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SHORT CUTS

Teamsters derail CEO's pay package

WASHINGTON, D.C. – American CEO's enjoy a 379-1 pay advantage over the average worker, a number that has grown 940 percent since 1978.

Corporate boards usually rubber-stamp pay increases and golden parachutes for top executives, and shareholders almost never organizing a sufficient resistance.

But now comes the International Brotherhood of Teamsters, which led a successful organized effort among Marathon Petroleum Corp. shareholders to "Vote No" on a compensation package for executives. It was headlined on May 5 by a denial – with 70 percent of shares voting no – of a \$6 million restricted stock award to retiring Chairman and CEO Gary Heminger.

"With the recent announcement of an overwhelming say-on-pay defeat at Marathon Petroleum, shareholders sent an emphatic message to the company's Board of Directors: stop rewarding executives with lavish pay packages that are both unwarranted when measured by performance and out of touch with reality at what is going on within the company," said Ken Hall, Teamsters General Secretary-Treasurer.

The Teamsters said the vote was the worst ever loss for a proposed compensation company for a S&P energy company. The union was motivated to send letters to shareholders calling for the "no" vote, based on pressing safety concerns related to refinery workers in St. Paul, Minn. The resounding pay defeat follows news that the company is receiving \$2.1 billion in tax benefits under the federal CARES Act, even as it plans to lay off 12 percent of its workforce.

"Marathon investors," Hall said, "are not impressed with the golden parachutes the company provides its executives, the 379:1 CEO to median employee pay ratio, and the risks the company has created by jeopardizing safety at its St. Paul Park refinery by locking out its workers. Placing workers, the community, and the environment at undue risk is a clear environmental, social, and corporate governance failure reflected in the vote."

Don't worry too much about Heminger's ability to enjoy retirement: the Teamsters pointed out in their letter that his compensation also includes a \$35.1 million pension benefit and a \$12.9 million defined contribution account.

Pay cuts for Kroger workers, not CEO

Kroger CEO Rodney McMullen received a \$6.4 million raise in May – a raise of 45 percent – as he steered the supermarket chain through the COVID-19 pandemic. McMullen earned \$14.2 million last year.

But the typical Kroger employee saw her pay drop by 8.1 percent last year. Median pay at Kroger, numerous news outlets report, fell by more than \$2,000 to \$24,617. Kroger early last year proudly announced a \$2 hourly hazard pay increase – called a "Hero Bonus" for store and warehouse employees working during the pandemic.

The bonus was rescinded in May 2020.

Quotable

"Don't fear failure so much that you refuse to try new things. The saddest summary of a life contains three descriptions: could have, might have, and should have."

—Louis E. Boone, 1941-2005



GRAPHICS PACKAGING in Kalamazoo and its building trades workforce is erecting a \$600 million coated recycled board mill that will make the facility the largest producer of recycled paperboard in North America. The company makes folding cartons for food and beverage companies.

Trades serve Graphics Packaging with new \$600M coated paper mill

By Marty Mulcahy
Editor

KALAMAZOO – Graphics Packaging, a leading provider of packaging materials to food, beverage, food service, and other consumer products companies, is undertaking a project intended to make the company the largest and lowest cost producer of Coated Recycled Board (CRB) in North America.

Along with Wieland, the general contracting and construction management firm on the project, as well as its subcontractors and building trades workforce, a \$600 million project to construct a new "K2 mill" is ongoing. The work will yield a massive new CRB machine which is expected to have an annual capacity of approximately 500,000 tons – which represents 44 percent of North American production of the product. It will make the Kalamazoo facility the largest producer of recycled paper-

board in North America.

Graphics Packaging said it expects the machine "will produce the highest quality coated recycled board product in North America with the lowest-caliber

capabilities in the industry."

Graphics Packaging President and CEO Michael Doss called the new works a "significant investment into

(Continued on Page 2)



AT WORK SETTING UP 15,000-volt switchgear at the Graphics Packaging plant in Kalamazoo is Randy Williams of IBEW Local 131. The project steward is employed by Van Ert Electric Co./KEI Electrical Construction and Maintenance.



WE ASKED THIS GROUP of Plumbers and Pipe Fitters Local 357 members coming off their break to stand next to the massive new K2 Coated Recycled Board (CRB) machine at left, being installed at the Graphics Packaging plant in Kalamazoo. They are (l-r) Jarrett Nieboer, Alan Freund and foreman Greg VandeMaale. They are employed by R.W. Lapine.

Work zone crashes are also a hazard for motorists, survey finds

It's never a bad idea to remind the public about how dangerous it can be to work construction along a highway.

The latest reminder comes from the Associated General Contractors and construction software development company HCSS, who reported May 27 the results of a nationwide highway contractor survey that found 60 percent of firms working on high-

way upgrades experienced cars crashing into their work zone during the past year.

And workers aren't the only people at risk, although having cars and trucks whizzing nearby at highway speeds is inherently dangerous. While 19 percent of contractors participating in the survey experienced crashes that resulted in injury to construction workers, nearly twice as many

MIOSHA delivers new COVID rules, but many job sites stand pat – for now

By Marty Mulcahy
Editor

As vaccine shots go into arms, masks come off in grocery stores and restaurants and COVID-19 infection numbers continue to decline, rules governing workplaces in Michigan and the nation are also changing.

In recent weeks the Whitmer Administration has dramatically eased social distancing and masking rules for Michiganders in social situations, stores and elsewhere. But some workplaces are still a different animal – for the construction industry, if jobsite owners and contractors choose to continue more stringent rules requiring workers to undergo temperature checks, mask wearing and social distancing, then those rules take precedence.

As we went to press, major projects on jobs sponsored by automakers, power plants and other larger projects proceeding under National Maintenance Agreement terms were still largely operating under COVID safety protocols that have been in place for the past year. On other projects, for vaccinated workers, workplace COVID rules may be loosening up.

"New guidance from MIOSHA or federal OSHA or the CDC may change at any time and impact how COVID-related jobsite safety protocols are being handled," said Patrick Devlin, secretary-treasurer of the Michigan Building and Construction Trades Council. "But as things

stand, now as ever, owners and employers still set the rules on their construction sites, and they will let workers know when and if safety protocols are adjusted."

Sean Egan, a member of Muskegon IBEW Local 275 who is deputy director for Labor at the Michigan Department of Labor and Economic Opportunity and Director of Director of COVID-19 Workplace Safety, offered updated

(Continued on Page 2)

UI work search requirement for jobless has re-started

Michigan has reinstated a search for work requirement for jobless workers earning unemployment benefits.

Suspended beginning last year due to the pandemic, the requirement was re-instituted as of May 30. According to the state Unemployment Insurance Agency, "for each week you claim unemployment benefits, you will be required to search for work and submit details of at least one work search activity per week."

Further guidelines from the state UIA:

•Make sure you understand your responsibilities when it comes to conducting and documenting your work search to avoid mistakes which could result

(Continued on Page 3)

The 2020 Union Craft Labor Supply Study: Optimism remains, even as growth projections dip and labor shortages ease

(From the Association of
Union Constructors)

A year after the COVID-19 pandemic fundamentally altered the business landscape, professionals in the union construction industry are slightly less optimistic about growth in 2021, but given the circumstances, it's not as bad as you might expect.

Another bright spot: although finding skilled and qualified craftworkers is still a challenge for contractors, fewer employers across the country reported labor shortages last year.

These are just a couple of the takeaways from The Association of Union Constructors (TAUC's) seventh annual *Union Craft Labor Supply Study*, based on a comprehensive survey of 1,129 U.S. industry respondents conducted in January 2021.

Once again, TAUC commissioned the Construction Labor Research Council (CLRC) to conduct the survey and compile the resulting study and analysis.

Contractors, building trades representatives, owner-clients, construction managers and association professionals of every size and from every geographic region weighed in and gave their perspectives, creating a truly one-of-a-kind data set.

Last year's study occurred just prior to the advent of the COVID-19 pandemic. This year, the data reflect nearly a year of living with the pandemic. Thus, the results from last year's study compared to this year provide a clean "before and after" look at the data.

There was strong consistency across all nine U.S. geographic regions with fewer people indicating a shortage of union craft workers in 2020 than in 2019 for every region. And while we also found reduced optimism regarding growth, even in the midst of a pandemic, about two-thirds of the study participants projected growth.

In other words, what makes the findings about growth projections stand out is that they are not lower than they are, given the challenges the construction and maintenance industry faces: a pandemic, union craft labor shortage, increasing cost of materials,

(Continued on Page 3)

Construction trend up, but challenges persist Industry moves forward, fitfully For now, Michigan's on top of U.S. in job gains



Total U.S. construction starts fell 2 percent in April to a seasonally adjusted annual rate of \$853.5 billion, according to a May 18 report by Dodge Data & Analytics.

Single-family construction posted a sizeable decline following a mostly higher pattern of activity in recent months, while non-residential building and non-building starts both gained after

experiencing losses in recent months.

"The pullback in single family construction starts was inevitable after showing exceptional strength over the past year," said Richard Branch, chief economist for Dodge Data & Analytics. "Higher material prices, supply shortages, and a dearth of skilled construction labor were bound to catch up with housing and will

ultimately limit the ability of this sector to show the same rate of expansion this year as it did last.

"Meanwhile, nonresidential starts are stabilizing and should continue to heal throughout 2021, however, this sector will also be challenged by similar issues facing the housing market that will cause its starts to be below pre-pandemic levels for months to come.

(Continued on Page 3)

We're No. 1!

It's mostly because of a statistical anomaly, but we'll take it.

Michigan topped the charts among the states when it comes to construction industry employment gains over the past year. Our No. 1 rank in jobs gained between April 2020 and April 2021 was made possible by a rather whop-

ping gain of 68,400 jobs during that 12-month period, according to the latest industry employment numbers released by the Associated General Contractors.

And of course that 64.2 percent increase in employment was made possible by a rather awful six-week shutdown of many areas

(Continued on Page 3)

Viewpoints



The case for strong unions

There once was a time in this country that if you wanted to keep your job you worked until you dropped – or until the boss said, “quitting time.”

There once was a time that your wages were never enough to pay all the basic bills. There once was a time that if your supervisor told you to do something, you did it, no matter how menial or objectionable. There was a time when vacations, sick days and benefits were not on the table. It was a time when workers had basically no voice, no rights, no choice.

And then came unions in the late 1930s. Unions gave all of us power over what our jobs looked like and what was acceptable and safe in the workplace. Whether we were a member of the union or an indirectly affected white collar employee, unions gave us the eight-hour work day, paid leave, health care, retirement, health and safety regulations to protect us at work, a voice at the table, profit sharing and so much more.

Unions gave us the ability to choose, be treated well and to strive for a good life for our families.

Today, we need unions more than ever in our nation as we come out of the pandemic and we move into this third decade of the 21st Century. A shift in the dynamic of the work world has lessened the powerful effect of unions over the past years, and too many people are being left behind. The “gig economy” and union busting or breaking up attempts at unionizing is leaving too many working two or three jobs to make ends meet.

Over the past decades union membership has steadily declined, according to the Bureau of Labor Statistics. In 1983, more than 20 percent of working Americans were members of a union. By 2019, that percentage had decreased to 10.3 percent.

But the tide is turning. Support for unions is at an all-time high. According to the Economic Policy Institute, “There is a huge gap between the share of workers with union representation (12 percent) and the share of workers who would like to have a union and a voice on the job. ... Almost half of nonunion workers polled in 2017 (48 percent) said they would join a union in their workplace tomorrow if they got the chance. That’s 50 percent higher than in 1995, when 32 percent of those surveyed said they would vote for a union.”

And Gallup estimates that as of 2020, 65 percent of all Americans approve of labor unions; including 83 percent of Democrats and 45 percent of Republicans.

If you are not unionized, it is important to consider what a union would do in your workplace. Would it change your wages? Would it make the work day better? Would it make the success of your company equal a larger financial stake for you and greater return on your investment of time and talent?

And consider what unionizing would give essential workers – crucial to our safety and livelihoods during the pandemic, but virtually left behind as they provided transportation and health care services and delivered products and food. They would finally have a voice, a living wage and a better life!

The right to unionize, and all it means, is as important today as it was in the 1930s – when unions first gained a strong foothold, when they first drastically improved the lives of so many. It is essential that all workers today know their right to organize and use it.

We changed the work world nearly a century ago, and we’ve let that progress slip. Now is the time to pick ourselves up, band together and make America’s unions strong again.

And we need to restore free and fair opportunities to unionize by passing the PRO Act in the U.S. Senate to level the playing field for American workers.

UAW President Rory Gamble
(via The Detroit News Labor Voices, May 18, 2021)



THE UNION MAN'S BURDEN
Every Organized Worker Carries an Unorganized Worker "Strapped to His Back"
Source: American Federationist, 1922

Corporate wailing and woe

By Jim Hightower
“Outrageous,” screamed the U.S. Chamber of Commerce. “It doesn’t feel fair,” whimpered a top corporate executive.

The wailing by those who run corporate America is not for the plight of the workaday families who’ve seen their incomes stagnate and even plummet to zero during the pandemic. Rather, this chorus of woe comes from powerful plutocratic interests that have been enjoying windfall profits.

Why? Because, they cry, that meanie in the White House, Joe Biden, intends to modestly hike their corporate tax rate. But wait... Didn’t Trump and the GOP Congress slash the corporate share of our nation’s upkeep nearly in half just four years ago, shifting the burden to the middle class and poor? Yes. And didn’t they promise that those cuts would create millions

of new jobs? Yes again. But instead, corporations got richer and working stiffs got shafted.

Still, here they come again, howling that raising corporate taxes would crash the stock market. Well, the day Biden announced his plan, stock prices did fall... by less than 1 percent. The next day, they bounced right back.

Moreover, those are crocodile tears the rich are shedding. They know that – as Biden himself makes clear – his proposed uptick in their tax share “is not going to affect their standard of living at all. Not a little tiny bit.”

They’ll still have their two or three big houses, private jets, and yachts. But, with them paying just a bit more toward the common good, our country will be able to reinvest in society’s physical and human infrastructure, making America stronger and fairer for all.

That’s why there are broad and deep public majorities – even among Republicans – for Biden’s infrastructure plan and the corporate taxes to pay for it.
(via www.otherwords.org)

Graphics Packaging’s new coated paper mill

(Continued from Page 1)
our integrated CRB platform.

“This is a unique opportunity to make a highly strategic investment in sustainable packaging, exceptional product quality and an unmatched cost position for producing CRB. Importantly, the investment will be capacity neutral as we expect to reduce production at other higher cost CRB facilities after we ramp up production of this highly productive CRB machine starting in early 2022. Increasing consumer preference for sustainable packaging is expected to drive steady, long-term demand for packaging solutions manufactured from 100 percent recycled fiber.”

Ed Lorenz, a principal and project executive for Wieland, overseeing the project, said ground was broken on the project in September 2019. “The new GPI mill will total approximately 350,000 square feet over four buildings, including the mill, the cardboard area, the boiler house, and the finished goods warehouse,” said Lorenz.

Headquartered in Atlanta, Ga., Graphics Packaging operates globally and is one of the largest producers of folding cartons and paper-based food service products in the U.S. Its customers include many of the world’s most widely recognized companies and brands, including Kellogg’s of Battle Creek.

The company has had operations in Kalamazoo since 1867 and currently employs 625.

Doss said that planning for the project took five years. Even prior to COVID-19 and the public’s increased tendency toward take-out foods, Doss said there was an upward trend in using food packaging. He said when the new machine is online, the plant will use 300 million gallons less water per year and will generate 20 percent less greenhouse gases across its CRB platform. The process will also use 18 percent less electricity.

“We make folding cartons which are part of goods sold for big food and beverage companies,” Doss said in a company video. “And their margins are thin, so we need to be a low-cost, high-quality producer. This investment really helps us ensure that with our CRB platform, we will be the low-cost producer, by far, by almost \$140 a ton, which is massive in the commodity business.”

“Everything we see to this point suggests that it’s the right vision for us, we’re on track, and our investment here in Kalamazoo is a big part of that.”



SETTING A PIPE RACK in the boiler building addition at the Graphics Packaging project in Kalamazoo are Alvin Vandergriff and Liam Knapp of Iron Workers Local 25. They’re employed by Barton Malow.

MIOSHA delivers new COVID rules, but many job sites stand pat – for now

(Continued from Page 1)

guidance from the state in a video released May 26. He said that while new rules based on CDC guidelines can lead to relaxed restrictions for workers, employers are free to continue implement COVID safety protocols as they have been during the pandemic.

“There have been some pieces that have been in place for a long time that are critical to the prevention of the transmission of COVID in the workplace,” Egan said, adding that the new rules are “giving employers a lot of flexibility to be creative” in implementing safety protocols going forward. But those protocols still primarily apply to the unvaccinated, especially in indoor environments.

“As it relates to face coverings and social distancing, those tools work,” Egan said. “And for those people who are not yet vaccinated, that’s why you’re seeing a difference between vaccinated and non-vaccinated. And these tools continue to be the most effective in making sure that we don’t transmit COVID to each other. Vaccinations are really the key. The CDC made it very clear that relaxation of social distancing and face coverings is related to fully vaccinated individuals.”

However, Egan said employers can simply continue to require face coverings and social distancing for all employees regardless of their vaccination status. He said employers can also ask employees if they’re fully vaccinated as part of their daily health screening protocol.

Egan didn’t focus on the state’s construction industry when he talked about the updated COVID protocols, but he showed numbers that revealed construction to be a top workplace sector for the spread of the virus, which is declining. Picking data from May 20, the state Department of Health and Human Services reported that the “construction/manufacturing” sector experienced 157 COVID outbreaks that day – more than half of all of the 305 workplace outbreaks in the state. The next lowest was associated with offices, where there was 25.

“We’re continuing to see vaccination rates go up which should continue to pull case counts down,” Egan said. “And we’ve seen that directly impact our workplace safety and health, so definitely we encourage all employees to get that vaccination.”

Legal guidance from Michigan labor attorney John Tesija on May 25 said that for in-person work, “as expected, MIOSHA issued new COVID-19 workplace safety rules for employers yesterday that removed the mask and social distancing requirements for fully vaccinated employees (other than those working in healthcare and public transportation). To comply with

this order, (his emphasis) **mask and social distancing is still required for employees that are not fully vaccinated.**”

Tesija added: “Employers are given wide discretion to use any manner deemed effective for the workplace to apply the new rules, which include: 1) keeping records of vaccinated employees; 2) posting signs reminding employees that are not fully vaccinated that they must wear masks and maintain social distancing; 3) allow or require remote work of non-vaccinated employees; or 4) even require mask and social distancing of all employees, including those that are fully vaccinated.”

“How intrusive the vaccination verification program can be is not well defined in the new order, so anything from asking employees to verbally declare their vaccination status to asking for actual proof – such as to inspect their CDC vaccination card – appears permissible. The order defines ‘fully vaccinated’ as an employee that has had two weeks pass after their final vaccination shot.”

Major employers of building trades workers sponsoring billions of dollars in ongoing projects – Ford, General Motors and Stellantis – comprise the “COVID-19 Task Force.” They released a related joint statement on May 26:

“Out of an abundance of caution, the COVID-19 Joint Task

Force... has decided to continue to require workers to wear masks at the worksite until the Occupational Safety and Health Administration (OSHA) issues guidelines in response to the Center for Disease Control and Prevention’s (CDC) recent change in COVID-19 workplace standards. Ford, General Motors and Stellantis will also comply with all state, county, and city regulations where we operate facilities.

“The COVID-19 Task Force met and after reviewing the CDC guidelines and OSHA standards, decided it is best for worker safety to wait for expected updated OSHA workplace standards and consult health experts to maintain safety and uniformity as we transition through the pandemic. We know that masks can be uncomfortable, but we ask that everyone comply.

“The COVID-19 Task Force will reconvene in two weeks and review updates at that time. In the meantime, Detroit Three worksites will continue to wear masks onsite to be as cautious as possible with worker health and safety. While we continue following the protocols that have kept our workplaces safe, we know that one of the best ways to fight this virus is by getting vaccinated. We encourage everyone to roll up their sleeve so we can move more quickly toward continuing to relax our protocols.”

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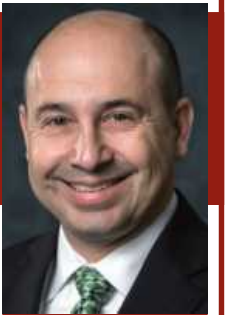
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BUILDING MICHIGAN! Ford's Highland Park plant HISTORY IN THE MAKING

By Marty Mulcahy



THE FORD MOTOR CO.'s Highland Park plant was the largest manufacturing plant in the world when it opened in 1910 to build the Model T. It became the second-largest less than two decades later when Ford opened his massive Rouge works in Dearborn to build the Model A. The Highland Park site, shown here in the 1930s, was subsequently used to build Ford tractors and parts. For Ford, the Highland Park plant had limited capacity to grow and no access to water transportation – and he thought the plant's dependence on railroads for incoming materials and outgoing products made Ford vulnerable to railway strikes. "Ford and his manufacturing team decided upon implementing a moving assembly line at the Highland Park plant long before the plant was built," said Model T Ford Fix, an enthusiast's source for information on the vehicle. "At the time, assembly-line type manufacturing was already used to make large quantities of other goods, such as sewing machines and firearms. What was revolutionary was Ford implementing all of the processes and procedures within a few short years to achieve this level of mass production for entire automobiles."

Photo credits: Ford Motor Co.

Henry Ford refined and implemented the automotive industry's first assembly line at his first plant, the comparatively tiny, three-story, 67,000-square-foot Piquette Avenue Plant in Detroit. Built in 1904, workers there cranked out the first 14,000 Model Ts until January 1910. But Ford quickly outgrew that manufacturing building.

Just seven years later, in 1917, Ford began construction on the mammoth Rouge plant in Dearborn. When it was completed in 1928, the plant consisted of 93 buildings spread over 2,000 acres – for decades it was the largest industrial facility in the world.

But in between the Piquette Plant and the Rouge works, Ford operated out of his Highland Park Plant at Woodward Avenue and Manchester Street, about four miles north of the Piquette plant. In 1907 Ford purchased 60 acres of land at the site to build a plant there, eventually acquiring a total of 230 acres. Historically the Highland Park is a bit like the middle sibling who could get lost in the shuffle – but it holds an incredible niche in world history.

Automotive enthusiast magazine *Hemmings* said the plant is "considered by many to be the birthplace of modern manufacturing." The Society of Architectural Historians' *Archipedia*, calls the Ford Highland Park Plant "the first large automobile manufacturing complex in Detroit, the birthplace of mass production on a continuous moving assembly line that revolutionized automobile production and made Ford the largest automobile manufacturer in the world."

Not only did the plant become the first in the world (in 1913) to utilize a moving assembly line to build automobiles, in 1914, Ford famously began paying workers a \$5 per-day salary for eight hours of work.

The plant's National Register of Historic Places application says "In 1910, the Ford Motor Co. moved its operations to the Highland Park Plant, and here over the next five years, the principles of mass production were developed by constantly rearranging men, machinery and materials to systematize production, reduce unnecessary motion and cut costs. In 1913 Ford and his engineers developed the continuously moving assembly line, 'the crowning achievement,' says company historian Allan Nevins, 'in the creation of mass production techniques.' This technique reduced the assembly time of a completed automobile from 728 minutes to 93 minutes."

Actual construction on the Highland Park plant did not start until 1908, and it "proceeded slowly because of Ford's determination to finance building costs entirely out of company



AUTOWORKERS install gas tanks in Model Ts in 1913 at the newly opened Ford Highland Park plant. Ford Motor Co. said its Highland Park plant "was nothing less than the most influential factory of the 20th Century. Within its walls Henry Ford and his associates developed the moving assembly line, introduced the \$5 day for workers, and produced millions of reliable and affordable Model T automobiles that put the world on wheels.

profits," says *Ford Motor History*. Model T manufacturing moved from the Piquette Plant to Highland Park on Jan. 1, 1910. The Highland Park plant was the largest manufacturing facility in the world – until Ford opened the Rouge plant in Dearborn.

"When Henry Ford transferred his company's operations to Highland Park in 1910, the plant consisted of a four-story main factory building, a large four-story administration building, a gigantic power plant with five tall smokestacks... and several other structures in various stages of completion," said the application for the plant's National Historic Place designation. "From 1910 to 1922 Ford and his colleagues constantly expanded the size of the complex as they developed new mass production techniques to meet the steadily increasing demand for the Model T.

"In a sense Highland Park was never completed because Henry Ford's constant search for cheaper and more efficient production methods, which rapidly made machinery and factories obsolete."

The Ford Highland Park works was one of the first large industrial projects designed by famed Detroit architect Albert Kahn. The *Nailhead* blog said the book *Albert Kahn, Architect of Ford*, by Federico Bucci "explains that it was the Highland Park Model T Plant project that not only brought Henry Ford into his own as an industrial giant, but Albert Kahn equally so. This was Kahn's biggest, most important contract to date, and it was what really put him on the map as possibly the world's foremost industrial architect, and it was the direct result of his much-lauded recent work on the Packard Plant (opened in 1903)"

Constructed of reinforced concrete, the Ford Highland Park factory building was several stories high, *Architecture Week* said, "and the assembly of the car's components took place from top to bottom, with the car rolling out on the ground floor,

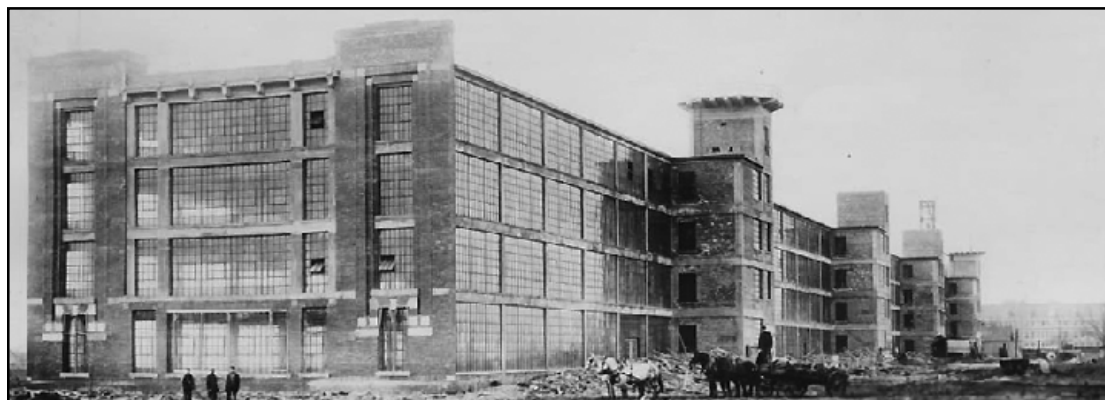
ready to be tested. The use of concrete made it possible to adapt a factory's layout to the needs of automobile construction by freeing up the floor space with fewer load-bearing supports."

Kahn, said the Detroit Historical Society, "used some of the elements incorporated in his 1903 Packard factory, such as widely spaced concrete columns, adding a glass roof and walls of windows that prompted the nickname the Crystal Palace. The extra light and ventilation provided a more pleasant work environment and allowed for more machines and workers in the space."

The Model T was assembled in Highland Park until 1927, when the 15 millionth car rolled off the assembly line. After that, said the Detroit Historical Society, the Ford Model A began production at the Rouge Plant, and the Highland Park Plant began to focus on automotive trim manufacturing, and truck and tractor production. During World War II, Sherman tanks and aircraft engine parts were assembled at Highland Park.

While Fordson tractor production continued over the next few decades, some buildings were leased out, others were demolished. In 1960 the power house, with its iconic smokestacks that at one time held letters spelling "Ford" between them, was torn down, along with the Crystal Palace. In 1974 all production at what remained of the facility ceased, and Ford said the site had grown to about 20 structures encompassing about 3 million square feet of floor space.

Today only about eight structures remain. Ford had been using some of them for records storage. In 2013, the Woodward Avenue Action Association purchased two of the historically prominent buildings at the site – the 40,000-square-foot sales and service building and the 8,000-square-foot executive garage near it – with the goal of renovating them and creating an informational and historical Welcome Center. But those plans fell through.



"THE CRYSTAL PALACE" – that was the unlikely nickname given to the primary Model T assembly building at what was the largest manufacturing site in the world. The four-story assembly building at Ford's Highland Park plant is shown during construction prior to its opening in 1910. At more than 2 million square feet of space, the heavily-windowed building offered plenty of natural light and ventilation, and the wide open interior floor spaces allowed by Albert Kahn's reinforced concrete design eased the placement of assembly lines.

Photo credit: Ford Motor Co.

Optimism remains, even as growth projections dip, labor shortages ease

(Continued from Page 1)

logistics challenges, etc. Respondents were instructed to report information based on their own organization, not their perceptions of an overall generic labor market, hearsay or what they may have read in some publication.

Following are some of the highlights of the survey:

•**Worker shortages.** The percent of respondents projecting growth in the construction and maintenance industry for 2021 fell by 13 percent compared to 2020. Last year, 78 percent of respondents projected growth in their organization. This year, that number fell to 65 percent.

The shortage of union craft workers continues, but it improved somewhat in 2019, and then again in 2020. That is, the percent of respondents reporting a small shortage fell from 54 percent (2018) to 48 percent (2019) and then to 42 percent in 2020. Also, the percent reporting a "large worker shortage" fell from 18 percent in 2020 to 10 percent this year.

Thus, the percentage of contractors with a large shortage of workers is now relatively small, while more than a third (36 percent) have enough workers, and 12 percent have too many workers.

For a number of years this study has signaled that the union craft labor shortage was not quite as severe as some sources seemed to indicate. This year, almost certainly due to the Coronavirus pandemic, the shortage is even less pronounced.

However, that is not to suggest that there is no shortage, or to downplay its importance. Rather, the *TAUC Union Craft Labor Supply Study* shows the shortage as fairly modest, except for 10-18 percent of the construc-

tion and maintenance industry where there has been a large shortage through recent history.

The year 2019 stands out in that the actual reported shortages for 2019 were generally less than predicted at the beginning of 2019. For 11 of the 14 crafts covered, the union craft labor shortage existed, but was less than expected. On average (craft weighted), 55.2 percent of the respondents in January 2019 thought there would be a shortage of union craft labor in their organization that year.

In reality, results from a year later (January 2020) show that many fewer (42.9 percent) reported an actual shortage. So, there definitely was a shortage, but it wasn't as deeply felt as expected. This same theme occurred in 2020, but for obvious reasons that year is an anomaly.

•**Apprentice shortages.** Electricians, Iron Workers, Carpenters & Millwrights and Sheet Metal Workers were the crafts with the most significant claimed shortage of apprentices in 2020. There was a decrease in the pervasiveness of the shortage for seven of the 14 crafts. The biggest reduction in the shortage occurred with Roofers & Waterproofers and Carpenters & Millwrights.

•**Skills in demand.** Welding, and it's not even close. Participants in the study had the opportunity to list, in an open-ended manner, the skills/tasks that were most difficult to fill in their organization, and thereby in high demand. Welding, including all types (e.g., Mig, Tig, alloy, certified pipe) was named by 31 percent of respondents. "Plumber" was in second place (9 percent) and "equipment operator" third (7 percent).

•**Better times ahead?** From

Industry moves forward, fitfully

(Continued from Page 1)

Nonresidential building starts rose 16 percent in April to a seasonally adjusted annual rate of \$276.3 billion. But for the 12 months ending April 2021, nonresidential building starts were 26 percent lower than the 12 months ending April 2020. Commercial starts were down 27 percent, while institutional starts were 18 percent lower. Manufacturing starts were down 53 percent for the 12 months ending April 2021.

For the 12 months ending April 2021, Dodge reported total residential starts were 12 percent higher than the 12 months ending April 2020. Single family starts gained 20 percent, while multifamily starts were down 8 percent.

Michigan's on top of U.S. with job gains, for now

(Continued from Page 1)

of construction in Michigan – one of the few states to do so – which sandbagged jobs numbers as the state initially responded to the COVID-19 crisis.

Still, construction employment in Michigan is doing fairly well these days, up 700 jobs from March to April 2021, the AGC reported May 21. In reporting the most recent numbers, the AGC said Michigan's entire construction workforce of 175,000 was still down 2,300 jobs in April 2021 compared to pre-COVID February 2020. And those lower numbers are generally representative of most other states. Seasonally adjusted construction employment in April exceeded the February 2020 level in only 14 states.

"Today's numbers show that construction has yet to fully recover from the effects of the pandemic in most parts of the country," said Ken Simonson, the AGC's chief economist. "Even where employment has topped pre-pandemic levels, the gains are likely due mainly to feverish homebuilding and remodeling, not to widespread resumption of nonresidential building and infrastructure projects."

Employment declined from the February 2020 level in 36 states. Texas lost the most construction jobs over the period (-44,800 jobs or -5.7 percent), followed by New York (-29,300 jobs, -9.1 percent) and California (-27,600 jobs, -3.0 percent). Louisiana (-19,600 jobs, -14.3 percent) had the highest percentage of job loss during that period.

"Federal officials can give the industry a needed boost by removing tariffs on key construction materials such as lumber, steel, and aluminum, and taking steps to ease supply-chain backups," said Stephen E. Sandherr, the AGC's chief executive officer. "It is also time to end barriers keeping workers home, including reopening schools and ending the unemployment supplements."

Work zone crashes

(Continued from Page 1)

who are distracted, speeding and/or under-the-influence crash into those work zones, putting workers and themselves at risk of serious harm and death."

The Federal Highway Administration's most recent highway crash zone numbers are from 2019, when there were 842 people killed (including workers, drivers and pedestrians), up from 757 in 2018. In 2019, 135 highway workers were killed, compared to 124 in 2018.

"In many cases, vehicle speeding contributes to these crashes in work zones," said Steve McGough, president and CFO of HCSS. "Utilizing speed cameras with a zero-tolerance policy would go a long way to protect the traveling public and our workforce."

Simonson noted that the pandemic-induced decline in vehicle traffic appears to have had little impact on highway work

zone safety. He noted that only one-third of survey respondents reported any apparent increase in safety because of lower traffic levels. But an equal number of contractors reported that lower traffic levels made conditions less safe, by encouraging many motorists to drive at faster speeds.

2017–2020, projected construction industry growth was stable and strong, falling in a narrow band of 76-78 percent of the respondents projecting growth for the ensuing year. However, as anticipated due to the Coronavirus, this consistency ended in this year's survey, with 65 percent projecting growth for 2021 (down 13 percent from last year).

Similarly, the percent of respondents thinking there will be "very strong growth" fell to 19 percent in 2021 from 24 percent in 2020. The percent projecting "very strong contraction" has increased the past two years, from 3 percent in 2019 to 6 percent in 2020 to 8 percent in 2021.

•**Pension plan status.** Respondents were asked about the financial status of union craft pension fund(s) in their organization and the impact the funding status had on recruiting employees. A plurality (41.1 percent) said the funds in their organization were adequately funded and a majority (59.0 percent) said the financial status of the funds had little impact on recruiting employees.

At the other end of the spectrum, 10.2 percent said the pension funds in their organization were a concern and 4.9 percent said the funding status made it much more difficult to attract workers.

•**Shortages by craft.** Every building trades craft has been experiencing a deficiency in workforce numbers – the average percentage of respondents claiming a "shortage" or "large shortage" in 2020 was 38 percent. Respondents said only the Bricklayers and Allied Crafts (32 percent), Roofers (31 percent), Boilermakers (22 percent) and Teamsters (14 percent) were experiencing fewer craft shortages than average. The greatest shortages were reported among the Carpenters/Millwrights (52 percent), Electrical Workers (52 percent) and Sheet Metal Workers (49 percent).

UI work search requirement for jobless has re-started

(Continued from Page 1)

in you not receiving benefits or having to repay the benefits you receive.

•You must actively search for work while you are claiming benefits

•You must conduct at least one work search activity each week

•You must report your work search activities at the time you certify for benefits. Your certification will not be complete, and benefits will not be paid until your work search activities have been reported to the UIA.

Meanwhile, the interim head of the state UIA, Liza Estlund Olson, told a state House hearing on May 25 that long-term joblessness isn't much of an issue right now – despite theories that people are milking the unemployment benefit system instead of going to work. Of course, that depends on your definition of "long-term."

According to the MIRS news service, Olson responded to questions by members of the House General Government Appropriations Subcommittee, and said that eligible unemployed are entitled to as many as 79 weeks of benefits between the state and federal programs.

On average, she said, people are staying in the state's traditional Unemployment Insurance system for 15 weeks and one of the federal pandemic-related unemployment programs for an average of 24 weeks.

Olson said the new search for work requirement would likely lower those benefit week averages.

Just joking

A man comes home from a long day at work, plops down on the couch in front of the television, and tells his wife, "go get me a beer before it starts."

The wife sighs and gets him a beer.

Fifteen minutes later, he again demands, "get me another beer before it starts."

She seethes inside, but fetches another beer and

slams it down next to him. He finishes that beer and a few minutes later says, "quick, get me another beer, it's going to start any minute."

The wife is furious. She yells at him, "is that all you're going to do again tonight? Every night you drink beer and sit in front of that TV. You're nothing but a lazy, demanding, drunken slob, and I'm sick of it!"

The man sighs and says, "Yup. It started."



Local 149 Roofers & Waterproofer's

Roofers 149

DETROIT – Main Office – Southeastern Lower Michigan – Regular Membership Meeting. The regular membership meeting is scheduled for Tues, July 6, 2021 at 7:00 p.m.

Executive Board meeting. The next Executive Board meeting is scheduled for Tues., June 29, 2021 at 5:00 p.m.

Website for announcements, news, and updates. www.rooferslocal149.com

The Detroit ratified contract is as follows: 3-year contract

- \$1.90 1st year, \$1.65 2nd year, \$1.60 3rd year, all raises are across the board.

- Foreman pay is \$3.50 over Journeyworker pay.

- Travel pay increase, Area 1 \$23, Area 1A \$50, Area 2 \$80, Area 3 \$90.

- Vacation/Holiday Pay (\$4.45/hr) starts as soon as a member pays off their union card.

Detroit Raise Notice. June 1, 2021, \$0.67 on the check, \$0.23 to the Pension, and \$1.00 to an Annuity/Defined-Contribution Plan.

Initiation Fees. Once a Members' Union Card is paid in full, he/she is entitled to \$4.45/hr Vacation/Holiday Pay. In the past, a new member would need to complete four Apprentice 1 classes to receive the Vacation/Holiday pay.

Moving? If you have a new address please make sure to let the Union Hall know. We will take care of your account with the Union Hall that includes the Building Tradesman Paper, International Union, and Trust Fund.

Reminder. Members please call the Hall when you see a roofing project whether it is one of our signatory companies or not. The Hall needs this information for recruitment purposes, and hopefully to get a picture of our members for Facebook.

Members are reminded to call the Hall (313) 961-6093 to put their name on the out of work list.

DAD's Day. It is with great sadness that we inform you that the June DAD's Day canister drive is canceled. This was an extremely difficult decision to make. Our union will try to have an event later in the year.

Union Dues. Make sure you pay your monthly dues before the end of every month to stay in good standing. You can pay dues over the phone with a credit or debit card. Monthly dues can be taken out of your vacation check by filling out a form at the Hall (active Members only). If you have to come in to our office to pay, please understand that we are adhering to Michigan COVID 19 guidelines; masks and social distancing are being enforced to protect our staff and our tenants.

The mailbox is only to be used for checks and money orders, do not put cash in the mailbox. To be eligible for the International Union Burial Benefit, a member must be in continuous good standing. If you have any questions please feel free to call the Hall at 313-961-6093

CLEARANCE CARDS. Are you scheduled to go out of town for work in another Local's territory? Clearance cards are needed when you are sent out of town to work. Get a clearance card from the Hall and call the Local in that area to avoid fines against you.

Detroit Training Center Information. Journeyworkers upgrade classes to improve your skills, your worth, and our Brotherhood/Sisterhood is available at no cost to all Detroit LU 149 members.

Dues must be current in order to enter the Training Center. If you are interested in any of these classes, contact Thomas Jaranowski at the Training Center, 248-543-3847, or TJaranowski@DetroitRoofers.org to make arrangements

Follow us on Facebook for announcement updates

@ United Union of Roofers, Waterproofer's, and Allied Workers Local 149

MID-MICHIGAN AREA – Clio Office. The next Mid-Michigan regular membership meeting scheduled for Tue., July 13, 2021 at 6 p.m. at 810 Tacoma Ct. Clio MI, 48420.

Mid-Michigan Raise Notice. June 1, 2021, \$0.80 on the check, \$0.78 to the Pension, \$0.22 to the H&W and \$0.05 to Check-Off Dues

(Continued next column)

Mid-Michigan Training Center Information. Journey workers upgrade classes to improve your skills, your worth, and our Brotherhood/Sisterhood are available at no cost to all Mid-Michigan LU 149 members.

Dues must be current in order to enter the Training Center. If you are interested in any of these classes, contact Rick Baird at the Union Hall/Training Center, 810-687-1368, or midmichroofers149@gmail.com to make arrangements.

Notice. When contractors call the Union Hall for help, we need to know who is available, and have an up to date phone number. All Mid-Michigan Area members who are out of work need to call the Hall at (810) 687-1368 to be put on the out of work list.

The publication above is as 5/28/2021, 1:00p.m.

-In Solidarity, Brian Gregg Business Manager, Roofers & Waterproofer's Local 149



THE NEW COATED Recycled Board mill that will be housed here at the Graphic Packaging Plant in Kalamazoo will make the company the largest and lowest cost manufacturer of that product in the nation. The company is investing \$600 million in the project, and the machine is expected to have an annual capacity of approximately 500,000 tons.



Local 169 Boilermakers

Boilermakers Local 169

ALLEN PARK – The next Union Meeting, scheduled for **Wednesday, June 9, 2021**, will be held in Area Three at IBEW 692 - 1300 West Thomas Street, Bay City, MI 48706. Please make a note of the new day. Masks are required for entry.



BOB HUTSELL

As we continue to get back to a more normal life, I would like to take this opportunity to thank all the members for their continued efforts and support, regarding the safety protocol related to the pandemic. Your assistance in this matter has directly affected the safety of not only your union brothers and sisters, but their family, as well as our staff here at the union hall. I would also like to thank all of you who have made the decision to get vaccinated. It is no coincidence that as vaccinations go up, new

COVID cases are going down. While the decision to get vaccinated is personal, I encourage you to trust the proven science regarding this vaccine and get vaccinated.

The staff at your union hall and training center have all been vaccinated, not only for their health and safety, but for the safety of the members they continue to come in contact with. The CDC has stated that we can develop herd immunity by reaching a 70% vaccination rate across the country. By developing herd immunity, we can all get back to doing the things we enjoy.

As we continue to round the corner on the virus, I want to remind you all to make safety your priority during this busy outage season. Journeymen, please continue to mentor our apprentices on the job. The future of our local depends on our apprentices, and I am confident that they are rising to the challenge, based on their work reports.

As I learn more about President Biden's Infrastructure plan, I am encouraged by the money proposed for research & development in Carbon Capture &

Storage, and Hydrogen utilization. Both of these industries are heavily dependent on Boilermakers and the skill sets they possess. No one knows what the future holds, but I'm confident that the world will always depend on the unique skills and ability of a Journeyman, Boilermaker.

The Union Hall has resumed "normal" operations with the previous safety measures in place, which include social distancing, mandatory mask use, and limited occupancy. As always, if you do not feel well, do not come to the hall.

The golf outing has been scheduled for Friday, June 18, 2021. See the website or Facebook group for further details.

The Area One Picnic has been scheduled for Saturday, Aug. 14, 2021 at 12pm at Camp Dearborn. We are currently looking for volunteers for the Entertainment Committee in Area One to help with the picnic. In order for a safe and healthy event, more volunteers will be needed than previous picnics. Please call Jamie at the union hall if you are interested.

Union dues for 2021 are \$49.85 per month. The union hall accepts Visa, MasterCard, and Discover.

Payments can be made both at the hall and over the phone.

OSHA 10 and OSHA 30 safety training can now be taken online. Please visit our website - www.boilermakerslocal169.com - for more information.

Training Center: Journeymen wanting to obtain welding certifications are encouraged to attend training in Allen Park, in preparation for the Commonarc test currently scheduled for this August.

Apprentices: Area 1 - Currently open; Area 2 - July 1, 2021; Area 3 - Following current outages; Area 4 - Following current outages. Your area agent will contact you with your scheduled class time.

Sweatshirts are available for purchase for \$40.00. Payments can be made with cash, check, or credit. If you live out of the area and would like to order one, please call the hall. Additional shipping charges will be added. Baseball caps are also available. Varsity jackets are available by special order. Please contact the union hall for details.

Retired member, John Bergman Sr, passed away on May 9, 2021. His son, John Bergman Jr, who was a Boilermaker, as well, passed away on May 17, 2021. Our thoughts and prayers go out to his family during this incredibly difficult time.

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Outdoors

A fish-friendly dam removal



By Brian Gunderman
Michigan Department of
Natural Resources

In the southwest corner of Michigan, the Dowagiac River, one of the largest cold-water streams in the region, flows into the mighty St. Joseph River, near the City of Niles.

Annual stocking by the Michigan Department of Natural Resources there supports a popular brown trout fishery.

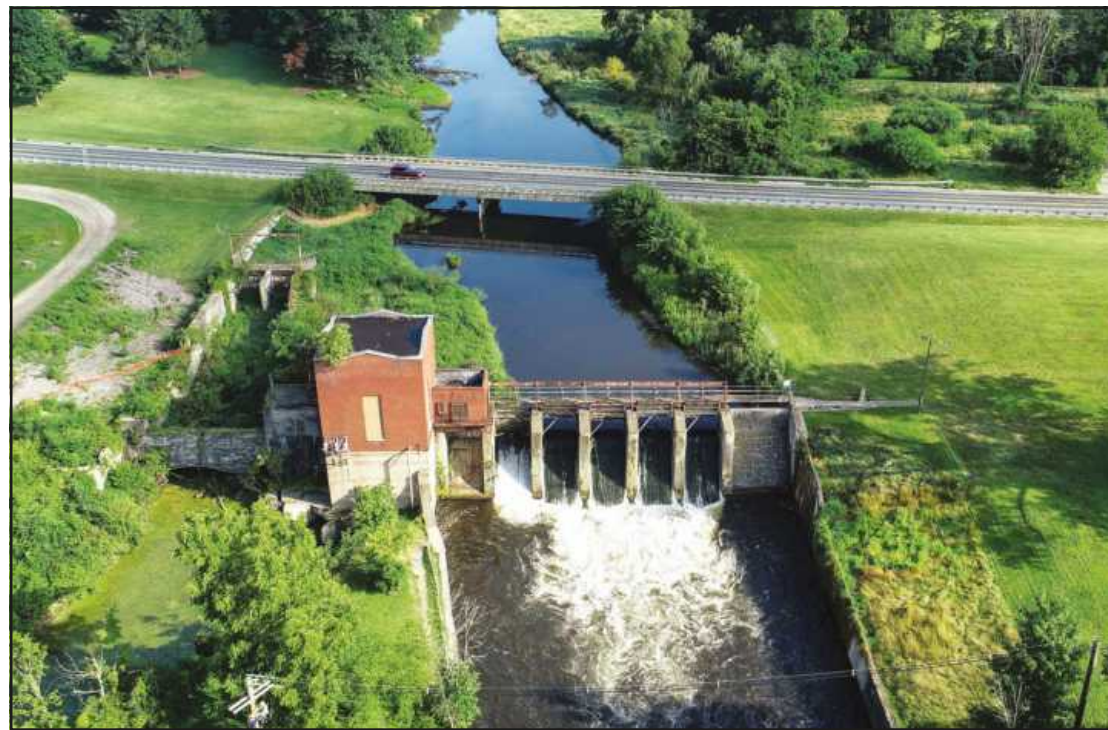
In addition, the construction of fish ladders at the Berrien Springs and Buchanan dams on the St. Joseph River have allowed steelhead (rainbow trout that spend part of their lives in the Great Lakes), Chinook salmon and coho salmon to move into the lower Dowagiac since the early 1990s.

The impassable Pucker Street Dam has confined these migratory fish species to the lower 3 miles of the Dowagiac – until now. Fish are about to have a lot more territory to explore thanks to an ongoing project to remove the dam in Berrien County.

Site preparation and powerhouse removal at the Pucker Street Dam started in fall 2019. The removal of the actual dam structure began in spring 2020. When the removal is completed this summer, steelhead and salmon will have access to an additional 159 miles in the Dowagiac River and its tributary streams.

In addition, fragmented populations of native fish species occurring upstream and downstream of the dam, such as small-mouth bass and suckers, will be reconnected. The dam removal also will restore approximately 1.2 miles of high slope stream habitat in the former reservoir, exposing more gravel bottom for fish spawning and invertebrate (i.e., fish food) production.

Beginnings. To truly appreciate the significance and challenges associated with this dam removal project, it's important to know a little bit about the dam's history. The steep rapids on the Dowagiac River, near the existing Pucker Street bridge, have been a magnet for people looking to har-



THE PUCKER STREET Dam in Niles prior to the beginning of the dam removal project. Photo by Jeff Dunlap, City of Niles

ness the river's power for industrial purposes. In 1828, a wooden dam was constructed at this location to power a mill. The "modern" concrete dam was built a short distance downstream of the wooden dam in 1928 to generate electricity for the City of Niles.

The reservoir behind the dam filled with sediment, was dredged and then filled again until the dam became less profitable to operate. Electrical generation ceased in 1995.

In 1999, the city decided to permanently drop the water elevation in the reservoir by five feet to reduce stress on the aging dam. The amount of sand that moved downstream as a result of the 1999 drawdown exceeded expectations.

The DNR installed a sediment trap on the upstream side of the dam to remove some of this sand. Subsequent monitoring conducted at seven sites downstream of the dam indicated that the river was able to evacuate most of the sand by July 2000.

In 2013, the city concluded that rehabilitating the dam to produce electricity was not likely to be economically viable and began the dam removal planning process. Removing a structure as



SITE OF THE FORMER Pucker Street Dam shown in April. A naturalized river rapids will be constructed at this location in late May-June. MDNR photo

large as the Pucker Street Dam is a major undertaking, so a diverse team was assembled to help coordinate the project and find funding sources.

Funding for the dam removal has come from a variety of sources. The estimated price tag for the dam removal totals about \$12 million.

Sediment removal. One of the key issues that the dam removal team has had to address is managing the huge volume of sediment that has accumulated behind the dam over its long history.

Several measures have been incorporated into the removal design to reduce and monitor downstream movement of the sediment. A sediment trap was excavated

between the dam and the Pucker Street bridge before any drawdowns of water occurred.

The lowering of the water level behind the dam has been accomplished through multiple small drawdowns rather than one large event. The sediments behind the dam also are being excavated to create a new pilot channel for the stream through the former reservoir.

Suzannah Deneau with Wightman & Associates, Inc. is the lead engineer in charge of the dam removal project. "We are fortunate that land neighboring the dam site became available for sale during the project, allowing us to remove approximately 50 percent of the excavated sediment from

the river valley, reducing mitigation costs and increasing the opportunity for wetlands to reform," Deneau said. The excavation work began at the upper end of the impoundment and is nearly complete.

The pilot channel is anticipated to transform into a more natural and diverse segment of the stream as the water's power and the deposition of large pieces of wood shape the river's form.

Monitoring the downstream sediment movement has consisted of multiple tiers.

To detect sediment movement along the stream bed, the DNR and staffers from the Pokagon Band of Potawatomi Department of Natural Resources routinely measure stream bed elevations at two transects downstream of the dam near Losensky Park.

The city also periodically conducts drone flights over the project area to check for stream bank failures. Stream experts from Inter-Fluve use the drone footage and on-site inspections to formulate recommendations on stream channel adjustments and techniques for restoring native streambank vegetation.

Volunteers conduct additional visual monitoring of sediment deposition in the lower Dowagiac River.

Long-term gains. With every dam removal project, there is a tradeoff of a short-term disruption to the river system in exchange for long-term ecological and recreational benefits.

In the case of the Pucker Street Dam, the steelhead and salmon runs attract many anglers to Losensky Park each spring and fall. In September-November 2020, as the project work continued, the City of Niles and their contractors were able to install fencing and keep a portion of the park open to anglers.

If all goes as planned, the dam removal will be complete, and the park will be reopened with a temporary drift boat/canoe launch, for the fall 2021 salmon and steelhead runs.

While reopening of Losensky Park for shore fishing and drift boat access will be an important milestone, there also are new options opening up for anglers this year.

"The ability of steelhead and salmon to move past the former dam location is changing the distribution of fishing effort on the

river," said Matt Diana, the DNR Fisheries Biologist that covers the Dowagiac River. "This spring we had reports of steelhead as far upstream as Lake of the Woods in Decatur. Fish also can move up Dowagiac Creek (a tributary of the Dowagiac River) to the city of Dowagiac."

One of the objectives of the DNR is to work with local partners to enhance public access and recreational opportunities on the Dowagiac River system.

Anglers already can access the river at the DNR boating access site off Peavine Street, and Arthur Dodd Memorial County Park is a good site for shore fishing. The park also has a canoe/kayak launch. However, local fishing guides have reported that large numbers of log jams are hindering boat passage between Peavine Street and the Pucker Street Dam project area.

The Southwest Michigan Planning Commission and the Cass County Parks Department are working to secure grant funding from the Gateway Foundation to hire contractors to selectively remove portions of log jams beginning in July.

In addition, the City of Niles recently purchased 45 acres adjacent to Losensky Park. This land initially is serving as one of the areas for depositing sediment excavated from the Pucker Street Dam reservoir. The long-term vision is to develop this property for outdoor recreation and install a permanent boat ramp at Losensky Park.

"In the long term, this project will yield big dividends for anglers," Diana said. "By creating access to new spawning areas, the Pucker Street Dam removal will lead to increased numbers of steelhead and salmon in the Dowagiac and St. Joseph rivers and contribute to the open-water fishery in Lake Michigan."

Jeff Dunlap is the utilities manager for the City of Niles and has been involved with the project since its inception.

"Removing the Pucker Street Dam will eliminate ongoing liability and maintenance costs for the city," Dunlap said. "The DNR has been a fundamental partner in this project over the last several decades. The guidance and feedback provided by DNR staff has allowed the project to develop from concept to completion."

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