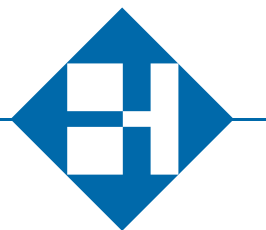


**MOVING AHEAD**  
The First Fifty Years of Haskell

by Alan Bliss, Ph.D.







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## Acknowledgements

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This is a work of historical biography - not of a person, but of an enterprise. *Moving Ahead: The First Fifty Years of Haskell* is an account of the Haskell Company's corporate life, written with the cooperation of its people. In helping an outsider understand the story of a living business, everyone associated with Haskell has been supportive and extraordinarily forthcoming. Company founder and chairman Preston Haskell, and president and chief executive officer Steven Halverson, were generous with their time, candid about their experiences, and have encouraged me to follow this story where the facts lead. I have been sensitive to their confidences, while sharing the routines, the dramas, the intentions and the happenstances that mark the path of a successful, long-lived business. If the result is half as interesting to read as it has been to create, these efforts will satisfy.

Beginning in May, 2014, I conducted thirty-nine formal, recorded oral history interviews relating to Haskell, most with present or former company employees. Each interview is a fascinating story in its own right, and I thank those who shared their experiences with me. In addition, I have spoken informally with dozens of people, within and outside the company. I traveled to Haskell's offices in Atlanta, Charlotte, Beloit, and Columbus, learning the history of companies who have joined the integrated twenty-first century Haskell enterprise. The research for this account has included a study of the history of the construction industry and its relatively new (but burgeoning) subfield, the design-build sector. A 1990 company history, *On Target: The First Twenty-Five Years of The Haskell Company*, by Jules Wagman, helped orient me to Haskell's early years, and gave me a useful perspective on the growth of the company and its industry. I thank Jules Wagman for permission to re-state quotations from interviews that he conducted.

The archive of formally recorded interviews conducted for this project are now preserved at Haskell. With cheerful efficiency, Beverly Chapman transcribed the majority of the interviews, and provided research help, for all of which I am grateful. Others who have contributed helpfully to the project include Bryan Higham, Diane Dombrowski, Deborah Hendrix, Jim Crooks, Beth Stubbs, Melissa Kelly, Luke Romer, Martha Oakey, Imogene Spears, Sally Anderson, Judy Buckner, Dave Balz, and Stacy Ferguson. The dozens of individuals who took time for informal, but helpful conversations with me have my thanks.

I owe special thanks to Margaret Akra "Maggie" Bulin, who knows Haskell as no one else does. She has introduced me to dozens of the company's present and former employees, clients, and colleagues. She scheduled meetings and arranged my travel to Haskell's branch locations. She answered questions, small and large, and has run down facts that required checking. She does everything with patience, grace, and good humor.

Foremost, my thanks go to Preston H. Haskell for inspiring and commissioning this fifty-year history of the enterprise he founded. He cooperated with this project graciously and unstintingly, through seven formal interviews and numerous less formal exchanges. I have learned much from him, and from the many people with whom I have spoken who have experienced his keen intellect, visionary leadership, and exemplary professionalism.

Alan Bliss  
Jacksonville, Florida

## Introduction

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The Haskell Company's first fifty years parallel a half-century of changes in America's economy. Since the 1960s, manufacturing in the U.S. declined, while American workers became more globally integrated. Instead of industrial output, the consumption of goods and services became a crucial measure of American economic health. In this environment of disruptive change, countless businesses have withered and disappeared, shuttered or been subsumed by mergers. Haskell survived, grew and prospered. While sticking to its industry and to its organizing principles, it has reinvented itself in successive stages. With each stage in its evolution, the company expanded on its skills and capabilities. Fifty years later, it is sophisticated beyond anything suggested in its origin as a small Jacksonville-based construction and engineering firm.

Certain consistent practices and behaviors run through the company's history. Haskell has innovated both strategically and tactically (and often fearlessly). It has integrated new services in the pursuit of better and more comprehensive performance and competitive advantage. It has adopted, adapted to, and pioneered imposing technological changes. The company has striven, not just to stay relevant but to arrive, early and prepared, in the markets and sectors where clients need its services. It has cultivated its people so as to ensure its future. In a universe of companies that talk earnestly of the importance of their people, the Haskell Company walks the walk. An emphasis on values and integrity runs throughout the organization. It strenuously promotes teaming across professional disciplines, making the company nimble, creative, resilient, and entrepreneurial. Finally, it has consistently placed high value on its outside relationships.

By keeping its commitments, no matter how ambitious or costly, Haskell shows its customers that they are its

priority. As a result, existing customers are routinely the source of new business. If customers' needs change, the company evolves to meet those needs, and to undertake more ambitious commitments. The chapters that follow show how the people of Haskell have lived those practices, and the values that reinforce and sustain them.

The Haskell Company's company history is more than a road map to its past. Placing the firm into larger historical context at critical points illustrates the pattern of innovation and the culture of entrepreneurship that defines it. Even though the company is in many ways atypical, this study is attentive to Haskell's role in American industry, and its connections to the lives of Americans more broadly. In recent decades, those connections have become international, which is characteristic of enterprises intent on competing in the globalizing twenty-first century economy.

Chapter 1 describes Haskell's origins, and introduces company's founder, Preston Haskell. The company was early to adopt new technologies, deploying them ingeniously while exploring more comprehensive ways to deliver construction services. Creativity and sophisticated innovation were part of Haskell's foundational culture. So too were nimbleness and customer service – traits that enabled Haskell to compete against far larger and more established firms.

Chapter 2 takes Haskell through the events of the first ten years, as the company perfected and strongly promoted design-build project delivery, and moved from residential toward nonresidential markets such as distribution centers, light manufacturing plants, and shopping centers. The company's growth paralleled that of its industry and clientele, and the firm innovated to achieve greater efficiencies, through such things as

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[www.haskell.com](http://www.haskell.com)



tilt-up construction methods. Haskell faced profound economic dislocations following the Arab oil embargo of 1973, as well as market and regulatory changes. The company joined much of American industry by moving away from union labor, and by establishing an internal system of secure employment for skilled workers.

In Chapter 3, Haskell continues its push for greater productivity in construction, and expanding the concept of integrated design-build services. The company continued delivering larger projects, including an innovative new facility for American Transtech. Designed and built on an extraordinarily ambitious schedule, it was the largest job in the company's history to date, and demanded more of the staff than had anything before. Along with strengthening confidence in its design-build model, the company increased development of its internal capabilities, such as steel fabrication, while more thorough cross-disciplinary collaboration resulted in improved project delivery performance. In 1986, Haskell designed, built, and occupied its new Jacksonville headquarters on the banks of the St. Johns River. Also during that decade, Preston Haskell campaigned successfully to bring the design-build delivery model to public sector projects, where tradition and legal obstacles had impeded its practice. By winning important new business from national companies, Haskell extended its geographic reach across the U.S.

Chapter 4 situates the company at twenty-five years of age. Haskell's people have established a record of business accomplishments, successful projects, as well as a reputation for civic and social responsibility. The company's offices display vivid abstract art, reinforcing an aesthetic sensibility and illustrating Haskell's culture of creativity in architecture, engineering and design. The iconic enclosed pedestrian overpass spanning Interstate 95 in Jacksonville showcased the

capabilities of design-build as practiced by Haskell's interdisciplinary teams. In addition to entering new markets, such as healthcare, the company continued to aggressively foster design-build through legislative initiatives, and Preston Haskell spearheaded establishment of the influential *Design-Build Institute of America*.

Chapter 5 recounts one of Haskell's most substantive changes, the arrival of Steven Halverson as President, and soon after as CEO. Preston Haskell had been the visionary in the company's development, and in cultivating the field of design-build project delivery. Halverson then developed Haskell organizationally, building on its culture, honing its strategy, developing its people, and strengthening its balance sheet. Halverson's arrival occurred as the design-build field broke through construction industry perceptions that it was a niche specialty. Instead of representing an "alternative" method of project delivery, at the beginning of the twenty-first century design-build had entered the mainstream. Haskell had led the change. It would be Halverson who would take the company to the next levels.

In Chapter 6, the aftermath of September 11, 2001 surprised many with a transition to a rising economy. Haskell's projects and revenues grew, while the focus on high performance strengthened profitability, though the leadership first had to negotiate a crisis in surety markets. A pivotal conversation with a major customer, *Frito-Lay*, pointed to Haskell's need to integrate process engineering and industrial procurement with design and construction, and crucially influenced its strategic planning. Halverson initiated a series of actions aimed at strengthening human development across the company. A 2006 jobsite accident reinforced Haskell's aggressive approach to safety and the company's commitment to the well-being of its people.

Chapter 7 looks at the effects of the Great Recession that began to unfold in 2008, and disrupted businesses around the world. The ensuing financial crisis was the worst since the Great Depression, and the most challenging passage in the company's experience since the mid-1970s. Haskell's strong finances enabled it to survive and emerge positioned to advance its integration strategy through acquisitions.

Chapter 8 focuses on the four independent companies that have recently joined Haskell – the Atlanta-based *E<sup>2</sup>M*, *Seiberling Associates*, of Beloit, Wisconsin, *H.R. Gray*, headquartered in Columbus, Ohio, and *FreemanWhite*, in Charlotte, North Carolina. Each firm has its own rich history, which factored into the way they fit with Haskell's strategy and culture. The Haskell that has resulted from these additions is an organization with engineering, procurement, and construction (EPC) resources and capabilities that, in toto, exceed the sum of its parts. Consolidating those resources positioned Haskell to work at the next level.

Chapter 9 places Haskell in the context of its fiftieth year. The company continues to grow its capacity to perform highly sophisticated work, and realizes increasing benefits from its ongoing program of human development initiatives. Haskell distinguishes itself from companies in its industry as well as from firms of comparable size in other industries. In ability and ambition, the twenty-first century iteration of the company increasingly reflects the global markets in which it competes.





## Chapter One

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Preston H. Haskell III, born in 1938 in Birmingham, Alabama, is professorial, courtly, genial, urbane, and dignified, a man of palpably acute intelligence, with a sometimes deceptively owlsh demeanor that suddenly gives way to an incisive manner. He formulates responses as he listens, organizes his thoughts in list form, then discusses them in paragraphs. He came to Jacksonville in 1962, after an Ivy League education in engineering and business, and worked for the next three years for a leading builder, as a project superintendent, a project manager and as a vice-president. The company that he then founded, bearing his name, reflects Haskell's background in many ways.

Haskell's father was a business executive who eventually founded his own company. He and his wife modeled civic involvement and entrepreneurship, as well as educational achievement. Early on, Preston knew that he wanted to be in the construction business, and earned a bachelor's degree in civil engineering at Princeton. Beginning at age 16, Haskell worked summers for the Birmingham-based Daniel Construction, one of the South's largest such firms. In addition to gaining exposure to field construction practices as a laborer and carpenter's helper; he worked as a field engineer and office clerk, and became interested in cost-controls and accounting.

From Princeton, Haskell went directly to Harvard, earning a master's degree in Business Administration. His concentration was on finance, accounting and taxation, but in his final year he also attended the nearby Massachusetts Institute of Technology. There he studied building engineering and construction, with course work that included computer programming and critical-path scheduling.



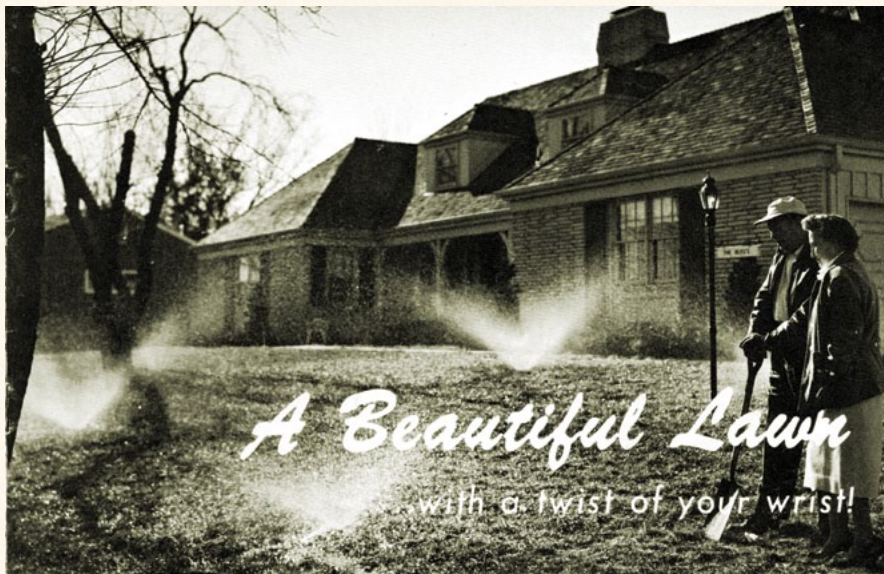
*Preston H. Haskell III, 1960*

A telling example of Haskell's early experience was a college business venture that demonstrated instincts for entrepreneurship and innovation, and foreshadowed his interest in design-build construction. The Southern Lawn Sprinkler Company designed and installed residential irrigation systems during the three summer months each year when lawns required care, and when college students required paychecks.

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***“We were able to get a lot of business and fill up the books for the summer, and get it all done and paid for before we all went back to college.” - Preston Haskell***





Expert design custom-tailors the most efficient system to the individual requirements of your lawn.

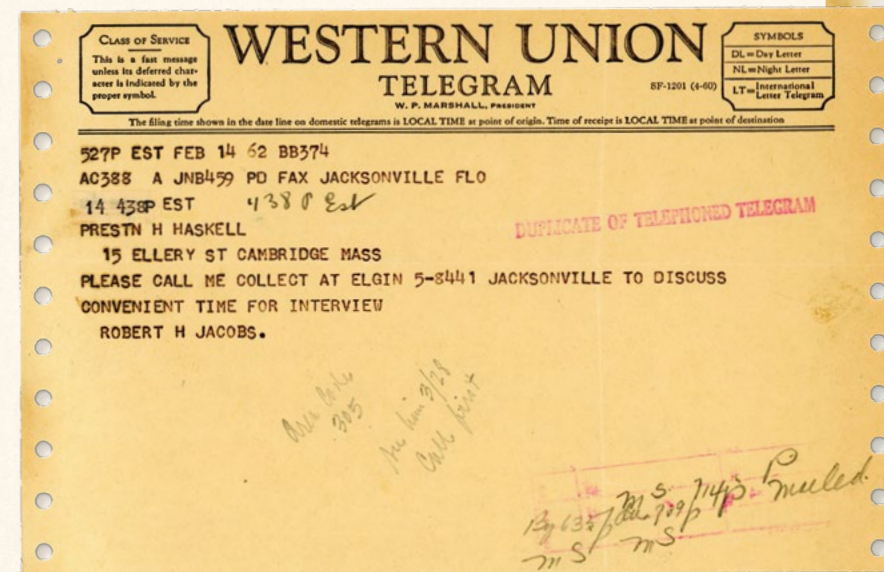
A typical layout might look like this. Note uniform coverage, absence of waste onto driveway.

**Southern LAWN SPRINKLER COMPANY**  
 8 ROCKLEDGE ROAD • BIRMINGHAM 13, ALABAMA  
 PRESTON H. HASKELL, III  
 President



Cover and details from Southern Lawn Sprinkler Company sales brochure (left) and Preston Haskell, valedictorian (above)

Haskell estimated and sold jobs. Then he prepared the designs and specified the parts. He hired fellow college students to perform the installations. "We had a little shop where we preassembled the tees, nipples, elbows and the sprinkler head for each system. All the guys in the field had to do is go put the assembly down. It went very successfully. My selling price was ten cents a square foot of lawn area, and we could usually make about thirty or forty percent gross profit on that pricing model. We were able to get a lot of business and fill up the books for the summer, and get it all done and paid for before we all went back to college."



S.S. Jacobs correspondence (above) pertaining to Preston Haskell's first interview with S.S. Jacobs Company in the form of a telegram and his subsequent acceptance letter, 1962

In September 1962, Haskell moved to Jacksonville and began working for the S.S. Jacobs Company, a leading construction contractor headed by the founder's son, Robert "Bobby" Jacobs. Jacobs' offer was attractive, and Jacksonville impressed Haskell favorably. With the support of his wife of eight months, Joan, he joined the Jacobs Company as a project superintendent.

At Jacobs, Haskell first reported to a veteran manager named John Hamilton, who was starting a project to build a new warehouse and offices in Jacksonville for Brundage Motors, the Volkswagen distributor for the southeastern U.S. In a 2014 interview, Hamilton remembered being told by Bob Jacobs to "take Preston and let him be the superintendent." Initially skeptical, Hamilton was soon as impressed as Jacobs had been. "I would have to maybe tone down Preston's exuberance a tiny bit here and there," he recalled with amusement.

May 10, 1962

Mr. Robert H. Jacobs  
 S. S. Jacobs Company  
 Box 4217  
 Jacksonville 1, Florida

Dear Mr. Jacobs:

Having completed my investigation of other opportunities and given the matter due consideration, I am pleased to accept your offer of employment as discussed during my visit on March 28.

As I understand it, the major terms of my employment will be the following:

1. I shall begin work on or about September 15, 1962 in a field construction capacity.
2. I will be accorded liberal opportunities for future growth and advancement - consistent, of course, with your assessment of my performance and the company's circumstances.
3. Starting salary will be \$750 per month.

I shall appreciate your advising me of any additions or corrections to the above. For example, I am wondering whether the company will pay moving expenses.

Needless to say, I am very much looking forward to joining your company and feel that I have a challenging career ahead. I am grateful for your making such an opportunity available to me, and give you my every assurance that your confidence in my potential will be fully vindicated.

With warmest regards.

Sincerely,

Preston H. Haskell, III



Supervised by Hamilton, who was simultaneously leading other projects, Haskell plunged into every aspect of the Brundage Motors job, which was a design-build project. It was an influential “baptism by fire” for its new superintendent.

The project consisted of a 60,000 square foot warehouse with an attached 13,000 square foot two-story office wing. As Haskell recalled, Bob Jacobs was “ahead of his time in his ability to attract design-build clients.” But, the company lacked the internal resources to perform integrated design-build project delivery. For the architectural design, Jacobs hired Jacksonville architect William Morgan. The mechanical engineering firm was Atlanta-based Newcomb and Boyd, while the structural engineer was another Jacksonville firm, Smith, Hardaker, and Huddleston. There was no strong central coordination among the design professionals, so it fell to Haskell, with oversight from John Hamilton, to reconcile conflicts and to coordinate the drawings that emerged independently from each professional’s office. In addition to coordinating the design phase, he would, as superintendent, be responsible for performing the actual construction. He was then “out there at 7:30 every morning, running the trades, mud on my boots,

handling labor relations, unions, pouring concrete, erecting steel, as well as upstream coordinating the construction documents.”

The architect had designed the exterior walls to be built using “tilt-up” concrete slabs. The slabs were to be poured into forms while flat on the ground and allowed to cure. They were then tilted to the vertical position, aligned and permanently connected. Fabrication of the slabs took place on the job site, rather than in a remote facility. John Hamilton had experience with the practice, but Morgan introduced a wrinkle. The exterior surfaces of the office area would be finished with decorative aggregate, or colored stone. The architect further specified that the aggregate should be of two different colors.

Typically, decorative aggregate was applied on the top surface after the underlying concrete had been poured, and prior to being tilted-up into position. For this job, Hamilton and Haskell innovated. The decorative aggregate mixed with cement was placed first, so that it would be on the face-down side of the slab, using a “retarder” solution to prevent the hardening of the cement. Then the reinforcing steel was placed and the

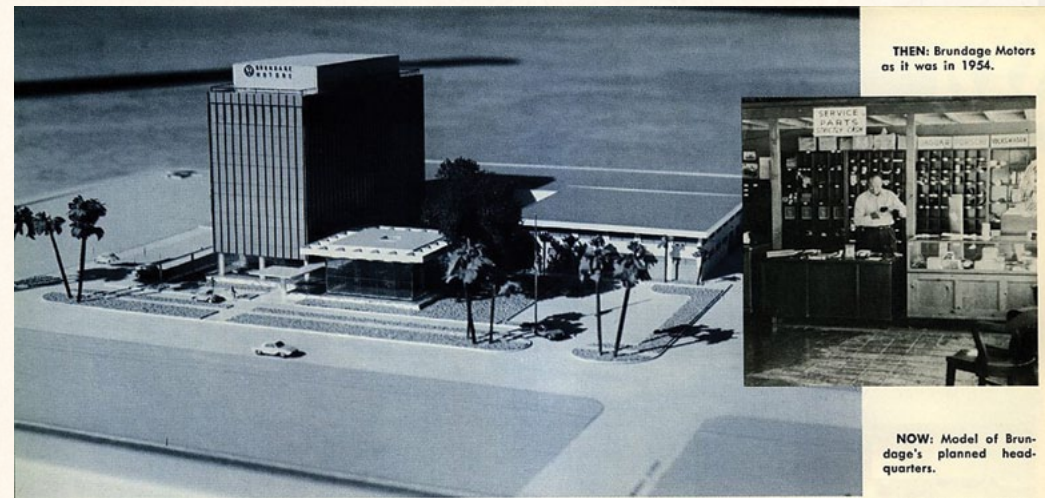
concrete poured for the slab. Ordinarily this process would have created difficulty, because in the two or three days required for curing the slab, the cement around the decorative stone would also have hardened. Hamilton and Haskell accelerated the curing process for the slabs, using fast-curing concrete placed with a high-frequency vibrator, and a steam tent over the slabs. The slabs were tilted up the following morning, and workers immediately began washing the cement away from the aggregate, leaving the exposed stone finish. The process reduced labor, and shortened the time required for construction. As Hamilton recalls, “I had the right man. Preston was eager and loved getting into that. It was something new, something different, and gosh he ate it up . . . Preston was smart, he was extremely knowledgeable, and . . . very, very innovative. He didn’t one time say, ‘don’t you think . . . ?’ He just said, ‘that’s great. Let’s do it!’ I think that attitude carried him over and played a huge part in his success.”

As superintendent on the Brundage Motors project, Haskell observed first-hand the effects of labor union rules in the construction trades. Such rules forbade members of different trades from performing a task (e.g., a carpenter moving a piece of steel) nominally belonging to a worker from another trade - in the example given, an ironworker. The time lost waiting for a member of the privileged trade was costly and frustrating to builders. In one case, Haskell inadvertently broke a rule that only a foreman could issue orders to a union tradesman – not a superintendent. Apparently intending to teach the young superintendent a lesson, a union representative stopped all work on the project for nearly a day. Haskell did indeed draw lessons from that and similar incidents, informing his later policies concerning labor.

As a result of his immersion in the Brundage Motors job, Haskell learned other things that had not been part of his formal civil engineering education. That included

the detailed design of mechanical and electrical systems, an intimate, hands-on experience with the technique of tilt-up construction, and innovating on the job site. Perhaps most influential was Haskell’s work coordinating the architects and engineers. “It fell to me to put it all together and make it work.” Organizing that team animated his idea for a construction business model in which all of the necessary professionals would work under one roof, collaborating on each job from start to finish. Collectively, they would be accountable to customers under one contract. From that concept, the Preston H. Haskell Company eventually emerged.

When Haskell joined the Jacobs Company, the firm had nothing resembling a computer, but a neighboring insurance company owned a mainframe machine. Input was by punch cards. Haskell recalled, “I was able to take that mainframe computer and the punch-card processing and adapt it to CPM, meaning critical-path method scheduling.” John Hamilton recalled his initial



Detail from a Brundage Motors sales brochure featuring an image of Brundage Motors in 1954 and an architectural model of the planned Brundage Headquarters (left)

(Opposite: clockwise from top left) The former Brundage Motors building today, Preston Haskell and John Hamilton visit the site fifty years later, the tilt-up concrete slab walls with aggregate, and colored stone detail





skepticism at critical-path planning. "To me, one huge key point is the day that the structural steel is going to be delivered. Well, you start at that date and you do some backing up and some moving forward . . ." Like his contemporaries, Hamilton saw little benefit to planning around events other than the delivery of steel. But in the years that followed, Haskell demonstrated that critical-path scheduling reduced time and costs, and the practice has become widely accepted.



A 1960s-era IBM mainframe computer

At Jacobs, Haskell moved from superintendent of the Brundage Motors job directly into project management. Following the resignation of his chief operating officer, all of the project managers reported to Jacobs who, due to his immersion in far flung real estate development activities, was often not accessible.

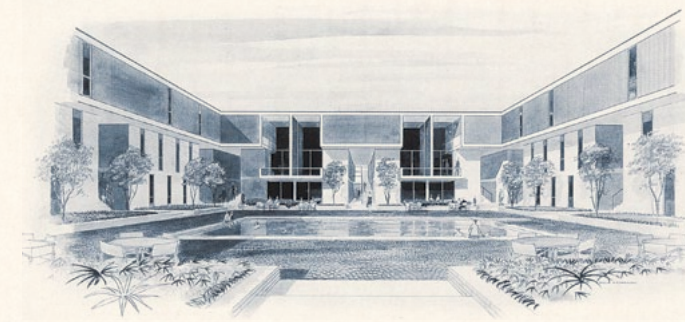
Haskell managed a variety of projects, typically three at any given time. Some were substantial, including another job, a six-story office building for Brundage Motors. Other projects included warehouses and production facilities for paper companies such as Owens Illinois and Continental Can. These jobs were sophisticated, and Haskell rapidly gained experience with differing construction types. In addition, through his work on the *Fletcher Building*, an eight-story office building on Riverside Avenue, he formed a lifelong friendship with Paul Fletcher.

Observing his employer's practices convinced Haskell of certain things, one of which was to keep construction contracting financially separate from other ventures. Real estate speculation is a risky, cyclical business, where the lure of potential profits can lead some investors to become dangerously overextended. Such was the case with Jacobs, who at critical moments financed real estate plays with money from his construction business. That often forced Jacobs to delay payments to vendors and sub-contractors, and to make "creative" arrangements to obtain surety bonds. Haskell determined that this would not happen to any company of his.

Jacobs Construction's star burned bright but fast. Within a few years, its corps of ambitious young project managers left the company, including Haskell, who was the most junior. The exodus resulted in several new firms being founded.

Even before arriving in Jacksonville, it had been Haskell's intent to eventually launch his own enterprise. In 1964, Jacksonville mortgage banker and residential apartment developer Jim Winston formed a partnership to build new apartments on a beachfront property. Haskell had become acquainted with Winston, and in seeking the job for the Jacobs Company, Haskell discovered that a conflict between Winston's partner and Jacobs would prevent the latter from winning the business. "I told Winston, with whom I shared a great deal of my thinking, that I had a great desire to go into business for myself," and proposed taking on the contract. Winston wanted to work with Haskell on the project, and the two reached agreement. In October 1965, Haskell founded the Preston H. Haskell Company.

The apartment project for Jim Winston led to more multifamily business for the Preston H. Haskell Company. The first three jobs in the company's portfolio were residential, the result of the strong



An architectural rendering of the Atlantic Beach Apartments

relationships Haskell had formed with developers such as Jim Winston, Paul Fletcher, and John Massee. However, Haskell was convinced that his strengths lay elsewhere. "I said, I did not want to be a bricks-and-sticks apartment constructor. My real interest was in commercial and industrial construction. It was more profitable, more sophisticated. But industrial projects were more demanding. Number one, if there were processes or manufacturing taking place, those requirements were more sophisticated, required more engineering, more knowledge of and experience with that particular process. Number two, the big industrial companies, the manufacturers like DuPont, had very high standards and they didn't do business with just anybody."

---

***"You didn't just beat them. You beat them by a mile!"*** - Eric Henderson, Covington Industries

In 1967, a college classmate of Haskell's became the company's first industrial client. At a young age, Eric Henderson had taken over his family's business, Covington Industries. When Covington wanted to build a new apparel manufacturing plant in southern Alabama, Henderson contacted Haskell. "I went up

there, looked at the site, and spent a day or two walking through and talking to his personnel at the existing plant and put together a design that I could price out. I learned that he was also getting a proposal from Daniel Construction. When Eric Henderson got my proposal and Daniel's, he called me and said, 'You didn't just beat them. You beat them by a mile!'"

For Covington Industries' 53,160 square foot building, Haskell designed the electrical component. John Cook, a former Jacobs Company colleague who returned to Jacksonville to join Haskell, designed the HVAC. Architect Emilio Zeller designed the building. Preston Haskell managed the construction, while Bert Sheffy, an early employee, was the job superintendent. It was a true design-build performance, with the entire project emerging from the same firm. Haskell says, "What it taught me, along with several similar experiences, was that we were just more nimble, and smarter, and faster, and able to design to a much higher degree of efficiency; design out any unproductive or unessential things." The Covington Industries job was a breakthrough into a different market that also validated Haskell's certainty about design-build as a delivery method, and his company's ability to perform it.

A design-build contractor operating under the Haskell model could offer value to owners in ways beyond just the sophistication of the design and construction. Time is one way. In specific market sectors, timely performance particularly matters. There are hundreds of ways that a job can fall behind schedule through no fault of the contractor, and customers often have little choice but to accept ambiguous excuses from contractors. But to an owner who, for example, is committed to opening a shopping center on a certain date, the urgency of delivery by that date is connected to other events and concerned parties. For lessees, many things must happen before the doors can open. Tenants must install fixtures and merchandise, recruit



and train staff, and order stock so as to assure timely delivery. Grand-opening events must be scheduled, and advertising must be placed. Opening day is the last in a complex sequence of events that hinge on having a completed building by a date certain.

Haskell added value in another way, particularly for customers in the shopping center sector. The Mobile, Alabama-based Mitchell Company, whose typical anchor tenant was a 100,000 square foot Kmart, became a significant customer. As Haskell recalls, “We became very familiar with Kmart’s specifications, what they expected . . . Mitchell would simply turn that over to us. If it didn’t meet Kmart’s specifications the day the store was about to open it was our job to make sure that it did. That is one of the great selling points of design-build - we make the owners’ responsibilities our responsibilities . . . that lifted a huge load off of the Mitchell Company.” The Haskell Company performed nearly thirty projects for Mitchell.

Haskell’s design-build proposals also included a firm commitment to price early in the process. Undertaking all of those commitments - to time, performance and budget - held potential risk, a tolerance for which became part of the company’s culture. What sustained



*Kmart retail center in Boynton Beach, Florida*

that culture, and distinguished The Haskell Company from competitors, was a passion for design and engineering. “Being able to design it to the budget that we were committed to - other people just couldn’t do that,” Haskell reflected. Designers who worked independently of the construction team lacked that passion. They worked from a defensive mindset, over-designing and over-engineering, ensuring that, no matter what happened subsequently, the designer could avoid blame. “They absolutely have no ownership in the financial outcome of the project,” Haskell noted. “They only get a fee for designing it, and have very little incentive to get in there, roll up their sleeves, be smarter, and look at alternative designs and choose the one which is the most cost effective.”

Disruptive innovation that yields efficiency is a strategy for success in many industries. Preston Haskell has been a disruptive innovator, something that has remained characteristic of the company he founded. The Haskell Company designs creatively, engineers with imagination, and executes efficiently, delivering projects of high quality and aesthetic appeal that are economically viable. The core innovation that The Haskell Company adopted and deployed was the design-build method of performing and delivering a construction project.

Emilio Zeller, the architect on the Covington Industries job and many of Haskell’s other early projects, was not an employee of The Haskell Company. However, because Haskell had engaged him, he answered to that company rather than to the project owner. Controlling the architectural design made Haskell a design-builder, differentiated it from other construction firms, and became the focus of conflict with the American Institute of Architects that continued for some years.

In the more traditional model of construction, an owner hires an architect and then a general contractor,

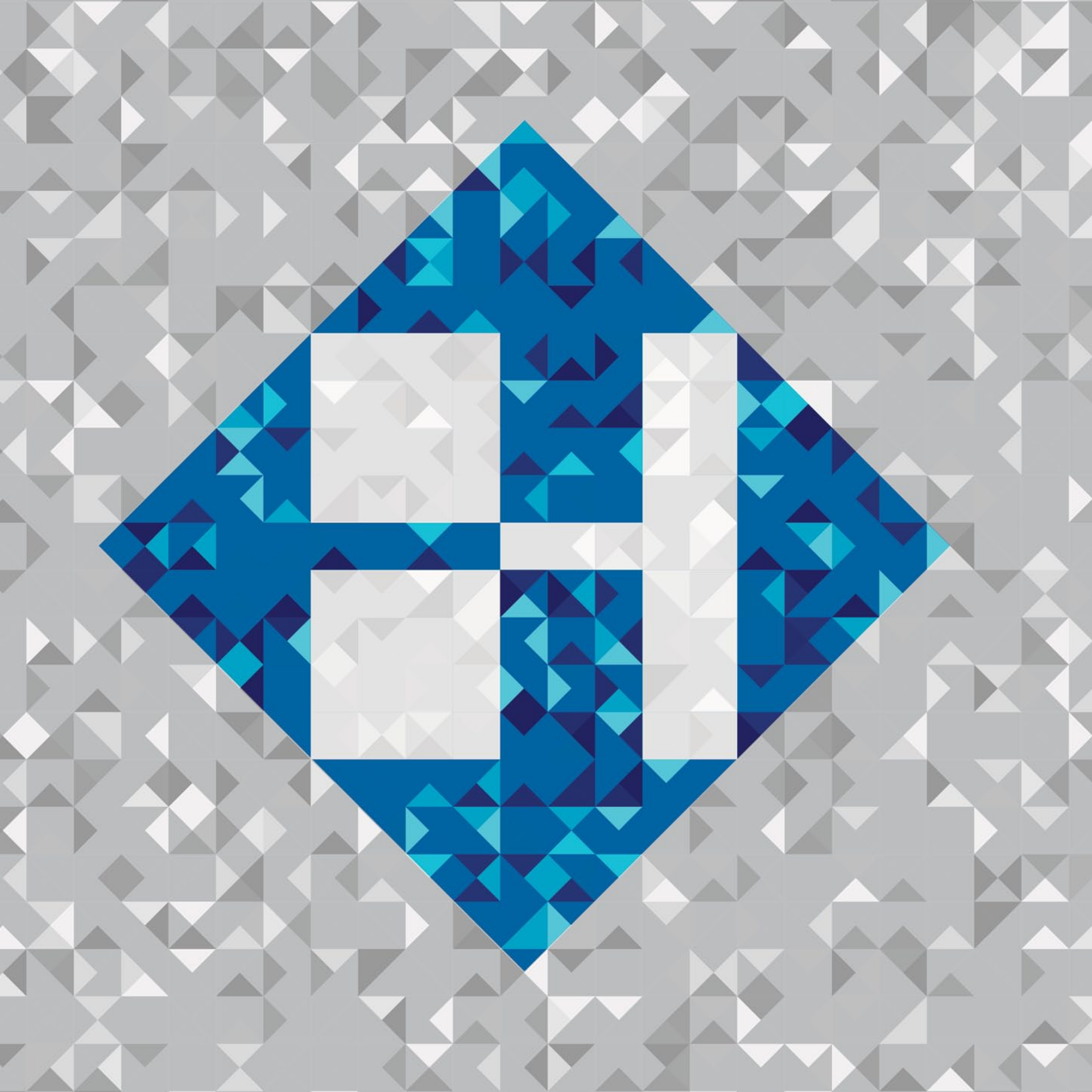
with the architect in the role of representing the owner’s interests. That bifurcation of the principal roles in construction performance took root during the Industrial Revolution, as building methods and requirements became more sophisticated, and demanded greater specialization. Throughout the twentieth century, the pattern of keeping design and construction separate prevailed in both private and public contracting. Owners depended on the skill and integrity of an architect as the prime professional. In theory, the architect would oversee the construction and keep the contractor honest. A contractor who bid the construction according to the documents and followed them would deliver a project as the owner and architect intended. In practice, the relationships among the parties often became adversarial. The strongest position was often that of the architect, who could deflect criticism by pointing out that the other parties had accepted the design. Tension and distrust between designers and contractors became commonplace, with owners easily caught in the middle. Decades of litigation generated a body of case law and judicial precedent, and a growing specialty in construction law. Insurers sold surety bonds to warrant performance, and liability policies to indemnify professionals against damage claims.

Design-build sought to eliminate those conflicts by making one party accountable to the owner. Preston Haskell was an early proponent and became a leading evangelist for the alternative project delivery method, and made it the basis of his company’s business model as a “turn-key” builder. In a 1973 proposal letter, he explained that virtually all of his company’s projects were performed using the design-construct approach, “wherein we provide, with our own staff of in-house architects and engineers, complete design services as well as actual construction.” He then listed the advantages to customers:

- “Savings in time due to the telescoping of design and construction phases.”
- “Dollar savings arising from our intimate knowledge of construction costs and methods brought to bear upon the manner in which the project is designed.”
- “Single responsibility for both the design and construction phases - as opposed to ‘buck passing’ which may arise when two different entities are responsible for your satisfaction with the finished product.”
- “Our ability to guarantee construction cost well in advance of the completion of working drawings and specifications, which obviates your expenditure of large amounts of time and money on working drawings without knowing a firm cost.”

The Haskell Company innovated in such practices as tilt-up construction. The company designed, engineered, and increasingly perfected its ability to build in the field with its own personnel. Self-performing construction brought more of the process under the company’s control, lending confidence that it could deliver projects on time and on budget. The Haskell Company’s reputation became that of making and keeping bold promises. ♦





## Chapter Two

The design-build practices of which The Haskell Company sought to win acceptance evoked the ancient concept of the master builder. What seemed in the 1970s new and threatening to traditionalists was in fact old. Historically significant buildings dating back centuries, such as temples from ancient Greece and Rome or the Middle East, or Europe's great cathedrals, were the products of master builders, who imagined and created a structure, controlling every stage from idea to completed project. The design-builder fulfills the same function. To divide construction into separate design, bid, and build functions, independently performed, is a more recent phenomenon.

Nationally and at the local level, the American Institute of Architects (AIA) was the guardian of design-bid-build and even opposed the idea that an architect could work for a contractor and maintain independence of professional judgment. The public was entitled to expect safe buildings, constructed according to high standards of design and engineering. Customarily the prime professional, the architect was also expected to ensure that construction took place according to the designers' plans.

Critics of design-build also argued that only an independent architect could protect the owner's interest. An architect who could be influenced by a construction contractor might temporize over aspects of the design, or hesitate to challenge deviations from the plans. Ambiguities, incompatibilities and errors sometimes cropped up after construction had begun. The AIA held that it was only the architect who could arbitrate conflicts.

When The Haskell Company hired architects to work directly for the firm, the Jacksonville AIA did not admit them to membership. But a registered architect did

not need AIA membership in order to work, thus the AIA's resistance was symbolic. In 1973, a breakthrough came when Haskell hired W. Stanley Gordon, AIA, and a former president of the Jacksonville chapter. Still, in other states the AIA fought on, the North Carolina organization even winning enactment of a statute that until 1978 barred licensure to architects employed by design-build firms. 1978 was also when Florida allowed corporations to practice architecture, as was already the case with contractors and engineers. With passage of the new law, the tagline on the Haskell logo became "Architects / Engineers / Contractors," the first company in Florida to identify itself as all three. Acceptance of the comprehensive delivery method remained uneven, though. Preston Haskell continued to devote much time and effort to advancing the professional practice of integrated design-build construction.



After the Covington Industries job, The Haskell Company won another industrial contract from the Knight Paper Company. The three-building, 86,000 square foot facility was larger and more sophisticated than anything Haskell had previously done. In addition, Knight Paper wanted a turnkey facility that it would lease, rather than own. Haskell accommodated them through a separate enterprise, Haskell Realty Developers (HRD), in which Preston Haskell was the principal.

The Knight Paper job was the beginning of a relationship with Jim Walter Papers, which acquired



Knight during the construction of the Jacksonville facility. Beginning in 1968, Haskell built eleven projects for Jim Walter. A year later, The Haskell Company won the first of nine projects for Mac Papers, including manufacturing and warehouse facilities that called for greater sophistication than anything the company had tackled to date. That same year, Haskell also began its first project for E.I. duPont deNemours, a new facility for blending and warehousing paint products in Jacksonville. The duPont organization learned of Haskell's record of delivering a quality tilt-up building for \$5.00 to \$6.00 per square foot, which was less than half the estimate of duPont's own engineers. Under challenge, Haskell stood by his proposal, and performed the project on time and on budget. In the years that followed, duPont returned to Haskell for six additional jobs that totaled 1.6 million square feet. Consistently high performance leading to repeat clients was becoming another of The Haskell Company's characteristics.



*Knight Paper / Jim Walter Papers facility in Jacksonville, Florida, 1969*

In the early 1970s, Haskell undertook another new initiative, low temperature distribution centers and frozen food processing plants. This grew from a relationship with Jacksonville businessman Charles Nesbit, a widely known operator of freezer warehouses. Nesbit was also a specialty contractor

for low temperature insulation and refrigeration. His firm teamed with The Haskell Company, with Nesbit's company typically performing insulation and refrigeration work, and Haskell having responsibility for the site work, the overall engineering and construction of the steel and concrete structure, and providing a single contract with the client. Over a period of four years, the two companies completed more than a dozen low temperature warehouses and food processing plants in five southeastern states. The arrangement ended when Nesbit attempted to move into general contracting, taking the client relationships, most of which had indeed originally been his. Subsequently, Haskell developed its own low temperature expertise and performance capabilities.



*Preston H. Haskell Office Building at 1061 Riverside Avenue, 1971*

In 1971, the Preston H. Haskell Company built and occupied a new office building of its own, replacing its original space at 128 Riverside Avenue. The new quarters, at 1061 Riverside Avenue, consisted of a two story, 13,200 square foot building of the company's own design, using tilt-up construction. The second story was built on a floor slab slightly larger than the first, and the tilt-slabs for the upper level were cast and erected from that level. At first occupying most of the second floor, the fast-growing company soon took

over almost the entire building. Nearby, at 720 Gilmore Street, the company designed and built a six-story office building with an underground garage, for the Barnett-Winston Company, led by Haskell's first client five years earlier, Jim Winston. By 1977, The Haskell Company had again outgrown its space, and took over two floors of the Barnett-Winston Building, which eventually became the Haskell Building. It remained the company's headquarters until 1986.

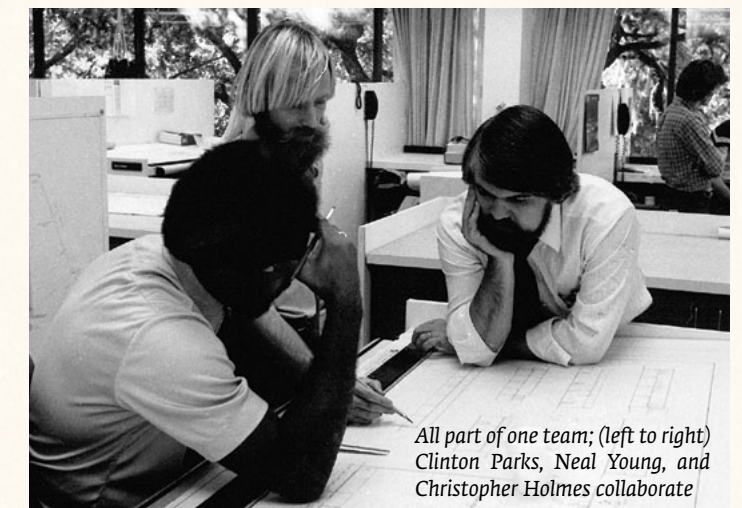


*The Haskell Company Building exterior (top) and interior office space (bottom) at 720 Gilmore Street*

Haskell himself led the company's engineering department until 1970, then recruited David Clarke from the Overmeyer Warehouse organization. Clarke

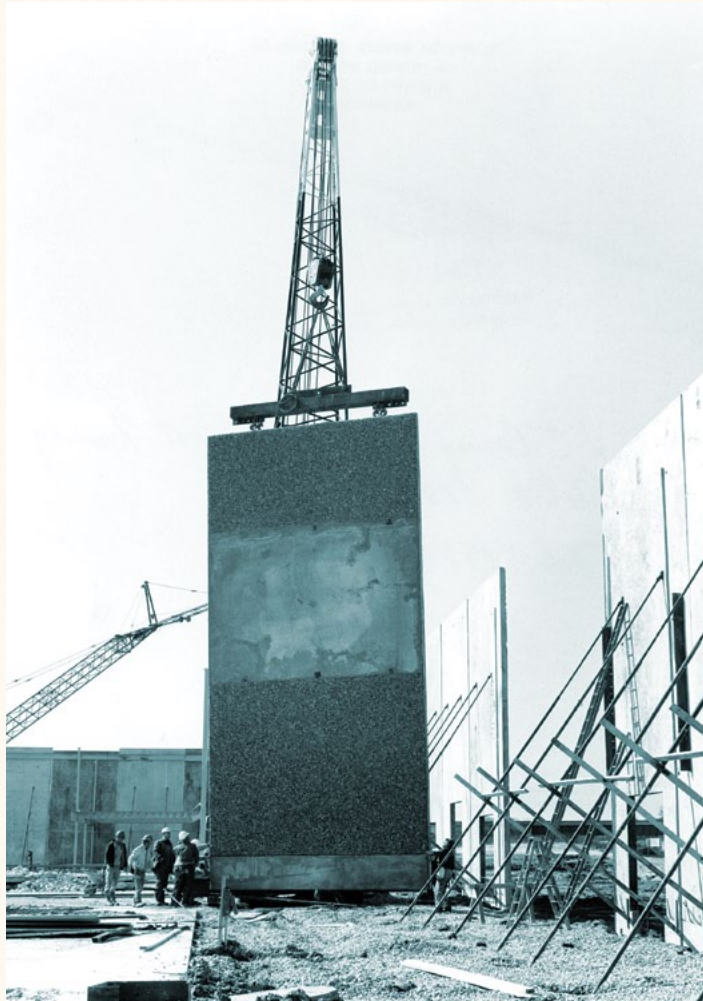
and Haskell gradually expanded the firm's architectural and engineering team to handle the influx of projects. Differences between those who design and those who build were endemic in the industry, and subordinating those differences to the interest of the client, was the whole point of a design-build firm like Haskell. Still within the design-build firm conflict can arise. It fell to senior leaders such as Preston himself to arbitrate the sharpest of those disputes. Christopher Holmes joined the company in 1974, as an architect. He remembers that "there was a clear definition by Preston that you are a professional engineer or architect, and you will be treated that way, but we are all part of one team. So it was clear that the discipline of architecture and engineering were all part of the same pot that construction would be in."

Haskell's personal, hands-on engagement with the daily operations of the company is legendary. Stories persist about his marking up construction documents after the employee working on them had left for the day, or moving them to a different stage in the process. Holmes recalled that, "he would come through at night and look at everybody's drawings . . . he was really involved, and he would leave little, cryptic notes on drawings."



*All part of one team; (left to right) Clinton Parks, Neal Young, and Christopher Holmes collaborate*





*Tilt-up construction on J.C. Penney Cut Order Carpet facility, 1974*

Haskell's use of tilt-up construction to achieve efficiency in construction and pricing competition is a model of the innovations that characterize the company. Tilt-up has the effect of reducing the labor that would be required for more conventional construction methods, such as concrete block. It also accelerates the construction time. But because the process is executed on the job site, it requires significant planning and preparation, along with high levels level of skill and coordination during construction.

Since its founding, The Haskell Company has steadily improved tilt-up methodology, and developed creative applications for it. "Things about it . . . really hadn't been tapped at that time," Christopher Holmes said. "It was a new system that nobody had really pushed the boundaries of yet." For Holmes, fresh out of architecture school at the University of Florida, tilt-up was brand new, and The Haskell Company's approach to design-build made it essential for team members to understand the entire construction process. "In the first year, I got to go out on a construction job for six months and watch tilt-up being placed, and do layout with the superintendent and that sort of thing. So that was a really eye-opening experience, especially from the standpoint of understanding what tilt-up was and how it was placed and what the restrictions were relative to placement and lifting."

Tilt-up construction became nearly a Haskell Company trademark. As the company's design and construction teams gained skill with the method, they performed it with great efficiency, offering attractive savings to owners. It was not a universal answer to project requirements, as Holmes explained: "Part of the challenge that we tried to take on is, can tilt-up be used for that? And if it can be, then what is the best way to do that? Can the aesthetics be generated through tilt-up the same as other products such as stucco or block or cast-in-place concrete? So you weigh what is available, what is appropriate."

The Haskell Company's design and construction teams strove to accomplish new things through the use of tilt-up panels, such as high-finish applied surfaces, fins, taller panels, thermal insulation, and slender dimensions. In the 1970s, the maximum heights achievable for tilt-slabs were in the range of twenty-five to twenty-eight feet. At the time of writing, Haskell is constructing six-story buildings using single panels.

The Preston H. Haskell Company had been posting annual increases in activity, with strong sales volume and profits. But beginning in 1973, the Arab oil embargo caused a nationwide economic downturn. By the fall of 1974, the national economy was in a deep recession, marked by a collapse in building activity of all types, and the company entered the toughest passage in its history. Newly opened branch offices Charlotte and Tampa were closed. Travel was curtailed, capital expenditures were suspended, and a grim round of layoffs began. At Haskell, as elsewhere throughout the country, holiday spirits were subdued that winter. In 1975, the company posted a net loss for the first and only time in its existence.

The recession continued into 1976, and The Haskell Company adapted to survival on half the revenues that had been on the books in 1974. Customers that helped the company survive included DuPont, which had contracted for two large product distribution centers in Nashville, TN, and Charleston, SC. Another important and complex project was a distribution center in Orlando for Super Food Services of Dayton, Ohio. At \$3.8 million, it represented an important part of the company's portfolio at a critical moment. The project director was Kennon Holmes, who was destined for senior leadership in the company. Holmes' successful performance on the Super Food project propelled his advancement at Haskell.



*Project Director, Kennon Holmes*

The lessons that Haskell drew from the experience of the 1974-1976 recession included the understanding that it is faster and easier to add expenses than to reduce them. Because of the scarcity of work in a recession, the company that enters a slowdown with a strong backlog of orders holds an advantage in the hiring of skilled workers and subcontractors. Pricing stabilizes, and profitability can be achieved, even though business volume may be sharply reduced. Finally, and perhaps most significantly, a recession yields opportunities to create and execute "policy projects" that may have been set aside when keeping up with the demands of high volume. Capital purchases can be made at favorable prices. The market during a recession rewards those with strong finances, a position which Haskell aimed to preserve in anticipation of future economic dislocations.

Throughout the 1950s and 1960s, even in the American South, traditionally hostile to labor organizations, union labor prevailed in commercial and industrial construction. As a youth working summer jobs in Birmingham, Preston Haskell had carried a union card. But by the early 1970s, The Haskell Company and other builders were experiencing difficult labor relations. Over the preceding decades, organized labor in construction trades had enjoyed a strong hand thanks to economic growth and a construction boom. Unions won labor contracts establishing good wages, and enjoyed various "work rules" that hampered productivity. Work rules required a member of a particular trade to do certain tasks on a union contract job site, and forbade anyone else from doing that task. For example, a carpenter could not pick up a section of steel bar and place it into a wooden form for concrete – an ironworker had to perform the task. Violations could, and did, lead to jobs being shut down by order of the union representative, something that actually happened to Preston Haskell while working for Jacobs.



Haskell had begun as a so-called “open shop,” where union membership is not required. To compete for non-residential construction contracts, it signed union agreements on specific jobs, and eventually signed a master labor agreement negotiated by the local chapter of the Associated General Contractors, of which the company was a member. By 1972, however, rising costs drove contractors to form parallel corporations that could operate as non-union employers. Known as “double-breasting,” the arrangement was permitted by the National Labor Relations Board. A construction firm that was party to union agreements could legally operate a separate non-unionized corporation, in a separate location, but under the same ownership as the original firm. As double-breasting spread, union contractors had little choice but to follow the practice. To answer this need, Haskell Company senior executives founded *Construction Southeast, Inc.*

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**“But because the PCEs are there, they can lead by example.”** ~ *Preston Haskell*

By 1976, The Haskell Company withdrew from the master labor agreement, closed *Construction Southeast*, and merged the nonunion labor resources developed by that company into Haskell. During this period, the company began to develop what became its Permanent Craft Employee (PCE) program. Skilled workers hired by The Haskell Company became permanent, full-time employees, willing to travel, but guaranteed forty hours of work each week with wages tied to skill and experience, versus the union pattern of one wage for all journeymen regardless of skill or output. The jurisdiction firewalls between trades came down and indeed, many PCEs became skilled in multiple trades. Unlike hourly employment that prevailed in the industry, PCEs could depend on a



*Permanent Craft Employees; qualified, committed craftsmen*

regular paycheck. Over time, paid vacations, retirement benefits, ESOP participation, and health insurance came to be included. PCE workers receive training and experience in Haskell’s systems of collaborative job performance and innovative construction. They also served as a “core” of highly skilled tradesmen on out-of-town work. Preston Haskell explained: “If we send six or eight men to Wichita, they become sort of a core and we can hire less qualified workers, not necessarily trained very well in a particular craft. But because the PCEs are there, they can lead by example. If we were pouring concrete a certain way, it doesn’t take very many PCEs to show the rest of the crew what and how to do. If we are doing tilt-up walls, our core will provide the continuity and consistency of quality and productivity that would not be available if we just went to Wichita and tried to hire locally.”

The Haskell Company has cultivated a strong ability to self-perform skilled construction work, whereas many competitors subcontract most of their work – especially where a job must be performed in a remote location. Haskell’s PCEs can seed the job site workforce in any location, and reduce the company’s



*Mercedes-Benz Southeast Distribution Center, 1976*

dependence on subcontractors. The advantages are several. For one, the company has greater control of the project schedule while a subcontractor may have other projects that conflict with the Haskell job. Haskell’s PCEs leverage their skills and experience to perform economically, resulting in more competitive labor costs. Also, many of Haskell’s more sophisticated clientele value a contractor who can significantly self-perform construction, thereby controlling the pace and quality of the work.

As the company and the economy emerged from the recession of the mid-1970s, Haskell won new customers such as Procter & Gamble (P&G), Days Inn, Family Centers, Inc. (part of A&P Groceries), Albertson’s Supermarkets, and Mazda Motors. In 1977, P&G had two paper products warehouses constructed side-by-side in Albany Georgia; one as a design-build project by The Haskell Company, the other using a conventional, cost-plus contracting method. On completion, P&G managers compared the projects and found the building constructed by Haskell superior in quality, while delivered at a cost to P&G of about seventy percent that of the comparable project. That success



led to important future work for The Haskell Company. In addition to Mazda, for whom Haskell has built office and distribution facilities in several locations, other automobile importers contracted with Haskell for buildings in Jacksonville. Imported car sales were growing, and Jacksonville was a major port of entry. HRD had acquired property along Western Way, a frontage road parallel to Interstate 95, and was able to offer attractive land and building packages to importers including Nissan, Fiat, Mercedes-Benz, and British Leyland. The sites offered good transportation access plus brand exposure to passing motorists. Mercedes-Benz subsequently hired Haskell to build a truck manufacturing plant in Hampton, Virginia.

Retail chains also continued building in the late 1970s and into the 1980s. Successful performance for a developer of shopping centers anchored by Kmart and other major chains led to similar projects in several states. A&P contracted with Haskell to build ten Family Mart stores. As a new decade opened, warehouse and distribution centers continued to be a major part of the company’s design-build portfolio, but more significant and sophisticated projects were soon to come. ◆







## Chapter Three

Perhaps the most transformative project in Haskell's twentieth century experience was the American Transtech job. In value, it was twice the size of the largest project the company had yet undertaken. It required features with which the company lacked experience, and it had to be built under a crushing deadline. In competition with other local firms, including contractors and real estate developers, the Haskell team made its initial proposal in mid-September, 1982, to a group representing an anonymous Fortune 500 company. The project would consist of 450,000 square feet of space on a thirty-acre site on Jacksonville's south side.



*David Engdahl (left) and John Zona (right) review a model*

On September 9, the owner's representatives handed over a two-page memo broadly outlining their requirements. Haskell's head of architecture and engineering, John Zona, gathered a team in a Haskell Company conference room. The group included David Engdahl as project architect. The project director would be George Albertelli, with Kennon Holmes as project executive. The team began preparing on Thursday for a presentation to the mystery customer the following Friday – in itself an impossibly short timeline to develop such a sophisticated proposal. The importance of the task was underscored by the company's backlog at the

time, which had become thin owing to a nationwide financial crisis precipitating another recession. "We were working 24 hours a day," Engdahl recalled. "This was really true design-build."

"Aggressive" is the term most used when discussing the timetable for the Transtech job. It had to be delivered by August 31 of 1983 - eleven months away. When the customer's identity became known – it was the telecommunications giant, American Telephone and Telegraph (AT&T) - the reason for its urgency became clear. AT&T was under a federal judge's order to divest itself of component smaller telephone companies. From those companies, seven new telephone companies, nicknamed "Baby Bells" would emerge. The newly independent companies would be publicly traded, and three million shareholders would have several options for converting their AT&T stock into shares of the new corporations. A massive program of stock transactions would have to be complete and the Baby Bells in business by January 1, 1984, leading to the watchword within AT&T of "one-one eightyfour". To accomplish this, shareholder transactions must begin no later than September 1, 1983.

One of the physical requirements was a computer room one acre in size that would accommodate a forest of mainframe computers. Related systems included enhanced ventilation and cooling. Highly reliable and redundant electrical power was another critical factor, along with flooring that would afford access to the cabling that connected the computers. Such things added complexities that were in some areas new to The Haskell Company.





*Exterior and interior views of the American Transtech Building (left and above)*

Another of the customers' requirements was that the building be suited for conversion to multi-tenant offices. American Transtech could depend upon a stream of business for up to five years, after which the Baby Bells might make alternate arrangements. The owner needed flexibility as to how the space was configured, so as to have the option of selling it or leasing portions to other users.

The design that Haskell proposed was of a suburban campus with "W" shaped buildings, three stories in height, linked inside and outside by walkways. A lake buffered the buildings from Baymeadows Drive (just west of Interstate 95). Parking was dispersed among the existing trees that dotted the property, which Haskell's designers sought to preserve and enhance with landscaping design. Extensive use of

curved glass admitted natural light to the work areas, and dramatized the aesthetics of the building and its surroundings. Circular exterior stairwell towers became eye-catching features of the buildings. In addition to offering aesthetic appeal, the building's sections and features were designed to be highly repeatable, making it economical to build while accommodating the unforgiving delivery schedule.

One week after receiving the client's detail sheet, the team presented a detailed design, a construction timeline, and a price estimate. Preston Haskell stipulated that if Transtech accepted the design as submitted, the company would commit to deliver the project according to the proposed schedule and at the price estimated. Transtech became convinced, and a contract was signed on September 28, 1982.



*“It changed the psychology of what we could accomplish. There was one goal, and it was August 31st. We had to all cooperate to make that happen.” - David Engdahl*

Detailed design work began that day. In the weeks and months that followed, Haskell’s people worked virtually non-stop. Owing to long lead times for major equipment, Haskell placed orders in October for such things as air conditioning chillers and electrical transformers, though specifications were still being drafted, and mechanical and electrical contractors were yet to be hired. Steel fabrication began in November and site work and foundations later that month, even as detailed construction documents were still being created. Steel erection began in December. Engdahl, the lead architect, recalls it as “probably the pinnacle of my career in architecture . . . it really brought the architects, the engineers and the construction staff together. We worked in lockstep . . . it was 24/7.” According to Engdahl, the project team’s motto was, “There is no September first!”

The Transtech project indeed ended on August 31 with a celebratory dinner held in the strikingly handsome building. The project attracted national attention and won multiple design awards. It also transformed Haskell in several ways. It strengthened the company during an uncertain economy. It drove the teams to pull together and perform as they never had before, producing interior, exterior, and landscaping designs, plus complex systems such as redundant electrical utility feeds. It proved that Haskell’s people could



Construction and interiors of the American Transtech Building (above and facing page)

perform on a schedule that sometimes seemed impossible. “It changed the psychology of . . . what we could accomplish,” Engdahl says. “There was one goal, and it was August 31st. We had to all cooperate to make that happen.”

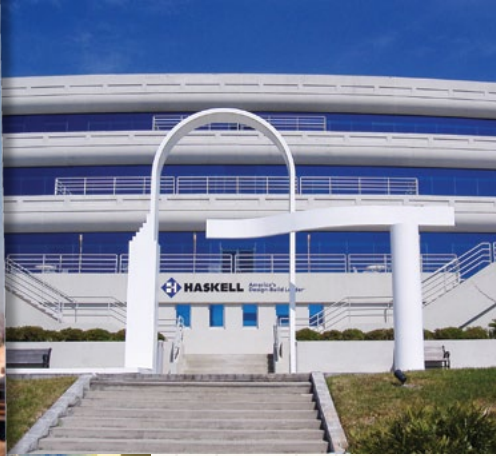








The Transtech facility was predominantly a high-tech office project, and was followed by other such projects. Three years later, in 1986, The Haskell Company designed, built, and occupied its own three-story, 123,000 square foot office building on the bank of the St. Johns River. In style and sophistication, the new headquarters is often compared to a graceful ocean liner. As with the Transtech project, its grace and functionality, in a setting of natural beauty, showcased the company's achievements and its design capabilities.



Jacksonville Mayor Jake Godbold (left) and Preston Haskell (center) on site, 1985



Exteriors of the Haskell Building at 111 Riverside Avenue (above) and lobby interior (facing page) detail of Larry Kirkland's 1986 sculpture entitled "Aerial Swimmers"



DATE	ISSUE OR REVISION	DATE
8-18-85	ADDENDUM No. 1	
8-19-85	CONTRACTOR'S ISSUE	
8-22-85	PERMIT ISSUE	
8-26-85	PERMIT ISSUE	
8-27-85	REVIEW	



The Haskell Company's multidisciplinary approach to project delivery helped position it to pursue and win customers with sophisticated needs. During the 1970s and 1980s, that synergy also drew from the role of Haskell Realty Developers (HRD), a partnership that complemented the engineering and construction company. HRD provided project finance for specific projects, which The Haskell Company designed and built. HRD leased the project to its customer, and subsequently sold the property to an outside investor. In addition to single-tenant leased buildings, HRD also developed multi-tenant warehouses and shopping centers. However, after the recession of 1974-1976, those opportunities diminished, while financing costs increased. The general economic decline mandated that The Haskell Company pull back from anything that distracted it from the core of its design-build business.



*Duval County School Board Headquarters, 1981*

In 1980 and 1981, The Haskell Company built hotels and shopping centers, as well as several residential condominiums and a medical center in Ft. Lauderdale. Through a creative financing arrangement, the company also built a new headquarters for the Duval

County School Board, a 120,000 mid-rise office tower on the south bank of the St. Johns River. At \$41.00 per square foot – about two-thirds the cost of locally comparable buildings, it was “the most economical building that anyone could possibly build,” recalled David Engdahl.

The company built parking structures for Days Inn hotels, the University of Central Florida, and downtown facilities in Fort Pierce and Jacksonville - cities where older central business districts had no legacy of adequate parking. Holmes noted that parking garages are surprisingly complex. “They look real simple, but it is in the details of working with the construction team, being able to plan a sequence of operations, knowing that you are going to start construction at this end and back out of the building away from the starting point.” The Haskell Company strove to integrate the specialties involved in design and construction, reflecting Preston Haskell's experience and his goal of a coherent design-build enterprise. One example was to allow people to gain experience outside their area of specialization. Christopher Holmes explained, “The practice has been to cross-pollinate between construction, architecture and engineering, to make sure that everybody understands what the other one does for a living.” During the mid-1980s, Holmes spent four and a half years as a construction manager. “It was an avenue to learn, to grow, to let me contribute to . . . knowledge of why things are designed a certain way. . . . Conversely, on the other side, it gives a designer, or an engineer, or an architect, the ability to see what is workable. Preston has always been a very strong advocate of that.”

Structural steel is a key item on the critical path of any construction project, but dependence upon outside fabricators risks fluctuations in price and delays in delivery. The solution was to make them instead of buying them.



*Haskell's steel fabrication shop unlocked self-performance and certainty.*

At first, Haskell's steel fabrication shop operated from the company's warehouse on Edison Avenue, making embedded plates and angles for concrete tilt up panels. Pouring concrete for tilt-up panels occurs early in the course of a job, often before fabricated structural steel is available. The Edison Avenue shop made “embeds” available when needed, and also was able to produce them as inventory for future jobs. In Haskell's design-build model, the more self-performance of which it is capable, the more certainty in the process of estimating costs, quoting prices, and delivering projects on time and on budget. This led to transitioning from the small shop making embeds to a structural steel fabrication facility capable of providing all of the steel needed in a project.

In 1981, the company acquired a tract of land on West 12th Street, and Haskell's steel shop began expanding. Steve Gibson joined the shop in 1985, and in 2004 became its general manager. The difference between Haskell and other steel fabrication companies, he recalled, was the pace and urgency of meeting construction schedules. “Other shops . . . wouldn't work overtime unless they absolutely were forced to. But when I came to Haskell, there was a sense of urgency about everything we did . . . We all did everything we could to make sure that we supported the construction projects.”

The Steel Fabrication operation was part of what the company called the Construction Industries Group, which included the steel shop and an equipment rental unit. Additional operations came to include pre-stressed concrete, and contracting services for electrical, roofing, and refrigeration. All existed primarily to support the construction operations and to vertically integrate The Haskell Company. By broadening the company's self-performance resources, Construction Industries contributed to profitability and project performance.

Construction Industries' commercial refrigeration unit helped attract a significant customer to The Haskell Company. Kraft Foods had circulated a request for proposals (RFP) for a food facility in Twinsburg, Ohio. Greg Ferrell, initially a construction superintendent, was managing Construction Industries. Having become familiar with its commercial ammonia refrigeration systems, the Kraft RFP came to him. “Their freezer boxes and their cooler boxes are the lifeblood of their facility. Not everybody can do that. You need to know how to design all the enclosures, the roofing, the wall panels, the floor, and the floor insulation, the heat in the floor. So it's a very specialized building.” After its successful performance with that job, Haskell delivered similar projects for Kraft.





*Kraft Foods facility, Twinsburg, Ohio*

By the late 1980s, The Haskell Company's annual revenues were in the range of \$100 million. Its design-build delivery method was winning construction business from private owners and publicly traded corporations in markets beyond Florida. Hotels, offices, and retail buildings continued as valuable business sectors, along with industrial projects. National companies such as Frito-Lay became important new customers of The Haskell Company. Life care and retirement communities provided construction growth potential.

But public sector design-build work remained out of reach. In local, state, and federal government contracting, tradition and law mandated the use of conventional design-bid-build, with the contractor chosen on the basis of low price. Increasingly, Preston Haskell and others in the company devoted themselves to promoting design-build as an alternative in public procurement, and to support for legislative reforms that would make that possible. To do this, Haskell developed guidelines that showed how public officials could attract competitive proposals that would allow for comparative evaluation on the basis of best value, rather than simply lowest price, and that would also promote transparency in the awarding of contracts by public entities.

In 1989, the State of Florida adopted legislation, pioneering in the U.S., that allowed public agencies to conduct design-build procurement. "Design-build contract" was defined in the new law as a single contract with a firm that was certified as a general contractor and that was certified in the practice of engineering or architecture. Also in the law were methods for local government agencies, such as cities, counties and school boards, to establish defensible criteria for soliciting and evaluating competitive design-build proposals - the so-called "Competitive Proposal Selection Process."

As one result of Florida's new law, The Haskell Company won contracts to build public schools such as New River Middle School in Ft. Lauderdale, Landmark Middle School and Mandarin Middle School in Jacksonville, and office and parking structures in Tallahassee. Routine Haskell practices such as designing for tilt-up construction, among other time and cost-saving strategies, allowed the company to price the new school buildings competitively and to deliver them on a fast track. Speed was critical to the school system's need for classrooms where enrollment was growing quickly.



*Landmark Middle School, Jacksonville, Florida*



*Mandarin Middle School, Jacksonville, Florida*

Florida's legislation opened a significant public sector market to design-build contractors. The law became a model for enabling legislation subsequently adopted in jurisdictions across the U.S. However, actually accomplishing similar legislative action in other states, and at the federal level, remained a challenge in the decade ahead.

Throughout much of the company's history to date, Preston Haskell had been engaged in Jacksonville's civic and community affairs. During the difficult years of the mid-1970s energy crisis, he chaired the Jacksonville Electric Authority (JEA). During Haskell's tenure, JEA launched a series of initiatives aimed at improving efficiency and managing costs. Haskell served the State of Florida as well, in areas of statewide concern such as postsecondary education, public facilities finance, and insurance and tort reform. His public service reflected a commitment to good citizenship that remains a model for The Haskell Company's people at every level. His experience fostered an understanding of government, better equipping him to contribute to policy formation in areas such as public procurement. This exposure and expertise proved valuable as his company and the construction industry entered the 1990s. ♦





## Chapter Four

In 1990, The Haskell Company celebrated its first twenty-five years. For two and half decades, the company had focused on several things: advancing the design-build delivery method, creativity in design, technological innovation, integrating professionals from across the disciplines, adding abilities to self-perform projects, pursuing work of increasing complexity and sophistication, identifying and entering new markets, delivering value, and strengthening its people. As the company's founder and the source of its vision, Preston Haskell had led the enterprise into ambitious ventures. Not all had succeeded, but the company's culture of fearless entrepreneurship and technical excellence persisted and grew.

Haskell's culture has a strong aesthetic sense, expressed in the setting of its riverfront headquarters, the design of its projects, and through its collection of abstract paintings and prints, many created by significant artists, that has expanded over the last forty-five years. The thoughtfully displayed works of art signify and reinforce the culture of creativity that connects and inspires the company's people – workers, customers, or visitors. The significance of the company's art is such that visitors, often in groups, come to the offices on Riverside Avenue for the express purpose of viewing its collection. A number of Haskell employees are sufficiently knowledgeable to serve as docents for such visits.

The presence of dramatically colorful abstract art contrasts with the orderly gravitas of representational imagery that is the essence of architecture and engineering. It serves multiple purposes, Haskell explains, "the first being the personal pleasure of the occupants of the office, the second being that an environment where artwork is present complements or even stimulates creativity. We work with designs

and ideas, and we are constantly trying to be at the forefront of creative thought. Finally, it conveys to visitors something about the company's interest in aesthetics and creativity."

The company's persona is discernible in other ways having to do with its physical geography. Walls are glass, and doors typically stand open. Generous work tables at standing height appear invitingly throughout the common spaces. It is easy for people to work together, because they do so intentionally every day. Preston Haskell elaborates: "The open door policy, the fact that there are no opaque walls, that people are accessible . . . that sends a message." The message is that Haskell's people readily share problems, experiences, and ideas. The company's offices foster a culture that is collaborative as well as creative.



*An interior view of the Haskell Building offers an oil painting by Paul Jenkins entitled "Phenomena Port of Call" as well as David Engdahl's "Axial Split Vessel", a commissioned sculpture of lauan wood.*



A setting that facilitated collaboration was important to The Haskell Company's business model. Integrating design and construction was the company's brand, and perfecting that was an ongoing internal project. Greg Ferrell joined the company in 1978 as a construction superintendent. "When I started here, there was still the divide between A&E (architecture and engineering) and construction. There wasn't the camaraderie. We went down many different avenues to fix that. One was to create teams. Where A&E used to be all A&E, then each group had their own A&E."

While continually strengthening his firm's practice of design-build project delivery, Preston Haskell led a campaign for its wider acceptance. He wrote and published widely on topics related to design-build, and a growing number of successful design-build projects were reported in trade publications such as *Engineering News-Record* and *Building Design & Construction (BD&C)*. The imposing scale and dramatic success of the American Transtech project in the early 1980s, reported in *BD&C*, drew attention not just to the company, but also to the potential for design-build practices. Haskell became nationally-known for effectively articulating the value of design-build project delivery.



A marker of success was the 1993 founding of the Design-Build Institute of America (DBIA). The DBIA resulted from Preston Haskell's efforts, along with those of industry allies such as Charles Pankow, the head of a California-based firm bearing his name. In that year, a small group of like-minded executives

from design-build firms met in Washington to discuss forming a new national association devoted to design-build. Existing associations, such as the AIA (American Institute of Architects), ASCE (American Society of Civil Engineers), ACEC (American Consulting Engineers Council) had been unresponsive to those among their membership, like Haskell, who wanted to set up design-build practice sections within those associations. Indifference turned to active resistance when federal legislation was proposed that would allow design-build procurement by federal agencies. Resistance was keen among some architects and engineers, who enjoyed a form of protected status under the federal law known as the "Brooks Act," which provided that architects and engineers in federal contracting were to be selected solely on qualifications. Price could have no part in the process. The matter divided professional architects and engineers, an increasing number of whom had themselves become design-build practitioners, employed by firms such as The Haskell Company.

Professional architects and engineers argued that practitioners employed by an entrepreneurial design-build contractor might feel compelled to subordinate their judgment to the interests of their employer. The standards of practice of design-build contracting addressed that by mapping clear pathways of professional accountability and responsibility, which conformed to laws that already governed the professions. And indeed, by 1994, when the DBIA had been established with Preston Haskell elected as its first chairman, the AIA had embraced design-build's legitimacy. That year, AIA president Chester A. "Chet" Widom joined with Haskell and the DBIA to seek new legislation removing the restrictive "merit" provisions in the Brooks Act. By the end of the year, design-build legislation had passed both houses of Congress. The new law was signed by President Clinton in early 1995, since which time design-build has gained wide use in procurement by federal agencies.

The DBIA remains the major institutional advocate for design-build, though promoting its acceptance is no longer the dominant challenge. The organization has been able to turn to investing in education and the continuing advancement of best practices for practitioners, as well as support for customers. It continues to receive strong support from The Haskell Company, which has been continually represented on its board of directors. At different times, three of Haskell's executives have served as chairman of the National Board of the DBIA.

By the 1990s, The Haskell Company was having somewhat more success with customers in the healthcare industry, which was slow to embrace design-build. The first major client had been the Baptist Health System, with a major medical campus in downtown Jacksonville. Like many urban hospitals, it was an already intensively developed site, bounded on the west by the St. Johns River, an interstate highway, and by railroad tracks. In 1985, an out-patient center next to the hospital was Haskell's first design-build project for Baptist.

Christopher Holmes remembers the project as "a very interesting building. It took their imaging department . . . and brought half of it over for out-patient use. There were two gamma-based radiation vaults. The second floor was radiation oncology, and the third floor was the chemical treatment of cancer. The thickest walls were eight feet, and I think the ceilings were maybe four feet in thickness. A block away is the FEC railroad track that feeds all the traffic to Miami . . . we had physicians in there doing eye surgery, so there was no room for vibration at all in the structure. So we went through structural analysis, making the building in certain areas stiffer, and more flexible in other areas to dampen it out." Haskell's design team benefitted from their first Computer-Aided Design (CAD) system. CAD technology advanced rapidly and continued to shorten

the design and engineering processes, as well as assist builders in modeling designs before they reached the construction stage.

During the 1990s, a perception lingered among healthcare executives that their facilities were so specialized that only architects who focused exclusively on medical projects could deliver effective designs. In that environment, Haskell won projects that included a 30,000 square foot medical office building at Baptist Medical Center Beaches, in Jacksonville Beach; a 55,000 square foot medical office building at Baptist Medical Center Nassau, plus additions and clinical area renovations of a fifty-four bed hospital in Fernandina Beach, Florida. Other projects were the Jacksonville Orthopedic Institute, a 45,000 square foot outpatient surgery, rehabilitation and medical office center in Jacksonville; and the Baptist System's Wolfson Children's Hospital, for which Haskell provided construction management.



Baptist Children's Hospital, Jacksonville, Florida

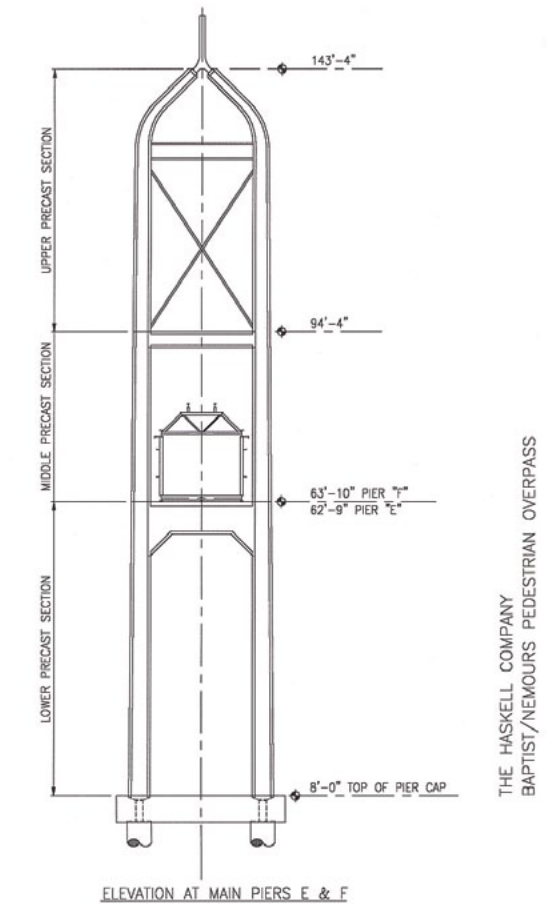




In 1996, The Haskell Company delivered a dramatic project that happened to rise from its healthcare clientele. Though relatively compact in size, it is memorable to every Haskell employee who touched it. The reasons owe to the complexity of its design and execution, and its testimony to what design-build project delivery can do.

Every day, 130,000 cars and trucks pass beneath the elegant, glass-enclosed Baptist-Nemours walkway linking the Wolfson Children's Hospital (part of Baptist Health System's sprawling downtown Jacksonville campus) with the eleven-story Nemours Children's Clinic. The walkway's seven hundred eighty-foot length spans Interstate Highway 95, at a point just south and east of the St. Johns River where the highway twists through downtown Jacksonville. In 1996, the walkway was the first private structure to be built across an interstate highway. Increasing the challenge was that the aging highway, opened in 1960, was being shifted and elevated to connect with a new nine-lane, high-level bridge then yet to be built across the adjacent St. Johns River.

For the Baptist-Nemours walkway project, The Haskell Company dealt with two project owners (Baptist Health and Nemours Children's Health System), who shared the cost of the overpass equally. Each was already operating busy, sophisticated facilities on their respective medical campuses. Once the design concept was established, the permitting process consumed a year and a half, involving the State of Florida's Agency for Health Care Administration (AHCA), the Federal Highway Administration, the Florida Department of Transportation, and the City of Jacksonville. No model existed for what Haskell proposed, and a unique external condition applied – Interstate 95 could be closed only during darkness, for six hours at a time, on two nights. No holiday or weeknight closures could be allowed.



Unique though it was, the Baptist-Nemours walkway became a model for the possibilities of the design-build method, and for Haskell's system of integrated project delivery. As Holmes put it, "I can't imagine having it designed by one group and built by another group. The wheels would fall off in the early stages. It truly is an example of understanding constructability, understanding construction tolerances, understanding construction methods, means, timing and schedule, monetary value, permitting, design, good aesthetics, and kind of the cutting edge of what you can do. All of these pieces came together on this project."

For this project, nothing could be left touching the ground in the right-of-way. In addition, the space available on either side of the highway was limited by





the presence of the two hospitals, open and working day and night. The eventual design called for two towers, shaped at the top like wishbones, standing on private land on each side of the Interstate. The concrete towers were precast on the jobsite, demonstrating The Haskell Company's ability to perform tilt-up construction innovatively, in this case on an unusually confined site and under challenging conditions.

Each of the two towers consisted of three sections that were precast in steel forms on site. Once erected, cables extended from each tower in either direction to support the bridge. The center steel truss was the last piece to be put up in the air, which was when the highway had to be shut down.

In the decades since its founding, The Haskell Company has adapted tilt-up techniques for use in nearly every kind of construction. Using tilt-up for the overpass allowed Haskell's design-build team to capitalize on (at that time) its over thirty years of experience in continually expanding the limits of what tilt-up could do. The company's engineers and architects had grown their capabilities with computer-aided design (CAD), which allowed them to model various options and shortened the time to a finished design. The steel fabrication section supplied almost all the critical components. Haskell PCEs performed the assembly and erection on site, ensuring control over the process. Having produced and erected the piers and columns, they placed the trusses, poured the concrete, fitted the wall sections, and finished the interior and exteriors.

Interest in the project grew intense, and many of those involved were present for the critical nighttime event, when the Interstate was closed for six hours and the center span was lifted and fitted in place. Steve Gibson, who had performed modeling for the design using Auto-CAD, observed the process from the ground beneath: "It's just kind of an odd feeling to be standing

in the middle of the roadway - you keep thinking a car is going to sneak up on you." Preston Haskell recalled the scene: "Many of us, including [Baptist Health CEO] Bill Mason and I, gathered on the roof of an adjacent building to watch the operation. You can imagine my relief when the center sections were flown up and precisely fit within the allotted space."

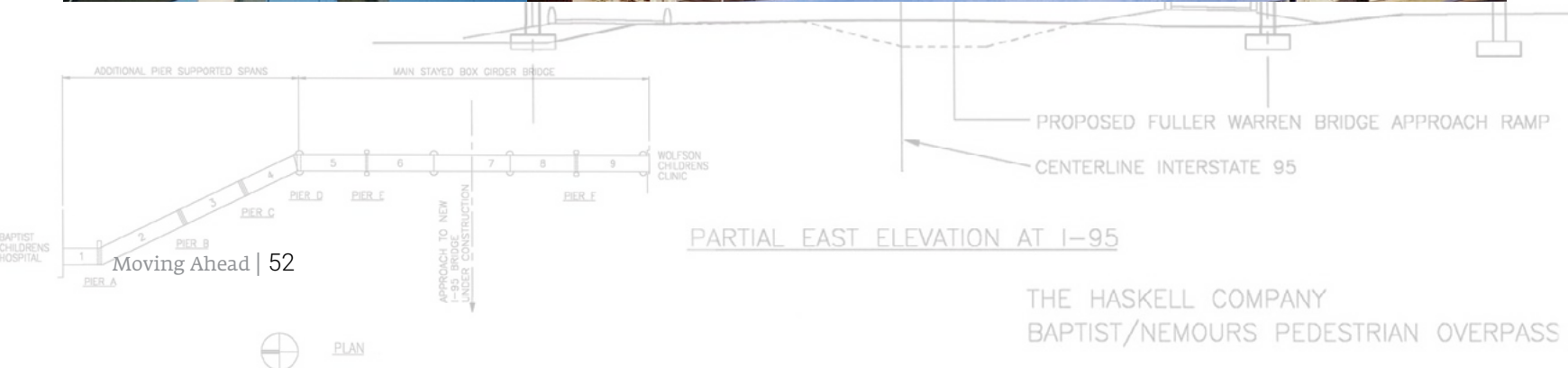


The November 1998 issue of Concrete Construction featured the award-winning Baptist-Nemours Pedestrian Overpass on its cover.

For its design and construction of the Baptist-Nemours Pedestrian Overpass, the Tilt-Up Concrete

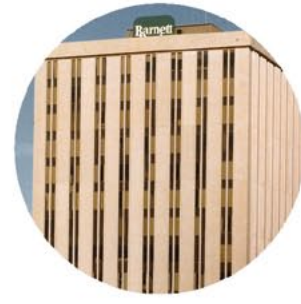
Association presented The Haskell Company with its 1998 Tilt-Up Achievement Award. The project also received an Excellence in Construction Award from the Associated Builders and Contractors, and Design-Build Institute of America's national award for Best Project Under Five Million Dollars. Denise Ramsey, a mechanical engineer responsible for the HVAC (heating, ventilation and air-conditioning) calls the project one "that you point to as being very proud you are associated with."

The towers turned out to be aesthetically striking. The bridge that they support allows hospital staff and visitors to safely and comfortably cross six lanes of high-speed traffic, day and night, in any weather. The finished overpass is an iconic structure seen by nearly everyone who travels through Jacksonville. ◆



THE HASKELL COMPANY  
BAPTIST/NEMOURS PEDESTRIAN OVERPASS







## Chapter Five

In 1999, Preston Haskell's vision had established the company as one of, if not the national leader in design-build project delivery. Instead of being an "alternative," design-build had become mainstream. Companies much larger than Haskell had taken note of its success, with many moving to set up their own design-build operations. The growth of DBIA, the success of design-build in the public sector, and the emulation of the model by a growing number of firms all suggested future opportunities.

Preston Haskell looked to the future recognizing without urgency that he must eventually plan for leadership succession. His presumption, and that of the company's senior management, had been that the next generation of leadership would come from within, but a timetable for that change did not seem imminent. Haskell had turned sixty the year previously. He enjoyed good health, and no external factors impinged on the company's leadership needs going forward. The economy was robust, as was the construction industry. Supported by capable managers at the company, he continued to expand his advocacy for design-build and to shape the activities of DBIA. He helped expand that organization's board, recruiting new members such as Steve Halverson, a senior vice-president of the Minneapolis-based M.A. Mortenson Construction. Mortenson was a large commercial and industrial contractor against which Haskell occasionally competed. The two men had first met several years earlier, and became better acquainted through their shared involvement in the DBIA.

In March of 1999, Haskell telephoned Halverson, noting that they would both be attending a board meeting of the DBIA in Las Vegas the following week. Could Halverson get there early so the two could meet for a drink, Haskell wondered? Halverson agreed, speculating that Preston wished to discuss his company's future.

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***"I really thought Haskell, while small in relative terms, was near the front of where a significant part of the industry was going to head."*** ~ Steve Halverson

Preston had suggested a drink rather than dinner, anticipating that the conversation might be brief. The two met at the pyramid-shaped Luxor Hotel. Haskell remarked that he had recently turned sixty, and was thinking ahead. Realizing that the question might seem odd, and expecting a negative answer - was there any chance Halverson would consider leaving Mortenson and coming to The Haskell Company? "He might have said no, but happily, my timing was just right. He was considering making a move, and I was able to offer him two things that were not available to him at Mortenson - a path to becoming CEO, and stock ownership." The conversation that followed over dinner was hardly brief, although as Steve recalls, "we came to terms rather quickly."

When Halverson contemplated Haskell's offer, he says, "I really thought Haskell, while small in relative terms, was near the front of where a significant part of the industry was going to head." It was where Halverson had hoped Mortenson would move. Indeed, when Halverson told "Mort" Mortenson of his decision, Mortenson countered by asking Halverson to stay. If The Haskell Company was that good, maybe Mortenson should buy it. Halverson could run it and execute the design-build strategy that they had discussed. Surprised, Steve agreed to pass the idea along. "I'm not surprised," Haskell replied, politely but firmly declining to consider the option. He and Halverson both wanted to pursue the arrangement that was shaping up between them.



In May, Halverson with his wife and daughter had an enjoyable visit to Jacksonville, and he furthered his discussions with Preston. In early June, over dinner at Chicago's O'Hare Airport, Haskell and Halverson finalized their agreement. Halverson began winding up his work at Mortenson, while Haskell informed his company's senior management. That summer he introduced them to Steve during informal meetings. The Haskell Company's new president took office on August 1, 1999.

Steven T. Halverson grew up in Minnesota, and was educated there through his bachelor's degree in political science and philosophy from Saint John's University. Newly married, he and his high-school sweetheart Diane moved to Washington D.C., where both attended American University. To earn money while studying law at AU, Halverson worked for the American Bar Association. The U.S. Justice Department had funded a grant to help state and local governments deter corruption and fraud by strengthening their procurement practices, of which construction and design services were a big part. Halverson visited numerous states, cities and counties, and testified before "countless" legislatures and city councils. In the process, he learned how public bodies procured construction and design services. With Donald Gavin, an attorney concentrating on that practice area, Halverson co-authored a book chapter on state-level public procurement. After graduating in 1979, he spent a year with Gavin's Washington law firm before returning with his family to Minnesota.

From 1980 to 1984, at the St. Paul law firm of Briggs and Morgan, Halverson was a civil litigator. His experience with corporate clients interested him in things other than practicing law. When a Briggs client, the CEO of M.A. Mortenson Construction, learned of Halverson's thinking, Mort Mortenson asked, "Why don't you work for me, first as a lawyer but to learn our business? If

you're any good at it we'll find an opportunity for you on the operating side of the business and take it from there." "I jumped at it," Halverson recalls.



Steve Halverson with the Mortenson Company, 1993

During fifteen years with the Mortenson Company, Halverson acquired three portfolios of responsibility. One was to run the company's then relatively modest western operations; another, to develop its federal government contracting; and the third was to advance Mortenson internationally, where the company had up until then little or no presence. International business had interested Halverson since law school.

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***"Maybe Mortenson's thinking was, you can't fall out of a basement window. The kid can't screw this up too badly - let's see if anything good comes of it." - Steve Halverson***

Mort Mortenson appeared to see possibilities in the youthful lawyer and began shifting him into operational duties. In 1987, Mortenson sent Steve to manage and, at Steve's recommendation, wind up its troubled Tampa operations. In 1989, at age thirty-five, Steve moved with his family to Denver, where he assumed management of the western division, approximately a forty million-dollar operation that had not been profitable in its eight-year existence. "Maybe Mortenson's thinking was, you can't fall out of a basement window. The kid can't screw this up too badly - let's see if anything good comes of it," Halverson recalled.

In 1989, at the time of Halverson's arrival, Denver and much of the west were in a deep recession. However, a new 4.8 billion-dollar Denver International Airport was in the works. Halverson's law school experience gave him confidence in his understanding of the public procurement process. Relatively few firms in the region were positioned to compete in the public sector, adapting to the rules, regulatory agencies, and reporting requirements. Under Halverson's direction, the Mortenson Company enjoyed success with the airport project, and then won the contract to build a large, complex baseball stadium for the Colorado Rockies. Within five years, the western division grew tenfold, to \$400 million in business – approximately one-third of total company revenues and a significant percent of its profits.

From Denver, Halverson moved to Los Angeles, where the Mortenson Company had won several significant projects, including a large convention center project. The western region expanded under Halverson's management, with offices in Denver, Colorado Springs, Los Angeles, San Francisco, and Hawaii all reporting to him. He became deeply immersed in construction and operations, as the company's projects involved complex contracting as well as construction performance.



Steve Halverson presents Colorado Rockies owner, Jerry McMorris, with a commemorative spud wrench upon the stadium's completion, 1995

In 1994, Mortenson tasked Halverson and two contemporary executives to strategically evaluate the company's future. For nearly a year the three functioned as a "think-tank," traveling the U.S. and the world, and talking to "smart people" in and outside the construction industry. A relatively small design-build firm in the Southeast, The Haskell Company, drew Halverson's attention. A phone call elicited an invitation from Preston Haskell to come and spend a day. Haskell's openness impressed his visitor, as did the smaller company's commitment to and success with design-build and its integrated-performance model. The two men warmed to each other, and the following year, Halverson accepted an invitation from Haskell to join the board of the Design-Build Institute of America. Halverson's support for DBIA was informed by his conviction that design-build would gain in importance in the construction industry. His employer was receptive but, as a large, respected and mature construction enterprise already, Mortenson was not positioned to fully pivot toward design-build as its principal method of project delivery.

Halverson's attraction to design-build remained strong, while his interest in running a business grew. He wanted the unlimited portfolio that came with the job of a chief executive, but the top position at Mortenson



would remain in the family. Mort Mortenson confirmed as much to Halverson, who then declared his interest in exploring opportunities elsewhere. Mort accepted the news, but pressed Halverson to remain even while exploring opportunities. Very quickly, though, Steve received an offer from a national firm where he could expect to be on the CEO track. That was the situation in early 1999, when Preston Haskell called. "I said, 'if you had asked me a month ago, I would have said no. And if you asked me a month from now, I would be working somewhere else.'"



Steve Halverson meets with Preston Haskell, 1999

What particularly intrigued Halverson was that The Haskell Company had been conceived and founded in 1965 on the basis of a vision to which other builders and engineering firms were finally trying to adapt. By the late 1990s, design-build was no longer unusual. As a competitor against Mortenson, Haskell had prevailed often enough to pique Halverson's interest five years previously. Joining Haskell meant being where design-build was already part of the culture. Instead of adapting to a novel delivery method, the company had an imposing record of innovating and pushing the

envelope of what design-build could do. On top of that, Steve Halverson found his opportunity to scratch the itch he had long felt, to lead an organization.

Settling in as president of The Haskell Company was initially a process of getting to know its people, to which Halverson devoted his first weeks. The company's senior managers had been taken by surprise when the founder turned to an outsider to assume the executive role. Preston and Steve anticipated that the latter would need a year or so to build credibility and respect in his new role. The speed with which that took place "exceeded my expectations," Haskell recalled; so much so that on January 1, 2000, five months later, Haskell added the title of chief executive officer to Halverson's portfolio. Preston Haskell took the position of chairman, which he holds at this writing in 2015.

"Steve's done a wonderful job in terms of client relationships, developing new markets, bringing up people at every level of the company to higher performance levels," Haskell notes. But he and other company veterans agree that Halverson's greatest effect has been in the area of profitability. "Our profit margins were never as consistent or as high as I wanted them to be," Haskell said. "Steve brought fresh ideas and a strong discipline to his position, and that discipline included increasing profits at the job level by two or three percentage points, which can be huge in construction companies, which are revenue-intensive." In 2015, the company's book value is about five times what it was when Halverson assumed the presidency, and profit margins are approximately twice what they had been. "Profits are like oxygen," Halverson asserts. Without them, "nothing else is possible. You can't compensate people, can't create a great work environment, can't innovate. You can't do anything without having a fundamentally profitable business model."

Halverson's background gave him a fresh lens through which to view the company. He settled on a course aimed toward ramping up and leveraging the company's strengths. In terms of operations and strategic direction, The Haskell Company has maintained its focus on design-build and its culture of innovation, while expanding on its capabilities for integrated performance. Its strategic plan going forward would build on its legacy and established characteristics.

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***"When you get to know Steve and Preston, you understand why they click."***

*~ Hugh Greene, Baptist Health System CEO*

Those outside the Haskell organization viewed Halverson's arrival with interest, knowing as everyone did that the company had always bore the personal stamp of Preston Haskell. As others came to know the new CEO, they understood the connection between Haskell and his successor. Baptist Health System CEO Hugh Greene has worked with both men for many years: "Preston Haskell is typically the smartest person in the room, when it comes to sheer intellect, and there is no matter that he can't talk about intelligently. Steve Halverson is also an incredibly smart individual. When you get to know Steve and Preston, you understand why they click."

Haskell's people also observed the change in leadership closely, some worrying that it might disrupt the company's close-knit culture and feeling of community. But changes eventually came to be read as positives. Jonathan Toke (now a vice-president) joined the company in 1996 as an engineer. The new

president impressed Toke with his eloquent ability to communicate a vision: "Let's have business metrics that we didn't have, and let's compare ourselves and benchmark against the industry . . . there was a huge benefit from not being trapped by 'this is the way we've always done things.'" Chief operating officer Jim O'Leary agrees that Halverson freshly articulated "a clear vision of where the company is going, what we are trying to achieve." Toke and many others also credit Halverson with the company's increased emphasis on human development, through which "you invest in people in a systematic way."

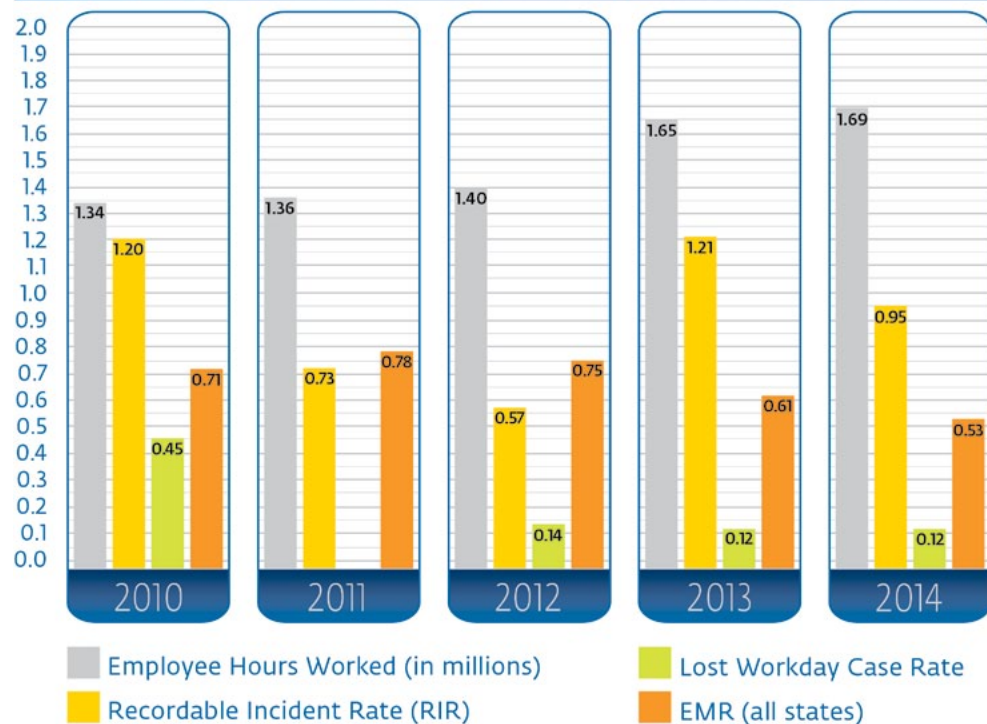
When Halverson came aboard, Greg Ferrell (now retired from the position of chief operating officer) headed the company's industrial group. He found Halverson personable: "I thought he had a genuine feeling for the well being of all employees of the company. I thought he had a sense of integrity . . . he wasn't going to do anything that would be perceived as not aboveboard, and certainly had our customers' interests at heart as the number one priority. He had a lot of the things that were important for somebody who's going to lead our company."



Haskell Leadership: (from left) John Patton, Preston Haskell, Jim Gray, Steve Halverson, David Engdahl, Ed Vandergriff, Greg Ferrell, John Cobb, and Hans Tanzler III, 2000



## Safety Performance Comparison | 2010 through 2014



*“We can always make up a dollar. If a delay costs us money, we can make that up somewhere... You can’t make up somebody you hurt. You can’t go back in time and make that go away.” ~ Lance Simons*

Halverson’s concern for the well being of Haskell’s people became manifest in many ways, none more so than a fierce concentration on safety. The business case for a strong safety culture is obvious. Injuries cause delays, and lead to higher job costs, as well as increased insurance premiums. Morale is a consideration, but the company’s leadership emphasizes the human

dimension. Lance Simons, Haskell’s corporate safety director, invokes Steve Halverson’s stance: “We can always make up a dollar. If a delay costs us money, we can make that up somewhere. We’re a big company . . . we can make up a schedule delay. You can’t make up somebody you hurt . . . you can’t go back in time and make that go away.”

The Haskell Company has turned away from profitable business owing to conflict with a customer over the primacy of safe jobsite practices. Halverson is emphatic about his intent: “I think most people would probably say [if asked], what do you think Steve cares about? I would guess that people would say safety, and I hope that’s the case . . . if anybody comes to work here, they are safer than they would be in

almost any other construction enterprise anywhere in the world. That’s an important accomplishment. You can add up statistically the number of people who aren’t hurt or aren’t killed because they work here instead of someplace else. Those are meaningful things.” Haskell’s accident statistics are indeed impressively low, to which Haskell’s people say that they are “pleased, but never satisfied.”

Many at Haskell note Halverson’s ability to evaluate people and place them in the right position. That may reflect the influence of his former employer Mort Mortenson. Or perhaps that was part of what Mortenson discerned in the young attorney whom he sent to Denver. O’Leary credits Halverson’s promotion of Greg Ferrell to COO as a far-reaching personnel decision. “Putting my predecessor in the position that

he was in was fantastic. Greg is an operations guy, and he got this place cleaned up when it came to efficiency and productivity, and accountability, and how you make money. Once Greg got in the role, that’s when you could see the financial model change. I certainly credit Steve for having that vision to make those kinds of changes.”

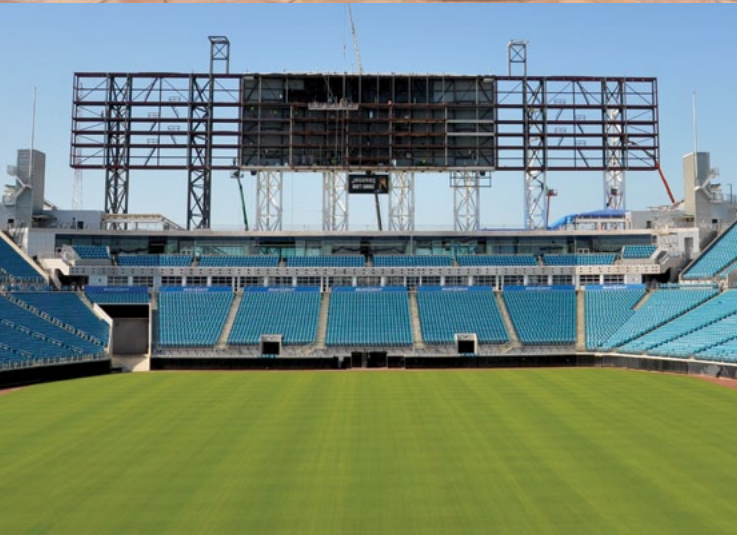
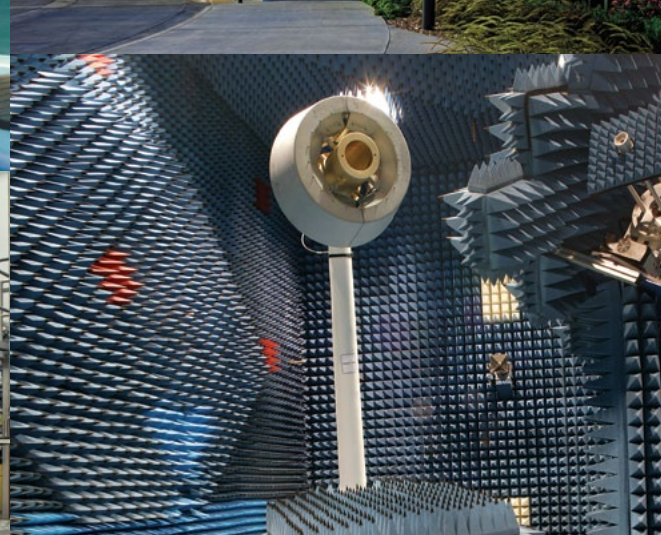
The new CEO’s strategic vision was informed by the ways in which The Haskell Company differed from the rest of its industry. It also arose out of differences between Steve Halverson’s experience and that of Haskell veterans. Halverson appraised it this way: “People who had . . . spent most of their careers in the company, didn’t have a lot of external experience. It’s an over-generalization, obviously, but I think it’s accurate. I had had a rather opposite career. I’d practiced law, spent time with a different company, managed large-scale joint ventures with other large companies, and had that year sabbatical, traveling the world. So I had . . . probably a more global view of the industry. That certainly informed my judgment, and I hope was beneficial to the company, to have an outside-in view of how the company was, what its opportunities might be, and what its performance expectations ought to be.”

Nonetheless, in deciding to leave his former employer where he had enjoyed success and strong relationships, and move his family to Jacksonville, Halverson was won over by the model and the organization that Preston Haskell had built. It was the product of vision and consistency of purpose. The differences between the founder and his successor included a style of leadership that was, in Haskell’s case more singular, observed Halverson: “He is a person of towering intellect, and he has great confidence in that intellect. In terms of big directions of the company, they were mainly headed in the right directions already . . . I thought a few things when I first came. One was, the company needed to be much more disciplined

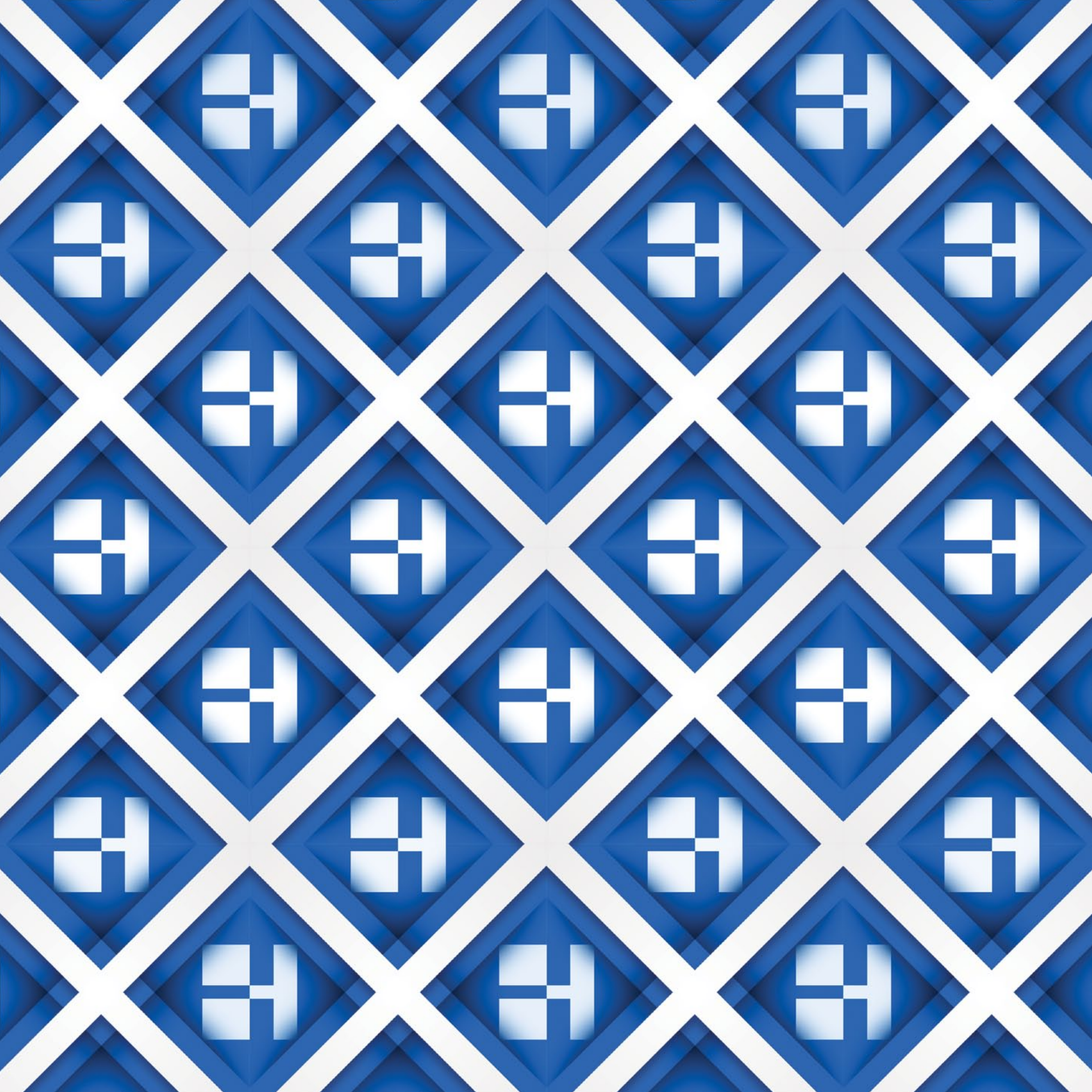
around identification and management of risk than it had been, and we changed that. I am, by nature, far more financially conservative, and I saw the future of the company . . . accompanied by a much more robust and powerful balance sheet, and I worked hard to equip it with the financial resources that matched its vision and capabilities.”

Halverson and his leadership team entered the twenty-first century with a focus on deepening The Haskell Company’s financial and human capital. Their strategic plan called for doing what Haskell did already, capitalizing on the company’s resources while driving them to perform in more complex, sophisticated ways. Over the preceding thirty-five years, Preston Haskell’s vision had led the company to accomplishments that gained national recognition. Halverson, with a commitment to design-build and an affinity for international business, sought to widen its sense of itself and its capabilities. He pointed the company toward accomplishments in new places and markets. ♦









## Chapter Six

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With Steve Halverson as the new CEO, The Haskell Company's people looked ahead to the new century. Halverson sought ways to strengthen the company's human development, while responding to clients' needs for design-build services capable of delivering projects of complexity and sophistication. A pivotal experience with an important client solidified Haskell's decision to enhance its design-build project delivery method to incorporate process design and engineering, and equipment procurement. But before realizing those initiatives, Halverson first had to respond to external events that precipitated difficulties throughout the construction industry.

In 2001, events in the sureties business challenged Haskell and other construction firms nationwide. Sureties are financial guarantors. The issuer of a surety bond guarantees that a project will get built, or that the customers will be made financially whole. Many customers would only enter into a construction contract with a surety bond, and in the absence of such a guarantee, lending institutions might hesitate to extend credit to a project. Often though, Haskell's customers forego the expense of a surety bond knowing that Haskell possesses abundant surety capacity. Thus, to Haskell and its customers, the mere existence of a strong surety relationship is indispensable, even if the bond itself is not written.

Following the September 11th attacks on the U.S. and other economic dislocations, the property and casualty insurance industry reported steep losses. Amid widespread uncertainty as to risk exposure, some insurance companies who were also surety underwriters left the market altogether. Others categorically dropped large numbers of customers. Haskell's underwriter, American International Group, was one of those retaining only its ten largest contractors and dropping all others.

Haskell's surety representative quickly arranged meetings with possible new underwriters whom Halverson traveled to meet. Repeatedly, if politely, he was told "no." The crisis was becoming Halverson's first serious test as CEO. Without access to sureties, survival was at stake. The Florida representatives for The Traveler's Insurance Company also said no to Haskell, whose surety broker then appealed directly to Terry Lukow, the Travelers executive who headed surety business for the construction sector. Halverson and Preston Haskell flew to Connecticut to meet with Lukow, who listened impassively to their presentation. Halverson's legal experience representing sureties gave him insight as to how such companies thought. He candidly acknowledged to Lukow that on paper nothing supported relaxing Travelers' underwriting practices, notoriously rigorous at the best of times. Instead of pleading for exceptions, Halverson explained The Haskell Company's distinctive business model, its internal human capital, its external relationships, and its market outlook. At the end, his own staff watching silently, Lukow responded: "I learned a long time ago, we don't underwrite companies and balance sheets. We underwrite people. I believe what you're saying about the people at this company. We're going to take a risk, and we're going to underwrite them."

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***"I trust this company. There's nothing I wouldn't do for it."*** ~ Preston Haskell

It was not that easy, however. Halverson was unsurprised when Lukow later added a caveat. In addition to the assets of the company, Preston Haskell and Steve Halverson, as individuals, must personally guarantee the surety coverage to the Travelers



Company. It meant risking their net worth. As soon as he learned of the new requirement, Halverson phoned Haskell, who was traveling abroad. Reached in Moscow at a late hour, Preston Haskell instantly consented to the underwriting demand. Halverson urged caution – everything Preston had would be on the line. Maybe he should take the night and think it over carefully. “I don’t need to,” Preston replied. “If you want to call back and have me tell you the same thing tomorrow, I will, but I trust you. I trust this company. There’s nothing I wouldn’t do for it.” Halverson vividly recalls the conversation, and the confidence that it conveyed, in him and in the company.

While responding to distractions such as an unsteady economy and the surety crisis, Halverson sought to maintain focus on the company’s opportunity horizon. In terms of increasing the company’s reach, he thought that its capabilities were not being fully used. The projects it was doing were relatively simple and quickly executed, while experience had convinced him about what Haskell’s business model could accomplish. “We set about preparing the company to do larger, more complex, more engineering-centered kinds of projects.”

Halverson’s plan coincided with the needs of long established clients, such as Frito-Lay, which was preparing to introduce hummus to its food product line. In 2008, Frito-Lay solicited proposals for a total, turnkey project to design and build the food production facility, specify and acquire the equipment for making and packaging the hummus, and install and set-up everything needed to begin operations. Haskell responded by assembling a team of companies, each of which specialized in a piece of the overall project, but all of which would be under Haskell’s oversight. Haskell would design and build the structure, as it often had for Frito-Lay, and coordinate the other firms responsible for internal components.



Frito-Lay Distribution Center (top and above), Lexington, KY

Jim O’Leary, now chief operating officer, was then in charge of Haskell’s Food and Beverage Division, of which Frito-Lay was a major customer of long standing. O’Leary had a strong relationship with its representative, Rick Calamari. When the job went to a competing firm, O’Leary reached out to Calamari, who candidly discussed what had happened. Haskell’s competitor was more thoroughly integrated, and that had won the day. “You did great, exactly what I expected,” Calamari explained. “But you cannot parcel this stuff out . . . You guys build a great building, but I don’t care about the building. I care about my equipment. I care about my

product. I care about how fast it gets produced. I care about how well it is packaged, and about how well it gets out the door. Think about being able to get outside the box and stop just building buildings.”

Indeed, the food production project had gone to a firm that did nearly everything else but build buildings. It was the first time that Frito-Lay had sought comparative proposals from its design-build provider, Haskell, as well as from a company that offered a full menu of products and services for everything that goes inside a manufacturing facility. Frito-Lay was not alone in taking a fresh tack on constructing plant facilities. Large corporations in many industries had been reducing their in-house design and engineering staffs. In that environment, it made sense to have one contractor fully responsible not only for the building, but also for making it ready to produce and perform for the owner. “That was our wake-up call,” O’Leary believes. “Were we going to keep building buildings and working for four percent margins? Or were we going to become more engineering focused, and process focused? ‘Inside the box work,’ we called it.”

Responding to that challenge squared with Steve Halverson’s appraisal of what Haskell could do. His confidence was palpable. As O’Leary recalls, the initiative seemed ambitious, but achievable. “You would think that it would have been a significant discussion, but it wasn’t. The customer asked us for it. That was a bold decision, because a lot goes into it and a lot more risk than we anticipated.” Halverson’s later perspective was similar: “You can’t just say you’re going to take on more complex projects, unless you at the same time improve your capacity for measuring and managing risk.” Clearly, all of Haskell’s people would reach for higher levels of performance.

Early during Halverson’s presidency, he and Preston Haskell met informally every few weeks, away from

*“It’s staggering to see the cost savings per square foot. I wish I could find companies with Haskell’s mentality on value to provide the equipment for the processing and packaging plants they build for us.”*

**Rick Calamari**  
Vice President-Engineering  
Frito-Lay, Inc.

Frito-Lay Distribution Center, Frankfort, IN

the office, to share ideas. In a conversation that Steve vividly remembers, Haskell asked a seemingly simple, but profound, question: “Are we good enough?” “I didn’t answer that in that conversation,” Halverson says. “My interpretation of that was, as we look to the future, were we able to compete in a big future?” Had that been in doubt, Halverson notes, the sensible options might have included putting the company into play as a merger or acquisition target. An alternative might have been to reorganize management, hiring an “A-team” of veteran outsiders. Recognizing the fundamental importance of the question, Halverson reflected for some time before concluding that Haskell was, in fact, good enough. “Best decision I ever made. It reflected a faith and confidence in the core of the organization.”



By that, he meant Haskell's people, its culture, and its business model.

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***“I was mistaken if I thought my job was to run projects or tell people how to run projects. I concluded, early on, that the role of the CEO is three things: attracting talent, developing talent, and shaping culture.” - Steve Halverson***

Halverson sees his job as being able to identify and establish the right people for positions. In the twenty-first century economy, it is normal for people to change jobs often. Haskell attracts sophisticated, talented people with strong credentials, and wins their ongoing loyalty, making it an uncommon place to work. It is not unusual to find people who have worked at the company for decades, a fact that impresses even those hired more recently. Creating an environment where that happens is at the center of the company's leadership portfolio. Halverson explained that he soon came to devote approximately forty percent of his time to matters relating to Haskell's people: “I was mistaken if I thought my job was to run projects or tell people how to run projects. I concluded, early on, that the role of the CEO is three things: attracting talent, developing talent, and shaping culture.”

In pursuit of that agenda, Halverson elevated and recalibrated the company's human resources function. Typically, human resources is an administrative department that reports through an executive with other portfolios, such as a chief financial officer. Instead, Haskell has made HR a strategic function, whose head reports directly to the CEO. “Beginning in

the early 2000s, we completely tore apart the training and professional development program, and moved to recruit better leaders into the HR function, and to place them in the organization differently.” In 2006, Halverson established an Office of the Chief Executive (OCE), in which the leadership responsibilities are dispersed among a senior cabinet. The OCE is a four-person team, of which three members are executive vice-presidents. The fourth member is Halverson, who notes that the executive vice president for human resources is an indispensable part of the cabinet: “So, it is the people person, the money person (the CFO), the operations person, and me.”

What further differentiated Haskell in its emphasis on human resources was the perspective of those recruited to that position. Halverson chose to reach outside of construction for human resources talent, explaining that he could teach the person in that post about the industry. What he sought was someone who could bring “world-class skills about how to manage and inspire talented people.” A goal of Halverson's was for Haskell to be one of the great places to work in America. The job of human resources is to make Haskell a place where the best people in the industry want to work, where, as Steve hopes, “moms and dads will guide their kids, and say, if you could only work for Haskell, that'd be great.”

The construction industry overall is seldom noted for emphasizing and developing talent, which makes Haskell stand out. Halverson believes that experts in the industry, if given free rein throughout the company and then asked what is unusual about it, would say that Haskell devotes more to human resources and related functions than is normal. “I defend that robustly. It's done with great intentionality. You can tell what a company's priorities are by how it allocates resources, and we allocate a lot to HR.”







(Preceding page top) Frito-Lay facility and Honeywell Aerospace building (bottom left) in Mexicali, Mexico. Procter & Gamble facility interior in Mariscal, Mexico (preceding page, bottom right, and above)

Support for educational advancement is one means for investing in Haskell's people, and examples abound. In 2002, a civil engineer and project director named John Paul Saenz had lunch with Steve Halverson and Greg Ferrell, along with the head of HR at that time, David Bogage. "As part of my career development, they asked if I would be interested in graduate education in business. It sounded like a lot of extra work, and I had my plate full at the time. I remember Steve just saying, 'Look, we'd like to send you to get your MBA.' He added, 'You know we can look at different schools.'" Saenz recognized "a huge signal that there was a lot of confidence in what I had done and what they thought I could do. That was a great career opportunity for me, and even today I promote that within my group. That degree in business complemented everything I had done on the engineering and construction sides, and has informed a lot of my thinking that resulted in what

I am doing now." His path to that position included establishing Haskell's permanent presence in Mexico, which after five years under his management grew to \$98 million in gross revenues, a significant percentage of the company's total sales. By 2012, Saenz was president of Haskell's Industrial Group.

By comparing itself to others in and outside of engineering and construction, Haskell discerns and appropriates practices that offer something to the company's purpose. In the case of human resources, Haskell looks to companies such as their client, PepsiCo, which Halverson credits with being a "leadership factory." His own service as an outside member of other corporate boards affords him a close perspective on those firms' techniques and experiences. And Haskell's HR leadership is regularly involved in organizations and networks where valuable outside information and knowledge of best practices can be derived.

The Haskell Company's human values are evident nowhere more than in its safety culture, Steve Halverson's passion for which percolates throughout the entire organization. On any given day, Haskell's people are at work on jobsites across the U.S. and in other nations. By its nature, the work is sometimes dangerous. Averting that risk is part of the Company's mission for which every employee has responsibility. One of the benefits of design-build and of Haskell's integrated performance is that safety runs through every project from contract to delivery. The company's concise Code of Safe Practices is part of every contract. Architects and engineers confer with those who will perform the work, including subcontractors. Construction drawings contain "safety alerts" which identify potential hazards. Thus, safety is designed into a project, hazards are designed out, and building it exposes workers to minimal risks. Continual training, accident prevention programs, and jobsite safety



Steve Halverson addresses Haskell employees at company headquarters during Haskell's 40th Anniversary event, 1995

meetings maintain the cultural emphasis, consistently reinforced by Haskell's leaders at every level.

In 2006, Haskell experienced an accident with two fatalities, involving subcontractor employees on a residential high-rise in downtown Jacksonville. A removable platform failed while workers were using it at high elevation. The subsequent investigation assigned blame to a third-party equipment supplier. Nevertheless, the loss was a shock to the Haskell organization, and inspired a recommitment to safe practices. In that same year, Haskell joined the American Contractors Insurance Group, a consortium of some forty contractors who jointly self-insure against loss from accidents, and who measure their safety records against each others'. Sharing experiences and outcomes incentivizes the member firms to maximize safety and minimize losses. "Every accident is preventable," says safety director Lance Simons.

His job is to communicate that message throughout the company, along with the values associated with safe performance. Everyone associated with the Haskell organization aspires to the highest level of that performance, or they do not last.

Aligning Haskell's culture with its twenty-first century mission helped identify the people it needed to attract and develop. Skills and credentials were obvious, but values were harder to measure, while ultimately essential to a good fit. As the company's strategy focused on elevating its performance capabilities, adding talent by acquiring other companies offered a way to accelerate the process. Evaluating organizations for their compatibility with Haskell's values and distinctive business model would be difficult. Even while launching that initiative, the company had to weather another storm. ♦





## Chapter Seven

Anyone experienced in business during recent decades would agree that 2008 stands out as the worst economic dislocation since the Great Depression. Few anticipated it on the scale that took place. Those like Preston Haskell, who had experienced the recession of 1974-1976 and subsequent less severe recessions, knew well how to manage through them. Economic downturns have trajectories, and temporal boundaries. They begin and end, and in the meantime have to be weathered, for which there are tactics such as reducing expenses, curtailing travel and purchases, and retaining core personnel despite layoffs. In short, there is what Steve Halverson calls a “playbook.” It includes maintaining a set of defensive positions such as a backlog of work and a strong balance sheet. All of those things Haskell historically did. But in late 2008 and early 2009, the playbook was, as Halverson put it, “useless.”

In 2007 and 2008, a crisis in “subprime” home mortgages spread throughout financial markets. By early 2009, bad news had been adding up for months, and securities markets faltered. Like many companies, Haskell had tens of millions of dollars in those securities, which were routinely negotiable for cash. To the surprise of even close market watchers, they were at least temporarily unsalable. Conditions worsened with each confidence-rattling development, such as the collapse of the venerable Lehman Brothers investment-banking firm. Shares in an influential money market fund “broke the buck”, meaning values fell below \$1.00, which was nearly unprecedented in the history of money market funds.

Only massive federal intervention saved major banks and financial corporations. At Haskell and at companies across the country, the ground seemed to shift beneath their feet. Halverson said, “Our fortress balance sheet

was under assault because of unprecedented financial gyrations. You could just feel that people were afraid because they either explicitly or intuitively understood that life was different and we were in free fall. Not just Haskell, but the industry and the economy were in free fall. Nobody knew where the bottom was.”

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***“I specifically remember getting several calls from customers between January and March of 2009, with hundreds of millions of dollars under contract, signed contracts, who called and said, ‘Stop.’ ” - Jim O’Leary***

The company’s other defensive position, a reassuringly strong backlog, also wavered. John Paul Saenz, then vice-president of Haskell’s Food and Beverage Division, recalled, “I remember looking around and realizing that a lot of people didn’t realize how bad this really was, not just for Haskell, but for the entire US economy. Construction companies don’t fare well in recessions because capital spending falls.” Jim O’Leary was on the front line: “I specifically remember getting several calls from customers between January and March of 2009, with hundreds of millions of dollars under contract, signed contracts, who called and said, ‘Stop.’ Projects where we were moving dirt, projects that we were starting foundations on, the customers called and said, ‘Stop.’ We’re canceling. We’ll work out the details.’ That was mind-boggling. Obviously that raised the question of what to do about all the good people whom we didn’t know what to do with. It was a rough time to live through and to manage a business through.”



Construction companies across the country staggered, and many failed. Halverson recalls: “We had a quarter of a billion dollars of backlog evaporate in a seventy-five or ninety day period. It went away. Cancellations are really quite rare, but to have a quarter of a billion dollars of projects cancelled, which was a huge part of our backlog – the playbook didn’t account for that, because it never had happened. Nothing in my experience, nothing in the literature prepares you for that.”

For Halverson, who saw managing the company’s people as his central responsibility, the challenge was to be open and candid about what was happening without instilling fear. He acknowledged that what the company was seeing was unprecedented: “We can’t say this is just like anything, because it isn’t just like anything. But we’re going to figure this out. We entered into this with great strengths. They are under attack, but they’re not gone. So, we’re going to be highly adaptive, recognizing that things are going to change quickly, and we’re going to drive through this.”

He emphasized that the company’s values would endure. It would take care of its people and its customers. It would not cut corners on price or performance, things that would do harm in the long run. The company would likely have to shrink, though how much was unknowable. It would “follow the curve of the economy,” he predicted. As the economy kept declining, Haskell went through three rounds of layoffs, losing about a third of its people. “Those were terrible events,” Halverson recalled. “Not just turning people loose, but turning them loose in an economy where they had no realistic chance of getting a comparable job. These were friends. It created a lot of personal stress for people.”

For those who remained, Halverson asserted that if any companies in their industry would survive, Haskell

would be among them. It would not be because they had anticipated events, since no one had. But the company had been “built to last” – a phrase that Halverson used more than once in discussing the episode. “We had been built to last and to endure some level of calamity. I knew that we had done the right things, and we were well-positioned, and we were going to last.”

Projects continued to disappear, and the company contracted in size and revenues. Haskell’s people regained their footing by executing work at high levels of performance. For that, many including Halverson, credit Greg Ferrell, who had become chief operating officer in 2006. “He could not have been better,” Halverson says. “Greg knew how to get ‘perfect’ out of this. He was invaluable to this company, invaluable to me, to drive operations with enormous skill and discipline. We went without a single job losing money. So, while the business shrunk, our profit margins actually grew, because Haskell stood up and just found another gear, found another level, and executed at an extraordinary level of competence.”

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***“It showed the resilience of the company. It revealed the character of our people. They rose to tough challenges and didn’t lose sight of who they were, who the company was, or how to behave.” ~ Steve Halverson***

Ferrell himself recalls the period as one of intense focus. “It was getting the right people in the right spots, and having a single focus on client service, client satisfaction, not chasing projects just to add to revenue, but to add to earnings. We focused on what we could do best. Everybody who ran a project delivery group

understood that. We quit losing money on projects, and we quit hurting people. Our safety record went to near zero, where we had no injuries. Nobody got hurt. I think it was all about focus. If we do these things, we’re going to be successful, not only with our customers, but financially. Even when the bottom dropped out, we still made money.”

Preserving strong finances was essential, but The Haskell Company’s diversified portfolio also proved itself. As the Industrial Group projects were shutting down, the Government Group’s backlog stayed on the books. Public sector projects are slower to start, but are less likely to suddenly disappear. The rhythms of government work typically differ from those of private industry, at times so much so that the two offset each other. Haskell’s clientele came not only from the government and private sectors, but its private sector work was diversified across industries and markets. John Paul Saenz believes that diversification saved Haskell: “Our weathering of the recession could not have made a greater case for the diversity of our markets. You saw companies that were focused solely in the commercial markets - a lot of those companies aren’t around anymore.” Indeed, bankruptcies for construction firms during the period were approximately three times the normal rate in the industry.

Steve Halverson reflected on the worst moments of the so-called Great Recession: “I wouldn’t wish that on anyone, but it was good for us in a perverse way. It showed the resilience of the company. It revealed the character of our people. They rose to tough challenges and didn’t lose sight of who they were, who the company was, or how to behave. They didn’t panic - they just worked hard. They executed at a very high level, and they developed confidence. I said to them, we’ve all now seen a major-league fastball. There will be more recessions in the future, but it’s highly unlikely that you’ll see one like this again. It was so gratifying

for me to see how they responded, individually and collectively. I said, you should have great confidence, because you’ve taken the company and very skillfully navigated the stormiest seas in the better part of a century. That says something.”

Even while navigating through a major economic crash, Haskell advanced its strategic plan. As Saenz notes, “The timing of the acquisition strategy seemed counterintuitive. We were moving in 2009 to buy another firm.” During recessions, weak firms are often subsumed by strong competitors. However, Haskell’s acquisitions were not predatory. They were instead carried out with attention to every dimension of “fit” between Haskell and the companies being acquired. The first was E<sup>2</sup>M, an Atlanta based packaging design and engineering firm. E<sup>2</sup>M was not distressed by the recession, and was not pressed to sell or merge. On the other hand, its owners’ personal circumstances made them receptive to offers. During the recession, few prospective buyers were in any position to make an offer, but Haskell had ample cash with which to act decisively. To people such as Jim O’Leary, “E<sup>2</sup>M was a relationship-based acquisition. We had worked with them in the past. I knew their senior guys, John Paul did, others did. That was a nice way to break into the acquisition model.” Most importantly, E<sup>2</sup>M was active in a sector where Haskell had determined it needed to be.

E<sup>2</sup>M, whose name stood for “Excellence in Engineering Management,” had been a mechanical engineering firm working on packaging and material handling systems. Its founders had previously worked at Procter and Gamble. Keith Perkey, now Haskell’s regional vice president in Atlanta, joined E<sup>2</sup>M in 1992 when it consisted of fifteen people: “What E<sup>2</sup>M did they didn’t teach in school. It’s not traditional mechanical engineering. It is packaging engineering - not designing the package, but designing high-speed manufacturing systems that do the packaging.”





*Diageo production facility, Plainfield, IL*

Initially, the new firm's market niche was in the beverage industry, with customers such as Coca-Cola. Over time, approximately sixty percent of its customers came from the food and beverage industry, with the remainder manufacturing such things as consumer products or pharmaceuticals. A long-term relationship developed between E<sup>2</sup>M and Tropicana, which was also a client of Haskell. Another major Haskell client, Frito-Lay, had done business with E<sup>2</sup>M.

As early as 2003, at industry trade shows such as Pack Expo, Haskell and E<sup>2</sup>M began to notice each other marketing to similar customers. People in both firms had discerned the need for greater integration of services in complex projects for large companies. Over time, the idea of an acquisition grew more compelling for both firms. The financial metrics were not hard to evaluate, but everyone was convinced

that the outcome of the acquisition would be greater than simply the sum of its component parts. Don Baldwin, now Haskell's senior vice president and chief strategy and marketing officer, came from E<sup>2</sup>M: "It had lots of intellectual property and was well regarded as a systems integrator, but had no scale - to take on a hundred million dollar project was impossible. Haskell had plenty of bonding capacity, and was very well respected as a builder, but had no systems knowledge and lacked the ability to deliver the whole operational aspect of the plant." Baldwin added, "It was a huge opportunity to make a game changing shift in the go-to-market strategy. Clients were telling us it was what they wanted. Competitors weren't doing it." But finally, it was mutual comfort with the culture of the two firms that cemented the deal. As Halverson says, "The financial analysis is easy, the strategic analysis is easy. The cultural fit is hard, and acquisitions succeed or fail most commonly on the ability to correctly engage and integrate the cultures of an organization."

Agreement between the two firms evolved slowly. Saenz does not believe that the shaky economy was a deterrent to acquiring E<sup>2</sup>M. "We had already started the process in the recession. We just applied a lot of pressure to make sure it worked. We knew that we were making a bet, and it had to be successful." When the basic transaction came together in late 2009, the impact was nearly immediate. Within thirty days, Haskell won a 90 million dollar project for Tropicana, which was already familiar to both firms. The orange juice producer converted its packaging to blow-molded plastic bottles, which customers now recognize as the ubiquitous, clear carafe.

Another customer in common for the two firms was Diageo, the world's largest manufacturer of distilled beverages, including dozens of brands such as Johnny Walker. Based in the U.K., Diageo had significant U.S. operations. Haskell was already building a rum



*Diageo Captain Morgan Distillery WWTP St. Croix, U.S. Virgin Islands*

distillery for them on the island of St. Croix. Fast on the heels of the E<sup>2</sup>M acquisition and the Tropicana project, Haskell won a 180 million dollar Diageo contract to renovate and expand two facilities, in Plainfield, Illinois and in Relay, Maryland. Halverson says, "It wasn't just a big project. It positioned us in a different place. The old Haskell would have built the box, into which others would have put all this elaborate equipment. With our enhanced capabilities, we would build the box and put the equipment in, and calibrate it, and connect it, and make sure it ran, and guarantee that it worked. Greater risk, much greater complexity. But, at the core, it built on this model that Preston had established integrating design and construction, treating them as one thing, not two."

In addition to transforming its self-identity, Haskell's work for Diageo changed the company's project delivery

method to a model known as EPC - engineer, procure, and construct. As Halverson suggested, EPC is design-build with wider responsibilities. It made manifest the vision of the company that Halverson had formulated early in his tenure, that its core business model could expand by adding strengths. "It was," he said, "exactly the reason we had acquired E<sup>2</sup>M to begin with. The combined enterprise could compete for projects that Haskell couldn't have competed for before, nor could E<sup>2</sup>M. Independently, we wouldn't even be invited to try. Together, we could make a case that we were the right firm, and so we did."

The recession of 2008-2009 had a greater impact on the American economy than any similar event since the 1930s. The effects on construction industry were worse than those of the 1974-1976 recession. However, The Haskell Company survived the 2007-2009 events



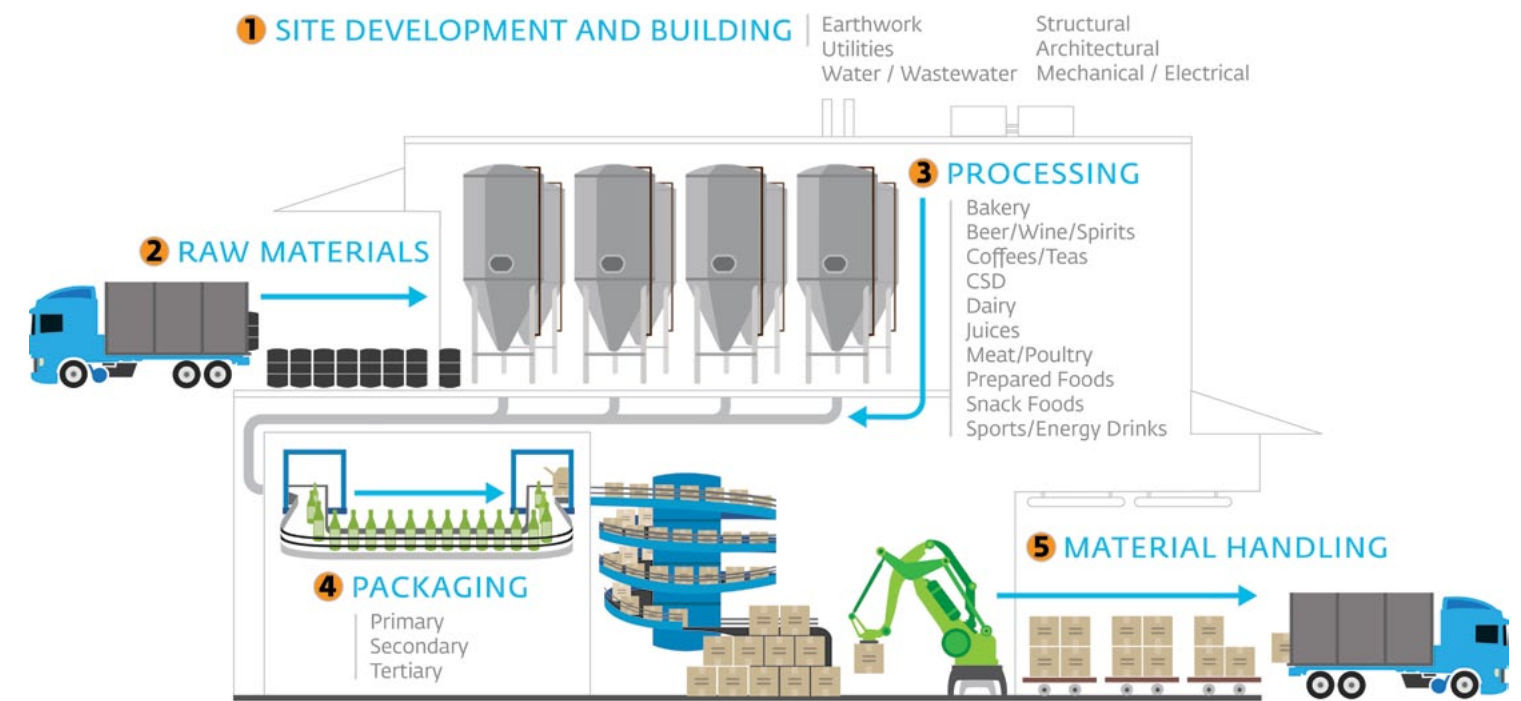


better than it had those of the 1970s. Instead of losing money, it posted robust profits. It emerged stronger financially and in the depth of its talent. It had maneuvered to a position from which could enter new markets, and perform larger and more sophisticated projects than ever before.

John Paul Saenz reflected: "We made good money during the recession, which was unusual, and we came out not only surviving but stronger. But we also invested in E<sup>2</sup>M. I remember at that point thinking, we have a very good company here. The fact that we weathered that recession, as well as the fact that we invested during the recession meant a lot to me. I said, "This is a really solid company." That appraisal gained support as Haskell consolidated and built upon its acquisition, and moved its EPC model forward. ♦



Tropicana cooler facility interior (above) and Diageo production facility, Plainfield, IL (right)



**HASKELL** FACILITY SOLUTIONS



"Haskell, our partner of choice from inception through completion, collaborated with our Process & Packaging Engineers to assure flawless integration. This focus, leadership, communication, and collaboration with all trades was outstanding, and delivered outstanding results."

**Mark Koenig, Director-Engineering  
PepsiCo**

"I am extremely happy with Haskell. We truly consider them a partner. The Scripps Proton Treatment Center is an elegant design - everybody raves about the building and how it turned out. They came in under budget. They are on time. They are very easy to work with. They are good friends."

**Jeff Bordok, Co-founder and CEO  
Advanced Particle Therapy, LLC**

"This was a very difficult project with many new and unique challenges. We certainly experienced ups and downs along the way; however, when asked how we performed as a team, I do not hesitate to say we scored a 95%."

**Pietro Di Pilato, Sr. VP North America Manufacturing  
Diageo North America**

"Haskell stepped to the plate and met our unrealistic expectations in a splendid manner. Your partnership attitude, value-engineering alternative suggestions, and constant focus on the ultimate objective assisted us in producing a very successful and profitable project and business year. Your attention to quality and supervision, coordination and assistance with our separate contractors produced a finished product which exceeded our expectations."

**Dwayne Black  
Director of Operations  
Banta Books**

"UWF has collaborated with Haskell on two new residence halls. The quality of their work is only surpassed by their professional and caring team. Haskell developed a great partnership with us and treated us as if we were their only client. They really understand the collegiate environment and the critical importance of Living and Learning Communities."

**Dr. Ruth L. Davison, Director  
Department of Housing and Residence Life**

"Thank you for the sacrifices of personal and family time. I am humbled by the power of an engaged team, and amazed at Haskell's perseverance."

**Ricky Draehn,  
Senior Engineering Director  
ConAgra**

"The Covington project executed by Haskell is Baxter's new gold standard for wastewater construction. It is something for us all to be proud of."

**Jack Ward, Director of Environment,  
Health and Safety (EHS)  
Baxter**

"Their word is their bond. They've out delivered every promise they've made. They have come in on time, under budget. In terms of process, product and execution, I consider them the best of the best. Their obsession with safety is noticeable."

**Dennis E. McFadden  
President / CEO,  
Atherton Baptist Homes**

"Every project I have done with Haskell I always think this is the best project team I have ever worked with. It seems like I have said that on the last 10 projects. Their design and project management skills are truly off the charts."

**Rich Schutzenhofer, VP Engineering  
PepsiCo Global Nutrition Group**

"Haskell delivered an impressive facility for FlightSafety Boeing, creating the world's largest, non-airline-owned flight training facility. The design-build team completed the project ahead of schedule, despite increases in project scope, and within budget. The company proved that although there were obstacles along the way, each one was met and conquered with professionalism and a positive attitude."

**Walter G. Bush, Senior Manager, Facilities Development  
FlightSafety Boeing Training International**

"Haskell has been an outstanding partner. They are transparent, collaborative and innovative. They are delivering a truly transformational project for our Medical Center, and they are doing it with a great deal of sophistication, focus and dedication."

**John Couris, President and CEO  
Jupiter Medical Center**

"Haskell has been an excellent firm to work with. Their management of subcontractors is outstanding and their in-house personnel are excellent. They are very responsive to the Coast Guard's changing requirements."

**Pamela Argilan, Senior Field Contracting Officer  
U.S. Coast Guard**

"After asking our Spirit team where the project would be if we had hired someone other than Haskell, everyone said we would only be halfway done by now. Their performance has been excellent; working closely with us as one team."

**Ron Redford  
Facilities Senior Manager  
Spirit AeroSystems**



## Chapter Eight

In recent years, four independent companies have joined Haskell - the Atlanta-based E<sup>2</sup>M, Seiberling Associates, of Beloit, Wisconsin, H.R. Gray, headquartered in Columbus, Ohio, and FreemanWhite, in Charlotte, North Carolina. The specialized expertise, market position, and internal culture of each company factored into its fit with Haskell's strategy. The Haskell that has resulted from these additions is an organization with resources and capabilities that, in toto, considerably exceed the sum of its parts. Consolidating those resources positioned Haskell to serve more markets, at higher levels of sophistication, contract value, and profitability, but with commensurate increases in responsibility and risk.

Haskell's interest in strengthening its capacity to provide engineering, procurement and construction (EPC) delivery was the major rationale behind its acquisition of E<sup>2</sup>M. In common with design-build, EPC fixes total responsibility for design and construction upon Haskell, which commits to a firm price and schedule. EPC adds process design to the company's services, which includes the specification, procurement, organization and installation of all the equipment requisite to the customer's objectives. But more importantly, EPC commits the company to standards of operational performance of the completed process facility.

To drive the EPC model forward, the Industrial Group focused on another relatively small engineering firm with which, like E<sup>2</sup>M, they had become familiar through trade shows and personal connections. As Steve Halverson recalled, "We wanted more process engineering, and we identified Seiberling, a small, very, very smart firm with leading edge capabilities and technologies."



The Beloit-based Seiberling firm had been founded in 1976 by Dale Seiberling, an engineer and academic who pioneered the design of cleaning systems for the dairy industry. From there, Seiberling had established a presence throughout the food and beverage industry, where Haskell wanted to grow. Its specialty was engineering clean-in-place (CIP) processes for customers who required food-grade or pharmaceutical-grade facilities. The CIP process involves steam or



chemicals that circulate through a factory's equipment to remove impurities, bacteria, and pathogens. By designing systems to clean the equipment "in place," Seiberling eliminated the need for daily disassembly and cleaning of the myriad network of tanks, pipes, pumps and valves typical of dairy and food plants.



Cornell University Dairy Plant, Ithaca, NY (above) and SweetWater Brewery Expansion, Atlanta, GA (right)

Based in Midwestern dairy farming country, Seiberling served customers such as Borden Milk and the Kroger Grocery chain, which owned dairy plants in several states. It soon expanded to the brewing and wine industries, then to food producers such as General Mills, Nabisco, and Frito-Lay. Pharmaceuticals and biotech manufacturers came next. Seiberling engineers developed other process technologies that added value for the firm's customers, a typical requirement for whom was process performance in a clean or sterile environment.

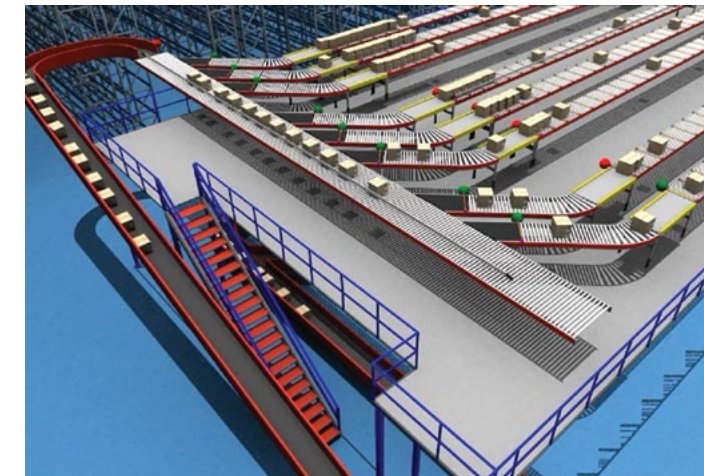
In addition to the efficiencies gained by cleaning production machinery while it remained intact, Seiberling automated the process equipment. From wires connecting to individual relays, Seiberling moved its customers toward programmable controls. Its

engineers write computer code and continually adapt technologies to strengthen the value of new systems, and add value for customers by retrofitting existing systems.

Haskell, E<sup>2</sup>M and Seiberling had each independently worked with major food and beverage-producing companies. By combining their skills in EPC delivery, the team responded to what such customers needed. Like Haskell, E<sup>2</sup>M and Seiberling had strong reputations for skill and performance. They also shared other characteristics such as customer focus, an emphasis on adding value through sophisticated design and engineering, and deliberately fostering a creative, collaborative culture. They were also competitive - engineers who were also entrepreneurially minded.



Don Huett, trained as an electrical engineer, joined Seiberling in 1978 from Kroger, where he had worked on dairy processing equipment. (In 2014, Huett retired as executive vice president.) Huett saw Seiberling as a good fit for his professional interests, but he was also drawn by its entrepreneurial nature. "I like an environment where engineering is the enterprise, not just part of the overhead. In manufacturing companies, engineering is looked upon as overhead. I thought it would be great to be in a position where your work is actually the lifeblood of the company."



Packaging simulation

Strong customer relationships characterized all three firms. As Haskell, E<sup>2</sup>M and Seiberling assessed one another, they saw in each a readiness to do things that might not translate into revenue or profits, but because they were good for the customer. As Huett explained, "Seiberling's repeat business year-to-year has to be 80 to 90 percent. It is much easier to keep a client than it is to go out and find a new one." Don Baldwin agreed "Client focus is key. E<sup>2</sup>M would do things for clients that cost it money, because you want to maintain a relationship where the client is central to your whole being. That's a very closely aligned value."

Similarly to the people of E<sup>2</sup>M, Seiberling's principals planned eventually to address leadership succession, but they were not pressed to act. It was the potential of combining their company with Haskell that sealed the deal, Huett reflected: "It seemed like a good culture fit. The things we thought were important, Haskell thought were important too - our business relationships and our internal relationships. Another thing is that we did not compete. If we got together, they were not going to get rid of half of this group. Our people should be secure. Our client base did not overlap much. The more we looked, the more we thought, there are a lot of pluses here. Frankly, they were just like us. They were nice people. I liked talking with them and working with them. So, I probably would not have said at the time that I was quite ready, but I think we could have waited ten years and never found a better match."

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***"Where it starts to get really neat is when ... you bring together the three organizations' expertise. The power of the whole is much greater than each individual."*** ~ Keith Perkey

With the Seiberling acquisition, specialized teams began collaborating under the Haskell brand. Foremost among their attributes in common were technical excellence, seriousness of purpose, and a focus on managing projects to create value. The brand's EPC delivery model intrigued designers and engineers on all sides of the strategy. E<sup>2</sup>M's Keith Perkey said, "Where it starts to get really neat is when a facility has processing systems, you bring in Seiberling, and you bring together the three organizations' expertise. The power of the whole is much greater than each individual." An example is a 2015 project for U.S. Smokeless Tobacco, in Hopkinsville, Kentucky, a \$100



million facility delivered by Haskell's integrated EPC team.

Throughout its history, Haskell had grown its capability in public sector markets, adding diversity to its portfolio. A particular focus for the Government Division has been water and wastewater projects, and related infrastructure. Pursuing large, complex projects in that market led Haskell indirectly to a small Ohio program and construction management firm, H.R. Gray. The company's leadership was approaching a point of decision about ownership succession, and began looking into selling the company. In 2011, an intermediary firm connected them with Haskell.

H.R. Gray contributed to Haskell's objectives in three ways. It added expertise in program management, an area new to Haskell. It deepened Haskell's capabilities in water infrastructure work, where H.R. Gray had successfully managed programs with budgets of up to \$250 million. Finally, H.R. Gray's relationships among municipal clients in Ohio offered Haskell entrée to the public design-build market in that state. Local governments across Ohio have networks of aging, deteriorated infrastructure, with unmet needs that accumulated over decades. Recently the state had adopted legislation allowing design-build contracting for public projects at the city and county levels, which made Ohio important as a potential growth market for Haskell.

H.R. Gray functioned as a consulting practice, advising its clients on project designs and specifications, evaluating contracts, and then, as the owner's representative, inspecting contractors' work while it was being performed. Since H.R. Gray did not build, it did not require great financial strength or surety capacity. Its revenues were stable and relatively low risk, requiring professional liability insurance, but not surety bonding. Its program management function involves

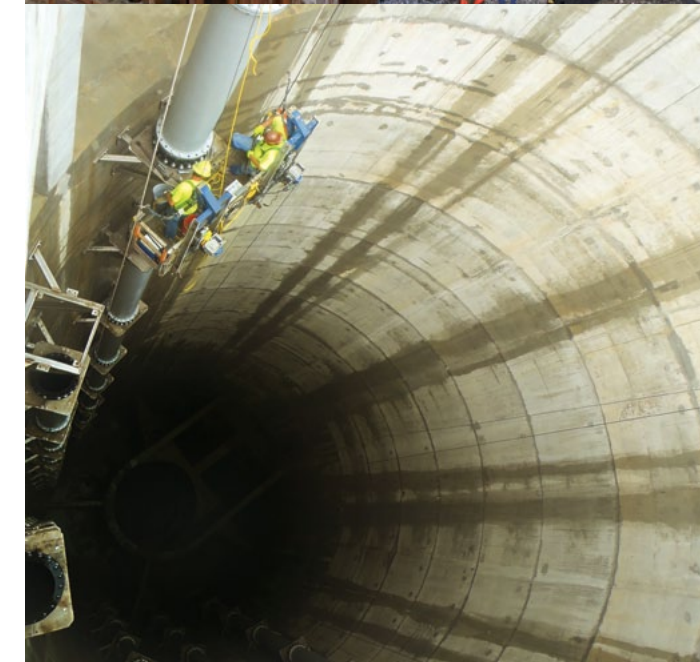
high skill, high integrity, and demonstrable creation of value for customers. Owing to the complexity of large infrastructure projects and the political sensitivity of major public expenditures, H.R. Gray's credibility is a significant asset.



*OSIS Augmentation Relief Sewer (OARS) Tunnel project, Columbus, OH*

An example of program management by H.R. Gray is a \$250 million tunnel being built for the City of Columbus, Ohio. At twenty-eight feet in diameter and six miles in length, the project is being constructed beneath the city while contractors work amidst the ongoing life of the city above ground. Hundreds of events must be planned and coordinated, such as street closings, community relations, and relocating utilities. Coordinating the many steps in such a costly and complex program is the responsibility of the program manager, who is typically engaged before the design engineers and contractors. Elected and appointed officials in Columbus and numerous other jurisdictions in Ohio trust H.R. Gray to perform that management function, and to represent the interests of the owner – in this example, the people of Columbus.

The combined Haskell / H.R. Gray enterprise gave Haskell greater credibility and relevance in water and wastewater infrastructure. The nationwide deficit in those markets is estimated at a staggering \$2.5 trillion in work needed over the next twenty years. Thus, the acquisition of H.R. Gray is consistent with Haskell's pattern of strategic investment for the long term.



*Big Walnut Augmentation Rickenbacker Sanitary Interceptor (top) and OSIS Augmentation Relief Sewer (OARS), Columbus, OH*

Haskell has long been present in the market for designing and constructing healthcare facilities. As noted earlier, healthcare customers understandably and justifiably viewed their market as highly specialized. But it is unsurprising that hospitals in particular appeal to Haskell's pursuit of big, complicated projects requiring great skill and excellence in design as well as construction. Designing an all-new hospital from the ground up (called a "greenfield" project) is a challenging specialty. Existing hospitals must also routinely modernize and expand. In the latter case, the designer and builder must accomplish everything without interrupting day-to-day functions.

FreemanWhite is an architecture/engineering and analytics firm. While its emphasis is on healthcare markets and services, it echoes the characteristics that linked Haskell to E<sup>2</sup>M and Seiberling – creativity, an entrepreneurial bent, customer focus, high-skill performance and the demonstrated capability to add value to customers' projects. FreemanWhite had an enviable history as a design firm when it turned its focus to healthcare facilities. In doing so, it became part of a nationwide move to improve healthcare by pursuing measurably better outcomes, and achieving greater efficiency in the process.

New economic models incentivize healthcare providers to be smart and efficient, to deploy their resources so as to achieve measurably good outcomes. FreemanWhite's services are targeted at helping that industry become more effective at making sick people healthy. FreemanWhite devotes itself to the information-based design of facilities dealing with human well-being. Indeed, human factors in healthcare design add complexity as well as excitement throughout the process.

Haskell's design-build model of project delivery lent itself to the healthcare market, for reasons similar to



those accounting for its success elsewhere - integrated services add value for the customers. However, projects such as hospitals and clinics require strategic planning that is unique to the care and movement of people who may be experiencing the worst, or sometimes perhaps the best day of their lives. FreemanWhite developed its specialization by accumulating data about the steps in treatment processes, analyzing information and observations, and evaluating outcomes.

In 2012, when Jim Eaton became vice president of Haskell's Healthcare Division, his first order of business was to develop a strategy to move the company further into that market. Between the alternatives of developing greater design capacity in house or acquiring an existing team, the company quickly settled on the latter, and Eaton set about finding the right match. FreemanWhite, a century-old architecture firm based in Charlotte, North Carolina, quickly became his focus. After several years in healthcare construction, Eaton had become familiar with FreemanWhite as one of the industry's leading designers nationwide, and knew that it met Haskell's strategic criteria. More than ample skills in design and construction already existed within Haskell, but the things that drove healthcare clients' business and operational needs relied on highly specialized information and analytics, as well as smart architectural design. Those were FreemanWhite's particular strengths.

During the mid-1990s, FreemanWhite made a strategic choice to focus on designing emergency medicine departments. It began developing a knowledge base, hired an experienced emergency room nurse to help make sense of data, and adapted software for design simulations. No designers were competing for emergency medicine work, yet the role of emergency departments (EDs) in hospitals was growing rapidly, as sick people without access to primary care doctors use emergency rooms instead. A sub-market for ED design emerged, with FreemanWhite leading the field.



*Tahoe Forest Hospital, Truckee, CA (top) and Scripps Health, La Jolla, CA*

Concentrating on emergency departments opened the way to hospital design more broadly. As a major point of entry to the hospital, EDs are linked to surgery, critical care, laboratory services, imaging and all the other major components of the organization. Emergency medicine became a bottleneck for hospital operations. Solving that problem pulled FreemanWhite further into comprehensive institutional planning and design.

FreemanWhite subsequently formed an analytic and consulting group called Catalyst, which offers services

tailored to the needs of healthcare systems. Its knowledge base serves FreemanWhite's own design teams, as well as supporting decision makers who need to understand design or construction alternatives for which they are strategically positioning their organizations. Catalyst's data analytics contribute to operational and strategic planning, using such things as geographically-tailored demographics and applying them in simulation models.

FreemanWhite thus branded itself as a highly specialized architectural firm and as a consultancy. Its people are credentialed in many disciplines and specialties, such as architecture, engineering, business and healthcare administration, nursing and various medical fields. People with contracting experience perform construction administration, representing owners. All bring passion, creativity and innovation to work that demands high skill and intelligence. They collaborate across disciplines in a consciously entrepreneurial way. As Haskell and FreemanWhite contemplated joining forces, they recognized many similarities in each other, making a successful cultural fit seem likely.

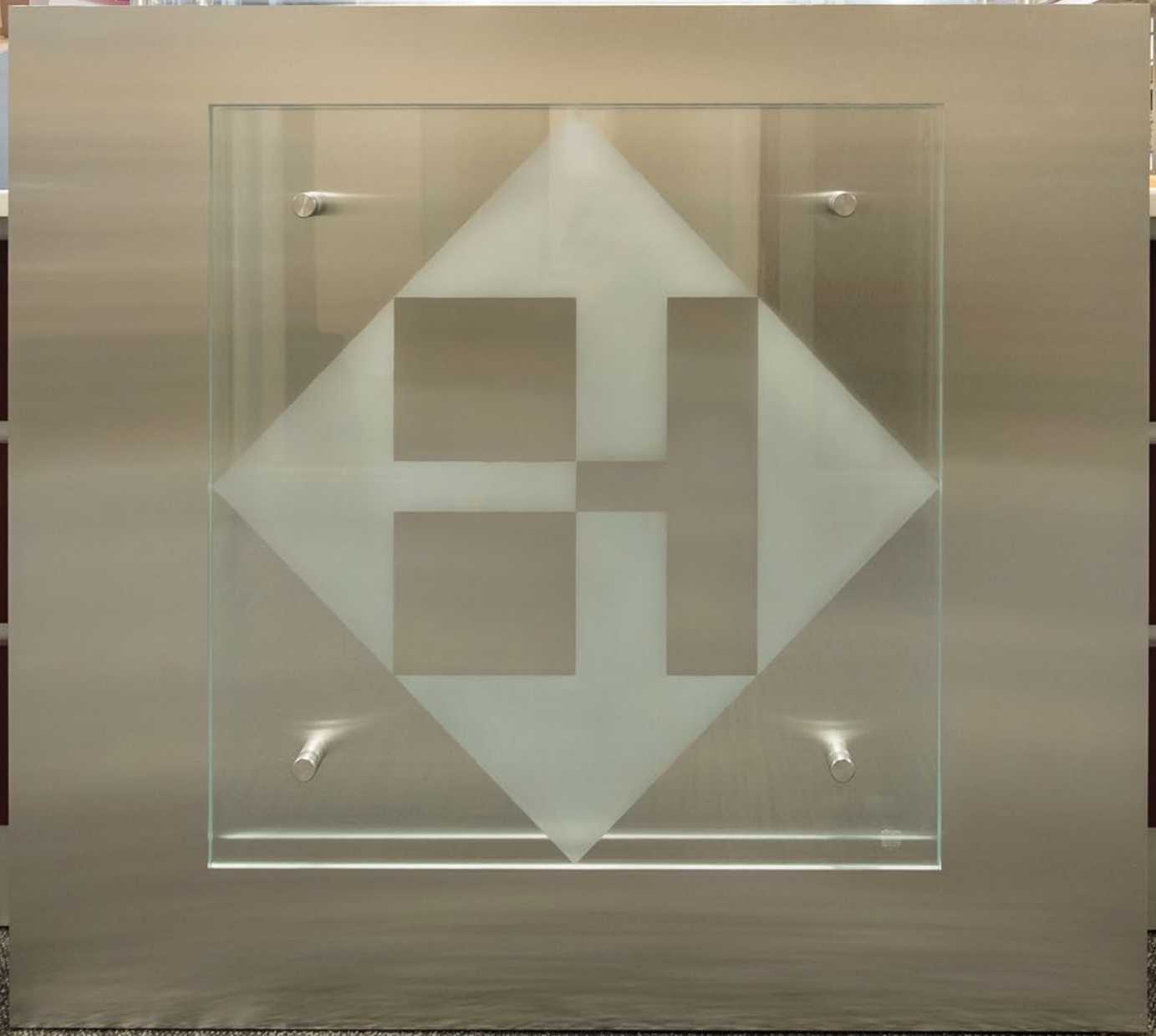
Merger or acquisition conversations were not new at FreemanWhite, but from the perspective of chairman Frank Brooks, the case for Haskell was unusually strong. It contributed to FreemanWhite's holistic approach to meeting its customer's needs, and its aspiration to a more seamless delivery model by adding construction to its portfolio. Brooks reflected about his talks with Haskell's people, "Things started to line up. And there was the fact that I liked them. They seemed like regular guys. We talked about values and honesty and integrity in business - everybody can say those things, but they seemed sincere about them. They also seemed motivated to do things differently and attack the healthcare market full on, and bring increased value to the market." Indeed, that was Haskell's intent.

"Healthcare is 17 percent of the U.S. GDP and growing," Halverson notes. "Haskell wants to be positioned to provide comprehensive solutions to clients, and to be a part of reforming healthcare in the U.S."

E<sup>2</sup>M and Seiberling Associates brought specialized capabilities to Haskell's EPC strategy. H.R. Gray and FreemanWhite propelled Haskell into markets where its potential had as yet been underdeveloped. All four firms added value to Haskell at several levels, as well as furthered the company's collaborative persona. Each of the firms acquired between 2010 and 2014 proved compatible with Haskell's people, practices, and its overall vision of an integrated team with broad, deep resources. In each case, the fit with Haskell complemented the experience and potential of people who had already grown successful enterprises. Most significantly, each acquisition strengthened Haskell's competitive position, in terms of geographic presence and across a range of markets, building types, and services, all with positive growth potential.

In addition to its robust design-build project delivery model, reputation, and financial strength, Haskell quickly brought advantages to the acquired enterprises that included strong project management discipline and sophisticated financial controls. Effective cost accounting and information technology practices helped elevate the capacity of formerly small firms to perform large projects efficiently and profitably. Teams constituted from throughout the integrated Haskell organization deliver projects that are not only larger than before, but that are also significant for their increasing complexity. Finally, by deploying human development practices at a scale and level of sophistication typical of much larger firms, Haskell offers paths for growth to its people at every level. For the past fifteen years, continually refining and advancing that dimension of the firm has been elemental to its strategy. ♦







## Chapter Nine

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In its fiftieth year, Haskell experiences trends common to the design-build industry, including demographic and technological changes. However, it successfully differentiates itself among competitors and in the construction industry generally. What also distinguishes Haskell is its cultural emphasis on human development, the result of a highly conscious program that engages every employee, informed by perspectives from both inside and outside the field of construction. Haskell's investment in human resources is exceptional for an organization its size, no matter the industry.

Companies and institutions so often refer to people as their principal asset that the rhetoric barely seems sincere. Among Haskell's people, the discussion is intentional, not reflexive, and authentic, not rhetorical. The reasons are several. Deliberate organizational practices are one. Confidence in the transparency of management decision-making plays a role. The employee stock ownership plan (ESOP) is another. Plans to launch the ESOP were well advanced when the 2008 recession began to unfold. The company's senior management moved forward anyway, seeing tangible employee ownership as critical to the organization's fabric. With the first distribution of shares, the new entity owned in part by every employee became the firm's largest shareholder, at 32 percent, a percentage that grows each year. With good reason, Haskell's people feel personally invested in an organization that is on top of its game.

Characteristics that draw clients to Haskell are often similar to those that attract employees. The company is on the cutting edge of innovation and creativity; it stands behind its commitments to customers; it is noted for high-level performance in sophisticated markets. It pioneered and deploys a consistently successful business model. Those observable and measurable attributes are appealing both within

and outside the company. An early-career engineer, construction manager, or professional in any field who has researched prospective employers recognizes that the Haskell name and brand exude quality. People with confidence in their abilities and a desire to maximize them, who aspire to excellence in what they do, want to work for such a company. People who already work there see value for themselves and for the whole enterprise by perpetuating those qualities through their own performance.

Early on, Steve Halverson came to the view that the CEO's role centered around "influencing people and culture." Consistent with that view, he saw human resources not only as an administrative function, but also as a force to advance the company's understanding of its capabilities. Seeking a leader for that portfolio, he reached outside the construction industry, and through a recruiter, connected with David Thaeler, then head of HR at a large health care organization. The recruiter described Haskell, saying, "They are looking for an HR leader who understands the importance of people, training, development and acquisition, as well as talent, talent management and performance management."

Thaeler saw human resources as an organic part of a company, and found similar views in Halverson. "Steve kept reinforcing the importance of people as being one of the three-legs of the stool - people, operations, and finance." In discussing training and human development, Halverson believed that the company was doing much for senior leadership, but not enough for hundreds of other employees. Elevating skills and competencies across the company was essential to the future. Another concern was ensuring that people understood Haskell's values, and were aligned with those values in their work performance and in the conduct of business.



Haskell was on a path to deploy human resources more strategically, through measures such as the Great Place to Work® model. That direction had begun early in Halverson's tenure as CEO, but the effort was still mainly tactical. In 2008, raising human resources to a strategic function became Thaeler's challenge as executive vice president and chief human resources officer. Decisions in which HR previously had been slightly involved came under new evaluation for their fit with culture and values. The shift gained gradual acceptance across the company, with some asking why it was necessary to involve HR with matters in which it had no traditional role. The process was complicated by certain Haskell characteristics, such as an entrepreneurial bent that came with considerable autonomy, especially in field operations. "Now it's been seven years," Thaeler reflects. "I think everyone agrees that we're a values-driven organization. Its four key values are something we talk about all the time. Almost everyone can articulate each value. That drives our operating principles."

Halverson's objective has been to make Haskell a company at which the best people in the industry want to work. People would not want to leave, not simply because of pay, but because they liked their work and those with whom they worked, and because they found security in a values-driven company. Competence and technical capabilities have always mattered, but to Halverson the marker of a sustainable company culture was the authenticity of its values and their acceptance by those who work there.

Haskell wins frequent public recognition as a model employer. *Training* magazine administers a competitive "Top 125" award to companies evaluated on the basis of quantitative and qualitative factors, such as financial investments in employee development, and relating those efforts to business goals and objectives. Since 2013, Haskell has received the Top 125 Award each

year. In 2014, the Jacksonville-based *904 Magazine* selected Haskell for its "Companies With Heart" award. That same year, *Modern Healthcare* magazine recognized FreemanWhite among its "Best Places to Work in Healthcare." In 2015, H. R. Gray was named among Columbus' "Top Workplaces" by *Columbus CEO* magazine and TV 10. Haskell also received the Quantum Workforce "Employee Voice" award in 2015 for companies demonstrating excellence in translating employee feedback into improved results.

Haskell's core values are summarized by the acronym TEST: Team, Excellence, Service and Trust. From the first day of employment, Haskell's people are



encouraged to consider choices in the context of those values. Is an action consistent with the best interests of the team's collaborative approach to work? Does it foster excellence in project performance and delivery? Does it serve customers by creating value for them as well as for Haskell? Trust is an asset to be cultivated and protected as the ultimate basis for the confidence in which customers and employees hold Haskell.



Periodically, new or recently hired employees at every level participate in an on-boarding event. The daylong proceedings are usually held at the company's Jacksonville headquarters, although Haskell's offices in other cities also host the events. In the ground-floor development center, on-boarding presentations introduce twenty to thirty employees from all backgrounds to the things that lie behind the company's reputation. Haskell's senior leaders participate, including Steve Halverson and Preston Haskell. People from throughout the company demonstrate their commitment to its core values, and to practices such as safety and the code of conduct. Jonathan Toke, who often participates in on-boarding

sessions, emphasizes their importance: "It's making sure everybody hears a core, central message as to what we believe in." Question and answer sessions are sometimes enlivened with group role-playing to dramatize situations from the company's actual experience. Among other effects, on-boarding serves an early affirmation of Haskell's commitment to education and training.

In 2015, Halverson's experience as CEO has allowed him to observe the effect of the company's investment in its people over time. "Now I've had the benefit of watching people whom I first knew fifteen years earlier, relatively early in their careers, and of seeing how they have developed and grown and enlarged themselves and their capabilities because of the investment the company has made in those fifteen years. To see them reach their human potential is extraordinarily gratifying."

Haskell's culture is that of a group of people who collaborate creatively to perform excellent work, and to stand behind it. Doing so successfully and profitably ensures that the company attracts the best and most talented people in every position, and that compensation is at the top of the industry. To that end, financial strength is a strategic objective. Specifically, the company seeks to maintain earnings in the top 20 percent of the industry. As Greg Ferrell notes, "We were always a great company. We just didn't have the balance sheet that said we were, until more recent times." Consistent with long-standing policy, the company maintains a capital position sufficient to continue making strategic acquisitions, to internally develop new business opportunities, and to act from a position of strength during economic dislocations.

Haskell's position in the market for design-build services falls between extremely large competitors,



*“I saw nothing that suggested that Haskell couldn’t compete and punch way above its weight. We do today. Our competition now is, oftentimes, five or ten times larger than we are, but not five or ten times better.”*

*~ Steve Halverson*

such as Bechtel, Fluor or KBR, and numerous smaller companies. However, that does not limit Haskell to projects, markets, or competition merely on the basis of size. From the beginning, Steve Halverson pushed the company to lift its gaze. Upon becoming CEO, he says, “I saw nothing that suggested that Haskell couldn’t compete and punch way above its weight. We do today. Our competition now is, oftentimes, five or ten times larger than we are, but not five or ten times better.”

For 2014, Haskell’s revenue was approximately \$600 million - relatively speaking, a small part of the total U.S. domestic market of \$160 billion for nonresidential design-build services. Thus, Haskell’s revenue potential is not limited by the size of market, or by Haskell’s position in the market. The company’s 2014 revenue was divided approximately half and half between the private sector industrial market and the water, government, and healthcare markets, demonstrating the continuing strength of its diversified market positions.

Haskell’s larger competitors enjoy economies of scale and name recognition. However, large firms sometimes face greater difficulty performing at consistently high levels of customer satisfaction as to safety, quality, and schedule. Customers in every industry place a premium on safety and high quality. They repeatedly

bring their business to Haskell with confidence that it will deliver on those things. In addition, Haskell is well known for creativity, innovation, responsiveness and excellence in design and construction, which are less easily achievable by companies whose size and entrenched cost structures make them less nimble.

Haskell’s broad strategy calls for growth, particularly in the ability to do larger, more complex work in markets where size and complexity matter. Recently, its continual focus on projects of greater sophistication took it to California and Maryland, where it has built proton therapy centers that, in terms of design, constructability, engineering and building systems, stand among the most complex in anyone’s experience. The facility in California was the seventh in the nation; the one in Maryland, to be completed in 2015, will be the tenth.

Proton therapy is cancer treatment advanced beyond normal gamma radiation. The reinforced concrete walls of the actual treatment vaults are ten feet thick, with



*Maryland Proton Treatment Center rendering (above) and exterior and interior views of Scripps Proton Therapy Center, winner of ENR’s 2013 Best Projects Award of Merit, San Diego, CA (right)*





six-foot floor and roof thicknesses. Each vault is three stories high, and measures fifty by eighty feet. Electrical conduits and plumbing pipes enter the concrete walls, make a ninety-degree turn for about four or five feet and then turn ninety-degrees again to penetrate the therapy vault while maintaining protection for adjacent workers and other users. Each of the five therapy bays is penetrated by some five hundred conduits. Each penetration must be separated by certain minimum distances, and placed so as not to interfere with other functions, as well as to avoid compromising the reinforcing steel in the concrete walls, all of which begins to illustrate the complexities of the design and construction challenges.

The California proton therapy center was further complicated by the need to design for earthquake protection. In the case of the more recent project, Haskell's team had the benefit of experience, but also the challenge of a confined urban site in downtown Baltimore. Architect Chris Holmes discussed the learning curve that took place from the first to the second of the projects. "It was a good case study of why having the full design-build team together is so meaningful. You can take prior knowledge and grow it, cultivate it, innovate and improve it in one generation, rather than taking five or six generations of projects to affect it dramatically."

Haskell's move to internationalize its reach began in the twenty-first century, in Mexico, where John Paul Saenz led an important project for Frito-Lay. As he completed that job, Saenz learned of additional opportunities in Mexico, and was allowed to pursue it after overcoming skepticism among the company's senior leadership. The business was slow to develop, and he credits Ferrell, O'Leary, and Halverson for their patience with the enterprise: "In two of the first three years, we literally contributed nothing. That they stuck with it showed that the company was invested in growing

outside of the US. In 2003, the business had picked up enough to be a significant part of the industrial group, and the work kept coming in." After seventeen years, the Mexico City office now employs over forty people. Haskell's success in Mexico established a model for globalizing. It has since grown business throughout Latin America and expanded operations into Europe, Africa, the Middle East, and Asia.

Haskell at fifty years of age has a tradition of citizenship, initially modeled by Preston Haskell, that comports



*Steve Halverson (left) and David Balz (center) accept the JBJ Partners in Philanthropy award from Jacksonville Business Journal, 2014*

with its internal values. Volunteerism and mentoring outside the company are encouraged for employees at every level. Senior leaders typically serve on the boards of non-profit organizations, where their contributions reinforce Haskell's continuing commitment to social responsibility. The company is deliberately philanthropic by such means as its dedication of three percent of profits to charitable causes in its communities. Haskell practices sustainability in its own operations and in the projects it delivers. Specific company goals include healthy work environments for employees as well as customers. Those cultural attributes were among the things that Haskell sought in the companies that joined it through strategic acquisitions, ensuring that

the overall organization's growth is not disruptive to its values.

The twenty-first century iteration of the company results from years of fostering and promoting diversity. For Haskell to continue growing in a competitive environment requires flexible, intelligent people who increasingly come from a wide assortment of places and backgrounds. The company's intention to grow internationally only reinforces the mandate for recruitment across the broadest possible horizon of talent.

Attracting talented people is perpetually ongoing, and Haskell fosters strong relationships with faculty and administrators of highly ranked university programs, where it recruits aggressively. According to Toke, a Canadian who counts himself as Haskell's first international hire, Haskell's people will continue to "blend technical knowledge and expertise with practical experience, from knowing what concrete feels like to standing next to a machine and tinkering with it, in that space which is a step beyond just theoretical. We will be recruiting and growing folks with natural inquisitiveness and open-mindedness."

Halverson expresses pride that, since 2000, "the kinds of projects Haskell is doing are orders of magnitude more complicated, more sophisticated, and larger. The company attacks them with confidence, with competence, and with great results." The company's services have expanded from design-build to include engineer-procure-construct and program management. Haskell operates nationally through a network of thirteen offices, and by 2015 operated in more than a dozen countries. Half a century after its modest beginning in Jacksonville, Florida, the company approaches the next half-century with confidence that its best days are ahead.

Continuities remain, however. Preston Haskell points to one of the most important when describing the company's foundational strategy, which was "solving the client's problems, and adopting the client's objectives as our own." That was his message at an employee onboarding in April, 2015, nearly fifty years following the company's first project in Atlantic Beach. Entering its second half-century, Haskell's nearly one thousand employees across the U.S. and around the world remain aligned with the same culture, values, and practices, certain that they are building a company to last. ♦









COMPLETED PROJECT LOCATIONS  
 OFFICE LOCATIONS  
 SIGNIFICANT OPERATIONS IN THE FOLLOWING COUNTRIES / REGIONS:  
 CANADA | CARIBBEAN | UNITED KINGDOM | SINGAPORE | COLOMBIA



## List of Major Projects | 1990 - 2015

Major projects that predate this list are available in *On Target: The First Twenty Five Years of The Haskell Company*, by Jules L. Wagman

### 1990s

United States Postal Service - Panama City, FL • Kraft - Cleveland, OH • CSX Transportation Customer Service Center - Jacksonville, FL • NASA Processing Control Center - Cape Canaveral, FL • Quaker Oats Food Processing Plant - Louisville, KY • Baptist Health Outpatient Center - Jacksonville, FL • Montgomery Ward - Prince George's County, MD • Baptist Hospital - Jacksonville, FL • Dare Foods - Ontario, Canada • FDOT Operations Center - West Palm Beach, FL • Baptist Pedestrian Overpass - Jacksonville, FL • United States Postal Service Remodeling - Charleston, WV • The Coves at River Garden - Jacksonville, FL • FDOT Chipley - Chipley, FL • Norm Thompson Outfitters Distribution Center - Charles Town, WV • Sears - Plantation, FL • University of Miami Garage - Coral Gables, FL • Tampa General Garage - Tampa, FL • Jacksonville Orthopedic Institute - Jacksonville, FL • Darton College - Albany, GA • SeaPak - Brownsville, TX • Kraft Foodservice Distribution Facility - Boca Raton, FL • FDOT District IV Office Building - Fort Lauderdale, FL • Coca Cola USA New Horizons Syrup Branch Expansion - Columbus, OH • Target Stores Warehouse Expansion - Tifton, GA • Consolidated Stores - Montgomery, AL • United Retail Group Distribution Facility - Troy, OH • Blairstone - Tallahassee, FL • Grande Ocean Resort - Hilton Head, SC • CDC Headquarters - Atlanta, GA • United States Postal Service General Mail Facility - Charleston, SC • Palmetto General Hospital - Hialeah, FL • Northern Telecom - Mississauga, Canada • United States Postal Service - Charleston, WV • Desert Springs Villas Resort Phase II - Palm Desert, CA • Wolfson Children's Hospital - Jacksonville, FL • Computer Power - Jacksonville, FL • Falcon's Landing - Sterling, VA • Fosters Daily Democrat - Dover, NH • FDOT Turnpike - Pompano Beach, FL • EquiCredit - Jacksonville, FL • Fine Distributing - Miami, FL • TRW - Queen Creek, AZ • Orgill Brothers - Memphis, TN • Santa Rosa Correctional Institution - Milton, FL • FDOT District I Office Building - Bartow, FL • Titan IV Storage Facility - St. Augustine, FL • Beaches Redevelopment - Jacksonville Beach, FL • Holiday Inn - Montego Bay, Jamaica • House of Raeford Processing Facility - Raeford, NC • Dade Correctional Institution - Homestead, FL • Dade Elementary Schools - Miami, FL • Blue Cross/Blue Shield Campus - Jacksonville, FL • Frito-Lay Research Facility - Rhinelander, WI • Bok Tower Gardens Education and Visitor Center - Lake Wells, FL • Frito-Lay - Ontario, Canada • The Times Leader Newspaper Production Facility - Wilkes-Barre, PA • Frito-Lay GES Pick Center Expansion - Perry, GA • New River Middle School - Fort Lauderdale, FL • Consolidated Stores - Montgomery, AL • Armour-Swift Eckrich - Downers Grove, IL • Quaker Oats Liqui-Dri Food Plant - Louisville, KY • Park Place of Carrollwood - Tampa, FL • Medical Partners - St. Augustine, FL • Union Camp Sheet Facility - Jacksonville, FL • Inn at Fort Bliss - El Paso, TX • FlightSafety Training Facility - Miami, FL • Krome Male Detention Facility - Miami, FL • Frito-Lay - Dallas, TX • Frito-Lay - Fayetteville, AR • Pinewood Elementary School - Brevard County, FL • Titusville High School - Brevard County, FL • The Laurels at Piper Glen - Charlotte, NC • Frito-Lay Warehouse - Rosenberg, TX • Alliant Foodservice Distribution Facility Expansion - Rocky Mount, NC • Gallo Salame Food Processing Facility - San Lorenzo, CA • New Federal Cold Storage - Pittsburgh, PA • CareFlorida North - Palm Beach, FL • Field Packing Company, Ham Processing Expansion - Owensboro, KY • Kraft Foods Dry Mixing Distribution Center - Columbus, OH • Frito-Lay - Quebec, Canada • Kraft - Dallas, TX • Alliant Foodservice - Indianapolis, IN • Southeast High School - Bradenton, FL • Frito-Lay - Rosenberg, TX • Kraft - Chicago, IL • Duval County Middle School - Jacksonville, FL • Falkenburg Jail Phase I - Tampa, FL • Frito-Lay - Jonesboro, AR • Frito-Lay - Lynchburg, VA • NCROC

Paradise Valley - Fairfield, CA • James Point Health Care - Newport News, VA • James Point II Health Care - Newport News, VA • The Haven of Highland Creek - Charlotte, NC • Grayson Nursing Home - Roanoke, VA • CSC Distribution - Chesapeake, VA • The Veranda-Meridian Property - Ponte Vedra, FL • Anheuser-Busch Warehouse and Packaging Expansion - Williamsburg, VA • Barnett, Inc. Office Building - Jacksonville, FL • River City Plastics - Jacksonville, FL • Hampton Inn - Mooresville, NC • Roanoke Assisted Living Center - Roanoke, VA • Senior Quarters at Lake Wylie - Closer, SC • Laurels Highland Creek - Charlotte, NC • The Laurels - Pineville, NC • Alliant Foodservice, Inc. - Tampa, FL • Barnett Bank Office Park Communications Facility & Parking Structure - Jacksonville, FL • Pepsi-Cola Warehouse and Distribution Center - Tampa, FL • Pembroke Pines Schools - Pembroke Pines, FL • Kraft General Foods Post-Buffer Warehouse - Battlecreek, MI • Eagle Point Elementary - Weston, FL • Big Lots Warehouse & Distribution Center Expansion - Montgomery, AL • Frito-Lay Plant & WWT - Rosenberg, TX • Alliant Foodservice - Woolwich, NJ • Carolina Turkeys - Mount Olive, NC • Great Lakes Cheese - Hirman, OH • Kraft Dry Goods Storage - Norcross, GA • KB Toys Dist Center - Montgomery, AL • BABs Office Expansion - Jacksonville, FL • United States Postal Service - Atlanta, GA • Orlando International Airport Parking - Orlando, FL • Frito-Lay - Pompano Beach, FL • Anheuser-Busch - Oklahoma City, OK • The Haven at Columbia - Columbia, SC • Frito-Lay - Jonesboro, AR • Morningstar - Gainesville, GA • Morningside - Carrollton, GA • Morningstar - Albertville, AL • Carestone at Milford Chase - Marietta, GA • King's Daughter - Roanoke, VA • Morningstar - Northport, AL • Senior Quarters at Staunton - Roanoke, VA • Petroleum Helicopters Heliport & Support Facilities - Venice, LA • Pembroke Pines East Campus - Pembroke Pines, FL • Falls Church Fire Station - Falls Church, VA • Eau Gallie High School - Melbourne, FL • Lucent Tech ADRF - Orlando, FL • Lucent Tech Bldg 61 - Orlando, FL • Pembroke Pines Middle School - Pembroke Pines, FL • Georgia Military College Student Services Building - Milledgeville, GA • KB Toys Southeast Distribution Center - Montgomery, AL • FCCJ Criminal Justice Center - Jacksonville, FL • Flight-Safety - Atlanta, GA • Deerwood North at Gran Park - Jacksonville, FL • Holsum Bakery - Phoenix, AZ • FlightSafety Training Facility - Miami, FL • Anheuser-Busch - Columbus, OH • Frito-Lay Mexicali, Baha MX • Arthur Anderson - Jacksonville, FL • Duval County Middle School Phase II - Tallahassee, FL • Winn-Dixie - Charlotte, NC • Volusia County Justice - Daytona Beach, FL • BCBS Deerwood Phase II - Jacksonville, FL • Pembroke Pines Academic Village Design - Pembroke Pines, FL • Lee Nursing & Rehab Center - Roanoke, VA • Cookeville Nursing & Rehab - Cookeville, TN • Carestone at Milford Chase - Marietta, GA • Enkei - Jacksonville, FL • Trilogy Health Services - Lebanon, IN • Windsor Health Care - Windsor, VA • United States Postal Service - Owings Mills, MD • Parris Island Golf Course - Parris Island, SC • Trilogy Health Services - Kokomo, IN • Frito-Lay Expansion - Perry, GA • Gulfstream Expansion Parking - Savannah, GA • Tandem Health Assisted Living Facility - Cannonsburg, PA • Sebring Airport Authority - Sebring, FL • Jet Aviation Hangar and Infield Expansion - Teterboro, NJ, The Villages Charter School - Leesburg, FL • United States Postal Service - Erie, PA • Banta Books - Harrisonburg, VA • Pembroke Pines Miscellaneous Projects - Pembroke Pines, FL • Washington & Lee Parking Garages - Lexington, VA • Intermodal Transportation Facility - Daytona Beach, FL • Northwestern Middle School - Jacksonville, FL • Anheuser-Busch Williamsburg, VA • The Trane Company - Jacksonville, FL • Amerifreeze Cold Storage Facility - Pittsburgh, PA •



Four Corners Charter School - Kissimmee, FL • Kissimmee Charter Schools - Kissimmee, FL • Merillat Industries - Ocala, FL • Flight Safety - Dallas, TX • New Coal City Middle School - Coal City, IL • Kings Ave Intermodal Parking Garage - Jacksonville, FL • LaVilla Performing Arts School, Jacksonville, FL • Frito-Lay Mexicali, Baha MX • Cambridge Academies - Pembroke Pines, FL • Boeing Horizontal - Cape Canaveral, FL • Ocean Walk - Daytona Beach, FL • Closeout Distribution Center - Tremont, PA • Pembroke Pines Academic Village - Pembroke Pines, FL

## 2000s

Frito-Lay - Orlando, FL • Greenwood School - Jacksonville, FL • Frito-Lay - Binghamton, NY • Frito-Lay - Rancho Cucamongo, CA • Gulfstream MRO Service Center - Brunswick, GA • Carestone at Carrollwood - Tampa, FL • Pearson Parking University of Miami - Coral Gables, FL • Alcatel Atlantica 1 Terminal - Tuckerton, NJ • Green Castle Development - Charlesto, WV • US Navy Equipment Maintenance Shop - Albany, GA • Fort Lee Golf Course - Fort Lee, VA • Carestone at Hillcrest - Lilburn, GA • Pavia Parking-University of Miami - Coral Gables, FL • Flight-Safety Training Facility - Orlando, FL • Pilot Pen Distribution Facility - Jacksonville, FL • Serenata Beach Club - Ponte Vedra Beach, FL • Four Corners Charter School Phase II - Davenport, FL • Mesa Cold Storage - Tolleson, AZ • FDOT District 5 Maintenance and Construction Complex - Leesburg, FL • Ponce Parking-University of Miami - Coral Gables, FL • C.D.F. Southwest - Tolleson, AZ • Villages of Lake Sumter - The Villages, FL • Zephyrhills Spring Water - Zephyrhills, FL • Atlas Air - Miami, FL • Schultz Center for Teaching and Leadership - Jacksonville, FL • Gran Park at Deerwood - Jacksonville, FL • Avalon Park Elementary School - Orlando, FL • Surgical Hospital - Hot Springs, AR • Greenville Park Elementary - Charlotte, NC • Destiny: FutureQuest, Inc. - Paris, TX • Sabritas Mixing Center - Guadalajara, MX • Consolidated Stores Expansion - Montgomery, AL • TyCom Global Network - Wall Township, NJ • Perrier - Stanwood, MI • Starbucks Coffee - Mindon, NV • Orange County Jail - Orlando, FL • Florida Atlantic University Dormitories - Boca Raton, FL • Jo-Ann Stores Distribution Center - Visalia, CA • Southwood Charter School - Tallahassee, FL • Krispy Kreme - Winston-Salem, NC • Blue Cross/Blue Shield - Jacksonville, FL • Hillsborough County Jail - Tampa, FL • Seminole Courthouse - Sanford, FL • RV Storage Park - Pembroke Pine, FL • Global Transpark - Kingston, NC • Marine Corps Base Exchange - Beaufort, SC • Arrowhead Offsite Improvement - Cabazon, CA • Nestle Waters Arrowhead Spring Water Bottling Facility - Cabazon, CA • NCSU Flex Lab - Raleigh, NC • FDOT Milton Operations Center - Milton, FL • The Villiages Charter (K-2) - The Villages, FL • Frito-Lay - Rosenberg, TX • Southwood One - Tallahassee, FL • Frito-Lay - Portland, OR • Falcons Landing Assisted Living Facility - Sterling, VA • Resurrection Catholic Mission - Deatsville, AL • Pleasant City Elementary - West Palm Beach, FL • Alcatel - Tuckerton, NJ • Alcatel Apollo Cable Station - Shirley Township, NY • Frito-Lay - Jonesboro, AR • FLETC Phase II Dorms - Brunswick, GA • St. Joe Corporate Headquarters - Jacksonville, FL • Federal Law Enforcement Training Center - Brunswick, GA • Procter and Gamble - Oxnard, CA • Central Campus Charter - Pembroke Pines, FL • Perrier Ozarka Water Bottling - Hawkins, TX • Surf Club II - Palm Coast, FL • Perrier Arrowhead Water - Cabazon, CA • Carlton Cove Continuing Care - Huntsville, AL • Oak Ridge National Laboratory - Oak Ridge, TN • Federal Prison - Yazoo City, MS • Performing Arts Center - Miami, FL • Vitro - Mexicali, MX • Aston Park Health - Asheville, NC • Museum of Contemporary Art - Jacksonville, FL • Frito-Lay - Wilks Barre, PA • Ozarka Pipeline & IPS - Hawkins, TX • Smith & Nephew Expansion - Largo, FL • Frito-Lay - Alameda, CA • Canoe Creek K-5 - Osceola, FL • Pembroke Shore Elementary School - Pembroke Pines, FL • Baptist Hospital Parking Deck - Jacksonville, FL • Episcopal High School - Jacksonville, FL • Frito-Lay - Mexicali, MX • Pembroke University - Pembroke Pines, FL • The Villiages High School - Sumter, FL • GE Aircraft - Victorville, CA • Jefferson County High School

K-12 - Monticello, FL • Nassau County Justice Center - Nassau, FL • Alltel Stadium Improvements - Jacksonville, FL • Big Lots - Durant, OK • Baptist Medical Center Clinical Services Building - Jacksonville, FL • Baptist Hospital Southside - Jacksonville, FL • Potlatch North - Las Vegas, NV • Timber Creek Plantation Subdivision - Jacksonville, FL • Fidelity Financial Hangar - Jacksonville, FL • FDOT Agriculture Station - Escambia County, FL • Frito-Lay ASF - Beloit, WI • Frito-Lay ASF - Vancouver, WA • The Villages High School - Phase II - Sumter, FL • Rolling River Estates Phase 2 & 3 - Jacksonville, FL • Enkei III - Jacksonville, FL • Banta Facility Expansion - Harrisonburg, VA • Hollywood Southern Regional WTP - Hollywood, FL • Dupuy Silo Facility - Jacksonvill, FL • Trafalgar Elementary School - Cape Coral, FL • Procter & Gamble Warehouse Addition - Pineville, LA • Frito-Lay Distribution Center - Orlando, FL • Armstrong Elementary School - Stafford, VA • Key Largo Wastewater System - Key Largo, FL • Villages Votech / Cafeteria - The Villages, FL • Port of Miami Cargo Gate Facility - Miami, FL • Bellalago Charter School - Kissimmee, FL • Gran Park at Deerwood N III - Jacksonville, FL • US Navy Consolidated Paint / Sandblasting Facility - Kings Bay, GA • WMATA West Falls Church Parking Structure - Falls Church, VA • FDOT Martin County Rest Area I-95 - Stuart, FL • Little Caesars - Detroit, MI • Ship Component Service Facility - Portsmouth, VA • GEAE Campus - Victorville, CA • Procter & Gamble - New Orleans, LA • Wesley Court CCRC - Abilene, TX • Stafford High School - Stafford, VA • Nestle Waters North America - Breinigsville, PA • Gulfstream Sales & Design Center - Savannah, GA • Willow Run Nursing Center - Greensboro, GA • North Hampton Phase 3 and 5 - Jacksonville, FL • Riverfront Landing Condos - Jacksonville, FL • Belle Haven Condos - St. Augustine, FL • Northrop Grumman Building 61 - St. Augustine, FL • US Navy BEQ 6F & 6G Office Renovation - Jacksonville, FL • Procter & Gamble IAMS - Dayton, OH • Indoor Small Arms Firing Range - Kings Bay, GA • Alltel Stadium Improvements Phase I - Jacksonville, FL • Frito-Lay ASF - Topeka, KS • Frito-Lay - Lexington, KY • Global TransPark Cargo Facility - Kinston, NC • Alltel Stadium Phase III Club Renovation - Jacksonville, FL • Frito-Lay Jim Rich Service Center - Rochester, NY • Gran Park II at Deerwood North - Jacksonville, FL • Susan B. Anthony Center - Pembroke Pines, FL • Vehicle Maintenance Facility - Waco, TX • Ozarka Expansion Nwana - Hawkins, TX • Madison Expansion Nwana - Lee, FL • Cape Coral Charter Schools - Cape Coral, FL • Falcon's Landing West Falls Center Assisted Living Facility - Sterling, VA • Littoral Warfare Research Complex - Panama City, FL • Bellalago Middle School - Kissimmee, FL • The Villages Phase IV - Sumter, FL • Blue Water Residence - Cape Coral, FL • Space Coast Jr/Sr High School - Cocoa, FL • WMATA White Flint Station - Rockville, MD • Fidelity National Financial Parking Garage - Jacksonville, FL • Covenant Woods - Mechanicsville, VA • Daytona Infield Improvements - Daytona Beach, FL • Land O Frost - Madisonville, KY • US Navy Chilled Water Plant Restoration and Expansion - Annapolis, MD • Adams Lake Unit 3 - Jacksonville, FL • Camp Allen Exchange Renovations - Norfolk, VA • Space Coast Regional Airport - Cocoa, FL • Barnes and Noble - The Villages, FL • Frito-Lay Warehouse Expansion - Kathleen, GA • JU Swisher Auditorium - Jacksonville, FL • Frito-Lay Packaging & Distribution Center - West Palm Beach, FL • Cone Mills Denim Manufacturing Plant - Parras, MX • Sandy Creek Subdivision Phase I - St. Augustine, FL • County Road 244 - South Section - St. Johns County, FL • FCCJ Deerwood Garage - Jacksonville, FL • Owasso Medical Campus MOB - Owasso, OK • Marine Facility Blount Island - Jacksonville, FL • FDOT I-75 Regional Traffic Management Center - Fort Myers, FL • Cape Coral Elementary School North - Cape Cora, FL • Cape Coral Middle School - Cape Coral, FL • Paradise Valley Assisted Living Facility - Fairfield, VA • Homestead Turn 1 Suite Expansion - Homestead, FL • Signature Teterboro - Teterboro, NJ • Foster's Wine Estate - Napa, CA • CAE - Whippany, NJ • Procter & Gamble Olas Building & Utilities - Mariscal, Guanajuato, MX • City of Jacksonville Downtown Garage - Jacksonville, FL • Nwana - Allentown, PA • Jo-Ann Stores Southeast - Opelika, AL • Gatorade - Tolleson, AZ • Owasso Hospital - Owasso, OK • Vanity Fair - Visalia, CA • Gatorade Bottling Plant



and Distribution Center - Wytheville, VA • FlightSafety Training Facility Expansion - Orlando, FL • Frito-Lay Process Expansion - Topeka, KS • Avenue D - Jacksonville, FL • Frito-Lay - Queens, NY • Neighborhood Park No.5 - Cape Coral, FL • Pembroke Pines Maintenance - Pembroke Pines, FL • Flora Parke Phase 5, 6 & 7 - Jacksonville, FL • Gulfstream Sales & Design Center - Savannah, GA • Webster Wastewater Infrastructure Improvements Phase II - Webster, FL • Frito-Lay - Frankfort, IN • Frito-Lay Expansion - Perry, GA • Bartram Park Blvd. Phase 3B - Jacksonville, FL • Chipley Wastewater Infrastructure Improvements Phase II - Chipley, FL • Covenant Woods Restoration - Mechanicsville, VA • Honeywell Aerospace Test Annex & System Integration Lab - Mexicali, MX • Live Oak WWTP Upgrades - Live Oak, FL • FDOT FHP Law Enforcement Facilities - West Palm Beach, FL • Astronaut High School - Titusville, FL • ConAgra Foods Aseptic Low-Acid Facility - Waterloo, IA • Winter Haven WWTP #3 - Winter Haven, FL • Town Center Addition-Covenant - Jacksonville, FL • Blue Origin - Van Horn, TX • Villages Phase V - Sumter, FL • Titusville High School - Titusville, FL • Allied Electronics - Fort Worth, TX • Pembroke Senior Housing Tower 3 - Pembroke Pines, FL • WMATA Huntington Station - Alexandria, VA • JU Student Housing and Parking Structure - Jacksonville, FL • AGP Coal Fired Boiler Facility - Hastings, NE • ConAgra - Fort Worth, TX • QTG South Central Gatorade Manufacturing Plant - Pryor, OK • Gulfstream Service Center - Savannah, GA • BCBS Deerwood Campus Expansion - Jacksonville, FL • Women's Care Associates - Eugene, OR • Conagra Irapuato Process Equipment - Irapuato, MX • Spirit Victoria - Kuala Lumpur, Selangor, Malaysia • Chipley Wastewater Infrastructure Improvements Phase III - Chipley, FL • UNF Osprey Fountains - Jacksonville, FL • ConAgra Building & Utilities - Irapuato, MX • Marine Corps Exchange & Operations Support Center Additions - Quantico, VA • Pembroke Pines Maintenance - Pembroke Pines, FL • Nestle Purina Pet Care - Flagstaff, AZ • Honeywell Automotive Tenant Improvements - Mexicali, MX • Chipley Wastewater Infrastructure Improvements Phase IV - Chipley, FL • Ft. Pierce Garage & Office - Fort Pierce, FL • NWNA Zephyrhills Expansion - Zephyrhills, FL • TMM Turbomecca - Monroe, NC • ConAgra Re-Roofing - Sylvester, GA • Point Peter WWTF - St. Marys, GA • Tropicana - Monterrey, MX • Tropicana Cooler - City of Industry, CA • Pembroke Pines Soccer Park Phase II - Pembroke Pines, FL • Parris Island Exchange - Parris Island, SC • Baptist South Parking Garage - Jacksonville, FL • NAVFAC Southeast Engineering Operations Center - Jacksonville, FL • NWNA Processing & Warehouse - Cabazon, CA • Tropicana - City of Industry, CA • Frito-Lay Expansion - Jonesboro, AR • Frito-Lay Expansion - Perry, GA • Northwest Specialty Clinics - Springfield, OR • Goodrich Aerospace - Mexicali, MX • Gulfstream Paint Hangar - Savannah, GA • Nike Distribution Center - Memphis, TN • Baptist South Tower D Expansion - Jacksonville, FL • UNF Student Housing - Jacksonville, FL • Spirit Victoria - Kuala Lumpur, Malaysia • Marine Corps Community Services Youth Center - Parris Island, SC • Emerson Street Medical Office Building - Jacksonville, FL • Kernan Boulevard Phase IV Improvement - Jacksonville, FL • Spirit AeroSystems Fuselage Factory Expansion - Wichit, KS • Tiger Academy - Jacksonville, FL • Broward Road Reconstruction - Jacksonville, FL • Pembroke Pines School Addition - Pembroke Pines, FL • P285 Damage Control School Trainer - Norfolk VA • CAE Phase II - Hanover, PA • Frito Lay Casa Grande - Casa Grande, AZ • Broken Arrow MOB - Broken Arrow, OK • Del Monte Pet Care - Topeka, KS • Nestle USA Bakery - Troy, MI • Point Peter Wastewater Treatment Plant - St. Marys, GA • AMU Undergraduate Residences - Charles Town, WV • Surface Sensors and Combat Systems Facility - Dahlgren, VA • Gulfstream SWQ - Phase II - Savannah, GA • Project Spartan - Jacksonville, FL • Broken Arrow Medical Facility - Broken Arrow, OK • Spirit AeroSystems - Kinston, NC • Veolia - St. Croix, USVI • North Jacksonville Force Main - Jacksonville, FL • Scripps Proton Therapy Center Design - San Diego, CA • Pilot Pen Corporate Headquarters - Jacksonville, FL • Tomsa Destil Diageo Captain Morgan Distillery - St Croix, USVI • Miller's Landing Officers' Club - Cherry Point, NC • Nestle Purina Pet Care - Hager City, WI • US Joint Forces Command Headquarters - Norfolk, VA • Ballester

Refrigerated Warehouse - Dorado, Puerto Rico • Live Oak WWTP & Reuse - Live Oak, FL • Naval Support Facility, Wastewater Treatment Plant - Indian Head, MD • University of West Florida - Pensacola, FL • Cherry Point EPSF - Cherry Point, NC • UCF Parking Deck VI - Orlando, FL • Frito-Lay Distribution Center - Honolulu, HI • Spirit Equipment - Kinston, NC • ConAgra Repairs - Garner, NC • Glynn County Exit 29 WPCP - Brunswick, GA • Muskogee Reserve Center - Muskogee, OK • BEQ MCAS Cherry Point - Cherry Point, NC • Rolls Royce Crosspoint Rotatives Facility - Prince George, VA

## 2010s

Tropicana UFO1 Blow Molding - Bradenton, FL • Gulfstream South Campus - Savannah, GA • NCCER Office Building - Alachua, FL • USCG Eatons Neck Boat House - Eaton's Neck, NY • Tropicana FPL5 B Molding - Bradenton, FL • Baptist South Emergency Department Expansion - Jacksonvill, FL • Pepsico Bakery Innovation Center - Monterrey, Nuevo Leon, MX • Warrior Zone - Fort Riley, KS • Procter & Gamble Building Modifications and Expansions - Cienaga, MX • TPI UFO4 Line Execution - Bradenton, FL • Frito-Lay GES - Topeka, KS • OSI Industries - West Jordan, UT • Frito-Lay GES - Denver, CO • Frito-Lay - Killingly, CT • Southbank Riverwalk - Jacksonville, FL • UWF Heritage Hall Phase II - Pensacola, FL • TPI OT00 New 59oz Carafe UFO1 - Bradenton, FL • TPI OT00 New 59oz Carafe FPL5 - Bradenton, FL • Atherton Baptist Homes - Alhambra, CA • P-625 Marine Corps Operation & Information Center - Quantico, VA • Georgia Pacific - Crossett, AK • Marine Corps Exchange - Twenty-Nine Palms, CA • Georgia Pacific Port Hudson - Port Hudson, LA • MCX Camp Pendleton - Camp Pendleton, CA • Jupiter Medical Center - Jupiter, FL • Scripps Proton Therapy Center - San Diego, CA • SAFT Batteries - Jacksonville, FL • Dean Foods WWTP Upgrade - Friendship, NY • Gulfstream Hangar 125 - Savannah, GA • Tropicana Project Inspiration - Fort Pierce, FL • Glanbia Foods Warehouse Expansion - Twin Falls, ID • Auto Service Center Miramar - Jacksonville, FL • Tropicana Inspiration - Bradenton, FL • Frito-Lay - Brooklyn, NY • JEA Orange Street WTP Phase 2 - Jacksonville, FL • De Wafelbakkers - North Little Rock, AR • USCG Home-Porting Fast Response Cutters - Key West, FL • Tropicana OT00 ePet - Bradenton, FL • Temporary Lodging Miramar - San Diego, CA • Henley Road Improvements - Green Cove Springs, FL • JEA Total Water Management Project River Crossing - Jacksonville, FL • Miami Dade College Garage - Miami, FL • Goodrich GAM Expansion - Chula Vist, CA • Gulfstream - Westfield, MA • LeeSar Regional Service Center - Fort Myers, FL • Snecma New Hampshire - Rochester, NH • Diageo Procurement - Relay, MD • Project Wave - Batavia, NY • Maryland Proton Treatment Center - Baltimore, MD • Diageo Procurement - Plainfield, IL • MV-22 Hangars, Parking Garage, Taxiway & Apron Expansion - Camp Lejeune, NC • Spirit GTP1 Phase II - Kinston, NC • Marine Corps Exchange - Twenty-Nine Palms, CA • Venice Water Treatment Plant - Venice, FL • Plaza Foods Cooler Expansion - Caguas, Puerto Rico • Villa Gardens Expansion - Pasadena, CA • MasTec - Jacksonville Beach, FL • The Church of Jesus Christ of Latter-day Saints Temple - Tijuana, MX • Dannon Greek 5 - Minster, OH • Camp Pendleton Cottages Delmar - Camp Pendleton, CA • In-N-Out Burger - Baldwin Park, CA • Robindale WWTP - Brownsville, TX • USCG Station Fairport - Grand River, OH • Tropicana OT00 UFO1 Modifications - Bradenton, FL • USCG Buoy Tender Waterfront - Newport, RI • Frito-Lay Fayetteville Phase I - Fayetteville, AR • Warner Robins Expansion - Warner Robins, GA • ConAgra Project Cortina - Russellville, AR • ConAgra Sanitation Dock Upgrade - Russellville, AK • IFLY - Frisco, TX • FPL4 to UFO3 Packer& Blow Mold - Bradenton, FL • USCG Home Porting FRC's - Pascagoula, MS • Landstar Logistics - Dallas, TX • USCG Home-Porting National Security Cutters (NSC) - Charleston, SC • Tracen Petaluma C4ISR Building Addition - Two Rock, CA • Starbucks Roaster Train 8 - York, PA • SunTrust Garage - Jacksonville, FL • Sofidel Combined Heat & Power Plant - Haines City, FL • Baxter PWWF - Baxter, GA • Frito-Lay GES - Killingly, CT • Schreiber Foods - Carthage, MO • Gulfstream Service Center



- Brunswick, GA • Frederick-Winchester Service Authority Green Energy Facility - Winchester, VA • Drax Amite Bioenergy Wood Pellet Manufacturing Facility - Gloster, MS • Drax Morehouse Bioenergy Wood Pellet Manufacturing Facility - Beekman, LA • P469 Waterfront Improvements - Newport, RI • Tropicana UF-02 Blow Molder - Bradenton, FL • Lakeview Health Phase 2 - Jacksonville, FL • Frito-Lay Addition - Rosenberg, TX • USCG Jones Beach Hurricane Sandy Repairs - Jones Beach, NY • Frito-Lay GES - Lethbridge, Canada • Schreiber Foods - Richland Center, WI • Frito-Lay - Jonesboro, AR • USCG Maritime Safety & Security Team (MSST) Facility - Houston, TX • USCG Unaccompanied Personnel Housing - Cape Cod, MA • McCormick - Zatarain's Plant - Gretna, LA • Prince William Incinerator - Woodbridge, VA • Frito-Lay GES - Rancho Cucamonga, CA • USCG Shinnecock & Fire Island - Hampton Bays and Babylon, NY • FDOT Manatee Operations Center East - Manatee, FL • Annapolis WTP - Annapolis, MD • Sky Global J920 Power Plant - Colorado County, TX • IMG Oxbow 1 Power Plant - Oxbow, PA • IMG Roundtop - Roundtop, PA • USCG Hurricane Sandy Waterfront Rebuilding - Hampton Bays, NY • Bush Beans WWTP Construction - Knoxville, TN • Frito-Lay GES - Aberdeen, MD • Andrews Helicopter OPS - Camp Springs, MD • Miami Dade College Garage - Miami, FL • UTC Systems Composites Plant - Mexicali, MX • INO Lancaster - Lancaster, TX • Lufthansa Hangar - Aguadilla, Puerto Rico • St. Petersburg Biosolids - St. Petersburg, FL • USCG Sandy Hook - Sandy Hook, NJ • USST Eagle One - Hopkinsville, KY • Sanitary Sewer Recon - Akron, OH • Tru Food Manufacturing - Pittsburgh, PA • Lakeview Phase III Construction - Jacksonville, FL • Mondelez GB & LB Buildings - Puebla, Puebla, MX • JEA South Shores - Jacksonville, FL • Beam Suntory - Deerfield, IL • Spartanburg LNTRRWTF - Spartanburg, SC • Embry-Riddle Residence Hall - Daytona Beach, FL • Iron Mountain CHP - Yardley, PA • IMG Beaver Dam - Beaver Dam, PA • BJWSA Hardeeville - Hardeeville, SC • YMCA Riverside New Facility - Jacksonville, FL • Bush Beans WWTP - Knoxville, TN • Project Jupiter - Modesto, CA

## About the Author

Alan Bliss is a historian with a research focus on urban and maritime topics in the modern U.S. He holds a Ph.D. from the University of Florida, and teaches at the University of North Florida. He also consults for public and private organizations. Bliss lives in Jacksonville.