

Bulletin

The Official Publication of the Washington Building Congress | **March 2009**

Inside ▶

Industry Report.....	2
Selling to the Government	7
Guide to Stimulus Package.....	8
Member Projects	11
New Members.....	14
WBC Calendar.....	16

Shovels Ready

A Guide to the Economic
Stimulus Package p.8



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Project Day: Saturday, April 25, 2009

Location: Falls Church, VA

To become involved, contact:

For volunteer opportunities:

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atombros@exponent.com

For material/cash contributions*:

Winona Leaman

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wleaman@gpinet.com

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We are in need of cash contributions...
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Bulletin

March 2009

Washington Building Congress is a nonprofit association made up of professionals from a variety of disciplines, all with an active interest or involvement in the Washington Metropolitan Area's real estate, design, and construction community. The organization was established in 1937 to represent the collective interests of its members by providing education and networking opportunities and by promoting the advancement of the building industry. For additional information about membership, joining a committee or the WBC Bulletin, call (202) 293-5922 or visit us on the web at www.wbcnet.org.

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Chairman's Letter



Dear Members and Colleagues:

I hope everyone has had the opportunity to utilize their redesigned 2009 WBC *Industry Index* directory. Due to the dramatic growth in membership over last few years, we were faced with the need to expand the page size in order to minimize the increasing thickness of the publication. We have received a lot of positive feedback and I think the new look is fantastic. Please let us know

if you have any comments or suggestions regarding the 2009 *Industry Index* and how we can make it even better in 2010!

The Board of Directors established a Planning Workgroup in April to lay the framework for a May 2009 WBC strategic planning session. The participants will be undertaking a constructive assessment of the association and identifying how we can position the WBC to meet the needs of our members and the industry over the next 1-2 years. Results of the strategic planning session will be published in the June edition of the *Bulletin* and will also be available online.

The Program and Education Committee is planning an April 23 evening program focusing on the economic stimulus program and what our industry can expect to see in the metro area. The panel will include representatives from the General Services Administration and the Corps of Engineers, along with a speaker from McGraw-Hill Construction. Please watch for further details regarding this excellent program. Thank you to the Program and Education Committee, Chair John Gregg (Beacon Group), Vice-Chair Jim Coleman (Akerman Senterfitt), and Board liaisons John Barron (Foulger-Pratt Construction) and Joe Schall (Pepeco).

The WBC Community Services Committee is once again organizing a WBC Rebuilding Together project planned for April. The volunteer workday is scheduled for Saturday, April 25 at an Arlington, Fairfax or Falls Church private residence. Please contact the WBC office if you would like to volunteer, donate materials or make a monetary contribution. Community Services Committee Vice-Chair Winona Leaman (Greenman-Petersen) is serving as House Captain for the project. Thank you to Winona, the Community Services Committee, Chair Anne Marie Tombros (Exponent) and Board liaison Steve Sullivan (Forrester Construction) for taking on this worthy cause.

The Membership Services Committee hosted the 4th annual WBC St. Patrick's membership recruitment event at Sine Irish Pub on March 12. Over 120 members and prospective member guests attended this outstanding event that serves as our annual new member recruitment showcase. The Membership Committee, led by Chair Karen Roberts (Forrester Construction), Vice-Chair Colleen Yushchak (Navigant Consulting) and Board liaison Tamara McNulty (Duane Morris LLP), continues to do a fantastic job.

The 53rd annual WBC Craftsmanship Awards banquet was held on Friday, March 27 at the Marriott Wardman Park. Please be sure to check out the April Craftsmanship Awards special edition of the *Bulletin* where we will recognize all of the award winners and sponsors.

I look forward to seeing you at an upcoming WBC program or event. Thank you for your support and participation.

Best regards,

Paul Varela

WBC Chairman of the Board

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Industry Report

Greenman-Pedersen, Inc. LEED News

WBC member, Greenman-Pedersen, Inc. (GPI) is pleased to announce that Andre Santiago, PE, LEED AP; Jamal Anwar, PE, LEED AP; Juan Carlos Perez, LEED AP; and Lew Brode, PE, LEED AP recently became LEED Accredited Professionals. GPI has been a member of the U.S. Green Building Council (USGBC) since 2003 and now has 21 LEED APs. GPI's recent LEED certified projects and awards utilizing LEED CI, NC, and EB Guidelines:

- American Legacy Foundation –LEED Gold Certification
- The Union of Concerned Scientists –LEED Gold Certification
- Delucchi + –LEED Silver Certification
- 2008 Presidential Citation Award for Sustainable Design from Washington AIA Chapter for The American Legacy Foundation project
- "Best Environmentally Responsible - Tenant Interiors" Award of Excellence by Northern Virginia NAIOP for the KGD Architecture Office renovation

Promotions at AECOM Design

The Washington, DC office of AECOM Design, a WBC member announces the promotions of **Paul Kulwatno**, AIA, LEED AP; **Susan Reynolds**, RA, LEED AP; **Ryan Geraghty**, CDT; and **Kinite McCrae**.



Paul Kulwatno

Kulwatno has been promoted to Project Manager I. With 20 years of architectural and project management experience, his portfolio encompasses work for museums, educational institutions, the military, and the federal government. Over the course of his 15 year tenure with AECOM Design, Kulwatno has designed numerous significant structures, including the hangars that support the

Marine Helicopter Squadron One (HMX-1) in Quantico, VA, responsible for the President of the United States' helicopter transport. He has been the lead architect or project manager on multiple tasks issued as part of AECOM Design's contract with the Architect of the Capitol on the U.S. Capitol Complex in Washington, DC.



Susan Reynolds

Reynolds has been promoted to Engineer II within AECOM Design's Structural Department. With a dual background in architecture and structural engineering, Reynolds is a Registered Architect and recently passed the Fundamentals of Engineering exam. She has specialized expertise in preservation engineering for structural systems, including the structural renovation design for many of the firm's projects at the National Gallery of Art and the National Museum of Natural History in Washington, DC. Reynolds serves as the Building Information Modeling (BIM) implementation lead for the Washington, DC office, where she has directed BIM design and production on two recent projects with the U.S. Army Corps of Engineers.

Geraghty has been promoted to Contract Administrator II. With nearly ten years of experience, Geraghty provides construction administration services on a variety of building projects, including AECOM Design's historic preservation and renovation work for several of the District's notable museums and for many of our projects on the U.S. Capitol Complex. He also served as the construction and contract

McCrae has been promoted to Project Support Administrator. In this new assignment, she will focus on financial management in support of project managers assigned to the Washington, DC office. A licensed notary, McCrae will also manage all of the office's financial transactions and act as the liaison with AECOM's corporate financial department. A member of the International Association of Administrative Profes-

sionals (IAAP), McCrae serves on the IAAP communications committee and develops and maintains the chapter newsletter, *The Scope*.

Hudick Joins HKS as Quality Control Manager



Jefferey Hudick

HKS, Inc., a top-three architectural firm, hired **Jefferey E. Hudick** as quality control manager in WBC member, HKS's Washington, DC office. With more than five years of construction management and quality control management experience, Hudick is responsible for managing the quality process for the firm's healthcare projects. He is currently working on-site at the Walter Reed National Military Medical Center in Bethesda, MD. With his experience in the construction industry and as a 20-year retired military veteran with the U.S. Army Corps of Engineers, he is uniquely positioned to understand the complexities of military projects as well as respond to the requirements of large-scale construction projects.

PSI Acquires The Eddy Group

PSI—a WBC member and national leader among geotechnical engineering, construction materials testing, environmental and facilities consulting firms – has added DC area based The Eddy Group to the PSI family. The companies recently completed due diligence and finalized the acquisition agreement, effective January 1, 2009. The Eddy Group's technical capabilities are a great compliment to PSI's with significant expertise in geotechnical engineering and construction materials testing services.

The Eddy Group is based in Springfield, VA and serves a wide variety of commercial, institutional and government clients. The Eddy Group has a successful history of providing quality services

to their clients, dating back to 1997. The combined PSI/The Eddy Group operations are expected to contribute more than \$7 million in fees to PSI in 2009 in the DC and mid-Atlantic marketplace. The Eddy Group President and Founder, Dana K. Eddy, PE will continue in an active leadership role as a PSI Senior Vice President. In addition, two other Principals of the Eddy Group will join the PSI DC/mid-Atlantic leadership team as Department Managers – Rick Finnen, as the Geotechnical Engineering & Environmental Services Manager; and Mike Dolan, as the Construction Materials Testing & Engineering Manager.

Skanska Promotes McReynolds to Director of Interiors and Special Projects



Brennan McReynolds

WBC member, Skanska USA Building Inc. promoted **Brennan McReynolds** LEED® AP to the position of director of interiors & special projects for its metropolitan

Washington, DC office. In this position, McReynolds will oversee Skanska's Interiors and Special Projects Group that provides pre-construction, general construction, and on-call services to a multitude of national and local clients. Skanska's Interiors group has been active in this capital area for nearly a decade servicing clients such as Kaiser Permanente and NASDAQ.

McReynolds previously served as the Washington office's director of business development, leading the business development, client relations and marketing efforts for the office. Now in his fifth year with Skanska, McReynolds began his career as an estimator in the pre-construction department with focus on healthcare and interior fit-out projects. His demonstrated leadership resulted in his current appointment as director of business development and to internal committees including the office's Green Council, Diversity Task

Force and Skanska's National E2E Global Sourcing group.

An active participant in the real estate and construction industry, he has served numerous roles in professional organizations that promote the industry. These positions include: Board of Directors Society for Marketing Professional Services and National Association of Minority Contractors. He is an organizing member of the Maryland/DC Chapter of NAIOP's Real Estate Emerging Leaders group and sat on the organizing committee for the 2008 Builder's Ball.

Brennan received his Bachelor of Science Degrees in Civil Engineering and Engineering Management from the University of Evansville (Indiana) where he was also a founding member of the local chapter of Chi Epsilon, the National Civil Engineering Honors Society.

Balfour Beatty Construction U.S. Acquires RT Dooley

Balfour Beatty Construction U.S., a WBC member and division of U.K.-based Balfour Beatty plc, announced its intent to acquire RT Dooley Construction Co., adding significant new capabilities and moving the company closer to its strategic goal of becoming a single source offering multiple commercial construction solutions to an international client base.

Charlotte, NC-based RT Dooley, a family-owned firm with 2008 revenues of \$306 million, specializes in corporate headquarters, corporate interiors and mission-critical infrastructure and is currently operating in five states. With the completion of the acquisition, RT Dooley joins Balfour Beatty Construction's Charlotte-based Southeast Division in an enterprise blending its own expertise with Balfour Beatty Construction's experience in exterior core and shell construction and backed by London-based Balfour Beatty plc, a global construction, engineering and investment services business exceeding \$14 billion in annual revenues.

Combining with Balfour Beatty dramatically expands RT Dooley's

geographic footprint. In addition to Charlotte, Balfour Beatty Construction U.S. has offices in Atlanta, Dallas, Fort Lauderdale, Fort Myers, Fort Worth, Miami, Nashville, Orlando, Raleigh, Tampa, Washington, DC, and West Palm Beach.

While Balfour Beatty has a strong presence in military housing, education and other public-sector markets, RT Dooley offers market leadership in corporate headquarters and corporate interiors work, mission-critical projects such as trading floors, data centers, command centers, call centers, telecommunications and broadcasting, and non-profit and green building projects. The combination also takes advantage of each partner's respective strengths in geographic markets in the Southeast and nationwide.

Because of the complementary nature of the companies' businesses, no staff cuts are planned as a result of the acquisition. RT Dooley, which will be known as RT Dooley – A Balfour Beatty Company, will remain at its current location, operating under its current leadership team with a similar degree of autonomy as other companies that have joined the Balfour Beatty family of businesses in the U.S.

The Southeast Division is part of \$2.4 billion Balfour Beatty Construction U.S., which was formed from Balfour Beatty plc's 2007 acquisition of the commercial construction unit of Centex Corp. and is now the 25th largest domestic contractor in the U.S. Balfour Beatty plc entered the U.S. market in 1986 through its acquisition of Heery International Inc. and has established a significant presence in selected design, project, and program management markets in the U.S. with the addition of Balfour Beatty Capital, Balfour Beatty Infrastructure Inc., Balfour Beatty Communities and Balfour Beatty Rail Inc.

F&R Worldwide Partners with MVC Capital

F&R Worldwide — a subsidiary of WBC member **Froehling & Robertson, Inc.** — is one of the fastest grow-

Industry Report

ing environmental and geotechnical engineering firms in Eastern Europe and MVC Capital have formed a new business partnership that will serve as the cornerstone of both companies' efforts to create one of the most capable environmental consulting, services, and engineering firms in Central and Eastern Europe.

F&R Worldwide (FRW) is now a subsidiary of SGDA Europe BV, a Netherlands based holding company managed by MVC Capital. SGDA Europe brings multiple environmental consulting, services, and engineering companies in Romania under a single operational umbrella, allowing FRW and its partners to provide their Central and Eastern European clients with a full range of engineering services. These services will include environmental, geotechnical drilling, laboratory testing, construction materials testing, industrial hygiene, and construction administration and management.

When it opened its doors in January 2006, FRW became one of the first American engineering firms to operate in Romania. Since then, the company has grown rapidly, expanding to 40 employees and generating over \$3 million in revenue in FY 2008.

After extensive research, MVC Capital bypassed larger companies in the market and chose to partner with FRW. In addition to FRW's technical expertise, SGDA Europe was impressed by the company's proven business skills – skills that will form the operational foundation for the Company's future activities. As SGDA Europe continues to grow, the management of FRW will be able to help guide the expansion of the partnership's operations.

In 2007, MVC Capital recognized the lucrative investment opportunities that the environmental engineering market in Central and Eastern Europe represented. Soon thereafter, it established SGDA Europe as the mechanism for bringing together those companies that could help it quickly move into and thrive in these emerging markets.

The new partnership will have offices in Vienna, Austria; Bucharest, Romania; and Washington, DC.

HITT Contracting Earns LEED Platinum Certification

The British Petroleum (BP) America office located at 1101 New York Avenue, N.W. in Washington, DC has earned platinum certification under the U.S. Green Building Council's (USGBC) program for Leadership in Energy and Environmental Design (LEED) for commercial interiors. The project achieved a perfect score of 45 out of 45 points attempt under the LEED green building rating system. The interior fit-out for BP includes approximately 20,000 square feet of private offices and conference facilities with high-end interior finishes. The new state-of-the-art facility includes extensive architectural woodwork, SwitchLite glass, and a sophisticated lighting fixture package. Glass front offices bring in sunlight from the base building curtain wall system to give the space a bright and welcoming appearance. This comprehensive design approach enhances BP's corporate image and commitment to the environment. An additional retail space showcases BP's most innovative technology including renewable energy products. HITT Contracting Inc., a WBC member was the general contractor for the build-out of BP America's office of legal affairs. The project team also included FOX Architects, GHT Limited and Jones Lang LaSalle.

Tishman Construction Corporation of DC Announces Promotions

Tishman Construction Corporation, a WBC member announced the promotion of several key management personnel: **Thomas Rathburn**, vice president to first vice president; **Michael Baruccheri**, assistant project manager to project manager; **Michael Epp**, assistant project manager to project manager; and **Jonathan Brunelle**,

project engineer to assistant project manager.

Rathburn has more than 23 years of construction management and owner representative experience in the Washington, DC area, ranging from heavy civil construction to complex telecommunication spaces, data centers and laboratories. Rathburn is currently managing construction projects at the National Institutes of Health, Verizon Communications, and Sprint / Nextel. He earned his Bachelor's degree in Building Construction at Virginia Tech.

Baruccheri is on the Hammerhead Committee, comprising members under 40 years of age who help boost involvement of younger professionals in the construction community. Baruccheri has more than six years of industry experience in the Washington, DC area. He was involved in one of the first projects completed in the NoMa corridor, and is currently working on the new headquarters of the American Pharmacists Association, located on the National Mall. Baruccheri earned his Master's in Engineering from the Catholic University of America, and his Bachelor of Science degree in Architecture from the State University of New York at Buffalo.

Epp has more than five years of construction experience within the District of Columbia, recently completing the award-winning Atlas Theatre Project in northeast DC. Epp is currently working on the new headquarters building for the American Pharmacists Association. He recently received his Master's in Business Administration from Virginia Tech, and holds a Bachelor of Science degree in Industrial Engineering from Virginia Tech.

Brunelle has more than five years construction experience and is currently working on the FDA Campus Consolidation Project in White Oak, MD, where he has been involved in engineering and physics laboratories and the data center fit-out. Brunelle received his Bachelor's in Civil Engineering from the University of Maryland, College Park. He is also a LEED Accredited Professional.

DiFazio Promoted at Hankins and Anderson

Hankins and Anderson, Inc. a WBC member, announces the promotion of Kevin T. DiFazio, P.E. to Associate. DiFazio has been with Hankins and Anderson for six years and is a graduate of University of Virginia, where he obtained a Bachelor of Science in Mechanical Engineering in 1995.

New Employees at Hankins and Anderson

Hankins and Anderson, Inc. a WBC member, announces the following new employees:

Thomas Kung, PE, LEED AP, has joined the Mechanical Department in the Hampton Roads office. Kung was formerly with BRPH.

David S. Echols has joined the Production Support Department in the Hampton Roads Office. Echols was formerly with IS2BE.

John Csomay, PE, has joined the Electrical Department in the Glen Allen Office. Csomay was formerly self employed with his consulting business.

Keshava (Kesh) B. Prasad, PE, has joined the Mechanical Department in the San Diego office. Prasad was formerly with Modtech Holdings, Inc.

Morteza Beheshti, PE, has joined the Electrical Department in the San Diego office. Beheshti was formerly with EsGil Corporation.

Barry Biglari, PE has joined the Electrical Department in the San Diego office. Biglari was formerly with TWF Consulting Engineers.

Crystal Hill, PE, has joined the Civil Department in the Glen Allen office. Hill was formerly with Vanesse Hangen Brustlin.

Hankins and Anderson Announces 2009 Board of Directors Members

Hankins and Anderson, Inc. a WBC member, announces the following Board of Directors Members for 2009:

Craig S. Newton, PE, senior vice president, has been elected to serve as chairman for the board of directors.

Steve M. Pearson, AIA, PMP, vice president, has been elected to serve as Secretary for the board of directors.

Larry J. Willis, PE, vice president, has been elected to serve as treasurer for the board of directors.

Benjamin A. Lilly, PE, vice president, has been elected as a board member to serve on the board of directors.

John T. Riding, PE, senior vice president, has been elected as a board member to serve on the board of directors.

The Blue Book of Building and Construction Announces Spring 2009 "GC Showcase" Schedule

The Blue Book, a WBC member has officially published the dates and locations for their spring 2009 GC Showcase program, taking place in 26 locations this April and May. These free networking events provide a unique forum for general contractors nationwide to exhibit their

companies and pre-qualify subcontractors and suppliers for their current and upcoming projects. The local companies who attend have the opportunity to meet with buyers and decision-makers responsible for hiring subcontractors and buying supplies for construction projects in the area. There is no cost to exhibit or attend and exhibit space is provided for participating GCs. GCs interested in exhibiting should call (800) 922-9962 or visit www.thebluebook.com/showcaseinfo

Stephen Mack Named President of MCAMW

Stephen Mack was named as the 2009 president of the Mechanical Contractors Association of Metropolitan Washington (MCAMW), a WBC member at their January dinner meeting. Mack is employed by W.E. Bowers Inc., has been active in the Mechanical Contractors Association of Metropolitan Washington for over 20 years. He also serves as the chairman of Mechanical Service Contractors of Metro Washington, as a trustee



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Mack resides in Maryland with his wife, Lisa, and his children, Andrew, Robert, and Daniel. He and his family host the annual “Swing for Sight” Golf Tournament with the proceeds benefiting the Foundation Fighting Blindness.

Other elected officers include: President-Elect, Jim Boland, of Boland in Gaithersburg, MD; immediate past President, Carey Dove, from M&M Welding and Fabricators, Inc. in Gaithersburg, MD; and Secretary/Treasurer, Steve Levee, from of Joshua Construction, Inc. in Gaithersburg, MD. Serving through 2009 are Linda Blackwell, of BPI Mechanical Construction Inc. in Capitol Heights, MD and Bob King, from A & K Plumbing, Inc., in Laurel, MD. Newly elected to the board are: Richard Paist from John J. Kirlin, LLC in Rockville, MD and Craig Sasser, from Limbach Company, LLC in Lanham, MD.

Boland Achieves National Designation for Environmental Excellence

The Mechanical Service Contractors of America (MSCA) announced that Boland – WBC member has been awarded the MSCA GreenStar designation, which recognizes MSCA STAR qualified contractors who have met stringent guidelines for environmental responsibility throughout their companies.

MSCA GreenStar was created by MSCA to recognize mechanical service

contractors who have developed the skills and expertise necessary to deliver energy-efficient solutions to their customers. MSCA has been recognized by the USGBC for its leadership and stewardship of sustainability practices in the HVAC industry.

According to Barbara Dolim, MSCA executive director, MSCA GreenStar helps MSCA members demonstrate their commitment to environmental stewardship. To qualify for MSCA Greenstar, A contractor must first qualify as an MSCA STAR contractor. MSCA STAR is a qualification program recognizing contractors that meet or exceed rigorous operating and training standards set by MSCA. To achieve MSCA GreenStar status, an MSCA STAR contractor must meet the following criteria:

- Employ at least on LEED® Accredited Professional
- Be a member of the USGBC, either with a local chapter or the national organization
- Verify that at least 25 percent of its total employees have participated in a green training or education program
- Demonstrate that they promote environmental responsibility by offering specific sustainable services and recommending green procedures and equipment
- Establish an internal commitment to green by attaining LEED certification, of any type, for their building, or by developing an internal “green policy”
- Have participated as part of a project team with the LEED EB or LEED NC registered project within the past three years

GreenStar applications are reviewed and approved by a third-party independent company.

Centennial Participates in Civil Engineering Institute Annual Awards Luncheon and Meeting

WBC member, Centennial Contractors Enterprises joined other Northern Virginia leaders in land development, civil engineering and construction for Civil Engineering Institute (CEI) at George Mason University’s annual Awards Luncheon and Meeting in January.

This year, CEI honored **Sidney O. Dewberry**, founder and chairman of the Dewberry Companies with its Engineering Excellence and Leadership Award. By sponsoring a table at the luncheon, Centennial supported the efforts of CEI in its advancement of civil engineering and construction in Northern Virginia.

Thomas Julian, P.E., legal counsel at Centennial, was recently elected to the CEI board of directors. CEI supports the Department of Civil, Environmental, and Infrastructure Engineering at George Mason University. During his three-year term, Julian will be involved in student and faculty recruitment, education and fundraising for the Institute. **B**

On the Move...

Freestate Electrical is vacating the Beltsville, MD office and moving to 13335 Mid Atlantic Blvd., Laurel, MD 20708 with the telephone, fax numbers and e-mail addresses remaining the same. The Falls Church, VA office is not moving.

Sales Firing Line

Now's the Time to Sell to the Government, Now's the Time to "Get Real"

By Eileen Kent

Some people sell with enthusiasm, others are more laid back. The best sales technique is to be yourself—a human being looking to help government employees by making their job easier and following the rules.

So, you're in the field and the boss just told you that "you're fired" if you don't make numbers this month and your kid is about to get braces. How can you get out there and build relationships in that frame of mind? Be yourself.

Government executives are challenged with the same things you are. They have kids with braces too and they are getting leaned on by their superiors to get the job done in half the time. So why not be honest with them when you meet with them?

Has it ever become so tough in the field that you just told a customer that you are in a do or die situation at your business and all you need is one opportunity? Sometimes, that works. The government employee knows what it's like to be the underdog and they want to help you get in—that is, if they know you, trust you and like you. Even when they can't give you the business, they'll probably refer you to someone who can give you the business now.

I'm not saying to beg for the business, but ask them what's happening in their life and share what's happening in your life. By showing you are a vulnerable human being, they'll connect with you. It's amazing how "getting real" really works!

When I was first selling to the government, I partnered with other sales executives who were not competitors, but networking partners who were calling on the same end users. I brought them along with me on some of my client calls to see if there was business for them and to also observe.

Success #1

Share Something Personal I was in the field with a very laid back, yet experienced government sales executive and we met with an Administrative Officer for an agency on the West Coast. During the meeting, the AO had to take a telephone call. As the AO was hanging up from his call, the sales rep turned to me and said, "Boy, am I in the mood for a Margarita." My eyebrows rose realizing the client was listening and I started to get a little uneasy.

The comment caught the AO's attention and he went right into several great recipes for Margaritas and where to get great Margaritas in town. From there, we started talking about all kinds of connections and "recipe" to do business with their agency. The client was determined to assist us in any way. In fact, he gave us a list of AO's at the agency across the country!

Success #2

Ask Them to Tell You about Their Public Service I was with a sales executive who asked an agency end user who served in the military a great opening question. "Tell me about your service," he said. The client lit up and told us about his heroics throughout his lifetime. Again, the client opened right up and connections were made.

Success #3

Ask For The Opportunity—Even If It's Too Late I took sales executive to a high-profile agency where there was a rather publicized opportunity in Washington, DC. When I introduced him to the end user, she told him it was too late and the contract was already awarded. He responded very simply with, "That's okay, if you ever need me for something small—even if you only need one item, I can help you in a pinch." She pulled out a picture and asked him if he had anything similar. He said yes and she asked him to give her an immediate quote for 500.

The Government Doesn't Buy from You—PEOPLE Buy from You.

As long as they trust you'll perform, government executives will take a chance on you. You are up against the name brands: Boeing, Lockheed, S.A.I.C., and Dell. How can you compete? By getting in front of the client and celebrate that you are the little guy—the Small, 8A, Woman-Owned, Disabled Veteran... etc. But the most important factor is that you are Local and you are the Best!

Remember, the advice of the Chief of Procurement in Warren, MI: "Be the best product, the best service and the best price." It's difficult to find all three, but the only way you can make your business fit the agency need is to uncover inside intelligence.

How are you going to do that? You need to make the calls, walk the halls, perform and ask for referrals.

Most importantly, be yourself.



Eileen Kent

About the Author

Eileen Kent has been Fedmarket.com's national seminar speaker since 2003. Over 7000 students have taken her "Federal Sales 101: Winning Government Business" classes in DC, Chicago, Atlanta, Vegas, LA, San Diego, San Francisco, Dallas and Denver. She is the author of "On the Sales Firing Line," a weekly column sent to government contractors worldwide every week through Fedmarket.com. For more information on Eileen and the

Federal Sales Academy, please visit www.fedmarket.com.

Feature Article

Shovels at the Ready: a Contractor's Guide to the Stimulus Package

By Brian Waagner and Jim Coleman

Last year the Congress and incoming administration started talking seriously about an economic stimulus package. This led elected officials and state and federal agencies to start talking about and identifying the billions of dollars worth of “shovel-ready” projects that could be built if money were available. These wish lists were part of Congress’s debate over the past several months about how best to stimulate the economy. In the end a huge amount of money was appropriated, but the final legislation singled out very few particular projects for support. Now that the **American Recovery and Reinvestment Act** (http://frwebgate.access.gpo.gov/cgi-bin/getdoc.cgi?dbname=111_cong_bills&docid=f:h1enr.pdf) has become law, the challenge for contractors is to identify which projects will be funded and how the “stimulus package” will translate into actual contract opportunities. Fortunately, the information is available for those who know where to look, and predictably, the federal funds come with some strings attached. Contractors should be aware of the rules and regulations that will apply to contracts paid for by the stimulus and what oversight will be imposed.

How the Funds are Distributed

President Obama signed the stimulus package into law on February 17, 2009. The law is in two parts—a spending package of \$318 billion and a tax package that is even larger. It is the former number that is intended to be the short-term job creation engine for the construction industry, with roughly two-thirds of the appropriations designated for infrastructure and for repair, renovation, and maintenance of public buildings.

To achieve its goal of channeling the money to projects that will put people to work, the Act sets an aggressive timetable of planning and obligation for the officials allocating the funds. It is these timetables, rather than an explicit requirement of ‘shovel-readiness,’ that favors some projects and indirectly serves to exclude others. Even if a project is included on a list of planned expenditures, it must meet a short time table for “obligation” of the funds. A project that is not sufficiently developed to allow the preparation of a contract for its construction cannot be funded by the Act.

The time limits in the Recovery Act are unusual for an appropriations law. Typically, once the federal government appropriates money to its various agencies, that is the amount of money the agency has to spend in that fiscal year. Perhaps recognizing the logistical difficulty in obligating hundreds of billions of dollars in new spending in this fiscal year (which is half over), the Act



provides that stimulus funds will remain available for obligation until September 30, 2010 (although shorter and longer periods are imposed on specific appropriations).

The Act’s funding can be generally split into two categories: first, funds controlled by the various federal agencies, and second, grants controlled by the states. The law specifies different processes for committing the funds for these two groups. There are also different reporting requirements.

For federal agencies, programs, and departments, the Act requires a periodic report to Congress detailing agency progress in obligating the stimulus funds. Agencies within the Department of the Interior, for example, have 30 days to submit a “general plan” for allocating Interior’s appropriations and 90 days to submit “detailed project level information associated with the general plan.” The Secretary of the Army has 45 days to detail the “allocation, obligation and expenditures” of the \$4.6 billion slated for the Corps of Engineers. Also within 45 days, The Administrator of the General Services Administration must “submit a detailed plan, by project” regarding the use of his \$5.5 billion appropriation. The Secretary of Defense had even less time to submit his “expenditure plan.” His report on \$2.3 billion of spending for military construction in the United States was due in mid-March. Of these varied time limits in the Act, the 90 days for a detailed report to Congress is the most typical. In addition, the agency is typically required to submit quarterly reports thereafter detailing its progress in obligating its funds.

The Act allocates specific amounts of money to the various agencies, but the agencies themselves will make the decisions as to precisely how the money is spent. Of the \$4.6 billion allocated to the Army Corps of Engineers, \$2 billion is specified for “construction,” and \$2 billion is specified for “operation and maintenance.” Within the general guidelines of the statute and with the requirement to report back to Congress, the Secretary of the Army has broad discretion to allocate his stimulus funds to specific projects as he sees fit. Of GSA’s \$5.5 billion for construction, the stimulus law requires “not less than” \$4.5 billion to be spent on “measures necessary to convert GSA facilities to High-Performance Green Buildings.” Other than the obligation to keep Congress informed of the expenditures, GSA has broad discretion to select

particular projects for funding. Of the \$2 billion in construction funds appropriated to the Department of Defense, \$1.33 billion is dedicated to hospitals. As with the other appropriations, DoD has broad discretion to select the projects that will be funded.

The regime for awarding grants similarly allows the states discretion to select specific projects. Of the \$49 billion allocated to construction spending by the states, \$27 billion is designated for highway construction. Highway construction funds will be allocated to the states according to an existing formula that gives the most credits to states that already have the most federal-aid highways. California, Texas, Florida, and New York, for example, will receive the largest portion of highway construction funds. As with the federal construction spending, selecting specific projects is up to the individual states, but states must report what projects have been allocated funding, what projects have been bid, and what projects have started.

There is at least one important difference in the state allocation scheme. The Act adds a use-it-or-lose-it provision that will force states to make quick choices among candidate projects.

Once the allocation to the states has been completed, the states have 120 days to obligate or “suballocate” their apportioned funds. If a state does not act to obligate or suballocate its funds, the Secretary of Transportation must take back half of the uncommitted funds for distribution to states that were able to obligate them. After a year, the Secretary will reclaim whatever funds were not obligated. This scheme may make it difficult, if not impossible, for a state to complete any feasibility studies, environmental impact studies, or land acquisition for a given project, favoring the funding of projects where these initial steps are complete, or at least well underway.

A notable exception to this use-it-or-lose-it provision is the process for committing the \$8 billion appropriated for high-speed rail. In an acknowledgment of the complexity of such projects, the states will apply for grants according to criteria that will be established by the Secretary of Transportation. Recognizing the additional time that will be required for these projects, funds for high-speed rail remain available until September 30, 2012.

The reporting requirement that individual projects be identified is undoubtedly designed to force federal and state actors to identify and to commit to projects quickly. Although the words “shovel-ready” do not appear in the Act itself, the projects that it makes possible are those that are furthest along in their planning or those that may even already be underway. An ideal candidate would be a project being performed in phases, where funding would allow accelerated performance. The Act does not mandate funding of these kinds of projects, but its stated purpose, time limits, and reporting requirements make those projects very easy ones to include in any allocation plan. At the same time, the fact that obligation of funds does not need to occur for over a year, in most cases, leaves open the opportunity to accelerate the planning and design of a project that could theoretically be funded within the deadline. Of course, this assumes that there will be money left at that time.

Identifying Contract Opportunities

Identifying specific opportunities created by the stimulus law will require some diligence. The stimulus law itself requires the creation

of several internet resources that will include a great deal of information about contract and grant opportunities. One website, www.recovery.gov, is already online. This website will include the plans required of each federal agency describing how they intend to use the stimulus funds, as well as information about how the money has been allocated to the states. The stimulus law also requires this website to include “a link to information about announcements of grant competitions and solicitations for contracts to be awarded.” Some project-specific information is already online. Many federal agencies and several states have established stimulus information sites that are accessible through www.recovery.gov. Virginia’s site at www.stimulus.virginia.gov even allows the submission of unsolicited proposals for the use of stimulus funds.

Monitoring FedBizOpps.gov for opportunities and announcements will continue to be an important source of information about federal contract opportunities. The Recovery Act affirmatively requires federal agencies to seek competition to the “maximum extent possible.” On March 4, 2009, President Obama issued a policy memorandum reminding heads of all federal agencies of the requirement for competition. “It is the policy of the Federal Government that executive agencies shall not engage in noncompetitive contracts except in those circumstances where their use can be fully justified and where appropriate safeguards have been put in place to protect the taxpayer.” Even when they are awarded without competition, stimulus-funded contracts will be announced on [FedBizOpps](http://FedBizOpps.gov). In addition to the publication requirements already in place, a February 18, 2009 policy memorandum ([http://www.recovery.gov/files/Initial Recovery Act Implementing Guidance.pdf](http://www.recovery.gov/files/Initial%20Recovery%20Act%20Implementing%20Guidance.pdf)) issued by the Office of Management and Budget requires agencies to publish “pre-solicitation and award notices of orders under task and delivery order contracts.”

Another important source of information about contracting opportunities are the project priority lists created by federal agencies and by state and local governments independent of their reports to Congress. The Naval Facilities Engineering Command, for example, publishes a MILCON Solicitation/Award Forecast (<http://tinyurl.com/cd7rxn>) identifying specific projects, the amount programmed for the work, and the projected date of award. State and local governments also publish lists of prospective construction projects. The Washington Metropolitan Transit Authority has already published a list of projects for which it anticipates using stimulus funds. The United States Conference of Mayors recently issued a report (<http://www.usmayors.org/mser/documents/mser-report-200901.pdf>) identifying \$150 billion in projects that may be candidates for stimulus funds.

Contractors should be aware that federal agencies will also likely seek to accomplish much of their stimulus-funded construction spending through task orders issued under indefinite-quantity (IDIQ) contract vehicles that are already in place. Multiple award schedule (MAS) contracts have been used with increasing frequency in recent years, and there are a number of such contracts in place for the procurement of construction services. The Air Force, for example, has 20 IDIQ contracts in place with the largest construction contractors in the United States through its Heavy Engineering Repair & Construction (“HERC”) program (<http://tinyurl.com/cjs2qr>). Through 2011,

Feature Article

the HERC contracts allow the Air Force to spend up to \$15 billion. The General Services Administration has already negotiated MAS contracts with suppliers of solar and alternative energy systems, which will no doubt be utilized in connection with the \$4.5 billion planned for improving the efficiency of federal buildings. The Naval Facilities Engineering Command has posted a solicitation (<http://tinyurl.com/d8yerj>) for a large multiple award construction contract allowing it to complete “various large dollar construction projects” in Metropolitan Washington, DC. The Department of the Interior has posted a notification (<http://tinyurl.com/crnvf6>) increasing the size of its multiple-award contracts for Simplified Acquisition of Engineering Requirements (“SABER”) from \$25 million to \$50 million.

Until last year, one of the most controversial aspects of MAS contracts was a provision in the 1994 Federal Acquisition Streamlining Act (<http://tinyurl.com/bhlt6u>), which exempted most MAS task and delivery orders from bid protests. This bid protest exemption was partly lifted by language in the 2008 Defense Authorization Act (<http://tinyurl.com/dmo2lw>). Contractors may now protest the award of a task order that exceeds \$10 million to the Government Accountability Office. Given the magnitude of the additional spending and the desire to spend the stimulus funds quickly, there will almost certainly be errors in the procurement process. The availability of a GAO bid protest will serve as an inducement to agencies to play fair in soliciting proposals from the private sector. GAO has proven to be an effective forum for resolving contract award controversies.

Rules, Regulations, and Oversight

Contractors that actually receive a stimulus-funded contract will be subject to all of the typical rules and regulations that accompany public contracts. Federal construction contracts, for example, will be subject to the Federal Acquisition Regulation, the Contract Disputes Act, the Miller Act, the Davis-Bacon Act, the False Claims Act, and the Buy American Act. The Buy American provisions were the subject of intense debate in Congress before the stimulus law was finalized, but they are included in the final version of the law. Although there are many important exceptions to the Buy American requirement, the Recovery Act requires all iron, steel, and manufactured goods used in the construction, alteration, maintenance, or repair of a public building or public work to be produced in the United States.

The stimulus law also includes important oversight provisions that will be of interest to many contractors. It creates an entity called the “Recovery Act Accountability and Transparency Board,” comprised of the Inspectors General from ten civilian agencies and a chairperson appointed by the President. In addition to providing marginal additional funding for the inspectors general themselves, the Recovery Act authorizes \$84 million for the Board’s operation and directs it to conduct various oversight functions relating to the use of the stimulus funds. Among other things, the Board is authorized to review compliance with competition requirements and to audit the use of stimulus funds. In addition to “collaborating” with the agency inspectors general, the Board has its own independent power to issue subpoenas compelling the appearance of witnesses and to hold public hearings.

Contractors should also be aware of the requirement for public reporting of the activities and conclusions of the Accountability and Transparency Board. The Board is required to make quarterly reports to the President and Congress summarizing “the findings of the Board and the findings of the inspectors general of agencies.” Except to the extent information is exempt from public disclosure under the Freedom of Information Act, the Board’s reports are to be publicly available and reported on a website that the Act requires the Board to create. The website must also include “accountability information, including findings from audits, inspectors general, and the Government Accountability Office” and must connect to other government websites with information relating to the Act. With the prospect of a routine audit or investigation report being published on the internet, contractors will need to exercise extra care in protecting their trade secrets and proprietary information from being available to their competitors. **B**

About the Authors



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Brian Waagner is a shareholder in the Construction and Government Contracts Practice Group of Akerman Senterfitt. He has represented owners, contractors, subcontractors, sureties, and design professionals prosecuting and defending construction claims on both public and private projects.



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Jim Coleman is an associate in the Construction Practice Group of Akerman Senterfitt. He represents owners, contractors, subcontractors, construction managers, and sureties in negotiation, arbitration, and litigation of construction disputes as well as in the drafting of construction agreements. Jim is also Vice-Chair of the WBC Program and Education Committee.

With 500 attorneys and consultants, Akerman Senterfitt is distinguished by its comprehensive Corporate, Real Estate, Construction, Government Relations, Labor & Employment, Litigation, and Intellectual Property practices. Providing services to local, regional, national and international clients, our team of legal advisors and consultants represents private and public companies, government entities, educational institutions and high net-worth individuals in over 40 different practice areas, and provide clients with not only sound legal advice, but innovative and effective business solutions.

Member Projects

The first quarter of 2009 is starting strong for **Structure Tone's** Washington, DC office with new awards, quality project completions and a giving spirit. Kicking-off the project during the Thanksgiving holiday and working through the New Year to complete the rooms before the inauguration, Structure Tone completed 8,000 square-foot renovations in the **JW Marriott's** presidential and vice presidential super suites. Located on Pennsylvania Avenue, the JW Marriott hosted the "People's Inaugural" and this event, along with others, was booked in the suites for the three days leading up to January 20, allowing no flexibility in the completion date. Structure Tone managed construction for renovation of five suites, including new bedrooms, dining areas with wet bar and butler pantries, living rooms, study areas, and bathrooms in each suite. New telephone and data lines were also installed to accommodate internet access, and all existing plumbing was reworked to fit within the new bathroom layouts. In addition to the aggressive eight-week schedule, Structure Tone worked diligently to ensure that the construction did not disturb or affect guests residing at the hotel. There were an additional 20 rooms on the same floor as the suites that were constantly occupied while work was underway. Structure Tone has been working alongside the JW Marriott and its architecture team, Marriott International, for the past 18 months to meet its renovation needs at this location, including recently completing the lobby renovation and upgrade.

Structure Tone also recently completed a 5,000 square-foot office interiors construction project for financial giant **Lazard**. This high-end office space was completed on an aggressive schedule and included build-out of executive spaces, with custom millwork and skyline glass office fronts, and open plan work stations. The space also included a large conference room equipped to accommodate video-conferencing capabilities and new tel/data lines. Other areas of the

project included a kitchen/cafe area, print/copy room, layout/staging area, filing rooms and secretarial stations outside the executive offices.

Giving Back to the Community — **Structure Tone** is committed to corporate philanthropy and, as a long-time member of the Washington, DC community, participates in a number of charitable activities each year. During the recent holidays, Structure Tone was delighted to help the **Wendt Center for Loss and Healing**. The Wendt Center helps address grief in adults and children by providing mental health services, training and education to those impacted by illness, loss and bereavement. Structure Tone staff donated teddy bears and gift certificates to the Center for its "Camp Forget-Me-Not" — a weekend bereavement camp for Washington, DC metropolitan youth who have experienced the death of a loved one. The teddy bears are companions for the children who are away from home participating in camp activities.

The **Electrical Alliance** has again partnered with **Skills USA** — a national organization that turns the human spirit of competition and desire for success into careers for young people in a very practical way — for their annual competitions in Maryland and Virginia. Skills USA provides competitive opportunities for students enrolled in career and technical education (CTE) to show to themselves, their families and their schools they have what it takes to select a career objective and exhibit the discipline and persistence needed to achieve their goals. Local students competed in 16 career clusters at the Center of Applied Technology, Severn, MD on January 31; the Calvert Career Center, Prince Frederick, MD on February 7; and Page County Vocational Center, Luray, VA on February 9. Industry veterans volunteered as judges. Skills USA winners earn the medals, but every student who participates wins by launching a career that can bring lifelong benefits. The Electrical Alliance — a collaborative effort between the contractors of the Washington,



Employees of Structure Tone donate teddy bears to the Wendt Center for Loss and Healing.

DC Chapter of National Electrical Contractors Association (NECA) and the Local Union 26 of the International Brotherhood of Electrical Workers (IBEW) — sponsored the career of electrical construction and maintenance under the Architecture and Construction career cluster. Sponsoring the Skills USA skills competitions is one way the Electrical Alliance provides information to students about their formal electrical apprenticeship program. The three or five year apprenticeship program pays students while in training and qualifies journeymen electricians for high paying careers that can lead to business ownership and many other

Member Projects



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options. The NECA electrical contractors in the metro area employ nearly 9,000 professional IBEW electricians in a wide range of building projects. They enjoy excellent pay and above average benefits including health and pension coverage. Recently completed projects include the new Nationals ball park, the Woodrow Wilson Bridge, US Pharmacopeia Headquarters, Atlas Performing Arts Center, as well as new schools throughout the region. Students interested in CTE or Skills USA should contact their career counselor during freshman or sophomore year.

Visitors to the **National Museum of Natural History** in Washington, DC, are experiencing the massive ocean and the exceptional creatures that inhabit it, while never stepping off dry land. **AECOM Design** partnered with The Smithsonian Institution, exhibit design firm Gallagher Associates, and exhibit fabricator Design and Production Incorporated (D&P) to develop the 23,000 square-foot interactive Sant Ocean Hall, the museum's largest single exhibit. The new Sant Ocean Hall, located in the museum's central hall, features 52 foot high ceilings in the high bay areas, restored skylights and laylights, and a multitude of state-of-the-art displays. Additional exhibit displays include skeletal remains of sea creatures, a multi-media theater, soundscapes, and an aquarium tank with live fish. The exhibit guides visitors through an educational labyrinth filled with displays that contain examples of marine life and interactive spaces, providing them with extensive knowledge of the world's oceans. Visitors can explore the ocean's surface, mid-level and depths through interactive computer stations and videos that are projected directly onto the walls of the historic building. The hall's focal point is a 45 foot long exact replica of a North Atlantic right whale named Phoenix, which is suspended from roof trusses in the high bay area. AECOM Design analyzed the building's existing structural components and designed a structural system that would support the 2,300 pound replica. The whale is suspended

Member Projects

Smithsonian National Museum of Natural History

by wire cables of aircraft quality that are attached at four points from the roof trusses. In addition, AECOM Design designed the structural system to support a 55 foot long skeleton of a cetacean. The skeleton, which is a combination of fossils from three different creatures, required special structural analysis to determine the best support points for the display. The AECOM team also designed the floor structural systems for placement of a coral reef tank and two additional tanks that display giant squids; one squid weighs 330 pounds and the other weighs 100 pounds. Given the sensitive nature of the live coral reef tank, a unique water circulation system was designed and incorporated into the exhibit.

Skanska USA Building Inc. has been awarded a \$31.8 million contract by the U.S. Army Corps of Engineers, Baltimore District, to build the **Adjudication Co-Location Activities Facility at Fort George G.** Meade, MD. The architect of record is HSMH/HOK. The design-bid-build contract calls for the construction of a three-story, 151, 59 square-foot structure to provide office, administrative and other support space for a work force of approximately 700. The contract was issued in accordance with the Department of Defense Base Realignment and Closure Act of 2005, and calls for completion of the facility in March 2011.

Rippeteau Architects, PC updated the **300 South Riverside Plaza**, Chicago IL office tower along the Chicago River and transformed the starkly vacant lobby into a subtly inviting meeting place. They added theatrical ribs of chrome and bamboo to create canopies over geometrical yet comfortable seating area with leather, glass, and greenery. Special thanks to: Brookfield Real Estate Opportunity Fund I, Owner; Sheffee Lulkin & Assoc., Structural Engineers; McGuire Engineers, MEP Engineers; Thorne Associates, Inc., General Contractor; and Sea Grandon, Photographer. **B**



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WBC Calendar & Advertising Information

Events Calendar

March/April

- **March 27**, 5:30 p.m.
2009 Craftsmanship Awards Banquet
- **April 8**, 6:00 – 8:00 a.m.
Community Service–Miriam’s Kitchen
- **April 16**, 5:30 – 7:30 p.m.
Hammerheads Spring Event,
Crystal City Sports Pub
- **April 23**, 5:30 – 8:30 p.m.
Economic Stimulus Program Presentation
and Reception, Marriott at Metro Center
(WBC Board of Directors meeting, 4:00 – 5:30 p.m.)

May/June

- **May 6**, 6:00 – 8:00 a.m.
Community Service–Miriam’s Kitchen
- **May 8**, 8:00 a.m. – 3:00 p.m.
WBC Planning Session, Columbia Country Club
- **June 10**, 6:00 – 8:00 a.m.
Community Service–Miriam’s Kitchen
- **June 15**, 8:00 a.m. – 5:00 p.m.
Summer Golf Outing, Landsdowne and
Belmont Golf Clubs
- **June 24**, 4:00 – 6:00 p.m.
WBC Board of Directors meeting (WBC office)

July/August/September

- **July 8**, 6:00 – 8:00 a.m.
Community Service–Miriam’s Kitchen
- **August 12**, 6:00 – 8:00 a.m.
Community Service–Miriam’s Kitchen
- **September 9**, 6:00 – 8:00 a.m.
Community Service–Miriam’s Kitchen

2008 Editorial Calendar

The **Bulletin** covers issues of importance to the building industry, news about WBC members and information about upcoming events. The topics listed below will be covered as feature articles in upcoming issues of the **Bulletin**. Persons interested in contributing information or advertising should contact WBC before the third week of the month preceding the issue. To place an ad, submit material or for more information call **(202) 293-5922**.

January
Green Roofs

February
Government Sales

March
Economic Stimulus

April
53rd Annual
Craftsmanship Awards

May
Federal Marketing

June
Federal Contracting

July/August
Community Services

September
Client Relationship Building

October
Current State of Green
Building

November
B.I.M. and Design-Build

December/January
TBD

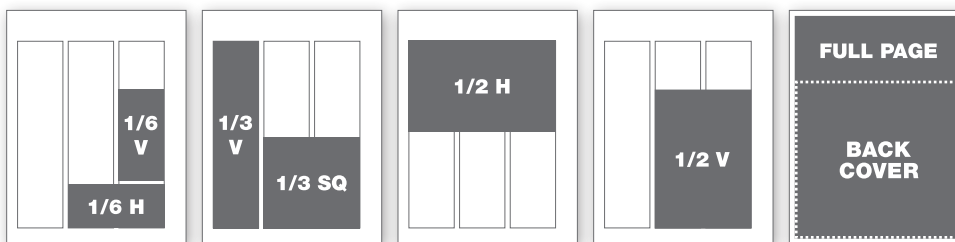
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1/6 horizontal or 1/6 vertical	\$155	\$130	\$110
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1/2 horizontal or vertical	\$430	\$350	\$290
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Inside Back Cover	\$730	\$590	\$480
Back Cover	\$830	\$670	\$540

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Non-member Rates:			
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1/6 horizontal or 1/6 vertical	\$210	\$176	\$149
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1/2 horizontal or vertical	\$581	\$473	\$392
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Color			
Inside Front Cover	\$986	\$797	\$648
Inside Back Cover	\$986	\$797	\$648
Back Cover	\$1,121	\$905	\$729

Magazine trim size: 8.5" w x 11" h | Live area: 8.375" w x 10.875" h

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1/3 square	4.43" w x 4.2" h
1/3 vertical	2.1" w x 8.6" h
1/2 horizontal	6.75" w x 4.2" h
1/2 vertical	4.43" w x 6.38" h
Back Cover	8.0" w x 7.5" h
Full-page	8.25" w x 10.75" h
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Economic Stimulus

Regional Specific Details

Thursday, April 23, 2009

Presentation 6–7:30 p.m.

Reception 7:30–8:30 p.m.

Marriott at Metro Center

775 12th St., NW, Washington, DC

— The Panel —

General Services Administration

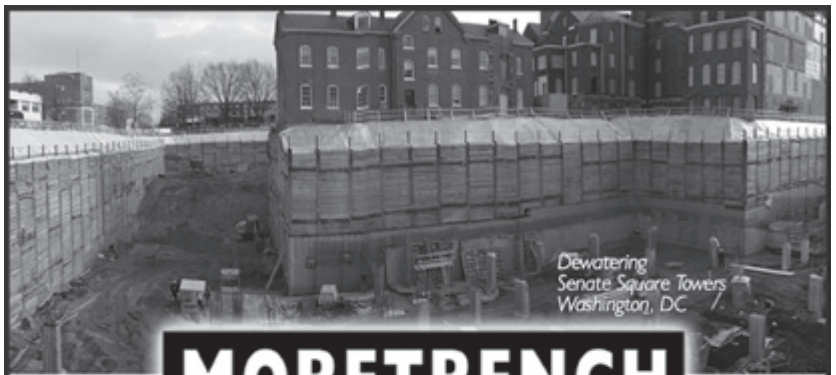
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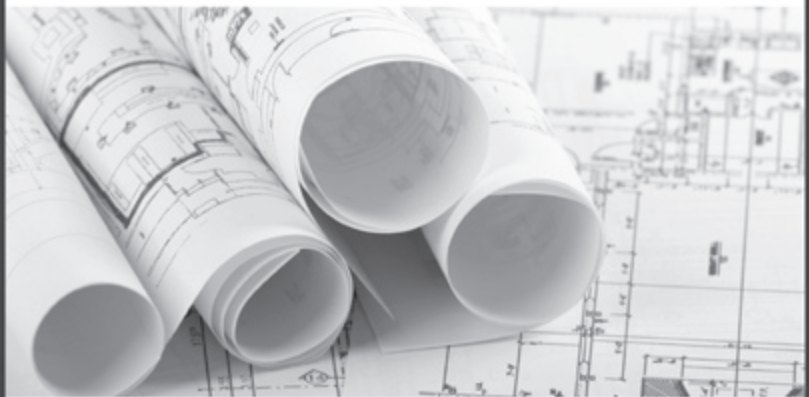
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