

Fourth Quarter 2007
Leadership Issue



Georgia

CONSTRUCTION TODAY

Leaders and Managers

Understanding
the Difference



Maximizing Opportunities for Personal and Industry Leadership

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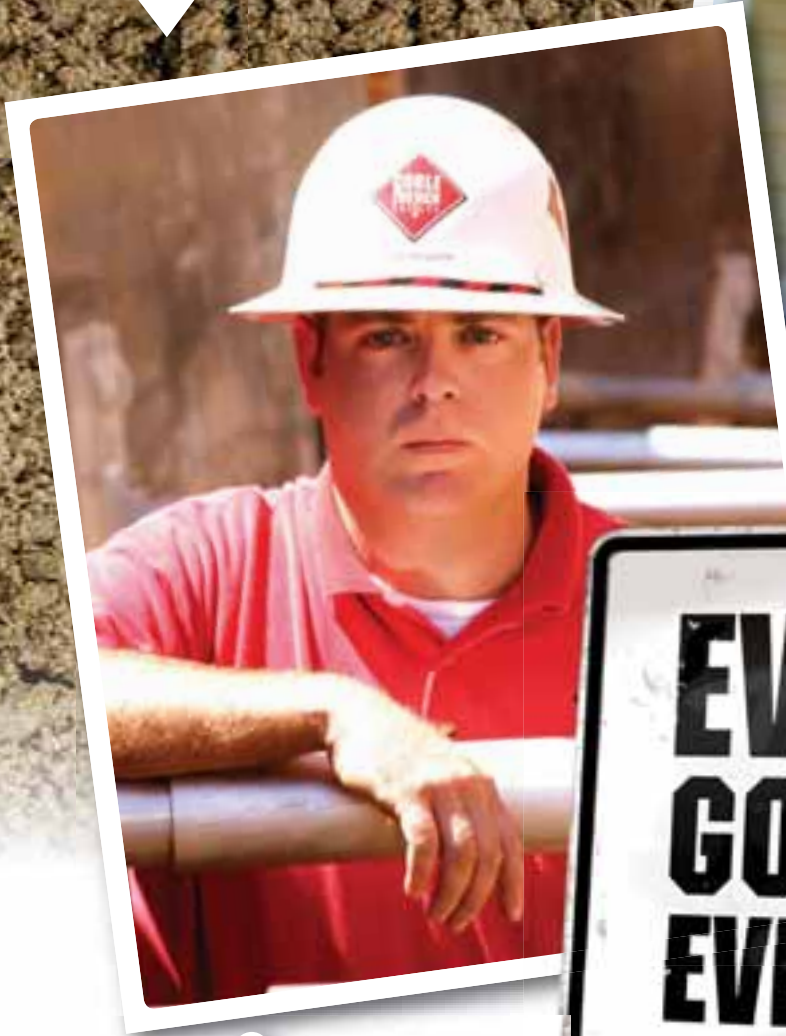
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Georgia Branch, Associated General Contractors (AGC) is a trade association whose members include over 600 of the top general contractors, construction managers, specialty contractors, and service and supplier companies supporting the commercial construction industry in the state of Georgia. Collectively, we bring a strong, influential voice to the industry, which is our greatest source of pride and legacy since 1928.

We are one of 96 chapters affiliated with AGC of America representing over 32,000 members nationwide. Members of Georgia Branch, AGC are also members of AGC of America. This affiliation affords Georgia Branch members with an even stronger industry voice and broader access to services, resources and activities available on a national level.

Guided by our core principles of Skill, Integrity and Responsibility, our Chapter's **mission** is "...to be the voice of Georgia's construction industry, provide valuable member services and promote best construction industry practices."

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Placing the Spotlight on Leadership



Rick W. Allen
2007 – 2008 Georgia Branch,
AGC President
President, R. W. Allen & Associates, Inc.
Augusta, GA

Welcome to the fourth quarter 2007 *Georgia Construction Today* magazine, published by Georgia Branch, AGC. For our readers, you know this particular issue is traditionally our year-in-review publication. Chapter successes and accomplishments are now communicated each year in June in a separate *Report to Members*. Thus we are presented with a wonderful opportunity to do something new, bold and different in the last magazine of each calendar year.

I am excited to introduce the Chapter's first "Leadership Issue," including lessons in effective leadership. You will also find examples of how members and the Chapter are leading the way to make our industry better in the communities we serve. In this new issue, more information about the coming year is emphasized than ever before to help our members plan ahead. Please pay particular attention to the 2008 calendar on page 31.

This focus on leadership is fitting given the Chapter's vision of "building the best and most innovative contractor association in Georgia." The Chapter's strategic plan is challenging the Board and Chapter staff to look beyond the status quo and find new and better ways to do things and raise the bar. Certainly enhancing our personal leadership effectiveness is one thing each of us who are members of AGC can do regardless of a person's title or position.

Since becoming Chapter president in June, I have shared with members a "servant leadership" approach that has been important and rewarding to me in my development as a more

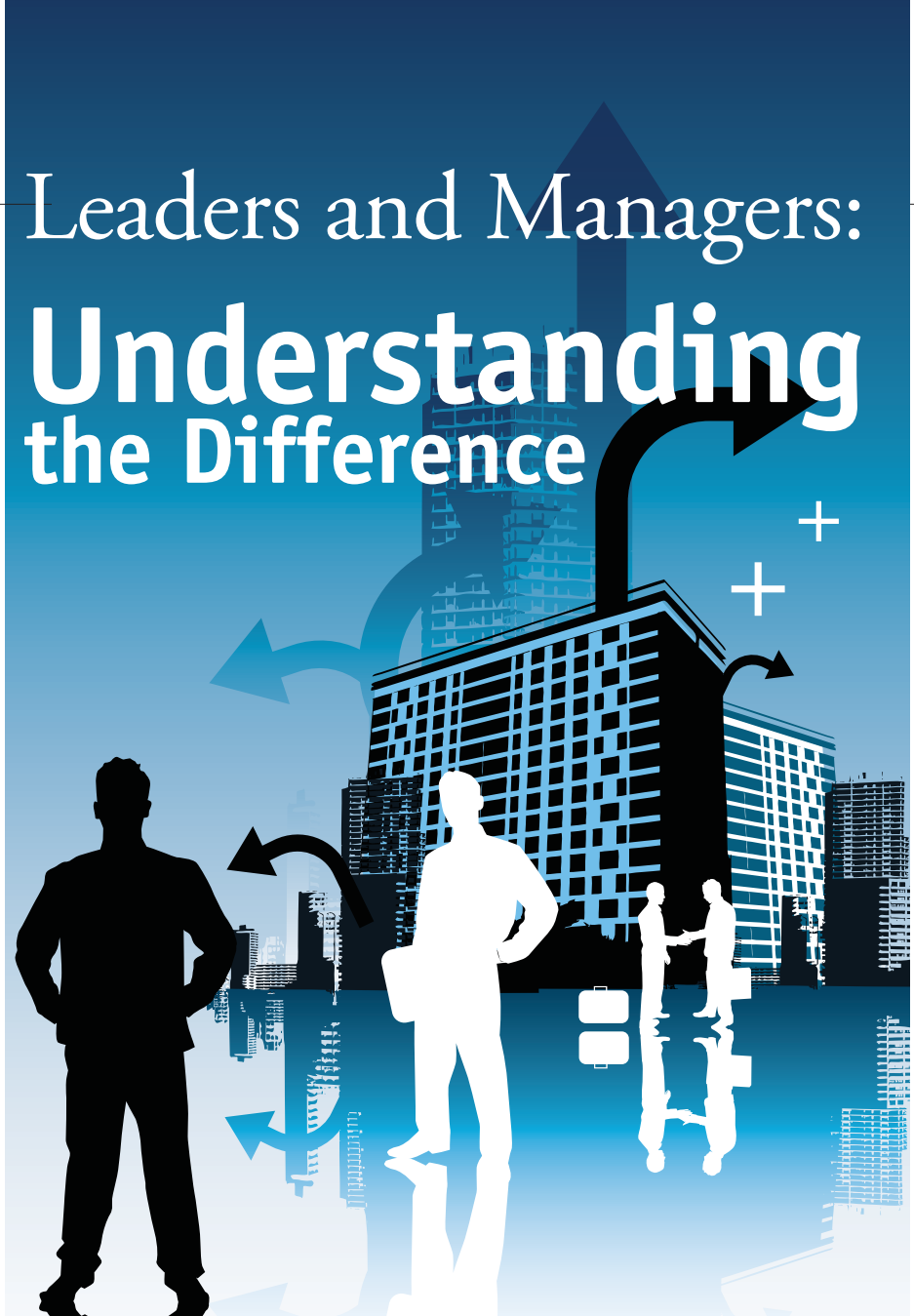
effective leader. My message to members in the Chapter's previous magazine issue discussed some specifics of this leadership philosophy and the value it offers to the construction industry by restoring dignity in our workforce. I believe taking this type of action encourages more young people to choose our industry as a career.

While traveling around the state during my President's Tour meetings, I have continued to share the tenets of servant leadership with members. At the Chapter's Fall Management Conference in October, a top executive with Chic-fil-A® shared with members how their company has successfully integrated this leadership philosophy into their business. As Chapter Board members and staff visit with members and listen to what is important to you, we are hearing more about the need to bring leadership development opportunities and training to our industry's workforce. The Chapter's Young Leadership Program is making great strides in this area, and new courses in leadership and professional development are on the drawing board for 2008.

I encourage you to read this issue to gain new leadership insights and consider ways to become more actively engaged in the Chapter. Of particular interest is an article discussing the differences between leaders and managers, providing valuable food for thought as we go about our daily routines. We look forward to receiving your feedback during the coming year on the Chapter's new "Leadership Issue."

Wishing you and your family a happy holiday season! ■

Leaders and Managers: Understanding the Difference



Do you think of yourself as a leader? Or do you think of yourself more as a manager? Or are you wearing both hats while performing your day-to-day role? Can a person wear both hats at the same time? How do others you work with see you? Why does it matter?

Most of all, it matters because people expect and need certain things from the organizations or companies they are associated with, either as an employee, a customer, a business partner or a supplier or vendor. Some of this ties in closely to Maslow's basic needs theory which states that all people need a sense of belonging as well as the ability to self-actualize.

It is not unusual to find people who think of the leader and manager roles as interchangeable, but their roles are clearly different. Both roles are important and companies and organizations need their managers and leaders to perform exceptionally well to function at its highest level.

Increased Attention on Leadership Role

Only recently has more attention been placed on the leadership role and how this role is evolving and changing in order to keep up with the changes and evolution in today's workers. Employees across all industries including construction do not want to be micromanaged or supervised. Instead, they want to know the company's future direction and how it plans to reach its goals. They want a clear understanding of what they are being asked to do to contribute in reaching the goals.

Another change is workers today are working more in teams, and not as individual contributors, not as departments, and not as individual business units or companies. Working in teams places a higher emphasis on collaboration as the key for business success, including the success of construction projects. Driving this is the realization that all team members bring to the table knowledge, experience and ideas. Most people recognize the power of ideas is multiplied many-fold through collaboration. Today's employees need leaders who are coaches and mentors, leaders who provide tools to support collaboration, and leaders who can successfully create an atmosphere in which ideas flow and creativity is heightened. Studies show most of the younger workers today prefer a work environment empowering them to take action on their own versus a "command and control" environment that was so prevalent in the past.

Today, a great deal of organizational learning and training resources are focused on maximizing a person's leadership effectiveness. This reflects the thinking that there are far fewer leaders around than there are managers. This, of course, brings up the age-old question: Are leaders born or made? Yes, it is true—some individuals possess innate leadership qualities. However, it is widely believed leaders can be developed and leadership qualities and skills can be enhanced through a combination of skill building and development activities, diverse and ongoing learning experiences, mentors and coaching.

Characteristics of Managers and Leaders

So what is the difference between managers and leaders? At its most simplistic level, some people say the difference is people skills. Others say the difference is leaders direct and managers

execute. Others break it down this way— leadership is about direction, movement and change, while management focuses on reliability and consistency. They say leaders help teams achieve their maximum performance in order to accomplish a business' growth plan; managers strive to obtain predictable results and output through the efforts of others. You typically hear the call for leaders to be inspirational, strategic, innovative, adaptable and trustworthy. The servant leadership approach asks leaders to embrace a mindset of serving others. And further, it is widely believed a leader's role is to cultivate other leaders at all levels of the company, and not just at the top, in order to become a high-performing organization.

The Softer and the Harder Side

Understanding the difference between leaders and managers is rooted in a better understanding of the two parts to any organizational process, the hard part and the soft part. The hard part is typically thought to include the work processes, procedures, structure, metrics, tools and technology. The soft part is the people side of the business that includes attitudes, commitment, buy-in, resistance to change, vision, creativity, motivation and self-leadership. The hard part is about management and the soft part is about leadership. As an example, in construction, the management side of the business has to do with insuring submittals are processed in a timely and consistent manner, and buy-out of the project meets company standards and expectations. The leadership side of the business has to do with making sure all project team members know and understand the expectations and goals of the owner and that everyone on the team has some input into building the schedule to maximize buy-in.

Self-Quiz (answers on page 11)

***Consider each pair of words. Which do you associate with leading? Which do you associate with managing? Place an L for leading or M for managing beside the word(s).**

- Do things right
- Do the right thing
- Administers
- Innovates
- Original
- Copy
- Sombreros
- Square hats
- Maintains
- Develops
- Imitates
- Originates
- Ask what and why
- Ask how and when
- Eye on bottom line
- Eye on horizon
- Status quo
- Challenge the status quo
- Own person
- Good soldier
- Focus on people
- Focus on systems and structure
- Relies on control
- Inspires trust
- Short range
- Long range
- Establishing direction
- Establishing timetables
- Producing key results
- Producing useful change
- Command
- Communicate
- Concentrate on strategy
- Nurture culture
- Correlate
- Isolate
- Think rivals
- Think partners
- Control
- Empowers
- Pursue dreams
- Pursue duties
- Want good
- Demands better
- Design incremental strategies
- Lay out sweeping strategies
- Correct strategic weaknesses
- Build on strategic strengths



It is not unusual to find people who think of the leader and manager roles as interchangeable, but their roles are clearly different. Both roles are important and companies and organizations need their managers and leaders to perform exceptionally well to function at its highest level.

Relating to Others is Key

While managers and leaders both relate to people, it is thought to be in different ways. Managers are thought to relate to people according to the role they play in a sequence of events or in a decision-making process. Leaders, who are concerned with ideas, relate to people in more intuitive and empathetic ways. The distinction is simply between a manager's attention to *how* things get done and a leader's attention to *what* the events and decisions mean to participants.

What adds to the confusion about the difference between leaders and managers

is that we often refer to those at the top of an organization as the management team, but in actuality, it is their leadership of the organization that is thought to add the most value. The same is true for project managers and superintendents overseeing a construction team where it is the quality or effectiveness of their leadership of the people involved on the project that can make the most difference in creating an exceptionally enjoyable experience for everyone involved. This is contrasted with their management of the project, which has to do with the core competencies of the company and

its employees to effectively construct a building.

Can the same person perform as a manager and leader? The answer is yes, but clearly, the thought process and behaviors of a leader are different from the typical manager role. Organizations and companies can greatly benefit with more leaders on board. You are encouraged to take the self-quiz included on page 9 to better understand some of the differences between managers and leaders. Decide if you are behaving more as a leader or a manager. Consider the steps you can take to enhance your leadership effectiveness and develop into a stronger leader. ■

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Answers To Quiz Which is leading (L)? Which is managing? (M)

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- L Do the right thing
- M Administers
- L Innovates
- L Original
- M Copy
- L Sombreros
- M Square hats
- M Maintains
- L Develops
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- L Pursue dreams
- M Pursue duties
- M Want good
- L Demand better
- M Design incremental strategies
- L Lay out sweeping strategies
- M Correct strategic weaknesses
- L Build on strategic strengths

Additional Reading on Leaders and Managers:

- *“Leading at a Higher Level,”* by Ken Blanchard, Prentice Hall, 2007.
- *“Know-How—The 8 Skills that Separate People Who Perform from Those Who Don’t”* by Ram Charan, Crown Business, 2007.
- *“Now, Discover Your Strengths”* by Marcus Buckingham and Donald O. Clifton, The Free Press, 2001.
- *“The 21 Irrefutable Laws of Leadership”* by John C. Maxwell, Thomas Nelson Publishers, 1998.
- *“Managers and Leaders: Are They Different?”* by Abraham Zaleznik in Harvard Business Review, March-April 1992.

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Representing the Best Interests of Chapter Members and the Construction Industry

Georgia Branch, AGC is at the forefront of bringing the collective voice of its members and the construction industry to the attention of key influencers who are responsible for policy and regulatory decisions at the national, state and local level. The Chapter's continued leadership on the legislative, regulatory and judicial fronts demands a full-time, dedicated effort, and we rely on an extensive network of strong relationships that has taken years to develop.

Staying on the cutting edge of what is happening that can either positively or negatively impact our members and the industry is what Georgia Branch, AGC does every day. Our efforts focus on gathering input from our members and representing their best interests and the industry's best interests to the appointed and elected officials. We then communicate these positions and the status of pending legislation back to our members in a timely manner. Members receive legislative reports during President's Tours and member visits, special member programs, industry conferences and meetings, in the Chapter's weekly electronic newsletter, *The Forum*, and in specially written position papers.

Recap of the 2007 Legislative Session

The 2007 Session of the Georgia General Assembly made history as one of the longest and most contentious in recent years. All three legislative branches of government, the Governor's Office, the House of Representatives and the Senate, were embroiled in controversy surrounding the state budget. A special session was sure to take place during the summer of 2007, but it never materialized as the Governor moved money within the existing state budget to address our state's most pressing needs, such as Peachcare.

The Georgia Branch, AGC was able to navigate these political waters and successfully passed pro-active legislation beneficial to the construction industry and Georgia's citizens. Positive revisions were made to our General Contractor License Law, Local Government Public Works Law and our Soil & Erosion Control Act with regard to training and educational requirements.

In addition to representing our members before the legislature, the following examples show where Chapter resources have been allocated to insure we have an active and visible presence.

The Georgia Branch, AGC continues to enjoy an excellent relationship with our industry partners through our participation on the **Joint AGC/AIA/ACEC Liaison Committee**. Leaders from the Georgia Chapter of the American Institute of Architects (AIA) and the Georgia Chapter of the American Council of Engineers Companies (ACEC) meet with Chapter staff and members to voice concerns and continue fostering excellent working relationships between our constituents. This successful liaison has resulted in many joint industry positions and programs, including the annual Building Georgia Legislative Reception, attracting an average of over 300 guests



Left to right: Richard Little, Rosser International, Inc.; Doug Davidson, New South Construction Company, Inc.; Dave O'Haren, Holder Construction Company; Tony Pellicano, Pellicano Co., Inc.; Mark Woodall, Georgia Branch, AGC; and Dave Cyr, Parrish Construction Group, Inc. joined other contractors and architects, engineers and legislative officials during the 2007 Annual Building Georgia Legislative Reception.

and members each year including a strong showing from elected officials.

To enhance our statewide influence and stature, Georgia Branch, AGC staff and members serve on numerous **state agency boards and advisory committees**, including the General Contractor Licensing Board, Board of Regents Facility Advisory Committee, Department of Corrections Corporate Advisory Board and the Department of Community Affairs Codes Advisory. As a result of these appointments, we provide input into decisions and discussions as it pertains to the best interests of the construction industry.

The decision to use the **courts and our judicial system** to resolve the many issues that arise among stakeholders in our industry is not chosen lightly, and only occurs after exhausting all other avenues for resolution. However, when a resolu-


tion cannot be reached and the issue is of great importance to the industry, Georgia Branch, AGC has demonstrated its willingness to *fight the good fight* in court on behalf of the entire commercial construction industry, when it is appropriate, with an impressive track record.

Political Action Committee

One of the important ways Chapter members can get involved and exert their influence in the political process is by becoming a financial contributor to **Georgia Branch, AGC's PAC Fund**. This is so important because the construction industry in Georgia and throughout the country is, without a doubt, one of the most regulated industries. Thus, we can't escape the fact that politics plays a major role in a contractor's ability to operate their business. Each

year, the Georgia Branch, AGC Legislative Committee monitors hundreds of pieces of legislation and agency regulations affecting the industry. The Georgia Branch, AGC PAC identifies Georgia House, Senate and statewide races where our funds can have the greatest impact in electing legislators who are pro-business, and understand the importance of a strong and vibrant construction industry.

The Georgia Branch, AGC has been able to successfully represent the interests of its members and the construction industry in the state of Georgia because we have been able to financially support candidates who are supportive of our legislative agenda. As the state's recognized voice of the commercial construction industry, we must continue to support those individuals who have demonstrated their advocacy of our industry. ■



Georgia Branch, AGC provides member firms with dedicated, professional full-time staff to oversee and participate in the legislative and political process. Chapter members consistently say this support is extremely valuable to them since they are not typically in a position to hire a full-time lobbyist or advocate for their individual company. The Chapter's value is best understood from the perspective of those we are interacting with on behalf of our members. Some of their thoughts follow.

“The best lobbyists do more than fiercely advocate for their clients or their industry; they also shoot straight and build trust with elected officials and other decision-makers. When your advocate has credibility with the people who write laws, you have a seat at the table. Mark Woodall is that kind of representative for the Georgia Branch, Associated General Contractors. I worked with him when I was in the state legislature, and I work with him now as a member of Congress. Mark's a great lobbyist because he's also a great guy. I can't think of anyone who would be a better advocate for AGC.”
– U.S. Rep. Lynn Westmoreland (R-Ga.)

“I have known Mark Woodall for several years, and I have the utmost respect for him. He has a wealth of knowledge about the construction industry and has been a great contributor to key change and instituting best practices with both state agencies and under the Gold

Dome. State agencies, including the three under my supervision, place great value on Mark's input and recommendations. He is a true advocate for contractors and works very hard so that all voices are heard while remaining fair and unbiased in the process.”

– Gena Abraham, Ph. D.,
Former State Property Officer of Georgia
and current Georgia DOT Commissioner

“From my perspective, I am constantly impressed with what Georgia Branch, AGC accomplishes during each legislative session. I know from personal experience, legislators seek out AGC and Mark Woodall's opinion, as do we when we have an industry issue that directly relates to construction. Most impressive is AGC's ability to build consensus among both sides of a debate and get results.”

– Thomas C. Leslie,
Director of External Affairs, ACEC/Georgia

“Georgia Branch, AGC has proven to be a great public servant. They have always been willing to roll up their sleeves and work hard on the details on any issue. The organization seeks good policy that is best for all Georgians. Because of that, they are trusted and have an impeccable reputation in the Georgia General Assembly.”

– Senator Mitch Seabaugh,
Georgia State Senate District 28,
Senate Majority Whip

2008 LEGISLATIVE OUTLOOK

The 2008 Session could prove just as contentious as 2007, as each branch of state government continues to exert its political independence. In 2008, the Georgia General Assembly will consider far-reaching legislation, such as the adoption of a Statewide Water Plan, possible revisions to our lien law based upon a Senate Study Committee formed to address the topic, and tax reform. A tax reform proposal offered by the Speaker of the House would eliminate property taxes and implement a services tax, including a tax on construction services.

implementing a strong defense against the many pieces of legislation detrimental to the construction industry. *There has never been a shortage of bad ideas, and many seem to get recycled from one year to the next, requiring AGC to stay on top of it all!*

Mark your calendar now to attend the 2008 Annual Legislative Reception on February 19, 2008. The reception is at the Georgia Railroad Freight Depot in downtown Atlanta. Georgia Branch, AGC is again partnering with AIA and ACEC

As always, the Georgia Branch AGC legislative program's primary focus is implementing a strong defense against the many pieces of legislation detrimental to the construction industry.

The issues mentioned above are a small fraction of literally hundreds of legislative proposals introduced each year during the legislative session of the Georgia General Assembly. The Georgia Branch, AGC is well-positioned to continue our efforts in effectively representing the construction industry on these issues and others as we enter 2008. As always, the Georgia Branch, AGC legislative program's primary focus is

to offer this impressive event, serving two primary purposes. First, it allows the memberships from the three groups to meet with elected officials and other leaders in our state to explain our industry's impact on Georgia's economy. Second, it provides leaders in the design and construction communities an opportunity to meet in a social environment to foster and strengthen relationships.



In an effort to help ensure our continued legislative success, the Georgia Branch, AGC PAC Trustees established **The 236 Club**. This distinct program recognizes individuals or companies who contribute at least \$500 during a calendar year to the Georgia Branch, AGC PAC. The name is derived from the PAC's goal to elect 236 Georgia General Assembly Senators and Representatives willing to give the

construction industry a fair hearing on industry issues.

Current day elections have become a very expensive process. Candidates need financial assistance to get their message out to their respective constituents. This is where the Georgia Branch, AGC PAC has played a major role in past elections and needs to continue doing so in the future. Please consider supporting this sound investment for the construction industry and help improve Georgia government by contributing to the Georgia Branch, AGC PAC Fund.

To learn more about the Chapter's legislative program, the PAC Fund, The 236 Club and any other opportunities to get more actively involved in legislative activities, please contact Mark Woodall, Director of Governmental Affairs, at woodall@agcga.org or 678-298-4116.

Georgia Branch, AGC PAC Trustees:

- Chair: Ken Swofford,
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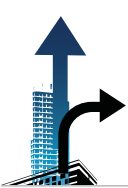
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taking safety to the next level

Creating Safer Jobsites

For the past year, 168 member firms have taken the lead and used the Site Safety Van service with a total number of 1,940 jobsite visits recorded.



The Georgia Branch, AGC Site Safety Van visits a Pinnacle Prime jobsite in Valdosta.



“Safety education and being safe is a top priority at Pinnacle. The AGC Site Safety Van, with its audio-visual capabilities, provides a valuable addition to our total safety efforts because it brings well-trained safety specialists and important safety knowledge direct to our jobsite personnel, making it a convenient compliment to traditional classroom learning.”

– Lee Burkett, Human Resources/Safety Manager, Pinnacle Prime Contractors, Inc.

LEADING THE WAY IN JOBSITE SAFETY TRAINING

Below are the top 10 member firm users of the Site Safety Training Van from November 2006 to November 2007. They are listed in order of most visits.

1. Holder Construction Company
2. Anderson Construction Co. of Ft. Gaines
3. Nix-Fowler Constructors, Inc.
4. Tractor & Equipment Co., Inc.
5. New South Construction Co., Inc.
6. R. W. Allen & Associates, Inc.
7. Bowen & Watson, Inc.
8. J. M. Wilkerson Construction Co., Inc.
9. Cooper & Company G. C., Inc.
10. Holt & Holt, Inc.

To schedule the Site Safety Van at your jobsite, please call Shana Freeman at 678-298-4112.

The Georgia Branch, AGC **Site Safety Van Service** is one of the most popular and frequently-used services assisting members with creating safer jobsites. Two vans, each driven by an experienced safety specialist, travel the state and bring safety training and education to field personnel for jobsite safety meetings.

Safety videos and information are available in both English and Spanish, making this on-site training experience a valuable tool in educating Hispanic workers, as well as others in the workforce. This training is also available for all subcontractor employees on a jobsite, regardless of whether they are AGC members, ultimately, helping reach a larger audience with best safety practices.

For the past year, 168 member firms have taken the lead and used the Site Safety Van service. During this time, a total of 1,940 jobsite visits were recorded and individuals working on members’ jobsites have participated in this safety training over 33,850 times. Since the inception of the Site Safety Van service in 1984, over 25,887 jobsite visits have been made, educating more than 421,160 personnel.

Individuals working on members’ jobsites have participated in this safety training over 33,850 times.





The *Ron Amerson Supervisor Safety Awards* were presented during AGC Safety Day to member superintendents who managed jobsites in 2006 with no-lost time accidents for various man-hour categories. All qualifying superintendents were given a certificate for their achievement, and the top winners for each category were presented with a plaque for leading their man-hour category. Overall winners for the four man-hour divisions are (left to right):

- Walt Ruark, Van Winkle & Co., Inc. (Under 10,000 Man-Hours Supervised)
- Ricky Waters, J. M. Wilkerson Construction Co., Inc. (10,000 - 24,999 Man-Hours Supervised)
- Donald Rouanzoin, New South Construction Co., Inc. (25,000- 49,999 Man-Hours Supervised)
- Bob Russell, Anderson Construction Co. of Ft. Gaines (Over 50,000 Man-Hours Supervised)

SAFETY SPECIALISTS

The following safety specialists are affiliated with Affinity Service Group (ASG), a wholly-owned subsidiary of Georgia Branch, AGC. They compliment and work closely with the Chapter's staff in delivering jobsite and safety van services to members.

BRIAN WOOD

Director of Safety
 bwood@affinityservicegroup.com
 678.298.1891 – office
 404.550.2967 – cell

JOSH CONREY

Safety Specialist
 jconrey@affinityservicegroup.com
 404.550.2508 – cell

WAYNE HURST

Safety Specialist
 whurst@affinityservicegroup.com
 404.550.4358 – cell

DENNY PICKETT

Safety Specialist
 dpickett@affinityservicegroup.com
 404.550.5188 – cell

The focus on construction safety for Chapter members is highlighted during an annual **Safety Day** held each spring and planned by safety professionals involved with the Chapter's Safety and Health Committee. These individuals, representing both general and specialty contractors, along with industry partners, including regional OSHA representatives, use input from field personnel and their own personal knowledge about safety trends to plan the event's program.

Different from the previous two years where all learning focused on outdoor demonstrations, the 2008 Safety Day invites construction personnel representing all levels of the workforce from top management to laborers to come together and learn about safety best practices in an intensive program of classes.

To date, hundreds of individuals have participated in Safety Day programs previously held in Marietta, Macon and Forsyth.

Individual jobsite supervisors are recognized during Safety Day for their outstanding contributions to safety during the prior year. The awards are based on safety incident rates in different man-hour categories.

Mark your calendar now and plan to attend the next Safety Day on March 28, 2008 at the Gwinnett Civic Center in Duluth. All members around the state are encouraged to participate. Consider nominating your jobsite supervisors for the *Ron Amerson Supervisor Safety Award*, presented during the conference luncheon. Back by popular demand, committee members are working to gather top safety-related companies to host an exhibitor showcase for all attendees.

The Chapter's **classroom safety training and outreach efforts** are continuing at a rapid pace. In addition to a full schedule of safety classes held at the Chapter's conference and training center in Atlanta, safety classes are now offered in cities across South Georgia. You can find specific classes and schedules on the Chapter's website at www.agcga.org and featured in *The Forum*, the Chapter's weekly electronic newsletter.

Also, plans are underway for members to participate in a statewide **Safety Standdown** in July 2008. This follows a similar model being successfully implemented by AGC chapters in other states to bring increased positive attention to the importance of safety and safe practices. ■

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Recognition of Top Construction Safety Leaders



Georgia Branch, AGC members with exceptional safety records are recognized each year during an Awards Breakfast at the Annual Convention. Pictured are general contractor members honored with the Chapter's Safety Award for Zero Incident Rates on their jobsites during 2006.

Safety is of paramount importance to the construction industry. Today, more than ever, owners insist that the contractors they use demonstrate good safety records. Safety starts at the top, and in order to successfully create a safe work environment, construction companies must make safety an ongoing commitment. AGC, both at the state and national level, has a long history of involvement in accident prevention activities in an effort to encourage members to work toward eliminating job-site injuries.

A useful service to Chapter members is the National AGC Safety Awards Program (NASA) that compares members' safety records with others in like classifications. Both AGC of America and the Georgia Branch, AGC base their annual safety awards on this information. More importantly, it shows participating members their accidents and lost days record and compares these with other contractors doing similar types of work in similar ranges of man-hours. This provides members with feedback if their safety efforts are meeting their objectives or whether improvements need to be made in their loss control activities.

Over 80 Georgia Branch, AGC member firms participated in this safety awards program. They were honored during a ceremony at the Chapter's Annual Convention in June for their safety excellence in 2006.

The same OSHA 300 Log information submitted for the NASA program to determine how a firm compares to their national peers is used by Georgia Branch, AGC to recognize member safety performance with their peers in Georgia.

"Congratulations are in order for each of our award winners," says Stephen Carter, Safety Director with Heaton Erecting, Inc., and Chairman of the Chapter's very dynamic and growing Safety and Health Committee. "A strong commitment to safety is important to the owners we work with and our respective insurance representatives. But most importantly, a well-developed and implemented safety program impacts the health, well-being and morale of our employees."

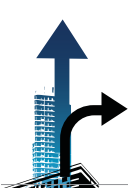
Cherri Watson, the Chapter's Director of Safety, Education and Workforce Development, believes, "Everyone is responsible for putting measures in place to keep the construction workforce safe and to hold each individual on the jobsite re-

sponsible and accountable for their safety actions and the safety of those around them. Above all, keeping people safe is the morally right thing to do. Safety directors by themselves and a well-written safety plan can only do so much to insure a safe workplace and make sure everyone goes home injury-free. The active support and backing by the company's management team must be secured and demonstrated to fully realize the benefits of any proactive safety program. We each need to challenge ourselves to be better leaders when it comes to safety—even the contractors winning safety awards need to continually look for new and better ways to raise the bar and insure a safer work environment."

Beginning January 7, 2008, Georgia Branch, AGC members can nominate their firm's 2007 safety performance in the NASA program and the local Chapter awards program. Look for nomination forms in the weekly electronic newsletter, *The Forum* or contact Cherri Watson at 678-298-4104 or watson@agcga.org, with nominations due by February 4, 2008. ■



Hartley Construction Company, Inc. received the Georgia Branch, AGC Outstanding Safety Performance Award during the Annual Convention's Awards Breakfast. Pictured (left to right) are 2006-2008 Safety & Health Committee Chairman Stephen Carter of Heaton Erecting, Inc.; Dave O'Haren, 2006-2007 Chapter President; Dan Hartley, President of Hartley Construction Company and Cherri Watson, the Chapter's Director of Safety, Education and Workforce Development.



taking safety to the next level

Participating in our Highly Respected Workers' Compensation Fund



By Ted Cooper, CompTrustAGC of Georgia Fund Chairman
CEO/COB, Cooper & Co. G.C., Inc.

Georgia Branch, AGC members who choose to participate in the chapter's self-insured workers' compensation fund are afforded many obvious benefits, including competitive premiums and the opportunity for stronger safety programs. This leads to fewer jobsite incidents and claims and ultimately a safer, more productive workforce. Unlike the conventional markets, CompTrustAGC participants are eligible for potential dividends and are offered an added level of personal service when difficult situations occur. Nothing addresses this more eloquently and imparts the value received

from CompTrustAGC of Georgia and Georgia Branch, AGC than the letter received from Chris R. Sheridan, President of Chris R. Sheridan & Company in Macon and Past Chapter President shown to the right. While I am pleased to share his comments with you, join me in paying our respects to a fellow industry professional who tragically lost his life.

Georgia Branch, AGC members who are not currently taking advantage of this excellent service are encouraged to have your insurance agent call CompTrustAGC of Georgia for a quote at 800-233-2436 or 678-298-1880. ■



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August 3, 2007

Mr. Ted Cooper, Chairman, CompTrustAGC of Georgia
Mr. Randy Foster, Chairman, Affinity Service Group
Mr. Rick Allen, Chapter President, Georgia Branch, AGC

Gentlemen:

One of the great benefits of membership in the Georgia Branch, AGC is our ability to participate in CompTrustAGC of Georgia's workers' compensation fund. As a result of this participation, I appreciate the safety services we receive from loss control consultants employed by Affinity Service Group (ASG), the chapter's wholly-owned subsidiary, in addition to other safety services provided by chapter staff. A recent event really brought this home.

I am writing to express my admiration for CompTrustAGC and the quality service my company received from ASG representatives on July 31, 2007. On this horrible day, our steel erection subcontractor, who is not a CompTrustAGC of Georgia participant, suffered a tragic fatality on one of our jobsites. ASG employees provided me with wonderful, attentive service in contrast to what our sub received. It is ironic that he was once a CompTrustAGC participant.

Upon hearing of the accident, we called and spoke with ASG receptionist, Pat Brown, who put us in touch with ASG President, Bonnie Corey. Both ladies are totally service-oriented, and Bonnie got right on it. Within minutes, Denny Pickett, an ASG safety consultant, called from Lyons, Georgia saying he was rearranging his schedule and heading our way. He was on the job within a couple of hours. Then Brian Wood, Assistant Vice President and Director of Safety for ASG, called from Savannah, saying he was rearranging his schedule and showed up only two hours later. I was on the job talking to Brian and Denny when Wayne Hurst, also a safety consultant with ASG, showed up. As you can see, all along the way every ASG person was bending over backwards to help us. In contrast, our sub, the person who really needed the help and who notified his insurance agent the same time we notified ASG, still had not heard from anyone. Even the next day he still had not heard from anyone!

The contrast increased as the Area OSHA representative arrived on the jobsite. He was greeted by three ASG employees, all working hard on my behalf. The next morning as OSHA returned to the jobsite, the AGC Site Safety Van was on the job and every worker was paying rapt attention to Wayne Hurst giving a safety talk. Again in contrast, our sub was off to the side, looking very alone, with no one there to help him except us. I wish I had a picture of that sight as it captures what was taking place so well. On one side of the picture is the professional looking safety van with a lesson being taught by a very professional instructor, and on the other side, our sub completely alone, looking physically defeated and lost. (Please forgive me for painting the contrast this way. Our hearts go out to the sub as he lost not only his main foreman, but also a friend and fishing buddy. This is a very tough situation for us all.)

In summary, ASG has wonderful employees who work hard every day to provide quality service to CompTrustAGC participants and Chapter members. Their service level and the service provided by Georgia Branch, AGC staff is worth many times the cost of our insurance premiums and membership dues. Our sub wants back in the program in the worst sort of way as he now sees the whole value picture.

I thank each of you, and Mike Dunham and his staff, for all you do to insure fund participants receive excellent safety and workers' compensation services. Participants such as my firm are truly blessed.

Very truly yours,
Chris R. Sheridan, Jr.
Chris R. Sheridan & Company
Macon, GA

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"The Young Leadership Program is one of the most important services the Georgia Branch, AGC offers to members. It's an opportunity for young industry professionals to develop strong leadership skills and techniques, to learn more about how to get involved in AGC, to actively participate in the program's charitable works and community service initiatives, and to network and share ideas with other young industry professionals in both formal and informal settings. Not only does the Young Leadership Program develop strong leaders for the association and our industry, it directly benefits the participant's company. I am proud to sponsor several of our talented young people in this wonderful program and encourage other Chapter members to do the same."

– Raymond L. Moody, Jr.
President/COO, Batson-Cook Co.,
1996-97 President,
Georgia Branch, AGC

Georgia Branch, AGC's Young Leadership Program

Developing Tomorrow's Construction Leaders

The Young Leadership Program (YLP) is one of the Chapter's flagship services, with close to 120 of the best and brightest young industry professionals participating. These young people represent over 60 of the Chapter's member firms, and the program is continually looking to expand its reach.

The YLP's focus is on maximizing the leadership potential of young professionals. Current YLP members include company presidents, vice presidents, project engineers, field personnel, accounting and office staff, and project administrators. This cross-section of people who represent different positions and levels of experience come together to learn, build new relationships, develop new skills, socialize and raise charitable funds.

According to Machell Harper, Director of Member Services and liaison to the YLP, "This past year has been transformational for the YLP. The program has more members participating than ever before and YLP Council leaders are working from a detailed YLP Action Plan, thoughtfully constructed as a result of strategic planning deliberations and YLP member input." YLP Council thinking, led by Calvin Pate and Jay Wicklund, YLP Council thinking was to take an excellent program for young professionals and identify ways to make it even better. YLP planning followed the leadership example set by the Chapter's Board, who in 2006 implemented a long-range planning process for the Chapter, resulting in a new strategic plan.

The 2007 YLP annual Charity Golf Tournament was by far the most successful ever, raising \$45,000 through sponsorships and golf registrations. Program members and their families were out in force at the Chapter's annual convention in June at Universal Orlando. In August, a record number of YLP members attended the annual YLP social at Turner Field to watch a Braves game. Recently, YLP Council members participated in a leadership development training session introducing them to the difference between leaders and managers. During this session, they also learned how different personality types and preferences impact their leadership and communication styles.

During the summer, YLP members helped AGC of America plan their Young Constructors Forum Fall Working Weekend in Atlanta. It was held in September and considered a great success. Members of the National Young Architects Forum co-sponsored the weekend. The program featured excellent speakers and panel programs on topics covering project delivery trends, current practices in sustainable design and construction, building information modeling (BIM), immigration and starting and running a small business.

The coming year promises to be an exciting one for members participating in the YLP. Roundtable discussions are being planned to highlight industry trends



The YLP hosts an annual Holiday Luncheon for its members in December at Chops Lobster Bar in Buckhead.



To kick-off the 2007 Fund Raising Campaign for the YLP's Annual Charity Golf Tournament, members gathered at a local bowling venue. The YLP Council members divided the 75 plus participants into bowling teams. These same teams then competed to see who could raise the most sponsorship dollars during the fund raising campaign leading up to the 2007 golf tournament.



Celebrating the beginning of the 2007-2008 YLP term, members enjoyed dinner followed by a Braves game from the excellent vantage point from Turner Field's 755 Club restaurant.



During 2007, members of the YLP Council participated in three strategic planning sessions that resulted in a detailed Action Plan.

and best practices. Planning for the 9th Annual Young Leadership Charity Golf begins in January for the tournament held on May 7, 2008. YLP members have an opportunity to get involved and serve on one of three action teams, focusing on Charitable Works, Networking and Member Development, and Professional Development. Action team members are responsible for leading the way for all YLP members and insuring the group's action plan is implemented.

Thanks to everyone who is currently participating in the Chapter's Young Leadership Program. If you are not participating, consider making an investment in your future, your company's future, our association's future and the future of the commercial construction industry in Georgia. Sign up now!

For more information about the YLP, please contact Machell Harper, Director of Member Services and YLP liaison at 678.298.4108 or harper@agcga.org. ■



"The AGC of America's Fall Working Weekend for young constructors was amazing. I hosted a session on starting and running a small business and found it to be an extremely rewarding experience for me. Everyone attending asked thought provoking questions and had a genuine interest in the discussion. The future is bright with so many young, intelligent professionals doing all they can to become leaders of tomorrow."

– Gretchen Orrin, President
Athena Construction Group, Inc.

2007-08 YOUNG LEADERSHIP PROGRAM COUNCIL

Council members oversee the quality, planning and successful execution of program activities to insure an exceptional experience for all YLP members. Thanks to the following individuals for their leadership and service:

Jay Wicklund – Chair, Thamer Construction, Inc.
Chad Clark – Vice Chair, Rogers Construction Company
Calvin Pate – Ex Officio, Harrison Contracting Co., Inc.
Brandon Cleghorn, Cork-Howard Construction Co., Inc.
Steve Langdon, New South Construction Co., Inc.
Matt Leiter, Atlas Drywall & Acoustics, Inc.
David Martin, Hogan Construction Group, LLC
Sean Moxley, C. E. Garbutt Construction Co.

Gretchen Orrin, Athena Construction Group, Inc.
Rod Owen, Jr., C. C. Owen Tile Co., Inc.
Court Parker, Bug Busters, Inc.
Chad Smith, Holder Construction Company
Mark Traylor, Batson-Cook Company
Tammy Williams, National Construction Rentals
Derek Wortham, H & H Insurance Services, Inc.



Dealing with the Workforce Shortage

Attracting People to Our Industry



Members of the Central Georgia Workforce Alliance gather at a local school to plan their participation in the annual CEFGA Construction CareerExpo.

Working in conjunction with the Construction Education Foundation of Georgia (CEFGA), Georgia Branch, AGC is leading the way to help attract more people to the construction industry. In particular, we are targeting young talent at the state's high schools and technical colleges.

New workforce alliances developed by Georgia Branch, AGC are hard at work in Macon, Albany and Valdosta to bring school officials and industry leaders together to enhance existing construction training programs and introduce new programs where the demand is warranted. Efforts are also underway to bring workforce alliances to the metro Atlanta area as well as Columbus.

Alliance goals are the same throughout the state—encourage more young people to experience firsthand the rewards and benefits of choosing construction as their career choice and introduce construction teachers in high schools and technical schools to local industry professionals. The results of these workforce alliance efforts, as well as other industry activities to promote construction, include student internship opportunities, jobsite tours for student field trips, contributions of building materials by contractors to enhance school programs and student scholarships.

Another way Georgia Branch, AGC and our members have reached young people is by participating in CEFGA's Third Annual Career Expo in April. This two-day event offers employers an opportunity to set up hands-on activities where students can operate large pieces of equipment, practice swinging a hammer or pour concrete. The

event serves as a great time for business leaders to share with participants that the industry offers good salaries for those willing to work hard and learn fast.

Local industry leaders are projecting a shortage of 6,800 construction workers in Georgia over the next year, with a staggering nationwide shortage of 100,000 workers. Through the Chapter's growing relationships with leaders at vocational schools, high schools and colleges around the state, Chapter staff and members are able to better understand where our greatest opportunity is to make a positive impact.

Chapter members interested in joining one of the workforce alliances or exploring other ways to get involved in helping to address the workforce shortage are encouraged to contact Cherri Watson, Georgia Branch, AGC's Director of Safety, Education and Workforce Development at 678-298-4104 or watson@agcga.org. To learn more about CEFGA, visit www.cefga.org. Georgia Branch, AGC is a major partner and underwriter of CEFGA. ■

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Training to Develop and Retain Your Current Workforce



"Your employees are one of a company's greatest assets and investing in them and developing them is what leadership is all about."

– Cherri Watson, Georgia Branch, AGC's Director of Safety, Education and Workforce Development



Members completed an AGC of America-sponsored Supervisory Training Program course held at Georgia Branch, AGC Training Center in September 2007. Pictured with the participants are (center) Cherri Watson, the Chapter's Director of Safety, Education and Workforce Development and (front right) Rob McKinney, one of the courses instructors and Safety Director with J. M. Wilkerson Construction Co., Inc.

The best investment your company can make right now to insure your continued success is in training and developing your employees. Whether it is learning new skills or polishing the ones you have, a well-trained workforce is what produces increased organizational capacity. This increased capacity helps to optimize the performance and output of each employee and the company as a whole.

Training employees helps motivate high-performing individuals who enjoy and value learning. It also leads to better customer service, higher sales and profits, fewer mistakes that cost money, fewer work-related injuries, reduced turnover and consistent implementation of company systems and procedures.

"Having trained employees is critical to our industry and your business success," says Cherri Watson, the Chapter's Director of Safety, Education and Workforce Development. "The one thing worse than training your people and losing them is not training them and keeping them. Your employees are one of a company's greatest assets and investing in them and developing them is what leadership is all about."

Georgia Branch, AGC is proud to have offered over 85 classes in 2007 on a wide variety of topics ranging from blueprint reading to fall protection to supervisory training to LEED® accreditation to Georgia licensing prep courses in conjunction with the new contractor licensing law. In 2002, the Chapter launched The Leaders Course® and to date, 20 of these classes have been offered around the state, producing a total of 402 graduates.

AGC of America has successfully hosted additional training opportunities for our members this year in Georgia including the Supervisory Training Program and a course on Strategic Planning. Professional development opportunities were offered at the Annual Convention in June and during the Fall Management Conference in October. We continue to offer a seminar titled *Successful Contracting ... Secrets from the Experts*, which is endorsed by Georgia Tech. This seminar brings seasoned industry professionals together with talented employees to strengthen their knowledge and accelerate their movement to the executive track.

In the fall, Cherri Watson joined 70 other training and development leaders in Dallas, Texas, at AGC of America's first Training and Development Conference for contractors and AGC staff members. She brought back many new ideas and ways to enhance the quality of training offered to Chapter members with an emphasis on industry best practices. As an example, one of the sessions focused on "Developing Project Leadership Skills in Your Workforce" and discussed new ways contractors can successfully meet project goals and satisfy owners. Cherri looks forward to introducing this and other classes to members emphasizing leadership effectiveness and "softer" skills—ie. people development, communication, interpersonal skills, building culture, time management and motivation.

The 2008 class schedule is posted on the Chapter's website at www.agcga.org and new course offerings are regularly added. You are encouraged to use this information when you map out your annual training goals for your company and individual employees. Please look to Georgia Branch, AGC as your training partner. ■



Members and Their Families Come Together for a Great Annual Convention Experience



Rick Allen, President of R. W. Allen & Associates, Inc. accepts the Georgia Branch, AGC President's Gavel after being introduced by the Chapter's 2006-2007 president, Dave O'Haren of Holder Construction Company.



Raymond Moody, Jr. is the 2007 recipient of the Chapter's SIR Award (Skill, Integrity and Responsibility), the highest honor an individual member can receive. Mr. Moody is President/COO of Batson-Cook Company. He served as Chapter President in 1996-97 and has remained active in the Chapter ever since. Mike Dunham, Georgia Branch, AGC's Executive Vice President, presented the award citing Mr. Moody's impressive business achievements as a contractor and, more importantly, his achievements as a man who distinguishes himself for his generosity, sincerity and desire to positively impact every person he meets.

Over 420 individuals participated in and enjoyed this year's annual convention, held in June at the beautiful Portofino Bay Hotel in Universal Orlando. This is the time of year the Chapter installs new Board members and presents the prestigious Skill, Integrity and Responsibility Award. Members come together in an informal atmosphere to meet with one another and enjoy some time away from usual work routines.

Positive changes made this year by the Chapter's Program Task Force members contributed to the record turnout. The Universal Orlando property was specially selected to support a more family-friendly event. The convention date was moved from May to June so families with school-age children could participate. A new Sunday start date was selected so members could use the weekend to travel or extend their vacation schedule.

During the convention, members participated in a variety of planned group events including networking receptions, educational seminars, awards programs for safety and construction excellence, a golf tournament and dinner functions, including an installation dinner of the Chapter's new president.

Children were all smiles throughout the convention as characters such as Scooby-Doo and Popeye joined them for a "charac-

ter breakfast." Members participating in the Chapter's Young Leadership Program joined together with their family members for a special dinner. In between events, there was plenty of time to enjoy the pools and theme parks.

This year's convention was considered a huge success, with 93 percent of members who attended saying the convention met or exceeded their expectations. Their responses rated everything from the value they received from each scheduled event and program to the quality and service of Chapter and hotel staff. Surveys were sent to all representatives of a member firm who attended the convention and we received a 60 percent response rate. We are especially pleased to report more than 25 percent of attendees at this year's convention were first-time participants.

Georgia Branch, AGC thanks the following sponsors for their support of our largest event of the year! Member feedback confirms their financial support paved the way for a tremendously successful event.

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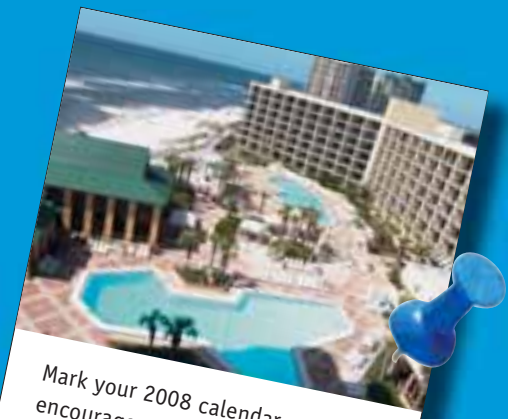


Proud members of the Batson-Cook Company family from their West Point, Atlanta and Jacksonville offices stand with Mr. Moody after the SIR Award presentation.

Annual Convention's Opening Reception



Max capacity! Members filled the room during the evening's two hour networking reception. Some members arrived at the Portofino Bay Hotel just in time to join fellow members, while others came earlier in the weekend to enjoy Orlando's theme parks.



Mark your 2008 calendar now and encourage your co-workers and their families to join us for the Chapter's Annual Convention at the Hilton Sandestin Beach Golf Resort & Spa in Destin, Florida on Sunday, June 8-Wednesday, June 11, 2008.



Ronnie Williams and Chris Sheridan of Chris R. Sheridan & Company talk with Gary Young, Young Contracting Company.



Participating in the Annual Convention is an excellent way to stay in touch with industry friends. Jill Willis; Jennifer Horton, Collins and Arnold Construction Co., LLC; Marvin Willis, Smith & Howard, CPAs and Trey and Karen Reese, Ready Mix USA, LLC shared time during the event.



Karen Nelson and Gretchen Orrin, both of Athena Construction Group, Inc. visited with clients throughout the night.



As a favor to the parents of the more than 100 children who attended the convention, Georgia Branch, AGC provided a bounce house to tire the little ones, insuring a good night's sleep!

Getting Involved



Not sure how... but Margaret and Mitch Headley of Headley Construction Corporation got their children Madison, Mary Beth and Mason to break away from the fun children's activities to eat dinner!



Children and adults alike were amazed at the elaborate balloon creations, but, of course, the simple swords were the children's favorite!

Young Leadership Program

The Young Leadership Program hosts a networking dinner at each Annual Convention. With a record number of attendees, the group arranged for a private party at a restaurant at CityWalk at Universal Orlando. Everyone had a night of good food and great fun!



Monday Morning Business Program



Monday morning's business session opened with an address by AGC of America President Steve Massie. National CEO Steve Sandherr also visited with members during this time.



Attendees learned what AGC of America is working on to help better the construction industry across the U.S.



After the general business session, several associate member firms hosted five 50 minute break-out sessions covering a variety of current industry topics.



An opportunity to join friends for breakfast at a hotel restaurant was arranged especially for the ladies not attending the Monday morning business session.



Monday Morning's "Fun" Activities



The young and the young at heart attended Monday morning's character breakfast. The children were excited to see all the characters who stopped by to say hello and sign their autograph books. Scooby-Doo and Shaggy were a hit, along with Popeye and Olive Oyl, Woody Woodpecker and his girlfriend, Winnie.

Tuesday Morning Awards Program



Members filled the ballroom for Tuesday morning's Awards Program. Announcing the winners of the Build Georgia Awards Program is always a highlight of the three-day event. Damian Hamlin, The Beck Group; Equata James, Turner Construction Company and Doug Davidson, New South Construction Company were inaugural recipients of the Build Georgia Program's Best Sustainable Building Practices Awards. See the Build Georgia Awards section beginning on page 32 for more information on individual projects.

Part of the Annual Convention's Awards Program is dedicated to recognizing members for their outstanding safety records. More than 30 firms received certificates of achievement from both Georgia Branch, AGC and AGC of America.

Tuesday Evening Reception & Dinner



More than 300 members participated in the closing dinner on Tuesday evening.



Kelly and Anita Nix of Nix-Fowler Constructors, Inc.; Joy and Stephen Carter of Heaton Erecting, Inc. and Cheri Watson, Director of Safety, Education and Workforce Development with Georgia Branch, AGC enjoy the hors d'oeuvres reception prior to the closing dinner.



Kim and Mike Duffey of Great American Bond Division; and Allison and Michael Dawson of Yates Insurance Agency, Inc. took a moment to catch up during the reception.



Chapter Services and Member Activities



Annually, members of the Georgia Branch, AGC Young Leadership Program (YLP) host a Charity Golf Tournament. The May event surpassed all projections with more than 250 golfers participating. Over \$45,000 was raised benefiting the YLP Charitable Works Fund.



Georgia Branch, AGC hosted a complimentary Contacts for Contracts networking event in August at the Sheraton Buckhead Hotel. Over 150 members enjoyed building relationships and visiting vendors displaying technology related products and services. Pictured are members who won door prizes for their participation, along with the representatives of companies who presented the gifts.



Over 130 members answered the call of Georgia Branch, AGC's Golf Committee by participating in the 14th Annual Higher Education Golf Tournament at The Frog in Villa Rica in September. The day's event raised more than \$15,000. These proceeds directly benefit the construction management programs at Georgia Tech, Southern Polytechnic State University, Georgia Southern University and Gwinnett Tech. Pictured is one of the winning teams including members Glenn Bond, Gary Hill and Brian Perry representing, Sterling Risk Advisors, Inc. and Matt Leiter with Atlas Drywall and Acoustics, Inc.

Chapter members can get involved by taking advantage of or participating in one or more of the many services offered. Services, resources and information available to members include:

- Workforce training for all levels of employees
- Professional and leadership development classes and seminars
- Safety, health and environmental training
- On-site safety classes for field personnel
- Safety start-up kits for OSHA compliance
- Participation in the workers' compensation fund through CompTrustAGC of Georgia
- Industry representation and lobbying before the Georgia General Assembly
- Advocacy role before the state's governmental agencies
- Networking and relationship-building events
- Charitable golf tournaments
- Young Leadership Program
- Leadership on industry issues, new trends and best practices
- Special industry award/recognition programs
- Economic/market trend statistics
- Industry publications and contract documents
- Plan rooms in Atlanta and Gainesville
- Automatic membership in AGC of America
- Strategic alliances with architects, engineers and public and private owner groups
- Development of young industry professionals
- Community involvement and charitable giving
- Workforce recruitment at the high school level
- Volunteer service on Chapter committees and task forces
- Grassroots legislative network
- Support of PAC Fund



Georgia Branch, AGC's Technology Committee hosted a sold-out complimentary Building Information Modeling (BIM) seminar in April 2007. Speakers addressed members on topics such as how their firm uses various aspects of virtual design. They were able to give examples of how contractors and owners on jobs from the smallest to the largest are saving money and time by using the resources and knowledge afforded to them by BIM.

2008 CHAPTER CALENDAR HIGHLIGHTS

Georgia Branch, AGC is constantly adding new and exciting events to the calendar. For your convenience, a few major events in 2008 are listed below. As the year progresses, please visit www.agcga.org for a more comprehensive and updated list of member activities. Also watch for timely updates in our weekly electronic newsletter, *The Forum*.

February 19, 2008

Building Georgia Legislative Reception, hosted with AIA and ACEC
The Depot in downtown Atlanta

March 10-14, 2008

AGC of America Annual Convention
Las Vegas, NV

March 28, 2008

AGC Safety Day
Gwinnett Center, Duluth

April 18-20, 2008

24th Annual Fishing Rodeo and Golf Weekend
George T. Bagby State Park, Fort Gaines

April 22, 2008

Contacts for Contracts Networking:
Member Appreciation Night
Location TBD

May 7, 2008

9th Annual Young Leadership Charity Golf Tournament
Course TBD

June 8-11, 2008

Georgia Branch, AGC Annual Convention
*Hilton Sandestin Beach Golf & Resort & Spa
Destin, FL*

July 2008

Safety Standdown
Jobsites across Georgia

September 15, 2008

Higher Education Fund Golf Tournament
Course TBD

October 16-19, 2008

Fall Leadership Conference
(formerly known as the Fall Management Conference)
The Westin Savannah Harbor Golf Resort & Spa



For a full schedule of educational, safety and professional/leadership development courses and seminars, please visit www.agcga.org.

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The 2007 Build Georgia Awards

The Build Georgia Awards program is an annual tradition at Georgia Branch, AGC that recognizes the outstanding achievements by Georgia construction firms. The program also honors the talented and dedicated men and women in the office and field who make up the state's construction industry. Their skill, integrity and responsibility combined with a spirit of innovation and tremendous pride produce the buildings that contribute to the quality of life enjoyed by the people who live, work, pray, learn and play in communities throughout Georgia.

General contractors and specialty contractors have an opportunity to compete in several different categories depending upon the size of their firm, the type of project delivery method used, and the type of construction (new, renovation, interior build-out). All award winners are judged on the following criteria in order to be selected:

1. demonstrate exceptional project safety performance
2. ability to meet the challenges of a difficult job
3. innovation in construction techniques and materials
4. application of sustainable building practices and/or green construction methods
5. demonstrate excellence in project management and scheduling
6. dedication to client service

The Build Georgia Awards program has been a key recognition program for general contractor members since 1989. In 1997, the program was expanded to include awards for specialty contractor members to recognize their vital role to the success of every construction project. Further reorganization of the awards program was completed in 2004 to



broaden the level of participation. During the past three years, participation in the program was at an all-time high, confirming our efforts are on the right track.

Additional enhancements are in the works for the 2008 awards program. Please watch your mail in early January 2008 for your firm's nomination form. The open call for entries is also featured prominently in the chapter's weekly e-newsletter, *The Forum*. Winners are announced at the chapter's Annual Convention June 8-11, 2008 in Destin, Fla.

Georgia Branch, AGC is proud to showcase member contractors for their winning projects in the 2007 Build Georgia Award program on the following pages.

General Contractor Award Winners

Alcon Associates, Inc. Adapts an Old Structure for New Wellness and Fitness Center

General Contractor: Alcon Associates, Inc.

Project: Phoebe Putney Memorial Hospital Wellness and Fitness Center

Project Category: Firms with Gross Construction Revenue Between \$50-100 Million; Design/Build Delivery Method; New Construction

Architect: Rosser International, Inc.

which would be built in and around an existing gymnasium and the original Albany High School constructed in the 1920s.

The existing 10,400-square-foot gymnasium needed a complete facelift, but also had to stay within the tight budget of \$6.8 million. The first floor of the expansion includes a new entrance, lobby, kitchen, mailroom, storage rooms, offices, classrooms, a game room, men's and women's locker rooms, plus a juice bar and cyber café. Two of the existing gym walls, which are over 80 years old, were used as accent walls. The second floor has an aerobics room, spinning room, weight room and fitness area, with over 80 pieces of exercise equipment. The exterior site includes a new paved running/walking track, a 6-foot high ornamental fence, and a new 82-space parking lot. There is also a new central energy

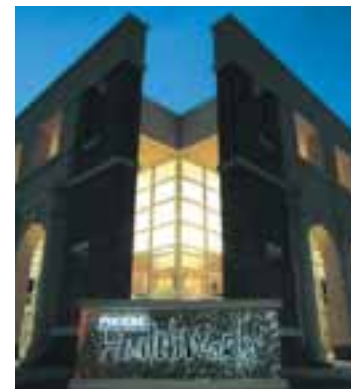


Photo provided by Todd Stone Photography.

plant, which includes a new 400-ton chiller, two new hot water boilers and an emergency backup generator.

Alcon Associates was able to create a schedule before construction began incorporating the needs of the staff. Demolition activities, utilities shutdown and work in occupied spaces were scheduled to minimize impact to the hospital services taking place. Alcon and its subcontractors had no lost time accidents on this project.



Batson-Cook Company's Cloister Hotel Redefines Luxury at the Beach

General Contractor: Batson-Cook Company

Project: Cloister Main Hotel

Project Category: Firms with Gross Construction Revenue Over \$100 Million; Design/Build Delivery Method; New Construction

Architect: Milton Pate Architects / Peter Capone & Associates

protective measures were agreed upon. A bilingual and interactive computer program was used for fall-protection training.

Sea Island is accessible by a two lane bridge, bordered by marsh lands, and close to expensive residences. Parking for workers was nonexistent, so workers had to be bused to and from the site. The beach or vacation mentality had to be constantly counterbalanced by strong management practices.

The design of the 245,484-square-foot hotel was complex because most of the rooms at the Cloister Hotel have their own theme and style, such as the Library, Solarium, Smoking Lounge, Card Room, Wine Cellar, Spanish Lounge, Ballroom, plus fine, casual and private dining rooms. There are 33 luxury suites, and Batson-Cook worked closely with designer Peter Capone and Associates of New York to maintain the



Photo provided by Hambright Design.

Spanish/European style consistent with the existing hotel.

Nine different woods were used, including river-recovered Pecky Cypress, hand-hewn barn timber, Curly Pine and Teak. Ten different finish stones were used, such as Turkish limestone and Palm Beach Cast stone. The Spanish Lounge was constructed with materials salvaged from the Spanish Lounge in the original Cloister Hotel, and other pieces, such as fireplace mantles, were also recycled in the new hotel.

General Contractor
Winner

The Cloister Hotel in Sea Island offers the most modern, up-to-date amenities combined with the old-world charm of the original hotel built more than 75 years ago. Batson-Cook stepped up to bat for this \$52 million project, bringing in subcontractors from Atlanta, Savannah and Jacksonville, Fla.

Extensive planning went into the safety program. In addition to a pre-construction safety planning procedure covering all aspects of the project, each subcontractor participated in a safety orientation process in which their hazard experiences were discussed and adequate



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award winners

His Hands Church Gives Thanks to The Beck Group

General Contractor: The Beck Group**Project:** His Hands Church**Project Category:** Firms with Gross Construction Revenue Between \$50-100 Million; Design/Build Delivery Method; Renovation**This project also placed as an Honorable Mention recipient in the Build Georgia Awards Program Best Sustainable Practices category***Architect:** Fred Perpall

His Hands includes an adult worship room for 2,000 people, a youth worship room for 500, children's worship room for 300, nursery space, children's classrooms, adult classrooms and an outdoor basketball court.

One of the most significant innovations Beck designed is a ceiling/roof structure over the main seating area, accomplished by expanding the existing footings, welding plate steel to the sides of the existing columns around the perimeter, and then extending the columns with splices through the existing roof. Beck then installed the new long span joist, bracing, decking and roofing. This design increased the roof height by 20 feet for over 18,000 square feet of the building.

Several environmentally friendly items were included in the project, such as low gallons-per-flush toilets and urinals with motion sensors, plus motion sensors for light fixtures. During the selective demolition of the building, the building materials were sorted



Photo provided by Robb Helfrick.

and recycled as they were removed. All the copper piping and wire, the aluminum ceiling grid, appliances and scrap steel, plus all the glass and framing, removed from the original structure were recycled. The landscape design converted 31,000 square feet of asphalt into landscape area, plus 62 trees and various shrubberies were planted.

When His Hands first opened, it had less than 60 members. Now, over 1,000 people call His Hands their house of worship, thanks to the building by Beck.

General Contractor Winner

When The Beck Group was tasked with the design of His Hands Church worship center in Woodstock, the clients, church founders Steve and Susan Craig, made it clear they didn't want the building to look like a church.

The renovation of this 123,015-square-foot building, previously a K-Mart, required Beck to provide both architectural and construction management services, allowing the entire staff to be involved from the early stages of the project to completion.

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Bowen & Watson Builds Middle School Despite Rocky Conditions

General Contractor: Bowen & Watson, Inc.
Project: Union County Middle School
Project Category: Firms with Gross Construction Revenue Between \$5-20 Million; Construction Management Delivery Method; New Construction
Architect: Southern A&E

sewer line was also diverted to a different location due to the rock.

The second major hurdle came when the client had an unexpected delay in state funding for the project. Bowen & Watson worked closely with the owner and subcontractors to actually slow the progress – though the project was on a tight schedule – to lower billings until state funds were received.

Bowen & Watson used jumbo brick instead of modular size brick, saving \$50,000 from the budget. The installation of an extra column line at one strategic point allowed the use of smaller roof purlins and saved the owner tens of thousands of dollars. In lieu of conventional spiral duct for the heating and air-conditioning system in the gymnasium, a DuctSox was installed, saving the school system's money.



The final contract price was \$65,626 lower than the original guaranteed price of \$8,264,658.

"During this project, there were several instances in which Bowen & Watson placed quality of construction ahead of profit margins or time," said Tommy Stephens, Union County School superintendent. "This approach to construction continues to demonstrate to us the value of working with a truly reputable construction firm like Bowen & Watson."

General Contractor Winner

Although weather conditions are usually the biggest challenge building during the cold and wet North Georgia winter months, Bowen & Watson, Inc., had two other hurdles building Union County Middle School in Blairsville.

First, the site was purchased at a low price due to the amount of rock present. Bowen & Watson worked with the design firm to dig test holes and borings, do preliminary layout work for utilities and underground lines, and reroute lines to avoid rock. The building pad was raised to miss a major amount of rock excavation. A

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award winners

Brasfield & Gorrie Develop Residential Retail Center in Midtown Atlanta

General Contractor: Brasfield & Gorrie, LLC

Project: Plaza Midtown

Project Category: Firms with Gross

Construction Revenue Over \$100 Million;
Construction Management Delivery Method;
New Construction

Architect: Smallwood, Reynolds, Stewart,
Stewart

418 condominiums, includes a 2,500-square-foot swimming pool, a 3,500-square-foot clubroom and fitness facility.

The project also features 70,000 square feet of street-level retail, dining and entertainment space, anchored by a Publix supermarket. The Plaza Midtown is the first major residential condo project in Atlanta providing residents access to grocery shopping without leaving the property.

"This is one of those unique projects you feel privileged to have the opportunity to build," said Senior Project Manager Rob Blalock. Through a team effort of the developer, Daniel Corporation, architect, Smallwood, Reynolds, Stewart, Stewart & Associates and subcontractors, the finished product is unlike any other.

Plaza Midtown had many firsts throughout the life of the project. One example was the problem of how to place concrete when space con-

straints on the jobsite dictated that the boom pump had to be set up on the street and extended 174 feet horizontally. The answer came in a surprisingly smaller package – not a 58-meter boom pump, but a smaller-sized 40Z-meter. This was the first construction project in Atlanta to use the 40Z concrete pump.

B&G was able to finish the first 100 units and base building turn over in 18 months. The entire building – a \$65 million project – was finished in 22 months.



General Contractor
Winner

What would be harder than constructing a high-rise-apartment building in a 3-acre space? Building two high-rise apartment buildings – and that's just what Brasfield & Gorrie did.

Plaza Midtown is a 550,000-square-foot mixed-use development in Midtown Atlanta. The site, located on a little over three acres, encompasses an entire block that was aggressively developed into a special mix of residential units and retail space. A 1-acre plaza between the two 20-story towers, with



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Collins & Company Medical Village Overcomes City's Red Tape, Construction Risks

General Contractor: Collins & Company

Project: The Village at Pinnacle Pointe

Project Category: Firms with Gross

Construction Revenue Under \$5 Million;

Construction Management Delivery Method;

New Construction

Architect: Millard/Breedlove Land Planning

changes of over 70 feet from one end of the property to the other, plus bounded by a serpentine local road that made it difficult to provide a single entrance point. Collins & Company divided the project into two plateaus by utilizing 20-foot tall modular retaining walls to maximize the three office building footprints on the lower plateau and a large prime building pad at the upper level site.

After performing studies to determine the maximum amount of tenant space for the four proposed buildings, it was concluded that the expense for stairs, balconies and elevators was not cost effective since most of the doctors interviewed said they would prefer a ground floor space rather than making their patients go upstairs. Without this type of analysis prior to construction, the firm may have built space that would be sitting vacant or would lease for less than the owner had expected.



Photo provided by Aerial Photography, Inc.

"Throughout this project, Gary Newell's (project manager and the firm's president) dedication and willingness to go the extra mile kept the Village at Pinnacle Point headed in the right direction," Kalson said. "He was always ready with the next step, so there was never any down time, even when we encountered road blocks from the city of Buford."

General Contractor Winner

Collins & Company was charged with the task of expanding Dr. Michael Kalson's medical practice, Academy Orthopedics and Sports Medicine, into The Village at Pinnacle Point, a new \$2.7 million facility home to not only Kalson's practice, but other medical offices as well.

Collins faced unexpected difficulties from the city of Buford in getting permitting requirements for the site. The 4.5-acre site had severe topography with grade

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award winners

Cork-Howard Construction Builds Mock Courtroom for Law Firm

General Contractor: Cork-Howard Construction Company

Project: Sutherland, Asbill & Brennan - Elbert Parr Tuttle Courtroom

Project Category: Firms with Gross Construction Revenue Between \$20-50 Million; Design/Build Delivery Method; Interior Buildout

Architect: Perkins & Will

General Contractor Winner

Sutherland, Asbill & Brennan have 400 attorneys in six offices throughout the country. Their Atlanta office is located at the prestigious 999 Peachtree building. This Class A structure is located in the heart of Midtown, and the firm occupies 13 of the 28 stories.

Cork-Howard was honored with the assignment to incorporate state-of-the-art technology into the newly created Elbert Parr Tuttle Courtroom. This mock

courtroom is used by attorneys and their clients to determine courtroom strategy for upcoming trials.

With only 10-weeks to deliver a fully-functional courtroom in 8,000 square feet, everyone on the construction team understood the critical importance of running a well coordinated project from its inception. The client's desire was to incorporate cutting-edge technology into the traditional courtroom setting. This posed unique challenges since much of the millwork had to be designed specifically around state-of-the-art components, intricate coordination had to occur between the out-of-state millwork subcontractor and the audio-visual contractor, and all parties had to meet the pre-designated time constraints.

Some of the more demanding elements of the project include the integration of high-end millwork with a \$500,000-plus



Photo provided by Woodie Williams Photography.

audio visual package, and incorporation of raised flooring, sheet rock soffits and de-coustic ceilings. The project had no room for delays as a pre-announced party had been planned for the commissioning of the new courtroom.

Because the location was in a highly-trafficked area outside the main restaurant of the building, specific coordination to work around peak hours to minimize potential danger to occupants and pedestrians was taken. Load-in of materials, trash disposal and loud work were handled either early in the morning, prior to peak periods, or during afterhours.

Cork-Howard Construction rose to the challenge and completed the detailed and sophisticated project within the specified time, all with a 100 percent safety record.



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Award Winning Spaces



Cork-Howard Construction Handles Renovation for Hospital

General Contractor: Cork-Howard Construction Company

Project: Dekalb Medical Center - Chiller Replacement

Project Category: Firms with Gross Construction Revenue Between \$20-50 Million; Design-Bid-Build Delivery Method; Renovation

Architect: CDH Partners

A hospital never closes; therefore, the construction area was fully occupied with staff as well as sick patients. The firm was determined not to allow the construction to be disruptive to patients – especially those closest to the site, the terminally ill. Cork-Howard was also conscientious of the need for these special patients to have time with visiting family and friends.

Portions of the project that were particularly unique and challenging included erecting steel to the fifth floor of an existing – and occupied – building; maintaining heating and cooling throughout the project's duration; remaining sensitive to the terminal patient ward, located in close proximity to the project, and ensuring a safe environment while



Photo provided by Vision Quest Photography; Bill Ruben, photographer.

working five stories above ground. Because a multi-ton chiller unit had to be raised and lifted (and the previous unit was lowered), fall protection was a major concern. When all was said and done, this complicated and potentially dangerous project was completed on time and without any injuries.

General Contractor Winner

DeKalb Medical Center has been open for over 40 years, and during that time, capital improvements have been made only when absolutely necessary. After a lengthy period, the chiller was wearing out and had to be replaced.

Cork-Howard Construction Company was committed to completing the project within the designated timeframe while being sensitive to the project's special environment.



ALERT

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award winners

Garbutt Construction Company Breathes New Life into Old Building

General Contractor: Garbutt Construction Company

Project: Restoration of the Macon Volunteer Armory

Project Category: Firms with Gross Construction Revenue Between \$5-20 Million; Construction Management Delivery Method; Renovation

Architect: Sammy Thompson, Brittain Thompson Bray Brown, Inc.

General Contractor Winner

The Macon Volunteer Armory was built in 1884 and is located in the heart of historic downtown Macon. The three-story brick building has a corner crenellated turret, arched central doorway of iron, brick, stone, terra cotta and oolitic limestone. The spandrels have military emblems in terra cotta, and are flanked by four storefronts. Above the pilasters are medallions with likenesses of Robert E. Lee and Stonewall Jackson,

and there is a galvanized iron cornice with buttressed pediment enclosing the building's year of construction. It houses an auditorium/ballroom with a stage, balcony and vaulted ceiling spanned by Howe trusses.

The exterior required extensive treatments to restore the 60 double-hung windows on the front façade, plus 15 stain glass transoms and five pairs of lighted doors – all contained the original, handmade glass. Damaged moldings around the windows were either repaired or replicated and replaced. One challenge was the replacement of part of the metal cornice on one of the storefront facades. It had been damaged beyond repair and was replaced with a fiberglass replica.

On the inside, the program called for retail space on the first floor, professional office space and a ballroom on the second floor, and office space on the third floor,



Photo provided by Walter Elliot Photography.

along with the installation of an elevator to comply with ADA requirements. Another risk involved with the project was the height of the ceilings, which are common in older buildings. The double-height ceilings in the ballroom required extensive care while painting the five different colors – each meticulously chosen.

As tenants begin to fill the new offices and retail shops in this building, and with the additional use of the ballroom, pedestrian traffic will increase, bringing customers and clients not only to the Armory Building, but also to the surrounding shops and offices of downtown Macon.

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Garbutt Construction Company and The Christman Company Renovate Historic Residence Hall

General Contractors: Garbutt Construction Company, The Christman Company, A Joint Venture

Project: Bell Hall

Project Category: Firms with Gross Construction Revenue Over \$100 Million; Construction Management Delivery Method; Renovation

Architect: KPS Group

General Contractor Winner

Historic Bell Hall, a Colonial-styled student housing facility, was the largest residence hall on the campus of Georgia College and State University when it was built in 1928 to house 200 women. Located in Milledgeville, it is a three-story red brick building featuring a two-story portico with balcony supported by heroic fluted Corinthian columns.

The \$6.8 million renovation of Bell Hall was awarded to a joint venture of Garbutt Construction and The Christman Company.

Bell Hall houses 190 students in two- and four-person suites and sits prominently on the front campus. The 18-month renovation, completed in September 2006, included mechanical and electrical system upgrades, new interior finishes, reorganization of suite arrangements for 194 beds, installation of a new elevator, exterior façade restoration and upgrading the common area. The new recreation room, featuring a pool table, big screen television, vending machines and a kitchen, was created in the lower level to provide an area for students to relax. Outside the recreation room, a new terrace patio was added to offer students and visitors a casual meeting place.

Throughout the project, special attention was paid to the structural modification due to the fragile existing clay tile structure. Three full-height stair towers were removed and replaced with an elevator, study



lounges and laundry rooms. Another stair tower was modified to meet current codes by adding a new staircase, emergency lighting, fire alarm and guardrails, and modifying the existing handrail to correspond with the campus standard Julius Bloom style.

"Garbutt-Christman's approach to the project brought to the table clever ways of handling these challenges (schedule, budget and site limitations)," said John E. Webb, facilities planner for GC&SU. "I have been in this business for 20 years and seldom come across a construction company with the quality and character of Garbutt-Christman."

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award winners

Integrity Development Group Helps Smyrna's Commercial Growth

General Contractor Winner

General Contractor: Integrity Development Group
Project: Integrity Heights at Highlands
Project Category: Firms with Gross Construction Revenue Under \$5 Million; Design/Build Delivery Method; New Construction
Architect: Rich Deckman



Integrity Heights at Highlands was Integrity Development Group's first major project. Starting with the zoning, the firm's original intention was not to build an office complex, but a self-storage facility; however, the city of Smyrna was not interested in self storage facilities, but rather a beautiful facility to help spur the city's growth.

This \$5.5 million project features a beautiful courtyard, which cost more than \$150,000 in landscaping. The building's design is aesthetically unique for Smyrna. For example, a cultured stone and brick enhanced the look of Integrity Heights, and there are awnings above all the private entrance doors along with coach lights. A terrace effect was created by building two single story buildings in front of two double story buildings.

As a service to clients, Integrity offers build-outs at cost for simple projects. If a build-out was larger than what the firm wanted to undertake, they would help the owner contract great companies to do the work while helping clients save money and making sure they were not being gouged. Not only did Integrity build a great space for its client to be in, but they also helped them customize their unit to meet their needs.

"The quality of these office condominiums is evident; their imaginative design lends itself to efficient utilization by occupants and they are representative of the type of progressive construction we want here in Smyrna," said Max Bacon, mayor of Smyrna. "(The) cooperation with City officials and staff regarding plan revisions and compliance with various building regulations was an important factor in the timely and successful completion of this project. I am certain many professionals will find this type of office condominium is a practical solution for their business space needs."

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Lusk & Associates Rejuvenates a Church Campus

General Contractor: LUSK & Associates, Inc.
Project: Holy Family Catholic Church, Parish Hall
Project Category: Firms with Gross Construction Revenue Between \$5-20 Million; Design/Build Delivery Method; New Construction
Architect: The Sizemore Group

Two difficult factors stand out on this project. The first problem was although the existing hall was demolished, Lusk had to preserve its utilities because they served a structure on either side of the new hall. Water, sanitary sewer, telephone and electrical ran underground, but were not plotted. As-built information was nonexistent. Conflicts with column footings, an elevator pit and new utilities presented challenges that caused numerous delays and the necessity for redesigning.

Second, the demolished structure created a hole between the two remaining structures, the Education Building and the Sanctuary/Administration Building. All roof and surface drainage was directed into the hole. Diversion piping was installed and much of the building pad was off limits for anything other than foot traffic. A gravel work mat was installed to facilitate drainage and dissipate ground pressure from equipment.



Photo provided by Smith Aerial Photos


A new, 12,000-square-foot Parish Hall was blessed on September 15, 2006, by Archbishop Wilton Gregory in a Mass of Thanksgiving. This two-story building sits on the former site. One side connects to the Sanctuary/Administration facility. A new elevator provides handicap access to the upper level. A full service kitchen is included for use by Knights of Columbus' fish fries, pancake breakfasts and many social functions of the parish. Expanded offices for the various ministries and much needed storage space were also included in the new facility.

General Contractor Winner

Holy Family Catholic Church in Marietta had a single-story, 3,000-square-foot social hall built in the '70s that desperately needed to come down. Two years of designing, pricing, redesigning and re-pricing ended with a disenchanted Building Committee and Parish. Lusk & Associates, Inc. provided a new hope for the Parish in that their dream of a new social hall could be built within their budget.

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award winners

Manhattan Construction Company Builds High and Middle School Campus

General Contractor: Manhattan Construction Company

Project: Ola High and Middle Complex

Project Category: Firms with Gross Construction Revenue Over \$100 Million; Design-Bid-Build Delivery Method; New Construction

Architect: Manley Spangler Smith Architects

its subcontractors to apply true economies of scale to the construction process.

The 402,000 square feet of building space includes 240 classrooms, two large commercial kitchens, eight laboratories and two media centers. Other features include 30,000 square feet of administrative/office space, audio visual room, security room and an elevator. There are 54 skylights in the complex and interior courts provide plenty of natural daylight in hallway corridors as well as interior classrooms.

The high school features a dual level gymnasium with an elevated running track and a lower level with a weight room and locker rooms. A dedicated ROTC room and indoor rifle range are also included within the building. The middle school's gymnasium is also two stories.



Manhattan staff accrued over 16,218 hours with \$0 per man-hours in accident costs. There were zero lost time injuries, no recordable injuries, and no subcontractor or public injuries. Reducing exposure to accidents was accomplished by redirecting trade contractors, working in either congested areas or in areas with overhead work, to other areas where high-risk safety conditions were not present.

General Contractor Winner

Manhattan Construction Company won the bid for the \$44 million Ola High and Middle Schools Complex in McDonough.

Henry County School System's Ola School Complex project was the first high and middle school complex packaged together for building purpose in which the contract would be awarded to a single general contractor. This method allowed for concurrent construction of both schools, and allowed Manhattan and

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New South Renovates Old Office Building into a Learning Environment

General Contractor: New South Construction Company, Inc.

Project: The Doris and Alex Weber Jewish Community High School

Project Category: Firms with Gross Construction Revenue Over \$100 Million; Construction Management Delivery Method; Renovation

Architect: Chapman Coyle Chapman Architects

General Contractor Winner

The new Doris and Alexander Weber Jewish Community High School, a \$12 million project for New South, is drastically different from Weber's old campus in Dunwoody and rests on 19 acres in the newly created city of Sandy Springs.

The four-story, 80,000-square-foot building was completely renovated from an old office. The main floor is equipped with a cafeteria, media center, and technology and computer labs. The second floor consists of large educational spaces for

math, English and history studies, along with a large common locker area. The basement is only partially built out, which allows for vast open areas for the school to house a Black Box theatre and other activities that need the flexibility of a large, open plan.

Every subcontractor who worked on the site met both New South and OSHA safety standards. As a result, there were no incidents or accidents of any kind. New South standards include the requirements for all subcontractor personnel to attend weekly toolbox talks, submit MDS scope specific data, and practice the New South Job Site Rules. The Rules are posted in both English and Spanish.

One major challenge facing the project was the existing floor conditions and the ability to install new flooring comprised of VCT and carpet. The flooring process consisting of the remediation work, 53,000



square feet of patterned VCT, three stair towers with rubber flooring and treads, and 3,000 square yards of carpet, took four weeks to complete. Over 1,000 man hours were dedicated to the floor remediation process alone.

The common goal was to construct a campus for the teachers, students and community for the start of the 2006 school year without having to make alternate plans for temporary educational spaces. This goal was met, and all expectations were exceeded by the team.

New South Construction Creates New Sorority Row

General Contractor: New South Construction Company, Inc.

Project: Emory University Sorority Housing Complex

Project Category: Firms with Gross Construction Revenue Over \$100 Million; Construction Management Delivery Method; New Construction

**This project also placed as an Honorable Mention recipient in the Build Georgia Awards Program Best Sustainable Practices category*

Architect: Jova Daniels Busby Architects

General Contractor Winner

One of many challenging aspects on an urban college campus like Emory University is the tight construction parameters. The Emory Sorority Housing Complex, a \$15.7 million project, provides the benefits of private housing while accommodating a 200-plus bed demand for the sororities on campus. The complex offers Emory Greek Life 10 separate five-story units, each combining dormitory liv-

ing space, residential style kitchens, living room environments, and large conference-style rooms for group gatherings – all under one roof. Separate units within the one 90,000-square-foot building provide the privacy and individual identity desired with the economy of combined exterior spaces and building systems.

The project is tucked among fraternity housing in the residential living area on campus. New South's management team had to minimize the impact on the surrounding student housing, traffic and general public. Setting and adhering to strict rules including limitations on parking, campus interaction, site safety, site cleanliness and work hours were integral in the daily activities. The team remained on site to help Emory address any issues that arose, including assistance to maintenance staff, ground crews and IT departments who were finalizing installations while hundreds of students and



parents flooded the building during move in. Due to the nature of a dormitory building, which is occupied 24/7, controlled access and strict security measures made the turnover phase challenging but successful.

This project had the goal to be Earthcraft certified – similar to LEED® for multi-unit housing – for the benefits to the environment and life cycle costs. Housing facilities must obtain 200 points from the pre-set checklist to obtain Earthcraft certification, and this project proudly achieved 248. The heating/cooling system and the site planning were two of the major components that made this building eco-friendly.



New South Helps Canton Restore Historic Downtown

General Contractor: New South Construction Company, Inc.

Project: Canton City Hall

Project Category: Firms with Gross Construction Revenue Over \$100 Million; Design-Bid-Build Delivery Method; Renovation

Architect: Mark Robillard Architects

Court. The third floor renovation was not part of the original construction scope, but was added by change order to include City Council offices and meeting rooms. Throughout the building, existing bathrooms were renovated and new bathrooms were added, bringing all services up to current codes.

The renovation faced some structural challenges. A new steel-framed structure was added to include a lobby, entry, elevator and stairs, but it still had to tie into the existing masonry structure. This included adding unforeseen masonry wall reinforcing and adapting to varying floor elevations. A new HVAC system was also added to the building.

Green building was a primary concern for this renovation, not only to salvage existing building materials, but also to revitalize this historic building. The existing wood floors, structure and roof remained. The



sanctuary was saved and turned into the Municipal Court, and New South reused the stage, balcony, pews and all ornamental architectural work. The only new architectural work was the addition of an ADA lift to the stage, repainting some of the washed-out wall paint, replacement of a sagging ceiling and repairing any broken ornamental architecture. Additionally, the firm incorporated large oak trees on the project site into the plan by structuring the parking plan around the trees.

The project was a huge success for New South and the city of Canton.

General Contractor Winner

The \$4.3 million renovation of Canton City Hall from a historic Baptist Church was part of the city's reclamation of the historic downtown.

The first story of the building was renovated to include offices for various departments, plus space for plumbing, HVAC and electrical building services. The second floor renovation included the offices for Administration, Finance and Mayor's Offices. The second floor also included the renovation of the sanctuary to become the Municipal

New South Completes Multi-Year Building Campaign for Private School

General Contractor: New South Construction Company, Inc.

Project: Wesleyan School Athletics Building

Project Category: Firms with Gross Construction Revenue Over \$100 Million; Design/Build Delivery Method; New Construction

Architect: Chapman Coyle Chapman Architects

and male and female coach's locker rooms. The upper level features administration and coach's offices, a multipurpose room, a concessions area and a full perimeter viewing of the basketball area. The wood flooring is a Bio-Channel Star flooring system used by many NBA and college teams. It features a Zero/G shockpad and is DIN-certified.

To provide an attractive and cost effective solution to the HVAC ducts in the gymnasium ceiling, DuctSox was used. Using the DuctSox system allows air to discharge uniformly along the entire span of the gym ceiling. This makes for easy maintenance and allows the consistent and uniform dispersion of air.

Yancey Gymnasium is located in the center of campus and the school remained fully operational while the building was under construction. All deliveries, concrete



pours and daily construction activities had to be coordinated with the school's drop off/pick up times. Events such as standardized testing and graduation required the shutdown of construction activities.

New South met with Wesleyan School's Headmaster and Construction Committee regularly to discuss upcoming campus events. Despite miscellaneous side projects requiring supervision by team members – there were 26 during the summer of 2005 and 18 during the summer of 2006 – New South was able to overcome the challenges and delays and deliver the project two weeks ahead of schedule and \$100,000 under budget.

General Contractor Winner

In the past 11 years, New South has completed numerous projects for The Wesleyan School, turning the previously wooded 65-acre campus into a premier learning institution. Yancey Gymnasium, a \$7.7 million project, was built during the final building campaign known as "Completing the Campus."

The lower level features a 16,000-square-foot wood gymnasium floor, full-service weight room, boy's and girl's locker rooms,



Potts Company Creates Public Safety Complex

General Contractor: The Potts Company
Project: Forsyth County Public Safety Complex
Project Category: Firms with Gross Construction Revenue Between \$50-100 Million; Construction Management Delivery Method; New Construction
Architect: Chapman Coyle Chapman Architects

General Contractor Winner

The Potts Company was hired as construction manager to oversee the overall construction efforts for the Forsyth County Public Safety Complex. This \$8.4 million project is comprised of a new, two building, county emergency services complex.

The first of two buildings is the 36,480-square-foot Public Safety Building which houses Forsyth County Fire Department headquarters, a 911 dispatch center, Emergency Operations, Sheriff's office training space, a 200-seat multipurpose auditorium

and administrative offices. The dispatch system for the 911 Center is an 800 Megahertz digital spectrum simulcast system. The second building is the 12,455-square-foot, four-bay Fire Station No. 12 including a full kitchen, sleeping quarters for up to 17 people, weight training facility and equipment storage.

Potts Company was primarily responsible for pre-construction and construction services, and ultimately the timely and quality delivery of the facility. Utilizing the CM at Risk delivery method allowed the firm to select pre-qualified subcontractors who had experience with the building materials used, along with experience on similar projects.

One of the most challenging aspects of the project was assessing the technical needs of the Emergency Operations Center and 911 Call Center. Countless meetings



were held with the Project Team, including specialty contractors such as telephone, Internet, computer systems, HVAC, power, water and security, plus the end users, to ensure every aspect of the center was within budget. The end result is a spectacularly functional emergency operations and call center to serve the county, plus grow with it as the population increases.

Although LEED certification was not required for this project, sustainable materials such as masonry and metal roofing were used for the facility, along with water usage reducing plumbing fixtures in both buildings.

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Rogers Construction Overcame Setbacks

General Contractor: Rogers Construction Company

Project: Jackson EMC

Project Category: Firms with Gross Construction Revenue Between \$20-50 Million; Design-Bid-Build Delivery Method; New Construction

Architect: Millard, Inc.

General Contractor Winner

Building a 64,000-square-foot office building is about as run-of-the-mill as it gets in construction, but Rogers Construction Company's ability to accelerate its work schedule proved invaluable in building Jackson EMC's corporate office building in Lawrenceville. Permit problems delayed the start of construction by two months, and another three weeks were lost due to delayed inspections. Still, Rogers finished the project on time and almost \$600,000 under budget due to strong efforts to negotiate competitive prices.

Elevation changes, working alongside retaining walls, deep excavations, special scaffolding requirements, fall-protection issues, a crane operating for several months, bad weather and working next to Jackson EMC's functioning campus all presented safety challenges for the crew, who used a fence around the job site and guard rails at the top of the retaining walls to protect workers and pedestrians. There were no reportable injuries on this project even though the floors and roof were post-tensioned, pan-formed slabs requiring a considerable amount of leading edge work, shoring and crane use.

The two-story building was cut into a slope so one story was below ground at the front, with retaining walls to support sidewalks, ramps and steps. The project initially was delayed because the grading permit wasn't issued shortly after the land-disturbance permit as expected, making it impos-



sible to start work on site utilities, storm sewers and roads. The delay was exacerbated by local authorities' insistence on having the detention pond doubled in size and the local inspector's decision to halt all inspections.

Due to the Patriot Act, this building was designed to withstand catastrophic events and was built with concrete columns and pan-formed, post-tension floors, which is unusual for a two-story structure.

The surplus rebar and scrap metal was separated and recycled, and reclaimed dust from cement kilns was used to dry out and stabilize the soil.



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Jackson EMC
2007 Build Georgia Award First Place Winner



Monroe Elementary School
2007 Build Georgia Award Honorable Mention



Chris R. Sheridan & Co. Gives Small Job Big-Time Attention

General Contractor: Chris R. Sheridan & Co.

Project: Security Bank Renovations and Addition

Project Category: Firms with Gross Construction Revenue Between \$20-50 Million; Design-Build Delivery Method; Renovation

Architect: SP Design Group

General Contractor Winner

A job is a job, no matter how small. So says Chris R. Sheridan & Co., whose \$689,000 project for renovations and an addition to Security Bank in Macon allowed the bank to remain in business throughout the process. The project got off to an inauspicious start, beginning nine days late due to zoning compliance problems. But the problems didn't end with the start of construction. A few days after renovating one of the facility's bathrooms, the bank's employees decided a unisex bathroom was not the way to

go, forcing the construction crew to remodel what it had just built.

To make up for lost time, the construction crew scheduled long, labor-intensive weekends around national holidays, with goals for each hour of work, ensuring the team stayed on track. The new, private banking area was designed to be over the site of the existing electrical service area, backflow preventer and main water service, so each had to be relocated outside the new addition. Adding to the complications was the fact that the building had already been remodeled four times, and there were no as built plans available.

Overcoming these obstacles meant sticking to the hourly schedule, which the



construction crew was able to do without cutting corners. Engineers developed a beam-and-column system to support a removed column and load-bearing wall that was to be removed later, and this structural system was completely installed above the existing lay-in ceiling in the lobby without disturbing occupants in the lobby below. A drive-through window and lanes also were added to the bank.

Chris R. Sheridan & Co. Worked Through Theft, Structural Failure

General Contractor: Chris R. Sheridan & Co.

Project: Georgia Military College Barracks

Project Category: Firms with Gross Construction Revenue Between \$20-50 Million; Construction Management Delivery Method; New Construction

Architect: Lord, Aeck & Sargent

General Contractor Winner

Chris R. Sheridan & Co. got a lesson in military perseverance while building the James E. Baugh Barracks at Georgia Military College in Milledgeville. The construction superintendent had to take a medical leave of absence, the completion date was moved up about three weeks to December 8, 2006, and a structural failure occurred on part of the building. There were safety concerns as well due to the fact the site was bordered on two sides by small, busy streets full of students and traffic.

The three-story building was constructed using load-bearing, metal-stud walls supporting integral colored composite concrete slabs on metal deck. This combination of integral concrete and structural system meant the floor had to be cast for each level and protected while the structure and all other construction took place. The construction crew was able to save time by prefabricating the wall system, but construction suffered another setback when the copper-containing HVAC equipment was stolen.

The exterior of the structure is composed of ground-faced, polished block on the first level and stamped, pattern metal shingles above. Standard window and wall openings would not work well with this design, so many hours were spent on the



details of metal window trim, flashing and shingles to ensure there would be no water penetration.

The biggest challenge occurred when a beam holding a 36-ton concrete canopy failed, and the beam had to be in place to complete the roof of the main building. No one was hurt when the failure caused the canopy to drop 14 inches, and within half a week, the damaged structure was removed and the new one ready to be installed.



award winners

Stroud & Co. Endeavors to Blend the Old with the New



General Contractor: Stroud Enterprises, Inc.

Project: Horne & Horne

Project Category: Firms with Gross Construction Revenue Between \$5-20 Million; Design/Build Delivery Method; Renovation

Architect: Azar Walsh Architects

The "Old Rader House," as the 80-year-old structure in Macon's Vineville Historic District is known, had seen better days, but Frank Horne was determined to transform the home into an office for his law practice that would have all the modern-day conveniences without losing its charm. The front entrance couldn't be used because of zoning

The interior of the building was modified to provide for new offices, restrooms and conference rooms, and in each instance, new materials were created to precisely match the existing ones. After close inspection, it was determined new HVAC, plumbing and electrical systems would be required, but the construction crew and subcontractors had to ensure the beautiful plaster, historic wall coverings, trim and moldings weren't damaged.

Another challenge was enclosing the existing exterior sun rooms to create an office and a closing room. This involved installing custom storefront glass in the existing breezeway arches and leveling the existing floor. Stroud & Co.'s millwork shop custom built the window jambs and trim to make this possible while maintaining the integrity of the interior's brickwork, which is exposed in the new office and required the workmanship in this area to be exceptional.

General Contractor Winner



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Turner Construction Builds First-Class Office for Law Firm

General Contractor: Turner Construction Company
Project: King & Spalding, LLP
Project Category: Firms with Gross Construction Revenue Over \$100 Million; Construction Management Delivery Method; Interior Buildout
This project was awarded **First Place in the Build Georgia Awards Program's Best Sustainable Practices category.*
Architect: Gensler

General Contractor Winner

Angrie and maple woods, Jerusalem limestone and marble from China, Italy and Brazil all found a home in King and Spalding, LLP's \$33.9 million office complex, built by Turner Construction Company. The 16th floor conference center features custom wood paneling, doors, glass clerestories, floating ceilings, a two-story skylight and vertical-folding partitions. The 17th floor has dining and kitchen facilities with four custom terraz-

zo-patterned floorings, built-in banquette seating, stainless steel millwork serving lines, private dining rooms and raised platform seating overlooking a planned symphony building. The 41-story building, the tallest to be built in Atlanta in nearly a decade, also features a boardroom with a large, custom marble and wood credenza.

The partner floors, from the 28th through 40th floors, all have conference rooms with walls that have large, store-front metal and glass systems with floating drywall ceilings running from the elevator lobbies through the waiting areas. The elevator lobbies have Jerusalem limestone walls with glass doors, allowing one to see into the floor, and as the elevator doors open, get a clear view of the downtown skyline. King and Spalding's vast artwork collection is highly visible in many areas. The construction team had per floor deadlines and met all of them.



The project received LEED® Gold certification in the USGBC's Leadership in Energy and Environmental Design Core & Shell program, and for the interior, energy-recovery systems, water-reclamation systems, lighting-control systems. The use of low-VOC paints helped ensure an energy-efficient, environmentally friendly building.



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award winners

Van Winkle Builds Lodge for Troubled Children

General Contractor: Van Winkle & Company, Inc.
Project: Eagle Ranch Central Campus Building
Project Category: Firms with Gross Construction Revenue Between \$20-50 Million; Design/Build Delivery Method; New Construction
Architect: H. Lloyd Hill Architects

General Contractor Winner

A \$2.1 million project for a central campus building for Eagle Ranch is a unique building when comparing its finishes to its function. Other educational buildings tend to spend less on the environment created by their building and more on the volume they create. This project's goal was to create an affordable ranch or lodge feel that inspired children to learn.

Van Winkle's pre-construction team worked with Eagle Ranch for over two years prior to construction, and developed the preliminary budget in order to assist in their fundraising. Rising construction costs near-

ly doubled the amount needed to build the building and pay for maintenance and upkeep. Since this building is the keystone of the Eagle Ranch campus, the quality of construction had to be impeccable. Van Winkle was asked to use local subcontractors who are supporters of the school, but trying to relate the team's expectations with what the subs were accustomed to delivering was difficult. The project management team was able to hold such a high standard without alienating the supporters' and subcontractors' love for the school.

Van Winkle used some materials that are atypical for a central campus of a private school. To give the building a ranch look, heavy timber and Tennessee field stone and pavers gave the porch a richer look. The design/build method for delivery of the HVAC, electrical and plumbing worked in coordination with the team to provide affordable systems that are also energy efficient.



Photo provided by Kelly Holtz, Holtz Photography.

"I was particularly struck with Van Winkle's commitment to 'looking out for us,'" said Eagle Ranch founder and executive director Eddie Staub. "We especially appreciate (their) motivation throughout the construction process to create the best possible learning environment for our children."

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Warren Associates Finishes Multi-Year Project Ahead of Schedule and Under Budget

General Contractor: Warren Associates, Inc.

Project: Department of Pathology Renovations

Project Category: Firms with Gross Construction Revenue Between \$5-20 Million; Design-Bid-Build Delivery Method; Renovation

Architect: Karlsberger Group

General Contractor Winner

The renovation and expansion of the Medical Center of Central Georgia's Department of Pathology and Laboratory Medicine was one of the longest and most complex projects ever handled by Warren Associates, lasting from February 2003 to January 2006. Still, there was not a single lost-time accident during that time, and the construction crew finished three months ahead of schedule and under budget. The Pathology Laboratory is located on the Macon hospital's busy main floor, making it a challenge to renovate the facility without interrupting the work of

the medical professionals. Since the project site was located close to patients undergoing heart catheterizations, the crew had to be vigilant about keeping dust, noise and vibration to a minimum, using clean-air machines to ensure airborne contaminants weren't introduced into the labs.

The corrosive materials used in the Pathology Lab will destroy metal pipes over time, so glass piping was used in new areas and as a replacement for some of the existing pipes as well. Since the lab lacked direct access to the outdoors, Warren Associates removed a window and built an access ramp to allow work-



ers to carry out debris from the demolition and bring in needed materials. Since all surfaces in the lab need to be cleaned frequently, the crew laid down Stonhard, a seamless, heavy-duty polymer floor system that is easy to clean and eliminates the need for grout, which can trap bacteria. On the walls of the autopsy room, a heavy-duty and easily-cleanable epoxy paint was used.

J. M. Wilkerson Construction Builds Cemetery for Veterans

General Contractor: J.M. Wilkerson Construction Co., Inc.

Project: Georgia National Cemetery

Project Category: Heavy Civil Construction; Firms with Gross Construction Revenue Between \$50-100 Million

Architect: Rochester & Associates / Turner & Associates

General Contractor Winner

Finishing more than a year ahead of schedule, J. M. Wilkerson Construction Company, Inc. accepted the challenge of building the Georgia National Cemetery with great honor. As one of the nation's largest cemeteries dedicated to serving veterans, the construction team had to meet high expectations and overcome incredible obstacles.

Progress was extremely slow in the early months due to the 2005 hurricane season, which included the wettest July in the state's history, and the addition of 6,000 extra pre-placed lawn crypts to the scope of the

project. The summer's rain and the subsequent winter's cold weather delayed construction of the roadways and adversely affected the site's subsurface conditions. Another challenge came from removing more than 500,000 cubic yards of rock, which was sent to a spoil site more than a mile away.

The construction crew placed 18,000 pre-cast concrete burial vaults in six internment areas, laser-grading the stone sub base to ensure each crypt had the proper slope and starting elevation on the hilly terrain.

More than 700,000 square feet of Bermuda sod was installed along with 2 million square feet of hydro-seed Bermuda, 1.4 million square feet of permanent grass and more than 13,000 trees. Soil tests were required ev-



ery 20,000 square feet to ensure the site had been properly prepared, with a pulverizer and rake used to destroy and remove all rocks over three inches in diameter. Soil amendments were spread across the site using a mulch blower truck. Also built on the 110-acre site was a public information building, a bridge, a maintenance and administration building, roads and sidewalks. There were no recordable incidents during 71,200 hours of work.



specialty contractors award winners

Harcon Inc.'s Framing System Requires Fewer Workers

Specialty Contractor: Harcon, Inc.
Project: The Lodge & Spa at Callaway Gardens
Project Category: Concrete
Architect: RTKL Associates, Inc.



Specialty Contractor Winner

Construction of the Lodge and Spa at Callaway Gardens posed many challenges for Harcon Inc., including exposed concrete, the high first-floor elevation, a fast-paced schedule and cantilevered concrete slabs in shear. The lower floor of the building was in the spa area, where the columns and slabs were in full view. The first floor of the hotel was 15 feet high, whereas each of the remaining floors was eight to 10 feet high. Ellis shores were laced to prevent excessive deflection due to the first floor's height, and the spacing of formwork members was reduced to leave a better finished project. Each floor consisted of 20,000 square feet of slab to be formed in nine days,

requiring Harcon to employ its patented Erson Framing System, which allows all the framing and shoring to be completed by a two-man crew instead of six workers. The system allowed for two framing crews to work constantly while the residual manpower was used mainly for decking.

Each balcony area was exposed concrete finish, which required the use of new

plywood material for each balcony to make the finished product more visually appealing and eliminate any remedial work. Harcon used a color-coded scheduling system that helped the project team coordinate all the trades and meet the project's deadline despite several weather delays. Harcon also addressed budgetary concerns by earth-forming the foundations.



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Mayberry's Work Shines at the Gwinnett Justice Administration Center

Specialty Contractor: Mayberry Electric, Inc.
Project: Gwinnett Justice Administration Center's Courtroom Renovations
Project Category: Electrical

Specialty Contractor Winner

The jury is in on Mayberry Electric's work on the Gwinnett Justice Administration Center's courtroom renovations in Lawrenceville, and it's been deemed a success. The project involved the complete restoration of four courtrooms and adjacent office areas. To ensure safety, Mayberry locked and tagged electrical equipment that had been purposely de-energized and took steps to maintain arch flash hazard awareness and protection using personal protection equipment and hazard-awareness identification. Since the project was in an operating justice administration facility, all workers had to pass stringent background checks.

The construction team was tested when a large number of cove lighting fixtures needed to be installed in the existing courtrooms, and it was discovered most of the existing structure above the area where the lights were to be installed was not as the record plans from previous documents had shown. To fix



the problem Mayberry helped mechanically modify the fixture housings while maintaining the integrity of the electrical components so as not to affect the UL listings of the internal components. Fluorescent lighting fixtures were used to reduce energy consumption, and all

lamps and ballasts that were deemed to be made from hazardous materials were removed and brought to appropriate recycling centers. Since construction was taking place around and underneath operating courtrooms, noise had to be kept to a minimum.



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specialty contractors award winners

Taylor Commercial Renovated Apartments in Record Time

Specialty Contractor: Taylor Commercial, Inc.
Project: Thomaston Gardens Apartments
Project Category: Window Replacement



Specialty Contractor Winner

Squeezing a four-to-six-month project into one month was the task laid before Taylor Commercial Inc., which had to give a new paint job, gutters and some roofing and structural repairs to the Thomaston Gardens Apartments. The property owners needed to have the 40-year-old apartment community in Thomaston refurbished in time for a HUD Real Estate Assessment Center inspection, but since many of the 100 units were occupied, it was important to not overly inconvenience residents. Taylor sent letters to residents notifying them of the construction sched-

ule, used caution tape and personnel situated around the site to prevent residents from accidentally wandering onto the site and constantly cleaned up construction materials to maximize safety.

Taylor installed more than 350 windows, speeding up the process by ordering new-construction windows instead of custom replacement windows, which

would have taken longer to manufacture and ship and would have been more costly. All the windows were installed within 11 days despite the need to schedule an installation time with the residents of each apartment. The crew also installed an updated gutter system to send water away from the buildings and prevent future water damage.

Taylor Commercial Increased Property Values Through Upgrades

Project: Martin Lakes Condominiums
Specialty Contractor: Taylor Commercial, Inc.
Project Category: Finishes/Painting



Specialty Contractor Winner

Members of the Martin Lakes Condominium Association in Roswell wanted a fresh, modern look for the exterior of their buildings to increase property value, so they turned to Taylor Commercial, Inc. to paint the 24 three-story buildings. Taylor also discovered the community needed an updated system to control precipitation runoff and prevent further structural damage. Taylor installed insulated vinyl siding, vinyl windows and 30-year roofing and painted the exterior trim. These materials require very little maintenance, which would decrease members' homeowner association dues while providing a more energy-efficient design.

As a result of years of rainwater overflow, many of the exterior trims and landscaping had deteriorated, so Taylor first repaired the damage, then installed 6-inch aluminum gutters with a Hallet leaf-guard cover, an improvement over the existing 5-inch gutters. Since more than 90 percent of the 180 units were occupied during the project, Taylor had to use careful planning and scheduling to minimize the inconvenience to residents.

To ensure the safety of its workers, Taylor used personal fall-arrest systems

consisting of harnesses with lanyards and rope grabs attached to vertical lifelines. Taylor also made sure to frequently communicate with the homeowners association, used caution tape and personnel around the work site and constantly cleaned up the area to minimize the risk to residents.

Since Taylor would be placing new siding on top of bare walls, it was able to use new-construction windows instead of replacement windows, saving time and money.

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General Contractors Honorable Mention Recipients



General Contractor: Brasfield & Gorrie, LLC

Project: Georgia Baptist Convention

Project Category: Firms with Gross Construction Revenue Over \$100 Million; Construction Management Delivery Method; New Construction

Architect: Smallwood, Reynolds, Stewart, Stewart & Associates Inc.

More than 200 columns of concrete and steel were set 70 feet into the ground to provide the foundation for the Georgia Baptist Convention, which was completed on time and on budget in May 2006. Granite, Indiana limestone, bricks and precast were used for the six-story building, which featured more than 240 individual window openings. Construction of the Duluth building was performed without

any accidents or OSHA citations. Features included a 55-foot-tall cross installed in the middle of a lake to make it appear to be floating, and the creation of two large domes, each painted with biblical scenes.



General Contractor: Carroll Daniel Construction Company

Project: St. John Baptist Church

Project Category: Firms with Gross Construction Revenue Between \$20-50 Million; Design-Bid-Build Delivery Method; New Construction

Architect: Garland Reynolds

For the St. John Baptist Church project, a 17,000-square-foot building, this firm's challenges began immediately after learning they were the low bidder on the project. The church's leadership asked them to reduce the contract price by nearly 10 percent, yet maintain the church's elaborate design. At the request of Pastor Eugene Green, West African colors and symbols were incorporated to honor the ancestry

of the Gainesville church's predominantly black congregation. Additional challenges included completing grading and concrete work in winter weather. Carroll Daniel Construction finished the project a month ahead of schedule in April 2006. Time was critical to determining how the firm could value engineer various portions of the construction since material pricing during the early months of 2005 was extremely volatile.



General Contractor: Collins and Arnold Construction Company, LLC

Project: Kedron Village Expansion

Project Category: Firms with Gross Construction Revenue Between \$50-100 Million; Construction Management Delivery Method; New Construction

Architect: Phillips Partnership

The existing Kedron Village shopping center in Peachtree City was expanded to include an additional 265,000 square feet of retail space and 15,000 square feet of office space on 33 acres. Due to hurricanes Dennis and Katrina and inclement weather that dumped 24 inches of rain on the site during a six-week period, construction workers logged only eight working days in July and August 2005. Still,

the project was completed on time and under budget. The main challenge crews overcame during the project was the critical relocation of one of the city's main sanitary sewer lines. Special care was also given to protect large tree buffers and wetlands on the property.

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General Contractor: Cooper & Company General Contractors, Inc.

Project: Bethesda Park Expansion

Project Category: Firms with Gross Construction Revenue Between \$20-50 Million; Design-Bid-Build Delivery Method; New Construction

Architect: Jordan, Jones & Goulding

The Bethesda Park project included the construction of a 31,000-square-foot aquatic

center with an indoor water park and training pool, a lighted football field complex surrounded by a 12-foot-wide track, a new building with a playground and restrooms, parking areas and more than a mile of sidewalks connecting the facilities. All construction was performed while the Lawrenceville park was open to the public. The project was completed on time and under budget, with no lost-time accidents during 385,000 total hours of work. Several weeks into the project, a \$151,000 change order was issued to provide reinforced concrete walls for the football complex. The project was still completed in time for the start of football season.





General Contractor: Freese Construction Company, Inc.

Project: Sage Software Regional Corporate Headquarters
Project Category: Firms with Gross Construction Revenue Between \$50-100 Million; Construction Management Delivery Method; New Construction
Architect: Kohl Gramigna Monardo Architects

Constructed for Sage Software in Lawrenceville, this new regional corporate headquarters consists of two single-story, wraparound buildings connected by a series of canopies. During the base building phase of the \$11 million project, more than 25,000 cubic yards of rock were blasted and worked into deep fills on the 20-acre site. More than 20,000 tons of recycled, crushed concrete base was used in

the parking areas instead of graded aggregate base. The single-story design for the 100 percent brick buildings allowed for high ceilings, which gave the open office areas a more spacious feel.



General Contractors: R. J. Griffin and Company

Project: Dozier Centre for the Performing Arts
Project Category: Firms with Gross Construction Revenue Over \$100 Million; Construction Management Delivery Method; New Construction
Architect: Randall Paulson Architects

The four-story, 88,000-square-foot Dozier Centre for the Performing Arts in Marietta features a 600-seat concert hall with an orchestra lift and a rich wood concert shell. The hall also has stage wings and a fly-loft allowing it to be used for dramatic productions. The ground level features 8,000 square feet of rehearsal space. The 5,600-square-foot main lobby serves as a multipurpose gathering space and special-events facility, and leads to two ballet studios, a jazz/tap studio and a 2,250-square-foot black-box studio. The third level houses a state-of-the-art recording studio. The rooms are separated by double walls, each with an isolated slab, to keep each room acoustically isolated.

Photo provided by Dave Dawson Photography.



General Contractor: Hogan Construction Group, LLC

Project: Northpark 500 Roof Garden
Project Category: Firms with Gross Construction Revenue Between \$20-50 Million; Design-Bid-Build Delivery Method; Renovation
Architect: TVS&A

The roof of the 18-story, 20-year-old Northpark 500 building in Atlanta's Central Perimeter business district was leaking, but this project was more than a simple fixer-upper. The existing roof garden was demolished, two copper domes were replaced by multicolored skylights that measure 56 feet in diameter, and the concrete and waterproofing systems were replaced. The new, 56,000-square-foot space

includes picnic tables, green spaces, trees and a covered walkway. Construction work took place 24 hours a day for the first seven months, with 1,000 square feet of hydrotech hot-applied asphalt put in place each day without any lost-time accidents or OSHA citations.



General Contractor: Holder Construction Company

Project: The Glenn Hotel
Project Category: Firms with Gross Construction Revenue Over \$100 Million; Construction Management Delivery Method; Renovation
Architect: Stevens & Wilkinson Stang & Newdow Inc.

Georgia marble and local heart pine floors helped transform The Glenn Building, a 10-story office building built in 1927, into the first boutique hotel in downtown Atlanta. With a rooftop terrace bar providing breathtaking views of downtown, the hotel features 93 rooms, 16 suites and a penthouse suite. The building's smooth limestone facing and terra cotta detailing were cleaned, and all the windows were replaced

to match the original design. The entire structure was reinforced to support the rooftop bar, and a service elevator. A new HVAC system and plumbing and electrical systems were installed. *Photo provided by Dave Dawson Photography.*



general contractors honorable mention recipients



General Contractor: New South Construction Company, Inc.

Project: Wesley Woods of Newnan/Peachtree City

Project Category: Firms with Gross Construction Revenue Over \$100 Million; Design-Bid-Build Delivery Method; New Construction

Architect: Perkins & Will

Wesley Woods, a private retirement home in Newnan, features a 20,000-square-foot nursing building with 23 resident apartments, a physical therapy room, a dining room and a prep kitchen. There's also a 3,000-square-foot assisted-living building with six resident apartments; a 13,600-square-foot clubhouse with an assembly room, a game room, a restaurant and a full kitchen; and a 2,000-square-foot workshop for maintenance personnel. In addition, the existing 6,000-square-foot building was renovated, with wood trim, chandeliers and elaborate light fixtures added for a more homey feel. The carpet and vinyl flooring features antimicrobial protection to prevent the growth of mold and mildew, and residents of each room can control their own heating and air-conditioning.



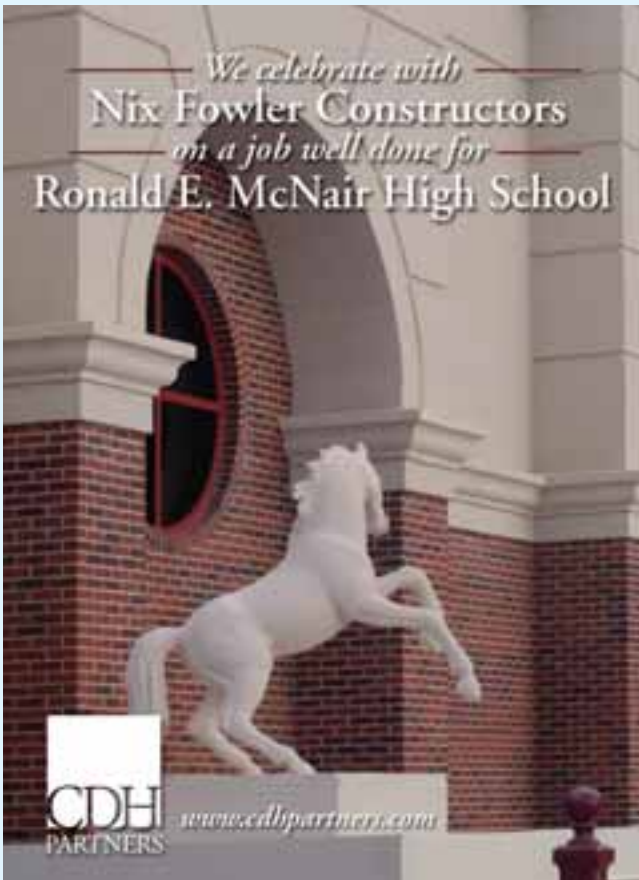
General Contractor: Rogers Construction Company

Project: Monroe Elementary School

Project Category: Firms with Gross Construction Revenue Between \$20-50 Million; Design-Bid-Build Delivery Method; New Construction

Architect: Sy Richards Architects Inc.

Construction of the elementary school in Monroe was completed despite a 45-day delay in the start of construction. The cause of the delay was a segregation law that had to be waived by a city judge, as well as the loss of 76 work days due to excessive rainfall – more than 250 tons of pozzolime were blended with the soil to dry it out so that construction could proceed. Fly ash that was reclaimed from power plants was used in the concrete. The water main was not available until immediately before the project's completion, so water had to be imported twice daily to keep the masonry crew working.



General Contractor: Nix-Fowler Constructors, Inc.

Project: Ronald McNair High School

Project Category: Firms with Gross Construction Revenue Between \$20-50 Million; Design-Bid-Build Delivery Method; Renovation

Architect: CDH Partners, Inc.

A 35,000-square-foot performing arts building was added to Ronald McNair High School in Atlanta, while additions were made to the technology center and administration departments. More than 200,000 feet of pressure-treated wood was recycled for the raised deck and canopies of the temporary learning village, which allowed the school to operate continuously throughout construction. A storm water management infiltration trench was installed to remove surface chemicals from storm water before it returns to the natural water table, and low-emitting materials were used for the interior wall surfaces to reduce volatile organic compounds. Heavy machinery was used to demolish the entire front façade.





General Contractor: Stroud Enterprises Inc.

Project: Lisenby Orthodontics

Project Category: Firms with Gross Construction Revenue Between \$5-20 Million; Design/Build Delivery Method; New Construction

Architect: Robert Beeland

Lisenby Orthodontics' new office in Macon features a mixture of premium finishes, including stacked stone and hard-coat stucco with cast-stone accents for the exterior. The roof is comprised of architectural shingles and custom color-standing seam metal roofing, and in the interior, heart pine, Corian, laminate and ceramic tile are mixed throughout. Innovative millwork solutions were developed to fulfill ADA requirements, and multiple countertop and work-surface heights were used to accommodate the 6-foot-8 doctor and his staff. Ceiling-mounted, flat-screen monitors at each chair entertain patients while they are receiving care and serve as a monitor for staff while they view patient records.



General Contractor: Van Winkle & Company. Inc.

Project: Decatur City Hall

Project Category: Firms with Gross Construction Revenue Between \$20-50 Million; Design-Bid-Build Delivery Method; Renovation

Architect: Brian Randall

In this project, the 80-year-old Decatur City Hall building was increased from 9,000 square feet to 15,000, and the town hall meeting area was expanded to 100 seats from 30. Construction crews worked throughout the night and met delivery trucks very early in the morning to minimize the inconvenience of a project at one of the city's busiest intersections. Four additional banks of

restrooms were added, and an elevator was installed. The team saved the city \$40,000 by using helical anchors to solve a major problem: The footing elevations of the existing exterior walls were almost four feet above the proposed elevation of the new building.

Photo provided by Kelly Holtz, Holtz Photography.



General Contractor: Young Contracting Company. Inc.

Project: Birmingham Village – NEC

Project Category: Firms with Gross Construction Revenue Between \$50-100 Million; Construction Management Delivery Method; New Construction

Architect: Lyman, Davidson, Dooley Inc.

A massive steel structure was erected around the main building's entrance to support a water tower that measures 18 feet in diameter. The Alpharetta complex also features a two-

story building with office space over retail space, a retail building resembling an old country store, a group of retail shops resembling a turn-of-the-century Main Street, a ranch-style restaurant complete with two stack-stone chimneys and a big, red barn. The village is complete with paths for walking and horses and stamped-asphalt drive circles. The roof of each building is supported by wood trusses securely fastened and braced to withstand hurricanes.

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