



GENERAL BUILDING  
CONTRACTORS ASSOCIATION

# EXCELLENCE IS BUILDING IN PHILADELPHIA

GBCA MEMBERS CONTINUE TO SET  
THE STANDARD OF BUILDING EXCELLENCE

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Construction Excellence Awards 2018

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# GBCA Members Continue to Set the Standard of Building Excellence



If it is not evident by the work sites, crews, cranes, or trucks around what seems like nearly every corner, the union construction business is strong in Philadelphia. High-profile, landmark projects such as the Comcast Technology Center, FMC Tower and the revitalization of East Market are just a few of the many initiatives driving growth as demand for development permeates the region.

In one of the most dynamic and exciting urban landscapes in America, excellence is building. Every day, more and more professionals in the field are working to skillfully and artistically shape the ever-changing landscape in which we live and work; they are not only building structures, but also the very identity, culture and merit of our city. The industry's shared commitment to excellence is palpable, due in no small measure to the work of the members of the General Building Contractors Association (GBCA).

Established in 1891, GBCA is one of America's oldest construction industry trade associations – one whose rich and storied history has been integral in the development of Philadelphia for over 125 years. The organization has been a powerful force in advancing the commercial, industrial and institutional construction industry, and in ensuring the best-trained, highly skilled and most-trusted contractors are leading the charge in the region. Today, the organization unites nearly 300 general contractors, subcontractors, material suppliers and service providers.

From its early days, GBCA effectively laid the foundation for collaboration, accountability and advancement that is now stronger than ever. GBCA serves as a critical resource and conduit – offering expertise while also fostering relationships between important stakeholders.

With roots in training and development, the group plays a key role in encouraging and facilitating the ongoing education of the vast and growing workforce, so everyone from entry-level hires to executives can develop or hone expertise in any number of areas, whether it's building information modeling (BIM) or business management.

As an extension, GBCA also plays a dually important role as a steward of safety, for instance, working with the Occupational Safety and Health Administration (OSHA) to promote compliance and keep work sites safe and accident free.

Perhaps one of its most crucial functions, GBCA is the direct connection between the construction industry and other prominent leaders in Philadelphia, as well as at the state and national levels. By serving as the voice of the region's contractors, the Association advocates for and influences legislation working with government officials and policymakers. It also maintains collaborative relationships with general presidents and business managers of various building trades, other trade associations, and negotiating teams to discuss critical issues and help ensure productive relationships. This important work benefits everyone involved and allows development to flourish.

Looking forward, the work of GBCA will become even more important as demands on the construction industry grow; ranging from changes in policy and legislature, to updates on safety regulations. We, as a city and as an industry, must all be poised to capitalize on these opportunities for further solidifying the construction industry in Philadelphia as a leading industry – continually setting the standard for building excellence.

## WHO WE ARE

As one of America's oldest trade associations, the General Building Contractors Association advances commercial construction in the Philadelphia region by serving as a powerful voice, an industry watchdog, and a critical resource. We serve our members as industry leaders in education, advocacy, safety, and networking opportunities.

### Promote industry

A strong, vibrant industry yields collective benefits for all stakeholders. To encourage economic and infrastructure investment, job creation, education, training, advocacy, and professional exchange, we promote dialogue and communication between members, adjacent industry groups, trade associations, elected officials, special interest groups, the media, and the general public.

### Empower members

Delivering value for members is at the core of our mission. We provide tools and resources that enable members to improve and grow their businesses, and continually seek to offer new solutions that address the needs of a changing landscape.

### Drive change

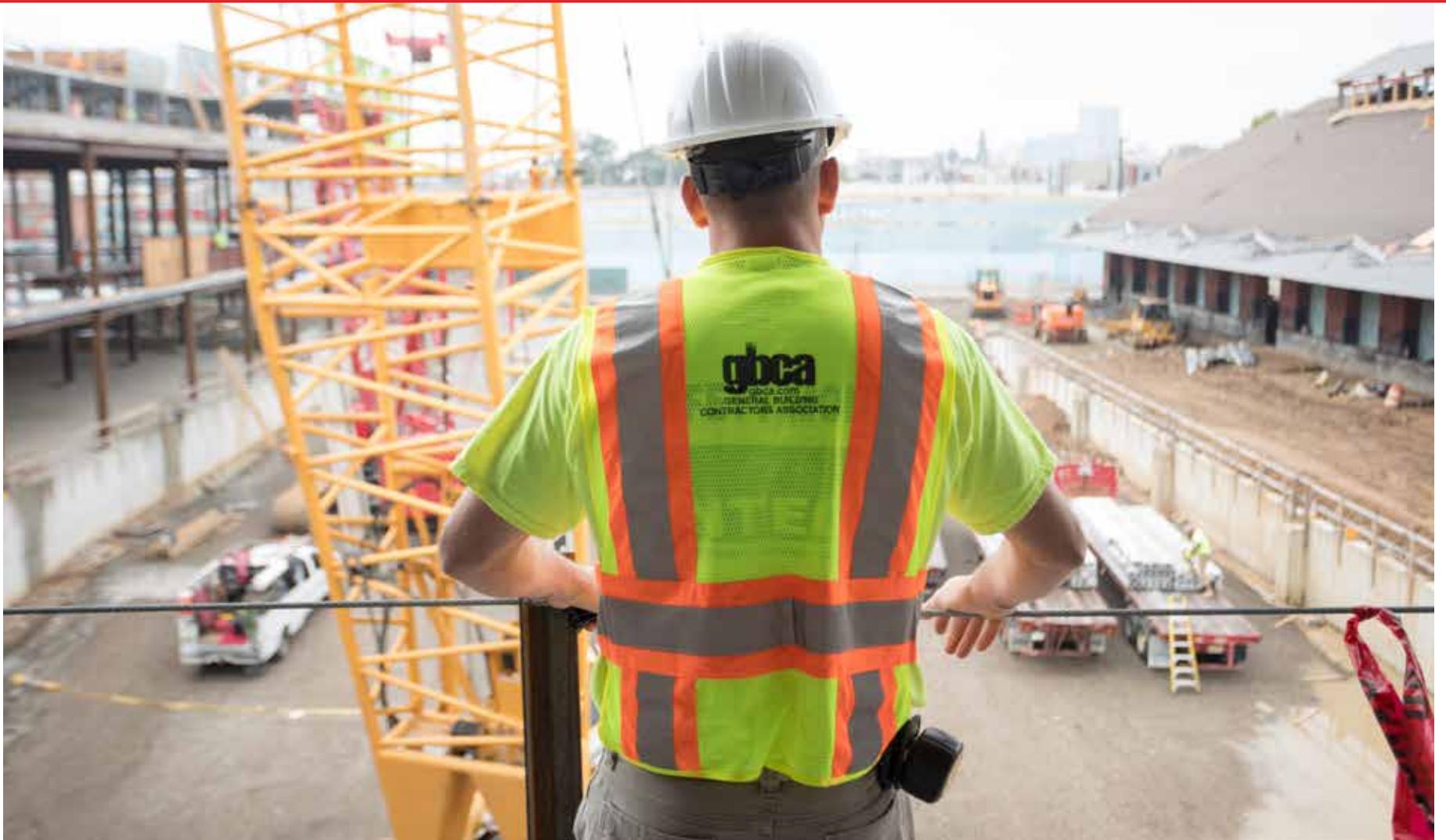
As the world around us evolves, GBCA recognizes the importance of embracing a forward-thinking, proactive approach to influence change that positively affects our stakeholders. We continually assess and update our standards and practices, focusing on opportunities that hold the greatest promise to yield results.

### Interested in learning more?

Explore our programs and community impact at [gbcA.com](http://gbcA.com).

# Creating a Culture of Safety

Keeping safety top of mind is embedded within today's construction organizations



In today's competitive construction market, we need leaders that build sustainable cultures where safety and health are woven seamlessly into the fabric of the organization alongside efficiency, quality, and productivity. It's no secret that leaders create culture, culture shapes attitudes and behaviors, and attitudes and behaviors influence outcomes.

The safety and well-being of every employee and job site comes first and foremost. Beyond this, a lack of safety awareness and compliance also has business consequences. Each year, accidents on the worksite pull from the contractor's bottom line. The direct cost of accidents are found in insurance premiums, deductibles, and direct payments.

Safety has always been an integral part of the construction industry, and today it has evolved into a resource for competitive organizations to become more efficient while simultaneously offering cost-reducing measures that benefit their business.

In addition, safety is no longer limited to compliance alone. When compliance is the marker, "your maximum success is tied to achieving minimal results," says Jeffrey A.

Spatz, assistant vice president, safety services, Graham Company, Philadelphia. "Are you measuring the lack of failures or the presence of positive actions? Focus on what you want more of, rather than what you want less of."

## EMPOWERING LEADERS: A THREE-PRONGED APPROACH

Safety leadership should be approached like any other business training — leaders become equipped with the best skills and tools for success. The approach can be boiled down to three key areas:

- **Leadership methodologies:** What are your leadership qualities? How can these be translated and leveraged in order to promote a culture of safety?
- **Effective communication skills:** What are the ways and means of communicating with positive results? Which communication method or style is appropriate for the situation?
- **Team building and the value of a strong team leader:** How do teams interact? What role can a leader play in building and empowering teams to take an organization to new heights?

## CULTIVATING YOUR SAFETY PROGRAM

A leader's personality and management approach impacts the entire day-to-day operations of a construction business, including the methods in which safety protocols are introduced, communicated and enforced. Everyone has a different leadership style.

What's most important for any leader to recognize is that their influence is not their position. A leader's actions while on the job are far more significant than their assigned rank or title within an organization. Lead by example, always.

For Jim Ryan, corporate safety director at INTECH Construction, LLC, Philadelphia, safety is "the constant." He says, "We stress safety first at every meeting, from the very first scope to the preinstall meetings with the subcontractors, to the post-mortem meeting in house when the job is complete."

Effective leadership requires respect from your peers, your direct reports, and upper management. When it comes to earning respect, there are a few key values: Integrity, courage, passion, vision, and sacrifice. Once

and starts with strong leadership



a leader cultivates these key ingredients, the recipe for respect is made.

#### **COMMUNICATING EFFECTIVELY**

Values are also intrinsic to the communication of safety principles. Consistency of these values is one factor that will determine the success of your safety program, says Dennis Dougherty, President, Med-Tex Services, Inc., Philadelphia. Clear goals and expectations, education, enforcement, and follow through are all hallmarks of effective safety communication. That means that your workers are taught what to look for and understand the consequences if safety protocols are not followed; they are also encouraged to share safety concerns, feedback, and the reporting of incidents.

Communication isn't all talk, either. Leaders need to make sure safety skills are honed on the job, not just in the classroom. Today's construction safety training programs have moved well-beyond PowerPoint methodology, says Dougherty. For example, leaders should demonstrate how to hold harnesses and related equipment, not just show photos of the right and wrong way to perform an action. Communication practices also need to account

for multi-lingual challenges, notes Hoyt Emmons, senior consultant, Med-Tex Services, Inc. "A simple example is training a non-English speaker in first aid, CPR, or choking," he says. "They may not get all the words, they can get the concepts. They practice, and then they can — and do — save lives."

"Teams that are focused on the success of the group, company, or project as a whole will communicate well," says Dougherty. "Sharing information, ideas, and updates, and requesting support in areas that are challenging, keep a well-oiled machine. When personal agendas or selfish considerations are introduced, the team may stumble to reach the desired outcome due to those distractions."

#### **POSITIONING TEAMS FOR SUCCESS**

Safety shouldn't stop at the top of the organization's ladder. A safety leader sets the tone for a culture of safety within the entire company, leading by example and inspiring others to follow suit and take action, whether they're in the office or on the job site.

Further, leadership should never be limited by title. All hands need to be on deck. A good leader will instill the qualities and skills they

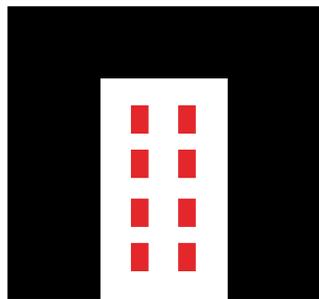
have learned into others, so that all employees are empowered to become stewards of safety in their own right.

"Developing and maintaining a safety culture is the foundation of who we are," says Bill Reis, Safety Director, Belcher Roofing Corporation, Montgomeryville, PA. "Once that culture is created and valued by all members of our team, everything else gets simple. We discuss, plan, and execute on safety every day. You will never hear the question why we need a safety plan, but how we can create a safety plan for each task."

Adds Reggie Asare, EHS manager, Skanska USA Building Inc., "Your loved ones expect you to come home safely — so do we."

# Towering Success

Congratulations 2018 Construction Excellence Award Winners



**CONSTRUCTION**  
EXCELLENCE AWARDS

*The General Building Contractors Association (GBCA)'s Construction Excellence Awards Program is the premier construction awards program recognizing excellence in construction and safety. Now in its 21st year, The Excellence Awards Program is dedicated to creating an awareness of the quality workmanship produced by GBCA member companies. The Association is proud to announce and congratulate the 2018 winners in this prestigious awards program:*

## **Best Adaptive Reuse Project**

Yards Brewing Company Renovation & Relocation  
Contractor: TN Ward  
Owner: Becker & Frondorf, Yards Brewing Company  
Architect: DIGSAU  
Engineer: Chestnut Engineering, MEP Engineers

## **Best Concrete Construction Project**

Boeing Integrated Defense Manufacturing Plant  
Contractor: Healy Long & Jevin  
Owner: The Boeing Company  
Architect: Gannett Fleming  
Engineer: Gannett Fleming

## **Best Cultural Institution Project**

Citizens Bank Park Renovations  
Contractor: LF Driscoll  
Owner: The Philadelphia Phillies  
Architect: EwingCole, DAIQ Architects, Metcalfe Architecture Design  
Engineer: EwingCole

## **Best Educational Institution Project**

Expansion & Renovation of Abbott Dining Hall at The Lawrenceville School  
Contractor: Clemens Construction Company  
Owner: The Lawrenceville School  
Architect: Voith & Mactavish  
Engineer: Loring

## **Best Electrical Contractor Project**

Trenton Makes the World Takes LED Sign Lighting Replacement  
Contractor: Carr & Duff  
Owner: Delaware River Joint Toll Bridge Commission  
Architect: Dewberry, The Lighting Practice  
Engineer: Urban Engineers

## **Best Fit-Out Project**

EMD Relocation to Navy Yard  
Contractor: HSC Builders & Construction Managers  
Owner: EMD Performance Materials  
Architect: Herbst-Musciano, LLC  
Facility Planner: HF Planners, LLC

## **Best Healthcare Project**

Asplundh Cancer Pavilion at Abington-Jefferson Health  
Contractor: LF Driscoll  
Owner: Abington-Jefferson Health  
Architect: EwingCole  
Engineer: EwingCole

## **Best Historic Preservation Project**

Restoration of The Hale Building  
Contractor: Clemens Construction Company  
Owner: Brickstone Realty  
Architect: JKRP Architects  
Engineer: Mechanical Engineer: Alderson / Structural Engineer: O'Donnell & Naccarato

Adaptive Reuse Project



Historic Preservation Project



**Best Hospitality Project**

Philadelphia International Airport - Terminal B - Restaurants and Retail  
Contractor: E.P. Guidi, Inc.  
Owner: OTG Management  
Architect: Daroff Design  
Engineer: Rosini Engineering

**Best Mechanical Construction Project**

Two Liberty Place: Energy Improvements Phase 1  
Contractor: Falasca Mechanical, Inc.  
Owner: Coretrust Capital Partners, LLC  
Construction Manager: Concord Management Services, LLC  
Engineer: Concord Engineering Group, Inc.

**Best Residential, Mixed-Use, or Office Space Project**

Axalta Global Innovation Center  
Contractor: LF Driscoll  
Owner: Axalta Coating Systems  
Architect: Erdy McHenry, L2Partridge  
Engineer: Vanderweil Engineers  
Developer: Liberty Property Trust

**Best Retail Project**

Northern Liberties Target  
Contractor: C.H. Schwertner & Son, Inc.  
Owner: Target  
Architect: Bignell Watkins Hasser Architects PC  
Engineer: Energy Squared LLC

**Best Specialty Contractor Project**

The Metropolitan Opera House (The Met) Renovation  
Contractor: Superior Scaffold Services  
General Contractor: Domus, Inc.  
Owner: Holy Ghost Headquarters Church, Eric Blumenfeld  
Architect: Atkin Olshin Schade Architects  
Engineer: Alternate Design Solutions

**Excellence in Craftsmanship**

Expansion & Renovation of Abbott Dining Hall at The Lawrenceville School  
Contractor: Clemens Construction Company  
Owner: The Lawrenceville School  
Architect: Voith & Mactavish  
Engineer: Loring

**Excellence in Safety**

Safety 360° Program  
Contractor: LF Driscoll

**Excellence in Technological Innovation**

Virtual Design and Construction Program  
Contractor: Gilbane Building Company

**Affiliate of the Year**

The Safety Group, Ltd.

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**Christine Fiori, PhD, PE**  
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Construction Management Program, Drexel University

**Richard E. Smith**  
Quality, Environmental, Health, and Safety Manager  
CST Pavers, A Quickrete Company

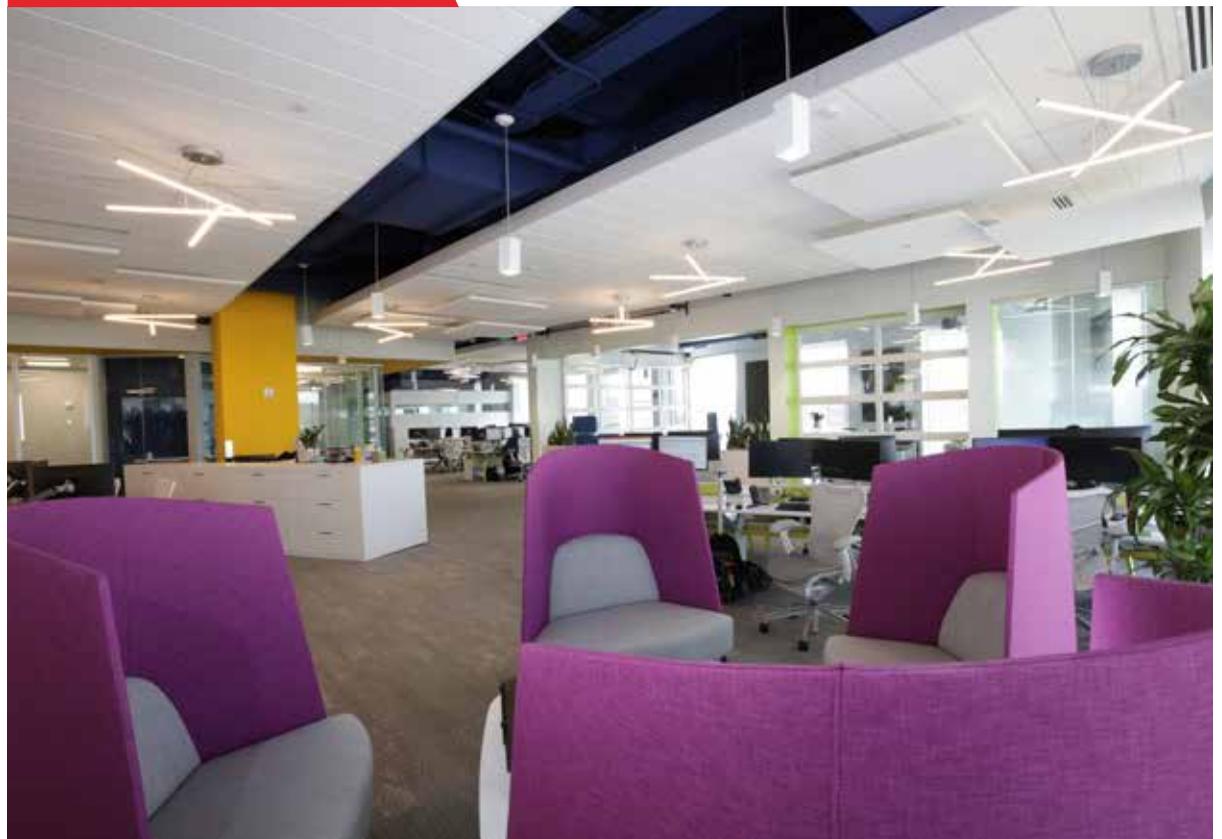
**Healthcare Project**



**Cultural Institution Project**



**Fit-Out Project**



# Leadership Rising: viewpoints from the New Class in Construction

The next generation in construction is impacting the way the city builds and works

Christina Pasquariello has fond childhood memories of visiting her dad, Patrick S. Pasquariello III, at work. Back then, the offices of P. Agnes were filled with paper blueprints scattered on desks, and estimators would be preparing takeoffs by hand.

Today, digital screens and software programs have streamlined the processes for most tasks, and Christina, now in her 20s, has stepped into an assistant project manager role in her family's fourth-generation business.

"It has definitely influenced my perspective on leadership," Christina says of growing up in a family-operated, multigenerational company. And while technology has rapidly evolved, she says the principles laid out by her great uncle, including commitment to customer satisfaction and high-quality services, have set a firm foundation for how the business was and continues to run.

Christina's experience is not unlike many other up-and-comers in industries dominated by legacy family businesses, such as construction, who have been exposed to the industry from a young age. Having learned the ropes from their fathers, grandfathers, and relatives, Christina and others are now diving into the workforce and preparing to take charge — or already taking businesses by the reins.

"I have been able to see my whole life what it takes to run a business: the commitments, the challenges, and also the benefits," says Sean Healy, vice president of operations at Healy Long & Jevin, a concrete construction company that can trace its contracting roots as far back as 1891. "I take great pride in what past generations have built and how they have personally served their customers."

As the regional building boom takes off, now it's up to the new generation to set the tone for the future.

"I think the next generation of construction leaders is going to have to prove themselves," says Mary Kate Radomski, assistant project manager, Frank V. Radomski & Sons, who has been working in the industry for roughly five years. "There's this stigma toward millennials, but we have to show the generation ahead of us that we can do it, and we can be great leaders in the construction industry."

If you ask David J. O'Brien, president of BrightLine Construction, Inc., who started the structural concrete company in 2004,

proving your leadership boils down to one essential trait: confidence. "Being a strong leader in this industry requires it," he says. "[That means] confidence in yourself, in your company, in your employees, and in the fact that you are doing the right thing for your customers, as well as for yourself."

## When technology takes over

Armed with confidence to become strong leaders, how will this generation define themselves? What will be their lasting mark? It is little surprise that young and seasoned professionals alike believe technology will continue to evolve the ways in which they work, and that it will play a role in shaping the industry in the years to come.

"You're looking at a group of young people who grew up with the internet and technology, and certainly know how to use it to their advantage," says Radomski. "Ultimately, I think technology will lead to more innovation and creativity in the industry as well, since young people are so comfortable with expressing ideas through technology."

The fact that technology helps people work more efficiently on a day-to-day basis is not unique to the construction industry. But the areas of robotics and drone technology in particular have influenced construction operations tremendously, and there's no stopping where they will take the industry.

"Drones can get into places where humans may not have access. They also are able to get different views of a job site to monitor and promote safety practices," says Joseph Pace, crane rental specialist with Amquip Crane Rentals. "The future of technology in the construction industry doesn't seem to have limitations at this point, and I think we have only touched the tip of the iceberg."

Perhaps the key to the success of this generation will be innovating with technology, expediting its advancement, and unlocking all the potential it holds. "As the robotics industry continues to make durable progress with construction technologies, we will begin to see labor roles evolve to take the saying 'work smarter, not harder' to new levels," says Maura Hesdon, general manager, Shoemaker Construction Co., a veteran with 18 years of experience in the industry.

## Walking the walk

That's not to say that hard work isn't a hallmark of this workforce — and this generation has an obligation to ensure that by working smarter, they don't lose sight of the building blocks of successful contractors.

"With the energy of such a booming time in

the Philadelphia construction market, it is easy for young professionals to look past basics such as safety," says Hesdon. "Safety needs to remain a cornerstone of what we do. One of the most important foundations of safety is recognition — an understanding of what dangers could happen so that they don't occur. We need to continue to reinforce potential hazards with young professionals so forethought becomes second nature."

"The number-one goal on every jobsite is for every contractor to go home at the end of each day," adds Pace. "It doesn't matter what your role is on a job site, you have to take responsibilities and figure out how to improve safety habits."

Anthony Armento, preconstruction manager at Torcon, Inc., says a philosophy borrowed from his uncle, a football coach, is one he recommends our industry should lead by: "It's not what you teach; it's what you emphasize." He explains, "We, meaning everyone in our industry, need to continue to emphasize the importance of safety as much as we do schedule and cost. I believe Philadelphia and South Jersey are very safety-conscious construction communities, so us young construction professionals just need to make sure we follow suit and maintain safety as a top priority."

Reggie Asare, environmental, health and safety manager for Skanska USA Building Inc., says it's "not just talking the talk, but walking the walk — to do as I preach, to show that I am engaged in the program like them. Positive reinforcement, building relationships, and working together drives people to work with you, instead of seeing you as 'the safety police.'"

## Strengthening the industry, together

Along with leading by example, communicating effectively will also remain critical to ensuring this generation doesn't let technology take away from building interpersonal relationships. It's a potential weak link in the multigenerational workforce, and young professionals are well aware of it.

"Although technology has had an overall positive impact on our industry, I think it has hindered the relationship-building component, which is so important," Armento says. "All information is distributed electronically, which has minimized face-to-face interaction in so many ways. That said, the challenge for our generation, with email being the communication method of choice, is to build relationships."

That's where networking opportunities become crucial for this generation, like those



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available through General Building Contractors Association (GBCA). Melissa Wyatt, Business Development Manager for Torcon, Inc., is the chair of the GBCA's Construction Leadership Council (CLC), the arm of the Association established to cultivate the next generation of construction leaders. Her goal for the coming year is to expand upon the group's existing networking and education programs and to initiate new programs that focus on new construction technologies and communication skills for younger leaders.

"This business is built on relationships. Personal communication skills are a key aspect of having a successful career in this industry, and we need to reinforce that with our young leaders," she says.

"The GBCA CLC attempts to develop the whole leader — meaning, not only do they provide professional development opportunities, they create networking environments to nurture business development and interpersonal relationship skills, all while acknowledging the importance of philanthropy as a core value," says Wyatt, outgoing chair of the GBCA CLC and

member of the national Associated General Contractors CLC steering committee since 2015. "One of the best benefits of being involved at the national level is the access to construction firm owners and leaders throughout the country, along with a formal mentorship program with a comparable but non-competing seasoned leader. Over the past several years, GBCA's CLC has grown significantly in size and impact, and could now be considered one of the stronger chapters in the country."

"Continuing the education of our young leaders, and of all construction professionals, will only improve our industry. Our mark will be clearly visible through technology education programs, safety programs, and implementation," says Wyatt.

Coming together can only reap dividends, within the workforce and across generations.

"My approach is working as a team," echoes Healy, whose mantra is "Together Everyone Accomplishes More." "Construction is the work of many hands, and not one person can do it alone."

## SERVICE. EDUCATION. NETWORKING. LEADERSHIP.

The Construction Leadership Council (CLC) is a group of young construction professionals (ages 40 and younger) who are committed to maintaining, improving, and promoting the construction industry through education, networking and service. If you have an interest in networking, sharing ideas with your peers, and helping lead philanthropic efforts to advance the construction industry in Philadelphia and beyond, join us! Learn more at [gbca.com/CLC](http://gbca.com/CLC).

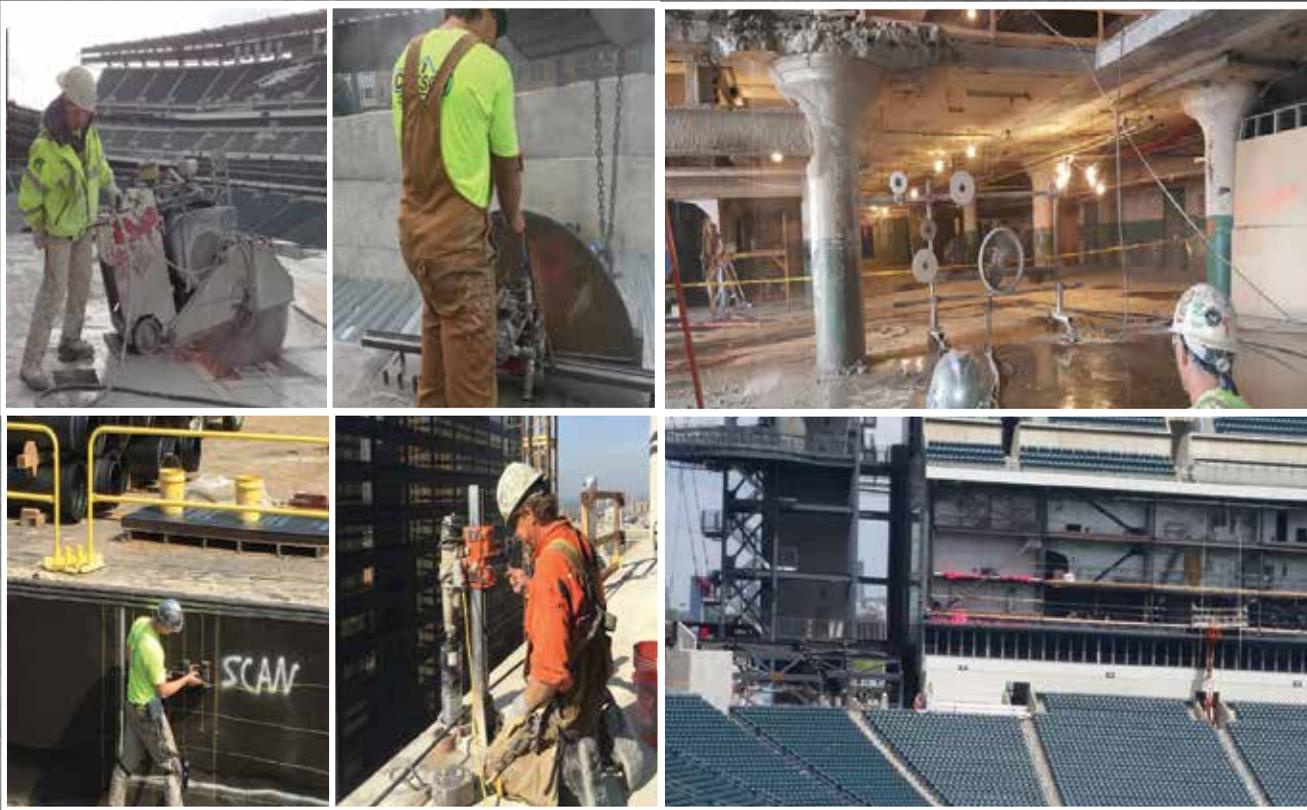
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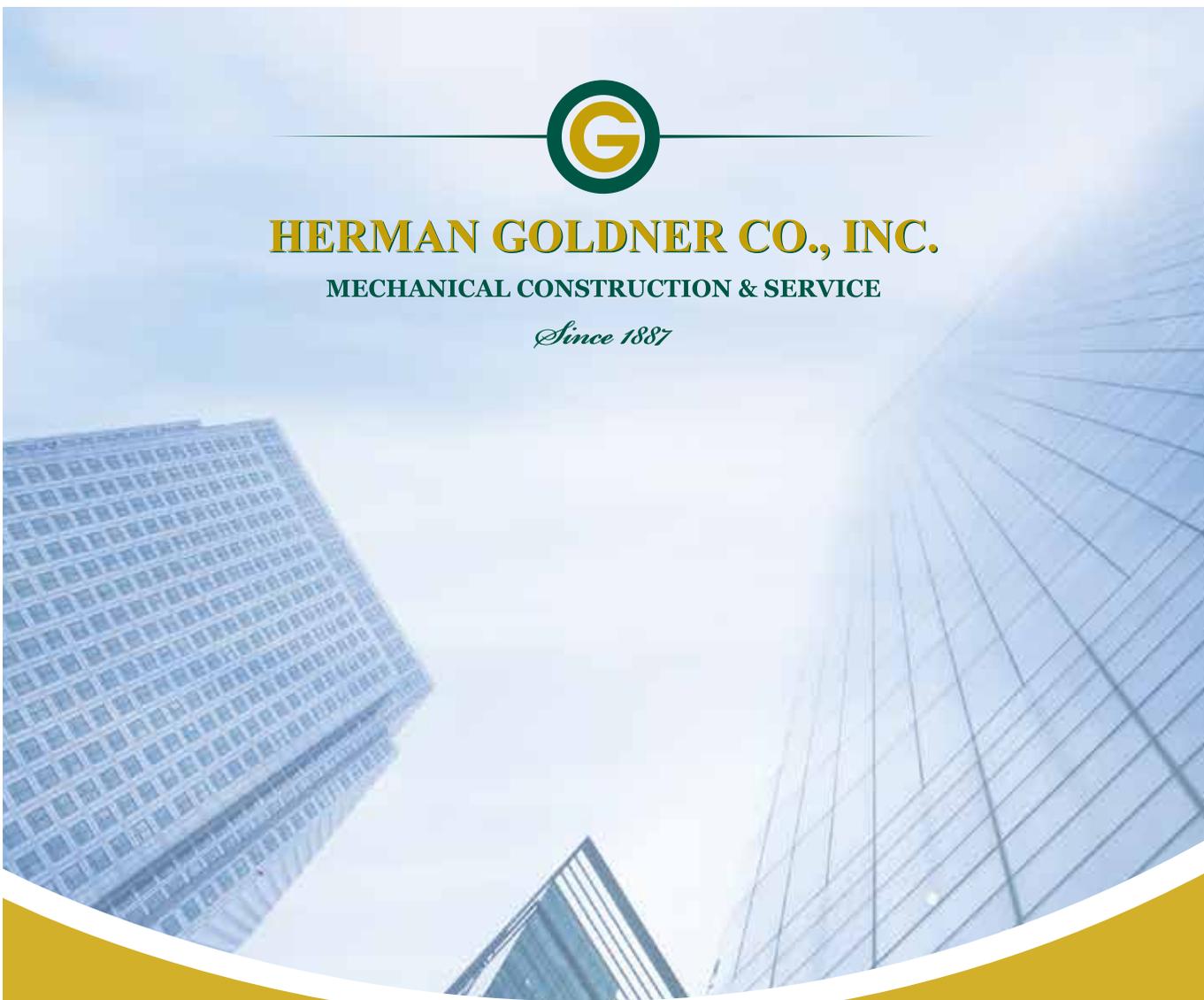
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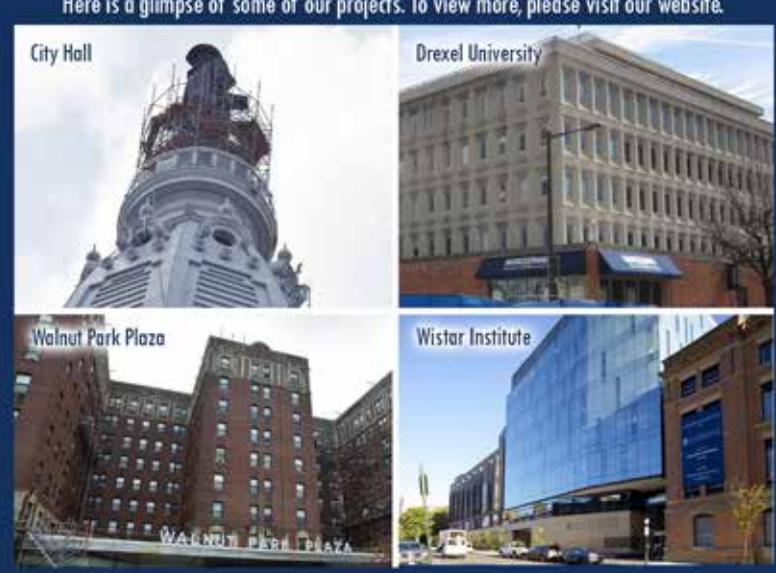
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