

# THE ESTIMATOR

The official newsletter of the National Professional Construction Estimators Association of America, Inc.

SPRING 2023



2023 Convention attendees kick off the weekend at the Radius Rooftop Lounge.



2023 Convention attendees at the Friday morning educational seminars.

## Special Points of Interest

### Convention Award Recipients

[Read more on pages 5, 7, 9](#)

### Member Highlight

National sits down with Triangle Chapter member Meagan Carothers

[Read more on page 3](#)

### 2023 National Convention Gallery

[See more on pages 10 & 11](#)





# Meet Our Incoming National Board Officers

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**Trevor Hamilton**  
National President

Willis Estimating  
Orlando, FL

Trevor is a member of the Orlando Chapter. He has held positions as Chapter President, Chapter Secretary, and as the association's National Secretary.



**Anthony Luise**  
National President - Elect

Army of Painters  
Raleigh, NC

Anthony is a member of the Triangle Chapter. He has served as Chapter President and Chairs several National Committees.

**Rob Bauer**  
National Vice President

Cost Construction Services  
Orlando, FL

Rob is a member of the Orlando Chapter and has served in nearly every role with in his Chapter Board, as well as on the National Board.



**Chris Kelley**  
National Secretary

J.D. Beam  
Raleigh, NC

Chris is a member of the Triangle Chapter. He has been active on their Chapter Board and on the National level for many years.



**Ben Carter**  
National Treasurer

Wood Partners  
Charlotte, NC

Ben is a member of the Charlotte Chapter. He is their current Chapter National Director and their immediate Chapter Past President.



**Adam Blalock**  
National Past President

Brock Contract Services  
Raleigh, NC

Adam is a member of the Triangle Chapter and has served as Chapter President in the past.

**Steve Munn**  
Executive Director

MAI Risk Advisors  
Augusta, GA

Steve is a member of the Central Savannah River Area Chapter and has served as National Director for the Chapter.



**Randall Williams**  
Executive Director

Clayton Engineering & Design  
Hickory, NC

Randall is a member of the Catawba Valley Chapter. He is a long-standing Chapter Board Member, as well he has held many roles on the National Board and in National Committees.



PARTICIPATION • CONTRIBUTION

## MISSION STATEMENT

To promote and improve the construction industry through education of the Association's membership and education of young people.

The Association will work to define and encourage high ethical standards of conduct among its members and will promote the fraternity of the construction industry through social interaction.

EDUCATION • ACHIEVEMENT



# US Department of Labor announces national emphasis program to reduce, prevent workplace falls, a leading cause of workplace fatalities

May 1, 2023

## OSHA initiative aligns enforcement, outreach efforts to protect workers

WASHINGTON – The U.S. Department of Labor today announced that its Occupational Safety and Health Administration has begun a National Emphasis Program to prevent falls, the leading cause of fatal workplace injuries and the violation the agency cites most frequently in construction industry inspections.

The emphasis program will focus on reducing fall-related injuries and fatalities for people working at heights in all industries. The targeted enforcement program is based on historical Bureau of Labor Statistics data and OSHA enforcement history. BLS data shows that of the 5,190 fatal workplace injuries in 2021, 680 were associated with falls from elevations, about 13 percent of all deaths.

"This national emphasis program aligns all of OSHA's fall protection resources to combat one of the most preventable and significant causes of workplace fatalities," said Assistant Secretary for Occupational Safety and Health Doug Parker. "We're launching this program in concert with the 10th annual National Safety Stand-Down to Prevent Falls in Construction and the industry's Safety Week. Working together, OSHA and employers in all industries can make lasting changes to improve worker safety and save lives."

The program establishes guidance for locating and inspecting fall hazards and allows OSHA compliance safety and health officers to open inspections whenever they observe someone working at heights. An outreach component of the program will focus on educating employers about effective ways to keep their workers safe. If a compliance officer determines an inspection is not necessary after entering a worksite and observing work activities, they will provide outreach on fall protection and leave the site.

[Learn more about federally required fall protection.](#)

[Learn more about OSHA.](#)

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<https://www.osha.gov/news/newsreleases/national/05012023>



Learn more about what that means for the industry on page 6

### Meagan Carothers Triangle Chapter

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Four years ago, Meagan Carothers joined [Riley Contracting Group](#), a decision that would pivot her career in a new, very specialized direction. Prior to that, she had worked on the design side of multi-family and residential construction.

Established in 1987, Riley Contracting Group specializes in the renovation of medical facilities. Their projects will occasionally include ground-up additions, but primarily they work in currently occupied medical spaces. Since joining the company, Meagan has risen to Project Management and oversees the renovations for their clients in hospitals and other medical facilities.

As many of her projects are in occupied medical spaces, Meagan must remain respectful of the nuances and complexities that come with navigating her projects. Often times her projects move in phases as they shut down blocks of hospital rooms one at a time to complete their renovations before moving on to the next block. There are many special conditions that remain a constant consideration: noise sensitivity, infection control, tidiness, and complex coordination.

The level of coordination involved is something that she finds especially unique to her job. As an example, in one of her projects she was renovating rooms on one hospital floor. The project required some plumbing work that would disturb the rooms on the floor below, yet those rooms were occupied. She coordinated with the hospital staff to know when certain rooms on the lower floor would be empty so that she could mobilize her workers as quickly as possible to complete their work before the room below was needed for a new patient. The level of precision and finesse that goes in to their projects has earned Riley Contracting Group, and it's employees, the loyalty of their long-term clients. Having contractors who understand how to navigate these niche projects with caution and care is priceless.

Not only does Riley Contracting Group work with medical clientele, they also give back to the community through their passion projects. They have a close relationship with [GiGi's Playhouse](#), a nation-wide organization that works with the families of children with Down Syndrome to provide free education and family care workshops. In February they finished their renovation work on a new home location for the organization's Raleigh Center. They also hold their annual [Mike Riley Memorial Golf Tournament](#) that engages with local clients and industry professionals to raise funds for local charity donation.

"I wanted more responsibility and opportunity to grow ... and this was a great opportunity to meet new people and make new connections."

Meagan joined [PCEA Triangle Chapter](#) a year and a half ago. She has stepped in as the Chapter's 2nd Vice President and oversees the chapter's programs. She has really enjoyed being able to direct the type of speakers that visit the monthly Member Meetings. Recently she invited a speaker from the City of Raleigh to discuss Affordable Housing, what the current needs of the city are, what new initiatives are available, and how to gain access to the list of companies bidding on these new developments. She's also invited a Safety Resource consultant to speak on the importance of considering the cost of your OSHA education when estimating projects.

Outside of her professional growth ambitions, she maintains a home with her husband and two year old son while preparing for the addition of a second child in October. She has always enjoyed being active in charity work. The balance of her professional and personal life has become more complex, causing her to take a temporary step back from her previous volunteer efforts, which is why she is so excited about the role her work plays in their community.



Down Syndrome Achievement Centers  
educate. inspire. believe.





# The Foundations of Operational Excellence (Part 1 of 4)

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## Developing & implementing preconstruction processes for a successful project

by [Gregg M. Schoppman](#)

April 6, 2023

Many engineering and construction (E&C) firms measure success strictly by looking at the bottom line. If net profits are good, companies often think they're effectively managing their money, processes and talent.

In a great economy, profitability can provide firms with a false sense of security. The challenge is that it can be unclear whether managers and supervisors are making decisions that truly drive profits due to the use of effective internal processes, tools and metrics, or because current market conditions are favorable.

In a strong market, companies that believe they are already operationally superior have scant incentives to review existing processes, training and other areas for improvement. Yet these companies might be relying on the work of a handful of talented executives, project managers and other staff members to produce results. A firm that is truly operationally superior can utilize less experienced managers and continue to deliver exceptional results. Additionally, these firms have the training, processes and systems in place to help employees grow and succeed.

This article is the first in a series about creating operationally superior organizations across the entire project life cycle. Part 1 focuses on the development and implementation of preconstruction processes that will create a defined game plan before people show up to a jobsite. Ultimately, having a more prepared workforce prior to mobilization will lead to greater jobsite productivity and enhance the bottom line. Being organized can also help retain your talented managers since they have the tools, processes and procedures to be successful — no matter the job.

### Building a Strong Foundation Through Rigor & Standardization

Companies must ensure their operations are ready for any market conditions and can withstand employee turnover in key positions. With labor shortages at an all-time high, we see that companies with well-defined internal processes that are replicable, sustainable and scalable are the most likely to retain quality employees. This is because workers at these companies have the necessary structure or parameters in place to be successful at their jobs.

A good starting point is to implement a system of continuous review and improvement. Be rigorous about standardization throughout the company. It is important to be consistent and to include the right people in these conversations. You will need an operations director or someone with equivalent responsibility to lead this change management initiative, but frontline staff should also have input into developing standard systems and procedures.

Operations directors need to be able to examine the organization and ask the right questions. A few questions to kick off an improvement initiative include:

- What is going well in the organization? What is lagging?
- Where can we make improvements to the company?
- What processes are working? Where do we need to collaborate to streamline operations? Who should be involved in these conversations?
- What tools do we currently have available?
- How effective are they? What could be added to improve efficiency or ease of use?
- What processes should we standardize, and where should we allow for creativity?
- How do we hold people accountable for following standard processes?
- How are we training people on these processes throughout the firm?

### A Strong Start Sets the Tone

Preconstruction typically runs from when the project is awarded until the project breaks ground. For contractors that engage in design/build or design/assist delivery types, a preconstruction strategy should begin earlier during the concept or design phases.

FMI has identified several processes that operationally superior organizations use during preconstruction, which result in better outcomes during construction.

### Collaborative Discussions

Preconstruction planning is more than a handoff, and any exchange of project information is simply a starting point for discussions.

article continues on page 8

# PCEA's 2023 Rudolph John Barnes "Estimator of the Year" Award Recipient

## Lee Edwards



Lee Edwards (left) receives the Rudy Barnes trophy from last year's recipient, Jim Cormany (right).



Lee Edwards stands with past recipients of the Rudy Barnes Award in attendance in Knoxville. (from left to right: Randall Williams, Alva Gaskin Jr, Lee Edwards, Jim Cormany, Rob Bauer)

"Perhaps the most coveted award given by PCEA is the Rudolph John Barnes National Estimator of the Year Award. This award is given annually to a person that has gone above and beyond on the National Level to contribute to the success of PCEA.

After careful consideration by the committee, consisting of the 5 most recent Rudy Barnes recipients, one candidate has proven to meet all of the high standards set for receiving this award. The words of some of this candidate's associates might best set the background for a listing of their accomplishments in the PCEA. All these are real, paraphrased a bit, but not made up.

He started in the construction business early, and was known for repairing a brick stairway at the tender age of 6 years old.

It is said that no walls of his family home or in the homes of friends and relatives were safe from being knocked out and rebuilt by this nominee.

He was not very popular with his neighbors, as the air compressors and saws were usually running from 7AM to 1AM every weekend while working on his house.

When he ran out of his own home projects, he was always ready to step up and help out on repairs or remodels for others in his community who needed a helping hand.

Overheard once at a National Board meeting, "he bleeds PCEA purple and gold".

You will often hear him long before you see him. Although he is loud, he certainly has the skills, talent, and passion to back up his talk.

To say he is competitive would be an understatement.

This gentleman once attended a PCEA Long Term Planning Committee meeting via ZOOM conferencing while standing inside a jobsite dumpster. That is commitment. At his current employer, he expanded his role as the need arose until he found himself wearing every hat in the closet.

He is a dedicated husband, father, and grandfather. He is a loyal friend, going above and beyond for those he loves and cares about.

So, now that you know some background on the man, what has he done for PCEA?

Since joining his chapter in 2009, he has served at all levels of Chapter leadership, from board member to Chapter President. A goal he set for his tenure as President was to bring home the Bill Helms Chapter of the Year award. In doing so, he took that award to a higher level, and raised the standard for all chapters to follow. He is consistently involved in supporting his local chapter in all of their functions. He has been active in local and national PCEA efforts in outreach and mentoring to local students in construction trades and to the Appalachian State University Student Chapter.

At the National level, this nominee has risen through the executive leadership from Secretary to National President. He has served with distinction in each of those offices, as well as in the committees where he has been a member or chairperson.

He has represented his chapter in attending a number of National PCEA Conventions. This gentleman has certainly made his mark on PCEA, and we are a better organization for it.

So with that said, it is my privilege to announce the newest recipient of the Rudy Barnes Estimator of The Year award, a proud 12th Man as a Texas A&M Aggie and representing the Charlotte Chapter, Mr. Lee Edwards."

-Jim Cormany, 2022 Award Recipient, Columbia Chapter



# OSHA Launches Nationwide Fall Protection Initiative

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The Dept. of Labor's Occupational Safety and Health Administration is undertaking a nationwide effort to prevent falls in construction and all other industries. Falls are responsible for more worksite deaths than any other type of accident.

In announcing the National Emphasis Program on May 1, OSHA also said that fall-related violations are the kind most frequently cited in the agency's construction inspections.

OSHA points to Bureau of Labor Statistics data showing that falls from elevation caused 680 of the 5,190 fatal injuries in 2021 among all industries. That represents about 13% of all workplace deaths.

In outlining policies and procedures for the new program, OSHA states, "Considering that falls remain the leading cause of fatalities and serious injuries in all industries, the agency has determined that an increase in enforcement and outreach activities is warranted."

Doug Parker, DOL assistant secretary for occupational safety and health, said in a statement that the new program "aligns all of OSHA's fall protection resources to combat one of the most preventable and significant causes of workplace fatalities."

In its directive outlining the new program, the agency said, "OSHA anticipates that most of the inspections will occur in construction because the majority of the fatal falls to lower levels each year occur on construction worksites."

Before initiating inspections under the new program, OSHA area and regional offices will be required to develop "a comprehensive fall protection awareness outreach program" for 90 days, OSHA said in its directive.

Chris Trahan Cain, director of safety and health for the North America's Building Trades Unions (NABTU), says that a key part of the new program is that it allows OSHA compliance and safety officers to open an inspection when they see a worker working "at height."

Prior to the launch of the fall protection program, an OSHA compliance officer couldn't initiate an inspection "unless there was an imminent danger," Cain said in an interview.

Joe Xavier, Associated Builders and Contractors senior director of health and safety, said that under the program, if a compliance officer determines that an inspection on a jobsite is not needed, the officer will provide a link, printed materials or carry out another outreach activity there.

NABTU's Cain says the building trades see the new program as a positive step. "We think it's protective," she says. "We think that the Department of Labor is doing the right thing."

Cain also says that before the new program's launch, in nearly all OSHA regions there were regional or local fall-protection emphasis programs. But she says the new program might cover areas that previously "slipped through the cracks."

The program's national scope also could provide employers a "unified expectation" concerning "what OSHA can and can't do" concerning compliance officers' self-referral of an inspection, she says.

Cain, who also is executive director of the building trades' Center for Construction Research and ...

article continued on page 13

# PCEA's 2023 Bill Helms "Chapter of the Year" Award Recipient

## Orlando Chapter

"This is an incredible achievement and a testament to the hard work, dedication, and commitment of each and every member of our chapter.

As a team, we have worked tirelessly to organize and execute various events and initiatives throughout the year. Our efforts have not only strengthened our chapter but have also positively impacted our community. This award is a recognition of all those efforts and a validation of our commitment to our mission.

I would like to take this opportunity to express my heartfelt gratitude to all of you. It is because of your passion, enthusiasm, and teamwork that we were able to achieve this milestone. I am honored to be a part of such a fantastic group of individuals who always go above and beyond to achieve excellence.

Once again, congratulations to all of us! This is an achievement we should all be proud of. Let us continue to work together and make our chapter even more successful in the future. "

-Chris Joyce, Orlando Chapter President



Orlando Chapter members during the awards ceremony. (left to right: Trevor Hamilton, Chris Joyce, Alfredo Barrott Jr., Rob Bauer)



Chris Joyce (right) receives trophy from Trevor Hamilton (left)



Orlando Chapter members and their spouses at the Convention Awards Ceremony



# The Foundations of Operational Excellence (Part 1 of 4)

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(article continued...)

For many clients, the preconstruction meeting is a brainstorming session where owners dictate orders, and the responsibility is passed to the contractor. Too many companies think of this as a checklist to speed through. It ought to be considered as the beginning of job planning and paramount to the overall success of a project.

Operationally superior construction firms guide their clients through the process and approach preconstruction as a collaboration. With a strong internal plan, construction organizations can work more effectively with clients and drive conversations centered around risk management and mitigation from all aspects. The checklist is there to guide the conversation, but it should encourage collaboration and real conversations about how to solve challenges and deliver the project on schedule and on budget.

## Preconstruction Planning Tools

Preconstruction planning utilizes a tool to create follow-up and uncover potential issues. Many believe that purchasing planning software or other tools is all that is needed to improve efficiency. They fail to consider how best to use tools and at what specific point in the process to do so. Tools can provide incremental improvements and must be regularly evaluated and improved. Examples include meeting agendas or presentations, which may help mitigate risk and identify challenges from the onset, allowing project teams to derive effective solutions prior to mobilization.

The best approach for implementation is to create a road map for how your company should use productivity tools and methods for holding people accountable. Too often clients spend millions on software, but they don't put enough focus on how to utilize it.

Ultimately, they don't reap any tangible results. The tool utilization road map is meant to drive accountability in the same way that exercise apps on a smartphone help drive personal accountability in fitness.

All processes should be standardized so they are repeatable across the organization.

## Stand-and-Deliver Phase

One element of preconstruction planning is the stand-and-deliver phase, where the project team explains its plan, approach or strategy to senior management, and leaders provide objective counterpoints to challenge the team's approach.

This step should occur after client handoff and all the necessary team preparations. Estimators, project managers and the superintendents will put together this plan and present it to a panel of senior leaders. Stand-and-deliver meetings provide the ultimate backstop prior to mobilization and help mitigate risks long before they occur.

Additionally, this is the time to identify any potential challenges and to evaluate means and methods to generate greater efficiencies. Any areas of risk should be closely examined, discussed and solved during this process. Senior management should be objective about the team's approach and point out any flaws in the team's initial plan or in any risk assumptions.

## Preinstall/Trade Kickoff Meeting

Before a trade partner begins, a general contractor conducts a preinstall or trade kickoff meeting to review project-specific items such as quality assurance or quality control, labor, safety procedures or other areas. Most importantly, this meeting occurs at the jobsite with each trade partner's field leader.

Trades don't always have the full picture for how their specific scope of work fits into the overall project. For example, a general contractor might call a drywall specialist and schedule this crew for a particular day.

If the contractor doesn't review the required application processes or discuss the trade partner's strategy for the installation, the partner may end up covering up walls where other trades have not finished or not provided the owner's desired finish level. Both can result in costly budget or schedule overruns.

Great contractors don't just go through the motions with these meetings. They use the time to collaboratively plan and coordinate the specific scope of work. Even if trade partners aren't doing their own planning (which they should be), preinstallation conferences ensure contractors have their trade partners' full attention and that the entire job is well organized from the beginning.

It is important to be consistent when handing off scopes of work to trade partners. More specifically, all processes must be clear and ...

article continues on page 17



Steve Munn, CSRA National Director, receives the Editor of the Year Award on Kat's behalf.

## Chapter Newsletter Editor of the Year Award

**Kat Sanders, CSRA Chapter**

## Membership Recruitment Award (awarded to members who sponsored the most new members)

**Tim McLaughlin, Orlando Chapter  
Cooper Chesebro, Orlando Chapter**



Chris Joyce, Orlando Chapter President, receives these awards on behalf of Tim and Cooper.



Jim Cormany receives his 2022 Rudy Barnes Recipient plaque from Adam Blalock



Adam Blalock passes the Presidential gavel to incoming National President, Trevor Hamilton



Trevor Hamilton presents Adam Blalock with his Past President's plaque











# Our 2023 National Convention Speakers



Don Flick



Joey Rowland



Dexter Bachelder



## Thank You

### To Our 2023 National Convention Sponsors



# OSHA Launches Nationwide Fall Protection Initiative

(...article continued)

... Training, adds, "It's not new regulation. It's just a new approach on how OSHA will do inspections."

ABC's Xavier said in comments emailed to ENR, "OSHA is utilizing all resources to combat fatalities caused by falls." He said that ABC encourages the national fall protection program's outreach, partnerships and alliances.

He said, "Fall protection is essential on construction jobsites as falls are a leading cause of injuries and they are completely preventable."

Parker noted that the announcement of the new program coincides with the 10th-annual National Safety Stand-Down to Prevent Falls in Construction as well as construction's Safety Week.

The text of this article was updated 5/2/2023 with comments from the Associated Builders and Contractors.

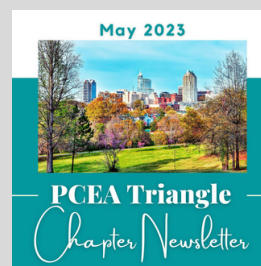
Written by: [Tom Ichniowski](#)

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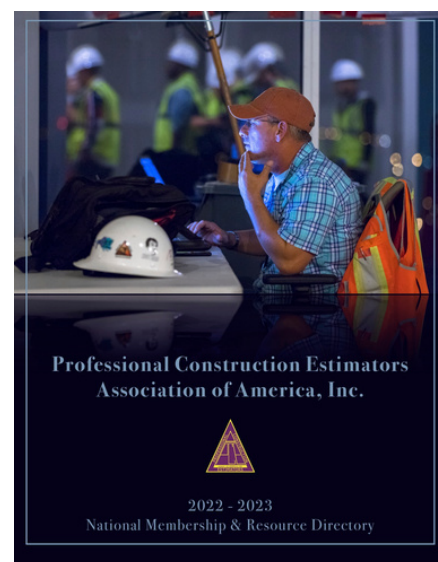
<https://www.enr.com/articles/56379-osha-launches-nationwide-fall-protection-initiative>

*Chapter  
Happenings*



## The 2022 - 2023 Membership Directory has been published!

Download your copy by clicking the  
image or visiting our website @  
[www.pcea.org](http://www.pcea.org)



### Orlando Chapter

Hello and welcome from the State of Florida. Please see below a list of activities that the Orlando chapter has kept busy with since the last report.

Following the fun in Greenville we had our own Axe throwing event 5/19/2022 at BATL Axe Throwing in Orlando – Sadly no knives or throwing stars but had another good time as evidenced by my sore shoulder the next day – had a limited number of spots but filled out field of 20 or so participants

May Membership meeting was 5/24/2022 and Featured Robert Wahlers with Advent Health Care and discussed the existing and new projects coming up in the Central Florida area and the \$600 million in annual anticipated work load for the next couple years at their existing local facilities – This was attended by 53 members and 7 guests

June 9, 2022 we had another social event the Summer Kickoff Social at Broken Strings Craft Brewery in Downtown Orlando – Unfortunately I did not attend this event (Craft beer ughhh) but reports from all the folks said a good time was had by all – 31 members and 5 guests were checked in but from reports we probably missed a couple folks when they snuck in

At the time of this meeting we will be well into our Summer Golf Tournament at Mission Inn Resort and Club in Howey-In-The Hills outside Orlando – This was a great success last year as it is a stay and play and stay event or play and stay event – Either way it will raise some money for the chapter and we will have a good time as usual – We anticipate 25 foursomes to come out and participate

Summer Golf Tournament at Mission Inn Resort and Club in Howey-In-The Hills outside Orlando – Once again great success this year with this event – This play and stay event led to some time on the lake as well – Always warm lots of adult beverages and lost golf balls and post golf boating time – We locked up 23 foursomes and a couple sponsors to raise approx \$4,600 that will be used for various chapter expenses and educational events to come

June Membership meeting – Jim Gray Orlando City Commissioner and Developer came out and talked about the growth of Orlando, impacts of the massive number of folks moving to Orlando and the Central Florida Corridor and plans for future development around the city centers – attended by 43 members and 5 Guests

July Membership Meeting – Lake County Commissioner (Just North of Orlando including the Villages) Sean Parks spoke about the new Medical centers and growth of Lake County as it supports the Orlando Metropolitan Area as well as the surrounding counties – 52 members and 5 guests Attended

July Social – Tried something new same week of our regular meeting had a get together at Gatlin Brewery just South of downtown Orlando – Featuring full bar, craft brews and attached eating this strictly on your own social generated a lot of attention with around 40 folks attending on and off for 3 to 4 hours

August Membership Meeting – Is this evening 8/23 and features a panel of General contractors discussing market conditions, market share, back log etc... – Featuring panelists from Hoar Construction, PCL, Hensel Phelps, Austin Commercial Wharton Smith, Balfour Beatty & MED General Contractors 60 members and 7 guests registered but we usually get some spares for this type of event

Unfortunately due to a double booking we had to cancel a Bowling event in early September

In mid September we had our annual Steak on The Lake event at the Orange county Sportsman's Association – In the midst of torrential down pours and some heavy seasoning we managed to eat some steaks and fixins – This event not only acts our regular meeting but also is used to drive membership (we use beer and food as a motivator) – Attended by 85 folks with 16 guests it was a good turnout regardless of the weather

In late September we visited another local brewery – Tactical Brewing for a on your own quick social -- We ended up arriving on cross dress trivia night which made the beer even more important – Attended by about 20 folks

October saw us back at the Red Tail Country Club for our annual Randy Welch Memorial Golf Tournament and Fund Raiser – Trevor Hamilton put together a wonderful tournament raising upwards of \$17K to fund this years local scholarships – 24 foursomes attended and multiple sponsors had tents at the holes for our enjoyment as well as several fun contest were had – Due to Scheduling this was considered our November member meeting

October also saw us back at the citrus club for our regular meeting – Unfortunately our speaker backed out last minute do to a family emergency but we made up for that by celebrating the 20th anniversary of the Orlando Chapter with several charter members attending and an overall turnout of 40 folks coming out for a nice social hour and our typical diner

...continued on page 15



### Orlando Chapter continued...

As I wrote in last report we had another meeting / social event Thursday 11/17/22 at Bottles & Bitters a whiskey bar in Orlando -- Just another casual on your own get together we had 15 regestered but probably ended up with 25 folks

December 8th had our annual member holiday social at Quantum Leap Winery - With some drinks at surrounding bars and restuarants prior and post - This is an active winery that we brought liquor and beer into and had space for us - Appitizers provided

January led us to our Bourban (OK rye Whiskey) Tasting - We held this event at the Ferguson show room Thanks to one of our local members - This sold out event brought in Templton Distillers from Iowa (Another members friend) and tasted 8 or so different whiskeys with an option to purchase a bottle of 6 year old single barrel that just been released - Once again I personaly found out that I am not a whiskey drinker but may have found some beers before the event

January 24th had a member meeting with our speaker from Mill Creek developers / Builders - They are looking to build in central florida \$4 to \$5 million a year for next couple years - This was more a meeting geared towards or subcontractor and supplier markets but had a good turnout of 70 to 75 people

January also brought us to our annual shooting clays tournament at Black Jacks in Sumpterville - We had 17 teams of 4 show up and raised \$4k to give away to local charities

January also brought us to our annual shooting clays tournament at Black Jacks in Sumpterville - We had 17 teams of 4 show up and raised \$4k to give away to local charities

Thursday 2/09 at Deadwords Brewery in Orlando - Just a get together we had 15 folks sign up with about 20 showing

February 28th Member meeting with Downtown Development Board and had the visiion for the city with new walkable design and road construction and ammenities - Attended by 60 folks or so

March 7th we had another educational event at Maddox Electrical contractors - Moderated by our own Don Rolfe we had Brad Tubbs, Willis Construction Consulting, Inc - Scott Coleman, Boys Electrical Contractors - Mike Hettenbach, Maddox Electric - we had a great turn out of about 40 folks and went 2 hours

March 9th we had 10 folks head to volunteer our time at Second Harvest Food Bank

March 23rd we did another get together at Bre Theory in Orlando - about 18 folks attended for a coule hours of get together time

March 28th had our monthly member we had an Architect / Engineer open panel discussion - on Nobles - Hunton Brady Mark Maturo - Gresham Smith, Matthew Cormia - Scott & Cormia, Neil Boothe- TLC, Teresa Campbell- HKS -- We had a reallly good turnout of 80 folks show up to good naturedly grill the board

April 13th we had our annual membership drive at Sea Food on the Lake -- over 100 foolks showed up fro our incoming local president David Colvin cooking our shrimp boil

Another Goood Year in Orlando

We still meet the 4th Tuesday at the Citrus Club in downtown Orlando on the 18th floor from 5:30 PM to around 8:00 PM for our official meeting but you can probably find a member or 2 warming up after 3:30 PM and winding down till 10ish at a local establishment nearby

Respectfully submitted,

Rob Bauer  
National Director

### Columbia Chapter

Good morning from South Carolina's flagship PCEA Chapter in Columbia. With a renewed sense of urgency since we last convened in Greenville a year ago, Columbia has moved out of the Intensive Care Unit and upgraded their condition to "stable". We met every month since last June and most of our meetings featured programs and outside speakers on a variety of topics of interest to the group. Among those programs and topics were:

Legislative Accomplishments of 2022 from Leslie Clark of Carolinas AGC;

Permeable Concrete Paving from Whit Suber, Argos and Columbia PCEA;

Building Construction Programs at Midlands Tech Community College with Robbie Sharpe, Director. This one was onsite at the college and featured a tour of their facilities;

Precast Concrete and Cast Stone from Jim Cormany, Bamastone & Columbia;

Supply Chain Issues from Anthony Reddish, WB Guimarin Co & Columbia PCEA;

Solid Waste & Recycling from Samantha Yeager, City of Columbia;

Economic Development Efforts from Ryan Coleman, City of Columbia;

Historic Preservation from John Sherrer, Historic Columbia;

Finlay Park Revitalization from Todd Martin, City of Columbia.

We keep the defibrillator close at hand, but Columbia appears to be on the right track to start the 2023-24 year with a strong pulse going forward. An outstanding slate of officers has been elected for the coming year, with some new blood mixed in with some of the old-timers to keep things moving along.

From our shaky return to activity last year, Columbia is back on an upward trajectory, and we will work to keep it that way. Check us out if you are in the neighborhood on the 2nd Thursday of the month.

Respectfully submitted,

Jim Cormany  
National Director

### Charlotte Chapter

Greetings from the PCEA Chapter 1, proud hosts of this year's Annual Convention.

In March we held a "mixer" with NAWIC at Old Mecklenburg Brewery in lieu of our regular meeting. This wasn't well attended by our members and the structure of the event was a bit lacking, but those that made it enjoyed it.

In April we returned back to our regular venue and hosted a virtual presentation by Join.build, a collaborative project delivery platform that was truly fascinating. Unfortunately, as has been our trend, turnout for the event was 15 members and guests.

Our reported headcount as we roll into the end of our fiscal year is at an even 40 members, which isn't terrible, but we continue to deal with a good portion of our membership which for reasons unknown rarely if ever participates in our chapter events. In May we hold our annual member appreciation event (location TBD) so hopefully that will get some of them out though even that event has been poorly attended in past years.

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# The Foundations of Operational Excellence (Part 1 of 4)

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(article continued...)

standardized so trade partners know what is expected of them. Having efficient and clear processes on your project usually attracts quality trade partners that will prioritize your jobs over your less organized competitors, and it often results in better pricing.

As the general contractor, you must also help set the strategy for efficiency; basically, you are the best source for planning and coordinating to make sure everyone is on the same page. Collaborative planning ensures each job is started in the same manner, no matter the project location or project manager.

## Legal Knowledge

Everyone must understand the general contract and the terms and conditions therein. No one needs to be an attorney; but a fundamental knowledge of the operations-specific terms and conditions is paramount.

The best companies ensure project managers and other leaders have solid foundations in construction legal knowledge. You can achieve this through training, lunch-and-learns or on-site seminars. One tip is to create a one-pager so everyone on the project team understands the general terms and structure of the contracts.

Standardization in this area is also key because subcontractors need consistent language and terms to work with. Only the scope of work should vary. This ensures project managers understand timelines, notification deadlines and other contractual obligations spelled out in the contract.

## Exit Strategy

Each project needs an exit strategy or preconstruction planning for the last 10% of the project.

The premise of the exit strategy is to plan and strategize for the successful and efficient completion of the last 10% of the project. This is even more critical if there are (or will be) changes to the project team. At this point in the project, the project team collaborates to develop a realistic, consistent management philosophy to drive the project over the goal line.

Items that must be considered and planned for during the exit strategy process include anything that could prevent the team from finishing the project profitably, such as creating the punch list, gathering operations and maintenance documents, commissioning critical equipment, training the owner on systems, documenting as-built construction, obtaining owner buy-in and handing off the project.

Many companies in our industry are terrible at executing these last parts of a project because they lose focus, and the resources that were on the project from the beginning have been reassigned to newly mobilized jobs instead of completing the one at hand.

## Why It All Matters

Every job starts with preconstruction, which is the foundation for project success. Operationally superior organizations understand that having consistent processes, documents, tools and approaches to each project before mobilization can have a tremendous impact on their efficiency and margins. Improving this area helps save time, avoid project rework and foster clear communication across the project team and with trade partners.

Contractors that continually focus on improving their operational procedures and processes will reap the rewards of these efforts. Even small tweaks to existing processes can make an enormous difference in your company and help to retain your top talent and clients.

Gregg M. Schoppman is a partner with FMI Corporation, management consultants and investment bankers for the construction industry. Schoppman specializes in the areas of productivity and project management. He also leads FMI's project management consulting practice. Prior to joining FMI, Schoppman served as a senior project manager for a general contracting firm in central Florida. He has completed complex construction projects in the medical, pharmaceutical, office, heavy civil, industrial, manufacturing and multifamily markets. He holds a bachelor's degree and master's degree in civil engineering, as well as a Master of Business Administration. Schoppman has expertise in numerous contract delivery methods, as well as knowledge of many geographical markets. Contact Schoppman by email at [gregg.schoppman@fmicorp.com](mailto:gregg.schoppman@fmicorp.com). Visit [fmicorp.com](http://fmicorp.com).

[https://www.constructionbusinessowner.com/resources/foundations-operational-excellence-part-1-4?oly\\_enc\\_id=2460C5090834H4G&utm\\_source=Newsletter&utm\\_medium=Email&utm\\_campaign=CBO\\_Alert](https://www.constructionbusinessowner.com/resources/foundations-operational-excellence-part-1-4?oly_enc_id=2460C5090834H4G&utm_source=Newsletter&utm_medium=Email&utm_campaign=CBO_Alert)



### Charlotte Chapter continued...

We did hold our biennial office elections in April with all positions running unopposed but also all positions filled. We will be welcoming in our new slate of officers at our June passing of the gavel meeting and of course holding training sessions before then in May.

Lastly, I am glad to report that we were able to get several of our chapter members to make the trek to Knoxville for their first convention. Please introduce yourself to them if you see them....they will be the one's wearing the Newby ribbons.

That sums it up for the Charlotte Chapter....as always come to one of our meetings if you can...we have plenty of room for you.

Respectfully submitted,

Ben Carter  
National Director



**Congrats to Andrew Ward for  
welcoming baby boy Hayes Ward!**

PCEA Charlotte Chapter

### Triangle Chapter

Greetings from the Triangle Chapter.

We started this past year off trying to adjust to high gas prices, material shortages, long lead times on materials, and high inflation. While some of those have gotten better, some are still constant.

We had guest speakers from Hilti (demonstrating concrete and rebar scanners and Jailbot self-drilling artificial robots), Sunstate Equipment Rental (talked about commercial rental equipment and the future availability of equipment with large commercial projects locally), ADS (presented StormTech detention systems and HP Storm pipe as an alternate to RCP pipe), Professional Restoration Services (talked about emergency cleanups and restorations), Staff Zone (discussed the use of temporary workers on commercial projects), Wake Tech (discussed migration, immigration, and labor related topics in NC), and Wake County Deputy House Director (affordable housing in Wake County and programs with developers and owners).

We had a sporting clays event in October. We also had a golf tournament in March to raise funds for our scholarships.

We have been holding our monthly meeting every third Thursday of the month at Casa Carbone at 6019 Glenwood Avenue, Raleigh, NC. Social starts at 6:30 PM. Come visit with us if you are in town.

Respectfully submitted,

Kevin Sherron  
National Director

### Central Savannah River Area Chapter

#### Board for 2022-2023 Term:

- President, David Eller, Georgia Drywall
- VP: Membership, Mark Stephens, Cost Segregation Services VP Programs, Steve Munn, MAI Risk Advisors
- Secretary, Sara Lord, Portable Services
- Treasurer, David Eller
- National Director, Steve Munn

#### Recent Speakers:

- February – Sara Lord, All-Star Party and Rentals
- March – Jeb Blount Jr, Comcast Fiber and SalesGravy.com
- April – Whittney Brown, Bonitz Flooring

#### Social Events:

- In February we also hosted a Valentines With Elvis night at Sole in downtown Augusta with Stroll Magazine where we had about 40 people enjoy an excellent Elvis impersonator, food, drinks and fellowship.
- We are planning a corn-hole tournament and low country boil at Spring Lakes clubhouse on April 25th for members and guests.

#### Membership:

- New member, Jeff Drake, Nandina, Inc. a professional service company offering high-value engineering, surveying, and project management with locations in Georgia, Ohio and South Carolina.

#### Golf Tournament

- We have pinned down October 23rd for our annual scholarship fundraiser golf tournament at West Lake Country Club.

#### Scholarship Recipients for 2023

- Our national scholarship nominee is William Darley of Lakeside High School who is going to study Construction Management/Building Science at Southern Union Community College then Auburn.
- Rico Castillo of Augusta Tech, studying HVAC Technology
- Joseph Hudson of East Forsyth High School, studying Construction Management at Georgia Southern. Katherine Seifert, dual enrollment at Lyndon Academy and Chattahoochee Technical College attending Oklahoma State University to study Fire Protection and Safety Engineering.
- Tom Riley of Georgia Southern University studying Construction Management.

#### Newsletter

- If anyone wants to subscribe to our newsletter, please let Kat know at [ksanders@cce-inc.com](mailto:ksanders@cce-inc.com).

#### Convention 2024 News

- Signed contract with The Crowne Plaza in North Augusta for convention 2024.

Respectfully submitted,

Steve Munn  
National Director

# Thank You

to this year's

## National Board of Directors

### 2022 - 2023



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Brock Contract Services  
Raleigh, NC



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AAPCO Group  
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J.D. Beam  
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**Randall Williams**

Executive Director

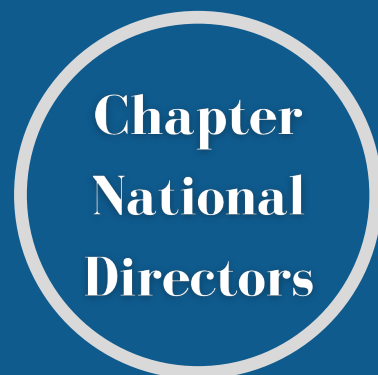
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**Kevin Sherron - Core & Main**

Triangle National Director



Professional Construction Estimators  
Association of America, Inc.

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