

INSIDE...

How Project Management Software Helps Eliminate Disputes on Construction Projects



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Technology and Training are Keys to Construction Success

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Technology is Constantly Reshaping Our Industry

Dear Business Associates and Friends,

I hope your summer is off to a terrific start. This is certainly the busiest time of the year for most of our businesses within the construction industry. In this demanding time of the year, the skilled labor shortages our industry is facing impact our projects that much more. One of the ways companies are dealing with this challenge is turning to innovative technology whenever possible.

Technology is constantly reshaping our industry. Looking back, when I first began work in the office at North Branch Construction, we sent over fifty faxes a day. Today, I cannot



recall the last time a fax was sent out from our office. Faxes, and to some degree, even voicemail messages, are replaced by e-mails and text messages. The pace at which new technology shows up on the jobsite has accelerated, too.

The modern craftsmen and craftswomen in the field are equipped with tablets; software, such as Revit; and practices like Building Information Modeling (BIM). Now, pipes can now be seen behind a closed wall and conflicts are detected before a project even breaks ground.

Submittals and other various documents are edited through Bluebeam or Adobe and immediately sent along to the next responsible review party, streamlining the entire process.

required the use of a helicopter. Also, our tools and equipment are all barcoded to track what job the tool is sent to and in some instances tracked by GPS, this has improved accountabil-

Today, I cannot recall the last time a fax was sent out from our office. Faxes, and to some degree, even voicemail messages, are replaced by e-mails and text messages.

Rarely are plan documents printed with takeoffs, now this is completed on a screen. Today it is commonplace to hear the buzz of a drone flying overhead, getting a closer look at a high detail or taking aerial photographs, whereas just five years ago aerial photography

ity and reduced time looking for things.

Over the past year and a half, North Branch Construction has transitioned to a cloud based project management system called CMiC. Project

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CHAIR, FROM PAGE 3

documents can now be securely viewed from anywhere an internet connection is available. We have already seen the benefits of this software—it has reduced the number of databases, streamlined data entry and increased our efficiency across the company. Although the investment in software and staff training was costly, it was necessary to adapt and remain competitive with our ever-changing industry.

Many other ABC members are adopting new technologies, too. Just recently, United Rentals shared with my company their UR Control software that tracks the location of a specific rented piece of equipment by GPS and can also report the amount of use to the customer's home office. I've also had the

opportunity to visit SL Chasse Steel to view their new Automated Layout Technology (ALT) Lightning Rail System, which is reshaping how metal hand railings are fabricated. The ALT Lightning Rail System is cutting production time by an impressive 50%! Visit www.automatedlayout.com to learn more.

I often ask myself, why did our industry become so high-tech? I believe the short answer is simply to stay competitive and ultimately provide our clients with the highest level of quality and service, we must continue to be innovative and put technology to work for us.

Sincerely,

Joseph H. Campbell

ABC NH/VT Chairman



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Technology and Training are Keys to Construction Success

When asked how EnviroVantage copes with the challenges of limited workforce and the tightening of regulations dealing with hazardous building materials, the answer is a simple one for EnviroVantage President & CEO, Scott Knightly “Technology and Training are the keys to our success.”

From its beginning, 35 years ago with the use of an XRF gun while working with lead paint to its current use of BROKK demolition robots and hydro blasting equipment—it is all about a more effective and efficient Abatement, Remediation and Demotion project. EnviroVantage combines the latest innovative technology with its award winning safety and robust training programs to serve

our clients and industry to the fullest.

When discussing the EnviroVantage Safety and Training Program and the receipt of the ABC STEP Platinum Award, Scott enthusiastically noted the new EnviroVantage Training Facility in Northwood, NH. The facility has multiple classrooms for OSHA based training programs as well as hands-on, lab-based classrooms for welding, electrical, and equipment tutorials. Scott saw the on-going need within small to medium size companies for more hands on, continuing education based training to keep skills honed. The plan is to open the Training Facility to others in the industry, offering classes and opportunities for both our peers and our



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partners. “Moving the industry forward and helping incoming workforce achieve their career goals is what this is all about”.

As EnviroVantage itself continues to grow and the awareness of developing skills within both new team members as well as the seasoned team, EnviroVantage Operations strategy is to mentor and train any team member who wants to be chosen for its specialized equipment teams including: BROKK Demolition Teams, Hydro-Blasting Teams or High-Reach/Heavy Equipment Teams. The need for technology to complete projects in the most

challenging conditions remains at the forefront as EnviroVantage is asked to partner/team on many complex, large-scale federal projects. “EnviroVantage was chosen for the \$15M Aberdeen Proving Ground project in Maryland because our team was able to think out of the box and find the strategy to pair with technology that minimized their risk and got the project done.”

Is there a secret sauce to success and growth? Are technology and training the only keys? They are absolutely the fundamentals. Combine those with a hard-working, dedicated team



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and you have a solid company. To have a solid project you need a relationship of mutual respect with your clients. Working with ABC members over the last 20 years has been a key for EnviroVantage. Meeting regularly with members at events and understanding their challenges and needs has helped develop many long-term relationships. “We’ll follow a trusted client wherever the project is; Maryland, Alabama, Michigan. Anywhere.”

Working with many of the same clients for the last 20+ years has created a vast and varied portfolio of business to include Federal, Commercial/Industrial and IAQ within the verticals of Abatement, Remediation and Demolition. “What got us here was paying attention to the details. While we’ve gone from abating lead paint on houses to commercial full-structure takedowns and chemical plant decommissioning, our focus remains on keeping our teams cutting edge and understanding the needs of our clients and their projects.”



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How Project Management Software Helps Eliminate Disputes on Construction Projects

BY JOSH LEVY, first appeared in Construction Executive, June 2019

The best ingredient for a successful project is up-to-date and accurate project information that is available to all parties involved. Disputes are avoided when everyone from the owner and the general contractor, to the design team and the subcontractors, has access to current project records.

Lately more products have been developed to provide a single web-based portal to manage the project documents from bidding to punch list. When each stakeholder uses a well-managed project website during construction, the whole team enjoys better communication and disputes are avoided or resolved more quickly.

Regardless of the size of a project, there are common causes of disputes. From preconstruction work to developing schedules and managing submittals and payments, many problems are the result of poor communication and record-keeping. General contractors use project management software to collect, organize and circulate information in a timely and comprehensive way using mobile phone apps and web-based software. This starts as early as the invitation to bid stage. All of the crucial project information is available to the owner and subcontractors when reviewing scope, negotiating costs and evaluating the schedule. The availability of accurate information minimizes the kind of confusion that can plant the seeds to later disputes.

For instance, the parties will

be able to review the contract documents including drawings, project manuals, surveys, soil reports and planned sequence of work from a single location as opposed to separately maintained files. As the project proceeds, submittals, requests for information, meeting minutes and pending change orders or other modifications are stored in one place so the owner, architect and subcontractors are able to share information quickly. As access

Regardless of the size of a project, there are common causes of disputes. From preconstruction work to developing schedules and managing submittals and payments, many problems are the result of poor communication and recordkeeping.

is permitted for the parties, each can upload the documents they must submit to keep the shared file current. No one will be able to claim they did not receive an update. This leads to faster problem solving and more timely approvals.

The project's portal can also include customized tools to help everyone perform project obligations. For instance, the

AIA A133 agreement between owner and construction manager includes common reporting obligations. The agreement

requires the general contractor to schedule and conduct regular meetings to discuss progress and the adjustments to the project schedule. The contractor is also required to record the progress of the work and submit a monthly report to the owner showing percentages of completion, pending project issues and a forecast of the

approaching activities. The software can be set up so this information is compiled seamlessly and verified easily by viewing tabs on a project dashboard. All of the narrative descriptions can be enhanced with progress photos and video.

The agreement also requires the general contractor to keep a daily log containing a record of the weather, portions of the work in progress, inspections, safety or other incidents and other information required by the owner. Then, if any situation arises that could lead to a project challenge, the facts and records are easy to review. In this way all parties can leverage the software to ensure they are complying with the agreement's requirements for documentation and a timely response to any project issues.

The general contractor can also create settings to manage cost information accessible only to the owner and general





contractor. With many projects being performed on a cost-plus-fee basis, the owner and general contractor can link project accounting software data to the portal so all field and financial information is available in one location. This helps everyone validate monthly progress payments with current percentages of completion, evidence of purchased materials and status of pending and approved change orders. As the payment process flows down to subcontractors, the crucial collection of lien waivers and other administrative requirements are readily apparent before payments are released. This helps everyone remain "breach-less" for a contractually compliant project performance.

The virtues of a project dashboard are many:

- drawings can be transmitted even if they are large files;
- everyone has the updated plans;
- subcontracts and purchase order forms can be linked;
- prime contract documents are available to all subcontractors;
- project directories are available to all;
- there is an increased level of paperless performance;
- schedules are immediately updated;
- there is a 100% digital punch list with pictures of open items; and
- auto alerts to subcontractors communicate all of the upcoming tasks, activities, changes and closeout requirements.

The only "drawbacks" are the learning curve some less

sophisticated firms experience when facing the requirement to interface with the program in general; and the potential for subcontractors to lose urgency if updates and notifications become too frequent.

The benefits of a comprehensive and current project file for everyone to access via desk top or mobile phone make any learning curve worth the effort. Experienced general contractors will recognize how this process can help fuel sales. The contractor uses demonstrations on an iPad to show owners how easily they can monitor the work when discussing new opportunities. Some owners are sold immediately by the 360 degree visibility over project progress; and others enjoy the deeper dive into the interface of financial progress and budget maintenance.

The best way to foster a successful project with minimal disputes is to facilitate the goal of all parties to remain in good standing under the terms of the contract. A shared project website helps all parties execute their responsibilities according to their agreements in light of all the challenges and changes projects face every day. Project management software can jump start the chance for success from commencement through ribbon cutting.

Joshua Levy is a partner in Husch Blackwell, and co-leader of Husch Blackwell's Construction & Design Group, and has represented clients for more than 25 years in construction disputes and claims. He is also an arbitrator with the American Arbitration Association.



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Taking Environmental Monitoring to a New Level

BY A. VINCENT VASQUEZ, first appeared in Construction Executive, June 2019

Skanska, a multinational construction company based in Stockholm, Sweden, is the fifth largest construction company in the world according to Construction Global magazine. Notable Skanska projects include London's 30 St Mary Ax building (commonly known as The Gherkin), University Medical Center in New Orleans, World Trade Center Transportation Hub and the Meadowland Sports Complex—home to the NFL's New York Jets and Giants and the 2014 Super Bowl.

Many of Skanska's job sites are environmentally sensitive; there are requirements that vibration, noise or airborne particulates are kept to a minimum during certain periods of time. For instance, the recently completed \$27.5M renovation of the Salah Foundation Children's Hospital was located next to a hospital's neonatal

care unit, so Skanska had to ensure that there was no jack hammering or other noisy activities that would disturb the

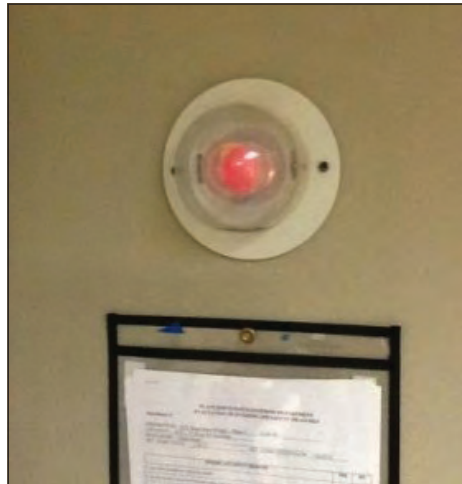


Figure 1: Traditional Jobsite Environmental Monitoring

doctors, nurses or patients at the hospital.

Historically, environmental monitoring has been a low-tech, manual process that includes mounted sensors, big red light bulbs and an hourly check by someone walking by each monitoring station to look at sensor readings and update the numbers on a paper log sheet, as shown in **FIG. 1**. This approach has many obvious limitations, not the least of which is the inability to communicate in real time with Skanska or the customer if there are issues at the job site, such as noise being above acceptable levels. Skanska knew it could do better.

THINGS

Skanska's initial solution, iSite Monitor, was deployed in 2012. It allowed a construction team to monitor a range of envi-

ENVIRONMENT, TO PAGE 17

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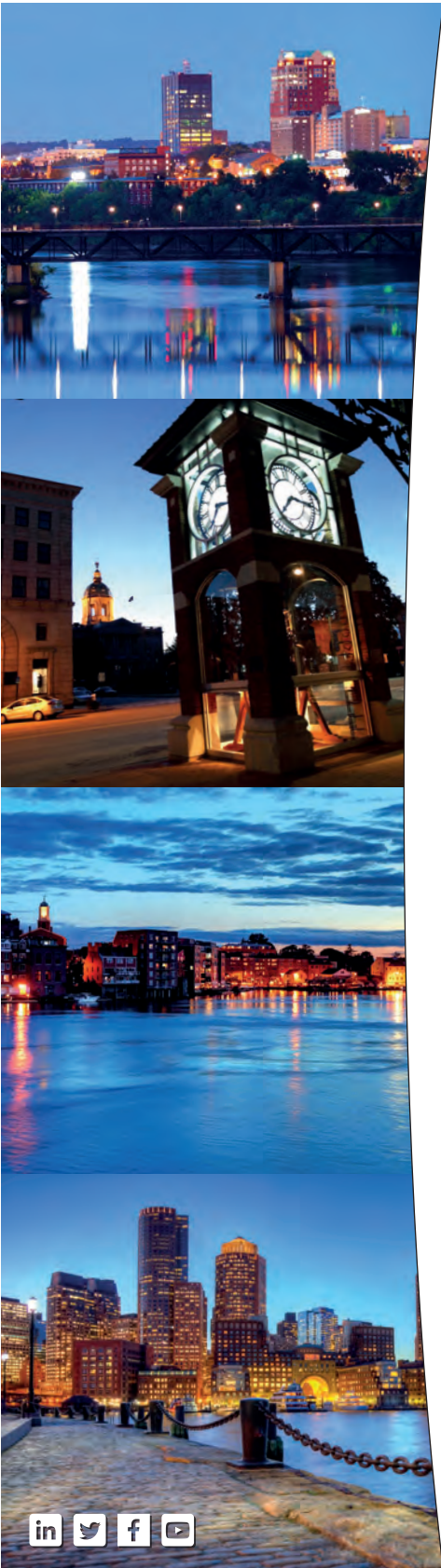
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ENVIRONMENT, FROM PAGE 15

ronmental conditions such as vibration, noise, air particulates and pressure differential. It replaced pencil and paper with a network-connected device with the ability to provide real-time notification of environmental issues at the job site. In 2014,

an updated version called inSite Monitor 2.0 was deployed. This new version didn't change hardware design, but rather updated the software, which included connecting to Microsoft Azure in the backend.

In 2015, Doug Seven from Microsoft arranged a hackathon involving four engineers

from Skanska and a group of engineers from Microsoft (**FIG. 2**). The objective was to create a working proof of concept of a significantly upgraded inSite Monitor in four days, leveraging new hardware under development by Microsoft.

With a lot of duct tape and soldering, they created a prototype that replaced the existing ruggedized, handheld sensors with smaller and less expensive sensors. These sensors included temperature, humidity, differential pressure, vibration and noise. The prototype used MinnowBoard MAX, an open hardware, embedded board that deploys the Intel Atom E38XX series system-on-chip (SOC) at its core, running Windows 10 IoT on SD card. The prototype also connected to the Azure Cloud and deployed Azure Stream Analytics for querying

data streams. In addition, data visualization was done through Microsoft Power BI.

Next came the task of getting rid of the duct tape and turning the prototype into a product reliable enough to monitor real world job sites 24/7.

The next-generation inSite Monitor 3.0 has a modular design, as shown in **FIG. 3**, enabling individual sensors to be added and removed—depending on the use case requirements—without having to replace the whole device. The sensors currently available to be deployed in the field include temperature, humidity, water leakage, atmospheric pressure, noise, vibration and air particulates.

On the software side it's no surprise that it runs the Windows 10 IoT Core operating

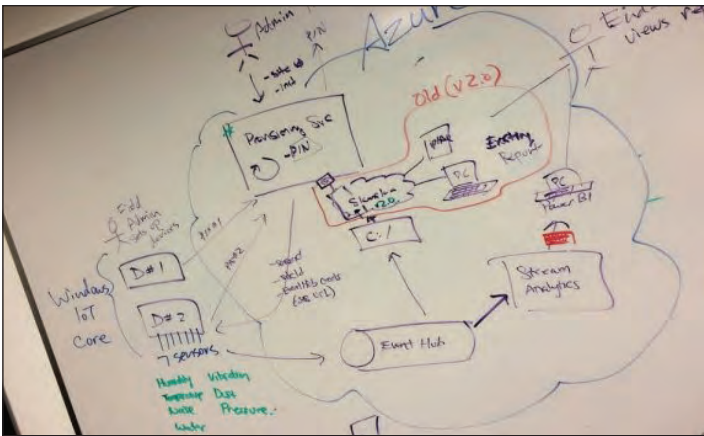


Figure 2: Hackathon Whiteboard Brainstorming

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ENVIRONMENT, FROM PAGE 17

system, which is a very small footprint version of the Windows OS, targeted for small-

nication mechanism, ensuring that the data is delivered even if the inSite Monitors and Azure Cloud aren't available at exactly the same time.

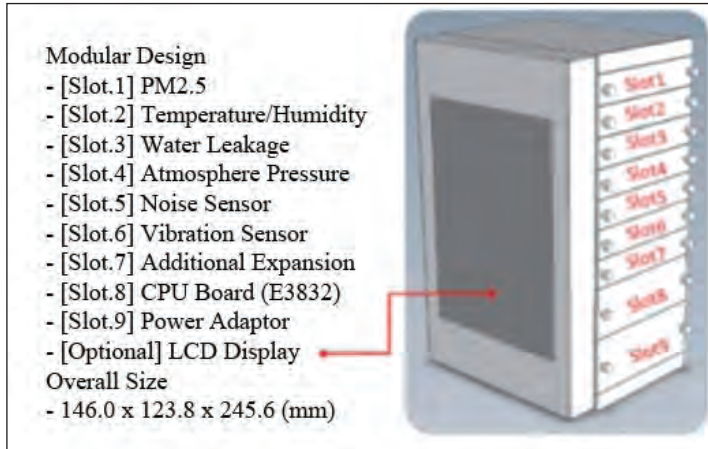


Figure 3: inSite Monitor Modular Design

form-factor devices. Developers may write programs in .NET or JavaScript on their Windows-based computers and then deploy to computers running Windows IoT Core.

Data is transported using the Advanced Message Queueing Protocol (AMQP), which is an open-standard, application-layer protocol for message-

oriented middleware. By using AMQP, Skanska was able to build a cross-platform, hybrid application using components built using different languages and frameworks and running on different operating systems.

COLLECT

In terms of storage requirements, only a few bytes of data are sent per sensor, so over a four-month period, less than 200KB of data will be stored per inSite Monitor in the field.

Once connected, sensor data is collected using Azure Table Storage, which is a NoSQL database for schema less storage data. From there, data is processed by a cloud services worker role and transferred as structured data to an Azure SQL database. This database also stores inSite Monitor configuration data such as names and locations of sensors.

Also, when an alarm goes off, a record is generated and also saved to this SQL database.

Azure Blob Storage is available to store user data and image files, although at this time no user data is being stored—only icons for images. Blob Storage is Microsoft's object storage solution for the cloud, which is optimized for storing large amounts of unstructured data.

LEARN

As with most early implementations, the insight from the data that's collected is a combination of visualization and human observation. Skanska uses Microsoft's Power BI toolset for data visualization. It allows Skanska to see its data organized in different kinds of charts and graphs, which in

ENVIRONMENT, TO PAGE 41

CONNECT

As shown in **FIG. 4**, the inSite Monitor also acts as an IoT Field Gateway, connecting sensor data to the backend running in the Microsoft Azure Cloud. Network connectivity to the internet is handled via WiFi, but there are also two USB ports for connecting to a MiFi network if desired. Although each sensor is configured differently, data is typically kept on the device for 30 seconds or so and then average values are sent to the Azure Cloud.

Higher-level communications are handled via the Microsoft Azure Service Bus, which provides the messaging layer between sensors at each job site and the Azure IoT Hub running in the cloud. The Service Bus is a brokered, third-party commu-

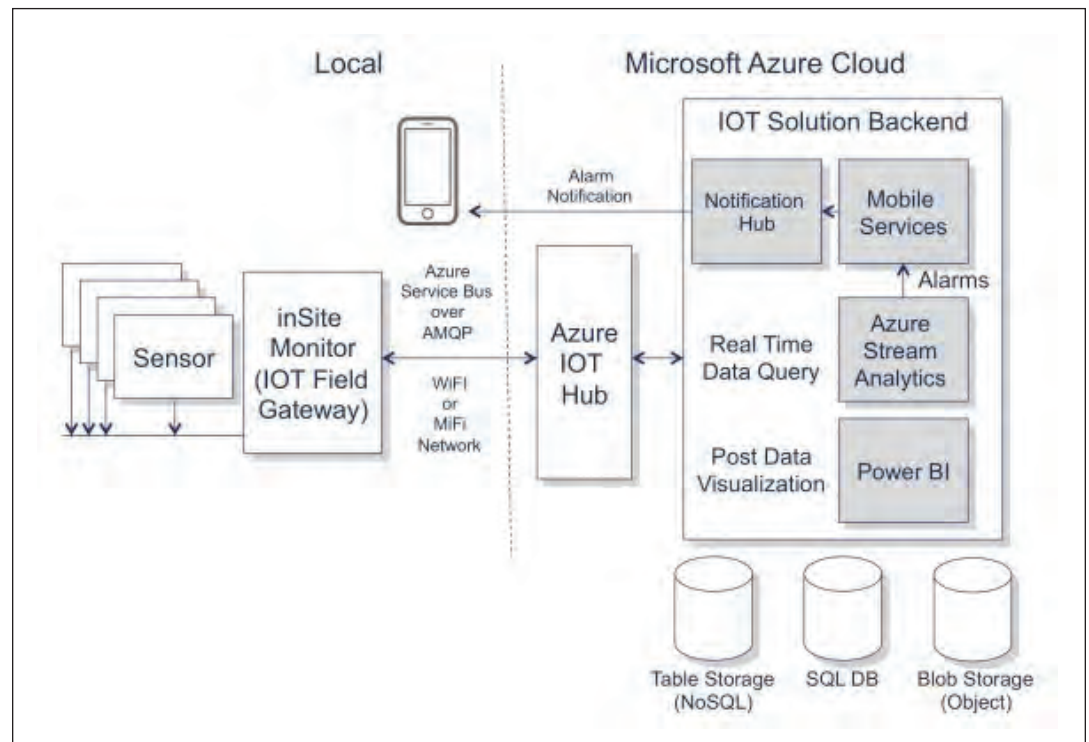
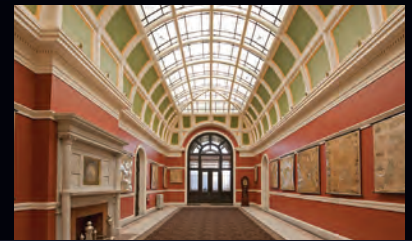


Figure 4: inSite Monitor Solution High-Level Architecture



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News of Our Members

■ **PROCON** and Waypoint of New Hampshire was joined by business leaders, advocates, and supporters at the Stanton Plaza in Manchester for their 5th annual SleepOut. The event raises awareness and critical funds for homeless and at-risk youth in the community.

Among the attendees were New Hampshire Governor Chris Sununu, Congressman Christopher Pappas, and Manchester Mayor Joyce Craig, who locked arms in support for the worthy cause.

In 2019, PROCON sponsored the event with a \$20,000

donation and the Stebbins Family pledged to match \$10,000 in donations from new participating businesses for a total of \$30,000. Additionally, the PROCON “sleep” team raised over \$12,000, and several members spent the night under the stars includ-

ing “repeat sleepers” Tom Haubrich, Jeff Roussel, and Jimmy Lehoux.

Youth homelessness is a nationwide issue. Nationally, studies have shown that 1 in 30 adolescent minors ages 13 to 17 endures some form of homelessness in a year. These types of statistics inspire the

agency to work tirelessly raising funds and awareness for at-risk youth. Program Director Erin Kelly commented “As soon as the SleepOut ends, we start the whole process over again for the following year. We do this by building community relationships, introducing the program to new participants, and getting the community engaged in supporting homeless and at-risk youth.”

PROCON of Manchester, NH is in the final months of construction on an 89,000 SF Staybridge Suites/Holiday Inn Express in Quincy, MA. Upon completion, it will be the company’s third dual-branded hotel in the Greater Boston area in less than two years. PROCON is the designer and construction



MEMBER NEWS, TO PAGE 25

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MEMBER NEWS, FROM PAGE 21

best of both brands, and always



manager, and XSS Hotels, also of Manchester, collaborated with the Intercontinental Hotels Group (IHG) on the 5-story project. The hotel's One Arlington Street location is directly across from the MBTA's North Quincy Station.

"We really look forward to rolling out this dual-branded hotel so close to Boston. It is a marvelous opportunity to offer our guests more options, the

with the goal of providing them the finest possible guest experience" said Mark Stebbins, one of the owners of XSS Hotels.

PROCON's Vice President of Architecture Kent Beirne commented on his design team's work. "It is a beautifully furnished hotel with custom millwork focal walls to provide intimate gathering spaces with soft seating and a fireplace. We

included a multifunctional dining and lounge area with a full bar to enable flex-seating for breakfast rushes, and evening social gatherings."

All in all, this is XSS Hotels and PROCON's second collaboration with IHG in recent times. In fall 2018, the company completed IHG's first new Holiday Inn in the Greater Boston area in more than 20 years. Looking ahead, PROCON and XSS Hotels have additional dual-branded hotels in their pipeline for the Greater Boston, and New York metropolitan area. The Quincy-based Staybridge Suites/Holiday Inn Express will open for business in late spring, 2019.

Work is underway on an 82,200 SF upscale Residence Inn by Marriott located at 40 Lake Avenue in the heart of historic downtown Manchester. The owner, AAM 15 Management of Burlington MA, selected local firm PROCON of Hooksett, NH as the architect

long-term accommodations. The design features 105-king and 18-double queen studio suites for a total of 123 well-appointed guest rooms. Each room will include thoughtful design elements and boast the comforts of home, such as fully-equipped kitchens with standard-sized appliances, and a living area to maximize their stay.

"We wanted to connect the hotel to Manchester through sensitive design solutions that enhance the city, and promote the visual integrity and experience of the arena district," said Kent Beirne, PROCON's Vice President of Architecture. Likewise, the company's interior design team paid homage to the City's historical mill buildings in their design, and incorporated the blue hues and flowing lines of the Merrimack River throughout the hotels interior.

When finished, the new hotel will add approximately 50 jobs to the City, and according to



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and construction manager for the project. The new hotel will be across the street from the SNHU Arena, considered one of Northern New England's premier sports and entertainment facilities.

The 4-story, extended-stay hotel was designed for travelers seeking both short and

David Masse, enable AAM 15 to implement one of their core values - which is helping the communities where they do business to achieve their civic goals. He also hopes that SNHU students pursuing a degree in the hospitality business will

MEMBER NEWS, TO PAGE 27



Spotlight your project!

NH Business Review is giving contractors the opportunity to spotlight a recently completed project in a special two-page center spread called "From the Ground Up." This special feature gives visibility to the construction industry while showcasing some of the most interesting projects here in New Hampshire.

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The Prologis project

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MEMBER NEWS, FROM PAGE 25

see the new Residence Inn as an opportunity to gain practical work experience through internships.

■ **TFMORAN** was honored as the 2019 “Best of Business” in the engineering category on Thursday, March 14th at the Grappone Conference Center in Concord, marking the seventh consecutive year that TFMoran has received this award. Awards are based on a poll of 4,400 NH Business Review readers.



“We are deeply appreciative of this recognition NH Business Review readers have given us year after year. It is a tribute to the ‘putting clients first’ ethic that our employees practice every day”, explains Bob Duval, President of TFMoran. “Additionally, we are thankful to be able to support events and organizations that have a positive impact on our community.”

The BOB Awards honor the best of business across New Hampshire in over 90 business-to-business categories, and proceeds of the event support New Horizons and Families in Transition.

Jeremy Belanger, EIT was recently promoted to Senior Project Engineer. Mr. Belanger joined TFMoran in 2015 serving as a Project Engineer in the civil engineering department in Bedford.



Belanger

He has a Bachelor of Science degree in Civil Engineering and

a Master of Science degree in Civil Engineering (Water Resources) from the University of New Hampshire. Mr. Belanger’s work experience includes civil/site design and infrastructure design, as well as regulatory permitting and approvals for residential, commercial, industrial, municipal and energy projects.

Structural Engineers of New Hampshire recently held their Annual Excellence in Structural Engineering Awards event at The Derryfield in Manchester, NH. TFMoran was honored to receive the award in the “Buildings” category for Medicus Healthcare Solutions office building complex in Windham,



NH. TFMoran’s Senior Structural Project Engineer, Thomas Lamb accepted the plaque from SENH President, Christopher Fournier during the presentation.

Medicus Healthcare Solutions office building complex, located in Windham, NH, is a newly constructed three building complex. The buildings contain approximately 100,000 square feet of office space and are all connected by enclosed pedestrian bridges at the second floor. Each building is framed of a hybrid system of insulated concrete formed (ICF) walls and steel open web floor joists,

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MEMBER NEWS, FROM PAGE 27

beams and columns. The building is founded on concrete spread footings.

TFMoran welcomes mentoring students each summer

from our local colleges and universities. Having student interns creates a form of engagement between young people and experienced staff to help prepare them for their future professional careers.

The hands-on experience in the workplace allows students the benefit of knowing what to expect after graduating. And, we all appreciate the extra assistance that our interns offer.

This summer TFMoran welcomes interns Nolan Filteau, Julia Chartier, and Jacob Woodard to the Bedford office. Mr. Filteau is working in the Land Surveying Department. He at-



TFMoran summer interns

tends Norwich University and is pursuing a Bachelor of Science degree in Civil Engineering. Ms. Chartier is assisting the Marketing Coordinator with social media, blog postings, photography and graphics. She

is pursuing a Bachelor of Fine Arts in Graphic Design from Keene State College. Mr. Woodard is working in the Structural Engineering Department. He attends the University of New Hampshire and is pursuing a Bachelor of Science degree in Civil Engineering with a focus in Structures. Mr. Woodard's coursework includes Structural Design in Steel, Structural Analysis, Soil Mechanics and Project Management.

METRO WALLS is proud to announce the launch of its Acoustical Ceiling Division. With this new Division, Metro is able to offer quality installations of Acoustical Ceilings, Wood Ceilings, Tectum, Acoustical Wall Panels, and much more to its customers.

"We are excited to offer these additional services to our cus-

tomers. By offering quality installation and customer service in a wide variety of Acoustical products, we feel we can add significant value to any project. These items really complement our other framing and drywall offerings, and help move us toward a one stop shop." says Bryan Hussey, EVP of Metro Walls.



Duguid



Luicha

Two qualified, experienced industry professionals have been put in place to run this operation. Eli Luicha, Opera-

MEMBER NEWS, TO PAGE 31

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MEMBER NEWS, FROM PAGE 29

tions Manager & Matt Duguid, Senior Estimator.

Eli Luicha brings with him more than 20 years of experience in the ceiling industry. For the last several years, Eli owned and operated his own ceiling business, often partnering with Metro Walls for Acoustical installations. He started as an apprentice for Wall Tech Systems while in high school, and over the years graduated to running all aspects of work in the ceiling industry. From standard panels to mastering intricate details, Luicha is all “hands-on” in the field and loves what he does.

Luicha is in charge of all field operations, staff and project management for this division. Metro Walls promoted drywall estimator Matt Duguid to fill the role of Senior Estimator

for this division. Duguid has been estimating and managing Drywall and Acoustical projects since 1980, serving with Metro since 2017. His product knowledge, understanding of the industry, and his ability to build relationships makes him a great fit for this role.

Duguid is responsible for sales, project proposals, budgets and all the paperwork needed to start a ceiling job. When the estimate is complete and the paperwork is done, he passes the job on to Luicha who manages the project and workforce.

Metro Walls, Inc. was proud to be a supporter and Production Sponsor for the CHaD Battle of the Badges hockey championship held at SNHU Arena in Manchester on Saturday, March 16th.

This event supported Chil-



dren's Hospital of Dartmouth-Hitchcock, New Hampshire's only children's hospital with 14 locations across the state, including Manchester. Funds raised provide for family support services that are crucial to the well-being of kids.

“CHaD makes it possible for

these kids to get the care they need locally and we're happy to have been part of this event the past few years,” said Mike Dion, President of Metro Walls, Inc.

The Metro staff was thrilled to take over a suite at the Battle

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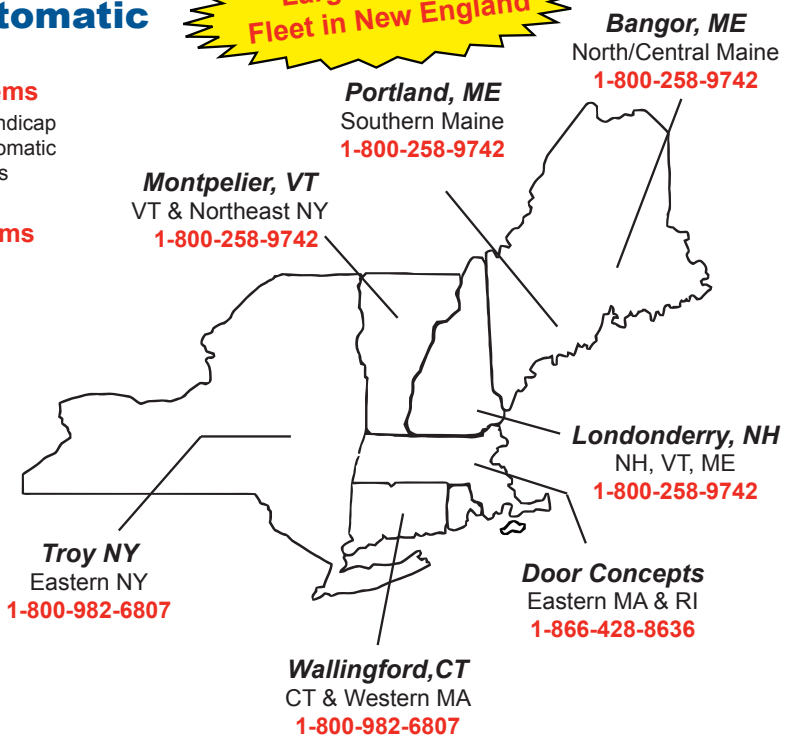
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MEMBER NEWS, FROM PAGE 31

of the Badges game where firefighters and police officers across the state square off in



an on-ice grudge match. This year's game was an exciting, competitive, and memorable family night for all involved. In the end, the Firemen took the title in the last six seconds, bringing the crowd to their feet! The final score was 6-5.

"Seeing our staff come out to

support this cause and cheer on the service people of our community was just awesome," said Bryan Hussey, Executive Vice President of Metro Walls, Inc.

Metro Walls was happy to exhibit at Milford High School's recent job fair. This gymnasium hosted over four hundred students throughout the day. On deck, were Metro staff including Foreman Bill Cournoyer and Project Manager Colin Lane. The company's trained

professionals really know the business and were able to give some great insights on careers in the trades.

"It's really important that we get out there as much as possible and educate these kids about the real benefits of careers in the construction industry," said Colin Lane, Project Manager for Metro Walls.

Metro Walls will continue to support workforce initiatives by attending as many of these events as possible.

ENVIROVANTAGE's work on the Wood Island Life Saving Station Project in Kittery Point, Maine has earned a National Excellence in Construction® Eagle Award from Associated Builders and Contractors in the Community/Public Service Category. Representatives from the company received the top honor March 27 during ABC's 29th annual Excellence in

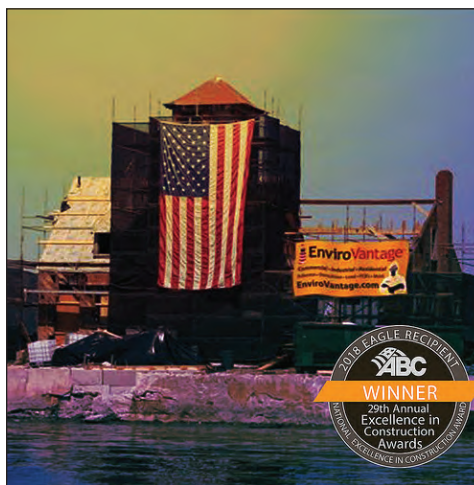
strategy by an exceptionally skilled team. I'm proud of the men and women who work with me", stated Scott Knightly, EnviroVantage President & CEO.

Careful abatement by EnviroVantage kicked off the long-term historical restoration of the abandoned Wood Island Life Saving Station in Kittery, Maine- helping undo 50 years of neglect in just 52 days.

■ RPF ENVIRONMENTAL, INC.

recently received certification through the Division of Capital Asset Management and Maintenance (DCAMM) for work with Massachusetts public agencies. Services include environmental health and safety (EH&S) testing and consulting for construction, reconstruction, demolition, maintenance, or repair projects.

DCAMM is responsible for capital planning, public building construction, facilities management, and real estate services throughout the Commonwealth of Massachusetts. The agency oversees the Commonwealth's capital assets, totaling over 65 million square feet, and it manages over \$2 billion in projects. DCAMM works with state agencies on the full cycle of their strategic facil-



ity needs. Construction® Awards gala at ABC Convention 2019 in Long Beach, California.

"We are honored to be recognized for our work among the distinguished list of Excellence winners. The Wood Island Life Saving Station project was the execution of a well thought out

Examples of projects to be completed by RPF Environmental, Inc. include, hazardous materials surveys prior to renovation or demolition activity, indoor air quality assessments,

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MEMBER NEWS, FROM PAGE 33

mold contamination assistance, EH&S training, and occupational related exposure testing and laboratory analysis. For public schools, RPF Environmental will provide EPA Asbestos AHERA compliance services, re-inspections, management plans, and related testing.

RPF Environmental, Inc. is proud to announce that Brianna Ham, Environmental Health and Safety Consultant, has earned Council-Certified Microbial Investigator (CMI) designation by the American Council for Accredited Certification.

The CMI designation is accredited by the Council of Engi-



Ham

neering and Scientific Specialty Boards. It recognizes Ms. Ham's knowledge and field experience in microbial sampling; this prestigious certification will allow Ms. Ham to inspect properties for mold and bacteria issues and provide recommendations for handling contamination.

■ Amanda Savage of Concord, Business Development Manager at **NORTH BRANCH CONSTRUCTION**, has been appointed to Plan New Hampshire (Plan NH) Board of Directors. Plan NH's mission is to foster excellence in planning, design and development of New Hampshire's built environment to support a Vision of healthy and vibrant communities in the Granite State. Savage has been a resident of New Hampshire since 2012 and is an active member within her community.



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Make Your Great Talent Amazing

BY MIRJAM IJTSMA

The way you are managing your talent, and how you are getting less stress and more performance from your team is changing drastically.

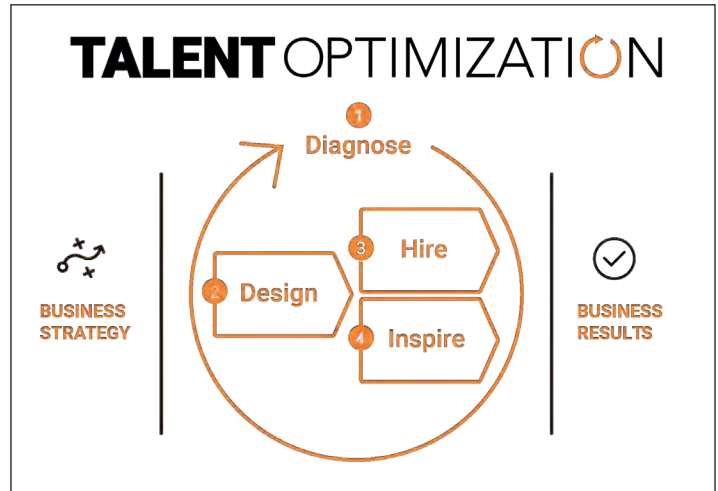
For years we had to manage talent processes and strategies as individual building blocks. At the end we hoped that it all would work together. Managing Talent as individual pieces is not Talent Management.

The Talent Optimization Framework has gained significant traction in the HR industry. This framework ties all things People Management together. When you look at the framework below you notice that Business Strategy and Business Results are linked through

the new Talent Optimization Process.

When the Talent Optimization framework is implemented successfully you will see major improvements in how your organization is performing. Some areas that you can see almost immediate results are:

- **Better hires:** Better Hires & reduced time to hire by eliminating the traditional recruiting process.
- **Reduced turnover:** Employees will feel empowered, manager connect better with their team
- **Amazing team outcomes:** Improved team performance by tapping into hidden natural behaviors.



Instead of looking independently at hiring processes, compliance, performance, benefits, wages, employee development and business goals, Talent Optimization Process is making

it an integrated process. The implementation of Talent Optimization is not just for large organizations it can and should

TALENT, TO PAGE 39

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TALENT, FROM PAGE 37

Diagnose

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The root cause of gaps—the underlying people problems—can be determined by measur-

Hiring and attracting the right candidate is a critical activity in any organization regardless of its size, industry, or state of maturity. The ability to hire well sets the stage for future organizational success.

single elements of your talent management processes without alignment to other steps. Start with collecting data about your talent, by reviewing turnover, committing to engagement surveys, and attend meetings with employees and monitor efficiency of processes.

ing critical people data. When this data is being analyzed, strategic changes or changes to day-to-day execution can be determined. A common example of data collected is the Job performance. This data identifies how well your employees are moving your initiatives forward and pinpoints those

who are struggling. Job performance data can also help you identify which behavioral drive is shared by all top performers.

Design

An intentional and strategically designed organization—supported by people data—increases the changes of achieving desired business objectives.

Hire

Hiring and attracting the right candidate is a critical activity in any organization regardless of its size, industry, or state of maturity. The ability to hire well sets the stage for future organizational success. When you train your hiring managers to use people data in

the hiring process, they're able to use the resulting strategic insights to make smart and objective hiring decisions.

Inspire

In organizations, much of the work is performed by teams of people working together. Often employees lack the necessary people data insights to work together at their best. Using a talent optimization approach, employees are given the data and insights they need to be their best.

Mirjam IJtsma is the founder of Cultural Chemistry LLC, her innovative HR Firm is the first Talent Optimizer consultant as well as Predictive Index Partner in New Hampshire. Image copyright "The Predictive Index"

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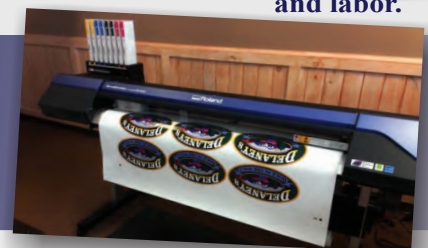
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ENVIRONMENT, FROM PAGE 19

turn allows them to see trends. For example, Skanska can graph how the temperatures have been trending over the last hour or day or seven days. Skanska can also show various things, such as current, maximum, minimum and average temperatures over the last 24 hours. In the future, Skanska plans to apply machine-learning algorithms to the stored data to search for and detect anomalies.

In order to detect when sensor values go beyond acceptable normal parameters, first an acceptable range for each sensor value is set. Data is then fed from the IoT hub into the Azure Stream Analytics engine, which is a tool for querying data streams as they're happening in real time. Azure Stream Analytics uses a programming syntax similar to Transact-SQL (T-SQL). T-SQL is a set of programming extensions from Sybase and Microsoft that add several features to the Structured Query Language. With this syntax, Skanska is able to write SELECT and WHERE statements to derive value from the data. For example, Skanska has written queries like "select where temperature is greater than X" or "select where humidity is greater than Y." In other words, as the data comes in, Skanska has written rules to detect anomalies and warning conditions in the data in real time.

When a threshold violation is recognized, an alarm is sent through Azure Mobile Services to the Notification Hub and out to the inSite Monitor mobile app. In addition to receiving alerts, the mobile app can retrieve real-time data so graphs can be produced, as shown

in **FIG. 5**. And, given that the mobile app communicates with services running on the Azure Cloud, the app can run on both Skanska employees'

regulations.

For instance, all medical construction projects are required to maintain negative pressure to ensure airborne particulates do

emergency department support spaces. This 85,500-square-foot, 22-month renovation took place on top of an existing operating facility. This meant that careful planning and communication with the hospital had to be a top priority. In an effort to minimize disruption to the existing operations, the project team incorporated the inSite Monitor. This allowed Skanska and MMH to monitor sensors in real time and receive notifications when a sensor was approaching a pre-set level of risk.

SUMMARY

Environmental monitoring on a construction site is just the tip of the iceberg in terms of addressing the general challenges. Some major Asian cities are already establishing networks of sensors to monitor air quality. New York City Mayor, Bill de Blasio, announced on Earth Day 2018 that the city's air is the cleanest it's been since officials began monitoring its quality; and according to the report, air quality has been continuously improving. The mayor's goal is to achieve the "cleanest air of any large U.S. city by 2030."

This is an area where people from government, academia and the commercial side are coming together with a particular focus on how best to use low-cost, air-quality sensors to monitor cities, counties and regions. The U.S. Environmental Protection Agency has created an Air Sensor Toolbox to support communities and citizens selecting and using low-cost sensors. Commercial concerns have also emerged, such as Environsuite software for

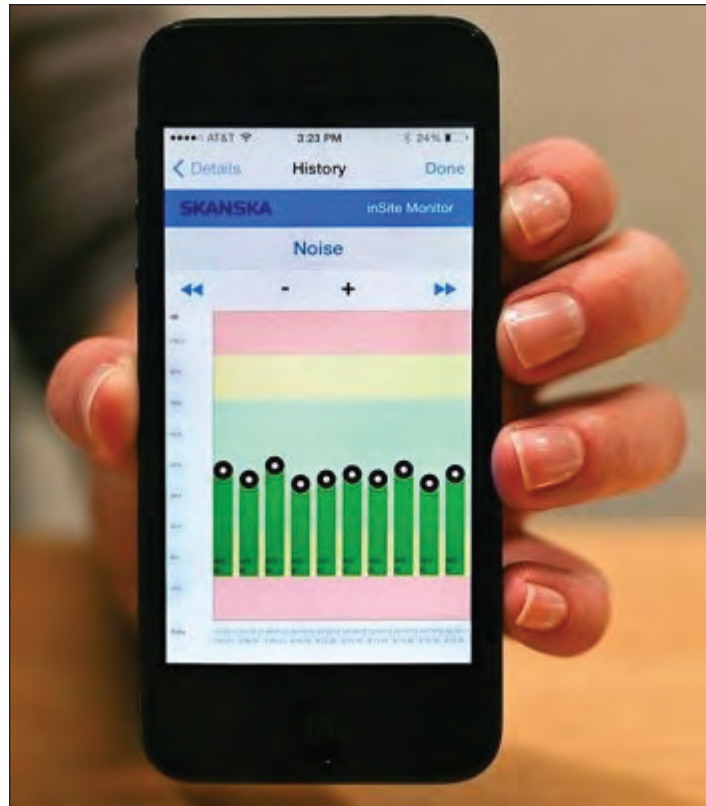


Figure 5: inSite Monitor Mobile App

and customers' mobile devices, ensuring all relevant stakeholders are always kept informed.

DO

With the inSite Monitor's 24/7 accessibility and alert system, the risk that unsafe environmental conditions at job sites will go undetected has been significantly reduced. Furthermore, sending real-time alerts to all stakeholders allows immediate action to be taken should an environmental issue arise at the job site. Skanska can also demonstrate compliance with both customer and government requirements and

not drift from the project site to adjacent functioning medical operations. The inSite Monitor allows Skanska to document, validate and respond to any variations in pressure and thereby ensure 24/7 compliance. Finally, trends can be more easily identified should there be systematic issues impacting job site environmental conditions.

As an example, Skanska was contracted to build a five-story addition at San Antonio's Metropolitan Methodist Hospital (MMH). This renovation included adding two floors of care units along with endoscopy, MRI suites and



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ENVIRONMENT, FROM PAGE 41

environmental management and Breezometer, which has developed an API for displaying air quality indicators.

In addition to environmental monitoring, buildings are being constructed to be smarter and more instrumented. While monitoring for smoke is important, some startups are emerging to try and improve indoor air quality.

his school in Finland. Fast forward to today where Aki has founded Naava, a startup that builds living walls, putting to use the cleansing effect of microbes in plant roots to improve air quality.

ers from business schools and corporate offices to ice hockey arenas.

Outside air quality, noise and vibration are just part of what will be known in a fully connected construction site. In the future, not only can the environment be instrumented, but also the people, materials and machines.

Written by A. Vincent Vasquez - Co-founder and CEO, PrecisionStory
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Vince Vasquez has more than 30 years of experience in enterprise sales, marketing and engineering. Working with 20 industry leaders, he is the co-author of Precision Construction, which teaches the fundamentals of IoT with a focus on the construction industry.



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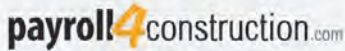
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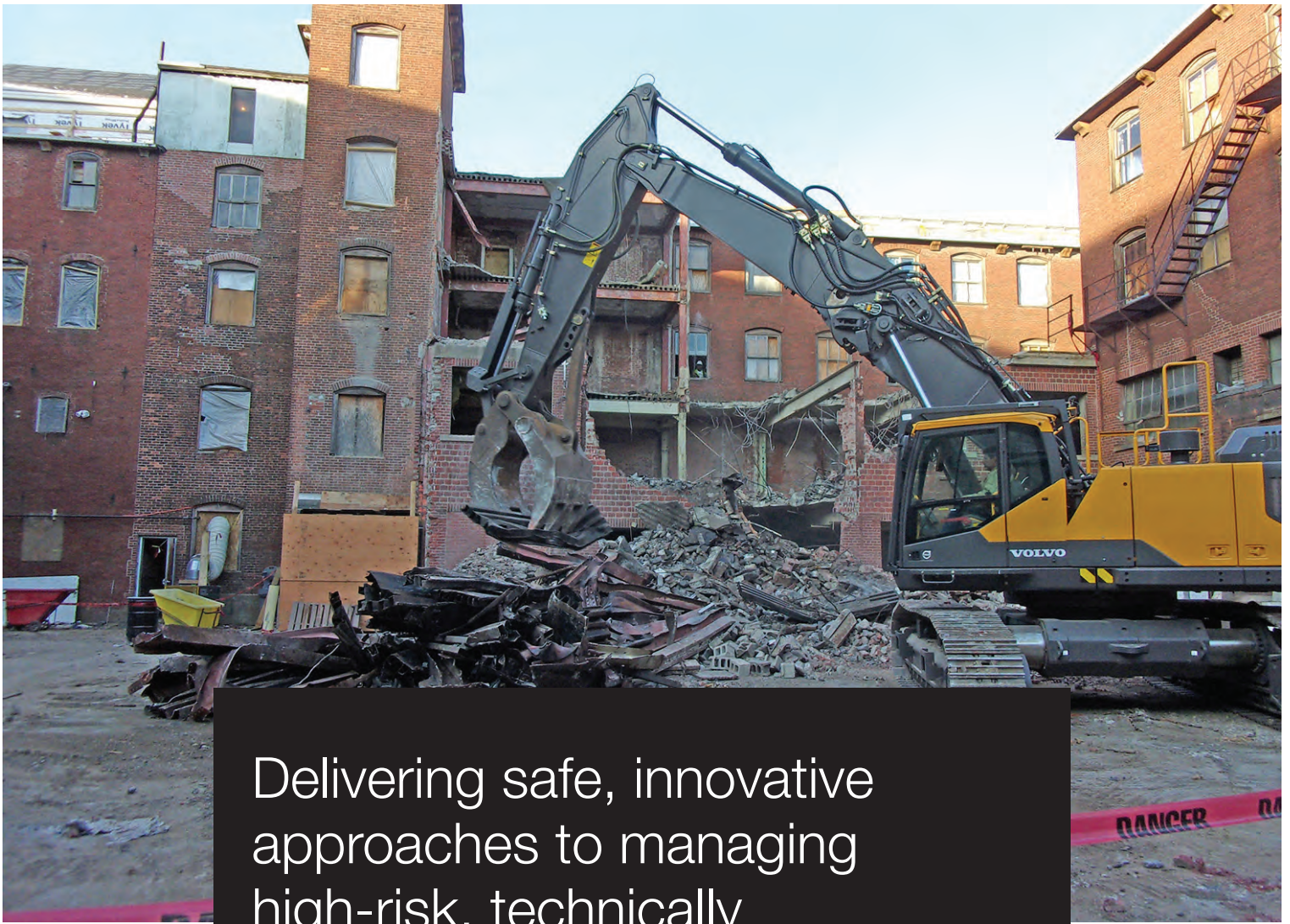


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