and then relates it to business and everyday life

situations. The example I am going to use is directly from the book but paraphrased to limit the length of this article.

During Seals training the members are all broken out into boat teams made up of one leader and 6 row men. The crew leaders were briefed on the race parameters then released. They informed the crew and set up to race. The winning boat got

to sit out the next race and second place was just first loser. Last place however got extra duties between races. They just changed the course and raced all day so winning was a premium.

Boat crew 2 were stand out performers and won nearly every race they competed in during hell week. They pushed themselves hard every race, working in unison, and operated as a team. Boat crew 2 had a very strong leader and each crew member was highly motivated to perform well. Boat crew 6 on the other hand, had spent most of their time finishing last in every race. Rather than working together as a team the men were operating as individuals, often out of rhythm, arguing, and fighting amongst themselves. Each member blamed the next for not pulling his or her weight, not participating, and focusing on their individual pain not the team as a whole. The boat crew 6 leader was young and inexperienced. He thus received the most scrutiny for each loss. This leader

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One of our own making industry news

Congratulations to our own, Elliot Baum, for recently being recognized by Construction Equipment Magazine in the May issue as a 2022 “Under 40” award winner for young people having a positive effect on the construction industry and who have the potential to bring even more to the future.

We are lucky to have Elliot on our team as a contributor and key player to our success.

And, it’s no surprise to see Elliot recognized by industry peers for his hard work, versatility and professional accomplishments.



WHO SAYS BIG GUYS LOOK FUNNY WITH SMALL DOGS?



UNDER 40 CONSTRUCTION EQUIPMENT

In Construction Equipment Awards

Elliot Baum

Age: 33

Title: Project Manager

Elliot joined Turn-Key as an estimator with no background in construction. He now manages projects in the field. He excels at understanding how his position affects others throughout the company. His hands-on approach to problem solving helps everyone to understand how the solution fits into the workflow, according to Chris Leonard, senior project manager.

Education: Bachelor’s degree, Gonzaga University.

Professional accomplishments: Implemented HeavyBid & Sage, which provides accurate numbers from estimating to accounting and removes hours of double work from each project. Implemented a warehousing and shipping system that allowed operations to keep pace with sales for a 300 percent increase in revenue over a two-year period.

Off the clock: Powerlifter.

Extracurricular: Volunteer with “Make It Fit” Foundation.

Favorite activity: Finding and sharing great locally owned restaurants.

Fun fact: Elliot’s lifting accomplishments include squatting 1,025 pounds, bench pressing 810 pounds, and deadlifting 725 pounds.

Work Hard, Play Hard

By Monica Varasso, Vice President

The age-old phrase “work hard, play hard” has been around for as long as we can remember. This phrase seems to be more and more important within our roller coaster world of Construction!

HAVING FUN HAS SURPRISING BENEFITS!

SCIENTIFIC STUDIES SHOW:

- 😊 FUN LEADS TO BETTER HEALTH, DECREASED STRESS AND ANXIETY WITH LESS RISK OF HEART DISEASE AND STROKES
- 😊 HUMOR IMPROVES COMMUNICATION AND COLLABORATION
- 😊 A FUN ENVIRONMENT BREEDS CREATIVITY
- 😊 FUN MAKES EMPLOYEES MORE PRODUCTIVE

Monica's Hall of Hard Knocks

“We know a thing or two because, we’ve seen a thing or two.”



Construction is difficult and dangerous work that requires strict safety protocols however, we encourage having fun and enjoying a laugh on the job. The crew that really stands out in my recent experience on the road are Jeremy Blake, Josh Followay, and Bob White. They put their heads down and work hard when required, but they also appear to have good fun together doing it!

This culture is infectious and carries many benefits so again, don't forget to take a minute during the workday and LAUGH!

No good egg left behind, we found them all!

Home office enjoying a fun break during the annual Easter Egg Hunt. April, 2022.





By James Froehlich
Safety Manager

It is that time of year ... Spring has sprung and Summer is upon us! In some regions, springtime means steady rain and other regions see snow melt, high winds and heat. Spring weather is unpredictable and to say the very least, bringing with it equally unpredictable safety hazards.

Some of the most preventable construction hazards include slipping on wet surfaces, maneuvering equipment in changing conditions, and staying healthy in fluctuating temperatures.

The outside temperatures present safety hazards. You may walk out your door one morning in a heavy coat and return home wearing a t-shirt. Dramatic changes in weather, as well as lower air quality, can expose you to more airborne contaminants too.

Dress in layers that can be removed as the day heats up. Drink plenty of fluids and stay hydrated. Wash hands, tools, equipment and surfaces more frequently on jobsite.

Spring/Summer Tool Box

Be mindful of wet conditions when using ladders or working on scaffolding

- Evaluate and adjust for conditions
- Be sure that ladders are placed on level spaces and secure

Ensure that you can see

- Maintain clear and clean safety goggles
- Even a few drops of moisture on safety glasses can cause an incident

Wipe mud from boots and gloves

- Be sure to remove any mud from your boots prior to ascending onto or off equipment or construction site surfaces
- It is also good to wipe mud off of your gloves as well to make certain you can get a good, proper grip on equipment and/or tools

Move more cautiously

- Recognize transitioning to different types of walking surfaces and adjust
- Understanding the limitations of the equipment and tools that you are using in changing conditions is important so that you are not forcing them to operate against their intended purpose

Wet ground conditions can cause ruts

- Go slow and straddle the rut when possible
- Spring/Summer rain can make slopes more difficult to maneuver
- Never drive into excessively muddy areas or down slick slopes
- Traction and control are greatly reduced when operating in mud

Use the correct equipment

- Do not use electrical tools and equipment that are not specifically rated for outdoor use when working in the rain
- When using hand tools, use tools with textured, nonslip grip handles.

While these safeguards seem like common sense, many injuries and property damage incidents occur every year due to poor site conditions. Use your best judgement when working in changing conditions and/or muddy conditions. Always adjust work plans to site conditions.



Best Tunneling and Boring Company

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are encouraged.

The strength of the team's work-force has seen the ownership of Turn – Key Tunneling, Inc. pass over to employees as an Employee Stock Ownership Program. This allows vested employees to gain from the company as owners and shareholders.

With the strength of the team at the heart of what is achieved by Turn – Key Tunneling, Inc., it's little wonder that they have made this move. As employee owners,

everyone is able to receive more benefits from the wonderful service and quality work that they provide.

When looking to Turn – Key Tunneling, Inc., we find a team that is ready for anything. Their skills are unparalleled throughout the industry and their passion for what they do is seemingly never ending. It's why this team has been consistently in high demand, and why all indications are that they will continue to be for many years to come.

Extreme Ownership, How Navy Seals Lead and Win

Continued from page 8.

seemed indifferent like God had given him a team of underperformers who no matter how hard he tried simply could not get the job done.

The senior master chief decided to prove a point about leadership to the entire core. He swapped the crew leaders from the best boat with the crew leader of the worst boat. To be clear, each boat retained their same 6 row men just changed leaders. The next race started and guess who won the race? Boat crew 6 beat out boat crew 2 arguably the best crew on the beach to claim their first victory with their new crew leader. For the next hour of racing boat crew 6 won the majority of the races with boat crew 2 coming in as first loser or as actualy winning.

How is this possible? The answer: leadership is the single greatest factor in any team's performance. Whether a team succeeds or fails is all up to the leader. The Leader's attitude sets the tone for the entire team. The leader drives performance or doesn't, and this applies not just to the most senior leader of an overall team, but to the junior leaders of teams within the team.

With Turn – Key Tunneling being an ESOP, we are all leaders. We must push each other not just from the top down but from the bottom up. It's time to focus on the immediate goals

we can see on a day-to-day basis, not to worry about items we cannot control. We need to spend less time

focusing on our year end goals or a finish line we cannot see. There are no bad ideas and not every leader has the best answer. Sometimes stepping back asking your team the best path forward will let you see things from a different perspective and a better solution can be right in front of you. Actions like

this will help you all come together as a team.

I have no doubt with this team working together there is nothing we can't do or overcome.



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