



FOUNDATIONS

Vol. 22 | No. 1

COMPANY NEWSLETTER

December 2013



Preparing Future Construction Leaders

Chairman's Message *By A. Scott Welliver, Chairman/CEO*

Our company has been blessed with loyal team members who have spent their entire careers with Welliver. Some working up from apprenticeship through the unions, and others hired after internships and college or vocational graduation. Everyone's story is different, but all share the common values that are woven in the 116-year fabric of this company.

As we begin to see many of the seasoned employees in our organization begin to mark retirement dates on their calendars, it is important that we maintain the high standard for quality service we have become known for will remain constant and continue on with the next generation of dedicated Welliver team members.

A proactive approach to bringing our people along has been part of the Welliver growth strategy for the past few years. We've realized that we have wonderful

sources of knowledge in our veteran staff, which they can pass on to our up-and-coming work forces. We have successfully accomplished this hand off of wisdom by continually pairing foremen and assistant superintendents with seasoned field superintendents in order to cultivate our people and encourage an environment for teamwork and open communication.

To supplement our educational "mentoring" technique, we have also commissioned an in-house training committee, appropriately named BuildWELLIVER, which has facilitated numerous information sessions and specialized training on the Welliver standards and procedures, new technology, departmental changes, OSHA and LEED certifications, and much more.

While supporting and building up our current employee base, we also plan for the company's future by hosting a robust internship program. This allows us to meet, work hands-on with, and hire the best and brightest future construction leaders in the industry, each one bringing new perspectives and life to Welliver.

Growth and change is a good thing. As our company and the markets we serve evolve,

we must embrace our past and, at the same time, account for the future and prepare to stay ahead of the curve.

We know that the way our customers hire construction managers is changing. The most desirable outcome for any client is a firm that can provide a balanced staff containing seasoned, "white-haired" experts who are well-acquainted with the inner workings of the industry, as well as enthusiastic young professionals who have a handle on the newest techniques and technologies to help transition the company into the future.

It is our responsibility to ensure that Welliver is prepared to face the changing landscape of our industry. We will continue to strive to provide qualified, tech-savvy, hardworking individuals who fully understand building methodology and systems and will lead a project to success for each of our valued clients.

I look forward to sharing more of our accomplishments with you throughout the coming year, which are always a direct result of the highly qualified builders, estimators, managers, and administrators that we are proud to have on the Welliver team.

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FEATURED PROJECT

CCC Perry Hall: A Complete Delivery Solution



The August 2013 ribbon-cutting at the new Perry Hall dormitory at Corning Community College was the finale to a demanding road to completion of the campus' first residence. All in attendance complimented the design and the project team's ability to finish on time, despite delays and obstacles along the way.

Welliver was proud to have a hand in the project from concept to closeout by delivering a full-service program and project management solution, which effectively moved the project along to success.

For the first time in the college's history, the 86,000-square-foot, three-story, L-shaped Perry Hall is home to over 300 students, numerous resident assistants, and two resident directors. Two types of suites with a living area and shared bathroom are offered. Each floor features study lounges, a kitchenette, laundry facilities, and a large common area equipped

with audiovisual technology and comfortable furniture. Those entering the building are greeted by a two-story, brightly lit lobby where students can meet and gather, check their mail, or meet with their resident director.

When the Corning Community College Development Foundation began to take steps toward realizing their vision for the project, Welliver was hired as program manager.

By communicating the benefits of having the firm provide full-service program management, the board members quickly realized the value that a construction manager added to the planning and visioning discussion. As they fully understood the college and foundation's goals, the Welliver team was able to help develop an initial concept which could ultimately help the board articulate their thoughts to financing partners, the county, and campus neighbors.

Together, the team managed the coordination of a second feasibility study that looked at student demand, architectural and engineering options, cost estimates, and financing options. The Welliver estimating team was crucial in pairing the feasibility study results with realistic design and construction budgets, responding quickly to changing ideas. Welliver also assisted with hiring the design partner, LMV Architects, and aided the Foundation with securing financing and beginning the required state environmental review process.

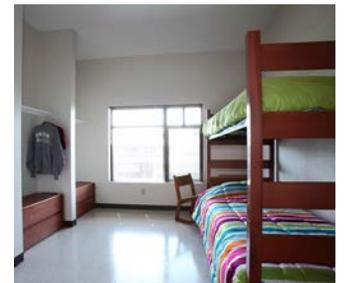
After providing services on the front end of the project, Welliver was hired as the Construction Manager. Despite schedule delays up front, the team made an easy transition to the bidding and construction phases due to their prior knowledge; therefore, there was no loss of information or project intent among the team.

As deadlines loomed, another way that the team was able to drive the schedule was through self-performing the masonry and concrete work.

"Fortunately we had our Welliver masons on hand to work through an approach," said Brad Kasiske, LEED AP BD+C, Welliver Project Manager. "After many discussions, we shuffled some of the sequencing and broke the building into smaller installation segments, which kept the schedule moving and allowed us to finish the structure one month ahead in early November."

The segmented installation also allowed the carpenters to frame the rooms earlier, and utilities were roughed-in, which picked up even more time on the schedule to complete work by the start of the Fall 2013 semester. Had the project team not been able to pick up that time, the schedule would have proved more difficult with winter conditions compounding the issue.

The value of an informed construction delivery method, where partnership and a proactive approach was deemed the standard, reaped many benefits for the Perry Hall project. With the successful completion of the campus' first residence hall, the college has not only expanded its longevity and history, but its marketability to current and future students.



STAFF UPDATES

New & Returning Team Members

- Richard Ceme**, *Project Estimator*
- Mike Economides**, *Sr. Project Estimator*
- Kate Fuller**, *Marketing Specialist*
- Mollie Jarvis**, *Project Administrator*
- Jason Plumley**, *Project Superintendent*

- Eric Schoenhardt**, *Project Manager*
- Bobby Sousa**, *Asst. Project Manager*
- Sarah Welch**, *Project Executive*
- Troy Westlake**, *Asst. Project Manager*
- Tonya Williamson**, *Receptionist*

2013 Interns

- Nick Antonioli**
- Ben Darby**
- Thomas Fessenden**
- Jordan Kent**
- Keith Parysek**
- Doug Robinson**
- Joshulin Sommer**

Retired Team Members

- Craig Bateman**, *10 years of service in the field*
- Jim Smith**, *24 years of service in project management*
- Sandy Soner**, *17 years of service in the accounting department*



PROJECT PROFILES

Restoring the Community

Beginning work in September 2013, Welliver was brought on board to make minor repairs to the 150-year-old Lake Street Presbyterian Church's damaged steeple, a result of a tornado that swept through downtown Elmira, NY, in July 2012.

After an intricate 140 foot tall scaffolding system was erected around the steeple, the project team began to strip off the torn metal coating from the dome and discovered that the wood roof framing was severely rotted and the cupola needed to be replaced.

Responding quickly to the change in scope, Welliver worked to accommodate the rebuilding of the entire dome and cupola, which created the opportunity to produce an exact replica of the church's former octagonal cupola and cross

that had been removed decades ago due to damage.

"This project was very specialized," said Scott Welliver, Welliver Chairman/CEO.

"We enjoy working with customers we've had for years and are always ready with solutions to help them resolve any issue that comes up, no matter what."

To make the dome structurally sound, the old framing boards were removed and replaced, one by one, using an existing pipe support at the center of the dome as a compression ring to support the new curved wood rafters.

The rafters were then covered with 3/8" plywood and ice and water shield to help prevent future damage and rot. To complete the work and match the former



design, the dome was reclad with a 16 ounce copper flat seam roof system.

The cupola was also removed and E.M. Pfaff & Son was commissioned to recreate it at their shop in Horseheads, NY. The mahogany cupola was custom-built in two sections – the base and upper dome – each requiring intricate dental work and attention to detail. The two sections were then connected by ten Spanish

cedar spindles, painted, and adorned with a new 5 foot tall aluminum cross.

Work on the steeple was completed before cold weather began at the end of November 2013 – just three months after the start of the project – and is a prime example of the firm's ability to handle any project, large or small, based on the needs of the client and community.

Expansion Beyond the Facility

Schuyler Hospital's receipt of a HEAL Grant in 2012 opened up an opportunity to achieve some of their dreams for the facility.

Oftentimes the first place critical patients come to be stabilized before being transported to a larger hospital, the \$6 million project meant more to Schuyler Hospital than just new walls and windows – it meant an expansion of services and community health.

"We envisioned our renovations and improvements to provide

for appropriate reconfigured space and improved technology, allowing for marked gains in efficiency of operations and continuity of care for our patients," stated Andy Manzer, CEO of Schuyler Hospital.

Since January 2013, work on the project has been under the tight timeframe of the HEAL grant, which required that the majority of the project be completed by the end of 2013. Therefore, the design team at HOLT Architects, the Welliver project management

team, and subcontractors had to get on board early and work as a team quickly.

The 17,725-square-foot renovation consisted of a major expansion of the entrance and registration/admissions to create formally separate public and patient areas; renovations to three existing operating rooms and support areas; and other laboratory, imaging, and orthopedics renovations and reconfigurations.

Phasing the work so as not to disrupt patient care was of the utmost importance. The team developed a plan to complete the entrance, executive suite, and waiting and admissions areas by early December, followed by the operating rooms and internal support spaces in January 2014.

While hospital activities, including active surgeries, were still ongoing, a strict Infection Control Risk Assessment (ICRA) protocol was enacted and remained top of

mind through daily on-site safety meetings held by Carl Fogarty, the Welliver Project Superintendent.

"The success of this project would not be possible without the quality subcontractors who are conscientious of their work and committed to a quality outcome," said Carl. "We have all come to know the hospital staff and facilities team and feel like a part of the Schuyler Hospital family."

Some of the Schuyler Hospital administration also became a part of the Welliver family when construction caused them to temporarily relocate their offices to the Welliver headquarters just down the road from the hospital.

"We welcomed them into our space and will be sad to see them go," said Anne Welliver-Hartsing, Welliver Executive Vice President. "We are so thrilled for the successful completion of the new hospital space and couldn't be more proud of the project team."



PROJECT UPDATES

Notable Projects Completed in 2013:



Institute Hall

Owner: Rochester Institute of Technology, Rochester, NY

Welliver Role: Construction Manager

Size: 78,000 sf

New LEED Platinum-intended structure houses new programs in biomedical and chemical engineering, featuring a high-end computing system, research and teaching laboratories, vivarium, and one of only four green data centers in the U.S.



Herkimer Health Center

Owner: Bassett Healthcare System, Herkimer, NY

Welliver Role: Construction Manager

Size: 22,096 sq. ft. (Addition)
12,000 sq. ft. (Renovation)

Multi-phase addition and renovation to an existing shell space, including new roof, generator installation, new facade and entrance, finishes, and self-performed millwork.



Corning Transportation Center

Owner: City of Corning, Corning, NY

Welliver Role: General Contractor

Size: 2,800 sq. ft.

New one-story central hub for city transportation with bus terminals, ticket office, bathrooms, storage space, and a small rest area.



Perry Hall

Owner: Corning Community College, Corning, NY

Welliver Role: Program Manager & Construction Manager

Size: 86,500 sq. ft.

The first dormitory in campus history, this three-story, 84 suite residence hall houses over 300 students, plus residence life staff, in double and quad suites with en-suite kitchenettes and shared bathrooms.



Ira Davenport Memorial Hospital

Owner: Arnot Health, Bath, NY

Welliver Role: Construction Manager

Size: 7,600 sq. ft.

New emergency room and MRI addition, renovation of existing space, work on exterior facade and curtain wall, and the addition of new entrance roads, parking and a helicopter landing area.

Notable Projects in Progress:



HEAL Grant Facility Improvements

Owner: Schuyler Hospital, Montour Falls, NY

Welliver Role: Construction Manager

Size: 17,725 sq. ft.

Renovations and entrance additions, renovated operating rooms, centralized registration, private consulting areas, and new equipment and technology.



Facilities Improvement Project

Owner: Corning-Painted Post Area School District, Corning, NY

Welliver Role: Construction Manager-Advisor

Size: District-wide

Facilities plan to modernize buildings, consolidate the middle and high schools onto one campus for each, and upgrade technology.



Collegetown Terrace Buildings 5 & 6

Owner: Novarr-Mackesey Development Co., Ithaca, NY

Welliver Role: Construction Manager

Size: 192,000 sq. ft.

Construction of two four-story buildings with 241 apartments and underground parking.



Intensive Care Unit

Owner: Guthrie Healthcare Systems, Sayre, PA

Welliver Role: General Contractor

Size: 50,000 sq. ft.

Expansion project with one story, subgrade fit out for new 26-bed Intensive Care Unit, renovations of support spaces, and construction of new entrance with canopy.



Performing Arts Building

Owner: Hobart & William Smith Colleges, Geneva, NY

Welliver Role: Construction Manager

Size: 60,000 sq. ft.

This LEED Silver-intended building will create three distinct environments for dance, theatre, and choral education, and feature office, practice, classroom, recital, and performance spaces.



INDUSTRY INSIGHT

Refocusing on K-12 Facilities

In today's K-12 education industry, we know that student performance and measurement is under the microscope. With the constant weight of Common Core State Standards on the shoulders of school boards and superintendents, it is understandable that focus has shifted away from district facility planning and maintenance.

However, in order to be responsible stewards for education, keeping facilities at the forefront is key. Savings are readily available if the efficiency of school buildings is properly investigated, measured, documented, and planned action is taken.

A school building plays a significant role in affecting student performance and achievement. Basic human comforts, including air quality, daylighting, and climate control, can all impact the level of success a child has in school. If the condition of a school facility is allowed to disintegrate and/or is not conducive to delivery of the curriculum, it will have a negative effect on student achievement.

Keeping school buildings up-to-date, functional, and efficient for students and staff, all while maintaining budget, can prove to be challenging. With more schools planning for future district consolidation and identifying cost-saving measures, facilities are a great place to focus efforts in identifying where opportunities may exist to reduce operational costs so that more resources can be allocated for learning initiatives.

"Now more than ever schools are challenged with doing more with less," said Sarah Welch, AIA, LEED AP BD+C, Welliver Project Executive. "Getting school administrators to make smarter

investments, not necessarily larger ones, into their buildings is a big factor in getting the best return."

When districts and project stakeholders plan ahead and properly evaluate the performance of their facilities before beginning projects, they are better able to make smart decisions and build justification for where money needs to be spent. A great starting point for evaluating a building is by developing metrics, and implementing proven environmentally sound practices.

Benchmarking strategies, such as the Environmental Protection Agency's ENERGY STAR Portfolio Manager®, help with comparison between similar buildings nationwide. Facility energy bills from the past three years are examined, which assess how the building's resources are being used and identify inefficiencies in equipment.

Armed with this information, payback periods can be determined, logical areas in which to spend funding can be identified, and then administrators can speak effectively to key decision-makers, providing quantitative data to target better energy management and capital investment in energy efficient technologies and building systems.

Developing facility metrics also provides an actionable benchmark for planning purposes and a baseline for reference as facility upgrades are made. This is a recommended approach because it clearly demonstrates due diligence by district leadership, and also allows districts to track improvements and realize return on their investments, paving the way for additional improvements in the future.

Plan Smart, Spend Smart through:

- » Educational Facilities Planning
- » Affordable Pre-Referendum Preparation
- » Leading District Advocacy
- » Maximizing NYSERDA Grant Opportunities
- » Cost Benefit Analysis Exercises
- » Construction Budgeting "Before the Vote"



Working smarter to get more for each dollar spent during the planning stages of facilities projects will help create an environment that allows for student growth, performance, and success - not only in the present, but in the future as well.



Meet Our Team Member

Sarah Welch, AIA, LEED AP BD+C, brings over 20 years of experience in architectural design and project management to the Welliver team. She has expertise with managing diverse project teams, developing project scope, schedule, and budget, as well as maintaining a high level of services throughout the design and construction processes. Sarah has successfully managed numerous K-12 educational facility projects from the pre-referendum and programming phases through construction. Utilizing this experience as a project manager and design professional, Sarah brings great value and is able to consult on, plan, and manage building projects in a collaborative way.

INDUSTRY AWARDS

Award-Winning Projects 2013

Welliver was honored to be recognized among industry peers for excellent project delivery and quality craftsmanship this year.

The restoration of Elmira College's historic **Cowles Hall** (pictured), which revived and re-stabilized the college's first campus building, received the CNY Business Journal's A Time to Build Award for Best Historical Preservation due to the project team's demonstration of creative construction solutions, problem-solving skills, and quality control.

Cowles Hall also received the Best Restoration/Renovation Award for Engineering News-Record (ENR) New York's Best Projects of 2013, which covers the New York, New Jersey, and Connecticut region.

The project was evaluated on qualities including innovation, safety, craftsmanship, and overcoming challenges, and was called "an excellent example of a renovation" by the judges.

As a winner, Cowles Hall was entered into a new round of review for ENR's national Best-of-the-Best competition, the results of which will be announced in early 2014.

Also garnering recognition in ENR New York's Best Projects of 2013, the expansion project at the **Alternative School for Math & Science** in Corning, NY, received an Award of Merit in the K-12 Education category. The project team worked through complicated utilities reconfigurations, exterior masonry work, and a fast-tracked schedule to deliver the project



two months ahead of the original completion date.

The Welliver masonry team at **Meier Hall**, the new dormitory at Elmira College, was awarded the Craft Award for Best Use of Masonry Materials by the International Union of Bricklayers and Allied Craftworkers, an organization that has saluted local unions and workers for excellence in the trowel trades since 1986.

The Welliver team self-performed extensive masonry work on the building, as well as managed construction. The dorm's exterior façade features a gothic-style brick design, marble and limestone reliefs, and intricate limestone inlays of the Elmira College seal.

Welliver is proud of the project teams whose hard work has translated into iconic and notable facilities in our communities.

