

CONSTRUCTION TODAY

PUBLISHED BY THE GENERAL BUILDING CONTRACTORS ASSOCIATION

ISSUE 2 | 2021

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LETTER FROM THE PRESIDENT

Safety has long been recognized as a top priority among GBCA members. It's the foundation that underpins successful firms and high-performance teams. It's vital to quality and craftsmanship. And it's what allows our workforce to return safely to their families at the end of each day.

While safety is and always will be critical, the overall health of construction professionals is equally imperative. As COVID-19 again rears its head with another surge, we cannot let our guard down. We must do everything in our power to protect ourselves, each other and those we care about. That means remaining vigilant about following all COVID-19 safety protocols and, importantly, getting vaccinated against COVID-19.

If you have not yet gotten your shot, I urge you to do so without delay, especially as COVID variants take hold here in the U.S. If you have been vaccinated, please encourage your colleagues, friends and family to follow suit. While it's unclear as to what the future holds, we must all do our part to keep each other healthy, keep our jobsites buzzing and work together for the greater good, just like GBCA members have done over the past 130 years.

From the pandemic to the silent epidemic, we are also committed to supporting you and your teams when it comes to mental health and substance abuse. If you're not aware of how devastating these issues are in the world of construction, the statistics say it all. One in five construction professionals struggle with a mental health condition. The rate of substance abuse in our industry

is nearly double the national average. And the construction industry has the second-highest suicide rate among all sectors.

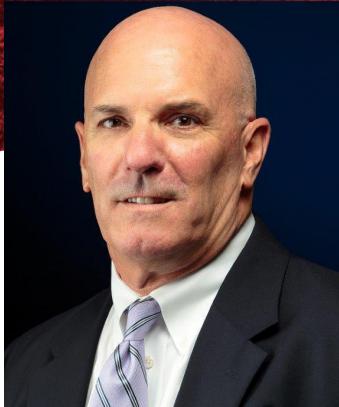
We are proud to be partnering with the Eastern Atlantic States Regional Council of Carpenters (EASRCC) and Philadelphia Building & Construction Trades Council (BTC) to shine a light on these issues that have many construction workers in their grips. This starts with raising awareness, shattering dangerous stigmas, fostering conversations at work and making resources available so individuals know how to get help, or how to help others who need it.

To make a real impact, we need your partnership, too. For example, Gilbane Building Company recently hosted a Safety Stand Down at the site of a new K-8 school project in Northeast Philadelphia to raise awareness about substance abuse and mental health issues in construction. We have excellent resources available, such as our new series of Toolbox Talks, and we value your support in promoting the health and wellness of our colleagues and friends throughout the industry.

Benjamin J. Connors, Esq.

President & CEO
General Building Contractors
Association

LETTER FROM THE CHAIRMAN OF THE BOARD OF DIRECTORS



I am of course proud to serve as your GBCA board chair, but I'm equally proud to be a member of The Carpenters' Company of the City and County of Philadelphia. Founded in 1724, this esteemed organization is the oldest trade guild in the nation and the proud stewards of Carpenters' Hall, a National Historic Landmark in Philadelphia's historic district that hosted the First Continental Congress in 1774. This gathering, which included George Washington, John Adams and Patrick Henry, culminated two years later in the Declaration of Independence and the forging of a new nation.

In addition to playing a significant role in the founding of our nation, Carpenters' Hall is also the historical epicenter of the building professions in Philadelphia, a stunning example of Georgian architecture and a wonderful showcase of 18th- and 19th-century design. It is where our profession's leaders have met to advance our craft and build camaraderie and community for nearly three centuries.

The connections between GBCA and The Carpenters' Company run deep. In fact, GBCA owes its very existence to The Carpenters' Company: in 1891 a group of builders spun off from The Carpenters' Company to start a new trade association that could focus on current issues affecting the building industry because the primary mission of The Carpenters' Company had become the preservation and maintenance of historic Carpenters' Hall.

The Carpenters' Company continues today as a professional association of our region's leading architects, engineers and builders, and there is significant overlap in membership between the two organizations. In addition to me, current GBCA board members who also belong to The Carpenters' Company include: Chris Beck, Emily Bittenbender, Joe Clearkin, Bill Cobb, Charlie Cook, Michael Erickson, Maura Hesdon, Todd Lofgren, David Panichi, Pat Pasquariello, Fran Pietrini, Steve Pouppert, Phil Radomski, Craig Sabatino, and Mack Stulb.

Later this year The Carpenters' Company will embark on the first comprehensive preservation project at Carpenters' Hall in over 40 years. The preservation project will ensure that Carpenters' Hall is ready for a surge in visitation and interest in 2024, when the nation celebrates the 250th anniversary of the First Continental Congress and the building industry commemorates the 300th anniversary of the founding of The Carpenters' Company. The project will include new mechanical systems, excavating and waterproofing the original rubble foundation, improved drainage, paver replacement, brick, millwork and roof repairs, and upgraded lightning protection.

Recently, in recognition of our long-standing partnership with The Carpenters' Company and in honor of its upcoming milestones, the GBCA board approved a special grant of \$50,000 to support this essential preservation project.

But we need you to make the most of this opportunity.

The GBCA board has also issued a challenge to GBCA member firms that are not represented in the membership of The Carpenters' Company. GBCA will give an additional \$50,000 if GBCA member firms commit a combined total of \$50,000. This means that GBCA and our members have the potential to generate up to \$150,000 for The Carpenters' Company's \$2.6 million capital campaign, of which over \$1.6 million has already been raised.

We have already made a gift to the Carpenters' Hall preservation project, and I encourage all GBCA firms that don't belong to The Carpenters' Company to make a gift that's significant to them.

Pledges can be spread out over four years and combine personal and corporate funds. Gifts of \$10,000 or more will be permanently recognized on the Campaign 300 donor plaque to be installed inside Carpenters' Hall in conjunction with the 300th anniversary in 2024.



Carpenters' Hall

You can make a one-time gift or a multiyear pledge at this page, or feel free to contact Campaign 300 co-chairs Bob MacIntosh

(rmacintosh@macintosheng.com) or Tony Naccarato (anaccarato@o-n.com). Bob and Tony are also active GBCA members and would be happy to answer any questions.

I am hopeful that, together, Philadelphia's building community will seize this once-in-a-generation opportunity to preserve the historic significance of our most iconic local landmark and ensure that Carpenters' Hall stands proudly to serve many future generations of Philadelphia visitors and building professionals.

Sincerely,

Michael K. Armento

GBCA Board Chair

Senior Vice President, Torcon Inc.



NOTES

FROM THE PUBLISHER

While your GBCA takes on the challenges facing the industry today, we also remain focused on the issues that are critical to building a thriving industry tomorrow. Workforce development is one of those key initiatives – one whose challenges also bring the silver lining of opportunity to build a more diverse and inclusive field of talent.

Our collective success on this front requires new ways of thinking and working. We must fully embrace diversity, continue to leave outdated stereotypes at the door and recognize that we can build an even stronger industry if we push ourselves to embed inclusion in everything we do.

Fortunately, in addition to forward-thinking, well-established leaders, we have an incredibly impressive generation of young, diverse leaders. They not only represent the changing face of construction but are also stepping up in big ways to lead the charge and promote the many rewarding career paths available across all facets of construction.

Building a talent pipeline for you, our members, is just the beginning. In the spirit of ensuring GBCA members have

the best trained, most highly skilled talent, we are very excited to be launching a new learning management portal on gbcacom this fall. This new resource will offer convenient access to top-quality training and education programs on topics ranging from professional development to hands-on technical skills

We will also soon be publishing our 2021-22 Tuition Reimbursement Guide. This guide outlines the college-level course offerings on construction-related topics that qualify for our Tuition Reimbursement Program. With courses for entry-level professionals, executive leaders and many levels in between, we strongly encourage you and your colleagues to take advantage of this program to continue your own professional development journeys.

Whether it's raising the bar for construction management or craftsmanship, our shared commitment to continuous growth and improvement is one of the best things about GBCA. We're never standing still. We certainly don't accept good enough. And we're always pushing ourselves – and one another – to reach new heights.

Lauren Hanan

Director, Marketing & Communications
General Building Contractors Association

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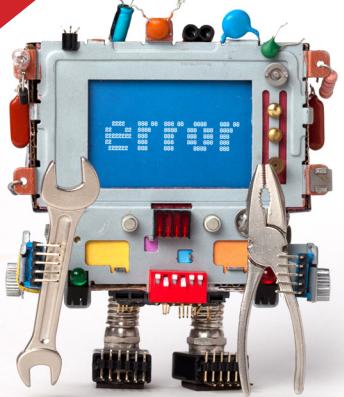
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SUPPORT OUR PROGR

"Watching the students present their final projects shows the progression of their time spent in the program and all that they have learned. As a mentor, it's amazing to watch the group build relationships with each other, the mentors and the whole thing to come together at the end."

Tom Salduti, Atterra Solutions, 2021 ACE Mentor

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Would you like to be a contributor to the next issue of Construction Today?
Contact Lauren Hanan at lhanan@gbca.com or 215-568-7015.

WE ARE BACK!

GBCA is so glad to be back to in-person events in 2021! From a Safety Stand Down, to a CLC seminar, to the 2021 June Golf Outing, and the Down the Shore Happy Hour, your GBCA crew has been busy and bustling with excitement as we are able to greet our members face-to-face again! Keep an eye out for the upcoming events for the remainder of 2021. We are back and we are better than ever!

GBCA UPCOMING EVENTS

CLC Leadership Development Series: Adjusting to Change

In this webinar, you learn to embrace change by focusing on what you will gain, not what you will lose. In doing so, you garner the attention of others as a change agent, armed to lead the change in your organization.

Fall Membership Dinner

Celebrate with GBCA for our first full membership dinner in over a year! Join colleagues and enjoy a night of reconnecting and celebrating.

Eggs with OSHA

Join us for our first in-person Eggs with OSHA in over a year!

2021 Construction Technology Expo

Join the General Building Contractors Association (GBCA) as we host our fourth annual Construction Technology Expo presented by Autodesk.

2021 Construction Excellence Awards

GBCA's Construction Excellence Awards is Philadelphia's premier construction awards program, recognizing excellence in construction and safety. Join us to celebrate the quality workmanship produced by GBCA member companies.

EVENTS

2021 SPRING MICRO MEMBERSHIP DINNER: POMME RADNOR

Thank you to everyone who attended the Spring Micro Membership Dinner on Thursday, April 29, at Pomme Radnor in Radnor, PA. Michael K. Armento, Senior Vice President of Torcon, Inc., provided remarks, looking to the industry's future, and specifically, the need to build up the next generation of builders and skilled trades workers.



CLC EVENT: BUSINESS DEVELOPMENT IS A CONVERSATIONAL SPORT

On June 10, 2021, members of GBCA's Construction Leadership Council (CLC) came together at Workhorse Brewing Company for the CLC's first in-person event of the year! Matt Blank, Director of Business Development of Friedman LLP, spoke about how one approach to networking and business development is through building interpersonal relationships.



FOCUS FOUR & MORE: DIGGING INTO SAFETY AT DIGGERLAND 2021

On June 8, 2021, GBCA, Med-Tex Services, Inc., United Rentals, the Subcontractors Association of Delaware Valley, the Signatory Contractors Association, the Mid-Atlantic Construction Safety Council, and OSHA hosted a family-friendly safety event at Diggerland.



2021 GOLF OUTING I

On Monday, June 14, GBCA hosted our first of two 2021 Golf Outings at the Philadelphia Cricket Club.



LF DRISCOLL AND BERLIN STEEL USE HELICOPTER AT PENN PAVILION

On Sunday, June 20, 2021 (Father's Day), the Penn Medicine Pavilion team oversaw the installation of steel beams and wall panels for the enclosure around the elevators on the roof. To get the beams and wall panel sections to the roof, the team, led by the LF Driscoll and Balfour Beatty US, had the pieces lifted into place by helicopter. On the roof, a team of workers from Berlin Steel Construction Co. quickly placed and installed the beams and panels.



THANK YOU, JOSEPH CLEARKIN, MICHAEL STEPNOWSKI, AND ROSEANN ROTZ!

On Wednesday, June 23, 2021, GBCA's Board of Directors celebrated the roles and careers of three individuals who have made significant impacts to the organization: Joseph P. Clearkin, Michael Stepnowski, and Roseann Rotz.



HANDS-ON FIELD CRANE INSTRUCTION AND SIGNALING

On Thursday, June 24, GBCA and Thackray Crane Rental held a crane safety training led by Mark Thackray, Operations Safety Director of Thackray Crane Rental, who discussed strategies to improve working in a multi-generational workplace.



2021 SAFETY AWARDS RECEPTION

On July 15, 2021, members of Philadelphia's union commercial construction industry gathered to celebrate the exceptional safety records of GBCA members at the 2021 Safety Awards Reception.



2021 MYWIC CAMP AT MED-TEX SERVICES

On July 13, the Mentoring Young Women in Construction Camp visited Med-Tex Services to learn more about construction safety. They put out fires, tested fall protection, and learned about new construction safety technologies and products.

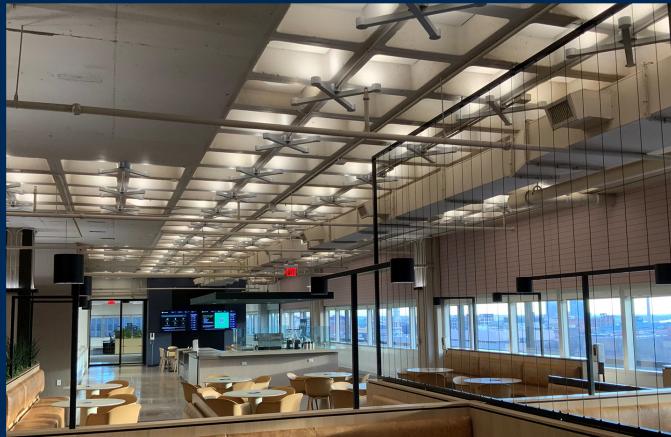


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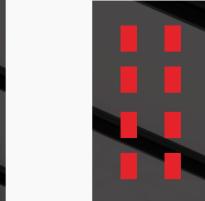
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2021 CONSTRUCTION EXCELLENCE AWARDS

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GBCA's Construction Excellence Awards is Philadelphia's premier construction awards program, recognizing excellence in construction and safety. The Excellence Awards Program is dedicated to creating greater awareness throughout the region of the quality workmanship produced by GBCA member companies.

WINNING PROJECTS AND PROGRAMS WILL RECEIVE THE FOLLOWING PROMOTIONS:

- Highlighted winners' gallery on GBCA's website, featuring photos and descriptions of winning projects/programs.
- Commemorative supplement in the Philadelphia Business Journal (PBJ) distributed to all PBJ subscribers.
- Online winners' gallery spotlighted on PBJ's website.
- Winners will be featured in a commemorative edition of Construction Today.
- Winners will be featured in video interviews to be used in social media and blog promotions.
- Digital badge for winners to use in their marketing materials.





EXECUTIVE INSIGHTS | GBCA Member Program

Executive Insights gives local business leaders the opportunity to be interviewed on video about what lies ahead for their company, their industry and the region. Interviews are conducted by Sandy Smith and last approximately 3 – 5 minutes.

GBCA members' videos will appear on pbj.com in a dedicated native content hub. The content hub will feature a "welcome" video by Ben Connors.

MEMBER PACKAGE #1

- 5 minute video interview
- 100,000 headline impressions
- Ability to use recorded interview link/file for marketing purposes
- Approximate 150-word overview of video to appear in print issue on dedicated page for GBCA member interviews
 - » URL included at bottom of page to push readers to watch entire interview online
 - » Company logo to be included in print overview
- Video will also be promoted on Philadelphia Business Journal social media platforms (LinkedIn, Twitter, Facebook) and in digital newsletters

Total member investment \$5,000 (30% Discount Off Standard Rate of \$7,500!)

MEMBER PACKAGE #2

- 3 minute video interview
- 100,000 headline impressions
- Ability to use recorded interview link/file for marketing purposes
- Video will also be promoted on Philadelphia Business Journal social media platforms (LinkedIn, Twitter, Facebook) and in digital newsletters

Total member investment \$3,000 (Special value not offered publicly!)

MEMBER PACKAGE #3

- 3 minute video interview
- 100,000 headline impressions
- Ability to use recorded interview link/file for marketing purposes

Total member investment \$1,500 (Special value not offered publicly!)

GBCA will promote Executive Insights program on gbca.com, Construction Today Magazine, weekly "News at a Glance," all social outlets, and the "Hard Hat Chat" blog.

Contact Katherine Siravo for more details, and to get this special pricing. ksiravo@bizjournals.com

THE CHANGING FACE OF CONSTRUCTION: THE FUTURE IS FEMALE

BY LAUREN HANAN, DIRECTOR OF MARKETING AND COMMUNICATIONS | GBCA

Forget the old stereotype that the world of construction is just for men. As up-and-coming construction leaders throughout Greater Philadelphia highlight, the industry is doing an about-face – and the future is female. Not only are construction firms focused on recruiting women at all levels, females are also assuming more leadership roles, and the number of women-owned construction firms has nearly doubled since 2007.

In addition to the entrepreneurs shattering the so-called concrete ceiling, several young women in the region are taking the reins as they help lead their family-owned construction companies – some of the top firms in the area – and drive forward the industry at large. While building runs in their blood, these members of the General Building Contractors Association (GBCA) offer a fresh perspective on the changing face of construction.

Angelina Perryman, VP of Administration, Perryman Building & Construction

"The construction industry has grown significantly in the last few years, opening the door for opportunities of all types, from the trades to project management and business ownership. However, you cannot make an impact unless someone sees your value.

I am proud to be a part of Perryman Construction, where leadership acknowledges my skillset as a woman, both young and diverse. Because of the firm's belief in my value, I have been able to introduce a pipeline of women to the construction industry through MyWIC (Mentoring Young Women in Construction Camp), serving as past president of NAWIC (National Association of Women in Construction) Philadelphia and serving as a founding

member of the DEI Committee of NAWIC at a national level, all of which bring value to the City of Philadelphia.

"I look forward to continuing to impact the pipeline of talent into the construction industry, being the conduit to create opportunities for families to achieve financial wholeness and improving the Philadelphia community, one project at a time."

Melissa Boulden, VP of Project Development/ Director of Engineering, Mid-Atlantic Steel

"There are a growing number of highly motivated, driven women out there working hard to make a mark in this industry and demonstrate their value.

"I think as more young women see other women thriving in construction, engineering and architecture, there will be a growing number of women who see these occupations as viable career paths. As the local construction industry

continues to make a strong push for diversity/minority business inclusion and more opportunities present themselves for leadership and growth, we will see more women pursuing construction-related fields in Philadelphia and the surrounding areas.

"Personally, I want to be able to point out 'signature' work to my children and let them know their mom was part of the team that built these buildings and helped shape the skyline. I want my kids to know anything is possible, regardless of what the environment may look like today."



Angelique Hunter, Marketing Director, Smith Flooring Inc.

"Women don't only bring more diversity; we also offer a different gender perspective to the way we work every day. I've found that in Philadelphia, females in the construction industry not only make great strides in leadership but also teach and pull forth women who deserve recognition. This leadership and influence are moving some of the biggest projects in Philadelphia and changing our neighborhoods forever."



"Smith Flooring Inc. is a great place to work and learn. However, I am also focused on growing and building my own personal legacy, which I have started through my work with NAWIC Philadelphia (past president), serving as a standing member on the City of Philadelphia's Economic Opportunity Plan (EOP) oversight committee and being an active member of GBCA. GBCA has impacted my personal development and has also opened many doors to new opportunities to learn and grow in the building industry."

Christina Pasquariello, Assistant Project Manager P. Agnes

"Females like me are impacting the construction industry just by continuing to be a part of it. It is not always easy being a woman in this field. There are challenges we face on a daily basis, but the respect level has come a long way."

"Growing up my grandmother always told me she wanted to work for her father (Pellegrino Agnes, founder of P. Agnes) but

she knew women would not be respected back then in the construction industry. She was proud that I am doing what she always dreamed of doing."

"Now, I strive to be an example for other young women and professionals across the Philadelphia region who want to make an impact in construction or in business in general. Over time, I think we will see women taking the lead at many of the larger firms, not only in construction but in every industry."



Mary Kate Radomski, Operations Manager, Frank V. Radomski & Sons, Inc.



"Construction is tough, and you have to have a thick skin to survive in this industry. But showing your colleagues that every single person on a jobsite is of equal importance is incredibly crucial. We are all a team."

"I also think it's important for women to empower other women. From networking to educational events, GBCA has allowed me to make connections and meet some of my most important mentors in the industry. Emily Bittenbender is a huge name in Philadelphia construction, and I've always found her to be incredibly inspiring. Because of GBCA, I was able to get to know Emily, and now not only consider her to be a mentor, but a friend."

"Some of my best friends in the industry work for other general contractors, who would be considered our competition. It doesn't matter. Whether you are competitors or not, we are all in this together."

These leaders are a testament to the strength of the more than 1 million women in construction across the country. Here in Greater Philadelphia, they are seizing an industry full of opportunity, shaping the landscape literally and figuratively and paving the way for generations to come.

If you or someone you know is interested in learning more about a career in construction, visit <https://gbca.com/services/workforce-development/>

PHILADELPHIA CONSTRUCTION LEADERS DOUBLE DOWN ON MENTAL HEALTH AND SUBSTANCE ABUSE AWARENESS, RESOURCES REALITY OR MYTH

BY LAUREN HANAN, DIRECTOR OF MARKETING AND COMMUNICATIONS | GBCA

It's no secret that mental health conditions and substance abuse rates have risen significantly throughout the U.S. What's much less visible is the severity of these issues within the construction industry. One in five construction professionals struggle with a mental health condition, the rate of substance abuse among this population is nearly double the national average and the sector has the second-highest suicide rate among all industries.

Facing formidable statics like these, the General Building Contractors Association (GBCA), Eastern Atlantic States Regional Council of Carpenters (EASRCC) and Philadelphia Building & Construction Trades Council (BTC) are joining forces to fight what has been coined the silent epidemic – and build a healthier industry.

SHATTERING THE STIGMA

One of the major hurdles deterring construction professionals from getting the help they need is a deeply rooted stigma surrounding mental health and substance abuse.

"Construction is largely a male-dominated industry, and men are generally less likely to talk about their emotions to begin with," explains Morgan Terry, LMFT, CEAP, clinical director at MHC, a leader in behavioral workplace health care and a GBCA partner. "On top of that, construction workers typically pride themselves on having a tough exterior. The common perception is that having a behavioral health concern would be seen as a weakness. They worry about how it will impact their work relationships and work status."

She says the stigma around substance abuse in the industry is even stronger and that instead of addiction being viewed as a brain disease or public health problem, it's more often seen as a moral or criminal issue.

"The stigma is 100 percent real, and it's exacerbated in the world of construction," adds Joseph Obuchowicz, CEBS, Fund Director for the Carpenters Benefit Funds of Philadelphia. "I always tell this story that before COVID, we would host in-person seminars about benefit awareness showcasing all of our partners and vendors. When you would look around the room, people were at every table, except for the behavioral health table. No one wanted to be associated with that."

This stigma is exactly why GBCA, EASRCC and BTC are guiding the industry to rethink the way substance abuse and mental health are traditionally viewed.

"Conditions like depression, anxiety and addiction too often take a back seat to injuries you can actually see. In reality, behavioral health is just as important as physical health and safety, and it's time people embrace it as such," says Angela Hendrix, GBCA's director of training and workforce development who leads the association's Safety Committee. "Shifting the industry culture starts with taking the issues that are seen as taboo and turning them into frequent, highly visible topics of conversation."

Putting a spotlight on mental health and substance abuse was the idea behind a recent safety "stand down" that halted construction work at one of Gilbane Building Company's active job sites in Philadelphia. The pause enabled leaders from Gilbane, GBCA, EASRCC and BTC to talk directly to employees about the importance of mental health and substance abuse awareness. It's one of many examples of how industry groups and construction firms are taking action.

"We can't allow our colleagues and friends to suffer in silence," continues Hendrix. "We're focused on ensuring the right supports are in place so people throughout the industry can recognize when they – or someone else – need help and how to get it."

EDUCATION, AWARENESS AND ACCESSIBILITY

The crux of this industry-wide effort is a series of Toolbox Talks created by GBCA, EASRCC and BTC that cover alcohol abuse, suicide, empathy and substance abuse. Not only do these resources help facilitate these conversations in the workplace, they also educate individuals on how to spot the warning signs of behavioral health and addiction issues, provide action steps and offer pathways for accessing help.

"Not knowing how, where or when to ask for help can be a major barrier in seeking treatment," says Terry. "It's not uncommon for counselors like us to get phone calls from construction professionals in their 50s who have been struggling for years and finally take the first step to reach out. Sometimes they just didn't know who to call. In other cases, they put off asking for help for so long that they eventually find themselves in an all-out crisis."

Now, with QR codes on work T-shirts and hard hat stickers that direct workers to the most up-to-date information and assistance related to mental health, substance abuse and suicide prevention, help is never more than a scan or click away.

"Education and accessibility are key," says Obuchowicz, stressing how important it is for individuals to know that if they are going through a hard time, there are resources and professionals who can help them. "Sometimes it feels like we're hitting people over the head with this information, but they need to know we're here to help and guide them. Sure, they may not be hanging out at the behavioral health table during our benefits seminars, but they might be going online and exploring the support that's available. That's what counts."

He also notes that for all the uncertainty COVID-19 has brought, it has also provided a silver lining in the form of telehealth. The nature of construction jobs with long hours and time away from home has historically made

it challenging for workers to find time for behavioral health-care appointments. Obuchowicz calls telehealth a game changer, as does Laura Manion, LPC, a senior care manager at MHC who played an integral part in building the industry's new Toolbox Talks.

"Telehealth has absolutely made treatment more accessible for construction workers," Manion says. "They can take appointments from their car during a lunch break or squeeze them in whenever or wherever it works for them. From a clinical perspective, we have found virtual therapy just as effective as in-person visits, and the convenience helps ensure no one misses a beat."

On a broader scale, Manion adds that it can be challenging to navigate the behavioral health care system as a whole, which is why the campaign resources were designed to be simple and easy to digest.

"The fundamental premise of this work is that we all have mental health, just like we all have physical health," she notes. "Taking the complexity out of behavioral health makes it more comfortable to address and easier for people to request help when they need it."

As far as enacting change, "any time leaders in the industry join together to increase awareness and education, it sends a really powerful message," Terry adds. "It creates an opportunity that allows a shift in perception and understanding to occur. By encouraging open conversations and making information, tools and support available at a larger scale, GBCA and its partners are well-positioned to move the needle on mental health and substance abuse in the construction industry."

To learn more about this initiative, visit <https://gbcacomm/services/safety/mental-health-substance-abuse-awareness/>.

As one of America's oldest trade associations, established in 1891, General Building Contractors Association (GBCA) advances the union commercial, industrial, and institutional construction industry in the Philadelphia region by serving members as the industry leader in labor relations, education, advocacy, safety, marketing, and networking opportunities.

Lauren Hanan brings nearly 20 years of marketing and communications experience to GBCA, and a wide range of knowledge of the Philadelphia region. Hanan directs all communications and touch points that position GBCA as the leading advocacy organization with the best trained, most skilled and most trusted construction professionals.



LEADERSHIP SPOTLIGHT



Q / A

Name: Christopher Jaccino

Title: Assistant Project Manager

Age: 27

Company, City: LF Driscoll, Bala Cynwod

Years in field: 5 years (plus 1.5 years of internships)

Education: Bachelor of Science in Mechanical Engineering, Drexel University

Birthplace: Malverne, New York

City of Residence: Conshohocken, Pa

Family (spouse, children): None

What is your business motto?

"No Problems, Just Solutions!"

When did you first become interested in your career path?

I was very fortunate to know in high school that I wanted to pursue a degree in Mechanical Engineering. Even though I didn't know which career path I wanted to pursue, I was lucky enough to secure an internship with a General Contractor in New York after my sophomore year at Drexel. During this internship experience, my passion for the construction industry was realized.

What is the most rewarding part of your job? Least rewarding?

The most rewarding part of the project is the relationships that you build, while building a project. These relationships that I know I will carry forward for the rest of my career.

There really aren't any "least rewarding" qualities of my job because the more frustrating aspects are just part of the job. At the end of the day they need to be dealt with.

What is your biggest daily challenge?

My biggest challenge is not taking it personally when things don't go as planned. I am my own harshest critic and I really take things to heart. I must keep reminding myself that I don't know what I don't know, and mistakes are going to happen.

How do you inspire your colleagues?

I try to inspire them by working as hard as I can, while learning as much as I can from them. Throughout the day I strive to be as optimistic as I can and to show everyone the same respect that I would want in return.

What goal are you currently striving to achieve?

To learn everything I can about anything I can; to be the best asset to my company that I can be while creating a great reputation for myself.

What project are you currently working on?

I am currently working on the Grandview Hospital Expansion Project, which is a new 5-story building, including renovation work inside the existing hospital and connections from the existing hospital to the new building expansion.

Do you have a life motto? If so, what is it?

"The measure of a man is not how he handles the good times but how he handles the bad times."

What's the most important lesson you've learned in your career?

The most important lesson that I have learned in my career is how important it is to build relationships with the entire project team, nobody's role is too big or small to learn from.

What was your favorite CLC event?

So far, my favorite CLC event was the W/Element Hard Hat tour for a couple reasons. One, it is the tallest concrete structure in Philly, and at the time had the largest concrete pour in the Philadelphia region. The other reason why this event was so special was I was part of the group that helped plan the event and bring it into reality. Finally, the networking event that followed the tour allowed me to meet so many great young professionals in the industry.

How do you find that participating in CLC activities benefits you?

Participating in CLC activities has allowed me to meet people who have had an impact on me both personally and professionally. The professional and personal growth that I have experienced from attending networking and professional development events has been invaluable.

Do you have any advice for other CLC members/ young professionals who are looking to advance their career?

The networking with other like-minded professional has been an amazing opportunity. The GBCA has also offered resources to receive advice/mentorship from the leaders in our industry through events such as the Coffee Chats.

PROJECT SPOTLIGHT



**UNIVERSITY OF PENNSYLVANIA
PENN MUSEUM OF ARCHAEOLOGY
& ANTHROPOLOGY RENOVATION**

**PROJECT NAME**

University of Pennsylvania
Penn Museum of Archaeology &
Anthropology Renovation

GENERAL CONTRACTOR

HSC Builders & Construction Managers

OWNER

University of Pennsylvania

ARCHITECT

Gluckman Tang Architects

ENGINEER

Altieri Sebor Wieber LLC Consulting Engineers
[MEP] and Keast & Hood Company [Structural]

GBCA MEMBER SUBCONTRACTORS

- PDM Constructors, Inc.
- Roman Mosaic & Tile Company
- Dan Lepore & Sons Company

Opened in 1915 and 1926 respectively, the Harrison and Coxe Wings of the Penn Museum offer distinctive architecture and a spectacular setting for object display and events. The building was untouched for decades and in need of major renovations in both the front and back-of-house areas.

These interconnected buildings feature a variety of proprietary structural systems used at the turn of the century including Guastavino vaults, Guastavino arches and Roebling arches. The buildings adjoin each other and a significant scope of work in this project was to create a large open shaft between the structures for the installation of a monumental new stair, elevator shaft and restrooms. This necessitated extensive shoring, bracing and needling of 3-5' thick masonry bearing walls and removal of Guastavino vaults to create the new area.

The scope of work also included:

- Moving the 30,000 LB sphinx to a new prominent location
- Preparation for the structural reinforcement of the Egyptian Gallery walls (Phase 2)
- New HVAC systems for the current phase and future phases
- New electrical systems
- Climate control for galleries, circulation spaces and collection storage areas
- Window replacement
- Replacement of skylights
- Interior masonry, marble and terrazzo restoration
- Millwork and plaster restoration
- Loading dock reconfiguration
- New elevators and ADA accessibility
- New passenger elevators and new freight elevator
- New loading dock as part of the adjacent UPHS development
- ADA access to lower Egyptian Galleries
- New ADA-accessible restrooms
- New modern theatre
- New facilities and exhibition shops (Phase 2)
- New catering and storage areas (Phase 2)

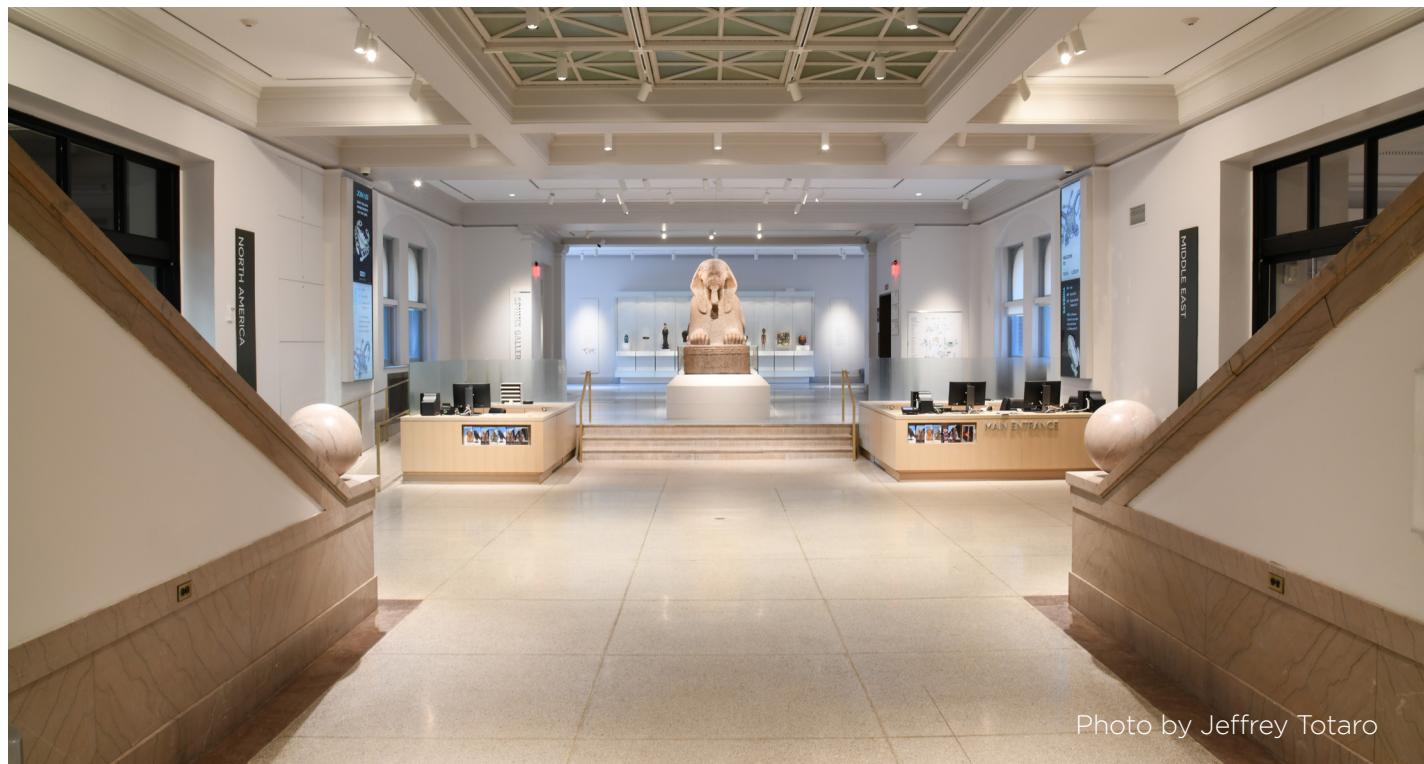


Photo by Jeffrey Totaro



Photo by Jeffrey Totaro

This project brought air conditioning to two thirds of the Museum's public spaces while adding new ramps and elevators to make all museum areas fully ADA accessible. The project included complete refurbishment of the historic Harrison Rotunda, one of the largest auditoriums on the Penn campus. An upgrade of the Egyptian storage rooms in Coxe Wing brought full climate control to protect the important collection of highly fragile ancient textiles and papyri. Tie rods inserted in the lower Egyptian Gallery's vaulted ceiling strengthens the weight-bearing capacity of the walls in preparation for the Palace of Merenptah installation in the upper gallery.

Visitor amenities were improved on the new first and third floor restrooms in addition to an upgrade to the museum's freight elevator and loading docks, in cooperation with the University of Pennsylvania Health System (UPHS) and its neighboring new patient pavilion project.



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We're kicking off the week with a 3-part virtual education series where attendees can earn 4.5 CM-BIM CEU credits. The virtual sessions will take place on Monday, Tuesday, and Thursday from 9:00 - 10:30am each day.

Our one day in-person speaker series will take place on Wednesday, October 6th, at Penn State at the Navy Yard from 10:00 am until 3:00 pm.

There will be a Wednesday evening networking Happy Hour in lieu of the expo floor from 3:00 pm until 5:00 pm. Join us for drinks and hors d'oeuvres at Victory Beer Hall at Xfinity Live!

We are so excited to give guests the opportunity to learn about all types of applications, platforms, products, and services, network with fellow con tech junkies and meet construction technology experts. Technology is crucial to set all of our contractors apart, and exposing our contractors to new technologies as well as allowing them to network and discover each other's successes/failures plays a vital role.

Join us to make sure your firm is up to speed on new applications, tools, technologies and platforms!

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PHILADELPHIA ARCHITECT & CONSTRUCTOR STRATEGIES: MANAGING THE HYBRID OFFICE

BY BYRON LEE, MANAGER, MARKETING & COMMUNICATIONS | GBCA

The Philadelphia Architect & Constructor Strategies (PACS) is a discussion series held by the AIA/GBCA Joint Committee. Four times a year, the committee meets to discuss issues impacting the Philadelphia region's building industry. In April 2021, the committee discussed the ongoing impacts of COVID-19 response on the building industry's office environments, particularly how companies are recruiting and retaining new employees in new virtual workplaces.

HYBRIDIZATION OF THE OFFICE

In 2021, Philadelphia region construction companies and architects are returning to the office, but with some notable differences. Contractors are more likely to be completely in the office, especially project team members, who are either in the office or in jobsite trailers. For contractors, discussions about hybrid offices are more likely involving office staff who work completely behind the scenes.

Architecture firms, on the other hand, are mostly in some range of being in the office, such as 50% of employees in the office full time, 40% with hybrid schedules, and 10% in the office once a month. For architecture firms, allowing more remote work also allows for expansion, possibly drawing in talent from other locations.

For both industries, recruiting and retaining new employees working remotely brings up the need to be clear about when and why employees need to be in-person. It also raises questions about capital costs and company culture: Will home office equipment be funded? Will remote workers have a strong sense of loyalty to the company or a sense of being part of the team?

ON-BOARDING AND MENTORING STRATEGIES

Driving the need for clarity around working from home is defining a company's work culture for prospective employees. What types of offices appeal to younger professionals, and will they complement the existing core values of the company? Once new employees join the company, how do you train and retain them?

In lieu of brief on-boarding meetings followed by job shadowing, some companies have instituted formal training processes, like "schools." These, however, can be resource heavy, since instead of having a trainee shadow another's work, you need to dedicate time to spend with new employees. Without "trainers," this can mean that existing employees are taken away from projects to run trainings, or, more senior employees are overworked because training becomes an additional task in their workflow. Other companies create regular company-wide trainings, loose, unstructured discussions designed to both inform, as well as connect team members.

To help employee retention, companies are being more intentional with mentorship. Especially in larger firms where new employees may be more junior and doing very specific tasks, firms need to be careful about how they introduce new employees to company-specific processes, as well as industry practices. One architect described a situation where new employees were assigned to the same mentor for multiple projects. This can be good in that new employees are immersed in how things are done in the company and get a more complete training. This method can, however, also lead to bad habits being repeated: Not all mentors consistently shared their notes with mentees, leading to details being missed and errors in the mentees' later work.

Another approach, taken by one larger contractor, is a formal training program where new project engineers rotate. Every six months, the new employee moves departments, learning about different aspects of the building process. By doing this, newer employees also learn about different professional opportunities in the company, and in the industry in general.

COMMUNICATION IS KEY

One of the main challenges to bringing new employees into the fold is how to create strong communication systems within the office. Previously, some offices instituted rules around not wearing headphones to promote osmosis learning. Employees were encouraged to listen in on project conversations and get an overall sense of the team's work, rather than only focusing on their specific tasks. Osmosis learning, however, is difficult or impossible when working remotely.

Several companies simply institute communication policies requiring staff to keep online communication tools such as Microsoft Teams or Slack open at all times. That way, messages can be quickly sent, or group chats can also be formed to keep office communication going. Project management software has also made project processes more apparent and visible, allowing for employees to see different aspects of projects and interact as a team.

Moving forward, building industry firms must make some decisions about the types of offices and office cultures that they want. Regardless of whether offices are in-person, hybrid, or remote, one thing is clear: Senior leaders need to demonstrate clear leadership and make sure that office policies line up with the company's office culture. Establishing a clear sense of the office culture will help attract and keep the best employees.

ABOUT THE AIA/GBCA JOINT COMMITTEE

The mission of the AIA/GBCA Joint Committee is to promote collaboration between designers and constructors and to share ideas, best practices, and trends in order to provide greater value and superior outcomes for our mutual clients.

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For more information about the AIA/GBCA Joint Committee and its activities, please contact Byron Lee, GBCA, at blee@gbcacom.

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SMART BUILDINGS: 5 COMMON MYTHS OF POWER-OVER-ETHERNET DEBUNKED

BY CHEYO ROGERS, DIRECTOR OF BUSINESS DEVELOPMENT AND SALES, NORTHEAST
| INTRA-TECH SOLUTIONS

Power over Ethernet is most commonly known for powering VoIP phones and IP security cameras, but PoE technology can power and transmit data for an entire building. The technology has been in place for many years and is rapidly expanding its capabilities to power a multitude of devices in office spaces, hotels, schools, and hospitals, just to name a few. Despite the myths circulating that PoE is not reliable and doesn't meet regulations, PoE is an incredibly viable option for powering your next smart building project.

We're debunking five of the most common PoE myths, and five of the biggest concerns businesses have when considering PoE as the infrastructure that powers an IoT smart building platform.

Myth 1: PoE is Not Reliable

One of the biggest objections when it comes to enabling a building with PoE is that it is not a reliable technology. The truth is, Power-over-Ethernet is an incredibly reliable technology for a variety of reasons.

PoE technology relies on Ethernet, so it's simply a new take on a vetted technology. Managing Ethernet is native IT, which means any local IT team can install and troubleshoot PoE. PoE is a wired technology with limited interference and enhanced security features. While the technology does rely on a direct wired connection, that doesn't make Power-over-Ethernet any less flexible than comparable wireless technologies. Especially with an open API, companies have the ability to develop innovative use cases for PoE.

Myth 2: You Can't Outfit a Building with PoE

It is possible to outfit an entire building with PoE. In fact, Power-over-Ethernet is revolutionizing smart buildings. While VoIP phones and IP security cameras were just the start of PoE, the technology now enables countless more devices.

PoE can be used for human-centric lighting, occupancy sensors, asset tracking, security cameras, access control and more. Most manufacturer's LED lights will work seamlessly with an open platform. The most valuable feature of PoE is that all these systems communicate directly through the same protocol.

On top of being compatible with various devices, a PoE platform can also include application partners which allow for more flexibility of your PoE ecosystem. Relying on these trusted partners can expand the integration possibilities with PoE and lead to an even smarter, more reliable space. Learn more by contacting Intra-Tech Solutions www.itrsrep.com.

See how capabilities of a smart space powered by PoE have created a human-centric office environment that's easy to construct and modify.

Myth 3: PoE Doesn't Meet Regulations

Power over Ethernet technology meets energy efficiency, emergency lighting and fire safety regulations including ASHRAE 90.1, Title 24, IEEE standards, NFPA NEC, and UL924.

PoE power also goes beyond traditional standards to help building owners and developers reach their green goals. Using a PoE system can allow organizations to take advantage of sustainability credits including LEED and WELL which can lead to project savings and strong reputation in the construction market.

Myth 4: Power over Ethernet Technology Won't Last

Ethernet has been around since 1973, in that 45 years, the applications of Ethernet have continued to grow. There is no reason to expect that will change.

As mentioned above, Ethernet greatly reduces interference when compared to a typical wireless IoT system. PoE makes it simple to expand the network with more devices and is easily adaptable to use for a variety of devices including but not limited to:

- LED lights
- Access points
- Cameras
- VoIP
- HVAC systems
- Occupancy sensors

An IoT platform that is AI ready can turn a building's IoT data into actionable insights. The machine learning algorithm helps building managers identify inefficiencies and determine if the wrong data is being collected, the wrong tools are being used or the wrong people are in place to handle the data. Armed with this data, building operators can make better data-driven decisions that save on costs and improve operational efficiency.

Myth 5: PoE Technology Only Controls Lights

An IoT platform powered by PoE can offer much more than smart lighting technology, it can be a hardware, software and analytics solution.

Hardware

A node acts as an IoT hub by receiving power and data from the network switch and passing it to connected devices. As devices are connected, the network automatically discovers them for easy plug-and-play functionality.

Software and Analytics

Once devices are discovered, the user interface, accessible on any smart device, makes it easy to manage an entire IoT ecosystem. With each PoE device powered (and collecting data) via Ethernet the sheer amount of incoming data can become overwhelming. But previously independent systems can now communicate, and buildings can become more efficient with a software gateway.

PoE is a Realistic IoT Option for your Building Project

Power-over-Ethernet has been the target of many misleading statements, but in reality, PoE is a reliable IoT solution which meets regulations and has many capabilities beyond lighting.

A PoE solution enables businesses to innovate by providing more actionable data. With hardware, software and analytics working together, PoE is not only attainable for your next building project, but a smart choice for future proofing your client's building.

About Igor

For more than eight years, Igor has been an innovation leader in IoT smart building technology. Igor's flagship product, NEXOS, is a PoE-based IoT smart building platform that incorporates hardware, software and cloud analytics to enable smart and secure buildings. Combined with an open API and real-time data, NEXOS is a forward-looking technology that seamlessly integrates advanced lighting controls with building systems, low-voltage devices, business applications and more. Now installed in more than 30 countries, NEXOS delivers on the global market's readiness to enter the IoT world. For more information, visit www.igor-tech.com.





MOBILE WORKFORCE FOR CONTRACTORS SERIES:

PART ONE – MEALS AND ENTERTAINMENT

BY SENIOR ACCOUNTANTS, TAX STRATEGIES, RACHEL DEFRAIN, TIFFANY EICHHORN, MICHELLE GRAY | KREISCHER MILLER

This is part one of a four-part series that provides mobile workforce guidelines for contractors.

Are you wondering if that golf outing or burger and beer are deductible for your construction company? There are some opportunities and changes for company meal deductions that may reduce the company's income in the current 2021 tax year, which can provide more advantageous tax results.

For tax years 2021 and 2022, some meals are now considered 100 percent deductible as part of the Consolidated Appropriations Act that was passed on December 27, 2020. As a best practice, we recommend breaking out the below accounts in your Trial Balance to ensure the proper characterization and deductibility on your tax return. It is important to break out these accounts and retain detailed receipts in order to get the best desired tax results and to mitigate risk in the case of an IRS audit. These include:

1. Client meals
2. Employee meals

3. Company events
4. Entertainment

This Q&A offers general guidance for the accounting and deductibility of business meals and entertainment accounts.

For expenses that are categorized as *client meals*, what is the tax deductibility?

Client business meals purchased from a restaurant are temporarily 100 percent deductible for amounts paid after December 31, 2020 and before January 1, 2023. These meals are deductible if business is conducted at the meeting, the taxpayer is present, and the meal is not lavish or extravagant. Businesses that primarily sell pre-packaged food or beverages that are not for immediate consumption (grocery store, specialty food store, liquor store, etc.) are not considered eligible restaurants. So that burger and beer you had with your client at your favorite restaurant is now 100 percent deductible; however, starting in 2023, these meals will be considered 50 percent deductible again.

For expenses that are categorized as employee meals, what is the tax deductibility?

Employee meals include, but are not limited to, meals provided for the convenience of the employer, overtime employee meals, or meals during meetings of employees, stockholders, agents, directors, etc. These are temporarily 100 percent deductible, but some listed above will be non-deductible after 2025.

What is considered a company event for purposes of determining the tax deductibility of these expenses?

Company events are events held by an employer to provide fun for the employees, and they are considered 100 percent deductible for the employer. Some eligible events include holiday parties, picnics, team building events, etc. These events must benefit all employees in order to be 100 percent deductible.

What should be included in an entertainment expense account? What is the tax treatment of these expenses?

Entertainment is still considered non-deductible for tax purposes. Some examples include golf outings, sporting events, hunting, fishing, etc. This also includes

food or beverage provided at an entertainment event unless the food and beverage is separately stated on a receipt and provided by a restaurant. In this instance, the food and beverage is temporarily 100 percent deductible through 2022.

As a reminder, always be sure to retain receipts for company records. The IRS may deny the expense if you do not have the proper receipt and documentation. Per IRS guidance, proper documentation includes the name and location of the restaurant, the number of people served, the date and amount of expense, and the business purpose.

[Click here](#) for a more detailed chart of meals and entertainment deductions and refer to [Notice 2021-25](#) for further information.

Stay tuned for part two in our series which will cover additional mobile workforce guidelines for contractors. If you have any questions, please contact your Kreischer Miller relationship professional or any member of our Construction Industry Group.



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5 TAX STRATEGIES CONTRACTORS SHOULD CONSIDER TO REDUCE THEIR INCOME TAX LIABILITY

BY MARTIN C. McCARTHY, CPA, CCIFP |
McCARTHY & COMPANY, PC



Contractors need to invest in tax planning throughout the year to gain the maximum impact. While most tax strategies strive to accelerate income in the current tax year and defer expenses to the next year, strategic tax planning takes into consideration many other factors such as how reducing income for tax purposes will affect a contractor's financial statements, cash position, working capital, and financial ratios. Lenders and sureties rely on the strength of a contractor's financial statements along with the company's character, capacity, and capital when deciding on a lending and bonding program. Customers also review these metrics to ensure that the contractor is financially strong and able to meet their performance obligations. Therefore, it is important to take a holistic approach to tax planning. There are several strategies to consider:

1. Use the right accounting method. Contractors should ensure that the tax reporting method for each contract is appropriate by determining which projects are not considered long-term (more than one year). Most contractors use the percentage-of-completion method (PCM) for long-term contracts. However, there are many exceptions that exist that contractors typically do not elect. Residential builders may defer taxable income under other methods. But who is a residential builder under the IRS Code? Homebuilders are obviously residential builders, but so are contractors who build apartments, dormitories, assisted living facilities and prisons. Residential builders generally qualify to use a different tax reporting method for contracts. Other interesting elections should be considered if contractors have paid unit price contracts and retainage receivable. They are among the items that may qualify for a different tax reporting

method. Choose the appropriate method for each contract to reduce taxes, it is an overlooked tool.

2. Qualify for a R&D tax credit. Contractors may qualify for a research and development (R&D) tax credit if new processes to improve efficiencies or reduce/eliminate uncertainty in the business are developed in the U.S. A R&D tax credit is generally taken on a dollar-for-dollar basis on either the entire qualified project or the portion of the project that meets the criteria of the IRS. If the R&D tax credit is not fully utilized, it may be carried back to the previous year, and carried forward for 20 years. Qualified start-up and small businesses that may not have an income tax liability can offset payroll taxes with the credit.

3. Assess opportunities for deductions on pass-through entities. Contractors that are owners or invest in pass-through entities (sole proprietorships, partnerships, most LLCs, and S corporations), can deduct their allocated share of losses to the extent of their basis (debt and equity). Contractors should have a sufficient basis to deduct allocable losses instead of carrying losses to a future year when their income may be lower. In addition, contractors should look for ways to reduce taxable income such as making retirement plan contributions and developing an exit strategy. There are several factors that affect basis and knowing those items could reduce your tax obligation or change the entity structure.

4. Assess NOL Carryback vs. Carryforward. Recent legislation now permits net operating losses (NOLs) to be carried back to obtain refunds of prior years taxes. While this may sound appealing, contractors should assess the implications of this tax provision before deciding to take a NOL carryback or carryforward. President Biden has stated that he intends to raise income taxes. Therefore, it is important to determine if it is more advantageous to take a carryback and refund in a year with a lower tax rate or have the NOL available for future years when income tax rates are expected to be higher. Evaluate current working capital needs along with the company's long term financial stability before making a decision.

5. Take advantage of COVID Related Tax Credits. Many tax provisions were implemented under legislation aimed to help businesses and individuals deal with the COVID-19 pandemic and its ongoing economic disruption. These include the Employer Retention Tax Credit, Net Operating Loss Carrybacks, as mentioned prior, and numerous other tax credits for businesses and individuals.

The above tax planning strategies are meant to provide guidance on how a construction company can reduce its income tax liability. There are numerous other tax elections that contractors may be eligible to take. Business owners should consult with an accountant on which strategies are best to implement for their situation. Lastly, change is imminent, so your tax blueprint should be reviewed and reevaluated annually.

About the Author

Martin C. McCarthy, CPA, CCIFP, is the managing partner of McCarthy & Company, PC, a leader in construction accounting. He can be contacted at 610.828.1900 or Marty.McCarthy@McCarthy.CPA.

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SCAFFOLDING FOUR FALLS

BY ERIK HIGHLAND | SUPERIOR SCAFFOLD

So, you're sitting on the Schuylkill, just near the Conshohocken exit and what do you see? Traffic, of course, but what else? If you glance to the West you've probably seen the Four Falls office building shrouded in scaffolding and black netting. If you took the GBCA Fall Protection Competent Person Training, you've been in the building.

Just a normal day at the office for the scaffold builders, right? Well, from the highway it sure looks that way but in reality it's an entirely different story. One that starts in the bowels of the building and juts out over the stream below. You see, the entire right side of that giant scaffold sits on a cantilever system over the stream, supported from the parking garage 2 stories under the building. Imagine the conversation... Wait, what?... We have to build a scaffold... starting 2 stories below the ground level AND in order to do so, we have to build a cantilever in the underground garage which protrudes horizontally 20 feet out... 15 feet above a stream? What kind of weird upside-down building are we talking about?

Several years in the design and planning stages, this job was a mighty challenge. EDIS called Superior Scaffold's, Tony P, to help orchestrate a working solution to replacing the old, outdated facade with a new illuminated sage glass curtain wall system. There were many challenges to getting work crews safely to the exterior of the building.

In addition to the cantilever system, they also had to design special tie-in points to anchor the massive scaffold, with Transport Platforms (personnel/material elevator) attached to the building so it would not only safely support everything but allow the large pieces of glass curtain-wall to be installed. A

curtain walls is NON-structural and therefore you can't anchor a scaffold to it. There was lots of engineering involved from Alternate Design Solutions (ADS) to make this happen. And when you add work platforms, at custom levels, using side brackets placed according to the needs of multiple trades to do their work and then enclose the entire scaffold with debris netting to keep objects from falling - you have added another dimension to the safety concerns that had to be factored in.

There are scaffolds at both ends, with transport platforms attached. And if you look at the top of each end there is a custom cantilever section with trusses that was designed to aid restoration crews to construct the new artsy-fartsy diamond shaped roof system thingy that is part of the new facade.

Safety was obviously our greatest concern; both for the erection crews, and ultimately the workers that would be using it. When the building you're working on was constructed on the side of a cliff the "Fall Protection for Dummies" should not be the go-to reference. Keeping the workers safe without requiring personal fall arrest equipment (PFAS) meant guardrails on all open sides, netting for falling object protection and safe passage to all work areas, and extension of the work platform in towards the structure to prevent the need for front guardrail or PFAS.

Let's recap some of the safety elements that went into this build. First there was a conception and then engineering from ADS that had to calculate all of the weight on the cantilever system that supports one entire side of the scaffold over the stream fifteen feet below. Then there was the shoring to safely support the cantilever in the garage. Canopies (overhead protection systems) were installed to provide a safe "tunnel" right through

the scaffold so people could get to their offices in the building while work was going on overhead. Our scaffold erectors used a two-point fall protection system to insure 100% tie-off while erecting this scaffold and the customer was provided a safe, compliant work platform that does not require additional fall arrest equipment.

But wait... There's more! In Phase 2 of this project we will be hanging multiple swing stages (suspended scaffolds) on the building, in the center sections for additional lighting work.

This was quite the engineering and erecting feat and prior planning provided a safe work environment for everyone involved. And when it's completed, this building will shine like a diamond on the Schuylkill and give thousands of drivers something to look at each day.



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WHY WE PLAN.

BY BRUCE CUMBY | CUMBY, SPENCER & ASSOCIATES FINANCIAL GROUP

At Cumby, Spencer & Associates we educate family business owners on the importance of business, estate, and succession planning. Attracting, retaining, and rewarding key employees are all vital components of any business owner's planning. There are two big risks for family-owned businesses and the next generation of owners: Transferrable value of their business and retention of their key employees.

The main factor in the transferable value of a business is that the business can still operate at a high level without the selling owner involved in the operations. An owner's exit plan can be damaged when *key employees leave and take other personnel, customers, trade secrets, and long-term vendor relationships to set up a competing company*. Keeping all key employees involved in the business by incentivizing them to stay during the family-business owner's exit ensures that the insider or third party will pay top dollar for their company.

A key employee is generally highly paid, responsible for management decisions, has significant impact on sales and has a special rapport with customers and creditors. A key employee may or may not be a family business owner. One of the main reasons for the establishment of key employee life insurance is that your company will suffer from a key employee's death with loss of skill and experience.

Key employees are duly named not only because they are critical to the profitability of a business but also because they are essential to the business owner's exit plan. A stable management team provides assurance to a prospective buyer that the company can continue to prosper in the owner's absence. Alternatively, if the owner chooses to sell the company to an insider, a key employee may become the successor of the

company. Thus, it is important to provide compensation plans that not only motivate key employees to perform, but also provide them with incentive to stay with the company through a transfer of ownership.

Key employees are often the most important resource of a company. Since they are such a significant asset, it is important to understand how much a key employee is worth to a company in case of his/her unexpected departure.

Important factors Cumby, Spencer & Associates take into consideration when assisting a business owner in the value of their key employee(s) are:

- Type of employee, are they management or professionals who work with clients in the field?
- Company's growth rate with and without the employee.
- Compensation for the employee's replacement.
- The cost of recruitment and/or training expenses incurred to replace said employee.

In addition to determining the dollar impact that the unexpected loss of a key employee may have on the company, this number also may help a business owner determine which key employees are most suitable for an employee retention plan.

Once we understand the importance of a key employee to a business, the business owner's exit plan, and how to evaluate their value to the company, the next step is deciding the incentive plan that fits the employer and the employees' situations.

There are several different types of plans: Compensation Based on Enterprise Value, Deferred Compensation Plans, and finally

Nonqualified Supplemental Deferred Compensation Plans.

Compensation Based on Enterprise Value is when compensation may take the form of ownership in the enterprise. If a company does not have a publicly traded stock, compensation may take the form of "phantom-stock" related to a share value determined by appraisal or formula. The downside of this kind of compensation is if the business experiences down periods from time to time, key employees' loyalty may be in jeopardy at the wrong time.

Next is *Deferred Compensation Plans* which is broken down into two parts, qualified and nonqualified. Qualified plans are often limited to key employees since such plans are explicitly forbidden from discriminating in favor of highly paid employees.

On the other hand, *Nonqualified Supplemental Deferred Compensation Plans* are used as a method of attracting, rewarding, and retaining key employees. These plans provide an opportunity for a family business owner to provide significant retirement benefits to its top performers on a selective basis while delivering supplemental retirement income to the employee using cash value life insurance.

In addition to this article on attracting, retaining, and rewarding key employees, it is critical to mention the likelihood of the federal estate, gift and GST tax exemptions being reduced, as well as the transfer tax rate being simultaneously increased.

These tax exemptions are scheduled to sunset on January 1, 2026, under current law. Therefore, there is a use-it-or-lose-

it opportunity with respect to that of wealthy family-owned businesses to make large gifts during their lifetime and allocate those exemptions before they are reduced under current law.

One-way affluent individuals have prepared for the decrease of the estate tax exemption is by using life insurance to cover the estate taxes their beneficiaries may need to pay. Properly structured permanent life insurance in an *Irrevocable Life Insurance Trust* is a valuable planning tool to help business owners pay the transfer costs related to their assets and create a legacy for their heirs and generations to come.

It is important that the policies individuals and business owners currently have in place, are re-evaluated to ensure the valuable death benefit does not lapse in coverage.

For additional questions on financial products, such as life insurance, Long-term care, and retirement planning. Please contact Cumby, Spencer, and Associates by phone (484) 427-7066 and visit our website, www.cumbyspencer.com



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Owning a business poses important questions—let us help you plan for the answers.

Nearly 75% of privately-owned businesses are expected to change ownership over the next ten to fifteen years.¹ **More than half of those business owners don't have a succession plan**, and 44% percent think it's too early to bother planning.² But no one plans for a family dispute or unexpected death. Shareholder disagreements, economic downturn, divorce, death—any of these events can take your business out of your hands—and you may not see them coming. But you can control how you plan for them.

Don't leave the fate of your family and your life's work to chance.

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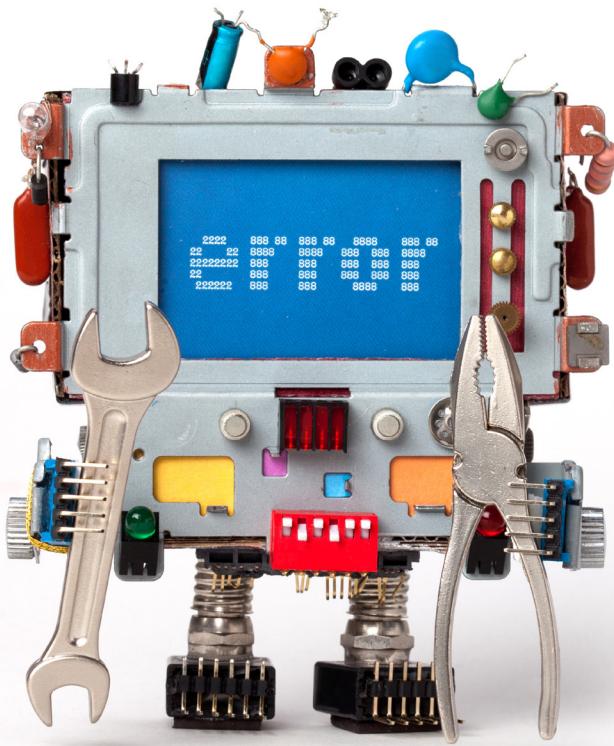


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¹Business Succession Planning, U.S. Small Business Administration website

²The Power of Planning, Wilmington Trust survey, 2017



THE 3 BIGGEST MISTAKES CONSTRUCTION COMPANIES MAKE ON THEIR WEBSITES

BY ALEXIS LINCOLN | CRAFTTECH COMPUTER SOLUTIONS

In 2021, a website is often the first thing a consumer searches to find information on a business. Yet, not many business owners can say their website is top-performing and has no room for improvement. For many business owners, online presence is the last thing on their minds. Business owners are caught up in the day-to-day workload and don't have time to focus on small details such as website design. However, having a good website can turn a visitor into a customer.

Here is a list of the most common website mistakes CrafTech Computer Solutions sees on a daily basis:

1. It Does Not Establish Credibility:

Reviews or testimonials are the best way to establish business credibility. Consumers do not want to be the first to use a service; they need evidence that the service is worth the investment. No one wants their purchase to feel like a gamble. Good reviews build trust, especially since reviews posted on platforms like Google are not editable by the business owner. Therefore, business websites should always post their reviews to convince potential buyers of their credibility.

Another mistake business owners make is to not fully describe their services on their website. Don't just write, "Our business does this, this, and this." Show it. Write out the details of the service. Tell the reader why this business does it best. Bulleted

lists of services are not enough; they are not convincing. Consumers need to know if the service is for them and meets their individual needs. For example, writing "We do home renovations" is not enough. What kind of renovations? For what kind of homes? In what area? People are often too lazy to call a business for more information; the website needs to clarify what the company does and its audience. Make it easy for a buyer to do the research; give them as much relevant information as possible. Even better, connect reviews mentioning a particular service to that service's description.

Along with proper descriptions, people like visuals. The images on a website are one of the first elements to catch a visitor's attention. The photos should be high resolution and formatted correctly (not stretched out, pixelated, or blurry.) Photos are an excellent opportunity to represent the company and show off work well done. But incorrectly formatted photos give the wrong impression to website viewers.

2. It's Hard To Get Information:

Websites often capture hesitant leads. Customers searching for the right business to meet their needs do not want to call multiple places to compare. In truth, some people will do anything to avoid making a phone call. So, an online form is the low-pressure, low commitment point of contact.

Also, an online form is a way to reach a business at any time. For example, if a company operates 9 am-5 pm, customers are still online before and after those hours. Not many companies answer the phones 24/7, so an online form is a way for people to reach out without returning later or waiting until opening hours to call. Catch website visitors while they are active and before they lose interest.

To go the extra mile in driving website traffic, update webpages regularly with new content. Doing this informs search engines like Google and Bing that a website is still in use, so the search engines will know to show it in search results. Search engines will not show outdated, inactive websites to new visitors. New, consistently improving sites will bring in new visitors. Lastly, if a company posts on social media, it is easy to connect the two platforms: drive social media visitors to a website for more information, and guide website visitors to social media pages to stay connected.

3. It's Not Secure:

If a business's website is not secure it's a huge problem. Search engines do not promote unsecured websites, and websites will lose traffic and clients this way. When websites are not secure it is a risk for the consumer to visit. Any information exchanged between the consumer and the business is open to the public

if the website is not secure. Most customers will not want to share their data through an unsecured website and allow it to become available to spammers. On top of that, most browsers specifically label unsecured websites, and warn viewers that it's a risk to click.

Additionally, web-spammers target unsecured websites and change links to redirect to spam or malware instead of the business's information. Protect your website's users by securing it. Both viewers and business owners are negatively affected by this issue. Any business contact information listed on a website in plain text, such as an email address, releases that email address to spammers worldwide. Business owners think their website is not big enough to be a target, but countless bots constantly scroll the web for new contact information because it sells. Protect contact information on websites and save the headache of deleting spam emails.

A website is a company's first impression, so be sure it's a good one. Implement these steps to capture new business leads and stop driving away potential clients. As time goes on, more and more people rely on online searches to find their next purchase. Is your business ready for the technology-driven future?



The advertisement features a blue background on the left side with white text and a yellow bar at the bottom. On the right side, there is a close-up photograph of a laptop keyboard with a pen resting on it, and a spiral notebook is visible in the background.

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Tom Saldutti, Aterra Solutions, 2021 ACE Mentor



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BUILDING UP TOMORROW'S INDUSTRY LEADERS: ACE MENTOR PROGRAM CELEBRATES 20 YEARS

BY MELISSA RAFFEL | AFFILIATE DIRECTOR AT ACE MENTOR PROGRAM OF GREATER PHILADELPHIA

Since 2000, the ACE Mentor Program of Greater Philadelphia has given students from local high schools an exciting opportunity to learn about potential careers in architecture, engineering, and construction. The nation's fastest-growing after-school program uses a team model with experienced industry professionals serving as mentors.

At the high school level, engaging students' interest in the architecture, construction and education industries entails a collaborative and multi-faceted approach with schools, mentors, post-secondary institutions, and interactive learning opportunities. The program makes a powerful impact on students' exposure to careers in the integrated design and construction industry and helps them achieve their career objectives with scholarships and support.

By reaching these students in high school, we can work with them to plan ahead with a realistic view of what education and training is needed for various professions in the field. We also help them understand what these careers entail day-to-day so they're not surprised later down the line. There are so many great opportunities, and we want to ensure each student we work with has the best insight available to make a well-educated decision about what's best for them.

This year, we had to think outside the box to provide a whole

new learning experience that would engage and inspire these students to continue their pursuit of careers in design and construction.

Looking at the needs of students, the organization pivoted to an all-virtual experience with the birth of its new program: ACE360 Online. Its goal is to enhance the overall learning experience by providing professional development skills in addition to industry knowledge and experiences to give the students a well-rounded experience that will prepare them for their next steps in life.

The core piece of the program surrounding membership has continued on. Teams meet virtually every week and engage in STEM activities from home, keeping students by creating problem-solving competitions with one another. Live virtual tours of construction sites, as well as walk-throughs of virtual plans and renderings connect students with real-life projects that allow them to see first-hand how the design and construction process works, and then monitor the progress.

Professional development courses were created to provide life skills and college preparation courses. The courses include essay writing, resume composition, creation of LinkedIn profiles, and assistance with college applications and scholarship opportunities. Students also engaged in mock interviews and received guidance on building a professional network.

**ACE Mentor Program of Greater Philadelphia
celebrated 20 years of mentorship virtually this
year.**

While we couldn't have the large celebration we had planned, we had an amazing program to honor people and projects who lead our industry with their dedication and talent. Those who were honored this year include:

PERSON OF THE YEAR

GENNARO (JERRY) LEVA

Vice President for Planning & Capital Projects, Temple University

PROJECT OF THE YEAR

CHARLES LIBRARY

at Temple University

ORGANIZATION OF THE YEAR

STEPPINGSTONE SCHOLARS

of Philadelphia, PA

COMMUNITY PARTNER OF THE YEAR

BRANDYWINE REALTY TRUST

of Philadelphia, PA

OUTSTANDING MENTORS OF THE YEAR

Breanna Sheeler, WRT

Suvir Hira, WRT

In addition, we are proud to award several students with scholarships as they make their way to their first year of college. Those students are:

- Henry Conde, Cumberland County Tech Education Center
- Jared Williams, Masterman High School
- Courtney Beacraft, Methacton High School
- Ali Shabazz, Central High School

"Today's ACE student will be tomorrow's engineer, architect, or construction professional. These students will soon become peers in our industry. Stronger students make stronger professionals, who help my industry succeed," says Branden V. Grove, CCA, PMP, Consulting Manager, Talson Solutions, LLC and ACE Mentor / Board Member.

We are now gearing up for our 2021-2022 school year and looking for mentors to help lead these dedicated students. By informing and exposing students to the myriad construction career options, ACE is helping to build a talented construction workforce for the future. If you are interested in volunteering please go to acementorphilly.org/join-us-mentors-volunteers/



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