

September/October 2017

BUILDING CENTRAL FLORIDA



Central Florida Chapter

PROJECT PROFILE:
Florida's Turnpike
Travel Plazas

INSIDE

Infrastructure:
News, Updates and Projects
around Central Florida

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T&G Constructors Celebrates 30 years

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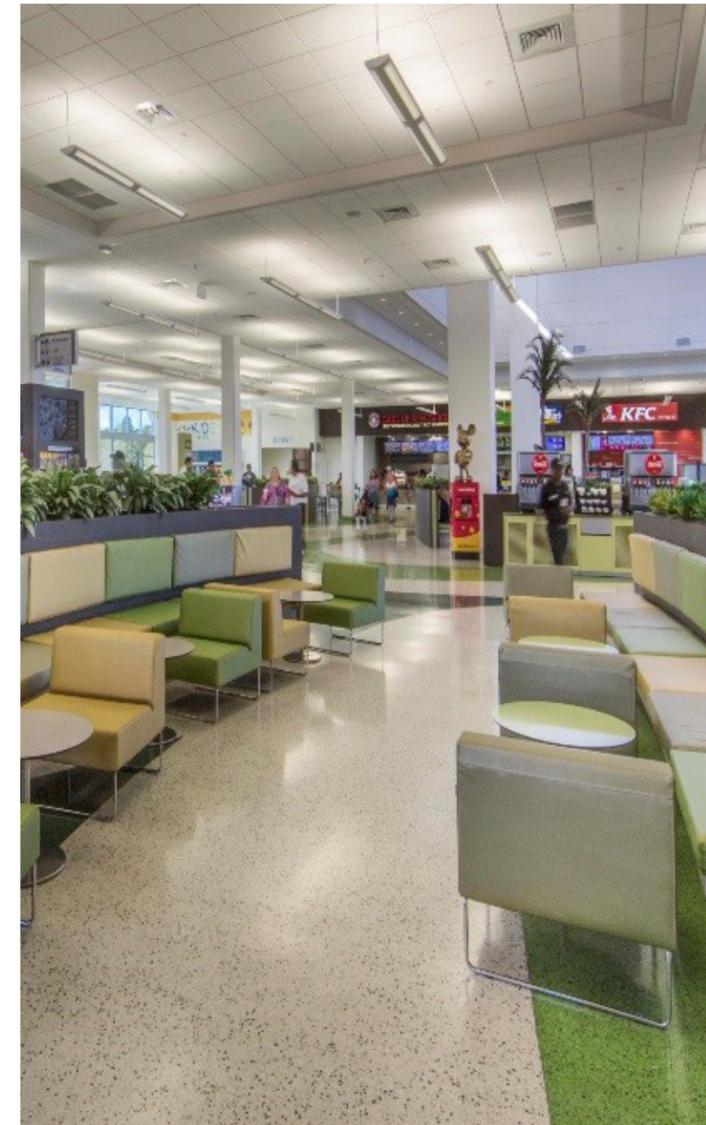


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14 COVER STORY
Florida's Turnpike
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CORRECTION

In the 2017-2018 Membership Directory, Entech Innovative Engineering's email was incorrect. Their correct email address is info@entechinnovative.com.

Polygon US Group - correct email address is perry.davis@polygongroup.com

Thomas Printworks - correct email address is tina.pun@thomasprintworks.com

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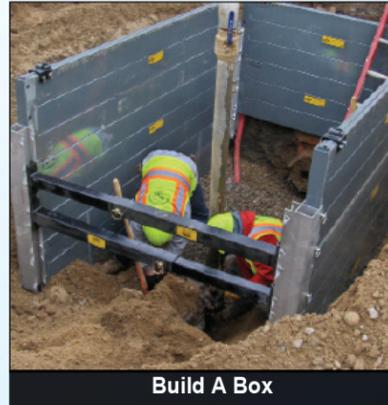
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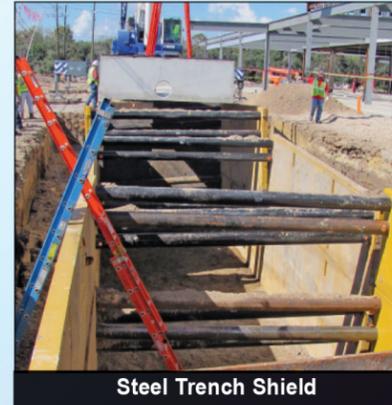
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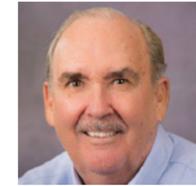
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"Thank You ABC!"

Guest column in lieu of the President's Letter

BY BILL CARSON, FORMER EXECUTIVE DIRECTOR OF THE CENTRAL FLORIDA CHAPTER ABC



Most members of Associated Builders and Contractors in Florida today do not know what effect ABC had on labor relations and the privileges open shop employers now take for granted. Even the most common freedoms, like the ability of a nonunion shop to work throughout the commercial/industrial construction industry, and on the same job with a union employer or supplier, were the result of ABC's defense of merit shop principles.

Founded in Maryland in 1950, National ABC only expanded to neighboring states in the first decade. Then association leaders saw an opportunity of expansion into Florida in the 1960s. The state's merit shop contractors were enthusiastic, too, about welcoming the organization. Florida Gold Coast was the first chapter established in 1968. The Florida Gulf Coast Chapter was formed the next year in the western half of the state, and the Central Florida Chapter was formed a couple of years later, in 1973.

In 1972, I began working for ABC in south Florida as the education director. In the early years, the unions were very dominant in the major metropolitan areas throughout the state. Miami-Dade, Broward and Palm Beach Counties were some of their strongest markets in the state, where the Teamsters were rather intolerant of open shop competition, and brutally protected their territory.

After working for 5 years in what is now the Florida East Coast Chapter, I moved to Orlando to become the executive director of the Central Florida Chapter. The economy here was rapidly changing from an agricultural-base to a tourism-base, and public and private construction was taking off.

The Central Florida Chapter included not only Orange, Seminole and Osceola Counties, but Brevard, Volusia, Duval, and stretching to Leon counties. Within this area, almost all larger projects in Orlando, Daytona, Tallahassee and Jacksonville were union-only – open shop need not apply.

In the late 70's and early 80's ABC was growing and gaining influence with local and state government and governmental agencies. Florida had passed a right-to-work constitutional amendment years before ABC in 1944, which really created a legal climate for open shop employers. In 1978, I was part of the lobbying effort in Tallahassee to successfully repeal the state's prevailing wage law, which then applied union wages to all government projects like schools, offices and

prisons. Organized labor did not surrender easily.

Orlando's Big Three

During the late 70's and 80's three of the largest projects that were built in Central Florida were the **Orlando International Airport, Orlando Utilities Commission's Stanton Energy Plant,** and the **Grand Cypress Hotel** near Disney.

My friend Gerald Hardage was the project coordinator or owner's representative for the Orlando Airport project. A joint venture, Gilbane/Milton Jones, was the airport's construction manager. Centex-Great Southwest – the merit shop or double-breasted affiliate of Centex Rooney was the general contractor on the Landside terminal, and Metric Constructors (J.A. Jones) was the GC on the airside.

The project was a federally-funded Davis Bacon project. Because ABC was lobbying the airport and local government officials on behalf of open shop contractor members, the project was built with some 75% going to open shop contractors, and 25% to the union. Credit needs to be given to Hardage for his efforts in making sure the open shop contractors on the project were able to complete their work without interference from the unions. The project was designed for 4 airlines but redesigned for 12 airlines due to the 1978 Airline Deregulation Act which went into full effect in 1981, the year the project was completed.

Without a project labor agreement, organized labor continued to agitate. There were 5 separate picketing efforts, mainly by the laborers. There was one major picketing effort by the unions to actually bring the project to a halt. There were approximately 500 pickets blocking the construction entrance. The Bee Line Expressway – then a two-lane highway running to the north of the airport – was closed down due to the traffic caused by the picketing.

Gerald Hardage was also the project coordinator/owner's representative on the Orlando Utilities Commission Stanton Energy plant. Power plants in the 80s were still built mainly by union contractors. While the OUC plant was built with a project agreement, 80% union but 20% went open shop. There were no pickets and the project was completed on time.

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SOCIAL MEDIA

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Silver Summer Nights

June 8, 2017

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Builders' Breakfast

Tavistock Development Company - Lake Nona Update

JUNE 29, 2017



John Pottinger, Director of Commercial Development for Tavistock Development

Company spoke to over 90 guests at the June 29 Builders' Breakfast. Mr. Pottinger presented on the Lake Nona area and its surrounding developments.

The Lake Nona area spans more than 17-square-miles and works as an ecosystem designed to help neighborhoods, businesses and individuals thrive. The area inspires healthy living, encourages life-long learning, embraces technology and emphasizes sustainability. There are currently over 7.5 million square feet of commercial/office/retail space to be developed.

As an emerging health & life sciences campus, it has become home to some of the nation's top hospitals, universities, research institutions and health and biomedical companies. The area also boasts a collection of hotels, restaurants, spa, condominiums, villas and estate homes to blend work, play, and lifestyle with the highest level of luxury and healthy living.

The Lake Nona area has 29 projects in the pipeline including: UCF/HCA Adult Teaching Hospital, Phase II of Town Center, Lake Nona Golf & Country Club expansion, USTA

National Campus, Orlando City Soccer Club Training Center, Drive Shack, over 500,000 square feet of office spaces, KPMG Learning, Development, and Innovation Facility, hotels, and much more!



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June/July 2017

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Ben Evans
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Orlando, FL 32822
P: (407) 847-9322
E: bevens@american-pools.com
W: www.american-pools.com
Pool Contractor
Contractor \$20,000,000-\$50,000,000
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Dryfast Systems, LLC

Findlay Dinger
6565 Hazeltine National Drive Suite 10
Orlando, FL 32822
P: (407) 644-6060
E: fdinger@dryfastsystems.com
W: dryfastsystems.com
Remediation Contractor
Contractor \$1,000,000-\$3,000,000
Sponsor: Brian Prebenda

Enviro Tree Service

David Scharr
3202 Phils Ln.
Apopka, FL 32712
P: (407) 574-6140
E: dscharr@envirotreeservice.com
W: envirotreeservices.com
Tree and Site Services
Contractor Under \$1,000,000
Sponsor: Jerry Driskill

Greenway Chrysler Dodge Jeep Ram

Kevin Ward
9051 East Colonial Dr.
Orlando, FL 32817
P: (407) 275-3200
E: kevinward1@greenwaydodge.com
W: greenwaydodge.com
Vehicle and Fleet Sales
Associate
Sponsor: Sheldon A. Brown

Habitat For Humanity - Greater Orlando

Catherine McManus
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W: habitat-orlando.org
Construction User
Associate
Sponsor: Debbie Rodriguez

Honeywell Building Solutions

Joseph Macrina
3657 Maguire Blvd.#100
Orlando, FL 32803
P: (407) 897-7204
E: joseph.macrina@honeywell.com
W: honeywell.com
Low Voltage Systems
Contractor Under \$1,000,000
Sponsor: Ryan Shoemaker

Mercon Construction Company, Inc.

Mehrdad Moradi
5703 Red Bug Lake Road #332
Winter Springs, FL 32708
P: (407) 260-6710
E: mmoradi@merconconstruction.com
Drywall Contractor
Contractor \$6,000,000-\$10,000,000
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W: paramountth.com
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Penhall Company

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Orlando, FL 32824
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W: penhall.com
Concrete Cutting
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Poseidon Sales LLC

Gary Walton
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Apopka, FL 32703
P: (407) 504-9951
E: gwalton@poseidonsales.com
W: poseidonsales.com
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Oviedo, FL 32762
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W: RCMOviedo.com
Concrete Materials Removal
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Sponsor: Oskar Torres

RJD Risk Management, Inc.

Richard J. Dalrymple
212 N Monterey Isle
Longwood, FL 32779
P: (407) 998-4108
E: Rick.Dalrymple@IOAUSA.com
W: rjdrm.com
Risk Consultant
Associate

Southeast Industrial Sales Company (SISCO)

Jim Smith
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Jacksonville, FL 32216
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W: siscosales.com
Flow Control Valves & Automation
Supplier
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Tanner & Company, LLC

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Winter Park, FL 32790-1840
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E: pt@tannerandcompany.com
W: TannerAndCompany.com
General Contractor
Contractor Under \$1,000,000

**The 2017 Future Member Forum
@ ABC's Legislative Hobnob**

Charlie Barnard, Hensel Phelps
Chairman of the Board & Host Speaker

Panelists:
Rob Allen, Austin Commercial
Noble Thomas, Bright Future Electric, LLC
Thomas Wert, Dean Mead Attorneys At Law
Oskar Torres, Towers Construction Company

Volunteers:
Bob Stevens, Bright Future Electric, LLC
Debbie Rodriguez, Quality Labor Management, LLC
Charles ("Chad") R. Walker Jr., Regan Whelan Zebouni & Atwood
Lee Meyer, Verizon Wireless

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T&G Constructors Celebrates 30 years

BY KELSEY WILKINSON, CFC ABC MARKETING & COMMUNICATIONS DIRECTOR



Founded in 1987 by Rick Gonzalez, President and David Grabosky, Vice President, T&G Constructors celebrates 30 years in business this year. Starting with only Gonzalez and Grabosky, T&G now has three offices and approximately 90 full time employees.

T&G Constructors are in the service business and they have developed a reputation for performing logistically difficult, occupied renovation projects. They are considered renovation specialists across several market segments --- entertainment, hospitality, education, office, food and beverage, and healthcare. “We have had the opportunity to provide our service to some of the premier brands here in Central Florida and across the county including: Walt Disney World, Universal, Ruth Chris, Ritz Carlton, Marriott, Hilton, Trump, and Club Corp. just to name a few.” says President Rick Gonzalez.

Over the past 30 years, T&G Constructors have had many proud achievements, one of the highest being employee retention. A lot of the employees have been with the company for nearly as long as it has been in business and that is something Gonzalez is proud to share. He also mentioned he is proud and thankful for the business relationships they maintain with loyal, long-term customers who have enabled the company to operate profitably through the recession.

During the recession, T&G actually used that time to diversify the company. With two offices in Florida, they needed to expand geographically to lessen their vulnerability to any one local or state economy. A year was spent getting licensed in 23 states and a new office was opened in Dallas, Texas in 2010. Gonzalez said, “It was a calculated decision, but one that really helped us get through the tough times.” The Texas division is now as strong as the Florida division. Their centralized locations and popularity among corporate headquarters is opening up opportunities across the country for the company.

Another proud achievement of the company, is being awarded the

AIA Contractor of the Year award. To be recognized by the architectural community as a leading partner in leveraging budget resources and delivering projects on time, all the while respecting design integrity was quite an achievement.

“I can see T&G Corporation being a collection of companies that offer services across the construction spectrum.”

- Rick Gonzalez, President

Lastly, T&G is proud of the company's support of their immediate communities. In particular, the support of Covenant House Florida. Last November, the team was able to raise over \$26,000 during the Executive Sleeping Out in Orlando. Over the years, the T&G team has raised over \$350,000 to support Covenant House and other local charities.

T&G is especially proud of the recent CFC ABC Eagle Award for their Tavistock office space in Lake Nona. Over the years, T&G has been awarded close to 10 Eagle Awards and countless Excellence in Construction Merit awards. This year,



they took first place with TEXO and AGC awards for Prestonwood Country Club and Canyon Creek Country Club in Texas.

When asked what advice T&G had for those entering the commercial construction job market, Gonzalez

stated, “Our industry is in desperate need for qualified professionals; there is a good chance anyone entering the market now will have multiple job offers to evaluate. I would look at companies that fit your culture and have the ability to remain profitable during the slow times. The large, flashy projects don't always provide the best opportunity to grow and develop your capabilities. Find a place where you get responsibility and where you are challenged to grow and learn. The last thing you want to do is be sitting down during a downturn and essential experience is logging shop drawings.” T&G understands that supporting employee training and overcoming learning curves is important, but most important, they want the people in the company who are always pushing the construction process to deliver quality projects, on schedule and within budget. All the while developing their individual capability and expertise.

When asked about the future for Central Florida's construction market, T&G believes there will be opportunity for in-fill, not just around the borders of recently completed projects, but for basic infrastructure to support the growing population and the strengthening economy of the entire Central Florida region.

Looking to the future of T&G, Gonzalez said, “We want to continue to grow, not by taking on larger projects but by capturing more market share in our existing offices.” The current market is still reeling from the loss of construction expertise that occurred during the recession. For that reason, T&G is looking at key trades that may be self-performed on a smaller scale. This capability will give the company better control of schedules and costs. “In 10 years I can see T&G Corporation being a collection of companies that offer services across the construction spectrum,” said Gonzalez.

Congratulations on 30 years in business! ■

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Member News

AUSTIN COMMERCIAL

... recently appointed Stephen D. Wilson as Project Manager in the Orlando office.

In this role, Wilson will be responsible for the oversight of project engineers, superintendents and consultants, with direct management of project budgets and timelines.

Wilson has more than 16 years of commercial construction experience in all facets of the construction industry, having most recently worked for The Beck Group, where he served in a project management role on an array of projects in industries ranging from higher education to healthcare and government office space.

Wilson is a graduate of Georgia Southern University, where he received his bachelor's degree in Building Construction Technology in 1999. He joins Austin Commercial after recently relocating to Central Florida from North Carolina.

CERTIFIED SLINGS & SUPPLY

... is proud to again be named a recipient of the Distributor Excellence Award by Harrington Hoists, Inc. This award is given to outstanding distributors with strong sales growth and supplier partnership. Certified Slings & Supply® has previously won Outstanding Distributor of the Year and the Gold Club Award, and this year marks the third time they have been



awarded Distributor Excellence. "We work closely with our key suppliers and choose new vendors carefully," explains Nicole Parkerson,



Vice President of Administration. "By having great relationships, we are able to offer high quality products to our customers and still be competitive. Harrington Hoists is a perfect example of the success that comes from a strong partnership.

Parkerson credits some of the success to Harrington Hoists' reliability and the durability of the product. "Some of our customers who own other hoist brands complain about having to replace brakes every year or two," says Parkerson. "We love being able to sell them a product with a 10-year brake warranty, and our strong stocking commitment means it's available right away."

Carlo Lonardi, President and CEO of Harrington Hoists, congratulated Certified Slings & Supply® for another outstanding year. "In today's fast-paced world, it is refreshing to share a true partnership with a quality company like Certified Slings & Supply®. Loyalty and support are key elements in developing partnerships to this level which is proven by the success we have shared," explained Lonardi.

CHERRYLAKE

... was named on Landscape Management Magazine's Top 150, which counts down the top landscape companies in the United States. This year, Cherrylake claimed #140 spot in the nation.

COMPREHENSIVE ENERGY SERVICES, INC.

... was named among Orlando Business Journal's 2017 Golden 100 top privately-held companies in Central Florida, an honor the company has achieved numerous times in the past. The annual awards luncheon is slated to be held September 22 at the Hyatt Regency Orlando.

... was nationally featured in a June 19 ACHR NEWS magazine article titled "No Special Effects Behind Florida Contractor's Success: Comprehensive Energy Services celebrates 25 years in business."

... started \$3 million of heating, ventilation, air conditioning, plumbing and special effects work at 15 new Orlando-area projects. In addition to four theme park related projects, the work includes: Orlando Health South Lake Hospital's Joe H. and Loretta Scott Health Pavilion HVAC, for Schmid

Construction; and Aspire Health Partners' fourth floor HVAC & plumbing, for HW Davis Construction; and others.

CORE CONSTRUCTION

... is ranked #4 K-12 Contractor in the Nation by Building Design + Construction Giants 300 Report, an annual ranking of the nation's largest architecture, engineering and construction firms. CORE Construction, celebrating 80 years in business, was also ranked #49 Top Contractor in the Nation by the same report.

... is excited to announce Tom Jakubisin joined CORE's Orlando office. For over 20 years Tom has served the construction industry in a variety of managerial roles guiding and completing a long list of successful projects in many market sectors, and particularly in K-12. CORE is one of the nation's top K-12 builders, so with an initial placement as senior project manager in the K-12 market, is anticipated Tom's contribution to be instrumental in the success of CORE's mission moving forward.



... welcomes Ryan Belmont to the Orlando office of CORE as preconstruction manager. Ryan has been with CORE for more than seven years in the firm's Sarasota office as assistant project manager, project manager and preconstruction manager. Ryan is a LEED Accredited Professional and graduated with B.S. in Building Construction from the University of Florida.

... was recently awarded Orange County Public Schools Lake George and Sunrise Elementary Schools Comprehensive project. This project consists of the renovations and



Continued on page 12

remodeling of existing buildings to provide improved facilities on both campuses. All identified life safety, fire, accessibility code deficiencies, and ongoing maintenance issues shall be corrected. The existing buildings of both schools have a combined 184,000 approximate square footage. Construction shall begin in mid-2018 with completion in the Summer of 2019. HuntonBrady is the project architect.

... was awarded Orange County Government's \$14-Million West Concourse Building Roof Replacement at the Orange County Convention Center. CORE is expected to begin construction in late 2017. CORE will remove and replace approximately 1.25 million SF of the existing roof and its membrane. All construction activities will be performed with no interruptions to the convention center's busy schedule.

... will begin construction this summer on the Village Veranda, an assisted living and memory care facility in Lady Lake. With 117,500 SF, this design-build project is expected to include 100 assisted-living units in a three-story building and 25 units in a one-story section designated for memory-care patients. The project will include offices, amenities, dining areas, and courtyards. MiGre Engineers LLC serves as the MEP engineer and Forum Architecture & Interior Design Inc. completed the design work.

... was awarded continuing contracts for projects \$2-Million and below for the City of Apopka, Volusia County Schools, and Brevard Public Schools.

GILBANE BUILDING COMPANY

Michael Coleman, operations excellence engineer for Gilbane Building Company, was presented Gilbane Building Company's Core Values award, recognizing his notable contributions and



accomplishments, at the Florida Division Annual Awards function. The Core Values award constitutes Gilbane's qualities of integrity, toughmindedness,

teamwork, dedication to excellence, loyalty, discipline and caring - in their professional and personal lives, and who continually exceeds expectations through their dedicated service to the company.

During his tenure with Gilbane, Coleman has served as Quality Manager for the firm and has worked with key clients including The Norton Museum of Art, Johnson & Johnson, Deutsche Bank, Walt Disney World® Resort, Orlando Health, Orange County Public Schools, Osceola County Public Schools, Health Central, Marriott, City of Fort Myers, St. Vincent's, and Omega Communities to name a few. Coleman's efforts continue to position Gilbane as a top provider of construction services throughout Florida. Gilbane continues to grow the Florida division and strengthen operations through an innovative method, implementing Lean techniques, embracing state-of-the-art technology advancements and maintaining a foundation built on a long history of time-tested core values.

Coleman, who has been employed at Gilbane since 2012, holds a Bachelor of Science degree in Civil Engineering. He transferred to the Florida Division of Gilbane from the Houston, Texas office. He earned his LEED Green Associate from the U.S. Green Building Council in 2017, and he is active with the ACE Mentoring program in Orlando, among other community activities.

HENSEL PHELPS

... took home the 2017 National People's Choice Award in all categories within architects, engineers and



contractors at the Society for Marketing Professional Services Build Business Marketing Communication Awards. They were also a recipient of a National Merit Award for their Recruiting and Retention Campaign.

The South Terminal Complex and associated apron/taxiway, will encompass approximately 300 acres. Hensel Phelps has been selected as

the Construction Manager-at-Risk to construct the 822,000 SF Airside Terminal and will be providing preconstruction, construction,



commissioning, and close-out phase services for the Greater Orlando Aviation Authority (GOAA). The new world-class domestic and international airport terminal will boast 16 airline gates with flexible configurations to accommodate narrow-body, jumbo and super-jumbo aircraft. Additional work for the project includes the construction of roadways, aprons, taxiways, lighting, walkways, aircraft loading bridges, and security improvements. This project will follow the Sustainable Management Plan (SMP) for a planned LEED v4 BD +C New Construction project. The new terminal is slated to open its doors in 2020.

HOAR CONSTRUCTION, LLC

... announces the promotions of Josh Wallace and Garrett Smith to Assistant Project Managers, within the Florida Division.

Wallace began his career at Hoar Construction as a field office engineer, after graduating from Auburn University with a degree in Civil Engineering. He has worked on several projects for two of the division's well-known clients, Walt Disney World and Apple, Inc. and he is currently working on the large, mixed use/retail development Celebration

Pointe, located in Gainesville, FL. Smith, another Auburn alum with



a degree in Building Construction, officially joined the Hoar team as a project engineer, following two summer internships with the Florida division. Smith has worked on several projects at Walt Disney World and a large, mixed use development in South Florida during his tenure with Hoar. He is presently working on the Yacht & Beach Club ballroom expansion and Ale & Compass restaurant at Disney.

Smith and Wallace took on traditional engineer responsibilities and quickly started managing trade partners and subcontract administration. Both play a key role in daily project coordination working directly with the field, trade partners, owners, and design teams. They are also actively involved with the local ACE Mentoring program, which mentors high school students interested in the construction industry.

IBERIABANK

... is pleased to announce James A. "Jim" Adkinson, C.P.A. has been hired as vice president, business banking relationship manager for the Central Florida market. In this new role, Adkinson will work closely with small to medium-sized business owners to provide integrated financial solutions for their credit and deposit needs.

Most recently, Adkinson owned and operated an accounting firm that he started in 2010 called James A. Adkinson, CPA, P.A., Consultants and Advisors. He assisted clients improve their cash flow, operations, efficiency and forecasting. In addition to his own firm, he also worked as a controller, auditor, general manager, financial advisor and analyst over the last 20 years.

Adkinson is a Certified Public Accountant and earned his bachelor's degree in accounting with a minor in economics from the University of Missouri-Columbia. He moved to Orlando in 2007. He currently serves on the board of directors for The Jobs Partnership of Florida. In addition, he is member of the Citrus Civitan of Orlando where he serves as treasurer. His new office will be located at the IBERIABANK branch at 918 S. Orange Avenue in Orlando.

ROGER B. KENNEDY CONSTRUCTION

... for the tenth year, was named among Orlando Business Journal's 2017 Golden 100 top privately-held companies in Central Florida. The September 22 awards luncheon will be held at the Hyatt Regency Orlando.



... broke ground for Griffin Farm at Midtown town center buildings A&B, Lake Mary, under a contract with Unicorn National Developments. The town center is slated to contain 150,000 square feet. As the initial portion of the project's first phase, Buildings A&B will consist of 13,896 SF and the construction contract is approximately \$3 million. Adjacent to the town center, Kennedy broke ground in March on Unicorn's upscale Drake Midtown Apartments valued in excess of \$65 million. Buildings A&B are slated for completion in November 2017 and the apartments will be completed in June 2018.



... broke ground July 10 for the Tapestry Tallahassee Walden assisted living and memory care additions and renovations, under a contract of approximately \$8 million. The two three-story building additions and renovations will add 89 new assisted living and memory care units to the Tallahassee senior housing market when completed in March 2018.

... has been ranked as the 12th largest Florida-based General Building Contractor according to ENR Southeast's annual Top Contractors survey published on July 10. Kennedy ranks as the 81st largest contractor overall among The Southeast's Top

Contractors according to the nationally respected survey. ENR's expanded Southeast region now includes Florida, Georgia, South Carolina, North Carolina, Alabama, Tennessee and Puerto Rico.

S.I. GOLDMAN COMPANY, INC.

... was selected by Wharton-Smith, Inc. for the VCPS Galaxy Middle School Renovations project located in Deltona, FL. Work includes the addition of a new cooling tower, chiller, and pump in the main plant located across the street. The existing middle school will be renovated in five phases so as not to disrupt classes. Each phase consists of the removal of the existing HVAC equipment, ductwork and controls and the installation of new air handlers, VAVs, fans, controls and associated equipment. New underground pre-insulated chilled water piping and heating hot water piping will be installed throughout campus to accommodate the new HVAC system. Work began in July 2017 and is scheduled for completion in October 2018.

... was selected by Charles Perry Partners, Inc. for the Health Central Hospital University of Florida Cancer Center project located in Ocoee, FL. Work includes HVAC and plumbing for a new 32,000 SF cancer center that will house diagnostic and treatment areas. Also included, is CEP modifications which will replace and add a new 1,300-ton chiller to the existing plant. Work will begin in July 2017 and is scheduled for completion in June 2018.

THARP PLUMBING SYSTEMS, INC.

... was selected by Wharton-Smith, Inc. for the OPCS Hillcrest Elementary School project located in Orlando, FL. Work includes new and renovation plumbing systems for this 2 story, 72,000 SF school.

Continued on page 29



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TRAVELING MAIN STREET FLORIDA

BY TOM ENNIS, VICE PRESIDENT, OHL



“Who wants to stop? Who needs to use the bathroom? Get some gas? How about some coffee and a doughnut? All typically common questions on any long road trip, especially for weary travelers as they drive along Main Street Florida. The Florida Turnpike is made up of two segments: the Mainline and the Homestead Extension. Running from Wildwood in the north to Miami in the south, the Mainline is 312 miles long and runs through 11 counties. The Homestead Extension adds another 47 miles and ends conveniently in Florida City – the gateway to the Keys.

Originally known as the Sunshine State Parkway, the Turnpike is now officially named for our 40th president, Ronald Reagan. Unofficially, the Turnpike is nostalgically known as Florida’s Main Street. Opened to traffic in 1957 when Florida’s population was around 4 million, the Turnpike now handles more than 2 million motorists a day – making it the third busiest toll road in America. With Florida’s population now over 20 million, and another 110 million guests visiting the state every year, the Turnpike has grown to accommodate the ever-increasing need to move motorists safely and efficiently.

Eight service plazas along the Turnpike’s Mainline offer food, fuel, and relief. In 2009 Florida’s Turnpike Enterprise awarded Areas USA a 30-year contract for concession operations. Integral to this agreement was the upgrade of the service plazas. While each location was unique, the scope of work was consistent: more accessible and accommodating, open and spacious with more offerings, more inviting, more sustainable, and simply nicer.

In 2009 Areas USA contracted with OHL Building to deliver six new service plazas along the Mainline. OHL teamed with Zyscovich Architects and Jacobs under a design-build agreement. Zyscovich performed the master planning and the exterior building design. Jacobs was responsible for interior design, MEP, and site. The \$130 million assignment was significant and challenging: design and build 170,000 square feet of multiple projects in multiple phases over multiple years, in high-traffic locations, while maintaining safe daily operations, achieve LEED silver, and cover a distance of more than 200 miles.

While the reasons motorists stop may be the same, the design and construction needs of the plazas were all different. There were three separate designs for the six plazas. The West

Palm, Canoe Creek, and Turkey Lake Plazas were the same basic design. The Fort Drum and Fort Pierce Plazas share the same layout. The Pompano Beach Plaza was a singular concept. Some facilities were entirely new, others were extensive remodel, and still others were structure salvage to capture LEED points. “Florida’s Turnpike Enterprise expects world-class buildings, and that is exactly what our team provided. The building designs focus on a modern architectural approach that changes both the presence of the plazas and the expectations of travelers who visit them. With an eye toward enhanced customer service, the designs incorporate outdoor seating, indoor sit-down restaurants, high ceilings, an abundance of natural lighting, rest areas for pets, and a variety of seating and lounge environments where travelers can relax,” said Bernard Zyscovich, FAIA, Zyscovich Architects’ Managing Partner.

“The existing service plazas evoked visions of harsh fluorescent lighting, dingy bathrooms, and shelves of high-calorie snacks. The team redefined the notion of the rest stop: that of



a healthy environment in which to linger and relax. The new ‘green’ service renovations increased ceiling heights and incorporated clerestory windows maximizing natural light with plenty of glazing and soaring ceilings with skylights. In order to meet LEED Silver requirements, the design team introduced alternative power sources such as photovoltaic panels and considered wind turbines, green roofs and as well as offering biofuels and electric vehicle charging stations for sale to its customers. Landscaping with indigenous plants resulted in water savings, while installing native stone, tile, and wood which helped achieve regional materials LEED credits. The new plazas depict modern and inviting structures with a natural color palette of white and light wood, fitting for the warm Florida climate,” said Kevin Regalado, AIA, Jacobs’ Director of Architecture for Global Buildings Design.

The most important aspect of this assignment was the safety and well-being of both the travelers and the construction personnel. Maintenance of traffic plans were tailored to each specific plaza, taking into account vehicular patterns and pedestrian movement. OHL prepared workforce safety programs for each individual construction site. Prior to each mobilization, an

in-depth plan was prepared to insure all unique site conditions were recognized and addressed. With thousands of vehicles passing the work site every hour, traffic caution was a paramount risk. Special emphasis was placed on awareness of traffic movement during worker orientation and safety briefings. Abundant way-finding signage, established perimeters, and proper separation between motorists and workers were key.

Spaced at intervals of about 45 miles apart, the plazas serve motorists 24



hours a day. Second only to safety, the next highest priority was for the existing plazas to remain open and fully operational. While the design team developed the program and concept placement, OHL’s construction team worked through the phasing plans. The sequence-of-work was similar at all plazas: 1) reconfiguration of the existing plaza site, 2) construct new, 3) demolish old, and 4) complete new site amenities. The team worked with the operator and concessionaire throughout these phases to maintain life safety functions, delivery access, utility service, and numerous other activities necessary to conduct business. Signage, barriers, fencing, and lighting all worked to safely direct motorists and pedestrians as they visited the plazas.

Working on a remote site always presents challenges. Due to the toll-

Continued on page 27



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ABC of Florida State Convention

July 27-29, 2017

JW MARRIOTT, MARCO ISLAND

The 2017 ABC of Florida State Convention at J.W. Marriott Marco Island Beach Resort recorded a record number of attendees for the July event. Over 200 members and guests participated in the conference. The convention started with the State Board meeting on Thursday, July 27 to recap the successful 2017 legislative session, to issues that are threatening Florida businesses. Thursday evening's opening night reception was a chance to reunite with members and their families from around the State, and recognize some important political guests. ABC presented the Legislator of the Year to Representative Jayer Williamson for his sponsorship of ABC's open competition bill. ABC also announced its endorsement of Adam Putnam for governor in 2018. Putnam addressed the crowd with his vision of the future of

Florida, and talked to many in the crowd. On Friday morning, over 50 members from across the state participated in a 7-hour planning conference to select key issues for the 2018 legislature. The consensus issues were workers compensation reform, workforce development, owner direct purchases/sales tax exemptions, Florida's prompt pay laws and uniform permitting. That evening over 100 Central Florida members and families went to dinner and enjoyed great fellowship and shared experiences from other years. Saturday morning's "Day at the Beach" brought out the competitors for sand and water sports before the afternoon rain hit. The convention's final night dinner and casino night capped off the convention with more opportunities for fun and networking. ■



Central Florida Chapter

EVENT CALENDAR

September 8

Fall Golf Tournament
Falcon's Fire Golf Course

September 28

Construction Expo
Central Florida Fairgrounds

October 7

EIC Awards Banquet
Hyatt Regency

October 10

Builders' Breakfast

October 19

ABC After Hours
Ferg's Depot

October 21

Fall Poker Run to Biketoberfest

EDUCATION CALENDAR

September 13

Silica Symposium

September 19

Construction Liability & Risk Factors

September 21

Beginners Lien Law

September 26

Workers' Compensation

October 9

Basic Blueprint Reading begins

October 17

Project Management Skills

October 18

Lien Law

October 24

Stepping Up To Supervisor

October 25

Drone Workshop

OSHA 10-hr. and 30-hr. online courses available at abccfflosa.com

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Safety Peer Group

BY TIM BERNARDI

On June 1, 2017, the CFC ABC Safety Manager Peer Group convened at the offices of Mader Southeast to discuss topical issues related to worker safety and Central Florida construction. The peer group meets three or four times a year and works in cooperation with the ABC Safety Committee.

"There was an opportunity to create an open forum," explains Timothy Bernardi, Safety Director for Mader. "Orlando is a relatively small town. The peer group was created to develop a network of Central Florida construction safety professionals -

allowing us to discuss innovations, best practices and emerging trends."

At the June 1 meeting, attendees shared information regarding events and educational opportunities associated with construction worker safety. Also in attendance was attorney Anthony Tilton of the Construction Law Group - who discussed the issues surrounding new OSHA rules associated with exposure to silica. The peer group gave the safety

managers a chance to address both the effective means of managing the new standard as well as issues surrounding training and documentation.

"Worker safety always transcends competition," says Jason Welchert, Senior Loss Prevention Manager for Balfour Beatty and Chairman of the ABC Safety Committee. "The peer group encourages communication which is helpful. Although the managers in attendance are from different trades, we all have similar priorities. There's value in bringing everyone together to share a conversation about what is happening in our field."

For more information regarding the peer group, please email committees@abccentralflorida.org.



ABC Safety Committee at work investigating new safety procedures to share with the membership.

Legislative Hobnob

July 12, 2017

GREATER ORLANDO BUILDERS ASSOCIATION

CFC ABC members, future members, and partnering organization members came together for a night of connecting with Florida Legislators at the Greater Orlando Builders Association. Attendees had the chance to meet Adam Putnam, Agriculture Commissioner, who will be running for Florida Governor. Orange County and Seminole County School Board Representatives, Florida House Representatives, Board of County Commissioners, and City Commissioner Robert Stuart were in attendance. Everyone adorned their tropical attire, mixed and mingled, and enjoyed the Knights of Columbus' fish fry!

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Thank You ABC Continued from page 3

Grand Cypress Resort & Hotel was the largest project on the southwest side of Orlando, outside of the union construction domain of Disney in the 1980s. Since the Grand Cypress project was adjacent to Disney, the unions made an all-out effort to make sure the project was built union-only. The owner instead hired McDevitt & Street and the resort was built merit shop. The unions stationed pickets and demonstrations at "Johnny's Corner" near the entrance to the construction site, to harass and intimidate nonunion workers.

A New Sheriff in Town

The construction unions were powerful in Central Florida having just had an exclusive right to build the Magic Kingdom and they dominated Cape Canaveral. Labor also had political friends in county and city government, but there was a new county sheriff, who beat the incumbent in the 1980 election, and the challenger was not supported by union PACs.

The new sheriff was the one person in a position of power who was determined to protect property and individuals' rights without regard to union affiliation. Without his help, and that of his dedicated officers, the open shop would not have been part of these larger commercial and industrial projects. That person was the Orange County Sheriff (and later Orange/Osceola District Attorney) Lawson Lamar. He and his officers were resolute to enforce the laws of Florida, and they controlled the illegal picket lines blocking the entrance to the airport and Grand Cypress project. Many union picketers were moved or arrested during this time, when other unionized law enforcement agencies around the state and around the country refused to police labor violence. ABC owes a special

debt of gratitude to Lawson Lamar.

The last Central Florida union violence occurred on July 16, 1988, when an angry union mob smashed through a Swan & Dolphin Resort construction fence, and destroyed a security guard's pickup truck before the sheriff's deputies arrived. Lamar later obtained arrest warrants and successfully convicted several of the rioters. That was the end of the violence.

My ABC career ended in 1983. But the work continued to expand for merit shop contractors in Central Florida. Florida's population has nearly doubled since then. ABC members have long-enjoyed an economic and legal climate where labor pickets, violence and intimidation are a thing of the past. No longer does local government and organized labor challenge the right to build major public or private projects merit shop, and now it is common for union and nonunion contractors to work side-by-side, something that could not have happened in the 1970s. Only the Cape remains as a protected zone with its union-mandated wages under Davis-Bacon, but even that work often goes to nonunion contractors.

Associated Builders and Contractors was there for you in the beginning and continues to protect you now and into the future. As I said in the headline of this article, THANK YOU ABC!!! ■

Bill Carson spent 35 years managing construction associations. Bill worked for ABC for 11 years. He left ABC to set up his own management company, managing 7 smaller construction associations. Bill later decided to take a position with the Florida Lumber & Building Material Dealers association representing lumberyards statewide, and served as its President for 13 years. He recently finished his career, and retired after working as Vice President of Business Development for Gulf Mechanical Contractors.

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I-4 Ultimate

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The I-4 Ultimate is Florida's largest transportation project in its history. This public-private partnership will improve safety and efficiency in a 21-mile section of Interstate 4, which serves the world-leading destinations of Orlando. Four variable-priced Express Lanes will be constructed in the median, 15 major interchanges will be reconstructed; more than 140 bridges will be built; and the general use lanes along the entire corridor will be rebuilt. The project includes responsibilities



Halo Lights

for design, construction, finance, operations and maintenance for 40 years. Construction is scheduled to conclude in 2021. The total design-build contract is USD 2.3 billion, of which Skanska's share is 40 percent. Skanska is a 50 percent shareholder of the project company, I-4 Mobility Partners and it will invest up to approximately \$73 million of equity and subordinated debt.

At financial close, the project received the largest TIFIA loan the US Department of Transportation has ever awarded to a public-private partnership. The project has availability payment-based tolls from the Express Lanes which will be set and retained by the Florida Department of Transportation.

Work also includes installation of tolling gantries and facilities, lighting,

and intelligent transportation system MSE walls, barriers and fencing. Landscaping will include 30,000 trees and 68,000 shrubs, mostly native varieties.

Examples of technology tools actively being used at the I-4 Ultimate project:

Vehicle Mounted GPS:

State-of-the-art vehicle mounted GPS tracking systems help ensure safe and efficient use of the fleet of vehicles and equipment. The system captures data about fuel consumption and maintenance schedules and pinpoints a vehicle's location, monitor speeds, sudden stops, acceleration, potential theft and more.

GPS Guidance for Heavy Equipment:

GPS systems guided by as many as 16 satellites help heavy equipment operators grade roadways and slopes. Sensors in the blade can tell what angle and pitch the dirt is being moved down to 1/8 of an inch, helping operators make critical adjustments that can save the time and money associated with redoing the grade or slope.

Equipment Simulators:

SGL employs heavy equipment simulators that accurately replicate the behavior of a wide variety of machines, while helping operators build valuable safety-conscious habits.

Halo Lights:

SGL Maintenance of Traffic (MOT) crews use an innovative hard hat safety device known as a Halo Light, which provides its user with a personal light source to see their tasks during night operations, as well as making them visible to others, up to a 1/4 of a mile away. SGL is among the first U.S. contractors to deploy the Halo Light, which attaches to most any hard hat and is powered by a 12-hour rechargeable battery.

Variable Rate or Dynamic Toll Lanes:

These lanes are in use in South Florida, but are a new concept in Central Florida. They give drivers the option to use the lanes for a more reliable trip. Tolls adjust based on real-time traffic conditions and are collected at highway speeds using transponder technology. The toll rate, which is based on volume,

is designed to reduce congestion, improve mobility and increase trip reliability.



Equipment Simulators

FDOT is making great gains in technological advancements and is raising the standard for how other state departments of transportation generate new and better value for every transportation dollar invested. The I-4 Ultimate project is no exception. FDOT demanded innovation, and I-4 Mobility Partners delivered, offering 25 approved alternative technical concepts (innovative ideas) and 27 project technical enhancements (enhanced features).

Alternative technical concepts are proposed changes to basic configurations, the project scope, design criteria or construction criteria and provide an approach that is equal to or better than the requirements requested by FDOT. For I-4 Ultimate, I-4 Mobility Partners' alternative technical concepts focus on:

- Providing greater traffic flow reliability with auxiliary lanes and added movements
- Providing greater consistency in driver expectancy and reduced travel times
- Enhancing driver safety with sight distance improvements and alignments
- Providing better community connections
- Incorporating sustainability features, such as reutilized and recycled materials
- Using better technology to improve long-term operations.

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President Trump's Infrastructure Investment: A Work in Progress

BY PETER C. VILMOS, BURR & FORMAN LLP

Editorial Note: This information in this article was accurate when submitted for publication. The article may not cover more recent information related to the release of additional details of the infrastructure plan or means to fund infrastructure improvements.

In early March 2017, President Trump completed his first address to the full House and Senate. Among the topics of that speech was a very ambitious investment of one trillion dollars to improve America's decaying infrastructure. That proposed allocation represents a larger investment in American infrastructure than any amount proposed in any printed campaign material from either major candidate in the 2016 presidential election.

However, according to experts from the American Society of Civil Engineers, even an immediate investment of that magnitude would not provide enough funds to upgrade our country's infrastructure to levels that Americans expect and demand.

This article provides a brief look at what has happened since President Trump made his announcement, and examines some of the opportunities and obstacles of immediate infrastructure improvements.

The Immediate Benefit

Although this might sound obvious, the immediate benefit is that those professionals who design infrastructure improvements are likely to see an increase in activity. Recall that President Obama had difficulty finding "shovel-ready" projects on which to spend money that he had allocated. This result was predictable. Without the knowledge that funds were available to build "shovel-ready" projects, not many municipalities or authorities had actually designed "shovel-ready" projects.

The design process takes time, and none of us should want the designers to rush this process. Taking time to properly plan infrastructure intended to endure "the test of time" makes much more sense than building something more quickly, only to determine after the start of construction (or after completion) that a different approach would have provided a more important (or better) benefit. So, designers are likely to immediately benefit.

Municipalities, airport authorities, seaport authorities, the Army Corps of Engineers and a host of other

government contractors, planners, engineers, legal experts and logistics experts are also likely to immediately benefit if they choose to take the risk of designing projects before having specific funds allocated to them. After all, figuring out what improvements make the most sense, and then acquiring all the land necessary to make those improvements, takes a vast team of professionals.

Just staffing the necessary teams and then coordinating various agencies presents a logistical and politically sensitive challenge. Still, those fortunate enough to land on one of these teams is likely to see an immediate benefit to President Trump's trillion-dollar infrastructure announcement.

Some Obvious Hurdles

Planning and building significant infrastructure projects takes time. These projects are also complicated to construct and are typically expensive. From where is the promised trillion dollars expected to flow?

At this stage, the White House has not actually released specific data or a plan that correlates to the President's proposed infrastructure investment. The Washington Post reported in June 2017 that: "President Trump's '\$1 trillion infrastructure plan' isn't \$1 trillion and it isn't a plan. It's a \$200 billion plan to have a plan that hasn't advanced beyond that stage for six months now."

There is little argument that the President's hope is to include corporate investment through private/public partnerships (PPPs) and other tax incentives. In June 2017, the President spoke about seeking a \$200 billion allocation for infrastructure over the next 10 years. The hope was to commensurately create incentives for private companies to invest the additional \$800 billion over the same period. While that remains possible, the White House has not yet released any proposals for those incentives, nor do we have an indication as to how the incentives (when proposed) might spark corporate investment of the magnitude necessary to fulfill the need for these improvements.

Other discussion concerns whether allowing the private sector to take the lead on infrastructure projects with the understanding that they seek to maximize profit will result in the construction of the infrastructure projects that America most needs, or the construction of infrastructure projects that corporations will find the most profitable? In any event, the corporations will need to get paid. Paying the corporations in the future requires a future funding source. As a result, bridges, tunnels, roadways and other transit projects will almost surely carry tolls large enough to not only pay back the corporations for the construction of the projects, but will also – in theory – provide funds for ongoing maintenance and possible expansion of the infrastructure. This amounts, essentially, to a shift from taxing "Americans" one time in an amount necessary to build the infrastructure, to taxing "users" in perpetuity to build and maintain the infrastructure. Some people advocate for this shift, taking the position that it makes sense for users to pay for their own improvements as they use them. Others take the approach that as Americans we should share the burden of improving our country and that – in the broad scheme – all Americans will reap the benefit of infrastructure improvements.

Another obvious hurdle is labor. The construction industry has long argued that while the STEM programs are fine for some students, other students are perhaps better suited for and more interested in a construction career. The number of skilled construction workers is declining. When downward industry cycles occur, some talented construction professionals leave the field altogether to seek other careers. High school students are often not shown the possibility (or the long-term benefits) of a career in construction – nor are programs readily available to train the new workers before they hit the workforce. As the most experienced construction workers retire, the need to replace those workers will become as critical as the need to design and fund the necessary projects.

Continued on page 26



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I-4 Ultimate - continued from page 23

Quality of life, safety and efficiency improvements will result from the I-4 Ultimate. The roadway currently serves more than 1.5 million trips daily and was originally constructed more than 50 years ago. The I-4 Ultimate will modernize the corridor and improve safety by improving the designs of exits and interchanges.



I-4 Ultimate Construction

The I-4 Mobility Partners solution reflected a "signature corridor" design that reflected the communities along the corridor and provided cost-saving, significant technical enhancements. This includes a direct connection from the Express Lanes to State Road 408; additional auxiliary lanes and an additional pedestrian bridge along the facility—all while staying below the client's affordability limit. I-4 Ultimate will relieve congestion experienced in route to some of the world's most popular travel destinations, including Walt Disney World, Universal Orlando Resort and Sea World Orlando. ■

President Trump - Continued from page 25

This a problem approaching a national crisis that local school boards and national interests should address. It certainly presents a hurdle for constructing the infrastructure projects of which President Trump spoke.

Addressing the infrastructure needs

In its most recent "2017 Infrastructure Report Card", the American Society of Civil Engineers gave America a D+. This is alarming. That report estimated that the current needs are at least \$2.0 trillion - meaning that even if President Trump successfully navigates the political maelstrom that he is likely to face if he suggests a \$200 million tax allocation for infrastructure repairs or improvements, Americans remain woefully shy of the funds that experts believe it must spend. That report projects that to "raise the overall infrastructure grade and maintain [America's] global competitiveness, Congress and the states must invest an additional \$206 billion each year to prevent the economic consequences to

families, business, and the economy." No one in Washington - on either side of the aisle - has suggested an allocation of that magnitude. Thus, Americans can expect a continued degradation of the current infrastructure until either the costs to make the improvements go down (which is not expected or realistic) or until Congress can initiate a bipartisan funding arrangement that allocates money currently earmarked for other expenditures. Other avenues, like raising taxes, are a possibility. However, few people are expressly advocating for a tax increase capable of funding this expense.

Conclusion

No one questions that America needs immediate and significant infrastructure improvements. Americans are now asking when President Trump will release greater detail of his infrastructure plan, and how the federal and local governments will fund the needed improvements? Funding at the levels discussed in this article just isn't currently available. Nor are projects presently designed to allow for

the improvements, even if the funds were available. This is a president who has familiarity with construction and with construction financing. With some collaboration and hard work, perhaps Americans will enjoy some new infrastructure improvements during President Trump's tenure. ■

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Traveling Main Street Florida Continued from page 15

restricted access of the Turnpike, preplanning around material and personnel became the norm. OHL's management team briefed subcontractors and vendors on production preparedness and travel times. Concrete was batched off-site to meet FDOT standards and deliveries were closely timed. Extra time was taken into account for all activities.

While Florida's Turnpike Enterprise both operates and maintains the roadway, it did not act as the permitting authority for the service plazas. That duty belonged to the local municipalities holding jurisdiction over each respective plaza site. The six plaza projects were governed by six different building

instrumental to bringing each kitchen into functional service.

One-by-one the six plazas have been designed, constructed, and opened to guests. Starting in 2010 with the Pompano Beach Plaza and concluding later this year with the Fort Pierce Plaza, the facilities mark a significant achievement for everyone involved. "The completion of this last service plaza is a testament of the strong commitment and dedication of all team members to stay-at-it. This team - at all levels and across all disciplines - is professionalism at its best. We are very proud of what we have accomplished," says Bernardo Perez, President of OHL Building.

This year marks the Turnpike's 60th birthday. Since it first saw use in 1957, the roadway has tripled in length and the daily motorist count

and enjoyable. Steve Herrmann, Areas' Director of Planning and Construction shared "Areas is very pleased with the completed plazas. The feedback from the traveling public has been great."

Now after more than eight years and with 200 miles passed, this construction trip is almost over. With the end in sight, this long project reflects the remarkable and important road it serves - 'It's not about the destination, it's about the journey.' Reason enough to stop and grab some coffee and a doughnut. ■



departments. This blend of agencies meant the design-build team had to accommodate a new set of policies and protocol at each individual location. Early engagement and constant communication among all parties kept the paperwork and approvals moving.

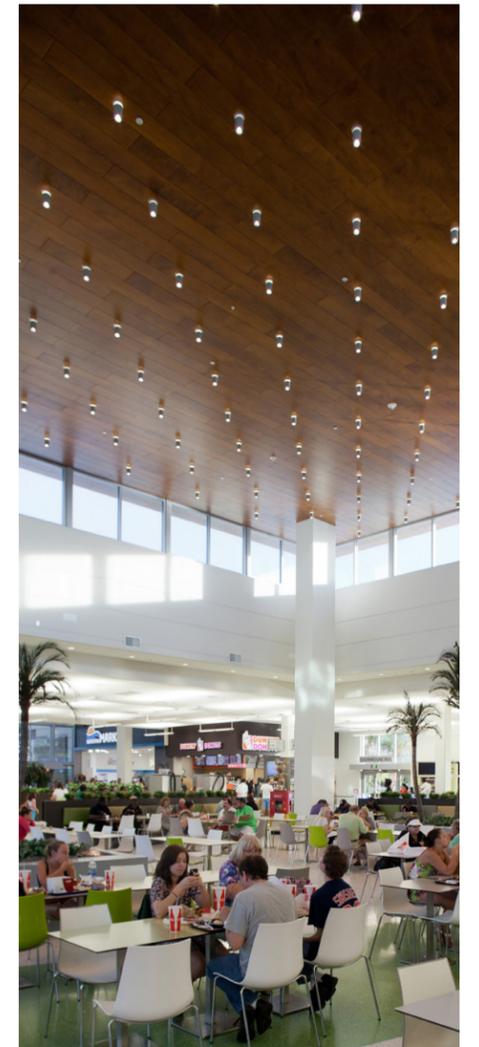
Within each plaza are several restaurants. Each independent operator required its own unique, full-service, commercial kitchen. The OHL team worked with a multitude of food service concessionaires to start collaboration and commissioning from the onset. Since the plazas were different in scale and layout, each required its own specialized plan. Thorough kitchen equipment planning, accurate coordination of work both underground and overhead, along with lots of protocol and checklists, were all

now numbers more than 2 million. The state's population has grown more than five times since the Turnpike opened. Florida's Turnpike Enterprise and its partners work diligently to keep Florida's

“ This team - at all levels and across all disciplines - is professionalism at its best. We are very proud of what we have accomplished. ”

- Bernardo Perez,
President of OHL Building

Main Street moving motorists safely and efficiently down the road. These new service plazas are an important part of making the drive both convenient



Due to this project covering the state of Florida, additional ABC Chapter Members were involved outside of the Central Florida Chapter:

- American Roll Up Door Co.
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- Brothers Fire Protection
- Meisner Electric, Inc.
- RCC Associates
- RMC Company
- Skylight Solutions, LLC
- Steel Fabricators, LLC

A Lean Journey

BY TIMOTHEE SALLIN, PRESIDENT, CHERRYLAKE

No one likes waste - especially if it can be avoided. But how much do we really focus on reducing waste in our workflow? A lot of time and energy is spent getting the job done, meeting deadlines and reaching goals, but without a true commitment to reducing waste or an understanding of the principles and methods for doing so, we are likely to find that we are surrounded by it.

Lean is a system of management that focuses on reducing waste in organizations. It was originally developed in the United States to increase manufacturing output during WWII. After the war, Lean was embraced by Japanese manufacturing and contributed to the Japanese Economic Miracle of the 1960's and 1970's. Today Lean can be found worldwide and is applied across many industries including manufacturing, construction, agriculture, software development and more.

What is Lean? And how does an organization become a 'Lean' organization? Five years ago Cherrylake set-off to become a Lean company. At the time we only had a vague notion of what that meant and where we were heading. It took some time to get the momentum going but today we are fully engaged and reaping the rewards of Lean. Here are five key things we have learned along the way.

1. The goal of lean is to maximize customer value while minimizing waste

Every organization exist to create value. Creating this value should be the principal focus of the organization. Inevitably the value creation process generates waste. Lean seeks to minimize this waste while maximizing the value created. Lean classifies 8 forms of waste that can be identified and reduced. These are: Waiting, Transportation, Motion, Inventory, Overprocessing, Overproduction, Defects, Unused human potential. Learning to spot waste within a process is the first step toward reducing it.

2. The ultimate goal of lean is perfect customer value and zero waste

No matter how far we have come we are never quite there. There is always opportunity to improve further. Lean is not focused on meeting a particular goal or target but rather on continuous improvement. What can we do today

to make the process a little more efficient? What small steps can we take to reduce waste and increase customer value incrementally each day? By focusing on continuous improvement, Lean encourages your organization to iterate, to innovate and to never settle.

3. Lean is about Flow

Friction creates waste and flow creates value. Anytime resources are blocked, inhibited or stuck at a bottleneck, the value creation process is constricted and waste accumulates in the system. As we work to reduce waste, we are also working to increasing flow. Lean principles help increase the flow of resources, the flow of energy, and the flow of work. People experience more easy, personal satisfaction and joy when they are in a flow environment. The workplace becomes more productive and the work is more rewarding as a result.

Neuroscientists and psychologists are publishing ground-breaking research on the human flow state which is defined as an optimal state of consciousness where people feel and perform their best. A lean work environment is an ideal environment for people to attain flow states achieve optimal performance and happiness.

4. Lean is an organizational culture not a corporate strategy

While commitment and buy-in from top leadership is essential to introducing Lean to an organization, it will only become fully actualized within the organization when the philosophy, tools and methodologies of Lean are understood and embraced broadly at all levels of the organization. Lean process improvement is done in the gemba which is a Japanese word meaning "the real place" or "the place where the work gets done". It is the people doing the work on a daily basis who are the most capable of identifying and reducing waste. These frontline champions have the greatest opportunity to continuously improve the process. To create deep penetration of Lean concepts within the organization it is helpful to view lean as an element of company culture that can be nurtured and developed. Investing in training employees on Lean principles will pay-off. There are many excellent training videos and resources



online including some fun team-building simulations you can facilitate with your teams.

Beyond training, the organization will benefit from empowering frontline employees to make changes to their work processes and spaces. The core concepts of Lean ensure a safe and effective framework for allowing employees to self-manage and make important decisions affecting their work area and processes. This can lead to rapid iteration, creativity and innovation throughout the organization.

5. Lean is fundamentally about respect for people

At the heart of Lean is respect for people. By continuously improving processes we demonstrate our commitment to improving outcomes for others. The focus on creating customer value is a sign of respect for your customers. The focus on reducing waste is a sign of respect for employees. No one enjoys working in a wasteful environment, Lean not only reduces waste and increases flow for employees, it also empowers them to make decisions affecting their day to day work. By reducing waste and focusing on value creation we show respect for our employees, our customers, our investors, our partners, and all stakeholders who benefit from our work.

Bringing it all together:

Lean is an excellent system of management that can lead to dramatic improvements in productivity and value over time. It is however much more than a set of management tools, or methodologies for process improvement, it is a broad philosophy of work and organization that creates value for others and centers on respect for people. Our experience at Cherrylake has taught us that it is best to keep things simple, focus on the core concepts and take one step at a time - little by little, we iterate, create value and flow. ■

Member News continued from page 13

Also included is the construction of a 53,000 SF parking garage.

... was selected by CPPI for the OCPS Cypress Park Elementary School and Dover Shores Elementary School projects both located in Orlando, FL. Work includes new plumbing systems for the 2 building, 77,000 SF Cypress Park school. The Dover Shores project will have 56,000 SF of new buildings and 21,500 SF of renovations. Work began in August 2017 and is scheduled for completion in July 2018 for all 3 of these projects.



... was featured on the trunk of the #20 Dewalt Race car of Matt Kenseth for the Coca Cola 400 Monster Energy Nascar Series race at Daytona International Speedway over the 4th of July holiday.

WILLIAMS COMPANY SOUTHEAST

... broke ground for Vineland Pointe, a new 447,500 square foot Disney-area shopping center located on 64 prime acres at Interstate 4 and Daryl Carter Parkway near Orlando Vineland Premium Outlet Mall. The center was Central Florida's largest to break ground in years, surpassing the size of The Crosslands, a 427,000 square foot center earlier constructed by Williams Company Southeast.



... broke ground for the new \$17.5 million Sage Park Assisted Living and Memory Care at Osceola Corporate

Center located at 1701 Ball Park Road, Kissimmee. The three-story, 107,000-square-foot facility will offer a total of 128 ALF and Memory Care units when completed in August 2018.



WINDOW INTERIORS

... recently joined more than 100 volunteers to complete \$325,000 of renovations for the Coalition of the Homeless of Central Florida—all in just one day.

The effort was part of AEC Cares project Orlando. Each year, AEC Cares brings together Construct Connect, the AIA, Hanley Wood and leading manufacturers for a blitz build that benefits that host community of the Conference on Architecture.

This year's project benefited the Coalition of the Homeless of Central Florida's Center for Women and Families. The Coalition serves more than 600 men, women and children every night, including 150 children with an average age of 7.

The renovations included upgrades to the lobby of the Center, renovations to the family dorm hallways, and an upgrade to the family room.

Window Interiors provided installers for the project. They installed MechoSystems EcoVeil Sheer manual shades, which allow in daylight without a harsh glare.

This is the seventh year for AEC Cares' blitz build. The renovations were completed on April 26.

Window Interiors has also participated in several other give back opportunities, including with Give Kids the World.

WHARTON-SMITH, INC.

With "Take Me Out to the Ball Game" playing in the background, Seminole County Commissioners, representatives from the Tourist Development Council, project team members, and community guests joined together on May 17 to cut the ribbon on the redeveloped Soldiers Creek Park, a state-of-the-art recreational facility designed specifically for women's fast-pitch softball and

youth baseball. Wharton-Smith provided construction management services on the \$7.5 million redeveloped park.

Located on 25 acres, the newly developed Soldiers Creek Park features six natural turf fields with state-of-the-art LED lighting, eight lanes of batting cages, warm-up and assembly areas, a central indoor meeting space for group events, playground, and concession and hospitality space. "This is indeed a field of dreams," remarked Chairman John Horan of the Seminole County Board of County commissioners

The Soldiers Creek project was fully funded by tourist development tax dollars. Amateur tournament sports is one of the largest and fastest growing market segments today. With 20 tournaments already on the books for 2017, Soldiers Creek is expected to bring in more than 700 teams, 10,000 athletes, and 20,000 visitors to Seminole County this year alone resulting in a local economic impact of approximately \$3.5 million.

"As a Seminole County-based company truly invested in this



community, it is exciting to be a part of projects such as Soldiers Creek and the Seminole County Sports Complex," said Rick Bundy, Project Executive for Wharton-Smith. "This is our home and working with Seminole County on projects that support youth sports in our community is something we can be truly proud of," he added.

The ceremony was followed by a scrimmage game between the Diamond Girlz, a local amateur women's fast-pitch softball league. ■



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