

ENR's Spotlight On: **MID-ATLANTIC CONSTRUCTION**

Advancing construction industry intelligence in the region



In This Issue: Top Mid-Atlantic Contractors University Construction

One of the major projects keeping contractors in the Mid-Atlantic region busy is the \$1.54-billion I-495/Capital Beltway High-Occupancy Toll (HOT) Lanes project, which entails building 14 miles of HOT Lanes in each direction from the Springfield Interchange to just north of the Dulles Toll Road. This project is a P-3 venture, with the Virginia Department of Transportation partnering with Transurban (USA) Development Inc. and Fluor Virginia.

Photo courtesy of Transurban/Fluor

Top Mid-Atlantic Contractors

Mid-Atlantic Firms Among ENR Top 400

Every year, the ENR editorial team ranks the Top 400 Contractors nationwide. The ranking is based on overall revenue. This year, 37 firms from the Mid-Atlantic region made the list. This section profiles just a sampling of Mid-Atlantic firms.

For the full ENR Top 400 Ranking, visit:
www.enr.construction.com/toplists/contractors/001-100.asp. ■

2011 TOP MID-ATLANTIC CONTRACTORS

Source: ENR Top 400 Contractors originally published May 16, 2011

#9	Clark Group, Bethesda, Md.
#14	The Whiting Turner Contracting Co., Baltimore, Md.
#35	Day & Zimmermann, Philadelphia, Pa.
#63	Hitt Contracting, Falls Church, Va.
#76	American Bridge Co. Inc., Coraopolis, Pa.
#79	Contrack International Inc., McLean, Va.
#85	PJ Dick-Trumbull-Lindy Paving, Pittsburgh, Pa.
#101	W.M. Jordan Co. Inc., Newport News, Va.
#120	American Infrastructure, Worcester, Pa.
#129	Kinsley Construction Inc., York, Pa.
#133	James G. Davis Construction Corp., Rockville, Md.
#150	New Enterprise Stone & Lime Co. Inc., New Enterprise, Pa.
#152	Forrester Construction Co., Rockville, Md.
#167	Fru-Con Holding Corp., Woodbridge, Va.
#168	DCK Worldwide LLC, Pittsburgh, Pa.
#171	Grunley Construction Co. Inc., Rockville, Md.
#190	Taggart Global, Canonsburg, Pa.
#192	Weston Solutions Inc., West Chester, Pa.
#211	Sigal Construction Corp., Arlington, Va.
#219	Coakley & Williams Construction Inc., Gaithersburg, Md.
#230	The Branch Group Inc., Roanoke, Va.
#231	J.J. White Inc., Philadelphia, Pa.
#247	Harkins Builders Inc., Marriottsville, Md.
#263	Corman Construction Inc., Annapolis Junction, Md.
#277	Science Applications International Corp. (SAIC), McLean, Va.
#290	MEB General Contractors Inc., Chesapeake, Va.
#291	Quandel Enterprises Inc., Harrisburg, Pa.
#297	Bozzuto Construction, Greenbelt, Md.
#300	Wagman Cos, York, Pa.
#320	T.N. Ward Co., Ardmore, Pa.
#330	KBS Inc., Richmond, Va.
#341	Brayman Construction Corp., Saxonburg, Pa.
#348	J. D. Eckman Inc., Atglen, Pa.
#369	Butz Enterprises Inc., Allentown, Pa.
#377	Intech Construction Inc., Philadelphia, Pa.
#387	IMC Construction, Malvern, Pa.
#398	Howard Shockey & Sons Inc., Winchester, Va.



Photo courtesy of SAIC

SAIC provided full design-build services to the U.S. Army Corps of Engineers for a new 86,341-sq-ft cargo aircraft hangar at Robins Air Force Base, Ga. The project team worked under a fast-track schedule that required overlapping work activities and completed the project 60 days before the established Beneficial Occupancy Date.

SAIC Applies Science to the Art of Building

At #277 on the ENR Top 400, Science Applications International Corp., McClean, Va., relies on roots in science and technology to keep a strong hold during a tough economy. SAIC says its design-build business had a record year in 2010 and it is on track for another good year in 2011.

SAIC acquired Benham Investment Holdings LLC in 2009, which bolstered its ability to implement design-build. The company now offers a full range of capabilities in consulting, engineering, architecture and design-build, including specialized expertise in energy management, industrial manufacturing and facilities, software development and integration, alternative fuels and process engineering, and advanced visualization and communication systems.

"We are a very unique company," says Frank Codispoti, SAIC's facilities and design-build operation manager. "We collaborate on everything we do relative to meeting client's needs. We have the ability to tailor business models to clients."

SAIC offers all services in house—from technology development to design to implementation. "We rarely have to go outside to do any engineering on a project," he adds. "It is a big value for our clients to have, truly, one point of contact from cradle to grave."

SAIC also provides bridge financing or equity investment if the circumstances are right, Codispoti says.

The company has a diverse portfolio that includes refineries, manufacturing facilities, infrastructure, government facilities and commercial buildings. But the firm's major emphasis is on energy projects—everything from renewable energy to management of the grid, smart grid and more.

SAIC has the ability to review a client's technology and determine if it is feasible. Particularly with renewable energy, there are many new ideas and technologies being developed to harness wind energy or improve solar panel efficiency. SAIC has the expertise to evaluate these technologies and determine if they make economic sense. ■



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W.M. Jordan Infuses Local Market With Integrity

Visit just about any college campus in Virginia, and W.M. Jordan is there. It's currently working on 14 campuses across the state and that is just 25% of the firm's workload. The Newport News, Va.-based firm ranks #101 on *ENR's* Top 400 by permeating its local market of Virginia and North Carolina.

The firm performs construction management, general contracting, design-build services for all building types, from hospitality and health care, to Department of Defense and industrial projects.

The firm's reputation for "treating all people fairly"—owners, subcontractors, suppliers, employees—has a lot to do with the company's success, says John Lawson, president. "We're not trying to make a fortune from someone else's misfortune."

W.M. Jordan is respected in its local community. It has won *Inside Business* magazine's "Best Places to Work in Hampton Roads" award many times over.

Employees are empowered to make decisions and move projects forward. "When an owner needs a change, we don't have three levels of permissions to get it done," says Lawson. "Our people are empowered. They take more pride and ownership of their projects because of it."

With an internal university for continuing education and an internship program that is more like on-the-job training, W.M. Jordan puts value in its most important asset, its people.

W.M. Jordan weathered the past two years fairly well. The company improved its *ENR* Top 400 ranking in 2011, moving up on the list to #101 from #140. But Lawson foresees tough times ahead. "There are less projects and more competition," he says. "There is still a lot of uncertainty out there."

The 53-year-old firm—with second generation ownership—will do all it can to continue its growth, Lawson says. ■



Photo courtesy of W.M. Jordan

This month, W.M. Jordan completed the University of Virginia's College of Arts and Sciences Research Building and the 100,000-sq-ft School of Engineering and Applied Science Information Technology and Engineering (pictured here).

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In addition to our experience and depth in traditional areas of construction representation, our Construction Group attorneys are at the forefront of emerging areas of construction law, including:

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Grunley Masters Complex Projects With Exceptional Attention to Detail

While Grunley Construction Co., Rockville, Md., ranks #171 on *ENR*'s national Top 400, it is truly a Mid-Atlantic company. All of its \$325 million in revenue is generated from projects performed in the Mid-Atlantic region.

Within the region, Grunley is known for mastering complex projects. A family-owned company since 1955, Grunley specializes in new facilities, additions, renovation, restoration and modernization of some of the largest and



Photo courtesy of Grunley

Grunley recently completed all three phases of a \$413.6-million renovation and modernization of the Eisenhower Executive Office Building in Washington, D.C. This project was the first time the United States General Services Administration used design-build procurement for a major renovation effort.

most challenging government, commercial and institutional buildings. For Grunley, night-shift and weekend work is the norm. Many of the firm's projects involve historic, secure, occupied facilities and on occasion a portion or all of the work is performed at night and/or on weekends to meet the special requirements of its clients.

The company's core values of openness, fairness and exceptional attention to detail extend to customers, staff, subcontractors and the final work product the company delivers. ■

Photo courtesy of Grunley



Grunley is currently renovating the 565,000-sq-ft landmark Lafayette Building in Washington, D.C., and keeping it fully operational during the \$81-million renovation.

University Construction

College and University Construction Sustains Region With Major Capital Plans

The Mid-Atlantic higher learning institutions are not resting on their reputations. Many are in pursuit of continuous improvement through major capital programs. McGraw-Hill Construction Dodge reports that currently there are 46 projects under construction in the Mid-Atlantic region. That does not include projects in the design phase.

In Baltimore, Johns Hopkins has a number of major projects under way including a 45,000-sq-ft library addition and a \$61-million biology center. Loyola University recently completed a new teaching and research lab at the Donnelly Science Center, and the University of Baltimore has several projects under way, including a new \$107-million law center. In Washington, D.C., Georgetown is completing a new \$100 million science center and the University of the District of Columbia started design for a new \$40-million student center. At the University of Virginia, eight projects—from bookstores to dorms—were completed in July, and the university broke ground on at least three more.

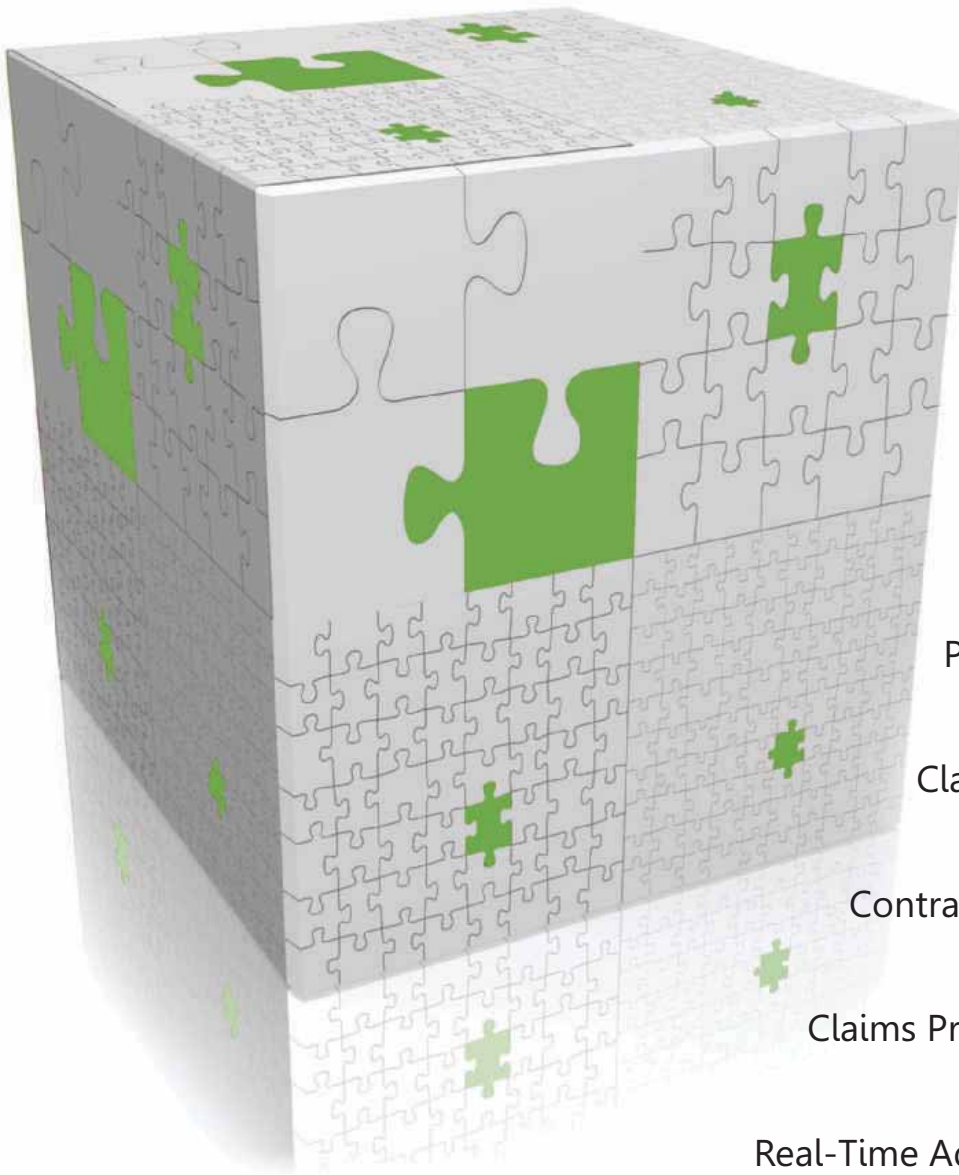
W.M. Jordan finished five of those buildings and started three more.



W.M. Jordan will complete a complex 45,000-sq-ft bookstore for the University of Virginia next month. The project team developed detailed phasing plans to keep the existing two-level bookstore and parking garage in operation throughout construction.

"The university believes that if they have better buildings, they will attract better faculty and in turn better students," says Skip Smith, W.M. Jordan's project executive on the UVA campus. "It's very competitive." W.M. Jordan has put in place 10,000 higher education beds in the last six years, Smith says. ■

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Penn Law's Golkin Hall

A Collaboration Between Contemporary Design and History

When complete in time for the spring 2012 semester, the University of Pennsylvania Law School's Golkin Hall will at once pay homage to the diverse architecture of the buildings around it, celebrate the 19th century row houses that are neighbors, facilitate the cross-disciplinary educational setting that is Penn Law's signature and expose the campus' hidden gem—its courtyard.

With a small footprint and no staging area, it was like "fitting a ship into a bottle," says architect Frano Violich, partner in charge of the project for Kennedy & Violich Architecture, Boston.

Penn Law's campus is made up of four buildings surrounding a courtyard that is "the campus living room," Violich says. The courtyard is a place where faculty and students can come together, discuss and share ideas. "It was very important to the school and [is] what separates it from other schools," he adds.

"At Penn Law, there are no faculty wings, no classroom wings," says Jo-Ann Verrier, vice dean of administrative services at University of Pennsylvania Law School. "Penn Law prides itself on its cross-disciplinary faculty that requires people to be able to collaborate and see each other. Our primary directive for the space was that it had to enhance our educational philosophy and mission around cross-disciplinary education."

Photo courtesy of Kennedy & Violich Architecture



Golkin Hall's design exposes the Law School's once hidden gem—its courtyard.

Continued on page MA10



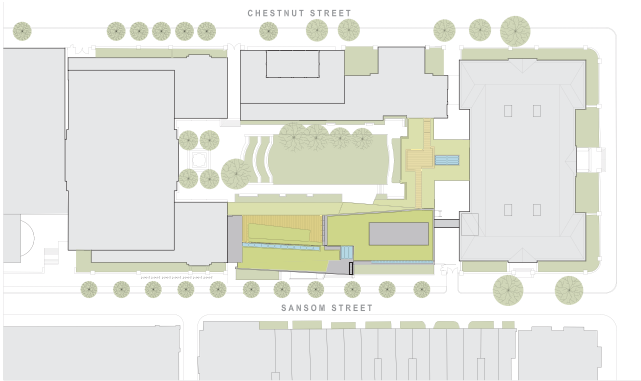
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The extremely tight site provided the design team with an opportunity to foster the school's philosophy of collaboration. The buildings are now tied together with bridges and passageways that connect students, faculty and administration.

In addition, the new building needed to be contemporary but also fit into the context of an urban setting and the rest of the campus, she adds. The school's neighbors include 19th century row houses that are on the National Register of Historic Places. On campus, Penn Law's Silverman Hall was built in the early 1900s, and Tanenbaum Hall is about 18 years old, Verrier says.

Penn Law was out of room. "It was a joke that our standing faculty was literally standing in the hallways," Verrier says.

Kennedy & Violich Architecture received the commission after a design competition where the firm demonstrated a "fresh" and "interesting" approach to the design and construction

committee, says David Hollenberg, university architect for the University of Pennsylvania. "KVA was respectful of the historic, but their design was clearly contemporary, and that is something that Penn always tries to do."

Golkin replaces a one-story building with a three-story building, and the design team had to ensure that light into the courtyard would not be compromised with a higher structure.

"The law school was vigorous about looking at that to make sure the building didn't make the courtyard less appealing," he adds. "The courtyard is very much a part of its self-identity."

The result was a terraced building to allow raking light to get in, Violich says.

But still, the team had to fit in the program elements in a 40,000-sq-ft building with a courtyard on the north, the one-land historic Sansom Street on the south and two buildings on either side. "We had nowhere to hide. Nowhere to go," Violich says.

The 350-seat auditorium, a student center, café and other features are all below grade. Administrative and faculty offices are on the upper floors.

From the framed entry way, with thinly cut pieces of white marble that shimmer in the sun "like fish scales," visitors can see the courtyard within, Violich says.

Golkin Hall will be connected to Silverman Hall on the second floor with a bridge, says Marriette Buchman, director of design

Continued on page MA12

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Continued from page MA10

and construction for the University of Pennsylvania. The windows were so large in the 100-year-old brick building that the bridge fit into one of the windows, Violich adds.

On the other side, Golkin is built right next to the party wall of Tanenbaum Hall. A slurry wall was built at the foundations to keep Tanenbaum from “falling into an enormous crater” during excavation of the below-grade space, Violich says.

The rooftops are dotted with shrubbery, plantings and other green roof elements that make “lovely space for the law school

to use programmatically” and also allow the project to adhere to Philadelphia’s stormwater regulations, Buchman says.

Hunter Roberts was selected as construction manager after coming off of two successful projects for Penn.

“They brought many of the same team members to this project that had worked on other projects,” says Mike Dausch, executive director of Penn’s design and construction department. “They’ve been a great team for us.”

But Hunter Roberts certainly had its challenges. With no staging areas and only a sidewalk and parking lane to work with, they sequenced deliveries carefully, Dausch says.

They also had to be assiduous about not eroding business activity on the block, Hollenberg adds. “They were very careful to keep traffic lanes open and to minimize the impact of the construction.”

To add to the challenge of a difficult site, “the weather was horrible,” says Brian McGillin, project executive for Hunter Roberts. With an unusually large amount of snow and ice last winter, major rains and a union strike in the spring, the wettest August in history, plus an earthquake and hurricane, the team has been challenged, he adds.

The overall schedule for the project was tight because it was a priority for the dean not to have any student’s tenure at Penn Law be “completely consumed” by construction, Hollenberg says. “Depending on when they started, the dean wanted students to have at least one semester without construction, which is a noble, but sometimes scary goal.”

Buchman adds that with strategic overtime and a tightly and well-managed project by Hunter Roberts, they are going to achieve their goal of completing work by spring 2012.

“We worked closely with the university to re-sequence the work, even some turn-over days, so that in the end, we’ll deliver on time,” McGillin says.

“We are working with a construction management team that is respectful that this is an educational institution and we need to keep going with our day-to-day business,” Verrier says. “We are pleased with the process.” ■

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Dansure Provides “Strong Link in Construction Chain” To Ensure Quality Delivery

For building owners, Dansure Inc. offers constructability, commissioning, warranty risk, safety and sustainability management solutions to improve project delivery from inception to post construction with effective management processes that reduce operational and corrective maintenance expense.

Working with an owner’s design and construction team, Dansure Inc. cuts change orders, reduces the number of punch list items and ensures owners maximize their warranties.

With offices in Charlotte, N.C., and Los Angeles, Dansure “ensures quality across the board,” says Rueben Smith, executive vice president for Dansure. “We ensure that the final product meets the design intent and works to meet the owner’s needs.

“Construction is complex, with multiple systems, technologies, subcontractors and suppliers in play,” he says. “We are the strong link in the chain that ensures quality project delivery.”

Dansure’s whole building commissioning is a quality-oriented process tailored to the size and complexity of the building and systems, integrating site-specific safety, operations, and maintenance provisions for seamless project delivery and coordination. This systematic approach ensures peak performance of buildings, systems and components according to design intent and the operational needs of the owner.

The company’s mission is clear: to deliver best-in-class professional services to clients and communities which help achieve unprecedented capital efficiency to benefit people, organizations and the environment by leveraging technology, developing trust, valuing the human element and delivering innovative solutions with ethical teamwork.

Dansure started quality program management for owners more than 10 years ago, and the company has grown substantially since then. By aggressively managing warranties, the company helps owners reduce their operating budgets, and saves them from costly repairs.

Dansure’s warranty management is a customizable and scalable resolution program instituted to expeditiously resolve corrective repairs and replacement of systems, sub-systems and equipment, including design issues and construction defect negotiation without impacting the operational budget plan while extending warranty terms that best fit owners’ needs. It is a process of engaging the design team and contractor to improve project delivery to ensure the building, systems and components are performing as intended by the basis of design.

As partners with owners, every aspect of the project is an opportunity for efficiency and savings. That is why Dansure offers sustainable solutions as part of its services. Dansure has facilitated more than 14MW of alternative energy throughout Southern California by leveraging access to capital financing and developing partnerships with local utilities, alternative energy builders and major financing

“We are the strong link in the chain that ensures quality project delivery.”

institutions. They assess and develop renewable energy programs, which will lead to greatly reduced carbon emissions for the environment and increased capital efficiency. Dansure is quickly expanding on the East Coast, says Shepherd Reynolds, project manager for Dansure, who is heading up the Charlotte, N.C., office. The office is on call for constructability reviews with the New York City School Construction Authority and has also worked with Frederick County, Md., on school reviews.

“We have a core of repeat work from our existing clients, and we are expanding rapidly across the East Coast,” Reynolds says. ■

For More Information

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KatzAbosch's Energy Tax Practice Identifies Deductions And Incentives for Design Teams

KatzAbosch, a leading accounting, tax, financial and management consulting firm with three offices in Maryland, has established a cost segregation services practice and has teamed with leading engineers to provide energy tax incentive services for clients who may be constructing new buildings, renovating existing buildings or other structures.

The Energy Policy Act of 2005, as amended by subsequent tax acts in 2006 and 2008, provides a deduction for qualifying energy-efficient property that is placed in service after Dec. 31, 2005, and before Jan. 1, 2014. Qualifying property falls into one of three types of depreciable property:

- Interior lighting systems;
- Heating, cooling, ventilation or hot water systems; or
- Building envelope.

The Section 179D deduction is equal to the cost of the energy-efficient property subject to a cap of \$1.80/sq ft of the building area. To qualify, the energy-efficient property must reduce energy costs by 50% or more when compared with a reference building that meets the minimum requirements of Standard 90.1-2001 of the American Society of Heating, Refrigerating and Air-Conditioning Engineers and the Illuminating Engineering Society of North America.

Other considerations:

1. A partial deduction of up to \$.60/sq ft is available, separately, for lighting, HVAC or building envelope.
2. Interior lighting systems generally are the easiest to certify; a special rule allows lighting to qualify for a deduction of \$.30/sq ft to \$.60/sq ft for a reduction in lighting power density of between 25% and 40% when compared with ASHRAE standards.
3. The Section 179D energy deduction expires on Dec. 31, 2013.
4. Certification is required by an engineer or contractor who is licensed in the jurisdiction in which the building is located.
5. In the case of federal, state or local government buildings (including K-12 public schools and public university buildings), the Section 179D deduction can be allocated to the primary designer (engineer or architect). ■

For More Information

Contact Kent Thomas at 800.989.6432

For KatzAbosch's other services, contact Michael Gentry, co-chair of the construction and real estate department at the same number.

Make a Local Call to Hire the Best in Drilling and Blasting



At the \$450-million Holtwood hydro expansion project in Lancaster County for Pennsylvania Power & Light, MD&B is working with Walsh Construction, breaking rock to make way for a new powerhouse that will double the capacity of a 1910 plant.

Maine Drilling & Blasting grew from its roots in Maine 45 years ago to be one of the largest drilling and blasting experts in North America. But you don't have to call Maine to hire them. The company's experienced teams are local—living and working in each region they serve. The Mid-Atlantic regional office is located in Newmanstown, Pa.

"MD&B has been a presence in the Mid-Atlantic market for some time focusing on larger specific projects," says Bill Leibbrandt, regional vice president of MD&B. "In 2010, we made the commitment to establish a permanent local division. Our plan was simple: provide the same level of service that has made us successful in other areas. The key to this approach,

whether in a quarry or a construction site, is managing both the drilling and blasting operations to complement each other."

It's not just grass-roots expansion that has helped MD&B grow to 400 employees and 100 drill rigs. More importantly, it's a company built on a set of core values—honesty, hard work and quality service that gets the job done.

"We live that philosophy today, from top to bottom, every employee," Leibbrandt says.

At the \$450-million Holtwood hydro expansion project in Lancaster County for Pennsylvania Power & Light, MD&B is working with Walsh Construction, breaking rock to make way for a new powerhouse that will double the capacity of a 1910 plant. MD&B is deepening the channel in the Susquehanna River on an accelerated schedule and with sensitive vibration control requirements.

Working with Heckles & McCoy, MD&B recently completed the 300 Line for Tennessee Gas Pipeline Co. This was a 110-mile 24-in. natural gas line in Northeast Pennsylvania with a very intense schedule. "MD&B was able to mobilize 16 drill rigs that supported four blasting crews to complete the line on schedule," Leibbrandt says.

It's one thing to work fast, but to do it safely is even more important. "MD&B has earned its exemplary safety reputation by routinely outperforming all industry safety standards, from job hazard analysis to zero incident tolerance," Leibbrandt says. "The company puts safety first." ■

The "Grunley Way" Takes Historic Restoration Leader to New Markets

Grunley Construction Co., Rockville, Md., serves the Mid-Atlantic region "the Grunley Way," says Greg Druga, who became president of the firm on Jan. 1, 2011. With openness, fairness and exceptional attention to detail, Grunley executes each project with three simple goals in mind:

- To create and maintain a safe work environment at all times;
- To continually deliver complex, challenging and quality projects on-time and within budget;
- To always be viewed as "the best" in the eyes of clients, subcontractors and employees.

"Our people make all the difference," Druga says.

Grunley performs general contracting, construction management and design-build services on building projects of all sizes and types. The firm has approximately 35 projects ongoing at any one time and a bonding capacity of more than \$700 million.

Known as specialists in the renovation of iconic buildings, including the Washington Monument, the National Archives and the U.S. Treasury Main Building, Grunley's portfolio is becoming



While known for its ability to complete iconic projects like the World War II Memorial (pictured) in Washington, D.C., Grunley has a diverse portfolio of work.

much more diverse. Also, the firm has expanded its operations into Pennsylvania, West Virginia and North Carolina.

"The complexity of multi-phase renovation projects in historic, secure landmark buildings prepares us for the challenges of working on mission critical facilities, health-care centers and on college campuses where it is essential to coordinate with ongoing operations and facility occupants," Druga says.

Recently, the U.S. Army Corps of Engineers-Baltimore District awarded Grunley/Goel Joint Venture LLC, a joint venture between Grunley Construction

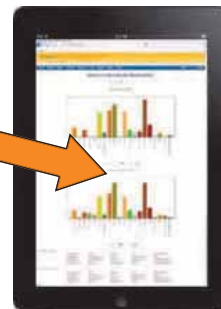
Co. Inc. and Goel Services Inc. (GGJV), a \$7.5-million contract to expand Fort Detrick's education center by 18,000 sq ft and construct a new 10,000-sq-ft community auditorium.

Grunley's staff of more than 325 employees includes registered architects, licensed engineers, LEED® accredited professionals, historic building specialists, as well as construction professionals experienced in pre-construction services, project management, construction supervision, MEP coordination, quality control and field construction services. ■

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Larry Caudle



Dan Kraftson

Dan Kraftson received his law degree in 1977, immediately went to work for one of the first law firms specializing in construction and government contracts and he's been "doing it ever since."

With more than 34 years of experience, Kraftson has developed in-depth knowledge of federal, state and local government law pertaining to construction contracting. Over the years, he has been involved in hearings, arbitration, dispute resolution and litigation for claims for changes, differing site conditions, delay and disruption, costs of performance and more.

Since he was in the 4th grade, Larry Caudle worked construction during the summer. "I did every job you can imagine," Caudle says. He started as a laborer, he worked the pipe crew and after a few years, he became a foreman, a superintendent and an estimator. In the 1980s, he helped run

his father's heavy highway company until he decided he wanted to go to law school.

"I always knew my specialty would be construction law. It's in my blood," he says.

Caudle started practicing law in 1994, and in 2003, he and Kraftson decided to break away and start their own firm.

"Larry can talk our client's language," Kraftson says. "He knows every aspect of the business—from estimating through construction. No one else has Larry's combined first-hand experience coupled with experience in the types of cases he handles."

Kraftson's expertise is in the large, complex cases. Last year, he was lead counsel on a \$100-million international arbitration and is currently involved in a \$300-million project dispute in London.

One indication that Kraftson Caudle is "doing things right" is that their peers, fellow lawyers, selected them to be in the "Best Lawyers in America" 2011 edition. This is the sixth consecutive year for Kraftson and the second consecutive year for Caudle.

Dan Kraftson is "one litigator you definitely want on your side," wrote one of his peers in the 2011 edition.


"We just want to continue to serve our clients with excellence and bring them good results," Caudle says. ■



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Monitoring Service Provides Real-Time Access to Labor, Schedule and Safety Information

A new construction service is bringing automated labor monitoring to jobsites across the country, making daily labor reporting, schedule monitoring, shift staffing, safety monitoring, government compliance and resource management as simple as A-D-R.

The ADR Network™ is a turnkey system that automates the process of monitoring labor and reporting on it in real-time. The system operates much like highway toll collection systems. ADR Portals are set up at the entrances and exits of a jobsite and ADR stickers (with embedded RFID tags) are affixed to worker hard hats. Every time a worker passes on or off the site through one of the ADR portals, the tag is read and the transaction is recorded in ADR's Web-based database. At any time, a project manager can review the job's labor in real time using any device with Internet access and a browser.

"When you're trying to move 400+ people onto a site at 5:45 a.m., you don't want lines," says Bruce Labovitz, president and co-founder of Reston, Va.-based ADR Software. "Our portals monitor bi-directional traffic at full speed. No pass cards or thumbprints means no slowdown. And with our network orientation, one tag works on any ADR connected jobsite so a general contractor can track labor across multiple projects simultaneously."

For projects with government compliance requirements,

ADR can provide data based on ethnicity, residency and other information. It all starts at the safety briefing when tags are issued and workers are asked to fill out a form with the information required for each project.

"We deploy the equipment and manage every aspect of the data collection so the general contractor can focus on the work that needs to be completed, not the administrative work that needs to be completed to get the work completed," Labovitz says.

This system is subscription-based so there is no overhead, no IT department required and no equipment to buy and maintain. Just 15 months in business, ADR has already recorded more than 1 million man hours on its clients' sites and tagged more than 10,000 laborers.

"We believe that the ability to monitor manpower in real-time presents a significant competitive advantage in today's efficiency-oriented market," says Brett Hitt, co-president of HITT Contracting, one of ADR's clients. "Being able to make proactive adjustments in staffing and resource allocations in the field as work is going on helps us meet and exceed both our schedule and compliance obligations while lowering costs at the same time." ■

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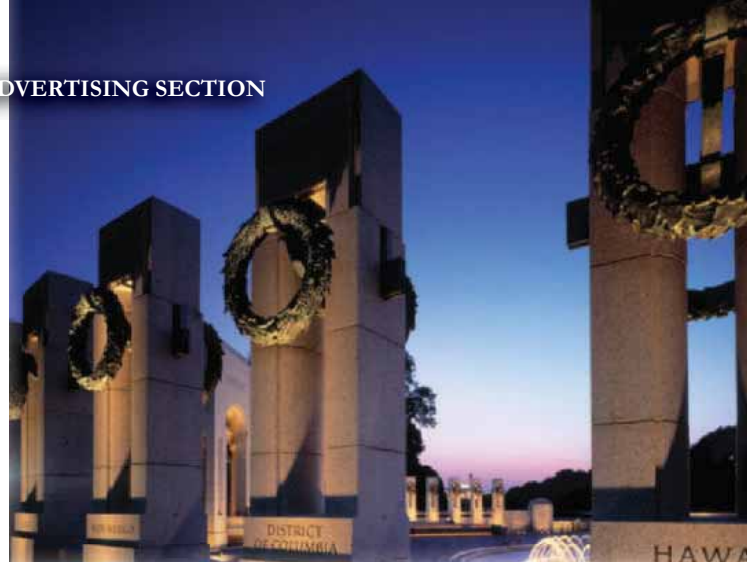
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A Platform for Success

Founded in 1873, and still a family-owned and managed enterprise, Gilbane Building Company holds to its original business model—one that fits precisely with 21st century building needs: top level training and management at the corporate and local level; proprietary ownership and best use of the latest technology to meet client needs; and adherence to basic and timeless values of high ethics and accountability.

This formula has served Gilbane well for the past 138 years, garnering the company high rankings, including 5th largest CM-at risk in the U.S. according to *ENR* magazine, and a spot on *Fortune*'s 100 Best Companies to Work For list for the third consecutive year. Gilbane

has also been recognized by *Training* magazine, ranking 13th on its list of top 125 Training Companies across all disciplines in 2010.

Gilbane puts the firm's extensive resources to work for owners, developers and architects in the mid-Atlantic market. The company's decision to restructure and decentralize its regional office into four district offices—Washington, D.C./Northern Virginia, Richmond, Maryland, and North Carolina—facilitates a more local approach to projects. Committed to client advocacy and lean, smarter building, this innovative and fiscally sound construction management powerhouse is poised to be at the forefront of the mid-Atlantic market for years to come. ■

Structured for Growth

Gilbane has built a large presence in the mid-Atlantic, with more than 200 employees—including 35 project managers—and nearly \$700 million in revenues. Originally established in 1974 as a regional office operating out of Laurel, MD, the company has long been associated with some of the highest profile educational, cultural and healthcare projects in the area, including the Smithsonian's Air and Space Museum, the U.S. Capitol Visitor Center and the University of Maryland Comcast Arena. Clients include George Washington University, Bank of America, University of Virginia and the National Academy of Sciences.



Paul Choquette

"While we are uniquely aware of the erratic nature of this economy, we remain focused on investment and growth. Our diverse client base combined with a more focused district structure has us poised to grow."

With a deep portfolio of both private and institutional projects in the region, Gilbane has significant experience in newer, and growing, forms of project delivery, including integrated project delivery (IPD) and public-private partnerships (PPP), as well as with the traditional delivery systems—design-build, CM-at-risk and general contracting.

Vice President and Regional Manager of Business Development Paul Choquette sees great potential for the company in area growth markets, including mission critical, commercial, corporate and biotech sectors, in addition to opportunities in the company's core markets. As a fifth-generation family member whose father, Paul Choquette Jr., was Gilbane's chief executive officer from 1981 to 1997, the younger Choquette has an intimate understanding of the company's operations and unique capabilities.

Responsive and Accessible

Under its new management structure, Gilbane now operates four distinct district offices in the mid-Atlantic region, each with market-specific goals based on unique area dynamics. The offices are led by local district managers—vice presidents with decision-making power—who are fully supported by dedicated teams of project supervisors and



The Great Hall at the Capitol Visitor Center, Washington, D.C. with a view of the iconic dome.

project managers to provide a "boots on the ground" approach.

Overseeing the entire mid-Atlantic team is Senior Vice President and Regional Manager Wendell P. Holmes III, a 35-year employee of Gilbane, who views the district manager



Completing the stonework at World War II Memorial



Wendell P. Holmes III

“District managers run their own business units. They make themselves accessible to clients and potential clients in their markets, and establish relationships. They work and live in their communities, so they become business development assets as well as operational managers.”

position as an irreplaceable training ground for the next generation of leadership.

Management succession is a critical component of Gilbane’s business strategy. “We’re very serious about our recruiting and hiring process, because when we bring someone on, we always hope it’s for the very long term,” says Holmes. Considering the longevity of the company’s management team, many of whom have been with the company 20 to 30 years or more, this strategy appears to be a winning one. ■



World War II Memorial, Washington, D.C.

District Offices

Washington, D.C./ Northern Virginia

A construction force in the D.C. market since the 1970s, Gilbane has been involved in the area’s unsurpassed growth and transformation into a modern international city. Local projects were managed from the regional office for over three decades until 2007, when the D.C. District office was opened as part of the company’s overall restructuring strategy. Mark Luria, a



Mark Luria

“The D.C./ Northern Virginia area continues to yield exciting opportunities in a variety of markets.

Our focus is to leverage our core strengths as an at-risk construction manager into a variety of markets like mission critical, student housing, tenant improvement, commercial, K-12, and life sciences.”

construction professional with more than 25 years of experience and a strong performer for Gilbane for the past 12 years, was handpicked to run the office.

Richmond

Established in 2006, Richmond is the longest-standing of the firm’s mid-Atlantic district offices. Among its premier projects is work currently underway for the Virginia Commonwealth University’s (VCU) School of Medicine, a \$99-million, 14-story state-of-the-art facility on a tight site in downtown Richmond. Gilbane also recently completed



Virginia State Capitol, Richmond, VA



Classroom at George Washington University Elliot School of Business, Washington, D.C.



the new state-of-the-art Emily Couric Cancer Center for the University of Virginia in Charlottesville. In addition, as part of a joint venture, Gilbane served as the CM-at-risk on the \$78-million expansion and historic restoration of the landmark Virginia State Capitol building.

According to District Manager John Taylor, a longtime Gilbane employee who joined the company fresh from college in 1980, Virginia is a great place to be working, with its solid political leadership and none of the budget woes that beset other areas in the region.



John Taylor

“Our company philosophy and approach—emphasizing client satisfaction and attention to the

owner’s bottom line—is a great advantage to owners in both the private and public sectors.”

Maryland

The Maryland District office serves the entire state, with much of the work concentrated in the Baltimore area. Located in Gilbane’s regional headquarters in Laurel, the office was set up as a separate operating entity in 2010, with 20-year Gilbane veteran Matthew Weirich at the helm.



Matthew Weirich

“Maintaining a district office in Laurel provides an opportunity for Gilbane to be an

integral part of the community it serves, with our project managers and field supervisors living and working among neighbors and friends. We all have a vested interest in the economic success of the area.”



Baltimore Convention Center, Baltimore, MD

North Carolina

Gilbane has been building in North Carolina for over 30 years, constructing more than 3 million square feet of projects, including facilities for Fortune 500 companies like Glaxo SmithKline, Credit Suisse, Fidelity and Becton-Dickinson, as well as facilities

for public entities such as the Environmental Protection Agency and Wake County Public School Systems. The company recently moved to a new office in Durham, which is under the leadership of District Manager Robert Crowder, P.E., a 33-year veteran of Gilbane and a native of North Carolina. ■



GlaxoSmith Kline, Research Triangle Park, NC



Robert Crowder

“We see tremendous opportunity in several market sectors, including the growing mission critical market, higher

education, healthcare, corporate facilities and infrastructure, with many baby boomers relocating in our area for retirement.”

Using Technology to Drive Efficiency



BIM rendering of VCU School of Medicine North elevation, Richmond, VA

Gilbane has made a significant investment in state-of-the-art project control software, customizing it to maximize collaboration and provide an expandable platform to accommodate emerging functions. Designed internally with direct input from Gilbane operations personnel, the

proprietary program, iBuild, focuses on enhancing construction efficiency through workflow, data and quality management.

iBuild allows the project team to integrate multiple tasks into one platform, including:

- Submitting contract documents
- Posting RFIs
- Communicating daily reports
- Filling out safety reports
- Coordinating with BIM for clash detection
- Reviewing critical path scheduling
- Documenting punch lists

“Gilbane Building Company recognized early on the power of technology to enhance productivity and efficiency on a construction project. Technology is what enables all of our lean construction tools and practices,” says Choquette.

All members of the project team can enter up to 40 different types of information through portable tablet PCs in the field, which are uploaded instantaneously to a centralized database and stored in a single platform for immediate sharing, in real time.

Importantly, iBuild lets the company use building information modeling (BIM) to its fullest, coordinating systems and fabrications with the various trades on the project. In addition to BIM’s 3D capabilities, Gilbane can incorporate and share additional dimensions—4D (estimating), 5D (scheduling) and even 6D (equipment maintenance requirements)—all within the iBuild program. The system’s capacity is virtually limitless. ■



CM Technology at Work

Virginia Commonwealth University School of Medicine

Owner: Commonwealth of Virginia/Virginia Commonwealth University (VCU)
Architect: Ballinger/Pei Cobb Freed

To construct this 200,000-sq-ft state-of-the-art medical center from the ground up, Gilbane Building Company used the full range of its extensive technology resources for proactive owner VCU. The result, according to Nicholas Ivey, LEED AP, Project Engineer, is a project that is 95 percent paperless, 5 percent under budget and on target for a December 2012 completion.

The project scope included hazardous abatement and demolition of an existing building, utility relocation, and construction of the facility comprising a simulation operating room, intensive care unit, examination rooms, classrooms, and a large learning theatre.



Construction in progress at VCU School of Medicine, Richmond, VA

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CM Technology at Work *continued from page G5*

Highlights of the process:

- Under a design-assist delivery method, Gilbane and its team of subcontractors were able to detect and resolve design challenges, value engineer and resolve constructability issues long before actual construction.
- With iBuild's seamless integration of BIM software, a high percentage of materials and systems were prefabricated and tested in a controlled environment before installation.
- As a best practice, Gilbane included 4-D information in its models, including parts and systems operation and management data.
- Smart Boards are used as interactive tools to present major changes and explain particularly complex scenarios in a visual format.

The new VCU School of Medicine is on track to achieve LEED-Silver rating. ■

"Our two mandates for a project of this magnitude were that it be designed in BIM and delivered via a design-assist methodology. We needed to ensure that construction would proceed in a timely and cost-effective manner, with issues resolved in the design, rather than the construction phase. Through a 'whole company' embrace of—and proficiency with—the latest technology and delivery systems, Gilbane has far exceeded our expectations."

—Brian J. Ohlinger, P.E., Associate Vice President for Facilities Management, Virginia Commonwealth University



Smartboard in use: Nick Ivey at VCU

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