

Construction TODAY

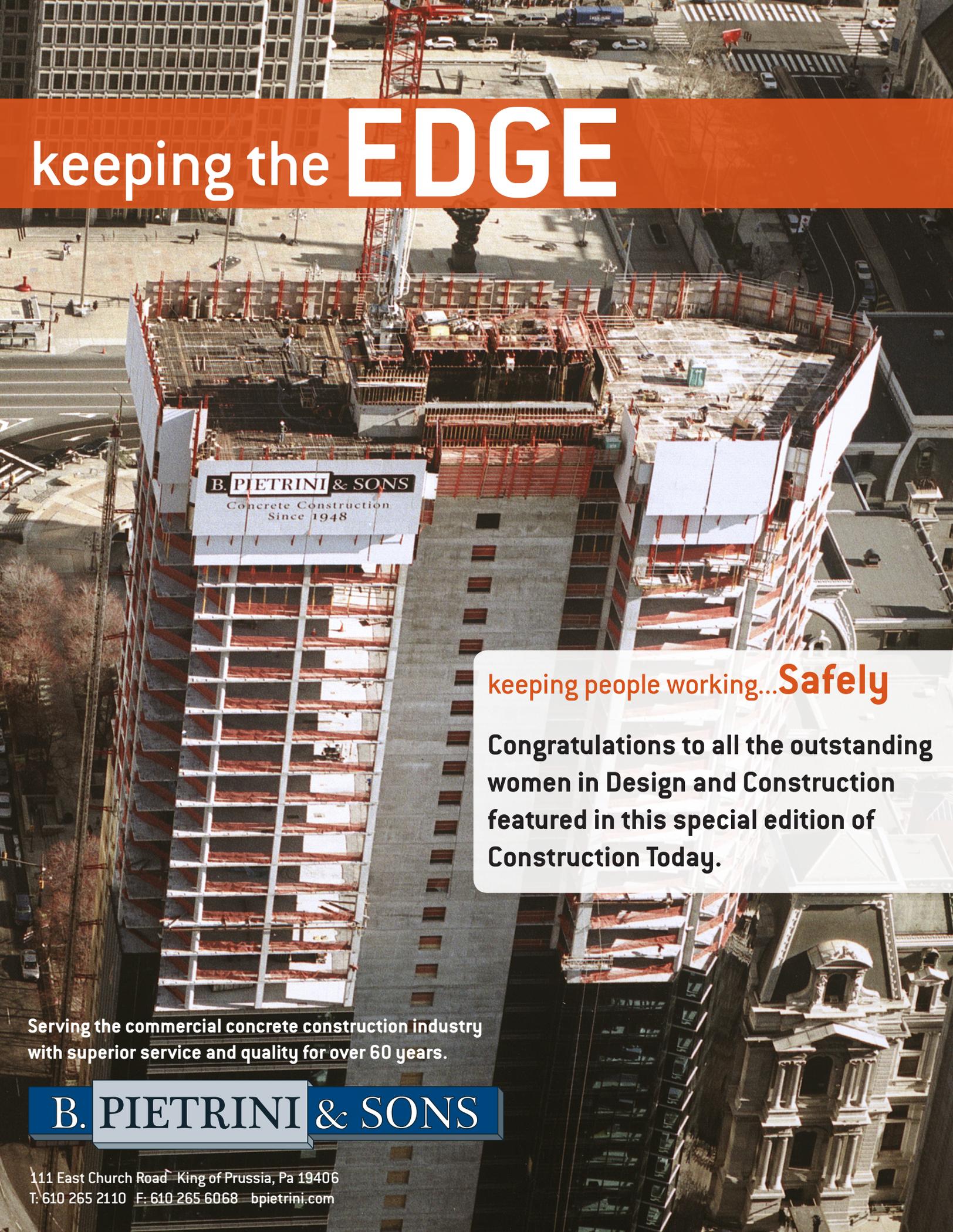
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EDITOR'S NOTE



Lisa Godlewski

Editor

I am pleased to share with our readers the first-ever class photo of women in design and construction. This photo is a true example of the driving force women play in the building industry. We are architects, engineers, project managers, estimators, and business owners. We write the code that defines buildings and we strategize and implement twenty-year development plans.

A note about the location – our photo was shot in the lobby of the Comcast Center, a Liberty Property Trust building that was both a 2008 and 2009 winner of the much-coveted General Building Contractors Association's (GBCA) Construction Excellence Awards. There was no more fitting place to showcase the talent of the industry than in an award-winning space built by our men and women.

I encourage you to spend time with the over 40 profiles of women featured in this issue. From Dianna Montague (Ironworker's Local #405) and Toni Harris (Cement Masons Local #592) -- two female minorities who are among the first to join their respective trades, to Anne Papageorge who turned a degree in landscape architecture into a powerful tool to enhance UPenn's living and learning experience. And from past Commissioner Fran Burns of Licenses & Inspections, with her emphasis on technology and streamlining processes to Cheryl Smith who followed her contractor father's lead and set out for a career in architecture.

It was important for us to not emphasize the difficulties that women face in the industry but to focus on our unique perspective – what did we see as both the strengths and weaknesses of the industry in which we work. I could not be more pleased with their thoughtful responses. We also tried to capture a few human-interest points in our profiles to show the well-roundedness of these valued women.

Construction Today[®] is looking forward to serving as the yearbook for the women of distinction and character who serve in our industry. I support their efforts and offer my assistance to ensure they continue to build with skill, integrity and responsibility.

Not bad for an idea that was conceived over lunch during one of those “what can we do that is new and different” conversations. Thank you to my colleague and friend Amanda Gibney Weko of AGW Communications for helping to make this idea a reality.

FEATURED IN COVER PHOTO (IN ALPHABETICAL ORDER): 1. Erin Allsman, Brownstein Group 2. Marie Barajas, LF Driscoll 3. Emily Bittenbender, Bittenbender Construction 4. Liz Bradford, Trauner Consulting Services, Inc 5. Fran Burns, L&I 6. Sara Capritti, jacobswyper architects 7. Melanie Carr, Herman Goldner Co 8. Judy Channick, Environetics 9. Britt Chapman 10. Cheri DePiano, Window Repairs & Restoration 11. Susan Fry, LF Driscoll 12. Nicole Elliott, B. Pietrini & Sons 13. Julia Ewing, jacobswyper architects 14. Syrena N. Gathright, T.N. Ward Company 15. Lisa Godlewski, GBCA 16. Allison Headley, Trauner Consulting Services, Inc 17. Maura Hesdon, Shoemaker 18. Christine Hofnagel, jacobswyper architects 19. Elizabeth Holmes, GBCA 20. Yvette Jones, Ultimate Concrete 21. Gersil Kay, Conservation Lighting International Ltd. 22. Angela McCaffrey, Bittenbender Construction 23. Patty McNamara, Mara Restoration 24. Kelly Mehaffey, Herman Goldner Co 25. Mary Meszaros, GBCA 26. Diana Montague, Iron Lady Enterprises 27. Nicole Osuch, Brownstein Group 28. Anne Papageorge, UPenn 29. Joann Piazza, GBCA 30. Michelle Pinto, GBCA 31. Roseann Rotz, GBCA 32. Marisa Schaffer, jacobswyper architects 33. Bettyann Silvius, THE SULLIVAN COMPANY 34. Brea M. Sinnott, CHUBB 35. Cheryl Smith, Cope Linder 36. Stacey L. Sproviero, Ewing Cole 37. Angela Tilotta, GBCA 38. Peggy Underwood, Jacoby Donner 39. Laura Van De Pette, Brownstein Group 40. Danielle Vassolotti, jacobswyper architects 41. Heidi Van Steenburgh, Ritter Contracting 42. Nancy Walker, Atlantic Concrete Cutting Inc 43. Amanda Weko, AGW Communications 44. Karla Wursthorn, T.N. Ward 45. Olga Zaremba, EwingCole

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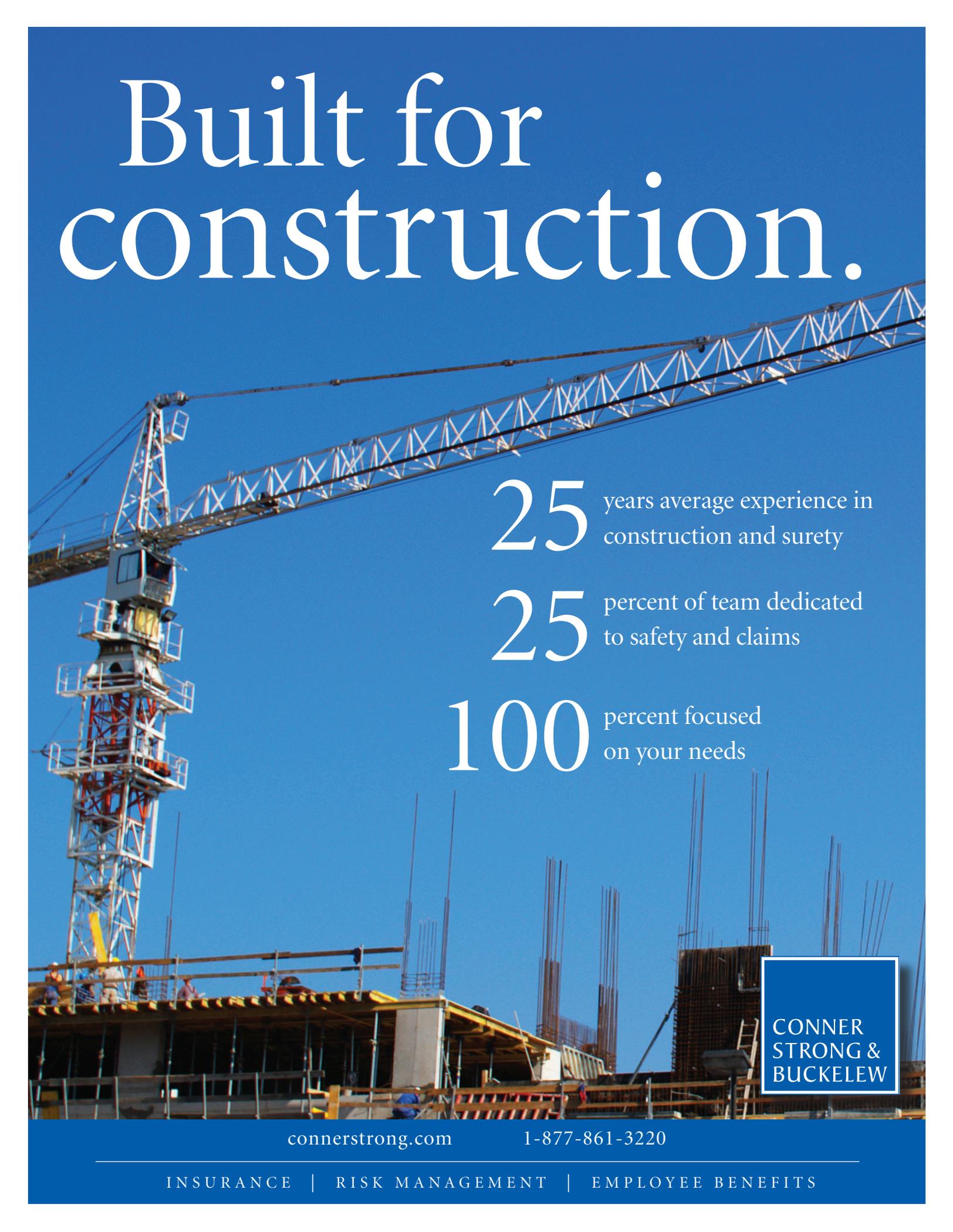
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DELIVERING A BETTER PROJECT —through— COOPERATION

The AIA/GBCA Joint Committee

By Michael Magee

For years, the relationship between the architect and the contractor has often been adversarial at best, and confrontational at worst. Each would fiercely protect his own turf and fight to preserve his own best interests and independence. Although there are still those who adhere to this approach, over the past decade there has been a definite trend towards a more collaborative project delivery system where the architect, contractor, (and in many cases key sub contractors), engineers, consultants and the owner meet often and early to provide the best possible product on budget, on time to the ultimate customer- the owner.

The American Institute of Architects (AIA) / General Building Contractors Association (GBCA) Joint Committee meets with the objective of promoting these cooperative efforts between designers and builders to (in the words of the Committee's mission statement) "enhance the value of the design process for the owner and to provide a more satisfying and successful experience for the designers and contractors."

The Committee believes the free flow of communication between architects and the contractor community regarding project delivery results in a situation "win-win" for all parties - rather than a win for some, at the expense of others. Although this sounds like common sense, there are those who still argue that the "adversarial"

relationship ultimately benefits the owner since a system of checks and balances ensures no one member of the building team gets the upper hand.

AIA/GBCA Joint Committee works toward a more successful experience for the owner, designers and contractors.

The joint Chairmen of the AIA/GBCA Committee are Bill Cobb, Haverstick-Borthwick Company and Keith Mock, Ballinger. The remainder of the Committee is evenly split between employees of A/E/C industries. This is a way to reinforce the idea all parties in the building process rely on each other's expertise. The Committee sponsors presentations throughout the year to educate our respective memberships and other interested parties. Past presentations include: Contract documents, A different approach to educating/training architects, Contractors and the trades, and Project delivery methods such as IPD (Integrated Project Delivery).

Traditional Building Practices It is generally agreed that Philadelphia is embedded in traditional practices, and is on occasion

unnecessarily litigious. For example, too often contractors have accused architects of impossibly complex designs without regard to how the project can be realistically completed on time and on budget. Getting everyone around the table at the earliest possible opportunity may alleviate this particular problem. Therefore, the AIA/GBCA Committee promotes trust and cooperation between architects and builders, realizing that it's not just a feel good factor it is also all about dollars and cents.

Construction has not seen huge productivity gains (when compared to other industries) over the past couple of decades.

In order to remedy this, new types of project delivery systems are being introduced. Again, the goal is to get all parties to consider the whole delivery process as opposed to concentrating solely on their individual contribution as architects, contractors, sub contractors, consultants, engineers etc.

The most commonly used delivery methods have included Construction Management at Risk, Design Build and Design-Bid-Build. The owner decides the project delivery method typically based on combination of price, perceived qualifications and experience of the major parties involved, and how the owner likes to con-

duct a project. Different weights are placed (depending on the owner in question) on lowest bid, the perceived best value bid and the owner's impression of qualifications of the different parties to finish the project on budget and on time.

The traditional delivery method, used extensively in the region, is Design-Bid-Build. The architects and contractor have separate contracts with the owner and the contractor provides a bid based on contract documents prepared by the architect. This project delivery system is frequently touted as the one that has the potential to promise the lowest project cost. Everyone knows his role, the architect and builder maintain independence, and allegedly, a system of checks and balances exists to keep costs under control.

Cooperation. It's not just a feel good factor it is also all about dollars and cents.

Another commonly used delivery method in our area is Construction Management at Risk. In this case, the construction firm assumes the performance risk for the project and the architect is again engaged under a separate contract with the owner. There is no contract between the architect and the construction management firm. Usually the construction firm agrees to a maximum guaranteed price under this system.

When an owner is interested in having one party responsible for the whole project (design and construction) and wants to have one point of contact regarding the project, a Design-Build delivery method is often used. The owner signs a contract with either an architect-builder or a builder-architect who is responsible for both the design and construction.

Integrated Project Delivery But the project delivery method that has generated most discussion among AIA/GBCA Committee members is Integrated Project Delivery (IPD). Although not widely used in the area, it is growing in popularity here (all be it often in a watered down version). IPD, as its name suggests, is a system where different people, practices and project functions



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are integrated into an ongoing process to reduce waste, duplication of activities and economic inefficiencies to maximize all phases of design and construction. There are several things that distinguish IPD from the more traditional delivery methods.

First, there is typically a multi-party contract that states risk will be shared among major project participants. All the major parties meet early on and considerable planning takes place at the beginning of the project. The IPD approach is defined by ongoing collaboration in terms of open communication and active cooperation between all parties (architect, contractor, key subcontractors, consultants, engineers and the owner) who agree on project goals and objectives from the beginning and also agree not to immediately seek legal recourse should (inevitable) problems arise. Apart from this high degree of collaboration, many IPD agreements are set up so all parties share in the financial risks and benefits of the project.

In order to be considered a true IPD project, all of the above characteristics would have to be incorporated into the project. This is a tall order and it would probably be fair to say that many projects are more “IPD light” than the full-fledged thing. “IPD light” projects would incorporate some of the aspects of a 100% IPD project but not all.

Last year the AIA/GBCA Joint committee hosted a presentation of an IPD project that took place at the University of Wisconsin. Ballinger was the architect and key players were invited to comment on how the collaborative nature of the project led to a successful outcome for all. Another panel presentation had a representative from the nationally recognized Crate & Barrel Company which also embraced the IPD concept. In fact, the IPD method is prevalent amongst “serial builders” (i.e., bank branches and big name retailers) where each building is in effect repeating itself, with only minor variations. On the flip side, IPD has also proved to be a popular approach on extremely complex building projects, where again a premium is placed on collaboration and cooperation. When the architect and the contractor are not on the same page the likelihood of project delays, and con-

sequent claims, are increased greatly.

Subcontractor Role Another area the AIA/GBCA Committee is looking into is the role that subcontractors play in the building delivery process. The use and integration of technology is of particular interest to the Committee including ways that architects, general contractors and key subcontractors can integrate the use of this technology for the benefit of the owner. This is partly being driven by the ongoing trend towards green building and by sustainability issues.

One of the systemic problems of the industry is the number of subcontractors facing financial difficulties and, in the extreme, going out of business. In many cases subcontractors have to adopt new technology that is out there in order to secure work from general contractors and construction management organizations. To this end, the Committee invited representatives from subcontractors Berlin

Steel, Burns Mechanical and Oliver Sprinkler to get input regarding the interaction between the construction and design industries. The firms agreed on the importance of being involved in discussions/planning as early in the project as possible so their expertise could be brought to the table for the benefit of all. For example, subcontractors often have an excellent handle of costs and will typically be up to date on the latest building techniques being used.

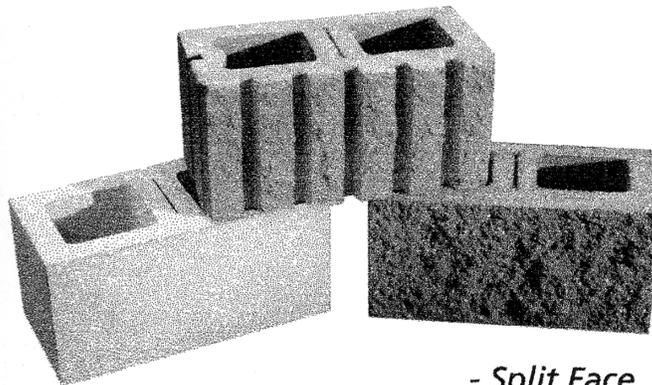
The Committee will continue to work to increase cooperation in our industry and welcomes input on this process. For more information, contact Michael Magee at (215) 568-7015. 



Michael Magee is the Director of Education for the General Building Contractors Association (GBCA).

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GREENING HER WAY IN THE CITY OF BROTHERLY LOVE

Profiling Anne Papageorge, VP for Facilities and Real Estate Services at the University of Pennsylvania

By Lisa Godlewski

The impact that a single day can have on the life of an individual can be profound. For Anne Papageorge, Vice President for Facilities and Real Estate Services at the University of Pennsylvania (Penn), that day was Earth Day, April 22, 1970. “I was in the fifth grade at the time,” she recalls. That year approximately 20 million Americans expressed their concern with the deterioration of the environment. “I will always remember the message of that day and the tree seedling I was given to plant at home in our yard,” she says. And so when it came time for Papageorge to pick a major in college a decade later, a focus on the environment seemed a logical step.

“Caring about my community and the urban environment, and developing ideas on a broad scale is what I really like,” says Papageorge. She first put this into practice by combining her math and science skills, love of the arts, and concern for her neighborhood and pursued a bachelor’s degree in landscape architecture from the State University of New York College of Environmental Science and Forestry School of Landscape Architecture. This focus on urban design and the environment was the foundation needed to launch into government. Twenty-two years in government, to be exact. That includes two years in county government in Essex County, New Jersey, 18 years in New York City government, at

the Department of Design and Construction, and two years in a quasi city-state authority, the Lower Manhattan Development Corporation. “What that experience gave me is expertise in navigating the public sector. I learned how large, complex organizations work,” she says. Later in her career, an M.B.A. from the City University of New York Baruch College Zicklin School of Business in Human Resource Management followed.

We need [the GBCA] to build relationships with the trade contractors to talk about issues and advance solutions.

One of those large, complex organizations is New York City. Papageorge recognizes that New York as a city is a more diverse, international environment than most other cities, leading to a willingness to consider new ideas. Philadelphia is not far behind, where Penn, as the largest private employer, and Facilities and Real Estate Services build the best buildings of its time. Like a fine collection of art, Penn’s building structures offer renowned examples of architecture and construction techniques, with each building expressing its particular time and use. As a result, there is no single overriding building style, but a collection of

different styles and materials found side by side.

Papageorge is the steward of this collection, and she takes this responsibility seriously. She has been working at Penn since October of 2006, and is currently charged with the supervision of Penn's approximately 840 facilities and real estate staff, its 269 acre campus, its 12 million square feet of facilities space, and a capital program of \$590 million.

"One of the things I learned early in my career to satisfy my creative interest was to stay involved with significant projects." She is lucky in that she can pick any project out of the Penn portfolio and dig deeper. After all, it's her "duty" to stay involved. And it is a duty that she loves. "Penn sees streetscape and open space as a way to link and knit our individual buildings together," she says. In fact, Penn's atmosphere is defined by the scale, materials, and proportions of its structures, as well as the landscapes that surround the old and new. Therefore, Penn actually dedicates a large part of its attention and surplus on site work projects. "I get down and dirty with how it all fits together because of my background in landscape architecture," says Papageorge.

If you ask her, she will proudly tell you that Penn Park was the project that enticed her to the University. It was the "icing on the cake" as she tells it. It is not often that a practitioner is able to work on 24-acre park in the middle of a city. For Papageorge it was the third time in her career she was able to work on a transformative open space, having worked on the World Trade Center Memorial and on Bloomingdale Park in her previous roles. Now she very much wants to work on the Walnut Street gateway to the University. She is in discussion with the Schuylkill River Development Corporation, Brandywine Realty Trust, and the City of Philadelphia to focus on just that.

How can the General Building Contractors Association help?

Penn has a long history of utilizing union construction labor. The University recognizes the qualitative difference in the work of the building trades, but at the same time it is looking for increased efficiency and flexibility because of its academic calendar.



ABOVE: Since 2006, Anne Papageorge has been charged with overseeing Penn's approximately 12 million square feet of facilities space and capital program of \$590 million.

"We are asking for the industry's help to maximize flexibility so we can actually add value," says Papageorge. After all, building more efficiently means more work based on what is saved in the annual budget.

One of the conversations she and her colleagues have started with the GBCA is that the GBCA represents only a part of the labor landscape in Philadelphia. "You need to develop relationships with the trades, not just the general contractors," suggests Papageorge. Unlike New York, Philadelphia does not have an umbrella organization that brings together all of the contractor groups and trades that build the city. "We need [the GBCA] to build relationships with the trade contractors to talk about issues and advance solutions," she says. These meetings and gatherings promote interaction which facilitates developing answers to what owners are asking for. "That would be most helpful."

Papageorge also asks for some schedule relief. "Our calendar is the academic calendar. I can't start building next to a dorm

at 7:00 a.m. or conduct noisy construction activities during exam periods because of disruption to the students. I'm asking to be able to start our workday later and not have to pay shift differential." And what about schedule relief during the summer? "That actually benefits the contractor, to work unimpeded with 20,000 fewer students on campus," she says matter-of-factly. Papageorge says that she has gotten some rule flexibility when she has asked for it, but it is time consuming; she would love to do it more wholesale for their portfolio. "I don't think we're asking for too much. Be a little flexible," she pleads.

"Another area where Penn would benefit from flexibility is work rules applicable to installation of the sophisticated medical and scientific equipment that finds its way into many of the buildings we build. Manufacturers require specially certified installation crews for this work and at times we find ourselves doubling up as local crews function as 'stand-by' labor while the specialized teams do the actual work. We'd like to see the local crews get trained to do this work, but if that can't get done, the overlap needs to be eliminated."

A level of optimism

Maybe it is because Philadelphia is the birthplace of our country and comes with deep-rooted beliefs and organizations, but it seems like some Philadelphians are pessimistic about change. But Anne says, "The zoning code reform proves that if you set up a transparent methodical process, complete due diligence and educate stakeholders, you can implement change here."

She believes Philadelphia has started to build a culture where people actually believe we can change things. After all, that is what business does -- constantly looking at competitors and staying competitive. "This mayor has done that type of outreach about what our 'competitors' are doing -- storm water management planning, Green Works, Plan Philly, etc. It's putting Philadelphia on the map as forward thinking," and that helps Penn.

In return, Penn strives to be socially responsible, progressively designed and environmentally sound. "Penn must consider what's going on in West Philadelphia and

the region,” says Papageorge. “It matters what we do on our campus because it is a part of the whole,” she says emphatically. A strong physical vision enhances the academic mission -- spoken like a true landscape architect and environmental advocate.

Papageorge is lucky to be surrounded by a new generation of environmental advocates to help her maintain Penn’s physical environment. “A lot of what matters to our clients/customers is the operations side. If we are able to be more efficient in how we operate the campus, Penn can use the remaining resources to reinvest on campus. “We’ve been fortunate in what we’ve done on the energy side and that has allowed us

“I do think there are skills that women have, like teambuilding and communication, that can give women a competitive edge in this industry and others.”

to reinvest in campus infrastructure, such as lighting projects, HVAC replacements, etc. It’s not all glitzy construction, but a lot of renovation. That’s the responsible thing to do,” she says.

It wasn’t long after Papageorge arrived that Penn students were talking about sus-

tainability and what the University was doing about it. With the drive of the students, President Gutmann signed the President’s Climate Commitment – being the first Ivy League President to do so, and they now closely monitor their Climate Action Plan progress.

Five years ago there were no LEED buildings at Penn. Now there are five. Now it is great to see not just institutions building LEED, but the real estate sector too. “It’s good business and it’s great to see a whole generation of students embrace this. There’ll be that many more people out there promoting sustainability,” says Papageorge. It is obvious that she is thinking about how Earth Day influenced her all those years ago as she talks about the motivation of a whole new generation.

Next Generation

What about the next generation of women? “I never wanted to distinguish myself as a female practitioner,” says Papageorge when asked the question about the role of gender in her career development. “I wanted to excel in the field I was in, regardless of my gender. But I do think there are skills that women have, like teambuilding and communication, that can give women a competitive edge in this industry and others,” she says.

“I would encourage young women to consider these areas and not be so easily discouraged. You need to know the business, be good at what you do and persevere; you can be successful and make a mark. I would love to see more women get involved.”

It is obvious that despite Papageorge’s New York sensibilities, she is fitting in and greening her way in the City of Brotherly Love just fine. Her passion for planning, the environment, the students and the city is prevalent in her actions and words. That is the a conversation that the construction industry wants to keep having with this spirited practitioner and dedicated Philaphile. 



Lisa Godlewski is the Director of Public Affairs for the GBCA and is the Editor of *Construction Today*® magazine.

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BUILT BY BITTENBENDER

Profiling Emily Bittenbender of Bittenbender Construction

By Lisa Godlewski

“Oh we’ve been at war. We’ve been at war but we’re now winning,” declares Emily Bittenbender, owner of Bittenbender Construction. She is sitting at her desk – one of many document-filled desks in the large basement office which she shares with her staff (no private office for Emily) – talking about how Bittenbender is surviving this protracted war with the economy. “At one point, we cut operations to the absolute bone and we survived,” she says proudly.

That fighting spirit that courses through the veins of her nine year old company is the same spirit that runs through Emily’s veins. In fact, her great, great, great grandfather Conrad Bittenbender came to Philadelphia in 1734, settling outside of Hobbie, PA. When Conrad fell victim to an Indian Raid in 1757, Conrad’s wife remained at the homestead with her multiple kids to tough out an existence. She later became a business owner and ran the area’s first country store. “I get my pioneering spirit from her,” says Bittenbender.

And her moxie? “Well, I’m the fifth Emily on my mother’s side,” she says. The Emily’s are bred of tough stock from Cornwall, England. “The primary responsibility of every Emily is to produce another Emily, but I screwed that up,” she laughs.

Couple her family history with her relentless energy and in Emily you have the

makings of a successful business owner. “Bittenbender Construction brings a different perspective,” says Bittenbender. In fact, the company’s tag line is, “*changing the way you think about construction.*” Bittenbender says the company strives to understand the competing perspectives in the owner-architect-contractor triangle in this industry and to satisfy the owner’s goals. “We drive a team-focused, client-focused, agenda. Our hallmark is the high quality of our work.”

“We are a young, spirited, entrepreneurial, high humor, rough gang.”

And for the first time since 2010, the company has been awarded more work in last three months than they billed in all of 2011. “I personally think we’ve really firmly established our company. We have a great reputation and owners are seeking us out. It took nine years to establish that we’re a good teammate”, says Bittenbender. “Owners, their representatives and architects understand how we operate and how adept we can be.”

It takes a community to raise a start up Emily’s aspirations to own a construction company developed amongst the trailers and

mounds of dirt of the National Constitution Center (NCC). This former VP of Design and Construction oversaw the entire project for the NCC. Despite significant challenges on this nationally renowned project, Bittenbender decided that this is what she wanted to do for the rest of her life. “It is not everyday that you leave your mark on a career signature project, to start again from the ground up.”

“I was sitting in a trailer in the Constitution Center, thinking about starting my own company. I decided to go completely for broke - no father, no husband, no property, but if I failed, I knew that I would figure it out and always be able to take care of myself,” she says. Walter Palmer Jr., then President of the General Building Contractors Association (GBCA) said, “it’s the story of a commander who goes to conquer an island. You get your troops off the boat and burn the ship. Come hell or high water, we’re going to take this island or we’ll die.”

As a self-taught entrepreneur, Emily did not know how she would make it happen, but she knew she would. “And it had nothing to do with the fact that I’m a woman.” In fact, since beginning Bittenbender Construction as a WBE, Emily has never marketed it as a woman-owned contractor. “Our success is not due to being a woman owned contractor. Our success is based upon being considered a good contractor,” says Bittenbender.

Bittenbender Construction began its experience with several non-profit and museum projects. “We were raised by the private sector and the non-profits,” she says. So it is no wonder that her favorite project to date at the company has been the renovation of Franklin Square. The company relished the opportunity to work on one of four original squares laid out by William Penn, only fifty-one years before Emily’s ancestors first arrived in Philadelphia. “We are proud to have been a part of the transformation and revitalization of the historic park. It is one of the rare, unique places in Philadelphia,” says Bittenbender.

The company’s favorite project was also their most challenging –delays forced the project to be completed in only three

months. They worked seven days a week, twelve-hour shifts. Much of work was underground, and all the piping had to be done in layers. It was a challenge to have multiple trades working on top of each other. “We were all working on site, even me, sweeping, cleaning, polishing, whatever it took to get the job done,” recalls Bittenbender.

A “grown up” construction company Back in the office, the company’s space is decorated with awards, news clips, inside jokes, and plans for the future. “We are a young, spirited, entrepreneurial, high humor, rough gang,” says Bittenbender. “We’re definitely workaholics. We rock and roll.”

Bittenbender describes the company as a flat organization without a lot of hierarchy. “Everyone is free to contribute and all work hard to make it work without a lot of workplace rules. In fact,” she says “we brought in ‘Uncle’ Lou Parise to teach us how to be a ‘grown up’ construction company,” she says while slapping her co-worker on the back.

Emily Bittenbender has made it very clear that her grown-up success is a result of the company’s capabilities and not having WBE on the letterhead and emails. But what about her managerial style? Does a woman’s perspective impact how the organization is run? The answer is an emphatic “yes.”

Success is due to Bittenbender’s capabilities and not having WBE on the letterhead.



TOP RIGHT: Bittenbender is the first woman appointed to the GBCA Executive Committee.

BOTTOM RIGHT: Bittenbender is active on several boards, including the GBCA Board of Directors.

According to Bittenbender, she is as opposite of punitive as someone can be. "If you make a mistake, let's solve the problem and move on. I just want problems solved; but in solving problems, all have to accept some responsibility." Bittenbender also believes she is more nurturing, caring and willing to accept that mistakes happen, but be sure to learn and not repeat." But with that she says, comes "no bitching and complaining; bring humor."

The only other thing she says that makes her different as a woman manager is that her goal is not personal wealth. "I take it very seriously that we're feeding 50 families. If this company is successful, it'll be shared. I deeply care for my employees, they are my family."

A Loyal Family And so it is not surprising that Bittenbender believes it is her duty to protect her people and that her people feel the same way about her.

Emily's desk is only a few feet away from her number two in command, Angela McCaffrey. "No one has worked harder, by my side, than Angela," says Bittenbender. There is no doubt Angela has earned loyalty from Emily and her place in the company.

In 2010, as the "war" with the economy raged on, Bittenbender was forced to greatly reduce McCaffrey's salary, not that McCaffrey paid any attention. Instead she came in every single day and worked as hard, if not harder, than everyone else. McCaffrey told Bittenbender "I don't want to work anywhere else. We'll never get the company turned around, I need to be here." That mark of loyalty is the hallmark of who Bittenbender Construction is as a company.

Every minute of every day Bittenbender is working with her staff, for her owners, and for her industry. Appointed to the General Building Contractors Association (GBCA) Executive Committee in 2012, Emily is the first woman to ever serve in this capacity. In just a few years, she is slated to become the first female Chairman of the Board of the GBCA.

She also serves on the Mayor's Advisory Commission on Construction Industry Diversity, the Greater Philadelphia Chamber of Commerce Board of Directors,

and is a proud member of the Carpenter's Company.

In a *Philadelphia Business Journal* article written about Bittenbender Construction in 2008 Emily says, "as long as the economy holds steady, the future looks very bright for us." Well the economy certainly did not hold steady but with the leadership, strategy and moxie that is Emily Bittenbender,

Bittenbender Construction's future continues to look very bright indeed. 



Lisa Godlewski is the Director of Public Affairs for the GBCA and is the Editor of *Construction Today*® magazine.



<p>AREAS OF PRACTICE</p> <p>BUSINESS LAW</p> <p>CONSTRUCTION LAW</p> <p>DISPUTE RESOLUTION</p> <p>EMPLOYMENT LAW</p> <p>ESTATE PLANNING & ADMINISTRATION</p> <p>REAL ESTATE LAW</p> <p>RETIREMENT PLANS & EMPLOYEE BENEFITS</p> 	<p>BRING US YOUR ISSUES, YOUR QUESTIONS, YOUR CONCERNS.</p> <p>FROM LITIGATION TO BUSINESS DEALS, THINK OF US AS YOUR LEGAL SHOP.</p> <p> JACOBY DONNER P.C. ATTORNEYS AT LAW</p>
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WOMEN IN DESIGN & CONSTRUCTION

Construction Today® is pleased to present the first yearbook for women in design and construction. The collection of profiles assembled here represents the great depth and breadth of involvement women have in the architecture, engineering, and construction communities.

These profiles are designed to not only capture information about the individual women in the profiles, they were also designed to provide readers with a glimpse of what these women, each with her own unique perspective, believes our industry, our city, and our region has in store over the next few years.



NAME: Erin Allsman
COMPANY: Brownstein Group Brand Communication
TITLE: Vice President, Public Relations
 & Social Media Director
YEARS IN THE INDUSTRY: 10

PROFILING THE INDUSTRY

WHY DID YOU GET INVOLVED WITH DESIGN/CONSTRUCTION? Purely by chance. Upon completing my graduate degree in Mass Communication, the PR agency job I had lined up unexpectedly fell through. I had to start the search again, and was hired for the Director of Public Relations role at the GBCA. I didn't know the industry well, but it was a good cultural fit and I was intrigued by the challenge of leading my own programming. It wasn't long before I was taken by the industry's vast impact and how it has shaped our lives throughout history – the stories are endless!

THE GREATEST STRENGTH OF PHILADELPHIA'S DESIGN & CONSTRUCTION COMMUNITY IS: Its depth. The wealth of knowledge, diversity of approach, and experience across industries and specializations is unparalleled.

THE BIGGEST CHALLENGE FACING CONSTRUCTION PROJECTS IN PHILADELPHIA IS: A small-town mindset in what should be a world-class capital. And financing, of course.

THE MOST OPPORTUNITIES IN CONSTRUCTION/ARCHITECTURE OVER THE NEXT FIVE YEARS WILL BE IN: Continued growth of adaptive reuse; hopefully preserving the integrity of our city's traditional architecture while modernizing for sustainability and relevance in today's commercial and residential marketplace. Hospitals and healthcare facilities represent another area of growth, as boomers age and existing facilities are unable to support rising demand for specialized care in such areas as bariatrics.

MY DREAM DESIGN OR CONSTRUCTION PROJECT IS: We were the PR Agency for the now-defunct Waldorf-Astoria Philadelphia project, and

spent about a year planning and executing launch communications prior to the market collapse in 2008. I would love to revisit that project and have the opportunity to play a role in bringing this legendary brand to our city.

PROFILING THE INDIVIDUAL

MY GREATEST ACHIEVEMENT IS: Personally, my daughter Jane. Professionally, establishing Brownstein Group’s Public Relations department as one of the region’s top 10 PR Agencies, and applying the knowledge I learned at GBCA to build a specialty practice in A/E/C communications, and to attract association clients. As a result, we represent multi-national architecture firms, global construction materials manufacturers, national commercial real estate developers, regional owners, residential contractors, construction lawyers and risk management firms.

MY MENTOR IS: My dad, Michael Ritter.

SOMETHING I’VE READ THAT’S HELPED ME IS: *When the Headline is You*, by Jeff Ansell.

THE CAR I DRIVE IS: Audi A4 Quattro.

MY FAVORITE PLACE TO EAT IN PHILADELPHIA IS: Figs in Fairmount



NAME: Marie Barajas
COMPANY: L. F. Driscoll Company, LLC
TITLE: Senior Project Manager
YEARS IN THE INDUSTRY: 30 years

PROFILING THE INDUSTRY

WHY DID YOU GET INVOLVED WITH DESIGN/CONSTRUCTION? I was always fascinated with buildings from a design perspective and was presented an opportunity to take courses in Construction Management through GBCA when I was college student. I enjoy the planning, organizing and problem solving in a team environment afforded by our industry.

THE GREATEST STRENGTH OF PHILADELPHIA’S DESIGN & CONSTRUCTION COMMUNITY IS: The close knit community of builders and designers is the greatest strength of Philadelphia. There are long standing relationships that foster a truly collaborative spirit.

THE BIGGEST CHALLENGE FACING CONSTRUCTION PROJECTS IN PHILADELPHIA IS: The uncertainty of our economy and its impact on whether projects will proceed has been a huge factor. Also, the ability of the sub-contractors to remain viable in such restrictive financial circumstances is increasingly problematic.

THE MOST OPPORTUNITIES IN CONSTRUCTION/ARCHITECTURE OVER THE NEXT FIVE YEARS WILL BE IN: Healthcare, multi-unit residential.

MY DREAM DESIGN OR CONSTRUCTION PROJECT IS: I had always wanted to build a high rise in center city Philadelphia and realized that goal with the Residences at the Ritz-Carlton. It is a 46 story beautiful blue glass curtainwall structure next to City Hall. That was a huge challenge.

PROFILING THE INDIVIDUAL

MY GREATEST ACHIEVEMENT IS: My children.

MY MENTOR IS: I have been extremely fortunate to have more than one.

SOMETHING I’VE READ THAT’S HELPED ME IS: *The 360° Leader Workbook, Developing Your Influence from Anywhere in the Organization*, written by John C. Maxwell

THE CAR I DRIVE IS: BMW 328ix.

MY FAVORITE PLACE TO EAT IN PHILADELPHIA IS: There are too many good restaurants to say there is just one!



NAME: Valerie Bergman
COMPANY: Hunter Roberts Construction Group
TITLE: Project Manager
YEARS IN THE INDUSTRY: 13

PROFILING THE INDUSTRY

WHY DID YOU GET INVOLVED WITH DESIGN/CONSTRUCTION? I have an Undergraduate degree in Architecture and thought working in Construction would help me be a better designer. 13 years later I’m still in construction.

THE GREATEST STRENGTH OF PHILADELPHIA’S DESIGN & CONSTRUCTION COMMUNITY IS: The people that work in construction, from the designers to the trades, are some of the most intelligent people I have ever met.

THE BIGGEST CHALLENGE FACING CONSTRUCTION PROJECTS IN PHILADELPHIA IS: The Competitive nature of bidding in our current economy.

THE MOST OPPORTUNITIES IN CONSTRUCTION/ARCHITECTURE OVER THE NEXT FIVE YEARS WILL BE IN: Sustainable design and construction.

MY DREAM DESIGN OR CONSTRUCTION PROJECT IS: Divine Lorraine Hotel.

PROFILING THE INDIVIDUAL

MY GREATEST ACHIEVEMENT IS: Working full time, being a mom to a 2 year old and finishing an Ironman.

MY MENTORS ARE: My parents.

SOMETHING I’VE READ THAT’S HELPED ME IS: *The Long Run: A New York City*

Firefighter's Triumphant Comeback from Crash Victim to Elite Athlete.

THE CAR I DRIVE IS: Kestrel Triathlon bike/Fuji Road Bike

MY FAVORITE PLACE TO EAT IN PHILADELPHIA IS: Winnie's Lebus



NAME: Wendy Body
COMPANY: Alvin H. Butz, Inc.
TITLE: Senior Project Manager

PROFILING THE INDUSTRY

WHY DID YOU GET INVOLVED WITH DESIGN/CONSTRUCTION? I was in my Junior Year as a Mechanical Engineering student at Lehigh University and had the opportunity to do an internship with a local construction management company, Alvin H. Butz, Inc. I spent the summer working with a Project Manager on a Medical Office Building and fell in love with the variety and excitement that every day brought, so I decided to pursue a career in Construction Management when I graduated.

THE GREATEST STRENGTH OF PHILADELPHIA'S DESIGN & CONSTRUCTION COMMUNITY IS: Our business depends on good working relationships between the owner, designer and subcontractors so personal integrity is a critical factor. This is not about a "quick sale" with minimal customer interaction after the transaction is completed. Rather, we value long-term relationships with our clients that are fostered in large part because of the people in our industry and their strength of character.

THE BIGGEST CHALLENGE FACING CONSTRUCTION PROJECTS IN PHILADELPHIA IS: The market is extremely competitive right now primarily due to the still-recovering economy, so all parties involved with construction are forced to take projects at such low profit margins that it is very challenging to do the job at a high quality and still make a profit.

THE MOST OPPORTUNITIES IN CONSTRUCTION/ARCHITECTURE OVER THE NEXT FIVE YEARS WILL BE IN: I think the health care market will continue to thrive.

MY DREAM DESIGN OR CONSTRUCTION PROJECT IS: I absolutely love to work on Higher Education Projects. Penn State University is one of my clients and they are pioneers in technology and construction delivery methods. In order to stay competitive we need to constantly evolve and education plays an important role.

PROFILING THE INDIVIDUAL

MY GREATEST ACHIEVEMENT IS: I was the Co-Founder of The Women's 5K Classic which is the state's largest all-female running race. The proceeds go to local breast cancer prevention and treatment

programs and since our inception in 1993 we have infused more than \$2,000,000 of funding into the community.

MY MENTOR IS: My father, John Body, who passed in 2010. He taught me at a very early age that learning to fail is an important part of success.

SOMETHING I'VE READ THAT'S HELPED ME IS: *Atlas Shrugged*. It taught me that I would rather be a conqueror than a victim.

THE CAR I DRIVE IS: Mercury Mariner Hybrid.

MY FAVORITE PLACE TO EAT IN PHILADELPHIA IS: Olive Restaurant



NAME: Judy Channick
COMPANY: Environetics Design, Inc.
TITLE: Principal
YEARS IN THE INDUSTRY: over 25 years

PROFILING THE INDUSTRY

WHY DID YOU GET INVOLVED WITH DESIGN/CONSTRUCTION? I always enjoyed creating functional and aesthetically pleasing spaces. Once I got involved in the design process from the beginning, searching for the right site and/or building, I realized that I truly enjoyed the puzzle aspect of working out all of the elements that go into creating the ideal environment for a client. I also enjoy the range of clients that we work with and learning about new businesses and the vast array of jobs, careers and vocations that people follow.

THE GREATEST STRENGTH OF PHILADELPHIA'S DESIGN & CONSTRUCTION COMMUNITY IS: Diversity of talent, innovation and commitment to sustainability.

THE BIGGEST CHALLENGE FACING CONSTRUCTION PROJECTS IN PHILADELPHIA IS: The changing economy –lack of public funding, corporation budget cuts and availability of resources.

THE MOST OPPORTUNITIES IN CONSTRUCTION/ARCHITECTURE OVER THE NEXT FIVE YEARS WILL BE IN: Healthcare, from medical office buildings to community health care centers, and corporations now realizing less is not more when it comes to the workplace environment.

MY DREAM DESIGN OR CONSTRUCTION PROJECT IS: Any project that results in a happy and satisfied client and where everyone has enjoyed and benefitted from the design process and the final built environment.

PROFILING THE INDIVIDUAL

MY GREATEST ACHIEVEMENT IS: Being a founding partner of and growing a great A/I/E design firm with fantastic employees and wonderful clients.

MY MENTOR IS: As my career has progressed there have been many mentors who influenced me at various points in my career. My first mentor was Alma Alabilikian.

SOMETHING I'VE READ THAT'S HELPED ME IS: A book that helps me laugh any time I pick it up - *The Sweet Potato Queens Book of Love*.

THE CAR I DRIVE IS: Honda Accord.

MY FAVORITE PLACE TO EAT IN PHILADELPHIA IS: I don't know that I have one favorite; there are so many wonderful restaurants to choose from.



NAME: Britt Chapman
COMPANY: Philadelphia University
TITLE: Student, Bachelor Architecture 2012
YEARS IN THE INDUSTRY: Summer Intern since 2006

PROFILING THE INDUSTRY

WHY DID YOU GET INVOLVED WITH DESIGN/CONSTRUCTION? Initially interested in design as a teenager, I was fortunate to be able to explore my passions in several introductory architecture programs. Excited by both the fundamental and conceptual pursuits, I began a summer internship at a construction and development firm. I later began the Bachelor of Architecture Program at Philadelphia University in 2007.

THE GREATEST STRENGTH OF PHILADELPHIA'S DESIGN & CONSTRUCTION COMMUNITY IS: I see great strength in our city's ability to densify. There are many neighborhoods located close to center city that have the potential to accommodate Generation Y's demand for urban living. Philadelphia is also a great petri dish for creative urban solutions; our existing neighborhood structure and network of creative professionals harness potential, ideas, and change.

THE BIGGEST CHALLENGE FACING CONSTRUCTION PROJECTS IN PHILADELPHIA IS: Exploring the new zoning code will be a challenge. It will be especially interesting to see if the code and the officials are flexible enough to allow Pop-up Urbanism or temporary architecture to develop on stalled development sites.

THE MOST OPPORTUNITIES IN CONSTRUCTION/ARCHITECTURE OVER THE NEXT FIVE YEARS WILL BE IN: With low interest rates, the opportunity for investment in urban areas seems ripe.

MY DREAM DESIGN OR CONSTRUCTION PROJECT IS: I aspire to design and develop of a phased multi-use project that builds on the surrounding urban fabric while infusing life into a neglected area of Philadelphia.

PROFILING THE INDIVIDUAL

MY GREATEST ACHIEVEMENT IS: In addition to completing my Bachelor of Architecture from Philadelphia University, I have served an active role on campus.

MY MENTOR IS: Amanda Burden for her professional work as well as her actions in the New York City Department of City Planning as a source of inspiration. Her instrumentalism in promoting revitalization projects and participation in the Vision 2020 Plan for New York energizes me.

SOMETHING I'VE READ THAT'S HELPED ME IS: Jane Jacob's *The Death and Life of Great American Cities* served as my first in-depth introduction to architecture's impact on the urban environment.

THE CAR I DRIVE IS: An unhappy 1999 black Volkswagen Beetle.

MY FAVORITE PLACE TO EAT IN PHILADELPHIA IS: Vedge.



NAME: Cecelia Denegre, AIA, IIDA
COMPANY: CDA&I Architecture and Interiors, Ltd.
TITLE: Managing Principal
YEARS IN THE INDUSTRY: 27 years

PROFILING THE INDUSTRY

WHY DID YOU GET INVOLVED WITH DESIGN/CONSTRUCTION? Architecture is a profession that enables me to combine my talent and interest in art, architecture, and community development.

THE GREATEST STRENGTH OF PHILADELPHIA'S DESIGN & CONSTRUCTION COMMUNITY IS: A 200-year legacy of great architects and architecture in the city that serves as a daily source of inspiration to a rich community of current-day designers.

THE BIGGEST CHALLENGE FACING CONSTRUCTION PROJECTS IN PHILADELPHIA IS: The city approval process and project financing.

THE MOST OPPORTUNITIES IN CONSTRUCTION/ARCHITECTURE OVER THE NEXT FIVE YEARS WILL BE IN: Design/build projects for education and private sector development; repurposing existing buildings with a commitment to sustainability and energy efficiency; and downsizing and re-configuring for new ways of working, learning, and living with an interest in quality rather than quantity.

MY DREAM DESIGN OR CONSTRUCTION PROJECT IS: Repurposing an existing building for an academic client in Philadelphia that serves as a model for sustainability and economic development.

PROFILING THE INDIVIDUAL

MY GREATEST ACHIEVEMENT IS: My family, and the 20-year anniversary of CDA&I.

MY MENTOR IS: My father; he set a great example of having deep integrity and resilience in life and as a business owner.

SOMETHING I'VE READ THAT'S HELPED ME IS: *Metropolis Magazine* and the *Philadelphia Business Journal*.

THE CAR I DRIVE IS: Honda CRV 1997.

MY FAVORITE PLACE TO EAT IN PHILADELPHIA IS: My dining room table at 890 North Woodstock in Fairmount.



NAME: Cheryl DePiano
COMPANY: CDP Construction, LLC,
 Window Repairs & Restoration, LLC
TITLE: Owner/Managing Member
YEARS IN THE INDUSTRY: 14 years

PROFILING THE INDUSTRY

WHY DID YOU GET INVOLVED WITH CONSTRUCTION? I saw the value in restoring existing buildings in Philadelphia.

THE GREATEST STRENGTH OF PHILADELPHIA'S DESIGN AND CONSTRUCTION COMMUNITY IS: It is the skilled workforce that is trained through the unions.

THE BIGGEST CHALLENGE FACING CONSTRUCTION PROJECTS IN PHILADELPHIA IS: The biggest challenge facing construction projects in Philadelphia is funding.

THE MOST OPPORTUNITIES IN CONSTRUCTION/ARCHITECTURE OVER THE NEXT FIVE YEARS WILL BE IN: Restoring existing structures. This will keep the history of the City alive, and give buildings new purpose.

MY DREAM DESIGN OR CONSTRUCTION PROJECT IS: Restoring the Divine Lorraine Hotel on North Broad Street.

PROFILING THE INDIVIDUAL

MY GREATEST ACHIEVEMENT IS: The restoration of Independence Hall Tower.

MY MENTOR IS: My husband, Raymond who has guided, encouraged and supported me in everything I choose to do.

SOMETHING I'VE READ THAT'S HELPED ME IS: *Knowing Your Value: Women, Money and Getting What Your Worth* by Mika Brzezinski.

THE CAR I DRIVE IS: 2006 Chrysler 300.

MY FAVORITE PLACE TO EAT IN PHILADELPHIA IS: Tre Scalini.



NAME: Nicole Elliott
COMPANY: B. Pietrini & Sons
TITLE: Estimator
YEARS IN THE INDUSTRY: 18

PROFILING THE INDUSTRY

WHY DID YOU GET INVOLVED WITH DESIGN/CONSTRUCTION? I was an Art Major in College and took an Architecture class. I was intrigued by design and construction and changed my path.

THE GREATEST STRENGTH OF PHILADELPHIA'S DESIGN & CONSTRUCTION COMMUNITY IS: There are several landmarks and historical buildings that provide us with a standard for quality. I believe that we as a group realize our obligation to maintain the integrity that the history of our city provides.

THE BIGGEST CHALLENGE FACING CONSTRUCTION PROJECTS IN PHILADELPHIA IS: From a construction standpoint, we very often begin building before the designs have been completed. Therefore, many changes occur, which causes a lack of production and increased cost.

THE MOST OPPORTUNITIES IN CONSTRUCTION/ARCHITECTURE OVER THE NEXT FIVE YEARS WILL BE IN: Rehabilitation of existing buildings.

MY DREAM DESIGN OR CONSTRUCTION PROJECT IS: I would love to be a part of a large state-of-the-art no-kill animal sanctuary.

PROFILING THE INDIVIDUAL

MY GREATEST ACHIEVEMENT IS: Pursuing a career in the construction industry in which very few females were present at the time. It is great to see that now so many women have become involved in construction.

SOMETHING I'VE READ THAT'S HELPED ME IS: *The Last Lecture* by Randy Pausch.

THE CAR I DRIVE IS: Jeep Grand Cherokee.

MY FAVORITE PLACE TO EAT IN PHILADELPHIA IS: Tequilas.



NAME: Dona L. File
COMPANY: L. F. Driscoll Co., LLC
TITLE: Corporate Safety Director
YEARS IN THE INDUSTRY: 32

PROFILING THE INDUSTRY

WHY DID YOU GET INVOLVED WITH DESIGN/CONSTRUCTION? Because I knew if I knew how to fix that kitchen cabinet, I could do it better than anyone else.

THE GREATEST STRENGTH OF PHILADELPHIA'S DESIGN & CONSTRUCTION COMMUNITY IS: It's a world class city.

THE BIGGEST CHALLENGE FACING CONSTRUCTION PROJECTS IN PHILADELPHIA IS: City Council.

THE MOST OPPORTUNITIES IN CONSTRUCTION/ARCHITECTURE OVER THE NEXT FIVE YEARS WILL BE IN: Healthcare.

MY DREAM DESIGN OR CONSTRUCTION PROJECT IS: a super high rise.

PROFILING THE INDIVIDUAL

MY GREATEST ACHIEVEMENT IS: 12 years as a union carpenter, founding the Mid-Atlantic Construction Safety Council.

MY MENTOR IS: David Zoolalian, Ph.D.

SOMETHING I'VE READ THAT'S HELPED ME IS: *The Prince*, by Machiavelli.

THE CAR I DRIVE IS: Prius.

MY FAVORITE PLACE TO EAT IN PHILADELPHIA IS: My home.

MY MENTOR IS: My father.

SOMETHING I'VE READ THAT'S HELPED ME IS: *Basic Black* by Cathie Black.

THE CAR I DRIVE IS: Honda Civic.

MY FAVORITE PLACE TO EAT IN PHILADELPHIA IS: Tria.



A profile card for Pat Gourley with a red background. On the left is a small portrait of her. To the right of the portrait, the following text is listed: NAME: Pat Gourley, COMPANY: American Institute of Architects Philadelphia Chapter, TITLE: Director of Programs & Events, YEARS IN THE INDUSTRY: 13.

PROFILING THE INDUSTRY

WHY DID YOU GET INVOLVED WITH DESIGN/CONSTRUCTION? I started my career as a journalist for small community newspapers covering planning commission and zoning board meetings. I found the technical and social issues fascinating. I went from there to non-profit healthcare communications and event planning. While I was working in the healthcare industry, a colleague told me about a position working as the local coordinator for the 2000 AIA National Convention in Philadelphia. It seemed like a great opportunity to apply my skills in a field related to a longtime interest. It was the best move I made in my career.

THE GREATEST STRENGTH OF PHILADELPHIA'S DESIGN & CONSTRUCTION COMMUNITY IS: The quality of the design work done by architects and other design professionals in the region is our greatest strength. Like everything else, because it is "in our own backyard" we tend to minimize Philadelphia's role as leader in the design of the built environment.

THE BIGGEST CHALLENGE FACING CONSTRUCTION PROJECTS IN PHILADELPHIA IS: The state of the economy, which is keeping young and recent graduate architects from getting involved in the profession in a meaningful way. Past economic downturns resulted in young professionals leaving the field just to earn a living. Then when the economy bounced back, there was a shortage of design professionals with mid-level experience. I would imagine this is happening across the industry. The challenge is to keep these young people engaged by providing creative options for them to develop professionally.

THE MOST OPPORTUNITIES IN CONSTRUCTION/ARCHITECTURE OVER THE NEXT FIVE YEARS WILL BE IN: The greatest opportunity is in the area of high performance, green building in new construction and especially in the renovation and retrofitting of existing structures.

This opportunity is also a challenge in which the industry must take a leadership role. Buildings consume nearly 50% of all the energy produced and account for nearly 50% of greenhouse gas emissions in our country. By advocating, designing, retrofitting



A profile card for Susan Fry with a red background. On the left is a small portrait of her. To the right of the portrait, the following text is listed: NAME: Susan Fry, COMPANY: L. F. Driscoll Co., LLC, TITLE: Project Manager, YEARS IN THE INDUSTRY: 10.

PROFILING THE INDUSTRY

WHY DID YOU GET INVOLVED WITH DESIGN/CONSTRUCTION? I was looking for a dynamic industry that provided me with the opportunity to touch and feel the results of my hard work on a daily basis.

THE GREATEST STRENGTH OF PHILADELPHIA'S DESIGN & CONSTRUCTION COMMUNITY IS: The relationships built on each project and the ability to build a database of references as you move from project to project.

THE BIGGEST CHALLENGE FACING CONSTRUCTION PROJECTS IN PHILADELPHIA IS: The logistical challenges of some downtown projects and squeezing bigger and better structures onto postage stamp properties with outdated infrastructures.

THE MOST OPPORTUNITIES IN CONSTRUCTION/ARCHITECTURE OVER THE NEXT FIVE YEARS WILL BE IN: Educational facilities.

MY DREAM DESIGN OR CONSTRUCTION PROJECT IS: A mega-mall in the Philadelphia area.

PROFILING THE INDIVIDUAL

MY GREATEST ACHIEVEMENT IS: Becoming a mother in 2011.

and building green, design and construction professionals can have a real long term impact on the quality of life for generations to come.

MY DREAM DESIGN OR CONSTRUCTION PROJECT IS: Existing: PSFS building Yet to be built: A net zero energy home for my family.

PROFILING THE INDIVIDUAL

MY GREATEST ACHIEVEMENT IS: Bringing together professionals from different disciplines to collaborate on the Design on the Delaware conference. The conference is a vehicle to foster collaboration in the industry.

MY MENTOR IS: My earliest mentors were my sisters. They are about 15 years older than me and from an era where women’s options were very limited. Two were among the first women in their fields. One was an air traffic controller and on a sky diving team. Another was a property manager of one of the largest state owned office buildings in California.

SOMETHING I’VE READ THAT’S HELPED ME IS: *The Wall Street Journal*. I learn something new in every issue-- but don’t ask me for stock tips!

THE CAR I DRIVE IS: 2004 Honda Civic.

MY FAVORITE PLACE TO EAT IN PHILADELPHIA IS: There are too many great restaurants in the city to choose one. But my favorite place to go is the Reading Terminal Market.



NAME: Toni Harris
COMPANY: Tony DePaul & Son
TITLE: Cement Mason Apprentice
YEARS IN THE INDUSTRY: 7

PROFILING THE INDUSTRY

WHY DID YOU GET INVOLVED WITH DESIGN/CONSTRUCTION? When I was younger my father was an engineer, and on days off from school I always wanted to be with him in the office or field. I always had my hands in something and was very eager to learn.

THE GREATEST STRENGTH OF PHILADELPHIA’S DESIGN AND CONSTRUCTION COMMUNITY IS: The unions.

THE BIGGEST CHALLENGE FACING CONSTRUCTION PROJECTS IN PHILADELPHIA IS: Red tape, a lot of guys waiting for work which is being held up in the office.

THE MOST OPPORTUNITIES IN CONSTRUCTION/ARCHITECTURE OVER THE NEXT FIVE YEARS WILL BE IN: Roadways and bridges.

MY DREAM DESIGN OR CONSTRUCTION PROJECT: To find and introduce different ways that Pervious Concrete can be used, for residential as well as commercial use.

PROFILING THE INDIVIDUAL

MY GREATEST ACHIEVEMENT IS: Not fitting stereotypes and pushing pass statistics.

MY MENTOR IS: Donna Ali, Owner of “Team Clean” janitorial service.

SOMETHING I’VE READ THAT’S HELPED ME IS: *In the Meantime* by Iyanla Vanzant.

THE CAR I DRIVE IS: Giving me more problems than a bad relationship, far from work efficient, has high mileage, needs a few repairs, and limits me to small tools. But hey, it gets me to the job.

MY FAVORITE PLACE TO EAT IN PHILADELPHIA IS: A small kitchen in the neighborhood where I grew-up. Pops usually gets in around 6:00, and the home- mades are usually on the table by 6:30. Sometimes after a long day, on our way home after I pick-up the kid, we stop pass Mom’s for a good meal.



NAME: Maura C. Hesdon, LEED AP
COMPANY: Shoemaker Construction, Co.
TITLE: Sr. Project Manager
YEARS IN THE INDUSTRY: 13

PROFILING THE INDUSTRY

WHY DID YOU GET INVOLVED WITH DESIGN/CONSTRUCTION? In school I was always fascinated by how things went together but was never offered the chance to go to technical school. After earning a business degree, I had the opportunity to work for Shoemaker where I learned the construction process on the job as well as through continuing education.

THE GREATEST STRENGTH OF PHILADELPHIA’S DESIGN & CONSTRUCTION COMMUNITY IS: I believe that one of the effects of the extended economic downturn in Philadelphia is the emergence of a more diverse workforce who have been forced to become multi-disciplinary specialists.

THE BIGGEST CHALLENGE FACING CONSTRUCTION PROJECTS IN PHILADELPHIA IS: At the moment it remains funding; although the skyline is beginning to fill with tower cranes. The challenge may soon become maintaining an exceptionally-skilled, available workforce.

THE MOST OPPORTUNITIES IN CONSTRUCTION/ARCHITECTURE OVER THE NEXT FIVE YEARS WILL BE IN: Higher education (including expanding student housing) and the rehabilitation and re-purposing of Philadelphia’s large stock of aging buildings.

MY DREAM DESIGN OR CONSTRUCTION PROJECT IS: While I always joke about a new steel building in the middle of a green field, I do truly enjoy restoring the 100+ year old buildings.

PROFILING THE INDIVIDUAL

MY GREATEST ACHIEVEMENT IS: Instilling a spirit of independence in my daughters.

MY MENTOR IS: My life is filled with influential people from my parents to my daughters to my colleagues.

SOMETHING I’VE READ THAT’S HELPED ME IS: I don’t have a particular piece that stands out to me; however the abundance of information that is available is incredibly helpful in my desire to continually learn new things.

THE CAR I DRIVE IS: Because of the current gas prices, I now drive an orange, 2011 Dodge Caliber daily; however my 2005 Chevy Suburban comes out to play on the weekends.

MY FAVORITE PLACE TO EAT IN PHILADELPHIA IS: The Capital Grille is high on my list, but really any of our great steakhouses!



NAME: Yvette Jones
COMPANY: Ultimate Concrete, LLC
TITLE: Managing Partner
YEARS IN THE INDUSTRY: 16

PROFILING THE INDUSTRY

WHY DID YOU GET INVOLVED WITH DESIGN/CONSTRUCTION? My husband was a construction worker for many years and had become frustrated with the lay-offs and shut-downs that are inherent in the industry. When the company he worked for went out of business in 1996, we decided that it was time for him to strike out on his own. Initially I was involved in the business in a limited capacity. However, when I was laid off eight years ago, I saw it as an opportunity to grow the business and take the company to the next level.

THE GREATEST STRENGTH OF PHILADELPHIA’S DESIGN & CONSTRUCTION COMMUNITY IS: Mayor Nutter’s commitment to making Philadelphia America’s Greenest City.

THE BIGGEST CHALLENGE FACING CONSTRUCTION PROJECTS IN PHILADELPHIA IS: The enduring inability of the executive administration to provide a level playing field for minority contractors. Poor oversight, complete disregard for minority-participation laws and pay-to-play arrangements are the norm for the construction industry in Philadelphia.

THE MOST OPPORTUNITIES IN CONSTRUCTION/ARCHITECTURE OVER THE NEXT FIVE YEARS WILL BE IN: Green Building & Design.

PROFILING THE INDIVIDUAL

MY GREATEST ACHIEVEMENT IS: Professional - Being in business for 16 years Personal - Marrying my husband, Dereck Jones.

MY MENTOR IS: Ahmeenah Young, President & CEO of the Pennsylvania Convention Center Authority.

SOMETHING I’VE READ THAT’S HELPED ME IS: *The Bible.*

THE CAR I DRIVE IS: Mercedes Benz ML55.

MY FAVORITE PLACE TO EAT IN PHILADELPHIA IS: POD.



NAME: Gersil N. Kay, IESNA, AIA/HRC
COMPANY: Conservation Ltg. Int’l Ltd.
TITLE: President
YEARS IN THE INDUSTRY: 62 years

PROFILING THE INDUSTRY

WHY DID YOU GET INVOLVED WITH DESIGN/CONSTRUCTION? I started working after school at age 12 as the second generation in the family commercial electrical contracting business.

THE GREATEST STRENGTH OF PHILADELPHIA’S DESIGN & CONSTRUCTION COMMUNITY IS: The collection of 300 years of existing examples of 17th, 18th and 19th century construction methods and materials, from which to learn for faster Progress.

THE BIGGEST CHALLENGE FACING CONSTRUCTION PROJECTS IN PHILADELPHIA IS: Getting good design and workmanship, avoiding cheap “value engineering”.

THE MOST OPPORTUNITIES IN CONSTRUCTION/ARCHITECTURE OVER THE NEXT FIVE YEARS WILL BE IN: Enter the huge untapped market for maintaining and upgrading all existing structures still in use.

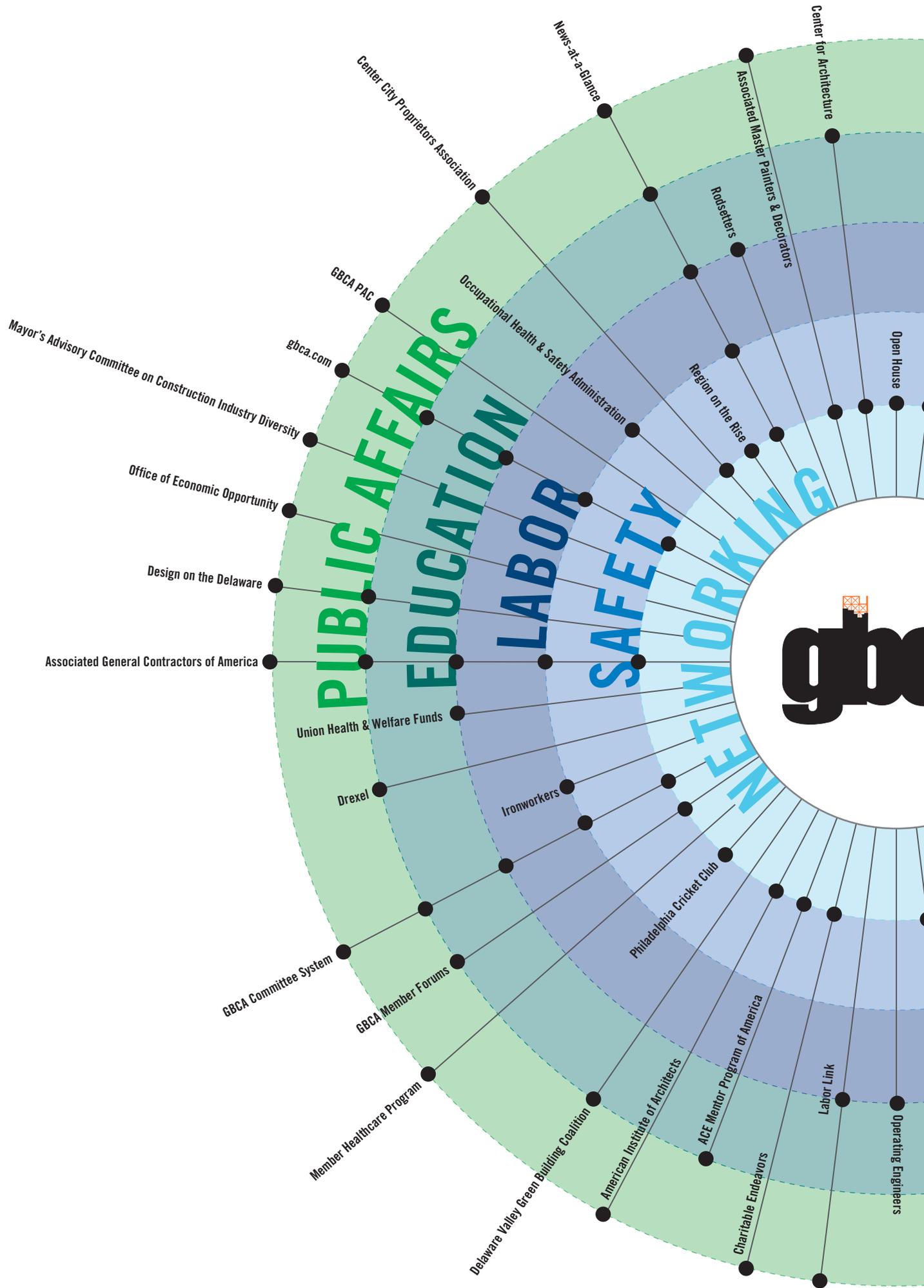
MY DREAM DESIGN OR CONSTRUCTION PROJECT IS: Create a handsome, user friendly building best suited for the purpose that is energy efficient and increases productivity, safety, security, personal comfort and PROFIT.

PROFILING THE INDIVIDUAL

MY GREATEST ACHIEVEMENT IS: Facing challenges successfully.

MY MENTOR IS: I have had many in many fields. The late Charles Peterson FAIA in the United States, and the late Sir Bernard Feilden in England gave great support.

SOMETHING I’VE READ THAT’S HELPED ME IS: *Building Early America,* and *Restoring 1100 AD York Minster, England.*





THE CAR I DRIVE IS: My Merry Oldsmobile convertible that knew its way to New York or ski areas effortlessly.

MY FAVORITE PLACE TO EAT IN PHILADELPHIA IS: Chinese, 9th & Vine; French: Zinc; American: Ruth Chris.



NAME: Christine Knapp
COMPANY: Energy Efficient Buildings Hub (EEB Hub)
TITLE: Manager of Public and Client Relations
YEARS IN THE INDUSTRY: 1

PROFILING THE INDUSTRY

WHY DID YOU GET INVOLVED WITH DESIGN/CONSTRUCTION? When the U.S. Department of Energy selected a team led by Penn State to launch the Energy Efficient Buildings Hub at the Navy Yard in Philadelphia, I knew it would be a game-changer for the region and that I wanted to help. Buildings account for 40% of the nation’s energy use, so tackling this problem will have a tremendous impact in making the nation more energy independent, reducing emissions and creating and supporting good jobs.

THE GREATEST STRENGTH OF PHILADELPHIA’S DESIGN & CONSTRUCTION COMMUNITY IS: The growing number of women and minority-owned companies involved in the industry is wonderful, and something I hope to see continue.

THE BIGGEST CHALLENGE FACING CONSTRUCTION PROJECTS IN PHILADELPHIA IS: Financing, especially for retrofits of existing buildings, is hard to come by. Hurdles to retrofit financing include high up-front costs, split incentives, and difficulty securing loans. There are now some funders coming up with innovative financing programs.

THE MOST OPPORTUNITIES IN CONSTRUCTION/ARCHITECTURE OVER THE NEXT FIVE YEARS WILL BE IN: Energy efficient retrofits. A study we commissioned estimated that 47% of commercial buildings in the Greater Philadelphia region were good candidates for retrofits. Undertaking these retrofits could spur \$618 million on local spending and support 23,500 jobs.

MY DREAM DESIGN OR CONSTRUCTION PROJECT IS: I would love to see more of the beautiful historic buildings at the Navy Yard retrofitted and put back into active use. The EEB Hub is conducting a full spectrum retrofit of Building 661, a former Navy community center, which will be our headquarters and living laboratory. We hope to help the Philadelphia Industrial Development Corporation (PIDC) and Navy Yard tenants to retrofit some of the other 270 empty buildings here.

PROFILING THE INDIVIDUAL

MY GREATEST ACHIEVEMENT IS: Coordinating the Next Great City coalition to support a sustainability agenda during the 2007 Mayor’s

race. It directly led to GreenWorks and many other sustainability programs that have transformed the city.

MY MENTOR IS: Fortunately I have a strong network of talented women that I can turn to for advice, support and wine!

THE CAR I DRIVE IS: A Specialized Dolce bike.

MY FAVORITE PLACE TO EAT IN PHILADELPHIA IS: Just about everything on East Passyunk Ave, and brunch at LaCroix.



NAME: Angela McCaffery
COMPANY: Bittenbender Construction, LP
TITLE: Operations Manager
YEARS IN THE INDUSTRY: 5

PROFILING THE INDUSTRY

WHY DID YOU GET INVOLVED WITH DESIGN/CONSTRUCTION? The opportunity presented itself for a position at Bittenbender Construction, LP. What got me hooked was the entrepreneurial culture of the company and the true leadership and ownership of a woman in construction. To be a part of the “real deal” is infectious.

THE GREATEST STRENGTH OF PHILADELPHIA’S DESIGN & CONSTRUCTION COMMUNITY IS: The ability to preserve William Penn’s original vision of a “Greene Country Towne.” Philadelphia’s design and construction community is committed to beautifully restoring/conserving the city’s parks and plazas.

THE BIGGEST CHALLENGE FACING CONSTRUCTION PROJECTS IN PHILADELPHIA IS: our high taxes make us uncompetitive. Small businesses to large corporations either avoid opening up their doors in Philadelphia or leave the city due to the high BPT and wage taxes.

THE MOST OPPORTUNITIES IN CONSTRUCTION/ARCHITECTURE OVER THE NEXT FIVE YEARS WILL BE IN: the transformation of underperforming public schools to charter schools.

MY DREAM DESIGN OR CONSTRUCTION PROJECT IS: A state of the art equestrian facility that is fully sustainable, from green building to sustainable site operations.

PROFILING THE INDIVIDUAL

MY GREATEST ACHIEVEMENT IS: Being a mother.

MY MENTOR IS: My grandfather, Frank Giunta and Emily Bittenbender.

SOMETHING I’VE READ THAT’S HELPED ME IS: *Animals in Translation*, Temple Grandin.

THE CAR I DRIVE IS: My 1,200 lb Thoroughbred, “Power.”

MY FAVORITE PLACE TO EAT IN PHILADELPHIA IS: Osaka, Chestnut Hill.



NAME: Dianna Montague
COMPANY: Iron Lady Enterprises, Inc.
TITLE: Chairman & CEO
YEARS IN THE INDUSTRY: 21
 Photo: Elizabeth Robertson / Daily News Staff Photographer

PROFILING THE INDUSTRY

WHY DID YOU GET INVOLVED WITH DESIGN/CONSTRUCTION? I have always had a passion for working with my hands and for creating. When I had a choice between a Barbie doll and a Lego Building Blocks set, I always chose the latter.

THE GREATEST STRENGTH OF PHILADELPHIA’S DESIGN & CONSTRUCTION COMMUNITY IS: The community’s willingness to collaborate and to share information on industry best practices.

THE BIGGEST CHALLENGE FACING CONSTRUCTION PROJECTS IN PHILADELPHIA IS: The need to end the rift between warring factions of historically underrepresented minority and women owned contractors and non-minority general contractors.

THE MOST OPPORTUNITIES IN CONSTRUCTION/ARCHITECTURE OVER THE NEXT FIVE YEARS WILL BE IN: Structural foundation work for highway infrastructure repair, modular building construction, and utility substation construction to improve the power grid.

PROFILING THE INDIVIDUAL

MY GREATEST ACHIEVEMENT IS: Becoming the first ever African-American female in history to attain card carrying membership in the Philadelphia Iron Workers Union Local #405, and the first ever female of any ethnicity to complete the Union’s apprenticeship program.

MY MENTOR IS: I have two, my mother and my Local #405 Business Agent, Eddie Penna.

SOMETHING I’VE READ THAT’S HELPED ME IS: *Harvard Business Essentials Managing Projects Large and Small: The Fundamental Skills for Delivering on Budget and on Time* as well as Dale Carnegie’s *How To Win Friends and Influence People*.

THE CAR I DRIVE IS: A true warhorse of a two door sedan. Sometimes I’m not sure who has more miles on the odometer – me or the car.

MY FAVORITE PLACE TO EAT IN PHILADELPHIA IS: Popi’s Italian Restaurant.



NAME: Meg Moss
COMPANY: Oliver Sprinkler Co. Inc.
TITLE: Vice President Contract Sales
YEARS IN THE INDUSTRY: 34

PROFILING THE INDUSTRY

WHY DID YOU GET INVOLVED WITH DESIGN/CONSTRUCTION? More like how: Through a high school work program, which I think the construction community, along with the public institutions need to revisit in order to educate their students about the wide variety of opportunities there are in the real world.

THE GREATEST STRENGTH OF PHILADELPHIA’S DESIGN & CONSTRUCTION COMMUNITY IS: The many healthcare and institutional facilities that exist today in a 50 mile radius.

THE BIGGEST CHALLENGE FACING CONSTRUCTION PROJECTS IN PHILADELPHIA IS: To be able continue to deliver a quality product between rising material costs and the economic pressures of competition and price being looked at as the way to purchase jobs.

THE MOST OPPORTUNITIES IN CONSTRUCTION/ARCHITECTURE OVER THE NEXT FIVE YEARS WILL BE IN: Healthcare and institutional facilities.

MY DREAM DESIGN OR CONSTRUCTION PROJECT IS: Where a design/build opportunity brings a TEAM of qualified contractors to get the job built.

PROFILING THE INDIVIDUAL

MY GREATEST ACHIEVEMENT IS: My daughter.

MY MENTOR IS: Bill Oliver.

SOMETHING I’VE READ THAT’S HELPED ME IS: *Business Relationships that Last*.

THE CAR I DRIVE IS: Nissan Murano.

MY FAVORITE PLACE TO EAT IN PHILADELPHIA IS: Budakahn.



NAME: Amy Novak
COMPANY: Torcon, Inc.
TITLE: Senior Project Manager
YEARS IN THE INDUSTRY: 18 years

PROFILING THE INDUSTRY

WHY DID YOU GET INVOLVED WITH DESIGN/CONSTRUCTION? I majored in Architecture and Civil Engineering in college, but felt that I was better suited to something that involved more direct interaction on a

daily basis. Construction management was a natural and perfect mix of the two disciplines.

THE GREATEST STRENGTH OF PHILADELPHIA'S DESIGN & CONSTRUCTION COMMUNITY IS: Our ability to adapt to the changing needs of clients and progress and learn as the technology develops.

THE BIGGEST CHALLENGE FACING CONSTRUCTION PROJECTS IN PHILADELPHIA IS: the trend back towards general construction and away from the professional relationship that we have developed while operating as construction managers. Our goal is to continue to work together and in a cooperative environment even under this economic downturn.

THE MOST OPPORTUNITIES IN CONSTRUCTION/ARCHITECTURE OVER THE NEXT FIVE YEARS WILL BE IN: the higher education and healthcare industries. Both of these markets must development and progress and we must be able to support them.

MY DREAM DESIGN OR CONSTRUCTION PROJECT IS: In today's economy, any project with realistic expectations for budget and schedule is a dream come true.

PROFILING THE INDIVIDUAL

MY GREATEST ACHIEVEMENT IS: continuing to listen to the design professionals and trade people on my projects. As I have found, it is the only way to learn something new every day.

MY MENTOR IS: John DeFazio, Project Executive Torcon, Inc.

SOMETHING I'VE READ THAT'S HELPED ME IS: *Knowing Your Eight Year Old*. It's interesting to read that there is someone out there that is having the same experience as you are, even if you think that you are in a unique situation. So, we are not re-inventing the wheel, just the vehicle in which it is installed.

THE CAR I DRIVE IS: Chrysler 300.

MY FAVORITE PLACE TO EAT IN PHILADELPHIA IS: La Famiglia Ristorante.



NAME: Elizabeth "Lisa" Pascua
COMPANY: L F Driscoll Co., LLC
TITLE: Project Manager
YEARS IN THE INDUSTRY: 19 years

PROFILING THE INDUSTRY

WHY DID YOU GET INVOLVED WITH DESIGN/CONSTRUCTION? Growing up in Hawaii, I had cousins and uncles in the building trades and their work on the hotels and high-rises of Honolulu always fascinated me. In high school, I took a progression of drafting classes and enjoyed developing house plans. Later in college, I worked sum-

mers as a draftsman for Sansei Architects, a small Honolulu architectural firm. It was this early exposure to the building process that made me realize that I wanted to play a part in construction, that was further solidified with my college CM courses. Also during college, I co-oped as an estimator for Reef Development, a concrete subcontractor in Honolulu and interned in the facilities department of PG&E, the San Francisco based electrical utility company. I graduated from California Polytechnic State University San Luis Obispo with a degree in Construction Management and began my full-time working career.

THE GREATEST STRENGTH OF PHILADELPHIA'S DESIGN AND CONSTRUCTION COMMUNITY IS: The common pursuit of distinctive, challenging, and state-of-the-art design and construction projects that showcase Philadelphia as world class industry venue.

THE BIGGEST CHALLENGE FACING CONSTRUCTION PROJECTS IN PHILADELPHIA IS: As in many areas of the US, the shrinking pool of tradesmen with top notch technical skills and craftsmanship. With the older generation of craftsmen retiring and the younger generation pursuing employment in other fields, the construction industry is slowly losing the knowledge base that is critical for building large, complicated projects.

THE MOST OPPORTUNITIES IN CONSTRUCTION/ARCHITECTURE OVER THE NEXT FIVE YEARS WILL BE IN: Healthcare including specialty facilities such as Cancer Treatment Centers, Cardiovascular Care, Laser Treatments, etc.

MY DREAM DESIGN OR CONSTRUCTION PROJECT WOULD BE: Restoring an old cathedral!

PROFILING THE INDIVIDUAL

MY GREATEST ACHIEVEMENT IS: Beating the odds...I grew up in a poor area of Honolulu and was able to graduate from college with a degree that has allowed me to successfully pursue a career doing what I enjoy and working with great people.

MY MENTORS WERE AND ARE: First and foremost, my parents as I'm the first generation in my Filipino family born in the US to graduate from college. My parents taught me that I could be whatever I wanted if I was willing to do the hard work.

SOMETHING I'VE READ THAT'S HELPED ME IS: *Who Stole My Cheese...* a quick read but surprisingly true.

THE CAR I DRIVE IS: An Audi A4 Convertible...what can I say, after a tough day at the jobsite, it's exhilarating to drop the top and have the wind in my hair!

MY FAVORITE PLACE TO EAT IN PHILADELPHIA IS: La Colina...the Dover Sole is the BEST!



NAME: Cathi Pellegrino
COMPANY: L. F. Driscoll Company, LLC
TITLE: Senior Project Manager
YEARS IN THE INDUSTRY: 17

PROFILING THE INDUSTRY

WHY DID YOU GET INVOLVED WITH DESIGN/CONSTRUCTION? For me, the appeal of the construction industry was based on the dissimilarities – no two days are the same, no two projects are the same, and so on.

THE GREATEST STRENGTH OF PHILADELPHIA’S DESIGN & CONSTRUCTION COMMUNITY IS: The greatest strength of our community is the overwhelming pride that is evident from all parties involved.

THE BIGGEST CHALLENGE FACING CONSTRUCTION PROJECTS IN PHILADELPHIA IS: The undertow of apathy has strengthened over the years.

THE MOST OPPORTUNITIES IN CONSTRUCTION/ARCHITECTURE OVER THE NEXT FIVE YEARS WILL BE IN: It’s hard to identify where the most opportunity will be realized – especially with the economy still in question.

MY DREAM DESIGN OR CONSTRUCTION PROJECT IS: A complex project in Philadelphia with sufficient resources to complete on time, within budget and, above all, safely.

PROFILING THE INDIVIDUAL

MY (LATEST) GREATEST ACHIEVEMENT IS: completing the MS Mud Run last year.

MY MENTOR IS: I learn from just about everybody that I have the pleasure to work amongst; working with Dave Rhoda, LFD Senior Superintendent, for the last several years, though, has been a real positive experience.

SOMETHING I’VE READ THAT’S HELPED ME IS: The saying – “Courage is not the absence of fear, but rather the judgment that something else is more important than fear.”

THE CAR I DRIVE IS: VW Toureg.

MY FAVORITE PLACE TO EAT IN PHILADELPHIA IS: Citizens Bank Park.



NAME: Heidi Ritter
COMPANY: Ritter Contracting, Inc.
TITLE: Vice President/General Counsel
YEARS IN THE INDUSTRY: 7

PROFILING THE INDUSTRY

WHY DID YOU GET INVOLVED WITH DESIGN/CONSTRUCTION? After litigating for a

number of years, I wanted to do something that allowed me to be creative and more intimately involved in the day-to-day running of a business. Plus, it is really rewarding to work on projects that change the city skyline and streetscape.

THE GREATEST STRENGTH OF PHILADELPHIA’S DESIGN & CONSTRUCTION COMMUNITY IS: Philadelphia’s construction community has a wonderful diversity of projects, companies and people.

THE BIGGEST CHALLENGE FACING CONSTRUCTION PROJECTS IN PHILADELPHIA IS: Tighter market conditions and rising construction costs.

THE MOST OPPORTUNITIES IN CONSTRUCTION/ARCHITECTURE OVER THE NEXT FIVE YEARS WILL BE IN: Commercial renovation work.

MY DREAM DESIGN OR CONSTRUCTION PROJECT IS: Designing and building my own home.

PROFILING THE INDIVIDUAL

MY GREATEST ACHIEVEMENT IS: On a professional level, I hope my greatest achievement has yet to be accomplished. On a personal level, my greatest achievement, without doubt, is my children.

MY MENTOR IS: My mother, for being such a tenacious business woman.

SOMETHING I’VE READ THAT’S HELPED ME IS: *Good to Great* by James C. Collins.

THE CAR I DRIVE IS: 2005 Toyota Sequoia.

MY FAVORITE PLACE TO EAT IN PHILADELPHIA IS: Davio’s Northern Italian Steakhouse.



NAME: Kimberly E. Sharkey, CPCU, AIC
COMPANY: The Graham Company
TITLE: Vice President
YEARS IN THE INDUSTRY: 24 years

PROFILING THE INDUSTRY

WHY DID YOU GET INVOLVED WITH DESIGN/CONSTRUCTION? I work at an insurance brokerage that specializes in the risk management of large contractors and I serve as our clients’ outsourced Risk & Claims Management Consultant. I’m passionate about serving the construction industry because I want to help ensure that every person on a construction site returns home safely every night.

THE GREATEST STRENGTH OF PHILADELPHIA’S DESIGN & CONSTRUCTION COMMUNITY IS: The deep talent pool of the large commercial contractors in the Philadelphia area.

THE BIGGEST CHALLENGE FACING CONSTRUCTION PROJECTS IN PHILADELPHIA IS: You pay a price to utilize the safest contractors available; one fatality on a project is one too many and you can't put a price on a life. Owners need to remember this when putting jobs out to bid.

THE MOST OPPORTUNITIES IN CONSTRUCTION/ARCHITECTURE OVER THE NEXT FIVE YEARS WILL BE IN: High-rises.

MY DREAM DESIGN OR CONSTRUCTION PROJECT IS: One with zero accidents/incidents.

PROFILING THE INDIVIDUAL

MY GREATEST ACHIEVEMENT IS: My family.

MY MENTOR IS: Bill Graham (CEO & Chairman of The Graham Company).

SOMETHING I'VE READ THAT'S HELPED ME IS: *The 7 Habits of Highly Effective People* by Stephen R. Covey.

THE CAR I DRIVE IS: Toyota Highlander.

MY FAVORITE PLACE TO EAT IN PHILADELPHIA IS: The Capital Grille.



NAME: Bettyann Silvius
COMPANY: The Sullivan Company
TITLE: Senior Project Executive
YEARS IN THE INDUSTRY: 25

PROFILING THE INDUSTRY

WHY DID YOU GET INVOLVED WITH DESIGN/CONSTRUCTION? By default – my second job was working for a construction management firm as an administrative assistant and I was mesmerized by construction projects. I naturally gravitated to the evolution of a construction project and the rest is history.

THE GREATEST STRENGTH OF PHILADELPHIA'S DESIGN & CONSTRUCTION COMMUNITY IS: The wealth of knowledge, finesse and experience of the construction management and design firms.

THE BIGGEST CHALLENGE FACING CONSTRUCTION PROJECTS IN PHILADELPHIA IS: The increasing cost of materials coupled with the economy.

THE MOST OPPORTUNITIES IN CONSTRUCTION/ARCHITECTURE OVER THE NEXT FIVE YEARS WILL BE IN: Healthcare and higher education projects.

MY DREAM DESIGN OR CONSTRUCTION PROJECT IS: An Olympic village for a summer Olympics in Philadelphia.

PROFILING THE INDIVIDUAL

MY GREATEST ACHIEVEMENT IS: Raising my three children.

MY MENTOR IS: Too many to list.

SOMETHING I'VE READ THAT'S HELPED ME IS: *The Last Lecture*.

THE CAR I DRIVE IS: Audi A4.

MY FAVORITE PLACE TO EAT IN PHILADELPHIA IS: Matyson.



NAME: Cheryl A. Smith, AIA, LEED AP
COMPANY: Cope Linder Architects
TITLE: Senior Associate
YEARS IN THE INDUSTRY: 28

PROFILING THE INDUSTRY

WHY DID YOU GET INVOLVED WITH DESIGN/CONSTRUCTION? It was in my genes; it was what I knew and loved to do. My father was an entrepreneur and a contractor; I learned a lot from him about the construction business and the development world. I also learned from my mother, who was the taste maker of the family, how to design and become a leader in the community. I think that I found the best of both worlds because as an architect, I have a desire to create great looking spaces and buildings but also have an understanding of how things get built that contractors can relate to.

THE GREATEST STRENGTH OF PHILADELPHIA'S DESIGN & CONSTRUCTION COMMUNITY IS: Probably its leadership where there is a balance of highs and lows.

THE BIGGEST CHALLENGE FACING CONSTRUCTION PROJECTS IN PHILADELPHIA IS: Lack of financing!

THE MOST OPPORTUNITIES IN CONSTRUCTION/ARCHITECTURE OVER THE NEXT FIVE YEARS WILL BE IN: The most opportunities will be in improving energy efficiency in both new and existing buildings to meet the desire of most building owners. Embracing computer modeling technology and having a good understanding of building sciences is a step in the right direction. As co-chair of Philadelphia's Building Enclosure Council (BEC), a joint committee between the American Institute of Architects (AIA) and the National Institute of Building Sciences (NIBS), we try to educate architects, engineers, and contractors regarding the use of new technologies for the building envelope. We have a strong following, but would love to see more participants.

MY DREAM DESIGN OR CONSTRUCTION PROJECT IS: Working with my husband to design and construct a kitchen addition to our house which will express our life style of eating healthy and our love of enjoying food and wine with friends and family.

PROFILING THE INDIVIDUAL

MY GREATEST ACHIEVEMENT IS: Successfully meeting today's challenges of crazy deadlines and budgets!

MY MENTOR IS: My parents, they taught me how to be successful at whatever I wanted to do, they also taught me to be respectful and considerate of others and to constantly give to others.

SOMETHING I'VE READ THAT'S HELPED ME IS: *Who Moved My Cheese?* by Spenser Johnson.

THE CAR I DRIVE IS: It's a 2012 Lexus CT 200h, my first new car in over 10 years and I absolutely love it! It's comfortable, fun to drive, very high tech and great on gas mileage!

MY FAVORITE PLACE TO EAT IN PHILADELPHIA IS: Meredith Cafe at the Union League.



NAME: Laura Van De Pette
COMPANY: Brownstein Group Brand Communication
TITLE: Public Relations Account Supervisor
YEARS IN THE INDUSTRY: 5

PROFILING THE INDUSTRY

WHY DID YOU GET INVOLVED WITH DESIGN/CONSTRUCTION? If I had not pursued Public Relations as a career, I would have pursued interior design. Both careers are powered by creativity and non-conventional thinking and I love that I get to leverage my writing and PR skills to promote the advancements of the design & construction industry.

THE GREATEST STRENGTH OF PHILADELPHIA'S DESIGN & CONSTRUCTION COMMUNITY IS: It is nimble. Philly's design and construction community is much like the local PR community. It is more than qualified to play and compete on a national level (and it does!), but we're still small enough to remain nimble. Unlike larger firms in NY, we can more readily turn on a dime as our clients' needs change.

THE BIGGEST CHALLENGE FACING CONSTRUCTION PROJECTS IN PHILADELPHIA IS: City Hall. How many amazing projects have been killed here?

THE MOST OPPORTUNITIES IN CONSTRUCTION/ARCHITECTURE OVER THE NEXT FIVE YEARS WILL BE IN: Hopefully commercial green retrofits and a commitment to net zero energy building; our city desperately needs to improve the efficiency of its existing commercial building stock (let's not forget account for 40% of total energy consumption!).

MY DREAM DESIGN OR CONSTRUCTION PROJECT IS: The VIADUCTgreene project; I recently learned about this much-needed project which would create a linear greenspace in Philadelphia along the former 9th Street Branch and City Branch of the Philadelphia & Reading Railroad, traversing some 55 city blocks — nearly 3 miles of greenway for pedestrians and bicyclists — without crossing a street. Imagine how that would improve our City!

PROFILING THE INDIVIDUAL

MY GREATEST ACHIEVEMENT IS: Leveraging the results of a Public Relations program that was executed for a multi-national architecture firm, to win the PR business of the world's largest manufacturer of construction materials.

MY MENTOR IS: My boss! Erin Allsman.

SOMETHING I'VE READ THAT'S HELPED ME IS: *Am-Bitch-Ous* by Debra Condren.

THE CAR I DRIVE IS: BMW 328i.

MY FAVORITE PLACE TO EAT IN PHILADELPHIA IS: Izumi.



NAME: Nancy L. Walker
COMPANY: Atlantic Concrete Cutting Inc.
TITLE: President and Owner
YEARS IN THE INDUSTRY: 21

PROFILING THE INDUSTRY

WHY DID YOU GET INVOLVED WITH DESIGN/CONSTRUCTION? Like many others, after graduating from college I conducted an aggressive job search. The potential opportunities were few and far between with no immediate interest by employers in my training or my skills. I eventually invested my savings in a truck and a slab saw. Initially, we worked out of a small neighborhood garage, cutting concrete during the day and preparing estimates at night. Today we are a leader in our industry which makes me very proud.

THE GREATEST STRENGTH OF PHILADELPHIA'S DESIGN & CONSTRUCTION COMMUNITY IS: Its safety culture.

THE BIGGEST CHALLENGE FACING CONSTRUCTION PROJECTS IN PHILADELPHIA IS: The depressed economy. We have actively taken steps to manage our marketing, finances, and operations in a way that reflects the tight economy. We have expanded our services and our employee training in order to facilitate one stop shopping for our customers. We are committed to not only surviving this difficult economy, but also coming through it as a stronger, healthier company that is able to provide for the long-term economic health of its employees and their families.

THE MOST OPPORTUNITIES IN CONSTRUCTION/ARCHITECTURE OVER THE NEXT FIVE YEARS WILL BE IN: All indicators point to a recovered industry that will grow rapidly and aggressively to repair, renovate, and replace our aging and deteriorating infrastructure — our bridges and highways. The impact will be huge — large projects and contracts requiring smart architects and engineers, experienced project managers, and skilled workers. The construction industry will be strong as it rebuilds a strong America.

MY DREAM DESIGN OR CONSTRUCTION PROJECT IS: My dream construction project is one where I can use our specialized equipment and our trained team of employees to meet the newer, larger challenges such as work on hydroelectric dams and in nuclear power generating stations across America. Other challenging jobs that are of interest to me are those involving our national treasures such as historic sites and monuments.

PROFILING THE INDIVIDUAL

MY GREATEST ACHIEVEMENT IS: My greatest achievement has been to attain the high, quality standards established by the Concrete Sawing and Drilling Association (CSDA), allowing Atlantic Concrete Cutting Inc. to become the first company internationally to be awarded a Level 3 (ISO-9000 Compliant) certification.

MY MENTOR IS: I'm thankful for the many people who have touched my life in positive ways. However, the following five wonderful people mentored me over the last 21 years:
Susan Hollingsworth, Holes Incorporated
Skip Aston, Ohio Concrete Sawing & Drilling, Inc.
Ron Culgin, Pro Cut, Inc.
Joyce and Peter White, D-Drill Master Drillers Ltd.

SOMETHING I'VE READ THAT'S HELPED ME IS: *What It Takes to Be Number One* by Vincent Lombardi, Jr. Lombardi writes of his father's emphasis on commitment, discipline, excellence, and passion in order to be successful. His motivation applies to both on and off the football field. It's a great book and will have you running full speed the next day.

THE CAR I DRIVE IS: Range Rover HSE.

MY FAVORITE PLACE TO EAT IN PHILADELPHIA IS: 1862, located at The Union League of Philadelphia.



NAME: Amanda Gibney Weko
COMPANY: AGW Communications
TITLE: Principal/Owner
YEARS IN THE INDUSTRY: 16

PROFILING THE INDUSTRY

WHY DID YOU GET INVOLVED WITH DESIGN/CONSTRUCTION? In architecture school, I realized my strength was communication. I love helping architects and builders explain the ideas behind their projects. I use my balance of design and communication skills in my role as a consultant.

THE GREATEST STRENGTH OF PHILADELPHIA'S DESIGN & CONSTRUCTION COMMUNITY IS: Philadelphia offers world-class building projects and amazing possibilities for collaboration.

THE BIGGEST CHALLENGE FACING CONSTRUCTION PROJECTS IN PHILADELPHIA IS: Increased competition and a down economy have meant there's not as much work available for all the good firms out there. Making your competitive advantage clear is both a challenge and a possibility for architecture and construction companies.

THE MOST OPPORTUNITIES IN CONSTRUCTION/ARCHITECTURE OVER THE NEXT FIVE YEARS WILL BE IN: Increased competition for projects has made firms realize they need to do a better job communicating and promoting their work and their competitive advantage. Opportunities abound to solicit feedback from clients and colleagues, understand your firm's strengths, and position for growth as the economy rebounds.

MY DREAM DESIGN OR CONSTRUCTION PROJECT IS: My husband and I personally renovated the Victorian house where we live. I'm always dreaming about the next project house . . .

PROFILING THE INDIVIDUAL

MY GREATEST ACHIEVEMENT IS: Starting my practice in 2003 when my daughter was born, and spending the last 9 years successfully balancing business and family. Every day is an achievement!

MY MENTOR IS: Rosemarie Fabien, a fellow design communicator.

SOMETHING I'VE READ THAT'S HELPED ME IS: Why business people speak like idiots by Brian Fugere, Chelsea Hardaway & Jon Warshawsky – it has helped me explain to clients how and why to avoid jargon and make communication stronger and more engaging.

THE CAR I DRIVE IS: 2011 Ford Escape.

MY FAVORITE PLACE TO EAT IN PHILADELPHIA IS: Fork.



NAME: Karla Wursthorn
COMPANY: T.N. Ward Company
TITLE: Estimating & Marketing
YEARS IN THE INDUSTRY: 16

PROFILING THE INDUSTRY

WHY DID YOU GET INVOLVED WITH DESIGN/CONSTRUCTION? I attended the University of Notre Dame and studied architecture which led me to my first professional job working for a small architectural. Later, I joined a design/build firm with the intent of working in their design department. As fate would have it, I was asked to work with the estimating department on a part time basis because "it would be good for me to learn." I enjoyed the fast paced aspect of estimating and bidding so I decided to change careers and become a full time estimator.

THE GREATEST STRENGTH OF PHILADELPHIA'S DESIGN & CONSTRUCTION COMMUNITY IS: Its diverse group of design and construction professionals. There

are experts for every conceivable project type; certainly, there is no need to seek design or construction firms outside of the area.

THE BIGGEST CHALLENGE FACING CONSTRUCTION PROJECTS IN PHILADELPHIA IS: Funding/financing - many projects just don't get off the ground. The ones that do succeed are often delayed and have funding sources which require the owner and contractors to jump through numerous hoops with special criteria and reporting requirements.

THE MOST OPPORTUNITIES IN CONSTRUCTION/ARCHITECTURE OVER THE NEXT FIVE YEARS WILL BE IN: The energy sector.

MY DREAM DESIGN OR CONSTRUCTION PROJECT IS: I've lived my dream by working on The Salvation Army Kroc Center; I'm proud to have been part of a project that is helping so many people in the community while also serving as a catalyst for growth and revitalization in Philadelphia.

PROFILING THE INDIVIDUAL

MY GREATEST ACHIEVEMENT IS: Raising two children (works in progress).

MY MENTOR IS: My father for instilling a strong work ethic and integrity and my mother for her poise and kindness.

SOMETHING I'VE READ THAT'S HELPED ME IS: Books on personality such as Myers-Briggs, etc. Not only did they help me understand myself, but also, they help me understand other people's motivations as well.

THE CAR I DRIVE IS: Chevy Malibu (affordable yet stylish).

MY FAVORITE PLACE TO EAT IN PHILADELPHIA IS: I'm enjoying the proliferation of new Asian restaurants.





NAME: Lisa Godlewski
COMPANY: GBCA
TITLE: Director of Public Affairs and
 Editor of Construction Today® magazine
YEARS IN THE INDUSTRY: 6

RESPONSIBILITIES AT GBCA: As the Director of Public Affairs I monitor what is going on in the region regarding construction legislation and communicate the GBCA's point of view to our membership and to the public. As the Editor of Construction Today® I assemble a team of industry leaders four times a year to spread the word about our design and construction industry.

PROFILING THE INDUSTRY

WHY DID YOU GET INVOLVED WITH DESIGN/CONSTRUCTION? I learned about the job from a friend from graduate school, who is also included in this Women in Design & Construction issue. I jumped at the chance to apply my background in the U.S. Congress to a complex, but exciting industry. Now I love walking around Philadelphia saying to people, "See that building, that bridge, that stadium? Our members built that."

THE GREATEST STRENGTH OF PHILADELPHIA'S DESIGN & CONSTRUCTION COMMUNITY IS: The GBCA. No one wants to work harder for the union construction industry than the members and staff of the GBCA. It's a place to exchange ideas and truly help one another. Whether you're a developer, building owner, architect, engineer, contractor or service provider, we're here and ready to work for you.

THE BIGGEST CHALLENGE FACING CONSTRUCTION PROJECTS IN PHILADELPHIA IS: "But this is Philadelphia, that could/would never happen." I'm frustrated with the deeply-rooted belief that nothing can or does get done here.

Also, the belief that lowest bid gets the same buildings built and is best for the bottom line has got to go.

THE MOST OPPORTUNITIES IN CONSTRUCTION/ARCHITECTURE OVER THE NEXT FIVE YEARS WILL BE IN: Smarter development here in Philadelphia. I am encouraged by the news coming out of organizations like the Community Design Collaborative and PlanPhilly that are calling for sustainable construction to help individuals at all income brackets live a better life.

Also, moving everything to do with field construction over to digital communication. It's already happened in the architecture and engineering communities. As soon as they make a more rugged iPad, we will be running full steam ahead.

MY DREAM CONSTRUCTION PROJECT WOULD BE: It would be great to restore the Wm. Mulherin's Sons whiskey distillery in Fishtown. The El runs right past it and I'd love to restore the building to showcase its heritage. Plus, the streetscape along the El is in dire need of revitalization.

PROFILING THE INDIVIDUAL

MY GREATEST ACHIEVEMENT IS: Here at the GBCA it would be taking the legacy of *Construction Today*® that I was given and helping it to become the 2011 recipient of the *Lewis Mumford Award for Architectural Journalism*. At home it would be helping my precocious son Quincy survive toddlerhood.

MY MENTOR IS: Emily Bittenbender of Bittenbender Construction. I am so lucky to have her as a sounding board and teacher. Plus, she's a lot of fun!

SOMETHING I'VE READ THAT'S HELPED ME IS: *Boardwalk Empire: The Birth, High Times, and Corruption of Atlantic City* by Nelson Johnson. It's a fascinating read and it is a reminder of just how complicated politics, business, and relationships are.

THE CAR I DRIVE IS: The Market Street El.

MY FAVORITE PLACE TO EAT IN PHILADELPHIA IS: Kabul.



NAME: Angela M. Tilotta
COMPANY: GBCA
TITLE: Administrative Assistant
YEARS IN THE INDUSTRY: 35

RESPONSIBILITIES AT GBCA: Provide administrative assistance to the Association with regards to health care benefits. I also work with the Associated General Contractors of America (AGC) and the Associated Master Painters and Decorators (AMPD).



NAME: Joann M. Piazza
COMPANY: GBCA
TITLE: Administrative Assistant Education
YEARS IN THE INDUSTRY: 15

RESPONSIBILITIES AT GBCA: Handle GBCA sponsored classes for various educational institutions. Education Forums (e.g., Green Training, Economic & Legal Updates, etc.)

PROFILING THE INDIVIDUAL

MY GREATEST ACHIEVEMENT IS: Having a sense of humor.

MY MENTOR WAS: Alice Cole.

SOMETHING I'VE READ THAT'S HELPED ME IS: *7 Habits of Highly Effective People*, by Stephen Covey.

THE CAR I DRIVE IS: Ford.

MY FAVORITE PLACE TO EAT IN PHILADELPHIA IS: Irish Pub.



NAME: Mary Meszaros
COMPANY: GBCA
TITLE: Director of Member Services
YEARS IN THE INDUSTRY: 27

RESPONSIBILITIES AT GBCA: As Director of Member Services for the GBCA I am in the business of assisting our members make the best use of their membership by helping them get more involved in the association and making connections through the association's various networking, educational and social events.

PROFILING THE INDUSTRY

WHY DID YOU GET INVOLVED WITH DESIGN/CONSTRUCTION? My background is in fine art and as anyone in art can attest, making a living at it can be tough.

I had the opportunity to come to the Association shortly after graduating from college. I credit the Association with teaching me on the job. In my years of service with the Association I have worked in virtually every department. In 1992 I assumed the role of Director of Association Activities and continued in that role until 2008 when my title was broadened to Director of Member Services.

THE GREATEST STRENGTH OF PHILADELPHIA'S DESIGN & CONSTRUCTION COMMUNITY IS: Its hometown pride. Other cities may be larger, but Philadelphians are proud of their heritage and continue to draw strength from it even as they plan for the future.

THE BIGGEST CHALLENGE FACING CONSTRUCTION PROJECTS IN PHILADELPHIA IS: The mindset that cheaper is better and cheapest is best.

THE MOST OPPORTUNITIES IN CONSTRUCTION/ARCHITECTURE OVER THE NEXT FIVE YEARS WILL BE IN: Energy and technology.

PROFILING THE INDIVIDUAL

MY GREATEST ACHIEVEMENT IS: Learning new things while juggling a hectic schedule.

MY MENTOR IS: Helen J. Pietrangelo.

SOMETHING I'VE READ THAT'S HELPED ME IS: Riding is the art of keeping the horse between the ground and yourself.

THE CAR I DRIVE IS: A ten year old SUV.

MY FAVORITE PLACE TO EAT IN PHILADELPHIA IS: Village Whiskey.



NAME: Roseann Rotz
COMPANY: GBCA
TITLE: Administrative Assistant/Labor Relations
YEARS IN THE INDUSTRY: 28

RESPONSIBILITIES AT GBCA: Provide administrative support to the Director of Labor; coordinate and maintain the association's regional wage rate chart; record staff vacation/time off; recording of IAP contributions.

PROFILING THE INDIVIDUAL

MY GREATEST ACHIEVEMENT IS: Raising two happy and successful daughters.

MY MENTOR IS: Jud Vogdes.

SOMETHING I'VE READ THAT'S HELPED ME IS: *How Full Is Your Bucket?* by Tom Rath and Ph.D. Donald O. Clifton

THE CAR I DRIVE IS: Ford.

MY FAVORITE PLACE TO EAT IN PHILADELPHIA IS: McGillans Old Ale House.

Running the L&I MARATHON

Profiling Past Licenses & Inspections Commissioner Fran Burns

By Lisa Godlewski

Fran Burns, the past Commissioner of Licenses & Inspections (L&I) has a thing for Rocky Balboa. But it's not what you think. Being a seasoned runner in the Blue Cross Broad Street run, she said she has always loved to get to mile eight and hear the inspiring Rocky music playing. Is that the same music that inspired Burns during her four years running a marathon of Licenses and Inspections reform? The answer is undoubtedly, yes.

The uphill part of this marathon for Burns had been the Department's efforts to debunk the long-held myth that it is hard to build in Philadelphia. "It's easy to say that," she said. "We say 'it's hard to do business in Philadelphia,' we worry about the cost of construction, and we argue that it is really hard to get through the city agencies. At this point I think we're just accustomed to saying it."

But the reality for the Department is that they hear from big "chains" outside the city that it is actually quite easy to get permits through Philadelphia. "We do get agita over the zoning side. But once you are past that, it's not that complicated," she said.

"So that means we haven't done a good enough job of bringing the facts to the table," said Burns. Here's the thing – if you come to L&I, you can have a com-

mercial review done within in 20 business days. Meanwhile look at Chicago, she said, "they are getting a big technology investment to get their commercial reviews from 45 days to 35 days. L&I hasn't even implemented its technology yet and they're at 20 days!" To do that though, Burns emphasized that some of the onus is on you. "You need to really understand professionals you're hiring and their knowledge of the code," she said. "Secondly, you have to respond to L&I when we ask for more information."

The uphill part of this marathon is the L&I's efforts to debunk the myth that it's hard to build in Philadelphia.

That being said, L&I is currently working on electronic plan review to enable multiple city agencies (e.g. L&I, the Streets Department, the Water Department) to review plans at the same time. Once the technology is up and running, Burns expects further streamlining of the process to take place. "L&I wants people to get in and out," she said emphatically. But that is just the beginning. During her marathon, Burns was instrumental in starting a technology review of plans examiners to determine where her examiners were

inconsistent with their technology. Also, right now ninety seven percent of L&I's workforce is fully certified. In fact, the Department makes an 18-month training and certification investment in an employee when (s)he walks in the door.

Construction and L&I Burns said 50%-60% of her time was spent dealing with construction. Despite no formal background in construction management, she maintains a valuable perspective for the contractor community. "Sell what you have! And tell the trades to do it too! You're so good, look at what you've built!" she said while she pointed out the window. "It's awesome," she continued, "you need to package that and sell it. It's something you and the trades must do to help yourselves and in doing so, you'll also be helping the City."

Helping the City is something Burns can be proud of, just look at the budget change as the economy soured.

"Our budget changed from Fiscal Year 2008 with \$30,254,839 to Fiscal Year 2013 with a proposed \$21,660,905. I had to lay

Department of Licenses & Inspections At-A-Glance*

41,497
permits issued

93,103
construction inspections

91,938
operations division inspections

1,487
clean and seals

580
demolitions

* Fiscal Year 2011

off 38 people 2 months into the job," she said. But despite the loss of revenue and staff, Burns and L&I decided that they would still do more with less.

"We're just plenary under way with our technology. *Project Eclipse* L&I calls it.

It involves online licenses and permits, it includes mobile handhelds for inspectors, allows for scheduling inspections through phone, and even gives you permit statuses over the phone," she said proudly.

The Department is also pursuing third party accrediting of their Department through the International Accreditation Service. This process was a year and a half long. Burns put her staff through the process and the test voluntarily. L&I can now say they are one of the first cities to get this accreditation.

"Under Burns, L&I has come a long way," Councilman James F. Kennedy said last month. Together with her staff she has instituted procedures to have L&I respond to all of calls made to the Department, and also tell callers how long it will take for L&I to check out a problem - something that had never happened before. Burns also introduced a system to prioritize which buildings were most dangerous during her run as L&I Commissioner.

This is in addition to the Department's vacant property strategy complete with

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1,500 inspections in 2011; collection of 200 wall inspection reports from the façade program; and executing over \$1.2 million dollars worth of demolitions as part of the Neighborhood Stabilization program. Burns even gushed about her inspectors. Starting this past April, inspectors now have a uniformed look only helps to reiterate the climate of professionalism and service L&I now strives for.

The Women and Men of L&I When asked about how being female impacted her career path, Burns, like many of the other women profiled in this issue, didn't have a clear answer, but she did say that her job was predicated on building working relationships. "My insight into the organization was people, behaviors, culture and budget. But I also felt my relationship building skills helped significantly. Those skills together helped me to succeed without the strong technical construction background," she said.

"Sell what you have! And tell the trades to do it too! You're so good, look at what you've built!"

Those relationship-building skills served Burns well when working with her second in command, Mike Fink for example. She boasted that Fink was the "2009 International Code official of the Year. He is the premier code official in the country. Once I knew I had him on board, that we'd be all right." She continued on to say that they complemented each other well, each having different strengths.

"He, like all of the staff, helped me continue on this long road to reform. It's been a rough three and a half years but L&I has a really strong workforce," said Burns. And many of those along with her on this journey are women. In fact, the Department is made up of 41% women.

Burns started her marathon at the Department of Licenses and Inspections back in 2008. Prior to this race, she served as Executive Director the Manayunk Development Corporation, as Deputy Commissioner at L&I from 2004 to 2007, as Assistant Managing Director in the Office of



Fran Burns, immediate past Commissioner, for L&I.

the Managing Director, and as Assistant Budget Director in the Office of Budget and Program Evaluation. She began her

career as Director of Capital Analysis and Operations at the Pennsylvania Intergovernmental Cooperation Authority. She has a Bachelor of Arts in Political Science and a Master of Public Administration, both from Villanova University.

It was recently announced that, Burns has set off on a new race. She is leaving the administration in early June to head the Pennsylvania Intergovernmental Cooperation Authority (PICA). The General Building Contractors Association (GBCA) wishes her well in her new endeavor. Rocky Balboa indeed. 🏆



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Everyone Needs a Little **MAGIC**

Mentoring Girls in Construction

By Mary Meszaros

One of the fundamental tasks for the National Association for Women in Construction (NAWIC) is involving girls early-on in learning about the construction process. Not every student goes on to a four year university or community college, but that does not mean opportunity is closed to them. The construction industry is a vibrant community of wide-ranging opportunity. The goal of MAGIC (Mentoring a Girl in Construction) Camp is to showcase some of them.

The National Association of Women in Construction got its start in 1953 in Fort Worth, Texas by a group of women working in the construction industry who saw a need for a support network. Today NAWIC has a diverse membership and more than 150 chapters nationwide. In its years of service the Association has advanced the causes of all women in construction from tradeswomen to business owners.

MAGIC Camp, started in 2005 in Sugarloaf, GA by two NAWIC members, is a unique one-week camp, free to seventh through twelfth grade girls, which teaches the basic skills of the trades (carpentry, electrical, plumbing, painting, masonry, etc.) as well as instruction using hand and power tools. The students also experience using heavy equipment of the type used on construction job sites and are introduced to successful women working in various phases of construction. Skills training com-

bined with fun projects the girls make with their own hands to take home keep their interest throughout each day.

Nationwide, girls from California to Maine have taken advantage of this program. Student Ana Sical from San Diego says, “Without my week experience at MAGIC Camp, I don’t think I would have gotten into a construction career. I learned how to apply myself. I graduated last year and I am enrolled in San Diego State University’s Construction Engineering and Management Program.”

MAGIC Camp teaches the basic skills of the trades to female students.

Local contractors and apprenticeship training programs are on hand to work side-by-side and to answer questions about the lucrative opportunities available to women interested in skilled trades training. Transportation is provided to and from the trades’ sites each day.

In 2009, the Philadelphia NAWIC Chapter 145 hosted its inaugural MAGIC Camp. Immediate NAWIC Past President, Maura Hesdon, explains it this way: “The Philadelphia Chapter has transformed the camp to partner with the local union training centers to provide the best possible hands-on experience for these girls. “Trades partners

THE 2011 CLASS OF MAGIC CAMP TOURED THE BARNES FOUNDATION, THEN UNDER CONSTRUCTION, AND VISITED WITH SEVERAL AREA TRADES.



included the Steamfitters 420, Plumbers 690, Sprinkler Fitters 692, DC21, (Painters/Tapers/Glaziers), Bricklayers/Tilesetters/Restoration 1 and the Carpenters.

It really is a win-win for the students and the local unions/future employers as we are introducing young, often minority, women to the option of a rewarding career in the construction industry with the right training, and helping to feed the system with potential workers to meet the workforce inclusion requirements mandated on many area projects.”

In 2011 the General Building Contractors Association (GBCA) got involved with MAGIC Camp, offering the use of its headquarters as the drop-off and pick-up location for the girls each day and Board Room as the location for the closing ceremony and luncheon. Brooke Sabia had this to say about her MAGIC Camp experience: “If there’s anything that I learned it would be how a painter, or a bricklayer, or a person who installs dry wall actually gets to that position. I was never sure about the union or what it was before the camp and afterward I learned the steps and things necessary that it takes to get a job like that. Overall it was a ton of fun last year!”

The 2011 camp was attended by 15 students who spent a week getting an introduction to the construction industry. It included visits to the Sprinkler Fitters Training Center, District Council 21 and the Finishing Trades Institute, the IBEW Local 98, the Carpenters Joint Apprentice Committee School (Carpenters JAC), a blueprint reading class, a professional panel presented by local women in construction, a jobsite tour

of the Barnes on the Parkway and finally, a luncheon and certificate ceremony at the GBCA headquarters.

A look at the long list of sponsors shows that the construction community cares about these girls. MAGIC camp’s 2011 sponsors included: ACE Mentor Program of Eastern PA, American Infrastructure, Apprentice Training for the Electrical Industry, Associated Builders & Contractors, Atlantic Express of PA, Carpenters Joint Apprentice Committee, DC 21 Painters & Allied Trades, GBCA, Helen Eck, IBEW Local 98, LF Driscoll Co., LiUNA African American Caucus, Otis Elevator, Proactive Marketing, Ritter Contracting, Shron Rajnic, Sprinkler Fitters Local 692 and Tague Lumber.

But this program can only be meaningful when students are willing to participate. Community involvement is key. This year’s program (2012) has experienced a lack of participation and was cancelled altogether. If you are in a position to know of students who might benefit, we urge you to reach out to the Philadelphia NAWIC chapter, www.nawicphiladelphia.org.



Mary Meszaros is the Director of Member Services for the General Building Contractors Association.



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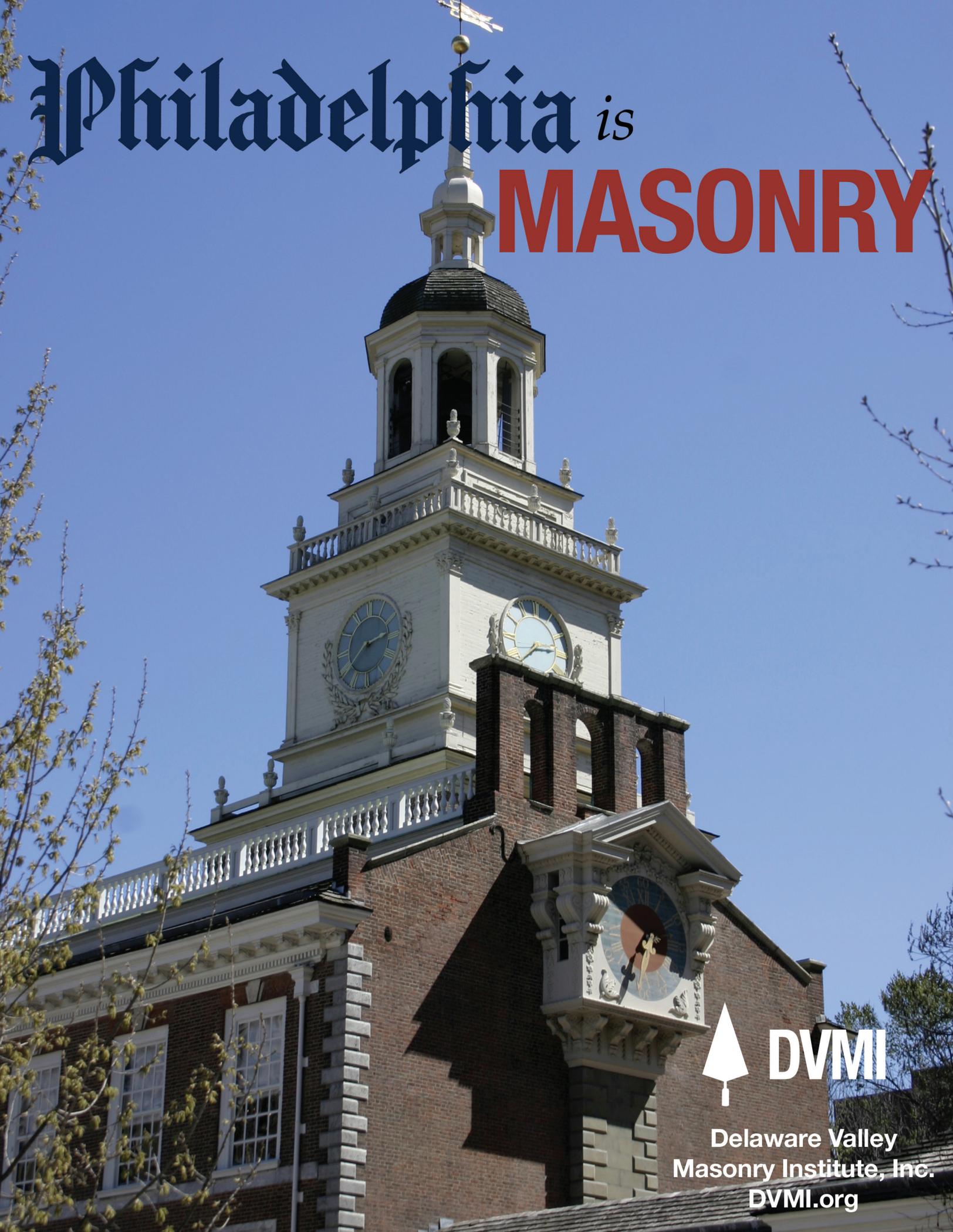
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PERVIOUS & POLISHED:

— The New Face of Concrete —

Cement Masons Local #592 Trains for the Trends

By Wayne Gregory

A hallmark of the union construction industry is the skilled and educated apprentices and journeymen that our trades cultivate through training programs. It is through these programs that our industry gains access to the capacity and skills of a highly trained, capable and productive workforce.

Most people believe the technology surrounding cement finishing is fairly stagnant. But Jeffrey Wildsmith, Apprenticeship Coordinator with Cement Mason's Union, Local #592 of Philadelphia (Local #592) has not only identified, but embraced significant changes in the industry. Through the Apprenticeship & Journeyman Upgrade Program at Local #592, members adapt their skill sets and position themselves for future growth opportunities.

According to Wildsmith, the process of cement finishing has gone through an evolution over the last two decades, including the advent of pervious concrete and the perfecting of concrete polishing. Both of which have been developed in response to the demand for sustainable construction products and techniques. Each process requires significant training and investment to adapt the skillsets of our workforce and contractors to master these complicated techniques.

PERVIOUS CONCRETE: Current sustainable

building trends demand a reduction in storm water runoff on existing and new development projects. In response, pervious products have gained a foothold in the marketplace. Pervious concrete is a cast-in-place product, much like cement, that allows water and moisture to percolate through it and into the groundwater below. It's most commonly found in parking lots, driveways and parking lots.

Cement Masons Local #592 has not only identified, but embraced these significant changes in the industry.

It is a highly effective means to address environmental issues, especially in urban areas where impervious surfaces outnumber soil and vegetation. Like many older cities, Philadelphia has a combined sewer system that includes a storm-water system and a sanitary system (e.g., water from showers, sinks and toilets). During heavy rain, water treatment facilities cannot accommodate the inflow water from the combined systems and this excess flow is diverted directly into local rivers. The U.S. Environmental Protection Agency (EPA) has mandated that these untreated releases into the public waterways be corrected.

Pervious concrete can capture approxi-



30 year old concrete slab before polishing.



Slab during second refinement.



30 year old concrete slab after final refinement.

mately three to eight gallons of water per minute per square foot of the material. This results in recharged groundwater supplies and reduced runoff into our streams, rivers, lakes and oceans. No wonder it is among the Best Management Practices (BMP's) recommended by the EPA.

This new pavement technology is also a more efficient use of our finite land resources by eliminating the need for retention ponds, swales, and other storm water management devices. The installation of a pervious surface also reduces overall project cost for these same reasons. Here in the Philadelphia region, pervious installations have helped property owners to minimize onerous municipal storm water surcharges.

The installation of pervious concrete differs from conventional concrete in several ways. It has low water content and hardens rapidly. For example, pervious concrete typically needs to be poured within one (1) hour of mixing. As recently demonstrated at Local#592's Martell-Dougherty Apprenticeship and Journeyman Training facility, a standard two-step process involves a manual or mechanical screed set ½ inch above the finished height, which is used to level the concrete. Floating and troweling are not used, as is common practice with a standard concrete pour, as it may close the surface pores. Consolidation of the concrete, typically with a steel roller, is recommended within 15 minutes of placement.

Pervious concrete also requires a longer time to cure. The concrete should be covered with plastic within 20 minutes of setting and allowed to cure for a minimum of seven days, according to the National Ready Mix Concrete Association (NRMCA) standards of 2008. It is critical the surface remains covered during this curing time, or the installer risks a weakened top surface, referred to as "raveling." If this oc-

curs, the installation may have to be demolished and installed again.

According to Wildsmith, Local #592's Apprenticeship and Journeyman upgrade program and testing follows the methodologies of the NRMCA. Training includes specifics in subgrade and sub base preparation, batching and mixing, transportation (a critical issue in this low water content material), material placement and consolidation, joint placement, finishing and curing, and protection.

The NRMCA Pervious Concrete Contractor certification program includes certification of personnel at the following levels:

- Pervious Concrete Technician
- Pervious Concrete Installer
- Pervious Concrete Craftsman

At each level, candidates complete a two-hour written examination. In addition, to move to the Installer and Craftsman levels of certification, candidates are subjected to performance evaluations. Each examinee must demonstrate procedures for placing, compacting, finishing, edging, jointing and beginning curing a pervious concrete slab. Only candidates that possess the documentable work experience may achieve the highest levels of certification. Once certification is achieved, recipients are subjected to recertification, required every five years. Achieving and maintaining this level of skill is certainly no easy task.

While our region currently awaits the startup of a Philadelphia based pervious concrete plant, there are notable pervious test projects already in use here. For example, Villanova University's Stormwater Research and Demonstration Park is home to a Best Management Practice- Pervious Concrete / Porous Asphalt Comparison Site. The site is an infiltration bed overlain

Variables within the concrete polisher's control:

Equipment:

- Weight, RPMs, speed at which the machine is moving over the surface in a liner motion
- Planetary movement - active or passive
- Direction of planetary movement

Abrasives:

- Configuration of the diamonds' face/tread
- Saturation of diamond grit in the bonding
- Hardness of diamond bonding
- Point at which you switch abrasives

Densifiers:

- When you apply
- What type you use

Physical grinding, honing and polishing:

- The degree to which the concrete surface is cut
- The level of clarity of the cut surface
- The refinement of the concrete from one grit to the next
- How well the floor is cleaned between each grit abrasive

Variables NOT within the concrete polisher's control:

The concrete surface:

PSI

- Imperfections that need to be removed
- Surface flatness and levelness
- Finish - hand troweled or mechanically trowel
- Presence of coatings, glues or mastics

The concrete mix design:

- Types of admixtures used
- Fibers and polymers used
- Aggregate
- Vibrated for air removal or not

by a 50' x 30' pervious concrete surface and an equally sized porous asphalt surface. The site is continually monitored and evaluated to provide the industry with important data and statistics.

Pervious Concrete Layers

- **Choke course** - This permeable layer is 1 - 2 in. thick and provides a level bed for the pervious concrete. It consists of small-sized, open-graded aggregate.
- **Open-graded base reservoir** - The base is 3 - 4 in. thick and consists of crushed stones. This high infiltration rate layer stores water.
- **Open-graded subbase reservoir** - The stone sizes are larger than the base. Like the base layer, water is stored in the spaces among the stones.
- **Underdrain (optional)** - The underdrain is perforated pipe that ties into an outlet structure.
- **Geotextile (optional)** - This can be used to separate the subbase from the subgrade and prevent the migration of soil into the aggregate subbase or base.
- **Subgrade** - The layer of soil immediately beneath the aggregate base or subbase. The infiltration capacity of the subgrade determines how much water can exfiltrate from the aggregate into the surrounding soils.

CONCRETE POLISHING: Another trend in the search for sustainable materials is polished concrete floors. Polishing is the final stage in the larger process defined as cement finishing that gives concrete a high degree of shine, similar to marble or granite. Many of us have been exposed to the finished product, yet rarely recognize the high gloss surface as concrete.

The process of dry polishing came about very much by mistake. A specialty contractor was hired to wet polish the concrete floors of a palace. His workers were not familiar with the industry standard of a wet polish and performed the first known dry polish. The result was a beautiful floor. Dry polishing enables contractors to create a hard reflective finish that is economical, efficient, and beautiful. In fact, two of Philadelphia's most prominent tourist attractions -- the Reading Terminal Market and newly opened XFinity Live both showcase the beauty of polished concrete.

The most common applications for polished concrete include: warehouses, retail stores, hotels, restaurants, office buildings, and showrooms. There are numerous benefits associated with the use of polished concrete versus other types of finishes and solutions.

Commercial and Retail Polished Floor Benefits:

- **Project Cost Savings:** Using the slab as the finished floor surface is cost effective. In addition, overall long-term maintenance costs are lower compared to other alternatives.
- **Less maintenance and longer service life:** Polished floors are easy to clean, requiring only occasional damp mopping. The glossy surface of polished concrete resists the marks of forklift truck tires and staining from oil and chemical spills.
- **Resistant to moisture transference:** Polished concrete allows the floor to breathe

and eliminates issues that arise with other flooring materials that seal off the concrete, such as tile, etc.

- **High light reflectivity:** Important for office building, hotels, restaurants, and other public facilities that want to project a bright, clean, professional image. Also saves energy by reducing artificial lighting requirements
- **Is a sustainable flooring alternative:** Polished concrete does not require hazardous coatings, cleaners or adhesives

There are three primary visual facets of processed concrete - the degree to which the surface is cut, the level of clarity of reflection of the cut surface, and decorative enhancements. Contractors can cut the surface to any one of a number of degrees, including surface cream, fine aggregate, medium aggregate or large aggregate. Once the concrete has been ground to the desired layer, it is refined to the desired level of reflection. Honed concrete typically stops at 200- or 400-grit resin whereas a highly polished surface typically stops at 1,500- or 3,000-grit resin. Additional decorative enhancements may also be included in the process, including coloring with dyes, saw cut patterns, and engraving.

And while the process of finishing the cement seems fairly straightforward, the entire process is actually contingent on numerous variables, both inside and outside the polisher's control. It is knowledge and training that guarantees a high-end finished product. Therefore, the Apprenticeship & Journeyman Upgrade Program at Local #592 recognizes and follows the established industry standards created by the Concrete Polishing Association of America (CPAA). They have defined industry standards, developed ethical guidelines, created non-biased specifications, and worked with contractors to develop practical procedures that produce quality concrete floors.

The three levels CPAA Certification process levels are:

Tradesman

The Tradesman accreditation covers the fundamentals of the polishing process and addresses concrete mix designs, placement and finishing techniques, diamond tooling design and function, equipment design and function, in addition to basic job site logistics, layout and management.

Craftsman

The Craftsman accreditation teaches the proper mechanical process for polishing concrete, as well as a complete understanding of the tools of the trade. Participants are also offered basic business techniques for bidding and managing projects.

Master Craftsman

The Master Craftsman accreditation develops the advanced skills needed to handle any situation. Topics include advanced placement and finishing techniques, concrete mix designs and effective countermeasures for improperly finished slabs. Extensive hands-on instruction is also provided.

The Apprenticeship program at the Cement Mason's Union, Local #592 of Philadelphia has recognized these significant industry developments and adopted their established 36-month long registered Apprenticeship program as well as their Journeyman upgrade program to prepare their workforce and contractors for these in demand technologies and products. Their programs, along with contractor-oriented product demonstrations, ensures their members and contractors are the recognized industry leaders in these evolving technologies. 



Wayne Gregory is the Director of Labor Relations for the General Building Contractors Association.

REUSE AND REFIT FOR A GREEN ECONOMY: REGION ON THE RISE



Philadelphia, PA

On March 13, 2012 the General Building Contractors Association (GBCA) presented in partnership with the Greater Philadelphia Chamber of Commerce

(GPCC) its annual Region on the Rise program.

The program was a discussion about the use of innovative techniques to restore the region’s industrial assets and improve energy efficiency. This year’s Keynote presentation was delivered by Roya Stanley of the Office of Weatherization and Intergovernmental Programs, U.S. Department of Energy. Stanley spoke about establishing a new Policy and Technical Assistance team to accelerate the adoption of cost-effective energy efficiency and renewable energy technologies, in partnership with governments and stakeholders.

Later in the program, industry experts covered the ever growing need to retrofit existing properties in our region for energy efficiency purposes. The panel brought together the collective experience of Laurie Actman, Deputy Director for Management and Administration EEB HUB; Katherine Gajewski, Director of Sustainability, City of Philadelphia; Jim Lutz, Senior Vice President of Development, Liberty Property Trust; Sarah Thorp, Director of Planning, Delaware River Waterfront Corporation; and Angelo Waters, Practice Leader - Environmental Services, Urban Engineers. The presentation covered everything from storm water management, to the plans for the Philadelphia International Airport, home weatherization, and potential new uses for the Sunoco refinery.

NATIONAL ASSOCIATION OF WOMEN IN CONSTRUCTION AT A GLANCE

The National Association of Women in Construction (NAWIC) originally began in 1953 as Women in Construction of Ft. Worth, Texas. Knowing that women represented only a small fraction of the construction industry, the founders organized NAWIC to create a support network. In 1955 the organization became known as the National Association of Women in Construction. NAWIC now has over 150 chapters.

For more information on NAWIC please visit www.nawicphiladelphia.org.

NATIONAL BREAKDOWN OF WOMEN IN CONSTRUCTION

TOTAL: 807,000 or 9% of the construction industry in the United States

Occupation Sector	Number of Women
Sales & Office	418,000
Professional & Management	234,000
Natural Resources, Construction & Maintenance	138,000
Service Occupations	10,000
Transportation & Material Moving	21,000

GOLF OUTING ON JUNE 18, 2012

The Annual GBCA Golf Outing will be held on Monday, June 18, 2011 at the Philadelphia Cricket Club. This event, known for its challenging courses and “all you can eat” lobster attracts a crowd of over 200 golfers each year.



11:00 am - 1:00 pm Registration & Buffet Lunch

1:00 pm (sharp) Shot Gun Start

6:00 pm - 8:00 pm Open Bar, Hors d’oeuvres, Surf & Turf Dinner, Awarding of Golf Prizes

There will be a 50/50 raffle with proceeds to benefit the Northern Home for Children. The purchase of Mulligans will support the GBCA PAC.

Golf, lunch, golf prizes, 2 hour open bar, hors d’oeuvres, Surf & Turf Dinner: \$320 (\$1280 per foursome.)

Open bar & dinner only: \$135 per person.

Sponsorships and registration form available at www.gbca.com.

ACE MENTOR PROGRAM HOLDS ANNUAL SCHOLARSHIP BREAKFAST

The ACE Mentor Program held its Annual Scholarship Breakfast on May 2 at the Union League of Philadelphia to a sold-out crowd of about 400 people.

The special honorees included Jack Donnelly, CEO, L. F. Driscoll Co., and Walter Palmer, Jr., past president of General Building Contractors Association. The distinction of Project of the Year was awarded to The Barnes Foundation.

The ACE Mentor Program is a national program which provides scholarships for continued student advancement in the design and construction industries. Since its inception, the ACE program has awarded over \$10.2 million on scholarships and grants.

The mission is to engage, excite and enlighten high school students to pursue careers in the integrated construction industry through scholarships and grants. Students are recruited from both public and private high schools throughout Philadelphia and the suburbs, with a special effort to reach traditionally underrepresented populations of women and minorities.

The results of a survey of ACE alumni confirmed that ACE successfully attracts students to pursue careers in architecture, engineering or construction. 69% of alumni currently major in these fields or are employed in the industry.

ACE positively changes some students’ attitudes towards careers in the industry. 41% reported they gave no or little consideration to a construction industry career before participating in ACE. Also, ACE proportionately draws many times more African American and Hispanic college freshmen into the study of architecture, engineering and construction than the national rate for all freshmen.

A NEW BUILDING FOR COMMUNITY LEGAL SERVICES

Philadelphia, PA



Clemens Construction Company, a member of the General Building Contractors Association (GBCA) is currently working on a new home for Community Legal Services (CLS) here in Philadelphia. This new 3-story facility will become

a permanent home for CLS attorneys, paralegals, and staff in one of Philadelphia's neediest neighborhoods. "We are pleased that Clemens has joined the Community Legal Services team to help us realize a new 21st century home for our new Law Center in North Philadelphia," says Carol Horne Penn, Deputy Director of Community Legal Services, Inc.

Penn continues, "Clemens was selected for their experience and shared values that will help us reach our goals for providing an environmentally sustainable, welcoming, and safe location for the most vulnerable families and individuals seeking justice."

PROJECT TEAM

Owner: Community Legal Services

Project Manager: Innova Services

Architect: Atkin Olshin Schade Architects

Structural: Keast & Hood Company

M/E/P/FP: In Posse

Civil: Hunt Engineering

Envelope: Edwards & Company

THE VALUE OF SAFETY CLIMATES

By David Shadovitz

Workers who believe their companies value safety experience fewer injuries, according to a recent study. Also influencing worker safety, surprisingly, was the existence of work/life balance. To create a safe workplace, it's important for companies to break down barriers between HR and occupational health and safety professionals, experts say.

When it comes to workplace safety, the way workers perceive an organization's commitment to safety and work/life balance clearly matter.

So report researchers at the University of Georgia's College of Public Health, who recently found that these two factors can have a significant effect on the number of on-the-job injuries.

Dave DeJoy, professor emeritus at the school, and Todd Smith, a recent graduate of the school's doctoral program, detailed the findings in an article published in the March edition of the Journal of Safety Research.

DeJoy notes that the study -- which analyzed data from the 2002 General Social survey and the NIOSH Quality of Work Life module -- supports growing evidence that management and organizational factors play a critical role in creating safe workplaces.

Leading up to this study, he says, most of the research focused on particular occupations and companies. But here, he says, a broad spectrum of employment situations were explored.

"This is one of the very few studies that have examined work organization factors and injury outcomes in a representative and diverse sample of American workers," the authors write.

The findings, DeJoy says, confirm that workers who believe they work in a safe environment experience 32 percent fewer injuries.

The findings, DeJoy says, put hard numbers behind a long-held perception: that there's a correlation between safety climate and workplace injuries.

"If you talk to people who do safety inspections, they will often tell you that the first impression they get when they walk into a factory or construction site -- how neat it is and whether employees seem to be actively engaged -- tells them whether or not a worksite is safe or not," he says. "Now, we have numbers that back this up across a wide range of settings."

Further, the research suggests that work/life balance isn't just a retention and morale issue, but also a safety issue.

In situations in which work interfered with family life or family demands affected job performance, the researchers find that the risk for injury increased 37 percent.

"If I had to line up factors that were most important to injuries, work/life balance probably wouldn't be at the top of the list," DeJoy says. "But the research shows there's definitely a connection."

In their article, DeJoy and Smith write that this finding supports the need for employers to take "a more comprehensive and integrated approach to safety."

DeJoy says the study sends a clear message to business leaders: "What managers do and don't do can make a big difference. The tendency is often to look backwards once an injury occurs, to find someone to blame," he says. "But what these findings, and other research, say is that you need to look further down in the causal chain."

The findings suggest a need to eliminate any walls that may exist between HR and occupational health and safety, according to DeJoy.

"A lot of organizations, including progressive organizations, are set up so there's a wall between HR and occupational health and safety," he says. "But the two can no longer afford to work in silos -- they need to break down those walls."

HR has an important contribution to make when it comes to creating a culture that values safety, ranging from selecting the right people to putting in place the right work/life programs, he says.

Jonathan Thomas, manager of survey research services at the National Safety Council in Itasca, Ill., agrees that greater collaboration between HR and occupational health and safety professionals is crucial.

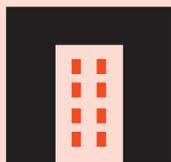
"It's apparent that the things HR leaders are most concerned about are also the building blocks for building a safe workplace," he says.

Consistent with previous studies, the research also found that whites had higher injury rates than blacks, though both groups had lower rates than those in the "other" category, which primarily consists of Hispanics.

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SAVE THE DATE

DATE: November 14, 2012
TIME: 5:00pm
PLACE: Sheraton City Center, Philadelphia, PA



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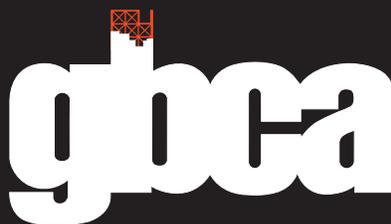
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Coming on June 1, 2012 THE NEW GBICA WEBSITE



The new GBICA website will launch on June 1, 2012. This site will have increased interactivity, will be updated on a daily basis, and will provide members and visitors with the information they need to build our region using union construction.

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LECET, The Laborer's - Employer's Cooperation and Education Trust and The Laborer's District Council of Metropolitan Philadelphia & Vicinity. P215-922-6139, Web Site: www.LDC-PHILA-VIC.org.

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Steel Erectors Association of Metropolitan Philadelphia and Vicinity.

SEE OUR AD ON PAGE 38.

Union Iron Workers of Local 401, "Building America Since 1896" 11600 Norcom Road, Philadelphia, PA 19154. P215-676-3000.

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ATTORNEYS

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BUILDING MATERIALS

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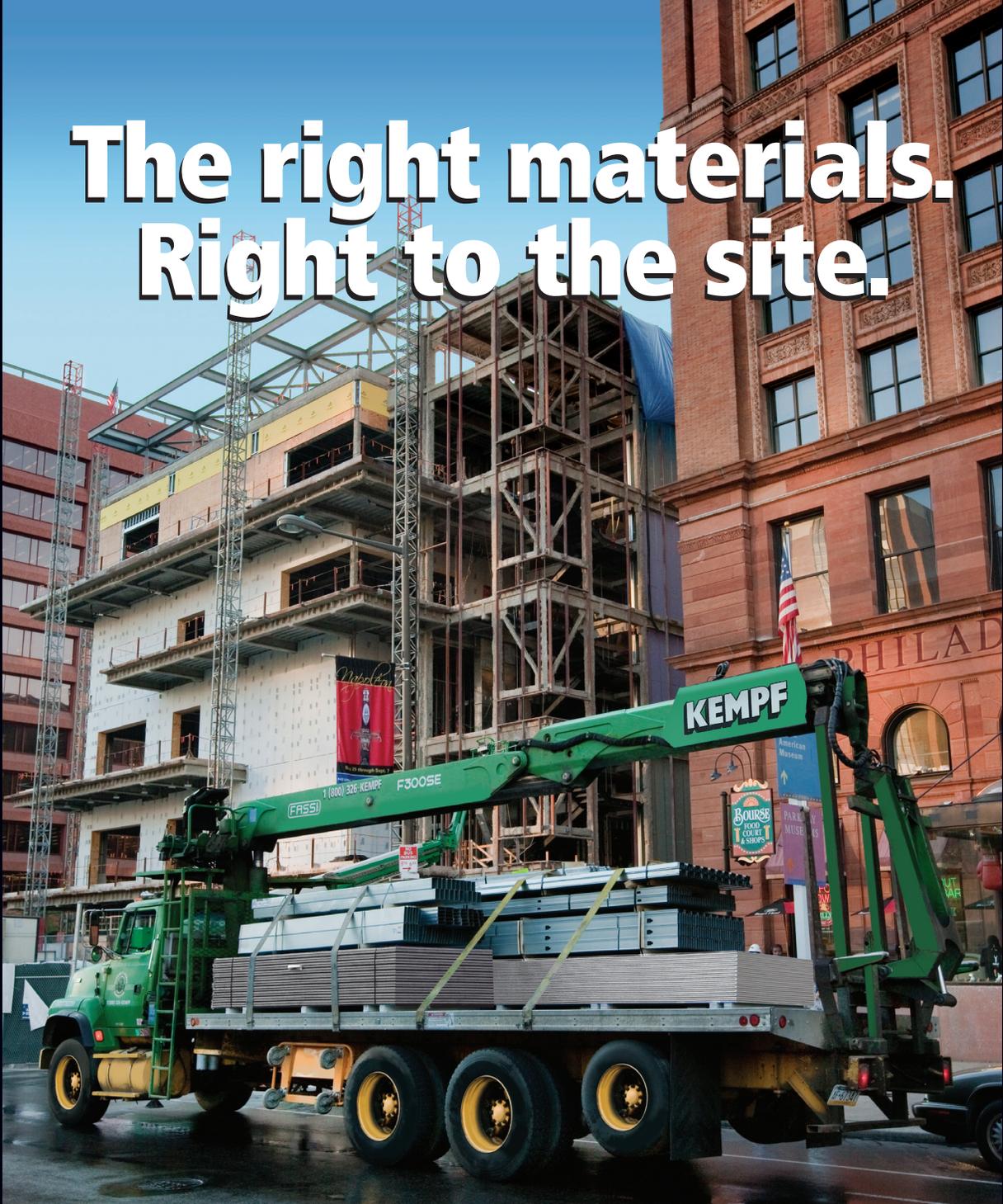
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