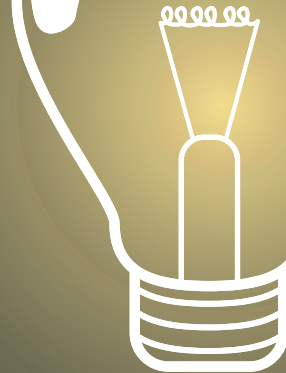


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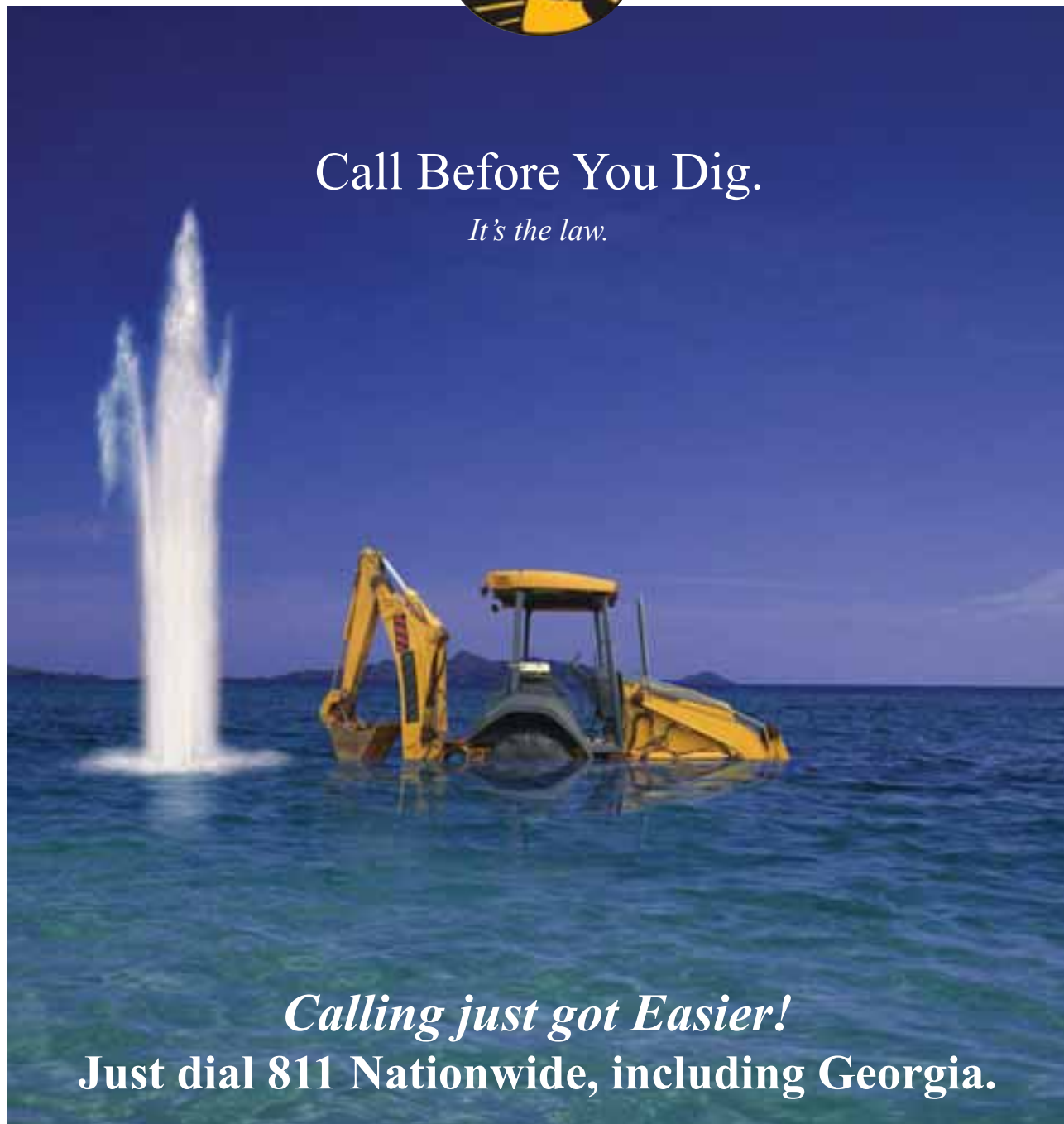
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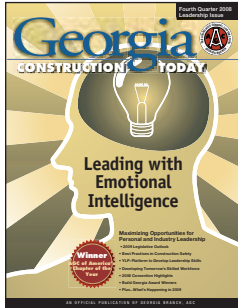
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Guided by our core principles of Skill, Integrity and Responsibility, our Chapter's mission is "...to be the voice of Georgia's construction industry, provide valuable member services and promote best construction industry practices."

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Becoming Better Leaders



Doug Davidson, President
New South Construction Co., Inc.
Atlanta, GA
2008-09 Georgia Branch, AGC
President



It is exciting to introduce the Chapter's second "Leadership Issue" that is now the Fourth Quarter magazine published annually by Georgia Branch, AGC. I cannot underscore enough the importance to our respective companies of dedicating this entire publication to the topic of leadership since it is at the top of many of our members' minds.

As Chapter staff and Board members travel around the state and meet with member firms, we continue to hear how important leadership and leadership development is to the future success of their company as well as the industry. Certainly, this is the case at New South where we pride ourselves on developing a company of leaders, both in the field and the office. Leadership is not limited to a person's title, seniority or position within a company. Instead, leadership is about a person's ability to provide a positive influence on the people around them and in the situations they encounter.

In my experience, great leaders get people to perform at their maximum ability by empowering them through positive support and direction. This certainly was the message communicated by Chris Sheridan with Chris R. Sheridan & Company in Macon, Dan Baker with Duffey Southeast, Inc. in Cedartown and me in a recent roundtable discussion with over 85 of the Chapter's Young Leadership Program members. We shared with this audience our stories, life lessons and what has influenced each of us the most in our career development. I firmly believe this type of dialogue plays an important role in developing the leadership potential of the next generation of industry leaders, and we all need to do more of this.

In our respective journeys to become better leaders, I call your attention to the feature article on page 8 about "emotional intelligence." It plays a vital role in distinguishing outstanding leaders and outstanding performers from those who are merely adequate. Typically, most of us would define the ideal leader with traits such as intelligence, toughness, determination and vision. This leader also possesses a certain degree of analytical

In my experience, great leaders get people to perform at their maximum ability by empowering them through positive support and direction.

and technical skill, which is considered a minimum requirement for success. Often left off the list are the softer, more personal qualities also essential for leadership that make up one's emotional intelligence.

Throughout the year, Chapter members have numerous opportunities to benefit from leadership development activities and programs. Our recent Fall Leadership Conference, held in Savannah, provided members from more than 40 firms with valuable insights into developing stronger and more lasting relationships with people, a critical component of leadership. Our recent successful Safety Stand Down provided many of our members with a new way to take an increasingly strong leadership role in safety. Best safety practices are also featured in this issue on page 20 to assist us in advancing our role as safety leaders. Chapter members also have an assortment of professional development classes and special seminars they can attend. Many of our members serve on the Chapter's Board, the Young Leadership Program Council, on workforce alliance task forces, and on working committees, helping to bring some of the newest best practices in the industry to our members.

The commitment we make to ourselves and each other to become better leaders is an important first step in enhancing our personal leadership effectiveness. It is a never-ending journey that can result in bringing out the best in ourselves and those around us, ultimately contributing to enhanced value we deliver to our respective clients. ■

Leading with Emotional Intelligence

"As a historically male-dominated industry, construction professionals in the office and field, who are for the most part highly task-driven individuals, will especially benefit from reading this important article about "emotional intelligence." The degree to which we choose to develop our emotional intelligence is indicative of the quality of relationships we can expect with those we work for and with including our owners, co-workers, project team members, employees and even our family and friends. While IQ and technical skills are important, 90 percent of the difference between outstanding and average leaders is linked to emotional competencies rather than cognitive and intellectual abilities."

*– Mike Dunham, Georgia Branch,
AGC's Executive Vice President*

Most of us know a story about a highly intelligent, highly skilled individual who was promoted into a leadership role only to fail or fall short at the job. We also know a story about someone with solid but not exceptional intellectual abilities and technical skills who was promoted into a similar role and then excelled. Each of these anecdotes supports the widespread belief that identifying individuals with the "right stuff" is more art than science.

Too often, companies judge people solely on their IQ or intellectual level or by their years of experience in a particular field as leading determinants of success. Consider the situation in which two individuals are vying for the same position. Both have similar intelligence and experience or one might even demonstrate superior intelligence. If you had an opportunity to hire both individuals, research consistently shows the one who will truly excel in performance and be more successful is the individual who demonstrates a stronger sense of self and understanding about their emotions and who is able to relate better to others.

In Daniel Goleman's best-selling books *Emotional Intelligence* and *Emotional Intelligence at Work*, he makes a compelling case that "the most effective leaders are alike in one crucial way: they all have a high degree of what is called emotional intelligence."



Goleman says "it's not that IQ and technical skills are irrelevant... they do matter, but mainly as entry-level requirements for executive positions." His research clearly shows that without emotional intelligence, a person can have the best training in the world, an incisive analytical mind and an endless supply of smart ideas, but he or she still won't make a great leader.

What is Emotional Intelligence (known as EI or EQ)

Emotional intelligence is about becoming more honest and intentional with our emotions. It is about tuning into our own feelings, and turning our attention to the feelings of those around us. In a nutshell, emotional intelligence is a powerful combination of self-management skills and the ability to work with others.

Why Emotional Intelligence Is Important for Leaders and Organizations

Most of us know emotions are a fundamental part of who we are as human beings, and it is what comes into play when we are working with others. However in so many cases, "check your emotions at the door" and "emotions and work don't mix," are the popular messages we have heard or even said ourselves to

coworkers and employees. We have been conditioned to believe emotions are a distraction and not welcome in the workplace. We are often told that to be effective, we need to be fact-based, objective and all-business—in other words, exhibit a cold, logical and reasoned approach to situations.

What has now become crystal clear is emotions can't be left out of the business setting. In fact, to do so often guarantees that suppressed emotions will flare, causing increased conflict and poor employee morale. As emotional intelligence increases, the quality of relationships increase both internally and externally—evidence shows a direct correlation between a high degree of emotional intelligence and an ability to deliver superior customer service.

The truth of the matter is the degree of emotional intelligence is thought to be a better predictor of success or leadership capability than one's IQ. Emotional intelligence explains why, despite equal intellectual capacity, training or experience, some people excel while others of the same caliber lag behind.

A Better Understanding of Emotional Intelligence

According to Goleman, the five basic components of emotional intelligence at work include:

1. Self-Awareness
 2. Self-Regulation
 3. Motivation
 4. Empathy
 5. Social Skill
- (see chart below)

#1 SELF-AWARENESS – this is the foundation supporting all of the other emotional intelligence competencies. It must come first because if we don't know ourselves and what we're feeling, how can we possibly know or understand someone else?

Self-awareness is about knowing our strengths and weaknesses. It is about listening and learning from your gut feelings. It has to do with knowing what drives us and what we are passionate about. It leads to jobs that make us happy and more productive. It also leads to relationships, both personal and professional, where we'll be more constructive and positive. The more we know about ourselves, the better we are able to control and choose what kind of behaviors we'll display in a work setting.

Without self-awareness, our emotions can blind us and guide us to do things we really don't want to do. If we are aware of our feelings and thoughts, we can choose how we will act or react in a given situation or to a certain person.

THE FIVE COMPONENTS OF EMOTIONAL INTELLIGENCE AT WORK

	Definition	Hallmarks
Self-Awareness	The ability to recognize and understand your moods, emotions, and drives, as well as their effect on others	Self-confidence Realistic self assessment Self-deprecating sense of humor
Self-Regulation	The ability to control or redirect disruptive impulses and moods The propensity to suspend judgment – to think before acting	Trustworthiness and integrity Comfort with ambiguity Openness to change
Motivation	A passion to work for reasons that go beyond money or status A propensity to pursue goals with energy and persistence	Strong drive to achieve Optimism, even in the face of failure Organizational commitment
Empathy	The ability to understand the emotional make-up of other people Skill in treating people according to their emotional reactions	Expertise in building and retaining talent Cross-cultural sensitivity Service to clients and customers
Social Skill	Proficiency in managing relationships and building networks An ability to find common ground and build rapport	Effectiveness in leading change Persuasiveness Expertise in building and leading teams

Excerpted from "What Makes a Leader?" by Daniel Goleman in the Nov/Dec 1998 issue of *Harvard Business Review*.

“Emotional intelligence is a powerful combination of self-management skills and the ability to work with others.”

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TIPS TO INCREASE YOUR SELF-AWARENESS:

- Learn the difference between thoughts and feelings—"The project is over budget" (what I think) or "I am concerned these cost overruns will upset our client" (what I feel and what the client feels).
- Ask yourself how you are feeling throughout the day and be honest—For example, if your heart is racing, are you feeling excited or anxious? If feelings are painful to you, it's better to face them now than rationalize them away where they come back to haunt you.
- Be open to input from others. Asking for and receiving feedback is invaluable to learning more about yourself.

#2 SELF-REGULATION – once we are in tune with our feelings, the second step is to regulate those feelings and manage them so they do more good than harm. Our passion and enthusiasm can be contagious and energize others. Blowing up in front of or at others can damage work relations beyond repair. Self-regulation is about giving the rational side time to temper our emotions and feelings when needed.

When we are angry or frustrated, we cannot make good decisions and often react inappropriately by blowing a situation out of proportion, thus losing our perspective. By learning to manage our emotions, we become more adaptable and innovative, especially in stressful situations.

Self-regulation helps us act intentionally and not reactively. Those who manage their emotions well, typically handle stress well, their communication is frequent and consistent, and they tend to participate more in give-and-take feedback.

TIPS TO INCREASE YOUR SELF-REGULATION:

- Monitor your "self-talk" so it's more positive. Focus on telling yourself "I can do this," rather than "This will never work."
- Anticipate emotional "triggers" that can set you off and prepare to manage them.

- Reframe an irritating situation so it is more about the behavior and not the person.

#3 MOTIVATION – the third step is about directing the power of our emotions toward a purpose that will motivate and inspire us. Motivation is about visualizing the achievement of a goal and taking the necessary steps to get there. Effective leaders can create a work environment that is conducive or supportive to motivating others but they cannot motivate or change someone else—only that person has the power to do this for themselves.

Athletes use their emotions to psyche themselves up for competition. The same technique is effective in the workplace to raise job performance. Highly self-motivated individuals realize that every job has its less enjoyable elements but they plow ahead—they can envision reaching the goal, which gives meaning to the mundane. They also accept change and are more flexible. They have better attitudes, take more initiative and do balanced risk taking. Most of all, self-motivated employees persist toward goals, despite setbacks and obstacles.

TIPS TO BOLSTER YOUR MOTIVATION:

- Be aware of how you explain setbacks to yourself—stay realistic and understand the part you played.
- Connect your goals with your values to get energized.
- Use visualization techniques in challenging situations to experience the feelings before the situation occurs. This will allow you to be more prepared and calm when it is happening.

#4 EMPATHY – this competency is about being able to see and feel things from another person's perspective. "Walking in someone else's shoes," "feeling someone's pain or frustration," and "experiencing someone else's joy," are all expressions of empathy. It begins with listening to the words that are spoken, and the feelings behind the words. This is often demonstrated in a person's body language, which is 90 percent of all communication.

"Effective leaders are alike in one crucial way: they all have a high degree of emotional intelligence."

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Being attuned to customers or clients' needs and emotional responses is particularly important in the service industries, including construction, where empathy comes into play at so many levels. Some consider empathy to be the glue that can bind a group or team together to work successfully.

TIPS TO ENHANCE YOUR EMPATHY:

- Look for nonverbal cues as well as listening to verbal cues to gauge someone's emotional response.
- Share and be honest about your feelings so others will be more inclined to reciprocate.
- Be consistent so your spoken and unspoken messages match.

#5 SOCIAL SKILL – by mastering the first four competencies, the way is paved for attaining a greater skill in forming effective relationships. The fifth competency is about interacting with people successfully and being adept at managing emotions in others.

The biggest pay-off for leaders who are good at effective relationships is becoming the kind of individual people want to work for, which leads to employee retention. Dissatisfied employees who leave means instability and disruption to a company, not to mention the added cost of hiring and training replacements.

With enhanced social skills, leaders are better communicators and collaborators. Current research indicates more than anything else, leadership practices have the most impact on a work environment.

TIPS TO MORE EFFECTIVE RELATIONSHIPS:

- Create an inspiring work environment—in the office and in the field—show appreciation toward others.
- Be willing to coach or mentor others and be open to being coached yourself.
- Share your passion and enthusiasm for your job, the project and the company's vision—it's contagious!

Can Emotional Intelligence Be Learned?

Yes! Typically, training is customized for a particular group, relying heavily on a one-on-one coaching component and performance feedback. Often 360-degree assessment tools provide important feedback for contradicting or affirming self-perceptions, which can accelerate EI development. EI training is included in many leadership development programs.

Emotional Intelligence Can Impact Your Bottom Line

As the pace of workplace change increases and greater demands are placed on our cognitive, emotional and physi-

cal resources, emotional intelligence has emerged, not as something "nice to have" but as an increasingly important set of "must-have" skills. Numerous studies document impressive, quantifiable benefits of selecting and developing leaders with EI in a wide variety of areas, from profit and revenue to retention and growth.

Unlike IQ, an individual's emotional intelligence can keep growing. Study after study shows it is emotional intelligence that drives the greatest productivity gains, innovations and accomplishments of teams and organizations. Golman says, "the foundation of all EI training is we are being judged by a new yardstick—not just how smart we are, or by our training and expertise—but also by how well we handle ourselves and each other."

To learn more about the concept of emotional intelligence, please contact Alyson Abercrombie at 678-298-4106 or abercrombie@agcga.org. ■

Leadership Development Opportunities Offered by Georgia Branch, AGC

- New sessions of **The Leaders Course®** begin January 13, 2009 at the Chapter's Training Center in Atlanta and January 14, 2009 in Savannah. Since 2003, over 500 members have graduated from this popular program.
- AGC of America and Georgia Branch, AGC are partnering to offer a **National Leadership Conference** at the Chapter's Training Center February 18-20, 2009.
- Georgia Branch, AGC's **Young Leadership Program** is the model for similar programs at many other Chapters throughout the country. Members are encouraged to enroll rising stars in this exciting program offering quality leadership development opportunities. See related article on page 23.

Additional Reading on Emotional Intelligence

- *"Primal Leadership: Realizing the Power of Emotional Intelligence,"* by Daniel Goleman, R. Boyatzis, and A. McKee, Harvard Business School Press, 2002.
- *"Working with Emotional Intelligence,"* by Daniel Goleman, Bantam Books, 1998.
- *"Executive EQ: Emotional Intelligence in Leadership and Organizations,"* Robert K. Cooper and Ayman Sawaf, Grosset & Dunlap, 1997.
- *"Emotional Intelligence—Why it can matter more than IQ,"* by Daniel Goleman, Bantam Books, 1995.

Chapter Services and Member Activities

Chapter Services At-A-Glance

- Workforce training for all levels of employees
- Professional and leadership development
- Safety, health and environmental training
- On-site safety classes for field personnel
- Safety start-up kits for OSHA compliance
- Workers' compensation program through CompTrust AGC MCIC
- Networking and relationship building opportunities
- Chapter and industry news disseminated in *The Forum*, a weekly electronic newsletter
- Industry representation and lobbying before Georgia General Assembly
- Advocacy role before Georgia governmental agencies
- Leadership on industry issues, new trends and best practices
- Special industry award/recognition programs
- Regular economic/market trends and statistical updates from AGC of America's Chief Economist
- Industry contract documents and publications
- Physical Plan Rooms in Atlanta and Gainesville
- Internet Plan Room
- Automatic membership in AGC of America
- Annual *Membership Directory & Resource Guide*
- Strategic alliances with architects, engineers & public and private owner groups
- Development of young industry professionals in Young Leadership Program
- Community involvement and service
- Workforce recruitment at the high school level
- Publish chapter's magazine, *Georgia Construction Today*
- Charitable Works Fund supporting worthy community groups



Monthly regional meetings were held in Albany, Columbus, Macon, Savannah and Valdosta, along with "lunch and learns" and networking meetings in metro Atlanta. Pictured are Albany area members during a program on Best Safety Practices and ways to achieve and surpass OSHA compliance.



In an effort to foster a greater sense of community between construction and design professionals throughout the state, Georgia Branch, AGC hosted a series of complimentary networking socials in Albany, Columbus, Macon, Savannah and Valdosta in November and invited Chapter members and area architects who are affiliated with regional AIA branches. Pictured are Chapter members and AIA guests at the Savannah social which hosted more than 70 industry professionals working in the region's marketplace.



Georgia Branch, AGC members, their clients and guests participated in two golf tournaments hosted by the Chapter. The Young Leadership Program hosted its 9th Charity Golf Tournament in May and members supported the Higher Education Tournament in September benefiting the state's collegiate construction programs. Both events were sell-outs thanks to overwhelming member support.

What's Happening in 2009

Georgia Branch, AGC is constantly adding new and exciting events to the calendar. For your convenience, a few major events in 2009 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 17, 2009

Building Georgia Legislative Reception
hosted w/AIA & ACEC
The Depot in downtown Atlanta

March 4-7, 2009

AGC of America Annual Convention
San Diego, CA

March 27, 2009

AGC Safety Day Conference
Cobb Galleria Center, Atlanta

April 16, 2009

Contacts for Contracts Networking:
Focus on Workforce Development
*Georgia International Convention Center,
Atlanta*

April 24-26, 2009

25th Annual Fishing and Golf Weekend
George T. Bagby State Park, Fort Gaines

May 6, 2009

10th Annual Young Leadership Program
Charity Golf Tournament
Course TBD

June 7-10, 2009

Georgia Branch, AGC Annual
Convention
*Amelia Island Plantation
Amelia Island, FL*

August 18, 2009

Contacts for Contracts Networking:
Technology Marketplace
Location TBD

September 14, 2009

Higher Education Fund Golf
Tournament
Course TBD

October 2, 2009

Georgia Branch, AGC
PAC Sporting Clays Fundraiser
Cherokee Rose Sporting Resort, Griffin

October 22-25, 2009

Fall Leadership Conference
Grove Park Inn & Spa, Asheville, NC

November 18, 2009

Contacts for Contracts Networking:
General Contractor Marketplace
Location TBD

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



More than 275 industry professionals attended Georgia Branch, AGC's annual Safety Day Conference in March featuring 15 safety seminars, a leadership breakfast, a luncheon program honoring Georgia's safest superintendents, an exhibitor marketplace, and a panel discussion with Georgia OSHA representatives.



Three Contacts for Contracts networking meetings were offered to members during the year, including a Technology Marketplace, an opportunity for general contractors to showcase their projects and firm, and a member appreciation event where members were thanked for their involvement in the association.



Members serving on the Chapter's Safety & Health Committee invited Steve Hudson, editor of *Dixie Contractor* magazine, to present his "Dealing with the Media" seminar. Valuable tips were learned on how to work with the media for positive news coverage and emergency situations.



Members participated in several leadership development seminars at the Chapter's annual Fall Leadership Conference held in Savannah at the Westin Resort in October. At the conclusion of Ken Bradford's session, approximately 60 participants posed for his customary "Taaa Daaa" picture with Leaders Course® graduates (offered throughout the year to Chapter members).

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Can Everyone Under the Gold Dome Get Along?

By Mark S. Woodall,
Director of Governmental Affairs

The upcoming Legislative Session convening on January 12, 2009 is the first of a two-year cycle and sure to be busy and unique for a host of reasons. It begins on the heels of a contentious Presidential election, with many freshman members of the House and Senate bringing new ideas to the table as they help shape the Session's discussions. You also can't ignore the biggest factor – our state and national economies still appear to be in a downward spiral.

Members of the Georgia General Assembly start this Session with a budget deficit due to declining tax revenues in a down economy. In 2008, the Governor requested severe belt tightening within governmental agencies and budget cuts across the board.

The big question: Can the Governor, the House and Senate come together and do what's best for the state despite an ailing economy and tight budget situation, or will they continue the political posturing that has plagued the last couple of sessions? This may be further complicated by possible challenges for Georgia House and Senate leadership positions coming from within the majority party. Early indications suggest a willingness by all involved to work together to jointly address our state's economic condition versus trying to "one-up" the other legislative chamber. The business community has been loud and clear in expressing their disappointment with the results from last Session, which could be the impetus for change. It is within this context and with great hope and optimism, Georgia Branch, AGC begins to implement our 2009 legislative program on your behalf.



Lieutenant Governor Casey Cagle (4th from left) participated in the 8th annual Building Georgia Legislative Reception held at the Georgia Freight Depot in downtown Atlanta on February 19, 2008. Pictured with him are (l-r) Tom Leslie, Director of External Affairs for ACEC; Mike Dunham, EVP with AGC; Candace Spradley, Executive Director of AIA; Gwen Brandon, Executive Director of ACEC and Mark Woodall, Director of Governmental Affairs with AGC.

2009 LEGISLATIVE ISSUES

Georgia's Budget and Dwindling Tax Revenue is Number One Priority

Both Ben Harbin, House Appropriations Chairman, and Jack Hill, Senate Appropriations Chairman, advised members of the State Chamber of Commerce's Governmental Affairs Council that budget shortfalls and cutbacks in existing programs takes precedence over all other issues. Both Chairmen feel the Senate and House will work together to help solve the budget shortfalls currently exceeding \$2 billion. All state agencies and programs have been directed to make substantial cuts in their respective programs, thus having to do more with

fewer resources. These Chairmen also said there may be an effort to eliminate some of the recent tax exemptions passed during prior sessions.

Department of Transportation Project Funding Options

The House and Senate Legislative leadership and the business community are renewing their efforts to push for regional funding options to address statewide transportation needs. Recent DOT audits determined even more major funding shortfalls than initially expected for projects that have already been committed. Failure to address this issue in last year's Session was probably the biggest disappointment because of the absolute need and the



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amount of time and effort expended. The General Assembly is sure to try and address this issue in 2009, and Georgia Branch, AGC is hopeful of a different result. Metro Atlanta's traffic congestion has not only impacted our individual quality of life, it is impacting our entire state's future economic viability. We simply can no longer afford to maintain the status quo.

Public Works Lien Law Changes

Last year, Georgia Branch, AGC was part of a broad coalition of stakeholders who helped develop and pass what we consider to be positive changes in the state's construction lien law. The substantive changes in this law become effective March 30, 2009 and only apply to private projects. These changes also need to be extended to public works projects undertaken for local government and state agencies. This will eliminate confusion that is sure to occur from having two separate processes in place to enforce valid lien rights.

Georgia Branch, AGC also plans to investigate the need for possible changes in the lien law regarding project notification requirements on condominium construction so valid liens are not extinguished when condo units are unknowingly converted to private ownership.

Metals Theft Legislation

In 2007, Georgia Branch, AGC was involved with several groups led by Georgia Utilities and EMCs to help develop and pass SB 203, metals theft legislation calling for increased penalties. Theft of metals including cooper and aluminum is a major problem for the construction industry and SB 203 makes the prosecution of these crimes more likely as a felony versus a misdemeanor or offense. This is because the law now tracks the installation value of the materials versus the recycling value to determine misdemeanor or felony status. The new law has been regarded as model legislation in other states attempting to address the same



Trustees of Georgia Branch, AGC's Political Action Committee (PAC) host a Sporting Clays Fundraiser each Fall at Cherokee Rose Sporting Resort in Griffin. First place went to Turner Construction Company. Pictured are Turner's team members: Tyler Brislin, Rob McCorrie, Dale Melton, Ken Melton and Lee Wilson.

problem. At the request of industry peers, Georgia Branch, AGC plans to participate in a coalition of interested stakeholders who are considering possible tweaks in the law. One of the possible revisions would allow for the confiscation of the perpetrators vehicle if it was used during commission of a crime. We have expressed an interest in participating in these deliberations and want to make sure the party committing the crime is the penalized party.

OTHER LEGISLATIVE & REGULATORY ISSUES

As a result of keeping our ear close to the ground these past few months, Georgia Branch, AGC believes the following industry issues may also arise during the 2009 Georgia General Assembly.

- Residential & General Contractor License Law Revisions
- Immigration Reform (State, Federal & Local Levels)
- Green Building/Sustainable Growth Issues
- New NPDES Permit Requirements
- New DOE Regulations for State Capital Outlay Funding for Local School Systems

These are just a small fraction of literally thousands of legislative proposals introduced each year during the legislative session and 2009 won't be any different. As always, Georgia Branch, AGC's focus is to implement a strong defense against the many pieces of proposed legislation considered detrimental to the construction industry. Our legislative program is successful because of the consistent support provided by Georgia Branch, AGC's Political Action Committee (PAC) to pro-business, pro-construction candidates regardless of which side of the political aisle they reside. The Chapter's positions on legislative proposals are developed under the direction of the Chapter's Legislative Committee and the Georgia Branch, AGC Board of Directors.

I encourage you to mark your calendar and join us on February 17, 2009 for the 9th annual Building Georgia Legislative Reception at the Georgia Railroad Depot jointly hosted by Georgia Branch, AGC, and the Georgia Chapters of the American Institute of Architects (AIA) and American Consulting Engineers Council (ACEC). This is an excellent opportunity for you to meet and socialize with industry partners as well as many of the state's elected officials who have an impact on the construction industry and how you conduct your business.

Please contact me at woodall@agcga.org or by phone at 678.298.4116 on any items included in this article or on any legislation introduced during the 2009 Legislative Session. ■

As always, Georgia Branch, AGC's focus is to implement a strong defense against the many pieces of proposed legislation considered detrimental to the construction industry.

taking safety to the next level

Best Practices In Construction Safety

Developing Safety Leaders
Throughout Your Company

"I believe the following excerpts on best safety practices offer tremendous value to our members. The original article was published by QUOIN, an AGC chapter in Texas."

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

Safety is everyone's job and not just the responsibility of the safety director. Making everyone responsible for their own safety and the safety of those around them requires more than just a "safety program," regardless of how effective it is. A big part of the solution has to do with a company's ethics and values and how it goes about treating people and conducting itself as a business enterprise. Thus, culture and leadership play a big part in transitioning to a higher level in safety.

Safety leadership can be cultivated throughout a company and it has to do with first holding ourselves accountable before we look to others. When one individual takes positive safety action, new leaders and safety champions are encouraged to come forward to help us achieve safety goals. Effective leaders in safety focus on communicating well, encouraging positive behavior, recognizing achievements, developing people, inspiring action, and most of all, setting an example for others to follow. This puts a new emphasis on becoming a "safety coach" and not a "safety cop."

Those of us in safety know that zero incidents 100 percent of the time is not an easy goal to achieve, especially when you have multiple people constantly changing from one jobsite to another. This is complicated further by accelerated project schedules and minimal time to train new workers or retrain our existing workforce. As much as we all would like one simple solution to improve safety, most safety professionals have come to grips with the fact that it will require a set of complex, interrelated strategies and solutions all working together to bring about real change.

What follows are some of the best-in-class industry practices designed to advance your company's effectiveness in being safe:

1. Demonstrated Management Commitment and Involvement

Company leaders need to play an active role in safety, whether it is communicating the safety message, visiting jobsites to observe safety behavior, singling out and recognizing an individual's "safe" behavior, or making sure adequate resources are available to support the desired safety goals. Clearly, management sets the tone for safety and their commitment to a safe workplace is the example others will follow. When a company safety policy requires jobsite personnel to wear a hardhat, safety glasses and vest, this applies to company leaders 100 percent of the time. Remember, safety starts at the top!

2. Zero Tolerance of Unsafe Behavior

When it comes to safety, a line in the sand has to be drawn on what you expect and what you are willing to tolerate. To truly achieve zero incidents and injuries, there is no middle ground. You are either behaving safely or you are not. Accepting or turning a blind eye to unsafe behavior only perpetuates an unsafe work-

place. Removing unsafe workers from a jobsite is a powerful way to get your message across that you are serious when it comes to safety. All it takes is one unsafe act to cause a fatality.

3. Ongoing Safety Education and Training

People can only be responsible for what they know and are trained to do. Safety knowledge is important for field personnel and everyone else in the company. Project managers, project engineers and even the president of a company who visit a jobsite require safety education in order to properly model and encourage the desired safe behavior. In addition to traditional classroom training, contractors are encouraged to find new ways of bringing safety education to their jobsites.

4. Observe and Document "Safe" and "Unsafe" Behaviors

Historically, the construction industry has focused solely on the observation, reporting and documentation of "unsafe" behaviors. Safety violations and the penalties associated with these violations have long been in the limelight. Now, to properly assess safety results, attention is turning to the thousands of "safe" practices going on every day at jobsites. This will help to properly contrast and compare "unsafe" practices to motivate those who are being safe so they continue to do so.

5. Reward and Recognition of Safe Practices

Basic psychology teaches that people behave in a way congruent with how they are rewarded and recognized. In other words, we get the behavior we reward and recognize. While it is still a good idea to celebrate company-wide safety achievements and recognize an entire construction team for safe behavior, it is also thought to be just as important to seek out and recognize individual safety performers who help make a difference to overall jobsite safety.

6. Worker Involvement and Participation

Safety is about the workforce and employees learning to take ownership for their own safe behavior as well as the safety of others around them. Individuals responsible for safety often have the best ideas or solutions on how to go about creating a safer work environment. The fastest way to get buy-in for anything including safety is to involve the people themselves in coming up with the safety measures they want to see at a particular jobsite. Get your people talking about safety and see to it that a safety dialogue continues.

7. Attract, Recruit and Retain Healthy and Safety-Minded Workers

Selection criteria and hiring practices have a lot to do with the workforce put in place on any given construction jobsite. In

addition to initial and random drug and alcohol testing, contractors are using other screening measures to assure workers being hired are individuals who value good health and safety for themselves as well as those around them. If safety and health is not coming up in job interviews, companies might be settling for "bodies" to fill job openings rather than workers who will help achieve your safety goals. The same is true when a general contractor qualifies a specialty contractor. Putting the right team together is key.

8. Safety Planning

Putting a written Safety Plan together for a company helps to get everyone on the same page about safety goals and the strategies being used to reach these goals. Input into this Plan from the field as well as the office is critical to its success. In addition to safety planning by the company, each construction project requires advance planning to address site-specific safety issues and build in safety measures on the front end of a job. As the landscape changes day to day on a project, up-front planning will help workers make adjustments in their safety behavior.

9. Measure Safety Progress

Once safety goals are established, it helps to measure progress against these goals. Historically, construction projects report how many days are worked injury-free, as well as the number of lost days due to accidents or injuries. Consider setting a zero recordable injury rate goal at the outset of a project or at the beginning of a company's fiscal year, and report progress against this goal. Consider setting a goal of working 365 days without any lost time and report lost days against

this number. Set positive, quantifiable, specific goals and make everyone aware of these goals and understand the part they play individually in helping to achieve these goals.

10. Build a High-Performing Jobsite Safety Team

Building a team around safety is just as important as building a team to deliver a project on time and within budget. Bringing team members on board who have a commitment to safety will help get the team off to a good start. Setting project safety goals, communicating and clarifying safety expectations for all team members, and creating opportunities for open feedback about safety performance will help the team perform stronger in safety. While the accountability for safety is ultimately demonstrated on the front line or in the field, it takes an entire company to deliver the proper training and put in place the processes, policies and procedures to insure a safe worksite.

11. Meet and Exceed OSHA Standards

A company's safety goals need to extend beyond a desire to just meet OSHA standards since OSHA guidelines represent the minimum acceptable level of safety performance. Helping your workforce set higher safety goals is key to moving safety to a much higher level.

Forward-thinking safety leaders believe being safe is morally the right thing to do. Taking steps to be as safe as possible makes as much common sense as it does business sense. Of course, the biggest cost of all in being unsafe is the loss of human life or a debilitating or life-long injury. In

addition to the impact on this person and their family, unsafe work conditions also affects workforce morale and the ability of the construction industry to attract and retain new workers. A reputation for unsafe work practices also affects the image of an entire industry, a region, a general contractor, a specialty contractor, or even a particular superintendent or foreman overseeing a jobsite. Add in higher costs of insurance and lost days of productivity and it is easy to make the case for a sense of urgency in taking new steps and embracing best practices to improve safety regardless of how well a company thinks it is doing now.

Safety pays in more ways than one! ■

Georgia Branch, AGC Safety Service Highlights

- Complimentary jobsite safety training for all member firms with **Site Safety Vans**
- **Annual Safety Day Conference**
- Participation in AGC of America's and Georgia Branch, AGC's **Safety Award Programs**
- Safety, health and environmental **classroom training**
- Complimentary jobsite safety consultations for member firms participating in Chapter's workers' compensation fund, **CompTrust AGC MCIC**
- Safety **training videos** in English and Spanish
- Participation on a highly active **Safety and Health Committee**

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Georgia Branch, AGC's Young Leadership Program

Platform to Develop Leadership Skills

By Machell Harper, Georgia Branch, AGC
Director of Member Services

As the Chapter's Young Leadership Program (YLP) continues to gain momentum, we are seeing increased demand from our members around the state for easier access to the program. The YLP has 155 individual members representing 87 member firms. This same time last year, YLP boasted 120 individuals from 60 member firms, providing evidence the program is definitely expanding its reach.

Since its beginning 12 years ago, YLP participation was primarily from members in metro Atlanta. Starting this past summer, the Chapter has taken the program directly to members in and around the cities of Savannah, Macon and Columbus. Efforts continue to build the YLP in these areas, concentrating on the needs and priorities of prospective members for this group.

This rollout throughout the state fulfills one of the key goals outlined in the 2007-08 Young Leadership Program Action Plan. Specifically, the goal is to expand participation in the program while building on the success of the AGC Members First outreach effort.

In addition to geographic expansion, another way we are fulfilling the goal of expanding member participation is getting all YLP members engaged in program activities. YLP members tell us they want to be more involved to make this a richer experience.

With the leadership of Gretchen Orrin, YLP's 2008-09 Chair, Rob Dunn, YLP Vice Chair, and help from 14 other YLP Council members, concerted efforts have been made since early summer to provide members with a platform to develop their leadership skills. Seven action teams were formed, with all YLP members assigned to



YLP members recently participated in AIA of Georgia's annual CANstruction event where teams from the architecture, engineering and construction communities build structures made of canned goods throughout the corridors and stores at Underground Atlanta. The YLP designed and built a replica of Staple's Easy Button®. Constructors of the Easy Button® are (left to right) Brad Clark, McGriff, Siebels & Williams of GA; Kelley Thomas & Adam Cobb, New South Construction Co.; Karen Nelson, Athena Construction Group; David Martin, Hogan Construction Group; Gretchen Orrin, Athena Construction Group; Martin Burkholder, H & H Insurance Services; Barrett Shradel, National Construction Rentals; Melissa Caamano, J. M. Wilkerson Construction Group and Rob Dunn, New South Construction Co.

Eighty industry professionals representing Georgia Branch, AGC member firms participated in the Young Leadership Program's Roundtable Discussion in September titled *Industry Lessons Shared by Leaders in Today's Construction Market*. Participants engaged in two hours of open discussion on ways to work smarter and advance in today's competitive construction market.



at least one team focusing on a tangible activity, often in support of the YLP's Charitable Works Fund. For example, two of our action teams worked on different aspects of the annual AIA CANstruction competition. Another action team continues to work with Operation Homefront in support of military families. Two Council members are in place to facilitate each of these seven action teams, helping them get off the ground. However, the primary goal is for YLP members assigned to a particular team to exercise their leadership talents and step up to the plate to help the team achieve its goal.

According to Ms. Orrin, "The reason we have aggressively put so much in motion with these action teams is we, as young leaders, need a safe platform and a working venue where we can develop and hone our leadership skills without feeling like we are putting our job and career in jeopardy. We needed a place to experience success and make mistakes. We will learn from as many mistakes as successes." Rob Dunn agrees saying, "The YLP allows individuals to grow both personally and professionally."

Gretchen, Rob and I are extremely pleased with the response and progress we

have seen thus far from YLP members across the state. There is a new excitement level we agree will only build in the coming year as more YLP members get involved.

Throughout Georgia, YLP continues to attract the best and brightest young professionals from a cross-section of positions. Currently represented are company presidents and officers, project managers, field personnel, accountants, estimators, project engineers and administrators and account representatives.

In addition to Action Team participation, YLP members have the opportunity to

attend quarterly roundtable discussions on various professional development topics. In September, over 80 individuals heard from three industry leaders and company presidents about personal life lessons and insights into developing their respective careers. YLP also sponsors an annual kickoff meeting in August at the 755 Club during an Atlanta Braves game. Regular social and networking functions are held, providing members with informal opportunities to get acquainted, build new relationships and learn from industry peers. YLP's annual program fee offers members

a complimentary registration to either the Chapter's Annual Convention or Fall Leadership Conference.

Please contact me at either 678.298.4108 or harper@agcga.org to learn more about the Young Leadership Program and its exciting future. A copy of the program's brochure and nomination form are on the Chapter's website at www.agcga.org. ■

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Young Leadership Program Council Members

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 during the 2008-2009 term:

Gretchen Orrin – Chair, Athena Construction Group, Inc.

Robert Dunn – Vice Chair, New South Construction Company, Inc.

Jay Wicklund – Ex-Officio, Wharton-Smith, Inc., Thamer Division

Calvin Pate – YLP Representative to AGC of America's Construction Leadership Council, Harrison Contracting Co., Inc.

Brandon Cleghorn, Cork-Howard Construction Co., Inc.

Kendall Dutton, Bowen & Watson, Inc.

LaMont Eakins, C.D. Moody Construction Company, Inc.

Matt Leiter, Atlas Drywall & Acoustics, Inc.

David Martin, Hogan Construction Group, LLC

Brent Nitschke, Lusk & Company
Ricky Powell, Powell Drilling, Inc.

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Members Take Leadership Role in Developing Tomorrow's Skilled Workforce

During the past year, Georgia Branch, AGC's three regional Workforce Alliances have been actively engaged in increasing high school students' interest in and exposure to construction careers. The first Alliance, started three years ago in Central Georgia, is still going strong. Chapter members, educators, faculty and students mostly in and around Macon are working together to strengthen existing construction programs.

The second Alliance to get underway in Southwest Georgia has seen Chapter members in Albany providing financial support for the second year in a row to the annual local Career Day program. This past October, more than 220 students from area high school construction programs visited with contractors from this part of the state to get hands-on construction experience. The event, organized by the Albany Technical College and Georgia Branch, AGC members, ended up having a tremendous impact on students according to Willie Jones, a construction teacher at Monroe High School. "I think a light has come on in a lot of my students' heads as a result of this event and when we go back to the class, their interest in what I am teaching and their motivation to pursue a career in construction will change."

A Workforce Alliance in South Georgia is now following suit and experiencing tremendous interest from members and local high schools in this geographic area. "By being a part of this Alliance and aligning ourselves with CEFGA and Georgia Branch, AGC," Lee Burkett with Pinnacle Prime in Valdosta says "we are reaping the benefits of utilizing dedicated leadership who really understand the importance of addressing our workforce needs in the future." For Burkett, "the most important tangible result of our being part of the Alliance has been the personal relationships our firm has built with local teachers and students. The opportunity for us to meet students in the classrooms and on jobsite tours result in furthering the students' awareness of career opportunities in construction."



Glenn Singfield (left) of Artesian Contracting Company, Inc. and Paul DeLoach (right) of Pellicano Construction address students at the 2008 Southwest Georgia Construction Career Day Event.



On September 30, 2008, CEFGA – the Construction Education Foundation of Georgia – hosted a Skilled Worker Forum. Doug Pruitt, Chairman and CEO of Sundt Construction Company, an incoming AGC of America President, is a national authority on workforce development and provided the days keynote address helping Georgia contractors recognize ways they can make a difference in recruiting more talent to construction workforce. Pictured are Scott Shelar, Executive Director of CEFGA; Jeffrey Diamond, President of Goodman Decorating Company, Inc.; Doug Davidson, President of New South Construction Company and Georgia Branch, AGC Chapter President; Doug Pruitt; and Mike Dunham, EVP of Georgia Branch, AGC.

For Paul DeLoach with the Pellicano Construction in Albany, the Workforce Alliance in Southwest Georgia has provided "an opportunity for a higher level of interaction between students and construction professionals where meaningful relationships are being formed." According to DeLoach, "the enrollment in construction-related education has doubled over the last year at the high school level."

Christy Kovac with Chris R. Sheridan & Company, another highly engaged Chapter member who is championing Workforce Alliance efforts in the Central Georgia area, says "by uniting interested students and construction industry mentors, a qualified pool of students anxious to join the construction industry is taking place." To date, this particular Alliance has promoted construction careers to hundreds of students at

Building Relationships and Honoring Industry Achievements

Over 360 individuals including Chapter members and their families participated in and enjoyed this year's Annual Convention, held in June at the Hilton Sandestin Beach Golf Resort and Spa in Destin, FL. This is the time of year the Chapter installs new Board members, presents the prestigious Skill, Integrity and Responsibility Award and members come together in an informal atmosphere to meet with one another and enjoy time away from usual work routines.

During the convention, members participated in a variety of planned group events, including networking receptions, a business session, awards programs for safety and construction excellence, a golf tournament and dinner functions, including an installation dinner for the Chapter's new president, Doug Davidson of New South Construction Company, Inc.

Over 100 participants employed by member firms completed an online survey asking for candid feedback on their convention experience. With a response rate topping 95 percent, members overwhelmingly gave the Annual Convention high marks in meeting their expectations. We are pleased to report more than 28 percent of attendees at convention were first-time participants.

Georgia Branch, AGC gives a special thanks to our 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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The last order of business for 2007-08 Chapter President Rick Allen (left) was presenting Mr. E. Ray Morris with the 2008 Skill, Integrity and Responsibility (SIR) Award, the Chapter's highest honor an individual can receive. Mr. Morris is the President and Founder of Venture Construction Company, a chapter member since 1972.



Doug Davidson, President of New South Construction Company, Inc. (left) happily accepts the President's Gavel from 2007-08 Chapter President Rick Allen, Chairman of R. W. Allen, LLC, after being installed as the Georgia Branch, AGC's 2008-2009 Chapter President.

See you in 2009!

Please mark your calendar now and encourage your co-workers and their families to join us for the Chapter's 2009 Annual Convention at the Amelia Island Plantation in Florida on Sunday, June 7-Wednesday, June 10. You don't want to miss it!

ANNUAL CONVENTION WELCOME DINNER AND PARTY

Sixty golfers played in the Annual Convention's Tournament at Raven Golf Course on Sunday morning. Later in the afternoon, members gathered on the pool deck overlooking the white sands of the Gulf for the Welcome Dinner and Party . . . until the rain came! We took our party indoors and the band kept playing late into the night!



John Ford, his wife, Donna Thrasher, and John Rioux of Duffey Southeast attend the opening event.



Preston Samford, Gibraltar Construction Group, Inc., and Ken Swofford, Swofford Construction, Inc., were good sports as the rain came during the outdoor Welcome Party on Sunday evening.



Chris West with Brent Scarbrough & Company and his wife, Bethany, and their son, C. J., enjoyed the Welcome Party.

Getting Involved



Chris and Rebecca Ryan; Erin Murphy; George and Karen Clackum; and Amy and Mike Tomlin, all with Hogan Construction Group, relaxed on the pool deck during the Welcome Party.

YOUNG LEADERSHIP PROGRAM DINNER

On Monday evening, more than 60 Young Leadership Program participants and their guests enjoyed dinner at Poppy's Seafood Restaurant at Baytowne Wharf. With the sun setting over the bay, it was an enjoyable social event for our industry's young professionals!



MONDAY MORNING BUSINESS SESSION

Several members began their morning visiting with U.S. Senator Saxby Chambliss at a "Coffee with the Senator" fundraiser. Immediately following this gathering, many members met at the Business Session, with the Senator as keynote speaker. Steve Sandherr, CEO of AGC of America, followed the program with an update on national affairs. Ken Simonson, Chief Economist with AGC of America and Rajeev Dhawan, Ph.D. of Georgia State University, rounded out the morning's program with insights on the national and state economic forecasts.



The Monday morning business session was a tremendous success. Over 200 participants packed the ballroom to hear U.S. Senator Saxby Chambliss' remarks.



Chapter President Rick Allen (2007-08) presented Senator Chambliss with a PAC contribution representing local Georgia Branch, AGC members' and their support of AGC of America's PAC.



Economists Dhawan and Simonson answered questions from attendees about the downturn in the economy.

TUESDAY AWARDS PROGRAM

Everyone likes to be recognized and no one ever wants to turn down a great return on their investment! Directors of CompTrust AGC MCIC workers' compensation program presented members attending the convention with their dividend checks. Member firms with excellent safety records were also honored along with the "best of the best" construction projects in the Build Georgia Awards program!



More than 160 member firms who participate in the Chapter's workers' compensation fund, CompTrust AGC MCIC, received a portion of the 2007 program year's \$1.8 million dividend. Several were on hand at the convention to be the first to receive their checks!



Safety Awards were presented to member company representatives who earned honors from AGC of America and Georgia Branch, AGC.



Honors were presented to several firms who submitted projects with elements of "sustainable construction" for consideration in the Build Georgia Awards program.

FAMILY FUN

Several families gathered on the beach in front of the Hilton Sandestin on Tuesday afternoon to participate in the AGC's Sandcastle Contest. While they wouldn't admit it, the adults were more excited about the contest than the children! After an agonizing vote by the hotel's Kids' Program staff, first place was awarded to Jenna and Lauren Brown. Their dad, Robert, is with Coreslab Structures (Atlanta), Inc.



Getting Involved

TUESDAY EVENING RECEPTION AND DINNER

Georgia Branch, AGC hosted its annual officer and board of director installation dinner following a cocktail and hor d'oevres reception. At the dinner, the SIR Award is presented to an individual who has distinguished themselves by making a significant contribution to the industry.



Raymond Moody and Paul Meadows with Batson-Cook Company enjoy time with Scott Laye of Brasfield & Gorrie.



Mark and Nikki Cox with F & W Construction Foundation Division joined 225 other members for the Annual Convention's closing reception.



Phil Roy with Barton Malow and John Spangler with Alston & Bird, LLP, catch up with each other during the reception.



2008 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.



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, which is now at an all-time high.

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

Please watch your mail and the Chapter's e-newsletter, *The Forum* in early January 2009 for a nomination form to the 2009 Build Georgia Awards Program. Winners are announced at the Chapter's Annual Convention June 5-10, 2009 in Amelia Island, Fla.

Georgia Branch, AGC is proud to showcase the member contractors for their winning projects in the 2008 Build Georgia Award program. Congratulations!

general contractor award winners



Allen & Graham helps historic City Hall set sail to future

General Contractor: Allen & Graham, Inc.

Project: Historic City Hall Restoration

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

Architect: Rowley & Associates

Old City Hall was the geographic and cultural center of the small seaport city of Darien on the southeastern coast. It was important to keep the old building to preserve the city's history, but updating the offices was necessary to carry the city into the 21st century.

For the project, Allen & Graham, Inc., had to stabilize and repair the outside walls and windows and build new offices inside,

which included new roof trusses, new electrical HVAC and plumbing, new elevator installation and new interior finishes.

The challenge for the project was constructing a new building inside the walls of an old building without risking collapse. A & G's field personnel were quick to identify potential problems so they could be addressed and the best possible solutions could be implemented.

Complete communication among the contractors, architect and the city of Darien was paramount in preserving the integrity of the structure, as well as the safety of all involved. Before the project could start, asbestos construction materials were abated.

The city closed the street of the east side of the building so A & G's crane could remain stationary during rigging activities.

Architect Ed Rowley compared the renovations to "building a ship in a bottle." It required complete cooperation and a light touch to construct a new facility within the walls of history.





general contractor award winners

Barton Malow goes green in public school construction

General Contractor: Barton Malow Company

Project: Renaissance Middle School
Project Category: Firms with Gross Construction Revenue Over \$100 Million; Design-Bid-Build; Building; New

Architect: Stevens & Wilkinson Stang & Newdow

** This project also won a Merit Award in the "Best Sustainable Building Practices" category.*

Originally scheduled to be built in 14-16 months, Renaissance Middle School in Fairburn was completed in 10 months in order to have it opened for the 2007 school year. The school is part of a prototype series of middle schools built in Fulton County. It is a 197,000-square-foot, single story, steel with brick veneer building featuring full athletic facilities

including ball fields, tennis and basketball courts.

The rigorous schedule was demanding for Barton Malow Company, but the construction team succeeded in maintaining timely delivery on materials and working long hours, while still maintaining the highest of safety standards. The design team frequently walked the project to identify problems before they escalated. This foresight reduced construction time and delays.

Barton Malow was also able to incorporate many green methods into construction. From labeled dumpsters for recycling, 761 tons of material from the jobsite was recycled. Using special machinery, concrete, gypsum, wood and cardboard and ceiling tile were all ground up and the by-products were

shipped to various parts of Georgia to be recycled.

Fifty-six percent of the construction debris was recycled, which had a positive effect on the local environment and economy. Barton Malow has proposed to include signage on future Fulton County Schools projects denoting "Fulton County Cares" in association with environmental practices.



Beck Group gives shopping mall a facelift

General Contractor: The Beck Group

Project: Lenox Square West Mall Overbuild

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

Architect: RTKL Associates

Lenox Square is a 50-year-old shopping center in Atlanta's Buckhead district. The mall owner decided it was time for another addition to keep up with the demand for Buckhead retail space, and the Beck Group was hired for the job.

The wing of the mall to receive the second story addition was the luxury wing, home to tenants such as Cartier, Nicole Miller and Louis Vuitton. The West Mall overbuild added a new second story to the west wing of the mall without increasing the footprint of the building.

On the existing mall level, approximately 19,000 square feet of small shops were converted to expansion space for Neiman Marcus and an exit corridor was added with a new elevator and escalator to replace an exit corridor lost in the Neiman Marcus expansion. On the plaza/basement level, the shell of Neiman Marcus was also expanded out about 15,000 square feet to align with the expansion into the mall level.

The complexities involved with erecting a heavy steel structure over an existing occupied building were enormous. The steel structure included 60-foot tall columns and 13-foot deep trusses weighing in excess of 40,000 pounds. Given the size of these steel members and the distances at which they had to be placed, the

columns and trusses often had to be spliced, with the columns welded in place and the trusses lifted from either side of the existing building by separate 700-ton capacity cranes, and welded together as they were held in place.





Cork-Howard phases in hospital renovations

General Contractor: Cork-Howard Construction Co.

Project: Union General Hospital – West Wing & LDR/C-Section Renovation

Project Category: Firms with Gross Construction Revenue Between \$50-100 Million; Design/Build; Building; Renovation

Architect: CDH Partners, Inc.

Union General Hospital in Blairsville is a small community hospital established as an outpatient clinic in 1959. It has since evolved into a state-of-the-art facility dedicated to providing the area with top-notch medical care. The hospital now houses 45 patient rooms, a surgical department, clinical laboratory, critical care unit, imaging center and emergency department.

Cork-Howard Construction Company was awarded a two-phased project involving the

complete renovation of the hospital's West Wing and the renovation of the LDR and C-Section Suite of the hospital dedicated to child birth.

The interior construction of the LDR/C-Section suite was primarily concerned with disease control issues of airborne pathogens. Construction occurred in close quarters to patients in the labor and delivery area of the hospital, which could not be shut down or impaired in any manner.

The flexibility in the phasing process was unique to this project in that it was handled in piecemeal fashion so no shutdowns occurred throughout the entire period of construction, even with the turnover of fully functional HVAC, plumbing and medical gas

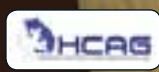
systems. The unorthodox phasing was not quite what the hospital administration anticipated, but the project manager and superintendent were able to communicate the benefits to the hospital in terms of safety and scheduling.



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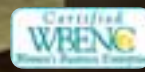
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general contractor award winners

Garbutt/Christman help preserve history at GSU

General Contractor: Garbutt/Christman, a Joint Venture Partnership
Project: Cone Hall Renovation
Project Category: Firms with Gross Construction Revenue Over \$100 Million; Construction Management at Risk; Building; Renovation
Architect: Cogdell & Mendrala Architect

Constructed in 1954 as a student dormitory on the campus of Georgia Southern University in Statesboro, Cone Hall had been closed as a residence facility for several years. The Garbutt/Christman team converted the three-story facility into offices and administrative space for the Jiann-Ping Hsu College of Public Health. The facility also houses the Student Disability Resource Center, Regents Center for

Learning Disorders and the Academic Success Center.

It was a requirement for the team to preserve the historic character of the building while adapting it for its new function, so several elements such as the existing entry lobby fireplace and plaster arches and columns were preserved or restored. The grand open stairway and exterior façade were also maintained.

The project team devised a proactive approach to scheduling that allowed the delivery of the finished product two months early in order to meet the needs of the campus, all while the campus remained fully operational. Also, in order to maximize the use of the real estate, a new basement level was

created to house faculty offices and student facilities.

Georgia Southern has been a landmark in the Statesboro community for more than 100 years. This project proved to be successful in preserving Cone Hall's history as well as providing a new home for a school dedicated to community-based public health outreach and service.



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Gay Construction gets new hospital wing off to healthy start

General Contractor: Gay Construction Company

Project: Emory University Hospital Expansion – Neuro Critical Care Unit

Project Category: Firms with Gross Construction Revenue Between \$50-100 Million; Construction Management at Risk; Building; New

Architect: Bill Alexander, HKS, Inc.

Health care and cutting-edge technology have placed Emory University Hospital at the forefront of medicine and life-saving action since 1905. The addition of the Neuro-Critical Intensive Care Unit enables Emory to stay out front while transforming how they deliver medical care.

The building of the new wing is like no other ICU at Emory Hospital and it represents a convergence of medical and social

forces at play in health care. Gay Construction Company was involved from the beginning to ensure that all criteria were addressed during construction.

The wing features 20 state of the art single patient ICU rooms, ceiling mounted equipment, nurse’s stations and observation platforms. Other elements are the large family waiting room, kitchenette, family shower rooms, children’s play area and washer and dryer facilities.

Construction began with the demolition of an existing rooftop courtyard and the addition of a two-story, 30,000 square-foot steel and concrete structure with an EIFS façade. The new building was erected on top of an existing roof and over busy laboratories. The firm removed 1 million

pounds of brick paver and concrete planters to access the structural slab.

Gay Construction maintained uninterrupted hospital deliveries during demolition and construction. The intense coordination of plans and schedules allowed the project to be completed on time even though the jobsite did not have a staging area for materials.



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“The Owner wanted to push the envelope... Gay Construction’s management and scheduling of the project went like clockwork.”

Bill L Alexander, AIA
HKS, Inc.



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general contractor award winners

Hogan Construction makes it more fun to visit the YMCA

General Contractor: Hogan Construction Group, LLC.
Project: Fowler YMCA Addition & Renovation
Project Category: Firms with Gross Construction Revenue Between \$50-100 Million; Design-Bid-Build; Building; New
Architect: Wakefield Beasley



* This project also won a first place award in the "Best Sustainable Building Practices" category.

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The Fowler Family YMCA in Norcross serves a diverse community including area families, seniors and youth. In 1999, it was determined the YMCA needed to expand the facility to better cater to the needs of the membership and a design was developed for a renovation and expansion to include a new senior center with viewing gallery and atrium, new aerobics and fitness facilities, expanded locker room areas and a new teen center.

Hogan Construction Group was awarded the contract for the project in 2005 after funding became available on the condition that the project pursue LEED certification from the U.S. Green Building Council, even though it was not originally designed to be a certified building.

After its completion, the building was awarded Silver LEED Certification, which is a full level above the goal of basic certification. There were other challenges on the project including the coordination of construction activities while maintaining the full operation of the existing facilities.

Additionally, the implementation of innovative construction materials and techniques were needed on the project, such as the use of low VOC fire resistive metal coatings for exposed steel columns and the development of a plan to research, substitute and install "greener" materials than those in the original project specifications.

Hogan's open partnership with the project's subcontractors helped develop specific procedures for protecting materials and existing finishes and formed a site culture that had everyone working together to recycle as much construction waste as possible.

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Holder builds bridges to better learning environment

General Contractor: Holder Construction Company
Project: Georgia State University Library Transformation
Project Category: Firms with Gross Construction Revenue Over \$100 Million; Construction Management at Risk; Building; Renovation
Architect: Leo A. Daly

The Georgia State University libraries house more than 1.3 million volumes and have 12,000 periodical and newspaper titles. The library plays a role in achieving GSU's commitment to urban relevance by serving its students from across the globe.

Holder Construction Group had the enormous task of helping Georgia State meet its goal of renovating the 150,000-square-foot Library North, constructed in 1966, and the

125,000-square-foot Library South, constructed in 1984. The two buildings are joined by bridges spanning a major traffic artery.

An additional bridge was constructed for the project and the three existing bridges were expanded. Goals for these bridges, or links, were accomplished through cooperation with the City of Atlanta to close Decatur Street in order to use cranes to place the steel required for the link expansions and additions.

The project scope included building 55 small and large group study rooms, a new computer commons and a study lounge. Both main buildings were brought into compliance with national and state codes as they

apply to fire and life safety, ADA, mechanical, electrical and telecommunications. Both libraries remained opened during the transformation.



KBD Group creates state-of-the-art manufacturing plant

General Contractor: Kajima Building and Design Group
Project: Nichiha
Project Category: Firms with Gross Construction Revenue Over \$100 Million; Design/Build; Industrial; New
Architect: Ivan Sarria

** This project also won a Merit Award in the "Best Sustainable Building Practices" category.*

The Nichiha Project in Macon is the premier manufacturing facility developed by Nichiha in the United States. This high-tech art fiber cement and production and priming facility was developed over an existing 60-acre site and it contains a process that expands over 294,500 square feet.

Kajima Building and Design Group's facility scope included the design and construction of the manufacturing plant

and numerous support buildings, as well as various exterior areas and a loop of paved roadways that were part of the overall dedicated support of the facility.

Due to the tight schedule, pre-engineered systems were selected for the structural steel and architectural exterior systems and clean-cut lines and soft exterior colors were provided to create a sense of organization and efficiency.

The engineering and project design responsibilities for the Nichiha project included finding a way to convey processed slurry without clogging lines, structural concrete design for foundations with multiple elevation changes, intricate curves, protrusions and high loading, and design of the multiple-level mixing platform.

KDB Group also completed the entire design, specification and procurement for the owner's paint distribution system, steam system and compressed air system.





general contractor award winners

LUSK turns century-old church into modern-day theatre

General Contractor: LUSK & Associates, Inc.
Project: Aurora Theatre – City of Lawrenceville Performing Arts Center
Project Category: Firms with Gross Construction Revenue Between \$5-20 Million; Design-Bid-Build; Building; New
Architect: Foreman Seeley Fountain

** This project also won a first place award in the "Best Sustainable Building Practices" category.*

The Aurora Theatre project provided a new performing arts center for the City of Lawrenceville consisting of transforming a turn-of-the-century church into a massive theater with two stages, dressing rooms, office spaces and a grand lobby.

LUSK was faced with the challenge of accomplishing this goal on a tight site, an aggressive schedule and with critical portions of the work being provided by the city. Also, while the existing building structure was sound, the building suffered from extreme water damage, abuse, and a general state of disrepair.

The centerpiece of the project was a large lobby, capable of holding a full house and connecting to the entrances from the street and a new parking deck, which was being completed by the city under a separate contract. The Sunday school spaces became offices, rehearsal spaces and meeting rooms. Two levels of access to the multi-level parking deck brought the 100-year-old structure up



to modern day transportation needs and accessibility requirements.

As the owner of the theatre, the City of Lawrenceville conducted all of the inspections. The city engineer was actually the city's onsite representative and the close alliance between him and the architect proved to be a key factor in resolving issues before they escalated into problems.



We congratulate
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LUSK & Associates breathes new life into schoolhouse

General Contractor: LUSK & Associates, Inc.

Project: Clarkston Community Center

Project Category: Firms with Gross Construction Revenue Between \$50-100 Million; Firms with a Gross Construction Revenue Between \$5-20 Million; Construction Management at Risk; Building; Renovation

Architect: Rossini Architecture

The 80-year-old Clarkston building was falling apart until a restoration project by LUSK & Associates, Inc., transformed the dilapidated schoolhouse into a vibrant community center. The project revitalized the structure while preserving its historic charm.

The building had become so termite infested, rotted and deteriorated,

construction and repair crews were not aware of the full extent of the damage until uncovering it themselves. LUSK had to document and communicate its findings to the design team as well as craft temporary shoring plans and perform structural repairs.

LUSK was able to jack and reinforce the main roof timber truss, remove roof sag and repair the roof, remove and replace the wall framing, and extend the roof soffit and purlins ahead of schedule, within budget constraints and with a "zero incidence rate" for safety. All this was done without the benefit of any usable

architectural or structural details, as none were left after years of neglect.



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general contractor award winners

C. D. Moody gives new look to old school

General Contractor: C. D. Moody Construction Company
Project: Crawford Long Middle School
Project Category: Firms with Gross Construction Revenue Between \$20-50 Million; Construction Management at Risk; Building; Renovation
Architect: Perkins & Will

C. D. Moody Construction, Inc., was given a difficult task in renovating Crawford Long Middle School, a 52-year-old building in Atlanta. The project consisted of renovation of four existing structures including a gymnasium, cafeteria, media center and a 30,000 square-foot third-level addition to classroom building.

This project was on an 18-month construction schedule, with the first six months focused on the interior and exterior skin demolition of four existing build-

ings that were constructed in 1955 and the media center built in 1978. The 52-year-old structure was to remain intact.

CDM was challenged with the unknown, abandoned underground storm and sewer lines, 52-year-old concrete slabs and hollow CMU block walls in some areas that were to remain. The project involved major demolition but CDM had to be conscientious of beams and columns that were to remain to support the third-floor addition to the classroom building.

The added challenge of the classroom addition was to erect a steel structure above an existing roof that was to be trapped below a steel-frame floor with a very difficult fastening system. CDM went with A-force connection to meet wind load requirements and ensure

stability.

There were many rainy days and cold temperatures that had an impact on site work and the pouring of concrete. CDM implemented an overtime schedule for three months and each week the team was able to recover lost time, allowing the project to be completed on schedule.



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New South renovations help airline terminal take flight

General Contractor: New South Construction Company, Inc.

Project: Delta Air Lines South Terminal Ticketing Renovation

Project Category: Firms with Gross Construction Revenue Over \$100 Million; Construction Management at Risk; Building; Interior Buildout

Architect: Corgan Architects

The Delta Air Lines terminal ticket lobby at Hartsfield-Jackson Atlanta International, the world's busiest airport, needed improvements made to everything from offices and kiosks to ticket counters and baggage conveyors.

All of this and more was replaced by New South Construction while the ticket lobby maintained daily operations and airline passengers remained unaware of any construction activity. At no point during the build-out was construction

allowed to be visible to travelers, meaning work often was performed behind closed partitions or at night, while airport operations were slowest.

A significant part of the work took place outside and in close proximity to aircraft, but continuous cleanup efforts by the construction team helped prevent any potentially hazardous situations caused by blowing debris. Additionally, all planning and construction activities for the project required strict cooperation with local and federal law enforcement and security agencies.

Due to the difficulties in a job of this scale New South staffed the project with a highly qualified management team that was able to react quickly to unexpected

conditions and develop prompt solutions to problems encountered in the field.

All demolished material and construction debris was separated and recycled and a new configuration of the ticket lobby opened up what was formerly a dim atmosphere, allowing more natural light, thus saving energy.



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general contractor award winners

New South gives lift to air base hangar

General Contractor: New South Construction Company, Inc.
Project: Dobbins ARB Maintenance Hangar Renovation
Project Category: Firms with Gross Construction Revenue Over \$100 Million; Design/Build; Building; Renovation
Architect: Rosser International



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The renovation of a 60,000 square-foot aircraft hangar at Dobbins Air Reserve Base in Marietta was affectionately referred to as “The Extreme Hangar Make-over” by the New South construction team.

The idea for the project was to convert one bay of the hangar into an engine maintenance shop and office space and the modification of a second bay to allow a C-130 aircraft to pull all the way into the space for maintenance. This required cutting a section out of the existing exterior wall and roof structure to require adequate clearance.

A complete new four-pipe HVAC system and 2,500 kva electrical system was installed in the area of construction. Another interesting part of the project was the aircraft bay fire suppression system. Having been built in 1942 as part of the war effort, the original building was equipped with an antiquated system. The system was replaced with an “Overwing High Expansion Foam System,” which combines the flow of nearly 4,000 gallons of water per minute with a 2 percent concentration of fire-fighting agent.

Working with the U.S. Army Corps of Engineers was challenging, as safety and accuracy had to be high priorities, but solid planning and management and open communication with the client helped ensure the success of the project. It was ultimately recognized by the Savannah District Office with a “Sustained Superior Safety and Performance” award.

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New South upgrades concourses at Atlanta airport

General Contractor: New South Construction Company, Inc.
Project: Hartsfield-Jackson Atlanta International Airport Concourse Cosmetic Upgrades
Project Category: Firms with Gross Construction Revenue Over \$100 Million; Design-Bid-Build; Building; Renovation
Architect: Stanley Love-Stanley Architect, HHST, Newcomb & Boyd

One of the biggest challenges specific to the restroom renovation was avoiding interference with the operations of all the tenants, such as the airlines and concessions, during the course of construction.

The unique nature of this renovation comes from the fact that all the work had to be completed in buildings that remained open and operational 24 hours a day. Conducting such a project without interrupting operations at the world's busiest airport is a difficult task, which makes it all the more impressive that the project was completed ahead of schedule and under budget.

Good scheduling and planning was a major factor in the success of this project and flexibility and the ability to react quickly to unforeseen

situations was needed at all times. The project included very detailed scheduling requirements, such as the mandate that each concourse have two operational restrooms at all times, which involved extensive coordination with various airport tenants.

As part of a 10-year \$5.4 billion capital improvement program, Hartsfield-Jackson Atlanta International Airport awarded New South Construction the contract to upgrade Concourses A, B and C.

The scope of work included the replacement of all visible surfaces except the ceilings on boarding level of each concourse and the complete renovation of all the restrooms.



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general contractor award winners

New South revamps old county jail

General Contractor: New South Construction Company, Inc.
Project: Oconee County Jail
Project Category: Firms with Gross Construction Revenue Over \$100 Million; Construction Management at Risk; Building; New
Architect: Precision Planning, Inc.

The jail in Oconee County was built in the 1980s and the 25-year-old building was in bad shape. Members of the maintenance staff were constantly faced with roof leaks, mechanical problems and so on. Also, outdated design of the facility provided poor sightlines and, coupled with aging security locks, posed serious security risks.

The new complex, built directly adjacent to the existing jail, is designed to meet the growing needs of the county by improving security measures and consolidating various

emergency and law enforcement divisions under one roof. In addition to the new jail and sheriff's office, the facility houses a 911 Dispatch and Emergency Operations Center.

Security and safety concerns presented a logistical nightmare during the project as New South had to share the job site with an active jail, which allowed some inmates the privilege of performing duties outside the jail. The fact that the extremely high-risk undertaking was completed without security problems is a credit to the diligence of the construction crews and the cooperation with law enforcement officials.

Unusual tasks like the installation of state-of-the-art video systems presented other challenges to construction crews, as did the need for blasting on the job, but po-

tential problems were avoided by good project management, which included, but was not limited to the selection of high-quality subcontractors.

As a testament to the success of the project, New South was awarded the \$30 million contract for Jackson County Jail, which was in large part based on the recommendations from Precision Planning, Inc., and the Oconee Sheriff's Office.



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New South completes building project for historic school

General Contractor: New South Construction Company, Inc.
Project: Wesleyan School Fine Arts and Administration Complex
Project Category: Firms with Gross Construction Revenue Over \$100 Million; Construction Management at Risk; Building; New
Architect: Chapman, Coyle Chapman

Over the past 11 years, New South has completed a variety of projects in an effort to turn Wesleyan, previously a rustic private school, into a premier learning institution. The Fine Arts and Administration Complex were the final buildings completed during the school's "Complete the Campus" campaign.

The project included the new construction of a three-story Fine Arts Building, renovation of Marchman Gymnasium and the addition of a new Administration Com-

plex. The new addition to the gymnasium embodies Wesleyan's original vision of providing students with a sense of "home, church and community" and the fine arts building features a blend of old-fashioned comfortable decoration and state-of-the-art learning technology.

One of the major challenges in completing the new complex was performing construction while maintaining a fully operational campus. All deliveries and daily construction activities had to be coordinated with the school's drop-off and pick-up times. New South also made special provisions to allow for school events to take place, halting construction for scholastic testing and graduation.

Also, during the beginning phases, the project suffered a month's delay due to inclement weather, but through innovative planning and overtime work, New South was able to make up for the time lost and completed the project on schedule.



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general contractor award winners

Piedmont Construction revives historic Ice House

General Contractor: Piedmont Construction Group

Project: The Ice House

Project Category: Firms with Gross Construction Revenue Between \$50-100 Million; Construction Management at Risk; Building; Renovation

Architect: Larry Pope, SP Design Group

** This project also won a Merit Award in the "Best Sustainable Building Practices" category.*


During the period of post-Civil War reconstruction, Macon served as a transportation hub for the entire state of Georgia. The Ice House was built in 1890 for the Atlantic Cold Storage Company, which was able to serve customers who arrived in carriages or buggies.

Piedmont Construction Group's 2007 renovation of the Ice House truly added strength to the revitalization of downtown Macon. Piedmont worked to provide constructability analysis while accounting for the fact that preservation of the historic structure came first and foremost. Piedmont was able to implement a design that maintained the historic features of the exterior and offered high-end features on the interior.

The adjacent River Walk and Central City Park add the elements of nature and a community feel to the Ice House and many other nearby renovated buildings. The area has become rich with cultural attractions and venues.

Removal of the existing tower structures of the Ice House proved tricky and presented several difficult

obstacles. The highlight was official notification from Norfolk Southern Railway that their entire communication infrastructure for the state of Georgia was routed below one of the towers and could not be rerouted or taken offline. Overcoming this and other hurdles was accomplished through creative schedule management.

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Rogers accomplishes major renovation for nursing home

General Contractor: Rogers Construction Company
Project: Ashton Woods Rehabilitation Center
Project Category: Firms with Gross Construction Revenue Under \$5 Million; Design-Bid-Build; Building; Renovation
Architect: David R. Polston

** This project also won a Merit Award in the "Best Sustainable Building Practices" category.*

Renovation of the 157-bed Ashton Woods nursing home earned Rogers Construction Company accolades for design and sustainable building practices. The project included across-the-board upgrades of the home while dealing with the complexities that accompany working on a fully operational facility.

The complications included added safety precautions for working around residents, staff and visitors, the need for continual cleanliness, the necessity to minimize noise, and the scheduling and coordination of work with staff to ensure that day-to-day care of residents was not compromised.

There were occupied rooms adjacent to and across the corridor from the rooms being worked on, resulting in a constant flow of traffic including wheel chairs, stretchers, carts and lifts through the work area. The project's superintendent stressed the importance of not leaving potentially hazardous tools and materials lying around.

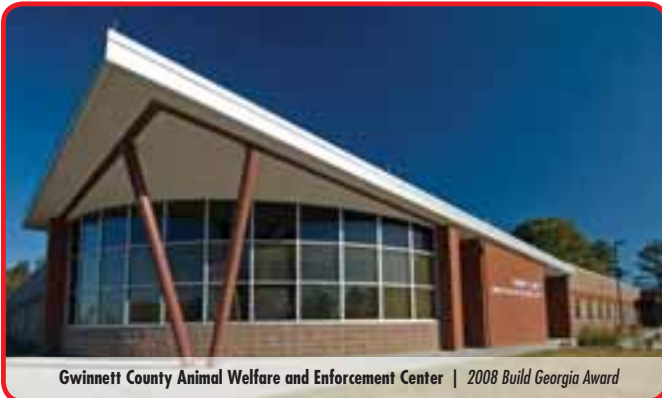
One particular challenge was minimizing dust and protecting the work area while the floor was cut up along a busy corridor for the installation of a sanitary sewer for a

new patient room. The trench had to be left open for 24 hours for inspection and full access had to be maintained for the facility during this time.

Despite the complications Rogers kept an excellent relationship with facility representatives throughout the project, completed the contract without safety incidents and succeeded in ensuring maximum revenues were maintained for a satisfied owner.



Ashton Woods Rehabilitation Center | 1st Place 2008 Build Georgia Award



Gwinnett County Animal Welfare and Enforcement Center | 2008 Build Georgia Award

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general contractor award winners

Rogers revitalizes Gwinnett animal shelter

General Contractor: Rogers Construction Company

Project: Gwinnett County Animal Welfare and Enforcement Center

Project Category: Firms with Gross Construction Revenue Between \$50-100 Million; Design-Bid-Build; Building; New

Architect: Pond & Company, Inc.

The Gwinnett County Animal Welfare and Enforcement center was constructed to humanely house hundreds of animals in a sanitary, air conditioned building while remaining attractive to the public. One of the remarkable features of the facility is that the areas that house the animals are designed to control the spread of disease.

Rogers Construction Company contributed innovative ideas when faced

with challenges that arose during the construction of this facility. Special concrete forming techniques were implemented that allowed the construction of the kennels to meet the rigorous standards required for their intended use.

Safety was paramount at the jobsite and a strict program that consisted of the constant monitoring of safety issues, weekly safety meetings and on-site safety training resulted in the completion of this job with no lost time accidents and no reportable injuries.

Many of the design concepts in this project followed or exceeded LEED recommendations.

Offices, adoption areas, classrooms and animal enclosures all are in close proximity to natural daylight. Landscaping consists of locally grown native trees and shrubs and Bermuda laws selected to survive without irrigation.



Chris R. Sheridan & Co. rejuvenates troubled Catholic church

General Contractor: Chris R. Sheridan & Company

Project: Sacred Heart Catholic Church

Project Category: Firms with Gross Construction Revenue Between \$20-50 Million; Construction Management at Risk; Building; New

Architect: Azar Walsh Architects

The congregation at Sacred Heart Catholic Church in Warner Robins found a friend in Chris R. Sheridan & Co., when the company offered to help build a new church that a strong growing population could use for years to come.

The company went down a long journey that took more than three years and at one point had a cost of \$8.3 million against a budget of \$5.5 million. In the end, however, the project produced a house of worship that was actually 100 square-feet larger than the original plan and came under a budget of \$5.7 million.

In order to make the budget work, the beauty of the place needed to be achieved with a judicious use of very few materials. For example, the roof structure consisted of wood trusses on top of the glu-lam arches, which was necessary to accommodate the lighting system desired by the church.

The fixtures required a 24-inch truss depth and due to the size and occupancy of the structure, a fire rated assembly was required to protect the resulting attic space. Builders were concerned about any material installed as a wood ceiling under the fire rated assembly because of possible shrinkage over the years. At the request of the architect, Sheridan investigated various

products that would give the owner the desired look, and settled on a synthetic prefinished flooring that was an inert material and would not shrink.





Stroud brings Gresco facility into new light

General Contractor: Stroud and Company
Project: Gresco
Project Category: Firms with Gross Construction Revenue Between \$5-20 Million; Design/Build; Building; New
Architect: Mr. Daly Smith

Gresco (Georgia Rural Electrical Service Company) in Southern Monroe County provides electrical equipment and supplies to electrical service cooperatives, municipalities, utilities and electrical contractors with statewide access in mind.

Stroud Enterprises, Inc., set to work on developing a new complex for Gresco including an administrative building housing a Georgia Division Office, a corporate headquarters and a training facility. While the headquarters is an

impressive facility, it is a tool to support inventory distribution. Directly to the South of the headquarters Stroud developed the Georgia Distribution Center including a 80,000 square-foot warehouse, a 40,000 square-foot warehouse and 330,000 square feet of concrete storage yard.

The features of the facility's design provides for uninterrupted inventory distribution and management in all weather conditions and emergencies. These unique features along with the logistical challenges of developing the facility make for an impressive project.

Underlying all the design decisions and criteria was the reminder that the facility must be operational

during all weather events. The backup generators, redundant computer systems and hardened IT rooms were all discretely blended into the appearance of the complex.



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general contractor award winners

Baptist church is uplifted by Van Winkle & Company

General Contractor: Van Winkle & Company, Inc.

Project: Zion Baptist Church

Project Category: Firms with Gross Construction Revenue Between \$50-100 Million; Design-Bid-Build; Building; New

Architect: CDH Partners

Zion Baptist Church in Marietta was started in 1836 by the first slave allowed to worship at Marietta First Baptist Church. Over the years, Zion has grown from a small building off a side road from Marietta Square into a prosperous organization worthy of its new sanctuary capable of holding 1,200 people.

Van Winkle & Company logged more than 28,000 man hours to complete the structure, which is located at one of Marietta's busiest downtown corners. The structural frame of this building was

made of glue-lam arches over 80 feet long. The team had to work with the glue-lam supplier to plan to ship these arches in eight sections to fit into the small lay down area.

The project also required an innovative foundation system. Despite having the soils tested, it was discovered during construction the ground water table was higher than the finished floor elevation of the church's basement. The foundation system originally designed would no longer be possible to build.

The construction team proposed changing the foundation to Vibro-Piers. More than 130 of these impact piers were installed

in just three weeks time. This innovative foundation system allowed the church to keep the basement in their project and the quick installation helped the contractor make up part of the time lost to the discovery of unsuitable soils.



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Van Winkle updates high tech data center

General Contractor: Van Winkle & Company, Inc.

Project: Edata Systems Center at Marble Mill

Project Category: Firms with Gross Construction Revenue Between \$50-100 Million; Design/Build; Building; Interior Buildout

Architect: CDH Integrated Building, LLC

Constructing the Edata Systems Center at Marble Mill in Marietta involved retrofitting an area for a different use other than the one for which it was originally designed. Van Winkle & Company, Inc., had to do complete upgrades to the medical office building's basement mechanical systems, electrical systems and triple-redundancy backup systems to ensure the information stored on the system center's computers would be secure.

The 7,600 square-foot build out involved constructing a ventilation system with duct work and blowers to exhaust the fumes from welding the water piping from the chiller used to cool the computer equipment. The Van Winkle team also devised a plan to bore underneath an existing retaining wall foundation to enable installation of chiller pipes and conduit.

As a cost saving item, the teams recommended to the owner they use PEX Pipe for the cooling system from chiller lines to the computer cooling equipment manifold and managed to save the client a considerable amount of money.

Van Winkle also used stained concrete as a floor finish in the data storage

room, which eliminates the need for recovering and produces less waste and environmental impact in comparison to manufactured products.



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general contractor award winners

Warren shines in improving medical machinery

General Contractor: Warren Associates, Inc.

Project: MRI Relocation and Expansion

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

Architect: CDH Partners, Inc.

Warren Associates, Inc. was tasked with relocating a MRI magnet from a neighborhood branch of the Medical Center of Central Georgia to the Georgia Imaging Center at the Medical Center's main hospital complex in downtown Macon. Warren's role was to coordinate the relocation and expand the downtown center to house the additional MRI scanner.

It was a complicated project, demanding precise scheduling of events and cooperation among more than a half-dozen

organizations including the vendor, utility companies, the hospital administration and staff and a McDonald's restaurant in the hospital building.

The MRI magnet weighs more than six tons and while in operation, it must be kept cool by an accompanying piece of equipment called a chiller. Timing and safety are of the utmost importance when a magnet is disconnected and moved.

Warren did as much expansion work as possible before the relocation to avoid exposing the sensitive magnet to dust but in order to connect the magnet and prevent damage to floors, part of the work had to be done after the magnet was installed.

Other challenges arose from the fact the hospital

campus is bordered by busy streets, leaving no staging or storage areas. Only exceptional communication and planning ensured the success of a delicate and important operation.



Warren raises the bar for higher learning

General Contractor: Warren Associates, Inc.

Project: Georgia College & State University – Macon Campus Center for Graduate and Professional Learning

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

Architect: Dunwoody Beeland

In Macon, Warren Associates, Inc., was charged with the renovation of two floors of a historic downtown building for use by Georgia College and State University as its Center for Graduate and Professional Learning.

Georgia College and State University, with a main campus in Milledgeville, wanted downtown space in Macon to consolidate its scattered outreach educational facilities so the GCSU Foundation

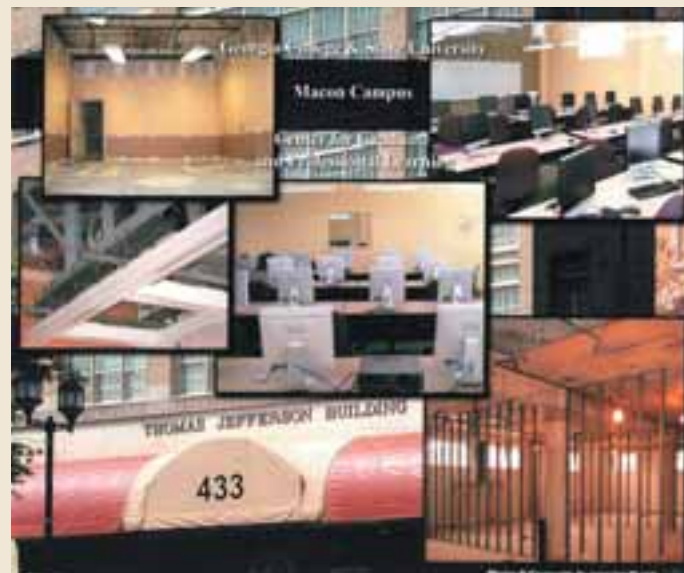
purchased three floors of the Jefferson Building for its new learning center.

An old building posed particular challenges for Warren Associates, including hidden contaminants, safety concerns and a difficult site on downtown's primary thoroughfare. The project also faced two major budget cuts after planning and scheduling were well underway.

Installations of new teaching technologies had to be coordinated with multiple technology departments on the main campus 50 miles away and some technologies being used on the main campus were upgraded or changed during the construction.

Additionally, security for students and school personnel became a concern because the learning center would be operating night classes and there were no lockable entrances to

the student floors from the building's public elevators. To combat this, a system was installed allowing students and instructors to gain access with their identification badges while not hindering other building tenants from access to their offices.





J. M. Wilkerson puts transit system in the fast lane

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

Project: MARTA Fare Collections System Upgrades

Project Category: Firms with Gross Construction Revenue Between \$50-100 Million; Design-Bid-Build; Building; Renovation

Architect: Regional Transit Partners

After decades of using tokens as a means for access and payment for train and bus transportation, the Metropolitan Atlanta Rapid Transit Authority changed its method. The change prompted upgrading the existing turn-style entrances to deter passengers from hopping turn-styles to avoid paying MARTA fees.

Over the course of the three-year project, J. M. Wilkerson Construction tackled all 38 stations spanning the entire Atlanta

area. All stations had to be surveyed and all electrical conduits traced, resulting in completely new layouts for fare barriers.

Stations had to be constantly modified as it was found that much of the as-built data on these stations was incorrect. New electrical conduits and raceways had to be installed because spares shown on the as-built drawings were not there. Structural piers and footings had to be constructed for fare barrier installation because of new station surveys.

The project also required multiple means of material conveyance to difficult locations throughout the MARTA rail system. This was accomplished by using the rail system during off hours, mechanical conveyors and

motorized removals and deliveries. The fabrication and finish of the stainless steel fare barrier that was installed throughout the MARTA system used the latest in laser cutting, robotic welding and machined finishing.



WWPS seeks to improve water quality for all

General Contractor: WWPS, Inc.

Project: Weracoba Creek Water Quality Improvement Project

Project Category: Firms with Gross Construction Revenue Under \$5 Million; Design-Bid-Build; Municipal-Utility; New

Architect: WWETCO, LLC

The Weracoba Creek Water Quality Improvement project presented an opportunity for WWPS, Inc., to contribute to cleaning up an impaired stream as well as a chance to construct a system that could serve as a model to improve water quality nationwide.

Streams that are considered impaired contain excessive pollutants and are not clean enough to support fishing and swimming. Most water quality impairments in Georgia are due to sediments and bacteria loads associated with storm water runoff. To combat these issues, WWPS was chosen to construct a unique

flow control structure allowing aquatic biology migration with wet weather facilities for filtration and disinfection.

Construction presented a number of challenges including those stemming from working with experimental technology within a watershed from which 1,344 acres of storm water were drained. Total containment coffer dams, dry and wet weather diversions and build and flood techniques were employed by WWPS to accomplish an ambitious project that also required excavating 10 feet below the creek bed and forming, reinforcing and pouring concrete structures under the extreme conditions.

This network solution to pollution problems has gained the high-profile in-

terest of the Georgia Environmental Protection Division, the U.S. Environmental Protection Agency, the Corps of Engineers and U.S. Fish and Wildlife Agencies.





specialty contractor awards

Harcon helps community church reach new heights

Specialty Contractor: Harcon, Inc.
Project: Crossroads Community Church
Project Category: Concrete



Specialty buildings like Crossroads Community Church in Lawrenceville offer unique wrinkles that can be challenging and rewarding for contractors. The church presented Harcon, Inc., with the task of constructing a “ring beam” that was more than 40 feet from the ground.

In addition, the church featured curved auditorium seating that required the formation of a bowl-like structure for the elevated slab. Curved wall formwork dozens of feet off the ground and exposed columns made vertical formwork on the job particularly challenging.

The elevated riser formwork was an innovative product used to negotiate obstacles on the job. The riser system was a large gang-set form. Gang forms are used to increase productivity and reduces the amount of crane time needed however, the crane was able to handle only half the needed weight. The gang riser forms had to be broken in half in order to provide for more efficient use of the formwork around openings.

Since the gang riser form was so large, Harcon had to pour an upper and lower strip of risers so the builders would have something to anchor the form to. The tight schedule also dictated that work be overlapped in many areas throughout the project. Poor weather conditions from the start also led to the need for creative scheduling in order to meet the milestone date.

Harcon fills tall order for Atlanta parking facility

Specialty Contractor: Harcon, Inc.
Project: Parc at Buckhead
Project Category: Concrete

Harcon, Inc., faced a variety of hurdles in the project to build a new Parc at Buckhead parking garage in Atlanta, including having to implement unique design characteristics like a high roof floor, sloping ramp walls to support the underground garage, a perimeter retaining wall and columns.

Parc at Buckhead was a changing job from the foundation to the roof. The underground parking garage had sloping ramps to access the lower levels. All these areas were exposed concrete. Also, the roof floor was required to be five feet higher than the typical floors and no extra time was allotted for its construction.

The underground parking garage required custom designed wall and column forms to accommodate the sloping slabs used. The forms also had to be reusable to cut down material space and handling time to meet the demand of the schedule. Scaffolding was erected for construction on the top floor so steel truss tables could be set on top of them. This operation was done after hours as a way to manage time efficiently.





Mayberry Electric powers relocation of company headquarters

Specialty Contractor: Mayberry Electric, Inc.

Project: Crawford & Company

Project Category: Electrical



The challenges presented by the largest interior office project in Atlanta for 2007 were met handily by Mayberry Electric as it pulled together its full team to tackle portions of the relocation of Crawford & Company's headquarters.

The project called for the renovation of seven floors of office space, which required a different schedule for each floor, with all schedules overlapping to some degree. It was completed through the use of creative installation methods, skilled project management and the utilization of green construction techniques, all while the highest safety standards were maintained.

A key element in the project was the completion of a floor committed entirely to a high security information technology center. No one could enter the area without a security escort and all work had to be done after hours. The area required dozens of floor core electrical devices and conduits to be installed above ceilings where space constraints were restrictive due to existing ductwork and mechanical items.

The electrical crew maintained its composure and was able to handle this roadblock along with others that arose during the job and was able to meet or exceed all goals for time, budget and service.

Mayberry Electric recharges gospel recording studio

Mayberry Electric, Inc., was initially contracted to design and build the "white box" for the Gospel Music Channel recording studio. After starting the project, however, the design team was asked to provide engineering services and drawings and install all the electrical components for a fully operational studio, all in time to record carols for the Christmas season.

To design and build a 4,000 square-foot TV recording studio and partially renovate a 7,500 square-foot office space is no small task, especially when the project requires the implementation of major changes during work.

The construction team was tested when the electrical and mechanical equipment needed to be installed, forcing the team to lay out the transformers and electrical panels in order to accommodate the HVAC air handlers from the studio and the AV racks and equipment.

The installation of the connector power strips for theatrical lighting also presented a challenge, because in order to accommodate the ceiling grid the connector strips mounting brackets had to be modified in the field and installed on the wooden structure, not on the lighting grid as designed.

One of the main objectives of the design and construction teams was to deliver a product meeting LEED standards. This was accomplished through the implementation of reused materials including more than 200 feet of conduit and wire removed from a demolition project.

Specialty Contractor: Mayberry Electric, Inc.

Project: Gospel Music Channel

Project Category: Electrical





specialty contractor awards

Mulkey gives performing arts center a tune up



Specialty Contractor: Mulkey Enterprises, Inc.

Project: Cobb Energy Performing Arts Center

Project Category: Finishes/Painting

The Cobb Energy Performing Arts Center in Marietta required a higher level of detailed construction and finishes over a larger area than most projects in the Georgia drywall market, but Mulkey Enterprises, Inc., rose to the challenge of having to produce finely crafted walls with acoustical functionality.

The performing arts center was a special "Design-Bid-Build" project in which the design continued throughout the entire project, so redesign was a constant necessity during construction coordination, making the overall undertaking somewhat more complicated and harder to manage than usual.

Mulkey crews schooled themselves on the scope of work and drawing details, used the construction schedule as a guide for moving men and materials efficiently, and constantly coordinated with the entire construction team in order to stay a step ahead in the process.

Excellence in project management and innovative construction techniques helped Mulkey overcome obstacles presented by spaces that called for specially detailed finishes and distinct noise separation, the difficulty of reaching hard-to-access areas of the building and the need to work in a large number of areas at the same time.

The project was a huge success and unusual for a performing arts center in that it was completed on time and within budget, due in large part to the coordinated efforts of the contractors.

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Care center gets resuscitated by Taylor Commercial

Specialty Contractor: Taylor Commercial, Inc.
Project: Life Care Center of Lawrenceville
Project Category: Finishes/Painting



Taylor Commercial, Inc., was called on to create an ambitious exterior look for The Life Care Center of Lawrenceville, which at the same time would provide an atmosphere of comfort and tranquility for the facility's patients.

The look is inspired by the French of New Orleans, with a mix of stucco, stone and vinyl exteriors. One of Taylor's main priorities was to select a color of siding that would blend well with the other exteriors. To create a more comforting atmosphere, various trims and décor such as shutters, window mantles and an array of soffits were employed.

The project presented the unusual challenge of requiring the installation of vinyl siding over metal stud framing on the entire facility, which posed hurdles relating to the types of materials and equipment that could be used for construction. Non-corrosive, self-tapping metal screws were used throughout the project to make sure the vinyl siding would be properly attached for the lifespan of the buildings.

Another challenge was the numerous design changes during the project by the owner and prime contractor. The owner decided to change some stone areas to vinyl siding and change the balcony ceilings from gypsum board to vinyl soffit. Despite the changes, a project that may often take much longer was finished in seven weeks.

Taylor rises to lofty expectations in apartment project

Specialty Contractor: Taylor Commercial, Inc.
Project: Grinnell Lofts
Project Category: Finishes/Painting

The contractor and architect for Grinnell Lofts in the Virginia-Highlands area of Atlanta were looking for an apartment complex with an urban, industrial exterior look while using a vibrant mix of exterior applications. Using a blend of ingenuity, professionalism and craftsmanship, Taylor Commercial, Inc., met these goals by creating a very unique and stylish exterior for this project.

The development is located in the middle of Atlanta on a very small space compared to many other multi-family locations. The architectural design was also unique for apartment buildings of this type. Taylor was required to implement similar appearance styles on three very different building types, which led to an unusual set of challenges. The installation needed to be adjusted at each type of building to make sure the overall look of the project flowed together.

While traditional materials like fiber-cement siding panels and composite trims were used to create the sophisticated urban-industrial look of the apartments, unconventional approaches to siding installation had to be used to overcome the challenges of building in a small workspace under extremely tight deadlines.



General Contractor Merit Award Recipients



General Contractor: Batson-Cook Company

Project: Sea Island Beach Club

Project Category: Firms with Gross Construction Revenue Over \$100 Million; Construction Management at Risk; Building; New

Architect: Architectural Design Group, Inc.

**This project also won a Merit Award in the "Best Sustainable Building Practices" category.*



General Contractor: Batson-Cook Company

Project: Columbus State University Corn Center for the Visual Arts

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

Architect: Stevens & Wilkinson



General Contractor: Bowen & Watson, Inc.

Project: Kings Bridge Middle School

Project Category: Firms with Gross Construction Revenue Between \$50-100 Million; Construction Management at Risk; Building; New

Architect: Southern Art



General Contractor: Brasfield & Gorrie, LLC

Project: Children's Healthcare of Atlanta at Egleston

Project Category: Firms with Gross Construction Revenue Over \$100 Million; Construction Management at Risk; Building; New

Architect: HKS

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General Contractor: Brasfield & Gorrie, LLC

Project: GAI Expansion

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

Architect: TVS&A



General Contractor: Brasfield & Gorrie, LLC

Project: King's Ridge Christian School Barbara Adler Academic Center

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

Architect: CGLS Architects



General Contractor: Cork-Howard Construction Company

Project: Alliance Bernstein Expansion

Project Category: Firms with Gross Construction Revenue Between \$50-100 Million; Design/Build; Building; Interior Buildout

Architect: Gensler



General Contractor: Cork-Howard Construction Company

Project: Bain & Company

Project Category: Firms with Gross Construction Revenue Between \$50-100 Million; Design-Bid-Build; Building; New

Architect: ASD



General Contractor: Cork-Howard Construction Company

Project: JM Family/DataScan

Project Category: Firms with Gross Construction Revenue Between \$50-100 Million; Design/Build; Building; Renovation

Architect: Warner, Summer, Ditzel, Benefield & Assoc.

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general contractor merit award recipients



General Contractor: Gilbane Building Company

Project: West Forsyth High School

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

Architect: BRPH Architects, Inc.



General Contractor: Headley Construction Corporation

Project: Christ the King Catholic Church

Project Category: Firms with Gross Construction Revenue Between \$5-20 Million; Design-Bid-Build; Building; New

Architect: CDH Partners, Inc.



General Contractor: Hogan Construction Group, LLC.

Project: Douglas County Fire Station # 8

Project Category: Firms with Gross Construction Revenue Between \$50-100 Million; Construction Management at Risk; Building; New



General Contractor: Hogan Construction Group, LLC.

Project: Gwinnett Department of Public Health

Project Category: Firms with Gross Construction Revenue Between \$50-100 Million; Design-Bid-Build; Building; Renovation

Architect: Lindsay Pope Brayfield

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General Contractor: Manhattan Construction Company

Project: The Gallery
Project Category: Firms with Gross Construction Revenue Over \$100 Million; Construction Management at Risk; Building; New
Architect: Hellmuth, Obata + Kassabaum, Inc.



General Contractor: Manhattan Construction Company

Project: Dawson County Sheriff's Office & Adult Detention Center
Project Category: Firms with Gross Construction Revenue Over \$100 Million; Design-Bid-Build; Building; New
Architect: Smallwood, Reynolds, Stewart & Steward



General Contractor: C. D. Moody Construction Company

Project: Downtown Parking Deck
Project Category: Firms with Gross Construction Revenue Between \$20-50 Million; Construction Management at Risk; Building; New
Architect: Stevens & Wilkinson



General Contractor: New South Construction Company, Inc.

Project: The Schenck School Renovation & Expansion
Project Category: Firms with Gross Construction Revenue Over \$100 Million; Construction Management at Risk; Building; Renovation
Architect: Chapman Coyle Chapman Architects



General Contractor: R. K. Redding Construction, Inc.

Project: Rockmart Middle School
Project Category: Firms with Gross Construction Revenue Between \$20-50 Million; Construction Management at Risk; Building; New
Architect: James W. Buckley & Associates



General Contractor: Turner Construction Company

Project: Hall County Jail and Core Support Center
Project Category: Firms with Gross Construction Revenue Over \$100 Million; Construction Management at Risk; Building; New
Architect: Clemons, Rutherford & Assoc.



General Contractor: Van Winkle & Company, Inc.

Project: 12Stone Church
Project Category: Firms with Gross Construction Revenue Between \$50-100 Million; Construction Management at Risk; Building; New
Architect: Lyman Davidson Dooley, Inc.



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

Project: Renaissance Walk at Sweet Auburn
Project Category: Firms with Gross Construction Revenue Between \$50-100 Million; Construction Management at Risk; Building; New
Architect: Praxis3

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