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EXCELLENCE

IN DESIGN & CONSTRUCTION

JULY 2015

INDIANA

# Top Notch Hosts Annual Standards of Excellence Awards

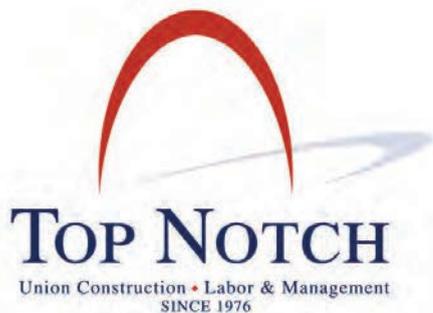
## > PEOPLE IN THE NEWS



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# Indiana Kentucky Region and Bowen Engineering



# Top Notch



**B**owen Engineering was named Contractor of the Year, and the Indiana Kentucky Regional Council of Carpenters was the Union of the Year at the Sixth Annual Top Notch Standards of Excellence Awards Program attended by over 600 industry professionals.

Top Notch represents more than 75,000 union tradesmen in Indiana and the 4,000 contractors who employ them.

According to the group's Executive Director, Michelle Boyd, the awards program's mantra is, "this is not your usual awards program," and it certainly lived up to that billing by treating attendees to an unusual venue – the Indianapolis Motor Speed-

way – and a variety of events including an intriguing and entertaining panel of "track insiders" who presented little-known facts and insider gossip.

Besides Bowen and the Carpenters, other awards presented included the Plumbers and Pipefitters Local 440 nabbing the Training Excellence Award while the winner of the Labor Management Foundation Award went to the East Central Indiana Building Trades, their contractors, the City of Muncie and the Arc of Indiana.

Bowen, described as a "nationally recognized firm with clients throughout the country," was recognized for their "impressive training regimen unique to their company." Specifically noted were their safety

orientation program and in-depth foreman training

The jury was also said to be impressed with Bowen's "focus on safety, quality and production with a 25-year-long standing lean construction process and philosophy." In pursuit of that process, tradesmen are asked to weigh in on issues such as production rates, operation plans and suggestions for improving job site performance.

During the past year, Bowen rolled out a new "at risk" program requiring new employees to wear an orange wristband for their first 60 days of employment. At the end of the 60 days, a "de-banding ceremony" reminds all employees of their responsibility to teach, mentor and assist "at risk" employees around them.

Bowen's history of philanthropy was also recognized as a cornerstone of the company.

In being named the Union of the Year, the Indiana Kentucky Regional Council of Carpenters was touted as having "showcased an interest in meeting the needs of their customers."

One jury member explained of the Carpenters, "This group is clearly a strong ambassador the union construction industry."

The union developed a new ".300 hitters program" which recognizes leaders among the ranks of tradesmen who exhibit skill, productivity and respect from among their fellow members. Those selected are invited to participate in leadership training and



Contractor of the Year



Union of the Year

# Local Council of Carpenters are Big Winners at Notch Awards



they have an opportunity to meet with local elected officials. In doing so, event organizers said that the union is, “creating a new generation of leaders for the union.”

The union was also cited for their commitment to training that is crafted specifically to meet market sector needs. An example is their development of an Infection Control training program that was a direct response to the changing needs of construction users.

In addition, it was noted that the award recipient donated the construction of a concession stand for a local high school volleyball team, dressing rooms for a community clothing bank and a home for a disabled veteran as examples of their com-

mitment to being a strong community partner.

In nabbing the Training Award, the Plumbers and Pipefitters Local 440 Apprenticeship Program was said by one jury member as having a “strong focus on elite recruiting and continuing education.”

The program invested continuous resources in the development of partnerships with area high schools and community work centers.

This year, the program began an expansion of an addition 7,500-square-foot training lab at their apprenticeship facility. Once completed, it will house full system mockups that will allow apprentices and journeymen to continue to hone their skills

in an advanced learning environment.

The program’s commitment to recruitment was also recognized as having gone “well beyond job fair participation.”

Their Veterans in Piping Program, for example, establishes training on military bases for men and women who are still on active duty but are getting ready to return to civilian life. Upon completion of the program and their tour with the armed forces, participants can then enroll in apprenticeship programs for a viable career following the military.

The union was praised for being a “strong community partner” with their “Fill a Fox Hole” program. In it, apprentices were challenged to donate non-perishable snacks, batteries and other needs for care

packages that were shipped overseas to military personnel. In addition, apprentices joined forces with their contractors to volunteer for Rebuilding Together Indianapolis, a program to improve area neighborhoods.

Praised for having “an amazing collaboration for the community,” the Labor Management Foundation category winner was a partnership designed to create employment opportunities for those with disabilities.

The players in the partnership included the East Central Indiana Building Trades, their signatory contractors, the Arc of Indiana and the City of Muncie.

The Arc of Indiana is a nonprofit organization whose mission is committed to



*Training Excellence Award*



*Labor Management Foundation*



all people with intellectual and developmental disabilities realizing their goals of learning, living, working and fully participating in the community. The organization wanted to build a Marriott Hotel and training facility in downtown Muncie so that those with disabilities could train

in the areas of hospitality, healthcare and food services. The program is the first of its kind in the country.

Kim Dodson, Executive Director of the Arc of Indiana explained, "We knew that we needed strong local partners with a strong work ethic and Hoosier values to

make this project happen."

The East Central Building Trades joined forces to help move the project forward. The Building Trades and their contractors collectively donated or secured thousands of dollars in contributions. As a result of the team collaboration, the hotel training

facility will become a reality in the fall of 2015.

The jury was impressed by the commitment of the East Central Indiana Building Trades and their contractors to support the project from conception to construction. 🏗️



# Congratulations

## Top Notch Standards of Excellence Award Recipients

**Bowen Engineering**

*Contractor of the Year*

**Indiana Kentucky Regional Council of Carpenters**

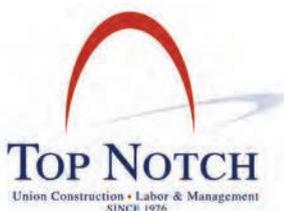
*Union of the Year*

**Plumbers and Pipefitters Local 440 JATC**

*Training Excellence Award*

**East Central Indiana Building Trades,  
the City of Muncie and Arc of Indiana**

*Labor Management Foundation Award*



[www.TopNotch.org](http://www.TopNotch.org)

# Three Central Indiana Businesses Winners of Prestigious Spirit United Award

Three Central Indiana companies whose establishments range from selling faucets, business furnishings and providing wastewater treatment and collection services were honored with United Way of Central Indiana's (UWCI) prestigious Spirit United Award at the organization's annual meeting celebration.

Delta Faucet, RJE Business Interiors and United Water Indianapolis won the award that recognizes exemplary and consistent volunteer and financial engagement in UWCI's mission: helping people learn more, earn more and lead safe and healthy lives. This is the seventh year in which the award has been given.

The three join 24 other previous winners in helping accelerate community change through United Way of Central Indiana.

Headquartered in Indianapolis with manufacturing plants in four locations around the world, Delta Faucet has earned United Way's coveted Company that Cares distinction for six consecutive years. Both the company and its 384 employees have increased their investment in the community each year over the past four years. Employees also volunteer their time by serving as agency evaluators, members of United Way committees and more. The company follows a best practice of allowing time for employees to learn about community needs. It pays dividends beyond financial. Last year, for example, after learning about United Way's Education priority Delta employees decided to donate hundreds of books to benefit United Way's ReadUP tutoring program. Many also seek volunteer opportunities throughout the year.

The first company to ever earn United Way's Spirit United recognition a second



time, (2009 was the first) RJE stands out not only for its 100 percent giving but also for providing year-round leadership in United Way's governance, fundraising and visibility efforts. On the company's website, they describe not wanting to let their customers down. When it comes to helping United Way drive community change to improve lives, they hold themselves to the same standard by consistently raising and exceeding their own goals. That mindset of RJE's 50 some employees resulted in their achieving United Way's Company that Cares honor for 15 years, every year since the award was established.

Providing wastewater collection and treatment services for the city of Indianapolis and surrounding communities, United Water Indianapolis has turned its community engagement through United Way into an "event" that employees look forward to. The result was a 62 percent increase in

fundraising in 2014, due in part to a new employee matching gift along with a corporate gift. For three years, the company was named a United Way Company that Cares. That puts them in the league of businesses that recognize improving education, income stability, health and basic needs in partnership with others as a key aspect of doing business in Central Indiana.

To be eligible for Spirit United Award, a company has to have won United Way's Company that Cares Award for the past three years and provided significant volunteer, financial support and other resources above and beyond a successful workplace campaign in support of United Way of Central Indiana's mission.

Recipients were chosen by a volunteer task force of previous winners. Each Spirit United honoree receives a custom-designed award created by Herff Jones, Inc.

## Past Spirit United honorees

- 2014: August Mack Environmental, Covance Greenfield, Faegre Baker Daniels and Dow AgroSciences
- 2013: Duke Realty, Ice Miller, Indianapolis Power & Light Company and Roche Diagnostics
- 2012: Allison Transmission Inc. and UAW Local #933, BKD LLP, CNO Financial Group Inc. and Community Health Network
- 2011: Barnes & Thornburg LLP, LDI, Ltd, LLC, OneAmerica and St. Vincent Health
- 2010: Herff Jones Inc., ProLiance Energy LLC, State Bank of Lizton and UPS
- 2009: Citizens Energy Group, Eli Lilly and Company, RJE business interiors and Walker



Delta Faucet



RJE business interiors



United Water Indianapolis



## Spohn Celebrates Safety Month by Updating CPR Training

INDIANAPOLIS, IN — **Spohn Associates** has always put great emphasis on continued education and training for employees and the design community.

Since June was National Safety Month, Spohn Associates took a day to get all employees re-certified with the most current procedures as mandated by the American Heart Association. **Butch DeWitt**, Spohn's Safety Director, schedules and coordinates these training sessions every two years.

Training was administered by **Joe Griffith & Associates** of Indianapolis. **Joe Griffith** has been providing the community with First Aid training, CPR training, Fire Extinguisher and Safety Plans for over 40 years.



## NAWIC Highlights Hand Drafting Award Winners

INDIANAPOLIS, IN — The **Indianapolis Chapter of the National Association of Women in Construction (NAWIC)** recently held a banquet to recognize the winners of their annual "Hand Drafting Awards Competition."

The competition is sponsored by the



National Education Foundation and has been embraced by Roncalli High School since 1994. **Jim Ratliff**, Engineering and Technology Instructor at the school, involves his senior students in the competition that takes them more than a semester to complete.

This year, student **Nolan Dalman** was the winner of the competition and had recently been notified that he is one of 12 student winners from around the country who will be competing on the national level.

Other student winners were **Alex Kelley** and **Joe Gervasio**. Each of the three winners received scholarships from NAWIC.

The competition provides recognition to students for creative design, successful problem solving, and craftsmanship in preparing architectural drawings and ren-

derings. Entries were evaluated for detail, accuracy, and originality of work.

Students were furnished with an architectural problem developed by a design professional, a site description and plan, and a listing of drawings required.

Volunteers from **American Structurepoint** served as judges of the submissions: **Brandon Farley**, **Mike Hoopingarner** and **Brandon Hoopingarner**.

According to NAWIC President **Jennifer Arvin**, "The members of the Indianapolis Chapter believe the challenge of meeting future workforce demands requires immediate attention to the importance of education, training, and preparing our youth for careers in construction."

Ratliff said that the program is an important part of the curriculum at Roncalli.

"A number of freshmen come into the classroom and see our 'wall of fame' with all of the winners of previous competitions and they want to be on that wall someday," he said.

"It has always been a tradition for our students. This program is the culmination of four years of work."



## Westfield's Growth and Direction Detailed by Mayor Cook

INDIANAPOLIS, IN — The Electric League of Indiana recently played host to Westfield Mayor Tom Cook who gave a spirited and informative presentation on the city's ambitious plans for the future.

"Twenty years ago, Westfield was best known for having the state's largest Dairy Queen," Cook said. "But even then, it was evident that opportunities for growth would arise along with the inevitable question: What are we going to do about that impending growth?"

Answering that key question was what drove Cook to become the city's first mayor in 2008.

A central theme of Cook's presentation – and of Westfield's recent and substantial growth spurt – was the development of

U.S. 31 into a four-lane expressway and the opportunities for new industry, both public and private, that it created.

"No one would invest along that corridor that goes right up the gut of Westfield until they knew what was going to happen. Now, it is a huge asset," said Cook.

Cook said that the recession that hit in 2008 was actually a benefit to the city's development. "Before 2009, our growth was just beginning to accelerate. We had a lot of new home development but not very much good planning. Most of the homes were smaller, starter homes. The recession and the slow-down in development gave us an opportunity to pause and lay out a direction about where the city wanted to go."

The tax caps that then-Governor Mitch Daniels imposed were another key development. "Before those caps, our school tax was very high and nearly double that of our neighbor, Carmel," he said. "The tax cap took taxes down to what Carmel has and this opened the floodgates for new residents who might have been discouraged by higher tax rates."

Under Cook's tenure, Westfield has ventured into very lucrative, if not also controversial, methods to raise funds to allow for creative and expensive public

developments. The sale of their water and sewer public utilities to Citizens Energy allowed the city to pay off over \$45 million in debt and realize an additional \$44 million in profit.

A commission appointed by the Mayor explored optimal ways for the city to garner an increased commercial tax base that was viewed as the key to further development and improvements in the quality of life for its residents. They decided not to challenge Carmel in attracting a core of office space development and knew that manufacturing did not fit the demographics of the mostly white-collar city.

The answer was a decision to court companies that fit into a family, travel and sports theme. The first step was an ambitious and risky gambit: A decision to build the largest sports park in the United States and possibly the world, known now as Grand Park.

A 400-acre sports campus featuring 26 baseball and softball diamonds, 31 multi-purpose fields for soccer, football, rugby, field hockey and lacrosse, Grand Park will also feature an indoor soccer facility that will open later this year. An indoor basketball/volleyball facility will open in 2016. Grand Park also features an abundance of green space and more than 10 miles

of pedestrian/bicycle trails, including the largest trailhead on the Monon Corridor.

Since opening, the park has experienced more than 830,000 visits exceeding its first year projections.

But the ambitious plans do not stop there: Next up is the creation of Grand Junction Park and Plaza. Included in the plans in the heart of downtown Westfield is an amphitheater, an interactive water play area, an arts garden, a full-size skating rink, a hardscape festival boulevard and a nature area. It will also be the connecting point of the Anna Kendal and Midland Trace Trails, allowing for access to Westfield's complete trail system and other points of interest in the community. Pedestrian-friendly streets will invite visitors and residents alike to explore the park and plaza as well as area restaurants and shops.



## Shiel Sexton Rolls Out Delta and Liberty Projects, Says Indy Market at 'Tipping Point'

INDIANAPOLIS, IN — **Shiel Sexton** used a recent meeting of the **Indiana Sub-contractors Association** to unveil details of two projects that will soon break ground while Chief Operating Officer **Kevin Hunt** told attendees that the Central Indiana market stands at an important junction dependent on whether many larger projects that have been announced will reliably move forward.

Asked to provide a “market outlook” before he and others involved in headquarters expansions for Delta Faucet and Liberty Fund discussed those projects, Hunt did not disappoint the audience of over 100, comprised mostly of subcontractors.

“It is awesome that our unemployment rate is down and it is great that the recession is over,” said Hunt. “But we are at a tipping point because there are lots of

opportunities out there that all of us are chasing. Many of those projects could go and some may not.

“I have a hope and a prayer for some jobs but in some cases we have to wonder what is going on with them. Market Tower was supposed to have started by now and I am not sure what is going on with it at this point. IU is going to spend a billion dollars, but when? There is work coming through, it is just when, how and who is going to be involved and what we can expect as a delivery method that are at this point not known.”

Hunt continued, saying that the era of “mega projects” is largely over in this market for this generation. He said that the Justice Center might qualify as such though recent political developments raise questions as to when it will be built, what

size it will be and the process by which it will be delivered.

The presenters and audience then turned their attention to two projects that are sure to begin construction very soon, both located across the street from each other and both being built with Shiel Sexton serving as the Construction Manager.

Shiel will be the Construction Manager At-Risk for the headquarters expansion by Delta Faucet with **Architura** serving as the Architectural Firm, AEC the MEP engineers and **American Structurepoint** the Structural and Civil Engineer.

The project will break ground in mid-July and is expected to last about a year. It will involve building an 80,000-square-foot, four-story building while also increasing parking capacity and further developing the landscape along U.S. 31.

Documents for the project can be accessed at iSqFt, Marbaugh and at the Shiel Sexton Plan Room located at 902 North Capitol Avenue.

The first bid packet should be released around July 9.

The headquarters expansion of Liberty Fund features **Rowland Design** as the Architectural firm with **Darwin Branded Environments** and **R.E. Dimond** serving as engineers.

The two-story office wing will be 60,000 square feet with documents available at iSqFt, ReproGraphix and the Shiel Sexton

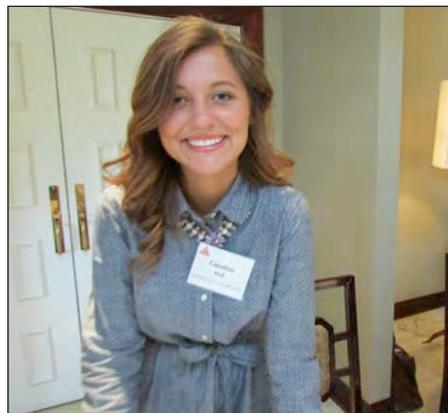


Kevin Hunt

Plan Room.

Bid packets will be out on July 2 and the second package on August 12.

All of the presenters emphasized that the projects are located directly across 111th Street in Carmel and that subcontractors could well be successful in winning both projects resulting in hoped-for cost savings.



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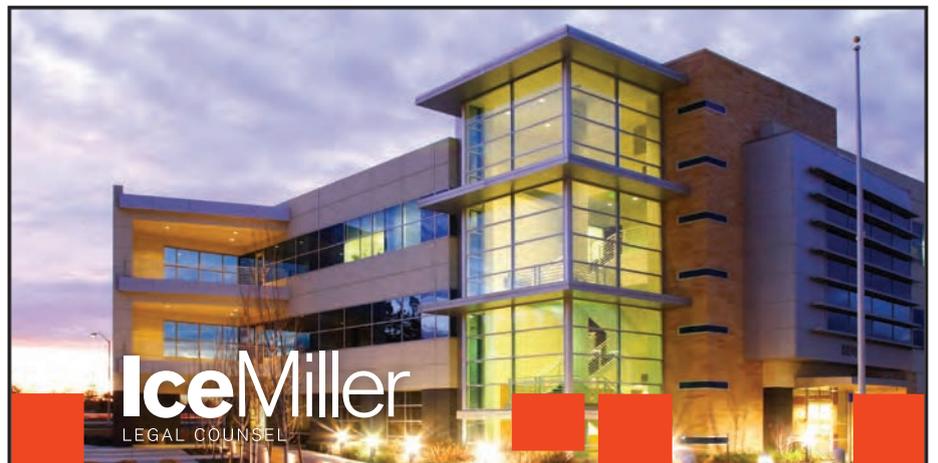
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**Ice on Fire**



Douglas Zabonick

## Patriot Welcomes Zabonick as New Environmental Division Manager

INDIANAPOLIS, IN — **Patriot Engineering and Environmental, Inc.** welcomes **Douglas B. Zabonick, PE**, Environmental Division Manager, to its highly trained and efficient technical staff.

Zabonick brings 32 years of experience providing engineering expertise in the areas of site investigations, remediation design and installations, environmental assessments and audits, environmen-

tal compliance, health and safety, EHS training, solid waste management, and landfills.

Zabonick holds professional engineering licenses in Indiana, Michigan and Ohio. He is active in numerous professional organizations and has provided numerous presentations to trade associations and the legal community on variety of technical topics.



Rick Hamilton

## Hamilton Joins Spohn as Director of Business Development

INDIANAPOLIS, IN — **Spohn Associates** has hired **Rick Hamilton** to fill their newly created position of Director of Business Development where he will assist the firm in all sales efforts with a focus on Indianapolis and Indiana.

Hamilton is experienced in the area regional and national sales and has a background in solution sales of high performance architectural products and engineered building systems. He attended the University of Kansas School of Archi-

tecture in Lawrence, Kansas.

He and his wife Cathy have been married for 26 years and have three children and two dogs. He enjoys all things having to do with family and being outdoors, especially camping and golf. Originally from St. Louis, the family is fans of Cardinals baseball but looks forward to developing an affinity for the Indianapolis Colts.



## Citizens Energy Group Brings New Drinking Water Supplies Online With Award-Winning Construction

INDIANAPOLIS, IN — Indianapolis is growing, and that growth is creating a higher-than-ever demand for high quality drinking water.

To meet this demand, **Citizens Energy Group** looked to the past and found a new supply for the future at an old groundwater treatment plant near Morse Reservoir that was taken out of service in 2008.

“We’re always looking for new sources for water supplies, and we knew that this aquifer existed,” said **Ted Williams** of Citizens. Using an existing aquifer with a known supply made a lot of sense he said. But, there was a lot of work to be done to

bring this supply to Citizens’ customers

While other contractors worked to tear down the old plant, and rehab existing wells on the site, **F.A. Wilhelm Construction’s** crew built a new 6,000-square-foot ground water treatment facility. This consisted of three horizontal pressure filters, three high service pumps and a backwash pump. Wilhelm also installed two aerators and constructed two welded steel detention tanks and a 1 million gallon finished water concrete storage tank. A backwash holding tank was constructed in order to allow a controlled flow of the water used to back wash the filters to the Noblesville sewer system.

Williams said this was a pretty fast-paced job, “We wanted to get it done before the high summer demand hit, and Wilhelm did that.” The new plant went online on April 7th and can treat up to 6 million gallons of drinking water per day.

**Derek Carlson**, Wilhelm Construction Project Manager, said that while the pace of the job was challenging, he enjoyed working with state-of-the-art construction techniques for this project.

Wilhelm used a post-tensioning method to build the concrete finished water and backwash storage tanks for the plant, an innovative technique that recently earned the project an award from the **American Concrete Institute**. Post-tensioning systems uses steel cables that run through the concrete in pairs. These cables are then pulled to create tension on the slabs, which keeps the concrete from cracking. With this technique, thinner slabs can do the same job as those built with traditional methods, resulting in lower concrete costs to build and fewer repairs down the road.

Williams said there were some challenges in building the plant near a residential neighborhood. He said the work hours

were limited, and it was important to keep noise levels and construction traffic to a minimum – nothing Wilhelm’s crew couldn’t handle. “It can also be a challenge to keep the streets clean. Wilhelm did a very nice job with that.”

With the project now complete, Citizens invited the neighborhood to tour the new facility and learn more about its operation.

Williams said he considers the project a success and was pleased with how Wilhelm handled the job. “Wilhelm communicated well with its sub-contractors, Citizens Energy Group and the design engineer resulting in a successful project. There are other construction companies with some of the same qualities that they have, but there aren’t a lot of them out there. Wilhelm is part an elite group of companies.”



## DELV Design Wins National Entrepreneurial Competition

INDIANAPOLIS, IN — **DELV Design**, an architecture, interior design and branding firm, won the top prize in the 2015 ARCHITECTURE BUSINESS PLAN COMPETITION. The competition, hosted by **Charrette Venture Group**, promotes entrepreneurship and best practices in the architecture and design industry. More than 100 firms from 29 states and three Canadian provinces entered the contest.

“The level of innovation and visioning was impressive,” said **Todd L. Reding**, Charrette’s Chief Operations Officer and Vice President for Investments.

DELV’s business plan caught the attention of judges because of its nontraditional strategies. Those strategies include the creation of an innovation lab that powers not only DELV but a network of other small architecture firms through the use of shared design tools. The lab becomes a place where new ideas that will propel small practices forward can be imagined and tested. In addition, DELV is creating a physical space for local organizations to use, embedded within their downtown Indianapolis location.

“We know from our own experiences that break-through ideas don’t happen in a sterile conference room. We want to offer up an environment that helps foster creativity,” said **Amanda Welu**, one of the four DELV Design partners.

Winning the competition will help propel the firm’s growth.

“Our plan’s heartbeat is one that will elevate not just our practice, but the architectural profession as a whole through the use of strategies that are historically nontraditional for our industry,” Architect and Partner **Jeremy Welu** said.

DELV was founded by three Indianapolis architects: **Chris Lake**, **Cara Weber** and **Welu**, and a brand storyteller, **Amanda**

**Welu**. The group offers architecture, interior design and branding.

“As a hybrid of strategists and creatives, we found a sweet spot of our talents and passions, and DELV was born,” Weber said.

Officially launched in January, the firm was the newest among the five selected for the finals where each of the five companies presented their plans to a live jury before the **American Institute of Architects’** annual convention in Atlanta. The other

four finalist firms were located in New York, San Francisco, Chicago and New Hampshire.

First prize for the ARCHITECTURE BUSINESS PLAN COMPETITION was \$10,000. Two other prizes in the amount of \$2,500 were awarded for honorable mention.

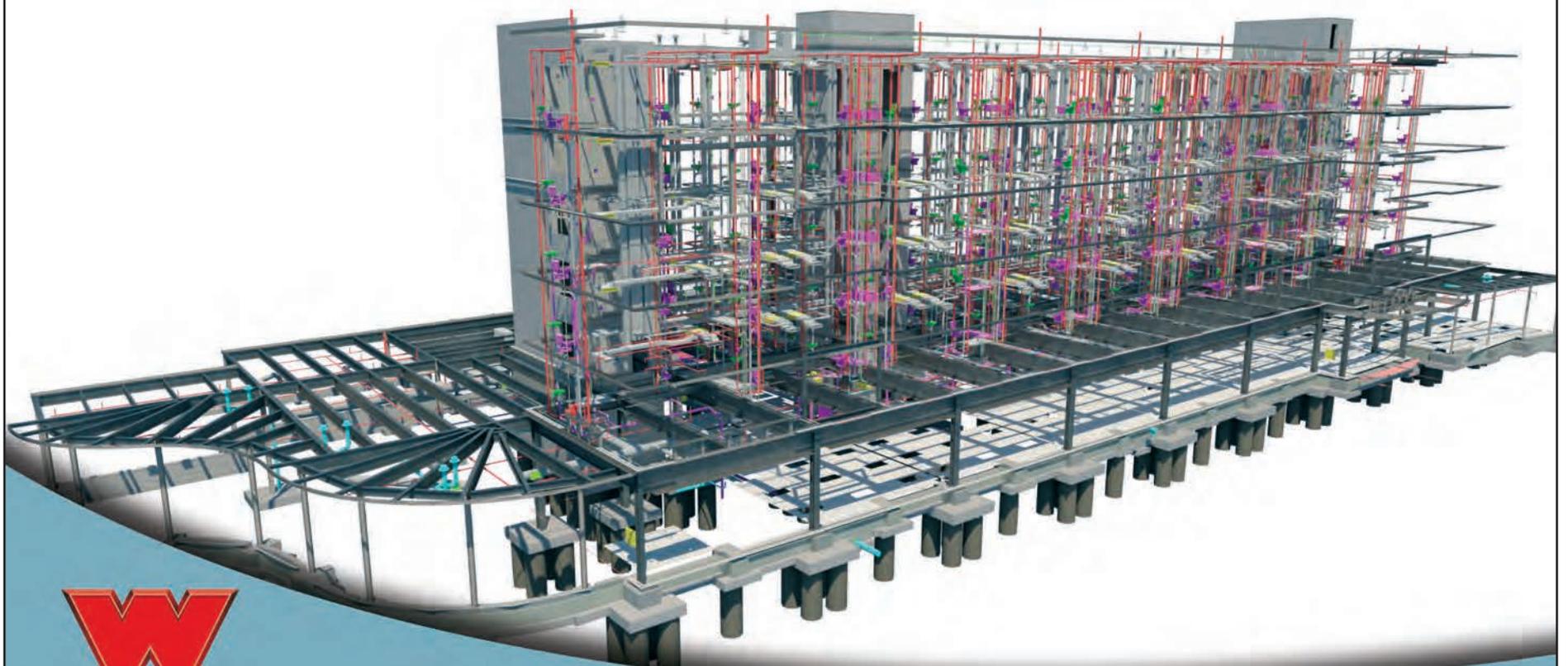
“DELV at its core is all about helping organizations live out great stories and with this win, we’ll be able to do more of that,” Lake said. “Of course, it’s also a fun page for our own story.”



Amanda Welu, Jeremy Welu, Cara Weber, Chris Lake, all of DELV and Matt Ostanik with CVG.

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## RSQ Fire Protection Announces Affiliation with F.A. Wilhelm Construction Company

INDIANAPOLIS, IN — **RSQ Fire Protection** announces its expansion and progression by affiliating with **F.A. Wilhelm Construction Company**.

Poised for growth, this proactive approach for the future allows RSQ to build upon its already established reputation.

“This is really about looking long term for both companies and securing our future,” said RSQ President **Eric Noe**.

Established in 2010, RSQ has more than 100 years of fire protection experience at the executive level alone. It is supported by a well-seasoned and experienced staff to facilitate large-scale projects.

RSQ approaches new and long-term clients, like large local healthcare institutions and real estate developers, alike with the same customer service approach. Noe says, “It’s about establishing and maintaining relationships.”

“This change enhances the positive growth the employees of RSQ have created since we started. We are excited by the possibilities,” said Noe.

Along with RSQ’s announcement of expansion, it also named Noe as its new president. Noe started working in the construction industry during high school and has never left. His experience spans fire

protection, construction management, preconstruction, estimating, and business development.

**Phil Kenney**, President of **F.A. Wilhelm Construction Company** is confident with Noe’s leadership, RSQ Fire Protection will continue to grow. “Eric has a great opportunity before him, and I know he has what it takes to lead.”

By sharing resources and being affiliated with a highly reputable, long lasting construction company like F.A. Wilhelm Construction, this is an opportunity to be progressive.



## DBIA Hosts Panel of School Officials

INDIANAPOLIS, IN — The **Design Build Institute of America’s Central Indiana Chapter** hosted a panel of leading school officials for a discussion of their preferred building methods. Included on the panel were **John Voigt, AIA**, Chief Operations Officer for the Brownsburg Community School Corporation; **Paul Rivas**, Director of Facilities and Security at the Metropolitan School District of Pike Township; and, **Andy Guljas**, Director of Construction for the Catholic Archdiocese.

**Jeffrey J. Qualkinbush**, a Partner with **Barnes & Thornburg LLP**, with expertise on the subject of public construction was also on the panel which was moderated by **Garry Webb**, the Director of Construction Administrator and Senior Associate at **Fanning Howey Architects**.

Voigt cast a shadow on Brownsburg’s use of the design-build delivery method recently authorized for use in Indiana’s public schools. “I like the concept and so does my staff,” he said. “But I am not sure that the culture of our corporation or community is set for the design-build process.”

He explained that the design-build process requires the use of paid consultants that is at least one reason the community may shy away from using it.

Rather, Voigt said the School Corporation has been using a method incorporating a construction manager in the process. “I have a construction manager because it is important to have the best people in charge of sequencing and scheduling and while it is an added bonus if we save money or if we have a better project because of

collaboration, that is good. But mostly I think that proper sequencing is a key to a successful project,” he said.

Rivas emphasized the importance of maintaining a professional relationship with architects and contractors and of not attempting to build personal relationships. That view was the result of his first days on the job when he attended a meeting at which he and others were told that a project was ahead of schedule only to find out much later that it was months behind.

“I can’t delay school,” Rivas said. “When that occurred, I told myself that this won’t happen again, that I need more control.”

Rivas also requires successful bidders to have attended a pre-bid meeting. If they don’t then their bids – even if low – are not accepted.

Guljas prefers using the “construction manager as constructor” delivery method. He noted that he tried using the construction manager as agent approach but said that he felt overwhelmed by having 20-30 invoices on his desk to process every week. He was also concerned about a lack of a clear “liability path” which he believes is made clearer when the construction manager serves as the constructor.

As for using design-build, Guljas said that he “works for a 2,000-year-old company and it is hard for us to change our ways,” so design-build is not likely to become a preferred delivery method at least not in the near future.

Each of the panelists agreed that public owners have a reputation for wanting more control over the construction process than those in the private sector. This is caused, they believe, by their relative inability to dismiss a contractor once they have the job and concomitant inability to ban any substandard contractor from successfully bidding for work on their projects in the future, each of which are advantages enjoyed by owners in the private sector.



## MICCS Safety Directors Updated on GHS

INDIANAPOLIS, IN — At a recent meeting of the Safety Directors Forum for the **Metro Indianapolis Coalition for Construction Safety**, the group heard from **Chris Hall** of **Safety Resources** about the implementation of the “Globally Harmonized System” for classifying and labeling chemicals.

“Harmonization,” according to Hall, refers to a uniform communication system for worldwide implementation.

While the new labeling requirements are extensive and seemingly complicated, Hall maintains that the new system is “far less complicated than the one that it replaces.”

He said that the system is necessary everywhere and that, since it applies to chemicals that are being transported, will

be helpful in the United States since, he said, “there are a lot of products that are moving in to the U.S. from Mexico and Canada and there was not, before this new effort, any uniformity in labeling.”

The changeover date for all applicable chemicals is June 2016 and it is applicable to Safety Data Sheets.

The next meeting of the Safety Directors Forum will include a presentation about industrial hygiene presented by **T.J. Unger**, Director of Business Development for **SevenGen**, a consultancy with offices in Fort Wayne, Indiana. The meeting will occur on July 22 at the offices of **ERMCO** located at 1625 West Thompson Road in Indianapolis.



## ISA Hosts Over 200 for 'Day at the Track'

INDIANAPOLIS, IN — The **Indiana Subcontractors Association (ISA)** hosted their annual "Day at the Track," welcoming over 200 people for food, fun, fellowship and fast cars.

The event was organized by their Future Leaders Group and spearheaded by the chairmen for this event, **Adam Campagna** of **Meyer Najem** and **Molly Moss** of **Faegre Baker Daniels**.

ISA's Future Leaders group is dedicated to the advancement of emerging professionals by utilizing educational and business networking events to create a culture of collaboration and to build relationships

within the construction industry. The group hosts about four events every year for ISA and the industry.



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# The Industry Grapples with the Common Constr

After a battle in the General Assembly that had been fought in fits and starts since 1981, proponents of repealing Indiana's "common construction wage" (CCW) were successful. As of this month, public owners using state or municipal funds for projects cannot set any wage scales for their projects. While many in the industry applaud the change, many others are disappointed. Building Excellence publisher, Gary Price, with the assistance of Ice Miller's Gary Dankert, convened a small panel of industry leaders to talk about how they view the landscape under these vastly changed circumstances. The following is an edited version of that conversation.

Participants included Jeff Hagerman, Chairman, The Hagerman Group; John Roop, President, Capitol City Fence Company; Amanda Wilson, Associate Vice President for Facilities Planning, Ivy Tech Community College; and, Greg Fuller, President of North Mechanical Contracting. Steven Jones, also of Ice Miller, assisted in facilitating the discussion.

For more information on the bill that repealed CCW and created other requirements, see the article by Dankert and Jones on page 19 of this issue.

**Dankert:** In the big picture, on July 1, 2015, public owners cannot set a wage scale, there's no common wage, no common wage committees, you can't use the federal prevailing wage unless you are on a federal job and an owner can't decide on its own to establish a wage scale even if they would like to do that.

The other two things that go into effect in 2015 are a 15 percent self-performance requirement of the general contractor and some minimum insurance requirements, that in my experience, most contractors would easily meet.

I found it interesting that a couple of other things that won't go into effect until July 1, 2016, which were added and that

is a prequalification requirement, that contractors and subcontractors need to be prequalified by either Indiana Department of Administration (IDOA) or Indiana Department of Transportation (INDOT) and they have to have a training program depending on how big they are and there are all of alternatives, whether you have to use an Ivy Tech program or other training program.

Maybe as contractors or owners, you saw other things that are going to be substantial issues going forward. Most of the other things looked pretty straight forward such as a requirement to use e-verify, another that you can't pay anybody in cash, that you have to be properly qualified in the workers comp program, maintain your payroll records for three years, you have to be part of a drug testing program...maybe there is something in there that you guys know as contractors or owners that you think is going to create issues.

**Wilson:** For us, we have some internal things that we are going to have to work out, such as how exactly will we do e-verify, but that is something fairly minor for us.

It's been interesting trying to figure things out. What brought up some questions were, with the law taking effect July 1st of this year, there is a whole year before everyone has to be compliant with the training programs. I don't know how others feel about that. I know that training programs are a pretty big deal when bidding on an Ivy Tech project and there's going to be a whole year with nothing required in this regard.

**Hagerman:** I'm concerned, as you are. I looked at the e-verify requirements from an accountability standpoint. I just don't know how it's going to happen. I know how difficult it is in my office today, with



hourly employees to manage and with people coming in and going out of the jobsite. This happens all of the time. I mean, hundreds a week will come in and go out of the job site.

**Roop:** It happens. It's what we do.

**Hagerman:** Some people who arrive on the site aren't qualified to be there and then you need to hire 20 more tomorrow. We have that challenge each and every day. Now we are going to require that to be the owner's problem as well as the state, eventually? If so, how is that going to work effectively?

Maybe we will figure that out. Maybe that's why they wanted the extra year to do that, to figure it out, but that's going to be a tricky one especially when there are contractors out there, and I believe this to be true because I have heard it around the country, there are companies that make it their specialty to get around e-verify, it's what they do. The state is really going to have to put some effort into the accountability, into holding companies accountable for what was easily written into law, but which now becomes a practical challenge.

**Price:** Jeff, so you are concerned that there are companies that will try to get around having workers that are not legally permitted to work?

**Hagerman:** Yes.

**Fuller:** How is the state or whomever going to track 1099 employees? I think

the administration of this is going to be difficult at best. I mean we are in the same position now with licenses in this state. The only trade that has a license is plumbing. The State currently only has two people that police those licenses and they can't keep up with that. How are we going to keep up with this?

I mean it's not just e-verify. Now the state has to get into a situation where they are going to verify workers comp, they are going to verify all of these other things to comply with this law and I am just concerned that they are taking on even more now.

**Hagerman:** And then what about prequalification? How are they going to manage that? And how long will the prequalification, once granted, be in effect? For six months? For a year? And again, they can't keep up right now.

It goes back to accountability and tracking, an administrative challenge that they are going to have but in the meantime as they figure that out over the next number of years, the contractors that have been doing that work – Hoosier based contractors – will most likely not be doing those projects and may have to shift gears in the meantime.

**Wilson:** Our rules say, for Ivy Tech, we have to do a significant amount of this stuff already, like e-verify. Anything over \$35,000 already has to comply with an apprenticeship program so we already do this now. We already have some pretty stringent rules in place regarding these things. But, of course, now this would



# The Repeal of Construction Wage



apply to all projects, not just those under \$35,000.

**Roop:** The state did a poor job of policing the common wage and now we have expanded what they have to oversee. If they weren't doing a good job before, how are they going to do a good job now? It doesn't make a lot of sense to me. I don't think they are going to be able to do that.

**Hagerman:** Well, maybe their thought process is that since they are going to save 20 percent, they will be able to hire a few more people.

**Hagerman:** As you go through the pre-qualification, you are going to have somebody who is going to have to check it on the state level. I believe that the law states that it will be on the shoulders of the owners to make sure that contractors are prequalified. I believe that the individual owners will have to make sure that the contractors meet all of the legislative criteria.

**Dankert:** I was imagining more that, for example, in Ivy Tech's bid package, it would just list these things, that to be an eligible contractor, you've got to be prequalified by IODA or INDOT, you have to have an insurance program, you have to be participating in a workers comp program and so forth.

**Hagerman:** Who verifies it?

**Fuller:** What about six months or three years from now? We are talking about some construction projects that are more than 36 months long. The onus gets put on the state or whomever to know that the information that might have been true three years before is still current and true.

**Roop:** If you don't have anybody to verify that the information is true even when the prequalification is sought, then that's a problem then, too.

**Fuller:** One of the questions that I have is, I don't see any reason for us to have a certified payroll. With a certified payroll situation if you said you were paying workers comp on a person then technically it was a fraud issue if it were found that you weren't doing so.

I don't know that I am worried about sophisticated owners like Ivy Tech, Indiana University, Purdue, and so forth. But there are a lot of municipalities out there where this is going to be very, very difficult.

I don't know that certified payroll goes away but it was in the common wage provisions that are now gone.

**Dankert:** An owner could request a certified payroll.

**Hagerman:** Every legislator I talked to and even Governor Pence, it all boiled down to this 20 percent savings. I've talked to the IU's, the Purdue's, the Ivy Tech's and even several of the municipalities and I have yet to hear one of them say that they are expecting to save 20 percent on their project costs.

**Fuller:** Our labor costs are between 17 and 24 percent of the total cost and I can't save 20 percent on the entire project from that. Whatever the wages are, it just doesn't compute. That is a concern.

But my major concern is that we have a serious shortage of craft people, a very serious shortage that is going to get worse. The average age of my trade is 47 years old. If we do not encourage people to get into the trades then the cost of construction is going to increase astronomically because we won't get people to do it. All the sorts of things that this industry has done to fight off the shortage of workers - like better equipment and more efficiencies - we have about squeezed this down pretty far. We have fewer people on a project today than when I started 30 years ago. The methods have changed and we do it better. This is not a union or nonunion issue, it's craft

people in general.

When we depress the wages, our opportunity to get people goes down. I am really concerned about that.

**Price:** With a worker shortage, wouldn't economics dictate that wages will increase and help with that problem?

**Fuller:** I agree that they will. Those wages are going to have to go up to attract people back. I think that with prevailing wage, with those rates, you could make a living coming right out of school. Now starting labor could be at \$8 an hour or whatever that number may be, and I don't know that we can get people to do that, especially on the skilled side. It's difficult to get them now and anytime our wages go down I think we are in a dangerous place.

Now, Gary, I agree with you. Way down the road you are probably going to pay some really high dollars and maybe it will start bringing people in but I don't see that as an immediate thing.

I was concerned about having enough skilled workers before this came to be and

I fear that now it may be worse, at least in the short term.

**Hagerman:** Recruiting into our workforce is difficult today, but now you will see wages drop. You will see that because of the influx of out of state people. They will come in and leave. They are not going to stay. So you are going to see local construction companies lose work in the public sector. Hopefully we will be able to keep our people busy in the private sector or if they have to travel with us to other states. If we can't keep them busy, then they are going to leave the industry.

I can guarantee you that the good, skilled merit shop companies in this state pay darn close to what union scale is.

One legislator, that I won't name, thought that we were paying workers too much. I couldn't believe it, I wanted to tell him that you are telling me that a craft worker is not worth \$35 per hour even though he may be driving 75 miles to his job every day, and busting his butt in 15 degree weather. I wanted to say, go try it for a week and then you tell me that he is





not worth \$35 per hour. I couldn't believe how he was thinking.

I believe construction is still the fourth largest industry in the state and now you are going to be shrinking that workforce. What do you think that is going to do to our economy? How is it going to affect state revenue and taxes?

**Fuller:** There were many comments about wanting the free market to operate; then let's do the free market. Let Ivy Tech, IU, Purdue, have an opportunity to interview contractors. In theory, the way the law works now, if Gary can post a bond, he can go up to Purdue and bid on a job. I'm just commenting on your mechanical skills, Gary. That's where we are today.

**Dankert:** I assume that the need for the staggered implementation, where the prequalification is not required for a year is so that those agencies can gear up for that because they cannot get such a system up and running in June for projects bidding in July.

**Hagerman:** All of us in this room can get prequalified quickly, it's what we do all of

the time. The state needs to prepare for an influx of those contractors who have never been prequalified. There's a lot to it.

**Wilson:** We do it now but the other universities don't, they don't have these requirements.

**Dankert:** Contractors can establish their own training programs, which I know that you have.

**Hagerman:** But what are the metrics with regard to approving a contractor's training program? What are we trying to measure?

**Fuller:** The way that I understand this, prime contractors must provide access to a training program applicable to the task being performed. It does not say that you actually have to go to that training program.

**Roop:** I asked that question at an ABC meeting. If you offer training to employees but the employees believe that it costs too much, for example, then have you met the requirements of the law? I don't think it should, but the way it is written, I think that it does.



**Fuller:** I think that's a concern.

**Dankert:** It does clarify that they need to participate in an apprenticeship program that meets the standards of the statute.

**Fuller:** Our industry is changing so quickly from a technology standpoint. Ultimately it hurts Indiana if we don't have a well-trained workforce and it is going to be more difficult to find the dollars to provide high quality training and continuing education if the wages go down. Much like manufacturing, which has come back to Indiana a little bit because we have the trained workforce, we have the people that do that kind of work and have been trained to do it.

Do you not think that the Hondas of the world, the Toyotas, do not check the construction market to find out if there are enough people around who are skilled enough to do the construction? Don't think for a moment that they don't.

**Hagerman:** We get that question all of the time from owners thinking about building here: Is there enough available and skilled workers to do this job

**Dankert:** Is there anything about this that is going into effect in July that is

making you do anything differently? To a certain extent this is going to be owner driven. But is there something that you are planning to do differently based on what you already know?

**Hagerman:** We are. We recently had our strategic planning meeting and for two days, this was hotly debated. Public work has been part of our repertoire for 107 years and sadly to say it most likely will not be as we move forward. It is not on our target list unless it is a CMC opportunity or design-build opportunity and certainly public-private partnerships.

**Price:** Is that because you believe that cost will be the only differentiating factor?

**Hagerman:** Bluntly, depending upon who the players are, we feel that you are going to see an influx of contractors from out of state or people from inside the state that we haven't typically competed against stepping up to take on some of these roles now that they feel that they may have a labor advantage and for us that's risky. We don't want to spend a lot of money going after a job for which we may not be very competitive.



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**Fuller:** I think that what Jeff said is true. We are going to be in places where we are going to try to sell a value proposition and not just price. The design-bid-build market has always been a bit about that but now there are going to be players in that market that weren't there before. We are going to be in a place where we are going to be selling value.

**Roop:** I'm typically the smallest contract that a GC will write. We do a ton of public work. We will just continue on doing what we do. I think it is going to help us because under the old system GC's would get a hot number on bid day on a fence. I can tell you my guys talk to other fence guys and there is so much cheating done in the old system with open shop companies not paying the wage. That stuff happened all of the time in our industry. This will help Capitol City Fence because it will keep those guys out of the mix because those guys aren't going to want to do the paperwork to be certified by the IDOA. Those folks don't have any insurance requirements and they carry the bare minimum.

**Hagerman:** You know, you hear all of the time about trying to get Indiana out of the basement with respect to wages and we are in the basement. So now we are making it worse. As we continue to lose

people here, demand will go up but you have transient construction workers coming in and going out so that skews the market so it may not happen that wages will go up in response to a labor shortage.

**Roop:** I don't think there is going to be a great influx of out of state general contractors. I think there are too many GC's in this area already. We could all sit right here and name five guys that should go out of business, guys that are barely hanging on. With the additional costs that you have when you travel, and how cheap some jobs go in this market right now, I just don't see this great influx happening.

I saw about 10 years ago when there was an influx into this market of out of state contractors, and now, 10 years later, things are beginning to even out, many of them are leaving or have left or at least are significantly down sizing.

**Hagerman:** A study came out just recently and Indiana ranked dead last when it comes to profit margins for contractors. I think more and more contractors are seeing more "red" on their contract sheets so you see many of them starting to spread out and do more of their work out of state.

**Fuller:** It is going to be a challenge for us but we are going to keep doing what we do. We are going to continue training our people, we are going to have relationships and I am with Jeff, I am going to work with people with whom I can have a relationship. If this bid market becomes one where you can't have a relationship, then I am not going to do it.

**Wilson:** That's been my biggest fear. As a practice, in the private sector, I would never accept the lowest bid. It just usually means that they missed something. Then there is normally a cluster right together and I would want to go with the one in that cluster with whom I had the best relationship.

**Hagerman:** You know when we were meeting with Pence and the legislators we discussed that. Why are we focusing on just one part of the public bid process? The wage is just one piece. The public bidding process is antiquated. Lets look at the whole process. If that means we have to tweak how we look at wages then that's fine, but let's look at the whole process and then get a more efficient system.

**Wilson:** Where does quality fit into this whole picture? Because that is the thing: you get what you pay for. Nobody is in business to lose money. You should make a fair wage.

**Dankert:** You know it is interesting, when Gary was at the Indiana Construction Roundtable, in his last year at Mattison, he and I thought that it might be

time to look at doing a complete re-work of our public bidding statutes. It was clear that there was a lot of overlap and there were inefficiencies and so forth. But at the time we weren't able to generate a lot of support for that and maybe then it was because public owners believed that while they knew the system could be improved, they were concerned with what they might get if it were changed. They knew that they were ultimately able to deliver the project that they needed and they didn't want the unpredictability of what they might get instead. Maybe it is time to reconsider the approach of looking at the system as a whole?

**Fuller:** I think we certainly need an overhaul. We need to look at the whole piece and not just the labor piece.

**Hagerman:** I think there is some momentum in that direction now. If we could find the right leader, for want of a better term, to facilitate this, if we get an ICR involved, then perhaps we can look at a system overhaul.

**Price:** The system as a whole can and should be analyzed and adjusted to meet the practices prevalent in this century. 🛑



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# Safety Management Group Charity Golf Outing



# ABC's North Central Golf Outing



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# The Repeal of the Common Construction Wage Statute and the Enactment of New Public Works Requirements

By: Gary Dankert and Steven Jones

House Bill (HB) 1019, signed by Governor Pence on May 6th, repealed Indiana's common construction wage statute and made numerous modifications and additions to the various public works statutory requirements. In addition, the approved state budget bill (House Bill 1001) subsequently modified portions of HB 1019 and its new public works requirements. To further complicate matters, some of these public works changes go into effect on July 1, 2015, while others don't become effective until July 1, 2016. The purpose of this article is to attempt to briefly summarize some of the more significant changes and the additional requirements that were made to the public works requirements by HB 1019 and HB 1001.

## Repeal of the Indiana Common Construction Wage Statute

Initially, the repeal of Indiana's common construction wage statute is effective for all public works contracts that are awarded after June 30th. Accordingly, any public works contracts that were awarded on or before June 30th will still need to comply with the common construction wage statute. In addition, public agencies (except the Indiana Department of Transportation (INDOT) when Ind. Code 8-23-9 applies) are precluded from establishing or mandating compliance with a wage scale for a public works contract unless federal or state law provides otherwise.

## Impact of the New Public Works Requirements on Public Owners

The new public bidding requirements apply to all "public agencies" constructing public works projects. The term "public agency" is broadly defined under HB 1019 to include a state agency, state educational institution, county, municipality, township, school corporation, body corporate and politic created by statute, as well as certain established conservancy districts, fire protection districts, departments of aviation and local airport authorities. However, the term public agency doesn't include the INDOT. In addition, it should be noted that these new public works requirements for public agencies do not apply to public works projects that are to be constructed under Indiana's design-build statute (Ind. Code 5-30), the construction manager as constructor statute (Ind. Code 5-32) and the operating agreements statute (Ind. Code 5-23-4)—though the repeal of the common construction wage and the preclusion against establishing a wage scale (unless federal or state law provides otherwise) applies to all.

*Notable requirements for public works contracts awarded after June 30, 2015 include:*

- Public agencies must state within or incorporate by reference the

substance of the various new public works requirements set forth in Ind. Code 5-16-13 into its public works construction contracts.

- Public agencies may not enter into a public works contract with a contractor unless the contract contains: (i) a provision requiring the contractor to enroll in and verify the work eligibility status of newly hired employees through E-verify; and (ii) a provision that a contractor is not required to verify the work eligibility status of all newly hired employees of the contractor through E-verify program if E-verify no longer exists.
- Public agencies may not enter into a contract with a prime contractor unless the prime contractor signs an affidavit that it doesn't knowingly employ an unauthorized alien.

*Notable requirements for public works contracts awarded after June 30, 2016 include:*

- If the public agency "reasonably suspects" that a prime contractor or a subcontractor, whatever tier, has violated the new public works requirements of Ind. Code 5-16-13, the public agency "shall" take certain statutory prescribed actions depending on the type of violation.

## Impact of the New Public Works Requirements on Contractors and Subcontractors

For those public works projects being constructed by public agencies (once again, excluding those projects being constructed under Ind. Code 5-30, 5-32 and 5-23-4), the prime contractor and its subcontractors, whatever tier, also have additional public bidding requirements that they must now comply with.

## Notable requirements effective for public works contracts awarded after June 30, 2015 include:

- The prime contractor only (and not subcontractors) must self-perform work of at least 15 percent of the total contract price.
- The prime contractor and all subcontractors, whatever tier, must maintain general liability insurance of at least \$1,000,000 per occurrence and \$2,000,000 in the aggregate.
- The prime contractor and all subcontractors, whatever tier, must submit to the public agency the E-verify case verification number for each individual required to be verified before that individual begins work on the public works project.
- The prime contractor and all subcontractors, whatever tier, cannot pay cash to any of its employees for work performed on the public works project.

- The prime contractor and all subcontractors, whatever tier, must comply with the federal Fair Labor Standards Act of 1938.
- The prime contractor and all subcontractors, whatever tier, must be in compliance with the workers compensation requirements of Ind. Code 22-3-5-1 and Ind. Code 22-3-7-34.
- The prime contractor and all subcontractors, whatever tier, must be in compliance with the unemployment compensation system requirements of Ind. Code 22-4-1 thru 22-4-39.5.
- The prime contractor and all subcontractors, whatever tier, must be in compliance with the requirements for drug testing of its employees set forth in Ind. Code 4-13-18-1 thru 4-13-18-7.

*Notable requirements effective for public works contracts awarded after June 30, 2016 include:*

- The prime contractor and all subcontractors, whatever tier, prior to performing any construction work must be qualified by either the Indiana Department of Administration or INDOT.
- For public works by local governmental entities under Ind. Code 36-1-12, the prime contractor and its subcontractors shall comply with the requirements for drug testing of its employees set forth in Ind. Code 4-13-18 if the estimated cost of the public works contract is at least \$150,000.
- The prime contractor and all subcontractors, whatever tier, must preserve its payroll and related records for three years after completion of the project work and such records must be open to inspection by the Indiana Department of Workforce Development.
- If the prime contractor or any subcontractor, whatever tier, employs 10 or more employees then such prime contractor/subcontractor must provide access to a training program applicable to the tasks to be performed in the normal course of the employee's employment.
- If the prime contractor or a first tier subcontractor employs more than 50 journeymen, such prime contractor / first tier subcontractor shall participate in an apprenticeship or training program that meets the standards established by or has been approved by any of the following: U.S. Dept. of Labor, Bureau of Apprenticeship and Training, the Indiana Department of Labor, the Federal Highway Administration or INDOT.



Gary Dankert



Steven Jones

## Conclusion

Public owners, as well as those prime contractors and subcontractors who work on the public works projects, will need to be vigilant in order to comply with these new public works requirements—especially since many of these requirements will become effective as soon as July 1, 2015. This vigilance will include public owners needing to update their construction contracts by July 1, 2015 (with a further update again by July 1, 2016). In addition, prime contractors and subcontractors, whatever tier, that intend to perform work on public works projects will, among other things, want to be sure to promptly commence the process in order to become qualified by INDOT or the Indiana Department of Administration (if they aren't already) in order to perform work on public works projects by July 1, 2016. 🧠

**IceMiller**  
LEGAL COUNSEL

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