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Rocky Mountain
Chapter



EMILY GRIFFITH TECHNICAL COLLEGE SHOPS RELOCATION
ROCHE CONSTRUCTORS, INC. - PG. 19

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 Please submit any articles, press releases,
 and industry-related stories to:
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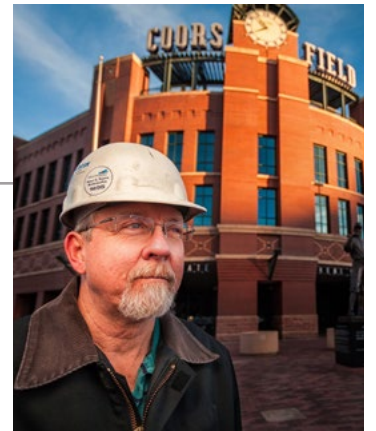
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In Memory of Larry Childs




Sergeant Larry Wayne Childs died unexpectedly after surgery in Aurora, Colorado, on June 15, 2017, at the age of 65. Larry had worked for Spacecon Specialties Contractors for the past 20 years. As a General Superintendent, Mr. Childs oversaw many well-known Denver commercial buildings. Some notable projects are the Denver Art Museum, Coors Field, CSU Concert Hall, Martin Luther King Library, Medical Center of the Rockies, and Anschutz Inpatient Hospital. In 2004, Mr. Childs received the National Excellence in Construction Award for the Edna Rizley Griffin Concert Hall, and in 2006 he received an Excellence in Construction Pyramid Level Award from Associated Builders and Contractors, Inc., for his contribution of the construction of the Denver Art Museum. In addition to his work on Coors Field, he also traveled to Scottsdale, AZ, to supervise the building of the Colorado Rockies Diamondback training facility project called Salt River Fields at Talking Stick in 2010-11. His current assignment was the construction of Bay Health Hospital in Milford, DE.

Larry was a husband, a father, a builder, a servant at heart, a man of faith and a mentor to all. We are so grateful to have spent the past years with him. He will forever be in our hearts.

"Larry has been with our company for over 20 years. His dedication and commitment has been an integral part of our success and growth, all of us have benefitted from his leadership. Over the past 20 years Larry has been involved with countless projects up and down the front range that will define Colorado for many years to come. This is truly a great loss to our organization. We will all miss our valued colleague and dear friend."
 - Bob Yelinski


ABC and Our Partner Companies' Thoughts are with Spacecon and Larry's Family

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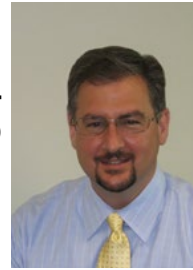
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ABC Rocky Mountain Chapter Members Participate in 2017 Legislative Week

Mark Latimer
President & CEO



A delegation from the Rocky Mountain chapter joined nearly 800 members from across the country for ABC's Legislative Conference held June 19-22, 2017. Each year, ABC members join as one powerful voice to educate Congress about the issues that affect their businesses and showcase the opportunities and diversity ABC members contribute to our industry and the economy. ABC Legislative Week also features the Diversity Summit, legal and legislative updates, meetings with lawmakers, and political advocacy sessions for ABC Young Professionals.

ABC National Diversity & Inclusion Summit

ABC's National Diversity & Inclusion Summit is part of ABC's diversity and inclusion framework, which also includes Diversity Resource Groups and National Diversity Excellence Awards. ABC was founded on the merit shop philosophy, which values open and fair competition among diverse participants in a free-market economy. ABC members are committed to achieving a fully inclusive and culturally competent workforce that is welcoming to all people, where employees and suppliers are limited only by their own potential.

Dr. Ben Carson, secretary of the U.S. Department of Housing and Urban Development, delivered the keynote address at ABC's third annual gathering of industry

leaders and key stakeholders who understand the value of diversity in construction and whose goal is to help promote the association's mission within diverse groups. After his Keynote presentation, Secretary Carson participated in a discussion with ABC President and CEO Michael Bellaman about how to ensure our industry is attractive to our country's entire talent pool.

"Associated Builders and Contractors members believe that they deliver the most value to their clients when they are able to put the best team on the playing field regardless of their background," Mr. Bellaman said "Construction provides a tremendous path to well-paying careers and ABC is very proud of the \$1.1 billion our members spend annually to train our skilled workforce and help create career opportunities for Americans from all walks of life."

Other speakers at the Diversity Summit included, Erick W. Harris, Esq., Tuskegee University speaking about the school's rich history of his school's Robert R. Tayler School of Architecture and Construction Science program and Nancy Giordano who presented "The Case for Disruptive Thinking".

Added to the Diversity Summit this year was the Supplier Diversity Networking. The event provided an opportunity for participants to network with Balfour Beatty, Clark Construction, Hitt Contracting, Hensel Phelps, Turner Construction and chapter president

representatives from across the United States including Mark Latimer, President/CEO from the Rocky Mountain Chapter.

ABC Legislative Week

Speaking to a sold-out crowd, Vice President of the United States Mike Pence thanked the "Marine Corps of American politics—the first on the beach for freedom in the workplace—the Associated Builders and Contractors of America" for their service to the nation and the communities where they live and work. Pence headlined the association's annual Legislative Day in Washington, D.C. addressing more than 400 members before they swarmed Capitol Hill to tell members of Congress the merit shop story.

"The truth is that the members of ABC fight for a stronger and more prosperous America, for coming alongside men and women like me and my family each and every day," Pence said. "And I'm going to make you a promise: President Donald Trump is fighting every day for all of you and the values of this great organization."

"It's amazing to think, for more than 65 years, Associated Builders and Contractors have stood without apology for the time-honored principles of open competition and free enterprise," he said. "This president knows that builders and contractors are the cornerstone of American communities, large and small. And that's especially true of this group."

Pence highlighted the central role ABC members will play in rebuilding America's infrastructure. "Make no mistake about it, President Donald Trump is the best friend American builders and contractors will ever have. This president has promised, simply put, in his words, to rebuild America. And it's businesses like yours that are going to play such a leading role in doing that. Ahead of schedule and under budget, right? (Continued on next page)



ABCRMC Members with National Diversity Committee



Ben Carson speaking at Legislative Week



Vice President Pence addresses ABC Legislative Week attendees

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This president and our administration will not rest or relent until America has the best roads, the best bridges, the best airports and the best infrastructure in the world once again. So get ready to get busy.”

After Vice President Pence rallied the ABC members and got them fired up, attendees from the chapter headed to the Hill to meet with various members of Congress. They discussed pending legislation and issues of importance including safety and workforce development. A wide range of topics were discussed including infrastructure spending, building tomorrow's workforce, strategies to eliminate red tape and burdensome regulations, public-private partnerships and efforts that ensure taxpayers are getting the best procurement value possible with laws that promote fair and open competition.

See more of ABC's updates on politics and advocacy at www.abcrmc.org.



ABC Members meet with Rep. Scott Tipton



ABC Members meet with Rep. Ken Buck

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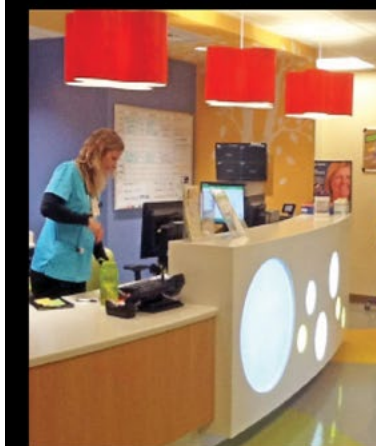
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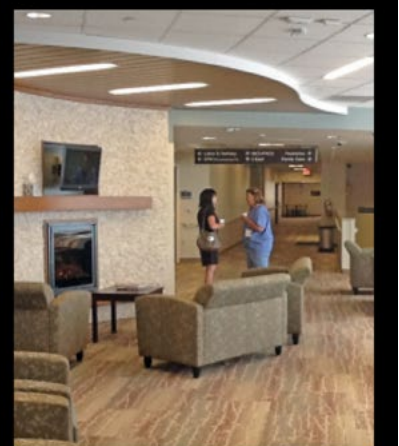
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Joint Employment and Independent Contractors

Jody N. Duvall, Esq.
Attorney

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On June 7, 2017, the U.S. Secretary of Labor, Alexander Acosta, withdrew the Department of Labor's ("DOL") recent guidance on joint employment and independent contractors. Secretary Acosta's briefly-worded withdrawal of the guidance signals a victory for employers and clarifies President Trump's position on joint employment relationships and independent contractors. Secretary Acosta's withdrawal affected two pieces of guidance previously offered by the Department of Labor:

1. Administrator's Interpretation ("AI") No. 2016-1, which set forth new standards for analyzing joint employment status under the Fair Labor Standards Act ("FLSA") and Migrant and Seasonal Agricultural Worker Protection Act ("MSPA"). AI No. 2016-1 clarified that the concept of joint employment would be defined expansively under the FLSA and MSPA.
2. AI No. 2015-1, which clarified classification of independent contractors as employees and stated that "most workers are employees under the FLSA's broad definitions...."

While the DOL made clear that withdrawal of AI Nos. 2016-1 and 2015-1 does not change employers' legal responsibilities under the FLSA and MSPA, the DOL's withdrawal is evidence that the Trump administration is taking action to reduce who can be considered an employer for purposes of liability under certain statutes. The DOL's action may also be seen as follow through on Secretary Acosta's statement during his Senate confirmation that he favors a "direct and immediate" control standard for determining whether a joint employment relationship exists.

The DOL's withdrawal of AI Nos. 2016-1 and 2015-1 does not affect the joint employment test used in the labor law context as set forth by the National Labor Relations Board in Browning-Ferris Industries, which is currently on appeal. Furthermore, the DOL's action does not affect the potential application of joint employment and independent contractor standards set forth under state law.

Rescission of the Persuader Rule

On June 12, 2017, the DOL published its proposal to rescind 2016 regulations that are commonly referred to as the "persuader rule." The 2016 persuader rule regulations would have required employers to file reports whenever they used consultants—including lawyers—for the purpose of offering certain advice on labor relations matters. Such consultants would have been required to file reports detailing the advice and services provided, as well as the amount received as compensation. Prior regulations regarding consultants for such advice required reports only if the consultants had direct contact with employees. The 2016 regulations expanded reporting requirements for both employers and consultants.

After they were issued, three lawsuits were filed challenging the 2016 persuader rule regulations, including a lawsuit filed by the Associated Builders & Contractors of Arkansas in the federal district court for the eastern district of Arkansas (Assoc. Builders & Contractors of Ark. v. Perez, Case No. 4:16-cv-169). In response to one of the lawsuits that was filed, a Texas federal judge issued a nationwide injunction prohibiting implementation of the 2016 persuader rule regulations (the Arkansas lawsuit has been stayed, and the court has not issued any substantive rulings).

In rescinding the persuader rule regulations, the DOL states that rescission will provide the DOL "with an opportunity to give more consideration to several important effects of the Rule on the regulated parties." As with the withdrawal of guidance regarding independent contractors and joint employment, the DOL's rescission and further consideration of the 2016 persuader rule regulations signal a change in priorities between the Obama and Trump administrations' priorities regarding burdens and liabilities they are willing to foist upon employers.

Jody N. Duvall is an attorney in the Fort Collins office of Cline Williams Wright Johnson & Oldfather. Mr. Duvall's practice focuses on labor and employment issues with a particular emphasis on representing construction-industry employers. Mr. Duvall can be reached at jduvall@clinewilliams.com or (970) 221-2637.



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Contact: Tom Owen
tom.owen@aldermill.com
(505) 998-7289
Aldermill is a residential and commercial coatings contractor.

ATC Truck Covers

Associate
801 E. North Street
Ottawa, KS 66067
Contact: Matt Blais
mblais@atctruckcovers.com
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Member News

RK CEO Rick Kinning is Awarded the EY Entrepreneur of the Year Award

RK won in the Family Business category, receiving the award at a gala held on June 22, 2017 at the Denver Center for the Performing Arts

"Our dedicated team gets the credit for RK's leadership position, and for empowering RK to realize its vision. Although we now operate seven distinct business units, we strive to maintain a family atmosphere, and a loyalty to customers and employees through thick and thin. Our family-oriented culture drives our commitment to serve customers with the highest level of safety, quality and innovation."
-Rick Kinning

Mortenson Construction Raises Over \$54,000 for the Denver Public Schools (DPS) Foundation


Mortenson's annual golf tournament, held on June 16, 2017 at Fox Hollow Golf Course, raised \$54,000 to benefit the DPS Foundation. The proceeds will go towards helping to support quality public education

"We're thrilled to be able to support the DPS Foundation, and this fundraiser has been one of our most successful to date. We couldn't do what we do without all the support from our trade partners and their sponsorship of this event."
-Maja Rosenquist, Senior VP and General Manager

White Construction Group Receives Town of Castle Rock 2016 Design Award for The Move

White Construction Group was awarded for their work on The Move, a 71,146 GSF office building in downtown Castle Rock. Their award, in the "Environmental" category, recognized the many conservation efforts including 270 solar panels, a Mitsubishi air-cooled VRF HVAC system, and a water quality system. This is the first downtown commercial building in Castle Rock with a 85kW solar photovoltaic system.

Questions about membership?
Contact Brett Denison,
Director of Member Services
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ABC Events

Clay Shoot

ABC's annual Clay Shoot, a favorite among our members, was held on Thursday, May 4, at Colorado Clays. It was a beautiful day, and a great time was had by all. The Clay Shoot was followed by a BBQ and prize drawing, giving everyone a chance to relax and mingle after the shoot.

Congratulations to the 2017 Clay Shoot winners!

The **EKS&H** team in first place, Shane Brown (EKS&H), Aaron Eide (Flood & Peterson), Linc Turner (LPR Construction), and Jared Goodman (Cushman Wakefield).

Great Western Erectors came in second, with Mark Meyer (Great Western Erectors), JD Benson (Suncoast Post-Tension), Shawn Sweder (Suncoast Post-Tension), and Tom Anderson.

Pinkard was in third, with Derek Stathis, Reid Kalsow, Brandon Gentrup, and Mike Levchik.

Thank you to our sponsors:

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BBQ at the Ballpark

Our SkySox event in Colorado Springs on June 9 was a fun-filled evening with families, coworkers, dinner, and great drawing prizes. We reserved a balcony space for plenty of room to mingle and enjoy the company of over 150 of our members and their families.

Thank you to our sponsors for making this possible:

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- Food Sponsor: **Hensel Phelps**
- Parking Sponsor: **Heating & Plumbing Engineers**
- Kidz Fun Zone Sponsor: **Spacecon Specialty Contractors**
- Balcony Sponsors: **Colorado Barricade and Matsuo Engineering**
- Drawing Sponsors: **Eaton Sales & Service, LPR Construction, Mortenson Construction, Power Management Systems and Sales, and Sherman & Howard**



Families at BBQ at the Ballpark



Clay Shoot First Place Winners

Campbell Amble Golf Tournament

On June 13, ABC held our annual golf tournament at Fox Hollow Golf Course. Everyone enjoyed the day out on the golf course, and the lunch and prize drawing that followed.

Congratulations to the winning teams:

Lockton Companies in first place, with Nick Cohen, Bob Kinder, Mike Roark, and Mat Sulya.

Vectra Bank in second, with Dennis Anhorn (Concrete Express), Courtney Harless (Vectra Bank), Len Koch (Vectra Bank), and JJ Ramsey (CML Security).

Power Design in third, with Paul Bersagel, Matt Gustafson, Neal Littlejohn, and Chris Rayl.

Thanks to our generous sponsors:

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- Awards Sponsor: **FCI Constructors, Inc. and MTech Mechanical**
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- Contest Hole Sponsors: **The Buckner Company, EKS&H, and Fiore & Sons**
- Putting Green Sponsor: **Spacecon Specialty Contractors**



Lockton Companies, winning team at Campbell Amble



Upcoming Events

August 8

Western Colorado Social (Grand Junction)

August 11

Cruisin' with the YP Committee (Denver)

August 17

ABC PAC500 Go-Kart Racing (Denver)

September 7

NoCo Golf Tournament (Windsor)

September 28

ShootOut Fundraiser (Castle Rock)

October 20

Excellence in Construction Awards

Contractors have the opportunity to compete for honors in the construction industry's premier annual awards program recognizing merit shop projects! The application is available on our website.

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- Oct. 15 - Project Must be Completed
- Oct. 20 - EIC Awards Dinner

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CSU ABC Student Chapter News



CSU Student Spotlight



Darcy Wojciechowski
CSU Student

I am fortunate to be spending the summer as a Project Engineer Intern in Special Projects at FCI Constructors. I am working on several projects in Northern Colorado that are currently in the beginning stages and set to be completed by end of summer. This will allow me to see the construction process from start to finish.

As a member of the Colorado State University ABC Student Chapter, I have been given opportunities that I would have not had otherwise. The networking events have generated relationships that are invaluable. Not only are we able to attend the regular ABC events, but we are invited to the Young Professionals as well. This allows for the chance to learn from those who have entered the construction industry recently and those who have been in it for years. My favorite ABC events thus far are the socials and Cornhole Cup.

Also, as a member of the CSU Construction Management Competition Team, I have been exposed to estimating, safety plans, QA/QC plans and scheduling on a larger scale than I would ever experience in regular class.



ABC Clay Shoot; Monte Telitz (Fiore & Sons) Winner of CSU Prize Drawing with Darcy W. and Jerry Slota (ABC Student Chapter Members)

Do you want to be more involved with the CSU Student Chapter or Competition Team? Contact Kim Grosel at kgrosel@abcrmc.org to find out more and get more involved.

Thank You

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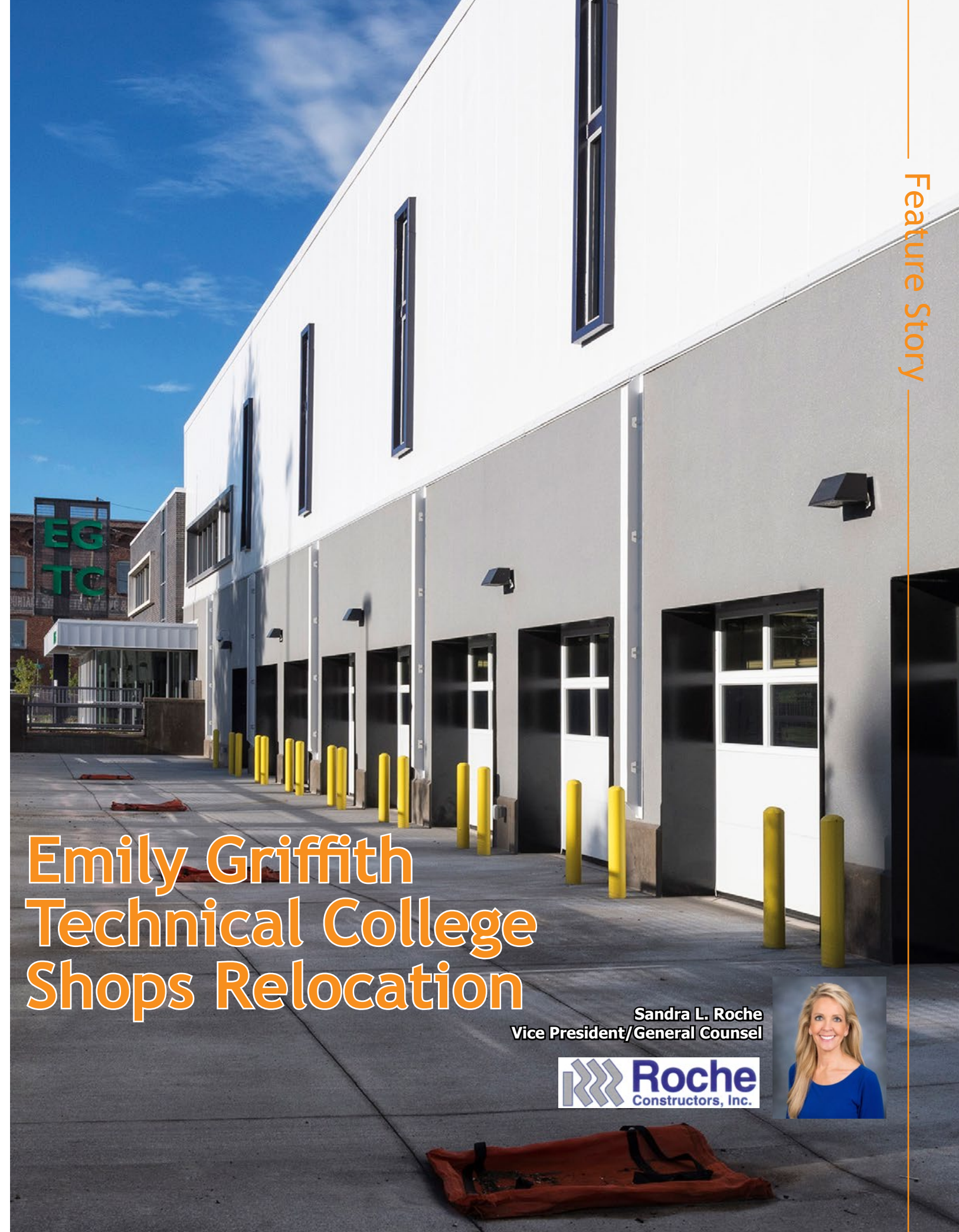
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Feature Story

Emily Griffith Technical College Shops Relocation

Sandra L. Roche
Vice President/General Counsel



Special Project Exceeded Owner Expectations

Roche Constructors is very proud of the innovative construction on the Emily Griffith Technical College Shops Relocation project (EGTC) in Denver, Colorado. The \$7.8 million project scope required complex construction procedures to overcome the many challenges faced in successfully fulfilling the intended purpose of the project while providing significant cost-savings to the Owner, Denver Public Schools. This was done without compromising on quality.

Emily Griffith was born in Cincinnati, Ohio, in 1868. She grew up very poor. Griffith left school after the eighth grade to help support her family. At the age of seventeen, she took a job as a teacher in a sod house school in Nebraska. In 1894, Griffith's family moved to Denver where she first taught as a substitute, then a full-time teacher before becoming Deputy State Superintendent of Schools in 1904. Griffith also began teaching night classes for adults. She believed that everyone deserved an education regardless of age, race, gender, or background. In 1916, Emily's dream came true when she opened the Opportunity School. Griffith retired in 1933, after 100,000 students had attended her school. That same year, the school was renamed the Emily Griffith Opportunity School in her honor. Her legacy lives on today, and this building is yet another example of that.

From the commencement of the project on September 15, 2014, to the ribbon cutting on August 19, 2015, Roche coordinated the renovation of an existing 50,000-square-foot book warehouse into a modern two-story trade school and office. Work included the demolition and complete interior build-out, including new walls, flooring, ceilings, and mechanical and electrical systems for new trade classroom spaces. Exterior improvements included a parking lot, site lighting, and landscaping.

The new state-of-the-art campus offers eight highly-technical career certificates, which include the following:

1. Automotive collision repair
2. Automotive service
3. Building trades technology
4. Computer-aided drafting/building information modeling (CAD/BIM)
5. Custodial maintenance
6. Heating/ventilation/air conditioning and refrigeration

7. Water quality management

8. Welding

Additional programs include blacksmithing, clock and jewelry repair, furniture and auto upholstery, and welding for artists.

Roche reduced future maintenance costs, enhanced the environmental conditions, ensured construction and public safety, and added facility value while overcoming an aggressive schedule to complete all phases of the multifaceted project successfully, on budget, and safely, with no lost time injuries.

Value Engineering Increased Value as the Budget was Maintained

Roche embraced the challenges by assuming an active leadership and consulting role during the construction. We consulted with the owner and coordinated plans, design specifications, phasing, and operation methods with the architect and state and local authorities throughout the project.

Roche researched and integrated the choice of design, materials, schedule, and subcontractor pricing into the complex renovation and construction requirements. We maintained project purpose and best overall value by continuously evaluating and coordinating all facets of the project with the entire team. Roche demonstrated excellent leadership throughout the successful construction of this state-of-the-art building.

Roche led the value engineering process and increased the project's overall value and was able to deliver significant cost-savings to the owner.

- Roche and its subcontractors collaborated and identified options to save costs while not compromising on quality. These ideas were then discussed with the architect and the owner to determine whether to utilize the options. Numerous options were accepted resulting in the cost savings.

Innovative Quality Management Overcomes Challenges

- To successfully complete this project with the added value, it required outstanding quality control through innovative quality management. This included:
- The weather was a challenge that Roche had to overcome. Due to adverse weather, including cold temperatures and snow, the exterior work was affected for many weeks. Roche continually worked to overcome these issues by prepping what could

be done, using concrete blankets to cover work in progress, and a large quantity of labor was used to shovel snow.

- Specific site safety issues that presented challenges included the following:
 - There was no parapet on the roof so Roche installed a warning line system to overcome this obstacle.
 - The removal and replacement of the entry stair railing required the installation of a guardrail system.
 - It was necessary to put multiple holes into the second floor for new duct and pipe penetrations, and Roche installed temporary covers to prevent any incidents.
 - Holes and trenching were required on the first floor, and safety measures were put in place for that which included the use of fans, opening

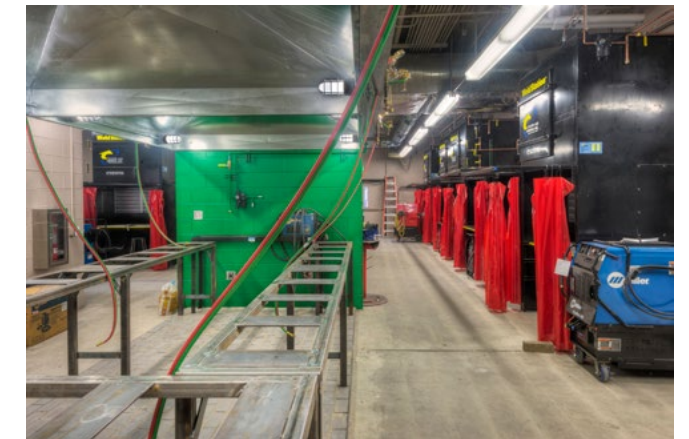
doors, air monitoring, and numerous barricades and cones. During the weekly meetings and toolbox talks, we provided constant reminders for everyone to watch their step.

- The installation of a new grade beam underneath existing foundation took extra planning and extra work.
- Graffiti was an ongoing issue. The day after Roche installed the new plaster, graffiti spray was painted on it. Additional site security helped resolve this issue.
- Material storage and staging was an issue for the onsite personnel and subcontractors due to the lack of space. Luckily, the site was connected to an empty lot that Roche received permission from the adjacent land owner to use. We used this space to locate trailers, storage containers, and parking, etc., during construction.

(Continued on next page)



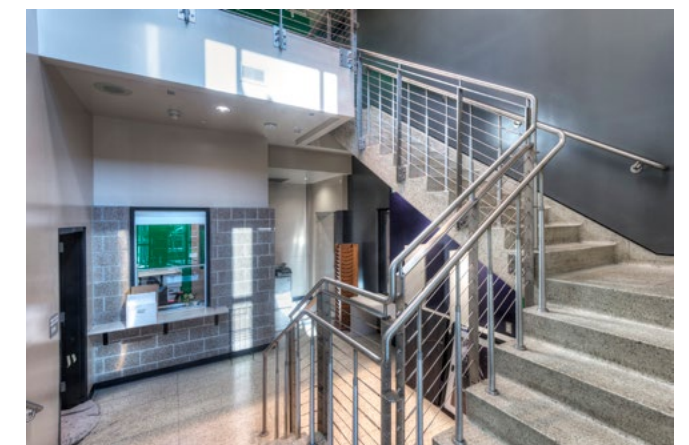
Interior - HVAC Training Area



Interior - Welding Area



Exterior of Building



Interior - Front Entry Stairway

- Storm water details for the construction entrance and added stone for the road and parking were required.
- The schedule was continually impacted due to unforeseen issues. The trades had to remain flexible while discussions occurred with the architect and engineers to come up with solutions. The entire design and construction team worked closely together to keep the project moving forward.
- Owner-furnished equipment was in use at the time of construction. A tour of the existing EGTC facility was conducted to see what type of equipment would be brought in to the new facility. That way, the construction team was prepared when the equipment came in. Preparation was key throughout the project.
- Early on, Roche personnel noticed some cracking around the building shell. The structural engineer was contacted to review the situation. It was determined that the north wall was actually part of a building that was demolished previously and that our team was working on the 'add-on'. This resulted in patching the cracks with non-shrink grout and adding some steel angle to help support the wall.

Exceeded Expectations Through Innovative Programs

Roche used the following innovative programs at the EGTC project:

- Every opportunity was used for continuous

training (inspections, audits, meetings, reviews, demonstrations, planning, etc.) to instruct management, competent persons, and workers on integrated construction excellence, safety, and health.

- The time, date, and training subjects were tracked and documented. The trainees were evaluated for knowledge and competence.
- On-line tools were readily available and utilized in combination with the above training.
- Scheduled and tracked on-site construction and equipment demonstrations were performed.
- This resulted in more training completed with a higher percentage of retained knowledge.
- A third-party safety consultant assisted Roche Constructors as an expert safety consultant and trainer, as needed. This innovative program component allowed closer proximity, faster on-site response, and more complete quality control and quality assurance.

Personnel Demonstrated Quality Management & Control

- Roche evaluated and selected personnel based upon each employee's demonstration of excellence on similar projects.
- The Project Manager and onsite personnel for Roche completed OSHA 30-hour certified training.

The Roche team on this project had years of successful Roche company experience and overall experience in the construction industry.

- Each subcontractor was rated and prequalified specific to this project. Qualification areas included safety performance, training, experience, and professional association, e.g. Roche, ABC.
- All project personnel were continuously evaluated daily, weekly, and monthly with task planning and training adjusted according to integrated performance standards of excellence.
- Roche ensured daily quality control of construction safety through the following:
 - Daily Job Hazard Analyses (JHAs)
 - Daily competent person reports and analyses
 - Twice-daily integrated safety inspections — this required all-worker safety committee participation
 - Daily coordination of construction quality and work Controlled Access Zones (CAZs)
 - Daily project superintendent log analyses
 - Daily subcontractor log and report analyses
 - Daily storm water inspections conducted with worker participation
 - Daily and weekly coordinated analyses of the previously stated items by the Roche Safety Manager

Innovative All-Worker Safety Committee Ensured Integrated Quality

The ABC Challenge Pilot Program for Voluntary Protection Partner with OSHA successfully completed by Roche was implemented on this project. Consistent with the goal of continually striving for safety excellence combined with the commitment to achieve project excellence and exceed Denver Public Schools' expectations, Roche established an all-worker — including subcontractors — safety committee. The committee motivated and assisted with the outstanding level of quality in both construction and safety achieved on this project. Roche, the thirdparty independent safety consultant, and the All-Worker Safety Committee completed safety observations identifying any deficiencies, which were immediately corrected ensuring safety excellence on this project.

The committee was empowered and participated in the project's pre-planning. This included JHAs, twice-daily safety inspections to safety review work stoppages, and assistance with the continuous training, quality reviews, and quality assurance of this special project.

Roche offers a full range of services including preconstruction budgeting, scheduling, value assessments and constructability reviews, final estimating, project management and administration, and project post-construction services. Their diverse project background includes retail; education; industrial, manufacturing, and warehousing; public works and corrections; site development; and office, medical, and bank facilities. You can contact them at www.rocheconstructors.com or 970.356.3611.

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1401 Lawrence

Lexi Smith
Director of Marketing &
Business Development



As people continue to flock to the city of Denver and construction continues to boom, the iconic skyline is consistently evolving. Skyscrapers climb toward the sky, each leaving its own unique, new fingerprint on the city's profile.

One such example, rising as a natural extension of the downtown composition without compromise to the architect's vision for the sake of conformity, is the new office building at 1401 Lawrence. Douglass Colony takes pride in its broad-scope contribution to this building that included custom designed and built perforated garage panels; roofing, waterproofing, deep rib Morin panels on levels 23 and 24; flush-seam panels in the mechanical rooms/wells; flush seam soffits around the balcony; small standing seam roofing over the garage mechanical unit; ACM panels at various locations; and the installation of a zinc panel "art wall."

From the very beginning of Douglass Colony's involvement on 1401, the challenges were clear with extreme circumstances unique to the project's nature.

Downtown Denver is crowded, leaving very little space to arrange a comfortable and conducive construction zone. In the case of 1401, a 24-story building erected within a space spanning a quarter of a downtown city block, no lay-down area existed, nor did room for more than one truck, and there was an incredibly small window of crane space and use. This called for an innovative, cooperative, and flexible approach to scheduling, productivity, and methodology.

Scheduling

Substantial coordination with the general contractor and other trades on site was paramount to ensure the project was completed as successfully and efficiently as possible, all while maintaining a safe jobsite.

With such a prohibitive lack of space in the ever-crowded and bustling downtown, stocking the project proved to be excessively troublesome and convoluted. Only one truck was allowed access to the site at a time, and when the need arose for heavy lifting equipment, two semis-- one for a crane, and one for a forklift--had

to be maneuvered and systematized to secure that all supplies and materials made it to their needed space in timely fashion. This limited Douglass Colony to not even one full day of crane time for the roofing materials, demanding a considerable level of organizational finesse.

Once the project was stocked, new challenges arose. Material and equipment belonging to all trades was stored on the roof throughout the project, thus requiring Douglass Colony to work and schedule around others in order to install the Firestone roofing system and the deep rib Morin panels on the 23rd and 24th levels.

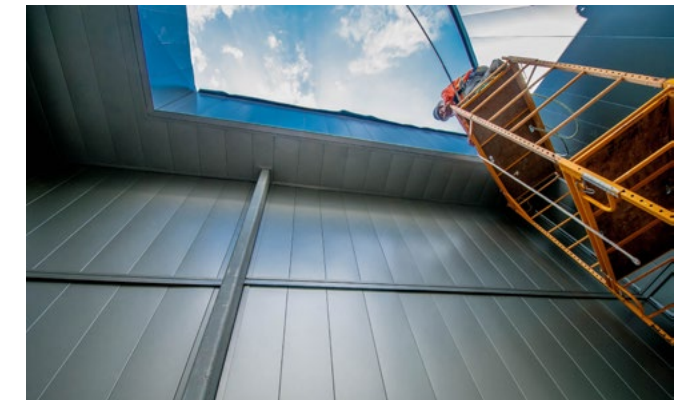
Before the ACM could be installed, it had to be mapped out and organized according to when other contractors and trades (i.e. glazer) would be working and finishing within areas.

Similarly, the garage screen panels required tremendous foresight when scheduling their installation. In order to be as efficient as possible with space and time, the panels were broken up into five groups and delivered and placed accordingly. Also, in order to leave space for the skip jack to remain outside of the building to throughout the majority of the project, the corners were scheduled for installation as the last area in the sequence. That way, panels would all readily slide together, and the tubes would assemble correctly (one inside of the other).

Quality in Products & in Execution

Anyone passing by 1401 Lawrence surely takes note of the perforated screen panels surrounding the nine levels of parking garage with an illuminated "art wall" at their center. Though these fascinating and eye-catching panels appear to be randomly placed around the building with varying sizes and spacing, they are, in fact, meticulously designed, planned, and engineered. Originally designed by the architects, the plans for these panels then had to be engineered to meet the specific needs of the garage with an exact ratio of wall space to air space in order to provide sufficient ventilation and air flow throughout the garage.

(Continued on next page)





After ample coordination with the engineer surrounding issues between design and fabrication needs, the panels were ordered pre-perforated and cut, bent in Douglass Colony's shop, stamped with a number for tracking, and sent off 1 for paint before arriving in the field. As they arrived, each panel was handled and inspected by Douglass Colony's foreman to assure product and paint quality. The superintendent, frequently on-site, served as the "champion of quality," inspecting the installation and regulating that other trades did not lean things on or damage any panels. Upon completion, these 100% custom metal garage screens matched drawings exactly, executing the architect's vision and engineer's requirements to perfection.

Innovation from the Ground Up

Construction often requires adaptability and an attitude prepared for the unexpected. At any given time, an obstacle may arise calling for a change of plans. Therefore, innovation coupled with adaptability is a major key to any successful project. Throughout the duration of the work at 1401 Lawrence, multiple complications interrupted Douglass Colony's



productivity, requiring innovative solutions to continue work and deliver the level of excellence our company prides itself on.

In order to access the wall panels and install them, swing stages were clamped to parapet walls enabling workers to come out between panels and hang the metal below. This freed up space on the ground to store materials in an already tight work environment by eliminating the need for a boom or other type of lift.

As the garage is sloped to circle down to the ground level, the metal tubes did not always align with the concrete where the attachment points were meant to be. Engineers creatively solved this issue by coming up with a specially made steel structure attaching to the areas where this occurred. Other specialty connections also had to be designed to accommodate the "art wall" (perforated panels that are backlit to create an image similar to a Lite-Brite). The correct steel was not always in place, so a connection was engineered from wall to soffit, and though the elements for the "art wall" were prefabricated based off of guaranteed dimensions, they were not always an exact match, so the tubing

was made to be adjustable in all directions allowing for tolerances.

Through innovation, flexibility, and persistence, Douglass Colony was able to safely, proficiently, and expeditiously complete its scope despite the many snags and interruptions.

The Douglass Colony Difference

From the perforated metal screens around the parking garage, to the waterproofing on the paver decks, to the deep rib and flush-seam panels and roofing on the top levels, Douglass Colony takes great pride in its work on 1401 Lawrence and was honored to be selected to help make this uniquely striking building one that Downtown Denver is proud to add to its iconic skyline.

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WE BUILT THESE CITIES

Case Study: A Spear Phishing Attack That Almost Cost \$224,000



Jeff Cann
Chief Strategist
& CIO

ENCOREelectric

One of our peer electrical contractors told us a harrowing story. Their CFO was new to the company. The Controller received what appeared to be a legitimate email from him with instructions to immediately wire \$224,000 to pay a late subcontractor invoice. The controller took the bait and wired the money.

What went wrong?

This contractor was the victim of a well-timed spear phishing attack. Spear phishing happens when cyber criminals send emails ostensibly from a known or trusted sender to induce targeted individuals to reveal confidential information. This can be a request for account information, to wire money for a fraudulent invoice, or to share sensitive or personal information.

It was no coincidence that the CFO was attacked because the cyber criminals tracked his employer change on LinkedIn. Then they sent a well-timed fraudulent email to impersonate him to his controller. They had not hacked his email account; rather, they spoofed his email address and the controller didn't catch it the subtle change. This was the first red flag.

The second red flag of this incident is that the fraudulent email created urgency. The email indicated that the invoice was late. The controller figured that the CFO wanted to take care of the problem immediately. This urgency caused the cascade of rushed decisions to release the wire transfer.

The third red flag is that the request differed from their standard accounts payable process. The controller thought it was unusual but assumed that because the CFO was new, surely he had his reasons. The controller also did not want to disappoint her new boss. This is understandable.

Finally, the controller did not verify the request from the CFO. She based her decisions solely on the "urgent" email. This is one problem with email: all of us assume that the name of the person who sent was the actual person and not an impostor.

Fortunately, this contractor avoided a loss. However, almost all companies are targets.

The Cost of Spear Phishing

A 2016 survey conducted by market research firm Vanson Bourne (sponsored by Cloudmark a company that specializes in cyber threat protection found that for companies surveyed:

- 91% reported that they were spear phished
- 25% of their employees fail spear phish tests
- \$1.6 Million average loss from a successful attack

This survey (as in many other cyber security studies) concludes that humans are the weakest link in the protection of a company's electronic assets.

What can you do?

There are a number of items that your company can do to reduce the risk of loss due to a spear phishing attack. Let's assume that your company works with or employs experienced IT professionals who design, configure, monitor, and maintain the basic security of your IT infrastructure (firewalls, regular security updates to computers, spam filters, and secure networks). If not, you should invest in a secure foundation because you are vulnerable to other types of cyber-attacks.

The problem with spear phishing is that it can breach a secure foundation because it relies on human error.

You may not have heard of Kevin Mitnick, a famous cybercriminal who spent 5 years in prison after pleading guilty in 1995 to criminal hacking. He now runs a cyber security consulting firm and is known as a white hat hacker (using his powers for good, rather than evil).

Mitnick helps companies understand the attacks by cyber criminals so they can protect themselves from becoming a victim. To start employee awareness (remember 25-35% of your employees will click on fraudulent links in emails), he suggests three things:

1. Stop – If your employees come across an unusual email, they should stop and focus on the threat.
2. Look – Look carefully at the content of the email. Does the sender's email address seem legitimate but actually has a typo? Is there a suspicious link or unusual wording? These are 3 of the 7 Social Engineering Red Flags.
3. Think – Is the request reasonable and part of the normal course of business? Can you call the requestor and verify it? Note you should not send a text message to verify because text messages can also be easily spoofed.

At Encore Electric, we signed up for user security training through KnowBe4.com. I recommend their service because it's affordable and effective. There are other companies that provide robust training services. Find one that you trust and ask them to help secure one of your company's most valuable assets – its information.

References

- Forbes – Spear Phishing 101 - Who Is Sending You Those Scam Emails And Why?
- Knowbe4 – Social Engineering Red Flags
- Cloudmark – Spear Phishing: The Secret Weapon Behind the Worst Cyber Attacks
- C|Net - Social Engineering 101: Mitnick and other hackers show how it's done
- 60 Minutes - Social Engineering - Kevin Mitnick
- Kevin Mitnick demonstrates how easy it is for a hacker to read your email

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There are some very specific questions that contractors should be asking themselves as they are putting together their day to day rescue plan. Here are some of those questions, but there may be more. Generally, do you actually have a written rescue plan in place, and if so, what is it? Does that plan cover every on-site location where the workers work? How often do you review the rescue plan? Is it daily, monthly or annually? Do you have a designated area for your rescue equipment options or do your employees know where to find what is needed for the "PROMPT" rescue? Is it something that is practiced often, if at all?

OSHA Says: 1926.502(d)(20) "The employer shall provide for prompt rescue of employees in the event of a fall or shall assure that employees are able to rescue themselves."

ANSI Says: Z359.2 6.2 "Written rescue procedures shall be prepared and maintained by the competent person for all instances where authorized persons work at heights."

Such procedures shall contain provisions for the prompt rescue and self-rescue of any authorized person who falls. What constitutes "prompt" anyway? Prompt rescue, as required under §1926.502(d)(20), is not defined in the standard. The particular hazard that §1926.502(d)(20) addresses is being suspended by the fall arrest system after a fall. While an employee may be safely suspended in a body harness for a longer period than from a body belt, the word "prompt"

requires that rescue be performed quickly – in time to prevent serious injury to the worker.

Ask yourselves these questions. What are the risks of suspension trauma? What are you to do in the case of a fall? What are some typical rescue options? How do you handle first aid? How are you to report the incident?

The answer to these questions is hands on training. Never – EVER, put yourself in danger! Be prepared with a written plan and training with your equipment, and remember to have different rescue plans for different exposures.

Be safe out there!!

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ATTENTION ALL ABC CONTRACTOR MEMBERS:

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August 23 - Best Practices for OSHA Inspections

ABC would like to thank Dan Johnson and SFI Compliance for supporting our members who are committed to safety!



Save the Date: Upcoming Safety Trainings

Sept. 12 - Nov. 28	Leadership Academy (6 Sessions)
Sept. 13	Construction Quality Management
Sept. 14 & 15	C3 Level 1 (Awareness Training Basics & Equipment Certifications)
Sept. 28 & 29	C3 Level 4 (Competent Person Training)
Oct. 4, 5, & 6	C3 Level 2 (First Aid/CPR/AED Certification, OSHA 10 Hour & More)
Oct. 9, 16, 23 & 30	C3 Level 3 (OSHA 30)

Safety and Education Awards Banquet

ABC hosted an awards banquet on Thursday, May 18 at the History Colorado Center in Denver to recognize members who have demonstrated an outstanding commitment to safety. The sold-out event celebrated collective efforts towards safety and education in the construction industry.

To promote continuing education in the construction field, ABC presented four high school students with the **Bob Piper Construction Education Scholarship**.

- Nathaniel Hoey, attending Larmer Community College
- Matthew Northway, attending Fort Hays State University
- Grant Reinert, attending Boise State University.
- Ovet Gonzalez Rodriguez, attending Front Range Community College

The following safety awards were presented by ABC to member companies who showed exceptional safety efforts in their categories.

Tony Dietrich Safety Professional of the Year:
Gary Leak, Risk & Safety Manager – Heating & Plumbing Engineers, Inc.

Outstanding Field Professional of the Year:
Victor Sanchez, Superintendent – BT Construction

Most Improved Safety Program:
Phase 2 Company

Outstanding Safety Program - General Contractors

Under 150,000 Man-Hours – White Construction Group
150,000 – 350,000 Man-Hours – Milender White
350,000 – 750,000 Man-Hours – Adolfson & Peterson Construction
750,000 – 1 million Man-Hours – Casey Industrial
1 million – 3 million Man-Hours – Mortenson Construction
Over 3 million Man-Hours TIC – The Industrial Company

Outstanding Safety Programs - Subcontractors:

Under 150,000 Man-Hours – Kuck Mechanical Contractors
150,000 – 250,000 Man-Hours – BT Construction
250,000 – 500,000 Man-Hours – Greiner Electric LLC
500,000 – 1 million Man-Hours (tie) – MTech Mechanical and Douglass Colony Group
Over 1 million Man-Hours (tie) – LPR Construction Co. and RK

Outstanding Safety Record - General Contractors:

Fewer than 50 Employees – White Construction Group
50 – 99 Employees – Waner Construction
100 – 199 Employees – Milender White
200 – 499 Employees – Casey Industrial
Over 1,000 Employees – TIC – The Industrial Company

Outstanding Safety Record - Subcontractors:

Fewer than 50 Employees – Copper Spring Solutions
50 – 99 Employees – Interstate Electrical Contractors
100 – 199 Employees – LEI Companies, Inc.
200 – 499 Employees – The Northern Group
500 – 999 Employees – Interstates Companies
Over 1,000 Employees – RK



BT Construction accepts Chapter Safety Award



White Construction Group accepts Chapter Safety Awards



Bergelectric accepts Diamond STEP award



Casey Industrial accepts Chapter Safety Awards



Hensel Phelps accepts Diamond STEP award



Platinum STEP award winners

This event was made possible by our sponsors:

- *Presenting Sponsor:* **Kuck Mechanical Contractors**
- *Event Sponsor:* **Casey Industrial and Milender White**
- *Award Sponsor:* **BT Construction**
- *Coat Check Sponsor:* **Construction Core Competency (C3)**
- *Cocktail Hour Sponsors:* **Heating & Plumbing Engineers, Matsuo Engineering, and Mortenson Construction**
- *Professional Award Sponsors:* **Blueprint Skilled Services and Flood and Peterson**

STEP awards are granted by ABC National based on applications, and they are given based on each company's safety program performance in twenty key components.

Diamond Level STEP Winners

- Bergelectric Corporation
- Heating & Plumbing Engineers, Inc.
- Hensel Phelps
- Interstate Electrical Contractors, Inc.
- LPR Construction Co.
- RK Mechanical, Inc.
- TIC – The Industrial Company

Platinum Level STEP Winners

- Adolfson & Peterson Construction
- Casey Industrial
- Encore Electric, Inc.
- Interstates Companies
- Kuck Mechanical Contractors
- Mays Concrete, Inc.
- Milender White Construction Co.
- Roche Constructors, Inc.
- The Northern Group
- Waner Construction

Gold Level STEP Winners

- BT Construction, Inc.
- Colorado Barricade
- dcb Construction Company, Inc.
- Design Mechanical
- Douglass Colony Group
- Duro Electric Company
- EC Electric, Inc.
- FCI Constructors, Inc.
- Kenny Electric
- LEI Companies, Inc.
- McClone Construction Co.
- Mortenson Construction
- MTech Mechanical
- Phase 2 Company
- Power Design Inc
- Shaw Construction
- Spacecon Specialty Contractors, LLC

Silver Level STEP Winners

- ADK Electric Corp.
- Copper Spring Solutions LLC
- Diamond Drilling & Sawing Co., Inc.
- DS Constructors, LLC
- Fiore & Sons, Inc.
- Greiner Electric LLC
- ICI
- Merit Electric, Inc.
- Parkway Electric & Communications, LLC.
- Pinkard Construction
- Piper Electric Co., Inc.
- Sun Construction and Facility Services, Inc.
- White Construction Group

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- National Pyramid Award

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Young Professionals



Night at the Rockies

All who attended our sold-out Night at the Rockies on April 21st had a great time cheering on the Rockies and networking with fellow Young Professionals. They braved the chilly evening to enjoy networking with their peers and seeing the Rockies defeat the San Francisco Giants!

Thanks to our wonderful sponsors for helping us put on this popular event:

- Hensel Phelps
- White Construction Group

Young Professionals 2017 Steering Committee

Gwen Cagle
2017 Chair
RK

Alex Stein
2017 Co-Chair
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Matthew Curtis
Adolfson & Peterson
Construction

Jill Dustman-Coe
White Construction Group

Erik Henry
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Sophie Lane-Wierzb
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Young Professionals at the Night at the Rockies

Thank You to ABC's YP Supporters

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FCI Constructors
Hensel Phelps
Milender White
Turner Construction
White Construction Group

Associate Level

Fisher & Phillips LLP
LPR Construction
Olson & Olson, Ltd.
Spacecon Specialty Contractors



Save the Date: Upcoming Young Professionals Events

Aug. 11 Cruisin' with the YP Committee
Sept. 23 Volunteer Day
Nov. 9 Executive Panel

*Interested in learning more about ABC's
Young Professionals?*

Contact Sydney Sachs at ssachs@abcrmc.org

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Adventures in Construction: Projects in Remote Locations

Shane Fobes
 Construction Executive &
 Senior Vice President



Introduction

Rocky Mountain National Park. The Sonoran Desert in Arizona. Grand Teton National Park. Yellowstone National Park. The forests of Michigan's Upper Peninsula. The swamps of Alabama. The North Slope of Alaska. These are just a few of the remote locations Milender White has completed successful construction projects in the past 10 years. As you might expect, executing projects in these challenging environments takes planning and preparedness to another level. Simple tasks such as delivery of material and cement batching are no longer quite as simple. All the important factors of logistics planning that we outlined in our June 2016 White Paper are critical on remote site locations. But working in the swamplands or North Slope requires additional considerations. Here are six items to consider when your jobsite is, well, off the grid.

will bring along excitement and anticipation. Going into the project with a focused mindset and an adventurous spirit will go a long way in the project's success.

Material Management

When there's no store within 100 miles, it's imperative that items needed for the job are accounted for and properly inventoried prior to mobilization. Count every bolt, washer and screw. Be sure to perform pre-task planning to identify every tool necessary to complete the build. A reasonable amount of extra material and spares of critical equipment should be considered. However, it's a balance and should be approached with extra attention. Space will likely be constrained on site, not allowing for large material contingencies.

Contingency Plans & Communications

A well-thought-out contingency plan is critical for the safety of the crew and for their everyday morale. When the job site is hours from a medical facility, calling 911 is not an option. Consider hiring a full-time medic to be onsite or develop a plan for medical emergencies, which might include flight evacuations. Good contingency plans also address multiple scenarios that can be impacted by outside factors such as weather and road closures. Team leaders should have a Plan A, but also need to have plans B and C vetted and communicated to all team members. Cellular phone service is sparse or nonexistent in remote locations so satellite phones are invaluable for maintaining regular communication with the team back home.

The Right Mindset

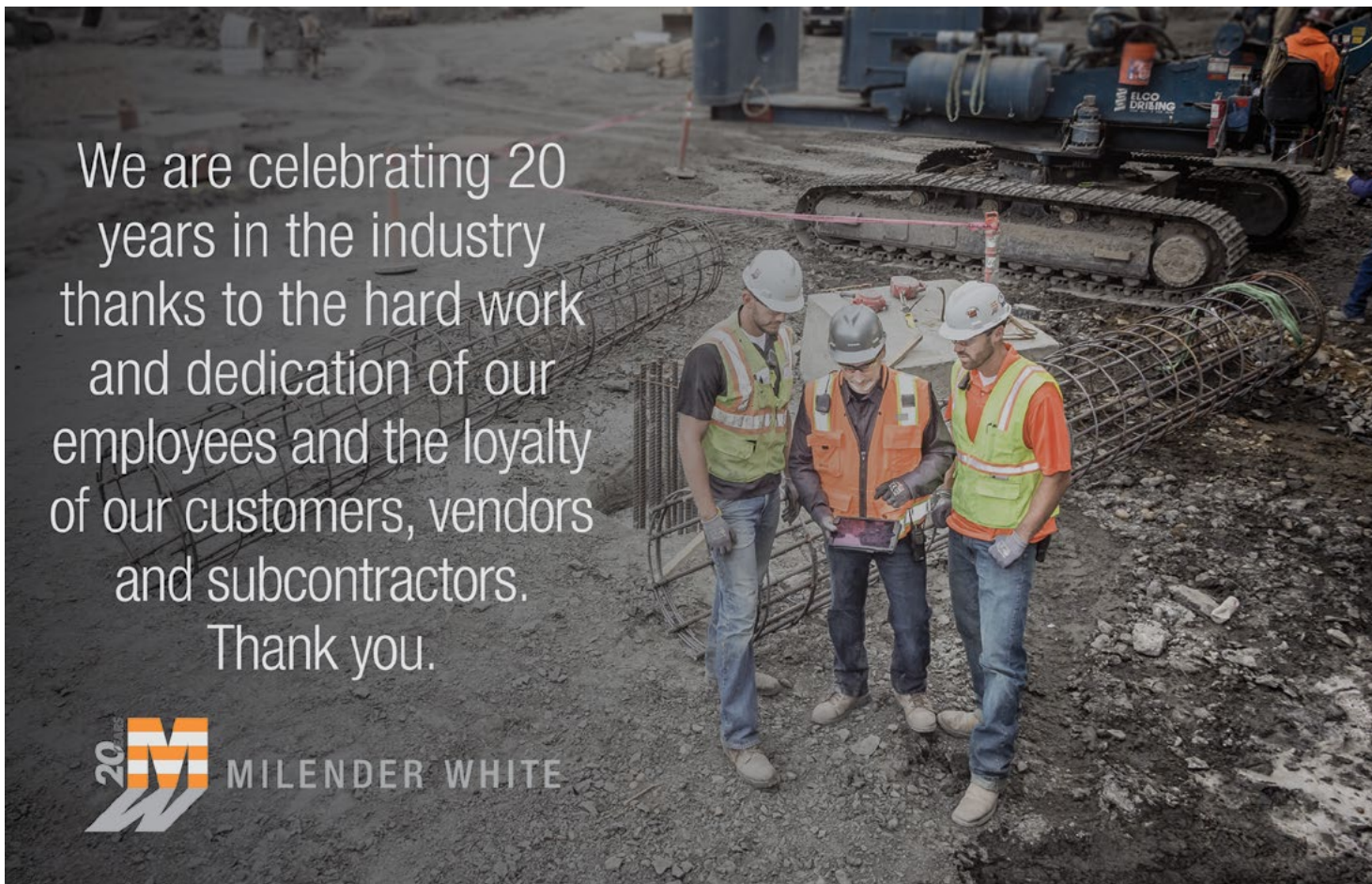
The basics of a successful remote location project are the same as a complex urban infill project. It starts with dedicated employees that have a passion for building quality work, and have the right management systems in place to ensure work is on time, on budget and safely executed. The remoteness of a project can easily and quickly highlight any weaknesses of your team or your construction plan. Understanding the challenges of a remote project from the start and planning accordingly



Weather

Weather is one of the greatest and most unpredictable hazards during construction, especially for remote locations as extreme weather is often the reason the location is so removed. Study daily weather forecasts to anticipate any potentially dangerous conditions that might arise and take precautionary measures. *(Continued on next page)*

We are celebrating 20 years in the industry thanks to the hard work and dedication of our employees and the loyalty of our customers, vendors and subcontractors. Thank you.



20 MILENDER WHITE



Temporary shelters can also be utilized to protect workers from extreme weather and can be used for prefabrication of work or cutting stations, keeping debris and micro trash contained inside. Additionally, it is important to have fill-in work/contingency work for the crew to perform when weather delays occur. It's important to keep crew members productive. Down time is costly and also adds a level of stress to the team. Maintaining some level of progress to complete the project is key.

Wildlife

Wildlife may be present on site during and after work hours. Great care must be taken to minimize disruption to their surroundings and all areas should be kept clean and free of items or circumstances that could cause injury to wildlife. Portable bathrooms should be properly secured and all trash picked up and removed from the site at the end of each work day. Any food brought into the site such as lunches and snacks should be kept in closed vehicles or stored in bear-proof storage containers so as not to entice the natural curiosity of the native wildlife. Great care must also be taken to maximize the safety of the workers and any visitors to the site. Bring proper protective accessories for the environment such as snake boots and bear spray, etc. Avoid construction during migration or breeding season for any wildlife.

Tread Lightly

If the jobsite is home to a sensitive environment of plant life or soils, several options are available to minimize the environmental impact of construction related activities and ensure worker safety. Helicopters are a great way to distribute materials around the jobsite, reducing

impact to the site's landscape. Due to their speed and maneuverability, helicopters can lift and move a wide array of items, such as building materials and construction equipment, efficiently and effectively. Another option is to remove and store ground cover in a separate area from your project. After construction is complete, restore the cover to its original state. If your project is in a cold climate, consider using frozen ground and snowpack to create no-impact access.

Special consideration may need to be made for tree protection. Trees that border the construction limits may interfere with construction operations and may require protection such as rubber matting or other durable materials to protect bark from damage. At the end of the project, remove all boundary controls and restore any worn areas.

Conclusion

Proper planning, a sense of adventure, and respect for the natural environment will ensure the success of your remote location project. At Milender White, we approach each of these projects with pride and excitement. We look forward to that next jobsite journey; wherever that might be.

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MTech Mechanical Expands Facilities in Conjunction with 15 Year Anniversary

Molly Cape
Sales & Marketing
Coordinator



MTech Mechanical, a Colorado-based mechanical contractor recently broke ground on the expansion of their main office and fabrication facility. The 35,000 SF expansion will accommodate the recent growth of the organization and provide more space for fabrication facilities, offices and an in-house service training center. The campus is located in Westminster, Colorado.

The expansion, which coincides with the company's 15th anniversary in 2017, provides capacity for increased fabrication areas, service training and daily support functions required to support their growing team and project commitments.

"It is with much anticipated excitement that we are expanding our main office and fabrication facility, and

the timing aligns with our corporate intelligent growth strategies. The expansion creates opportunities for our people, and increases our pre-fabrication capabilities for our clients projects," said Marco Capitelli, President of MTech Mechanical.

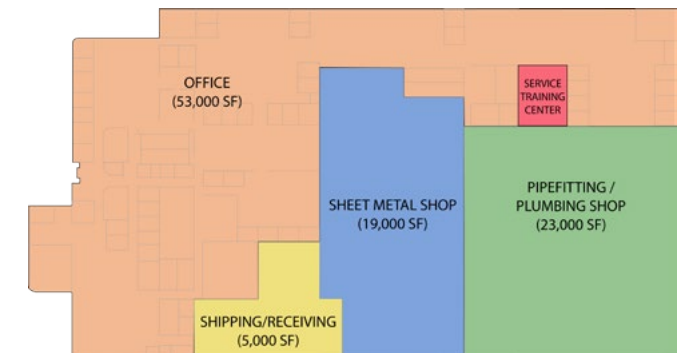
MTech will release more information on the expansion as the project progresses. For the most up-to-date information on our expansion, follow them on Social Media. Facebook: MTech Mechanical / LinkedIn: MTech Mechanical. Colorado based MTech Mechanical, founded in 2002 and employing over 400 individuals, is the region's premier provider of mechanical systems. They pride themselves on superior technical expertise, enhanced client relationships and total mechanical solutions. For more information, visit <http://www.mtechg.com>.

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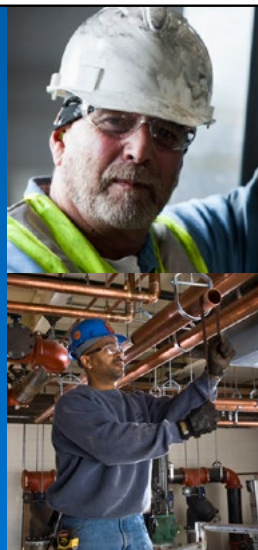
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