



New Haven School Change
NEW HAVEN PUBLIC SCHOOLS

Robert H. Lynn
Director

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August 18, 2016

Please find my nomination ballot for Carolina Cudemus for AGC/CT Project Manager of the year. Carolina exceeds all of the judging criteria for the award, and continuously strives to better herself as a contributor to our industry.

Carolina has been the Deputy Director of the New Haven School Program for 7 years; she has directly led various teams of Design and Construction professionals in completion of 12 schools and participated in the completion of another 24. Carolina holds a BSCE with an MBA and continues to pursue her practice of collaborative design and construction. She recently obtained her Design Build Certification and was also selected by the American Arbitration Association as a Higginbotham Fellow, a distinguished selection for high performing professionals in several industries who show a future in alternative dispute resolution. She participates in CT organizations, such as the PWC and was elected to the 2016 CI Board of Directors.

Carolina Cudemus, MBA, DBIA, AAA Higginbotham Fellow

SENIOR PROJECT MANAGER

DEPUTY DIRECTOR - NEW HAVEN SCHOOLS CONSTRUCTION PROGRAM

GILBANE BUILDING COMPANY

With over 20 years in the construction industry, Ms. Cudemus is the current deputy director for the largest school construction program in the country, the New Haven Schools Capital Program. In this role, she leads and manages projects from inception to occupancy and final closeout. Ms. Cudemus's responsibilities include the supervision of the internal program manager staff, multiple design and construction teams as well as the owner's direct consultants to successfully deliver concurrent projects. Scope of services provided include programming, cost, budget, schedule, commissioning and adherence of projects to the Client's vision.

Ms. Cudemus has extensive experience in the management of the design process, management of construction professionals and direct construction management. She is passionate about the implementation of an integrated collaborative approach to design and construction, as applicable to the public sector. Her leadership style has been successful in creating a higher level of collaboration in project execution that is beneficial to all members on the team. Ms. Cudemus is a certified Design Build Institute of America Associate and has recently been selected by the American Arbitration Association as a Higginbotham Fellow.

Prior to joining Gilbane, Ms. Cudemus worked with a general contractor as a project manager for public, federal and private projects.

Ms. Cudemus hold a bachelor's degree in civil engineering and a master's degree in business administration. She is a certified Associate of the Design Build Institute of America, a 2016 AAA Higginbotham Fellow and OSHA certified.

Ms. Cudemus is an active member of the Construction Institute Program Committee, the Connecticut Association of General Contractors Education Committee, Professional Women in Construction Award Committee, and an Associate Member of the American Bar Association. She currently serves on the Board of Directors of the Jewish Community for Living, a not-for-profit with a focus on adults with disabilities.



QUALIFICATIONS | EDUCATION

- › MBA/Management/University of Hartford
- › BS/Civil Engineering/Christian Brothers University
- › American Arbitration Association
2016 Higginbotham Fellow

PROFESSIONAL ORGANIZATIONS

- › Construction Institute Program Committee
- › CT AGC – Education Committee
- › CT Professional Women in Construction – Awards Committee
- › ABA – Associate
- › JCL – Board of Directors

AWARDS/RECOGNITIONS

- › 2006 Thomas & William Gilbane Project Achievement Award for New Haven Schools
- › CBC – Project Team Award – John S. Martines PK- School
- › CBC – Project Team Award – Clinton Avenue School – Honorary Mention
- › Society of Hispanic Professional Engineers Regional Leadership Council

LANGUAGES

- › *Bilingual* - English and Spanish

Project Manager of the Year Nominee

Wayne Czarnecki, Enterprise Builders, Inc.

- Wayne Czarnecki has been with Enterprise Builders for 12 years, coming from an architectural firm, he was able step into the role as Project Manager with ease. Wayne has completed over forty (40) projects totaling over \$120 Million as he continues to grow. Wayne works diligently for his project owners to keep the projects on track and bring it to a conclusion. He commits himself 100% to a project to provide the best service to his clients. He represents Enterprise Builders by expressing motivation and teamwork in all aspects of his position. He has taken on a leadership role within the company to assist in enhancing the services that the company provides.

AGCCT Industry Recognition Awards / Project Manager Category

John Gemetro, O&G/Tutor Perini Joint Venture, Project Manager

John Gemetro is the Joint Venture Project Manager, directing construction of the I-95/I-91/Route 34 Interchange in New Haven. Described by Governor Malloy as "the largest and most complex transportation renewal initiative ever undertaken in the state," under John this six-year project will conclude ahead of schedule and on budget in November 2016.

John's duties include overall coordination with other general contractors and corporate interactions with ConnDOT.

Over 39 years he has managed challenging heavy/civil projects on Routes 7 and 8, I-84, I-91 and I-95 and high-profile projects like Church Street Extension over New Haven Railyard and Founders Bridge/Riverfront Recapture, Hartford.

100 WORDS

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Justin Gill
Manafort Brothers Incorporated
Nomination for 2016 Project Manager of the Year

I would like to nominate Justin Gill as Project Manager of the Year. As Manafort Brothers Incorporated's Design/Build Manager, Justin Gill successfully managed the State of Connecticut Department of Transportation's first ever Design/Build Highway Project for Accelerated Bridge Replacement of four bridges between exits 2 and 5 on Route 8/25 north and southbound lanes in Bridgeport, CT from the estimating process through project management. Working with the CTDOT, Engineers and Manafort's Subcontractors including designer, WSP/Parsons Brinckerhoff and an outstanding team of Manafort employees, Justin managed and coordinated this massive undertaking of two week closures to demolish 16 spans of existing bridge and replace them with a filled roadway and 6 spans of new superstructure. Justin was attentive in identifying processes which could be improved upon along the way, resulting in the Southbound bridges being completed a day early and the Northbound bridges being completed 3 days early. See attached article for more information on the project.

Submitted by: Ellen S. Bridgman, ARM, Risk Manager
Manafort Brothers Incorporated

Design/Build PBU

MANAFORT BROTHERS IS ON CONNECTICUT'S FIRST DESIGN/BUILD HIGHWAY PROJECT. BY RUSS GAGER

Driver complain about poor highway infrastructure, but they do not like being rerouted when it is being improved. So the Connecticut Department of Transportation (CTDOT) decided to accelerate replacement of four bridges on Route 8/25 in Bridgeport, Conn., by using the accelerated bridge construction (ABC) technique coupled with the design/build project delivery method for the first time and having the general contractor of the project, Manafort Brothers, prefabricate bridge components. This will limit long-term lane restrictions for bridge construction to two two-week periods.

Through this program, Manafort Brothers and its team of engineers and subcontractors are reducing 16 spans of elevated bridges to six. "The project has been an invaluable opportunity for us and all parties involved," Manafort Brothers Heavy Highway Department Manager Justin Gill maintains.

"Being the pilot design/build for this project has required that our team, including the owner, navigate some uncharted water together in an effort to set the tone for future design/build projects," Gill continues. "That presents its own set of variables, and we constantly double-back to ensure that we don't have any oversights. I think so far our design partner, WSP|Parsons Brinckerhoff, CTDOT and Manafort Brothers have done a good job of that."

Manafort Brothers - Bridgeport Route 8/25 Bridge Replacement

www.manafort.com

• Construction cost: \$348 million

• Location: Bridgeport, Conn.

"We took CTDOT's base design and modified it to our approach for the project."

- Justin Gill, heavy highway department manager



» Longitudinal closure pours placed after the bridge units are installed create a continuous concrete deck.



Weathering steel beams are being used on the new bridge in place of concrete beams. The two steel beams are fabricated with an integral concrete deck to form a double tee section. Narrow longitudinal closure pours placed after the PBUs are installed connect the PBUs to create a continuous concrete deck. Four prefabricated bridge units (PBUs) are being used per span. The first of those two-week closures is

scheduled for June, during which crews be working 24/7 to complete their work. The southbound traffic will be redirected the northbound side of the highway so both directions of traffic are on one side the highway.

Then for the second closure in July, the same will be done on the newly constructed side of the highway. At any time during the two-week closures, two lanes of traffic

southbound and three lanes northbound will all be on the same side of the highway. CTDOT estimates that without the ABC method, the bridge replacement – which began in June 2015 – would have taken two years and required several stages of construction that would have resulted in reduced vehicle capacity. Instead, it is scheduled for completion in September.

Prefabrication Preparation

Eleven months of prefabrication and preparation has been required by a whole team of Manafort employees and several subcontractors to lead up to that two-week closure.

Eight spans of the previous bridge built in 1973 will be demolished, three cast-in-place retaining walls had to be built, the bridge components prefabricated and 40,000 cubic yards of fill put in place. The fill was required to eliminate 10 of the existing spans on the Lindley St. bridges that are currently seven spans in both the northbound and southbound direction. The Lindley St. structures will be reduced to two spans and the fill required to do this will be supported by the new retaining walls.

Additionally, an existing 600-foot-long metal bin wall-type retaining wall is being rehabbed with a combination precast and cast-in-place wall. Some of the existing concrete piers had to be rehabbed prior to placement of the PBUs. An existing back wall will be removed and an integral back wall installed in its place.

"Part of the challenge was to develop a design that reflected the amount of work we had to perform in such a condensed time period," Gill says. "With our design partner, WSP|Parsons Brinckerhoff, we were able to balance a creative design that met the needs of CTDOT, with productive elements that would allow our field personnel to meet the time constraints."

The First Time

The Route 8/25 bridge replacement is the first design/build project CTDOT has done and one of the few projects where ABC techniques have been chosen. Manafort Brothers was selected for the design/construction contract in a best-value design/build proposal process in which price and technical approach were scored and used to select the proposer that offered the best value.

The award was made to the design/build team with WSP|Parsons Brinckerhoff in May 2015. Manafort and WSP|Parsons Brinckerhoff were brought in at about the 60 percent design stage of the project and tasked with completing the design of the project while commencing construction operations concurrently. "We took CTDOT's base design and modified it to our approach for the project," Gill recalls. "Among other things, we modified the size of the PBUs to fit our plan for the rest of the project."

The PBUs were assembled as a complete bridge structure at a yard along the highway approximately 3,000 feet from the bridges. During the two two-week periods, the completed bridge spans will be disassembled and trucked down local and frontage roads to the bridge location.

Placing the PBU concrete during the late fall and early winter of 2015/2016 was eased by unseasonably warm weather. All the PBU

concrete was placed before the first snow of the season. Some heating of the concrete still was required, but less than would have been required in a typical Connecticut winter.

Key players contributing to the success of the Route 8/25 bridge replacement were the design partner WSP|Parsons Brinckerhoff, Construction Manager Jim Bailey, Construction Superintendent Mike Dumphy, Project Engineer T.J. Susco and Quality Control Manager Jesse Jezek.

The Route 8/25 bridge replacement project requires the contractor to have a robust quality control program and a full staff of quality control professionals including a quality control administration, a quality control manager for construction and a quality control manager for design. Manafort Brothers is responsible for the design component of the project and also key elements of the project that the company chose to self-perform, including construction of the PBUs, retaining walls, earthwork and demolition of the existing structures.

Gill attributes the success of the project "to the talented and dedicated professionals that we have involved from Manafort Brothers and WSP|Parsons Brinckerhoff. Our experienced construction professionals combined with the engineering expertise that WSP|Parsons Brinckerhoff brings to the table has made for a great team. Manafort's diversity and the involvement of our highway, demolition and structural concrete divisions allows us the ability to self-perform the key components of the project." ♦

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**Congratulations to Manafort Brothers
on their many years of success.**

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The AGC of Connecticut
2016 Construction Industry Recognition Awards & Dinner
Project Manager of the Year Nominee – Dan Hetzler

DANIEL G. HETZLER

Dan Hetzler holds BS in Civil Engineering from San Jose State University, OSHA 30-Hour certification and extensive LEED knowledge, having completed the LEED Gold certified \$29 Million Taft School Dining Hall. His construction career spans over 20 years and he has been with O&G Industries for more than 12 years. A Connecticut native and father to a college junior, Dan's construction experience bridges the east and west coasts including corporate office, private and public education, as well as research and development space. Previous projects with O&G include the Guilford High School, Greene-Hills Elementary School in Bristol, Oxford High School and the Towers at Merritt on the River in Norwalk. Dan is a well-respected project manager, managing nearly \$450 million in construction projects throughout his career. He manages each project as if it were his own, striving to maximize quality and minimize costs. Likeable to a fault, Dan is detail oriented ~ communicating well with all team members. His knowledge, experience and strong management and communication skills benefits every project.

O&G INDUSTRIES, INC.

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DESCRIPTION OF WHY THIS NOMINEE IS DESERVING OF THIS AWARD

Amar Shamas (PE and LEED accredited professional) is a highly experienced construction executive with over 25 years experience in the construction industry. During his 15 year tenure with Gilbane, Amar has been involved in over 2 million sf of buildings throughout Connecticut in both the public and private sector.

Amar's particular expertise is providing leadership on project's with complex site logistics, phasing and reconstruction challenges. Amar's communication skills and his commitment to representing the best interests of his clients is evidenced by the numerous reference letters written on his performance. Amar is currently managing the \$110 Million addition and renovation of Enfield High School . Following is a quote from a letter written by the Building Committee Chairman on Amar:

"I have never met or had the privilege of working with an individual so committed to the success of a project like Amar Shamas. I know I speak for the entire building committee as well as the Town of Enfield in saying Mr. Shamas has truly made a positive difference with this project. His understanding of the project needs, his personal commitment to its success, and the manner in which he conducts himself with all committee members and Town staff goes beyond our expectations. "

Randy Daigle

Chairman, Enfield High School

Building Committe