



# Professional Construction Estimators Association

Orlando, FL

## ANNUAL GOLD SPONSORS

**Balfour Beatty**



PCEA would like to thank all our sponsors for supporting us throughout the year.

April 2022



## PCEA PRESIDENT



**Don Rolfe**  
*Balfour Beatty  
Construction*

PCEA Orlando,  
Chapter President

## PCEA MISSION STATEMENT

The Professional Construction Estimators Association of America, Inc. has as its purpose to promote and improve the construction industry through education of the Association's membership, through the continuing education of construction professionals and craftsmen. The Association will work to define and encourage high ethical standards of conduct among its members and will promote the fraternity of the construction industry through social interaction.

[www.pcea-orlando.org](http://www.pcea-orlando.org)

# UPCOMING EVENTS

to register visit our website  
[www.pcea-orlando.org](http://www.pcea-orlando.org)

- **Axe Throwing Social**

May 19, 2022 – 6:30 PM - 8:30 PM  
55 W Church St Suite 113  
Orlando, FL 32801  
*Attendees must register in advance.*

- **PCEA Monthly Meeting**

**Advent Health Central Florida Development**  
May 24, 2022 – 5:30 PM - 7:30 PM  
Citrus Club  
255 S. Orange Avenue #1800  
Orlando FL 32801  
*Attendees must register in advance.*

## MAY SOCIAL EVENT AXE THROWING



May 19, 2022  
6:30 PM

**LIMITED TO 20 PEOPLE**  
**PLEASE ARRIVE 15 MINS EARLY**

**Individual Axe Thrower – \$50.00**

**CANCELLATION POLICY**

Bookings subject to a 2-week cancellation policy

**CLOSED-TOE SHOES REQUIRED**

Let's keep those feet safe

**FOOD & BEVERAGE**

Available onsite at your own cost

## THANK YOU TO EVERYONE WHO ATTENDED OUR EVENTS



*March Membership Meeting,  
Michael Clark with Raymond James  
discussed Current Economic  
Trends and Markets*

*Conceptual Estimating Class,  
hosted by Rob Bauer and  
Trevor Hamilton.  
Introduction to Conceptual  
Estimating principles*



## ARE YOU YOUR OWN WORST ENEMY?

### **Four common practices that result in detrimental outcomes**

No one wakes up and thinks, "How can I make an unmitigated disaster of this project? And, most importantly, annoy my best customer?" Yet, construction leaders regularly make errors that serve to irritate their customers. Certainly, customers can be frequently fallible as well. They do things that can adversely impact the contractor, such as using unrealistic budgets, creating impossible timelines and overstaffing a project with trades people. In an era in which everyone can Google an immediate answer, plenty of projects have fallen off the rails because of dashed expectations. And plenty of blame can fall to the contracting team. Some of a contractor's most common and seemingly innocent activities can have far-ranging consequences that aid in the erosion of customer confidence. As a result, the customer is often left scratching their head and thinking, "And they wonder why I bid them against five or six competitors?" The following are some of the most common actions that result in the most detrimental outcomes.

#### **1. Overpromising a Underdelivering**

The classic oversell. Would you expect a salesperson or business development professional to do anything but look like a bobblehead doll in the customer's office during a sale? Does your company have this? "Certainly." Do you have this, too? "Absolutely." This is not to cast aspersions on salespeople but, rather, to refocus a company's internal efforts to adequately deliver value. For instance, the most common reason that an operational team fails to meet the expectations of a customer is that they are unaware of a scope change sold by a salesperson. This type of failure lies solely at the feet of the firm's preconstruction process and the proactive transfer of critical information.

#### **2. Blaming Other Teams**

"We'd be finished already if it wasn't for your stupid (project role or job title) and their (awful work or botched timeline)." So, the customer hired a dud. Well, they hired you too. This is not to disparage the work done by other teams, but to point out the uphill battle that a contractor creates when attacking the problem along this front. Owners and customers can become sensitive and defensive when their decisions are attacked, particularly by someone who is inevitably asking for more money because of that poor progress. The same could be said for a general contractor and when a trade partner is critical of another (e.g., "Your electrical contractor is pathetic:"). This is not to deny that there are sometimes underperforming construction professionals in all facets of a project. However, it is likely a more effective plan to avoid this awkward conversation altogether.

#### **3. Presenting Only Problems**

When you bring your car in for service, and the mechanic strolls into the lobby to tell you about the many things wrong with it (read: exactly how much money you will be shelling out

*Continued on back page*

## PCEA-ORLANDO Officers & Board Members

**PRESIDENT** - Don Rolfe, *Balfour Beatty Construction*

**PRESIDENT ELECT** - Chris Joyce, *Tharp Plumbing Systems*

**1ST VICE PRESIDENT** - David Colvin, *Landreth, Inc.*

**2ND VICE PRESIDENT** - Christina Kanhai, *PCL Construction*

**TREASURER** - Alfredo Barrott, *ADB Building Solutions, LLC*

**SECRETARY** - Kelly Garcia, *Ver-Tex*

**NATIONAL DIRECTOR GOLF COMMITTEE** - Chris Rudd,  
*Comfort House*

**PAST PRESIDENT** - Shane Russell, *Steel Fabricators*

**BOARD MEMBER** - Timothy McLaughlin, *Hoar Construction, LLC*

**BOARD MEMBER** - Cooper Chesebro, *PCL Construction*

**BOARD MEMBER/NATIONAL PCEA VP** - Trevor Hamilton,  
*Hensel Phelps*

**BOARD MEMBER** - Jeff Albright, *Southmost Drywall*

**BOARD MEMBER** - Rob Allen, *Austin Commercial*

**BOARD MEMBER** - Cornelius Benton, *Structural Technologies*

**BOARD MEMBER** - Kay Fitzsimmons, *Solutions Period Group*

**ADVISORY BOARD -**

Curtis Yoder, *UWS*

Rob Bauer, *Cost Construction Services*

Art Higginbotham, *WDI*

Patti Eaves, *Plans & Specs Reprographics*

## ANNUAL SILVER SPONSORS

PCEA would like to thank all our sponsors  
for supporting us throughout the year.



**THARP**



**PLANS & SPECS  
REPROGRAPHICS**

...and **STAND OUT**  
DIGITAL PRINTING

# COMPANIES REPRESENTED BY MEMBERSHIP

ADB Building Solutions, LLC  
 Advanced Millwork, Inc.  
 Aireko Energy Group  
 Argos USA  
 Austin Commercial  
 Atwell Group  
 Balfour Beatty Construction  
 Baker Concrete  
 Barton Malow Company  
 Boys Electrical Contractors, Inc.  
 Builders FirstSource  
 Cemex/New Line  
 Clancy and Theys Construction Co  
 Coastal Construction  
 Comfort House, Inc  
 Construction Cost Services  
 Conti Federal Services  
 Cornerstone Construction Services, Inc.  
 Del-Air Heating and Air Conditioning  
 Design Communications, Ltd.  
 DMI Inc  
 Emcor-MSI-Mechanical Services  
 Energy Air, Inc.  
 Estimating Excellence  
 Ferguson Enterprises  
 Freyssinet Inc.  
 Greco Aluminum Railings USA  
 Greer Tile Company  
 Harmon, Inc.  
 Hartford South LLC

Hensel Phelps Construction Co.  
 HJ Foundation  
 Hoar Construction, LLC  
 Interior Specialties, Inc  
 International Flooring, Inc.  
 JK2 Construction  
 JK2 Scenic  
 Keller North America  
 KMI International  
 Landreth, INC  
 Maschmeyer Concrete  
 Mechanical Services of Central Florida, Inc  
 MLC  
 Modern Plumbing Industries, Inc.  
 Modernfold  
 Nash  
 Owen Electric  
 PCL Construction Services, Inc.  
 PeakCM, LLC  
 Pella Corporation  
 Percopo Coatings Company, LLC  
 Plans & Specs Reprographics, Inc.  
 Plummer Painting Company  
 Preferred Materials  
 Private  
 Randall Companies  
 Randall - Electrical Division  
 Randall Mechanical  
 RBmarks Construction  
 S.A. Casey Construction

Scorpio  
 Service Complete Electric  
 Sherwin Williams  
 Southmost Drywall  
 SPEC Contractor Services, LLC  
 Sunbelt Rentals  
 Superior Rigging & Erecting Co.  
 Steel Fabricators, LLC  
 Structural Preservation Systems, LLC  
 Structural Technologies  
 Supermix  
 Terracon  
 Tanderen  
 Terry's Electric  
 Tharp Plumbing Systems Inc.  
 The Plummer Painting Company  
 TLC Engineering Solutions  
 Tri-City Electric  
 United Forming, Inc.  
 United Wall Systems  
 Ver-Tex Construction  
 WELBRO Building Corporation  
 West Orange Construction Services  
 Williams Company  
 Willis Construction Consulting Inc.  
 Yates Construction  
 Zaho Global Enterprise

**NEWSLETTER DESIGN/PRODUCTION**  
 Alma Rivera, *Plans & Specs Reprographics*

ARE YOU YOUR OWN WORST ENEMY? – Continued from page 3

for the fix), everything on the list echoes like the sound of a cash register. New mufner, cha-ching. New battery, cha-ching. And the list is long. Now consider how you and your team deliver bad news to the client. Of course, no one expect perfection, and no customer can blame the contractor for the weather interruptions, permitting snags, supply chain issues, etc. But in the way you deliver news to clients, are you presenting only problems? The way in which you present information matters to the outcome. Consider the chart on the right. Do your project managers or superintendents approach the client with the list of problems complete with solutions? Most of the scripts (at right) above seem intuitive for best-in-class organizations. However, it's easy to fall prey to a victim mentality, especially when pressured to provide results. Consider training associates to be conditioned to propose solutions rather than lamentations.

#### 4. Shuffling Resources

The superintendent shuffle is a dance that is sweeping the nation's construction sites. You get to the final 10% of the project, potentially the close-out and punch list phase. This appears to be the moment in which companies make a staff change. What better time, right? During the most critical time on a project – and when the client is hyper focused on performance and leadership – someone decides to reposition that field leader to the new project breaking ground. While most firms do not have a deep bench of field leaders, which is the reason for this shuffle in the first place. Regardless, think of how frustrating it is for the customer to see the field leader they've been married to for the project's duration just depart during the home

Instead of saying ...	Try saying ...
"It snowed/rained for a week, so we are behind schedule."	"You know we had bad weather – here are two potential recovery schedules for you to choose from."
"The item you listed in your specification is 10 weeks out."	"You probably know that supply chains are stressed, so here are three different options that are more readily available."
"Your vendor damaged my ceiling/wall/pavement/etc. Pay me."	"Before your vendor comes to the site, let's have a pre-work meeting to set expectations so no one gets hurt."
"Hey, the city/state/county won't give me a permit. What do you want me to do? Also, you now owe me more money since my crews are idle."	"We did some digging before we won the award, and it appears the municipality is backed up. That said, we also received permission to begin demolition or rough excavation."

stretch. Often, firms languish in this phase, leaving the customer to wonder, "My job can't seem to cross the finish line and you thought it was a good idea to change the leader now?" Organizations must institute a proactive exit strategy that takes this last 10% seriously. This is the most important phase of the project in your customers' minds. The construction universe has plenty of challenges that impact projects. The main lesson to learn is that best-in-class firms come to the table with proactive solutions and do not exacerbate tenuous situations with self-inflicted wounds.