

The VOICE

The official magazine of The Construction Users Roundtable
Summer 2009

THE VALUE OF CURT:

Seize a golden
opportunity
with CURT
membership

INSIDE:

● Environmental Regulation In A New Political Climate ● LUCs Keep Owners
Competitive ● Good Or Bad? The Employee Free Choice Act

CURT



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Surviving and Thriving in Today's Construction Industry

November 16-18, 2009

Buena Vista Palace Hotel, Orlando, FL

The 2009 CURT National Conference



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In 2008, more than five hundred industry leaders participated, representing all sectors of the industry: owners, contractors, suppliers, and labor. **Have you registered yet for this year's event?**

For registration information go to www.curt.org.

For information on how to exhibit at this event contact Greg Palmer at gpalmer@curt.org. Space is limited!

For advance purchase of specially priced Disney Meeting/Convention Theme Park tickets, go to www.disneyconventionear.com/CURT. This website will expire November 16, 2009.



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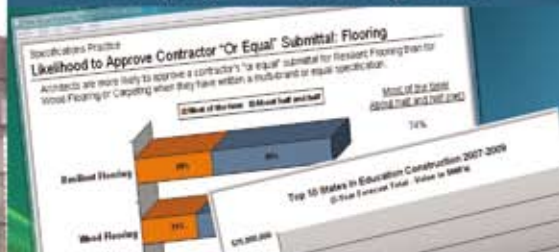
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On the Cover:

What has CURT done for you lately? Even if you haven't directly asked CURT to do anything for you, you can bet that its leadership, committee chairs and members, and staff have been working diligently behind the scenes on everything from creating life saving safety programs, to establishing workforce tracking systems, to planning expert panels for upcoming Conferences and meetings. But this is only the start! Flip to page 23 and explore the value of CURT, how it impacts the industry, and the countless ways CURT facilitates success for its owner, contractor and association members.

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The Benefits Of CURT Are Bigger In Difficult Times

As I wrote this, we were making the final preparations for the June CURT meeting in Washington, DC. I hope you had the opportunity to make this meeting and also attend the CURT/ENR Business Forum that followed. The agendas were very relevant to the changes that we are facing today and would have given you some insight and ideas to bring back to your company.

We continue to be in the midst of great change in our economy and the future for all of us. All I can say is WOW! What a difference a few months can make in our attitude and outlook about the sweeping changes we are seeing. As late as last fall, it was unthinkable for even the possibility of major staple companies like Chrysler and General Motors to be insolvent. If you would have even allowed yourself to think about the possibility, the outcome would have been the breaking point for an already faltering economy.

Today, just a few months later, not only have these failures happened but they are seen as positive! The stock market jumped when Chrysler filed for bankruptcy in April and again when General Motors filed for bankruptcy in June. Perception and impact are constantly changing and the rate is accelerating. It is difficult to keep up with the pace, but it is imperative for us to continue to make the right business decision to keep our own companies healthy. In order to make sure I am using the right information to make these decisions, I am constantly talking with others in industry, to test my understanding and interpretation of things that are transpiring.

One of the key values Air Products and Chemicals, Inc. receives from CURT are the numerous contacts we have developed and added through the CURT organization, or as I like to say "family". It is difficult to openly talk with others and express opinions of relevant topics if you are not connected professionally or socially. In our CURT family, we treat and respect everyone the way you would long-time family and friends. The CURT family

breaks down the "get to know you" barriers and allows the open dialog and sharing of information to happen very quickly.

I personally experienced this last year when setting up the discussions to test the concept of an international CURT. We talked with CURT members who had operations in China and arranged benchmarking session in Shanghai. These meetings compared experiences, methods and results of contracting and managing construction in China. The CURT family concept rang true—every company that was approached showed interest and agreed to have their China personnel attend. In the end, we had discussion with a majority of the companies and we all learned significant new ideas about construction in Asia. We would not have been able to make this happen so quickly without working within the CURT family.

Quick and open access to key individuals with relevant information is invaluable to help interpret information and significant world events. With the current financial cutbacks we are all experiencing, it can be tempting to limit spending in areas like CURT membership. However, the benefits are even more significant in difficult times. The value that CURT brings to its members is the same regardless of a good or bad economy, but the impact of that value can be significantly more important when your decisions can make or break a company. Good information and decision making is always important, but the impact is significantly different if the decisions that are influenced change the future of the company.

I encourage all of the CURT membership to take advantage of the benefits that CURT offers in helping make better decisions in these difficult times. We all look forward to an improved economy later this year and in turn, the opportunity to grow the CURT family, adding even more resources available to you as members. Have a great summer!

Egon Larsen
Air Products and Chemicals, Inc.
CURT President

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The screenshot shows a web browser window displaying the Miller website. The URL is <http://www.millerfallprotection.com>. The Miller logo is prominently displayed, along with navigation buttons for Home, About Miller, Fall Protection Products, Engineered Solutions, Training, and Other Miller Services. A search bar is visible with the text "search ...". The main content area features a large image of the Miller SkyGRIP Temporary Horizontal Lifeline System, described as having "MAXIMUM GRIPPING POWER". Two inset images show "Steel Applications" and "Concrete Applications" using "Interchangeable stanchion posts". A technical service number, 800/873-5242, is also visible in the top right corner of the browser window.

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Surviving and Thriving In Today's Construction Industry

Whether you're thriving or barely surviving in today's construction industry, attendance at the 2009 CURT National Convention is a must! Here are four reasons why you should register today...

One... In 2008 more than five hundred industry leaders gathered in sunny Palm Springs, CA. Why? Because the Conference line-up was jam-packed with vital information on hot topics like LEAN, BIM and Integrated Project Delivery. This year's Conference is no different. Top of mind right now is the recession and its economic impact—nationally and globally. In response, we're going to have David Wyss, Chief Economist for Standard & Poors, in for an in-depth conversation about the economy, followed by additional sessions on this subject. But that's not all! We're expecting over 500 attendees representing owners, contractors, suppliers and labor. Where else are you going to be able to rub elbows with this caliber of prominent construction individuals?

Two...I challenge you to pick up the phone and call another CEO in the construction industry and ask how business is going and if he or she has some tips for how you can make your business better. Go on, try it! I bet you won't get very far! But if you attend the CURT National Conference, CEO's from national and international construction companies will not only be sharing their best practices as guest speakers, they'll also be partaking in the networking breaks, attending the evening's social events and checking out the exhibition hall. Don't settle for being just a voice on the phone. Attend the Conference and meet these leaders personally.

Three...Sure, you can go online and check out products and services from industry suppliers. Sure, you can email their representatives and ask for more information. Sure, you may even be able to call and talk to someone on the phone. But isn't it easier to walk up to an exhibit, see the products live

and in-person, and hear about services from someone right in front of you? CURT's Conference boasts some of **the best** exhibitors around, including Mammoet USA, Associated Builders & Contractors, MOST, The National Association of Women in Construction, The National Commission for the Certification of Crane Operators, the NCCER...and the list goes on. Don't miss this chance to meet suppliers in person!

Four...location, location, location. Given this year's Conference is in magical Orlando, FL let's add another **LOCATION!** Yes, we're there to learn and network and change the industry but we're also there to have some fun! This year we'll be holding the 9th Annual Golf Tournament at The Disney Palm Course on Monday morning. And for those not interested in swinging their clubs, a tour of Disney has been arranged. It's not just any old tour though. This behind-the-scenes expedition will give you a glimpse into how Disney artists, designers and landscapers turn resorts, theme parks and office buildings at Walt Disney World Resort into masterpieces of illusion! Finally, for those who want to take further advantage of the (yes, you guessed it) **LOCATION**, CURT Conference attendees can take advantage of special rates, available at www.disneyconventionear.com/CURT.

You can find out more information about attending the 2009 CURT National Conference at www.curt.org. Follow the link for online registration or print out a form and fax it in to the CURT office. There's also a wealth of information about our beautiful venue, the Buena Vista Palace Hotel, Conference prices (which haven't gone up from last year) and information on how to take part in our golf tournament or Disney tour.

I can't wait to see you in Orlando, November 16 to 18, 2009!

Norbert W. Young, Jr., FAIA
CURT National Conference Chairperson

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CURT National Conference Chairperson

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45 Reasons to Join CURT In 2010

CURT is different. CURT is relevant. I've heard it said that CURT doesn't need a defense, just a witness. What a great thought! So this summer CURT asked the editorial staff from The VOICE to interview members and help us ascertain just what value CURT offers. This issue is full of "witnesses" and here are just *some* of the reasons we invite you, the Owner, to join CURT in 2010:

1. CURT is "The Premier Voice of the Owner to the Industry"
2. Action-focused committees and small work groups
3. "Face-to-face" membership meetings
4. Virtual attendance options for CURT meetings and committees
5. High value return on association dues
6. Workshops and seminars on relevant topics
7. Quality networking with other industry professionals
8. Partnerships with the finest contractor, research and labor organizations in the nation
9. Proven techniques and approaches from Owner leaders in a shared environment
10. Innovation, collaboration and focus on issue resolution
11. Workforce development and industrial relations resources
12. Broader understanding of industry and its stakeholders
13. Impact of cutting-edge trends on projects and processes
14. White Papers and Best Practices recommendations
15. Informative website, e-newsletters and magazines
16. Opportunity for discussion and Q & A in every meeting
17. Lessons from the field – what's hot; what's not
18. Outstanding "Owner Safety Blueprint" to guide in safety improvements
19. Safety recommendations that work
20. Access to experienced industry leadership
21. A world class networking and educational annual Conference
22. The joint CURT/ENR Annual Business Forum
23. Case studies of successful projects
24. Sharing ideas from peers in multiple industries
25. Opportunity to interface with government agencies
26. Shared lessons learned from other Owners
27. Diversity of industry membership
28. Leadership by Senior Management Executives
29. Immediate access to key contacts in other companies
30. Continuing Education Units and Professional Development Credits
31. Corporate vs. individual membership to encourage multiple representative participation
32. Improving contracts for the way projects are designed, planned and executed
33. Assist member leaders with self assessment
34. Cost effective web-based training delivered by Owners
35. "Owner-centric" products and services
36. Quick response to industry changes
37. Improving quality and productivity on projects
38. Opportunity to influence actions of suppliers and industry groups
39. Exploratory Task Forces that address industry challenges
40. "LEAN" Project Delivery and Process Transformation initiatives
41. The "Next Generation" initiative to attract and retain professional talent
42. Local User Council support and networks
43. Awards Programs that recognize outstanding safety excellence
44. Awards Programs that recognize outstanding workforce development initiatives
45. ?

You will notice that we left the 45th reason blank. This space is for you! Make a suggestion. If you feel CURT could do something more, something different, something else, please let us know. We want to know what that "special something" is for you. We will do our best to meet the needs of you, the Owner!

Greg Sizemore, Esq.
CURT Executive Vice President

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something else, please
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Membership Information

Membership Categories

REGULAR MEMBERSHIP

Construction Owner: Any industrial or major commercial user of construction or maintenance services who spends at least \$75 million annually as a corporation. The company must be represented by at least one high ranking corporate policy maker usually the vice-president or corporate manager of construction or engineering.

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Contractor, Subcontractor, Specialty Contractor, Supplier, Service Provider: From time to time the Board may create a number of Associate Members positions. Provided space is available, Associate Members may be recommended by an Owner/Member and the recommendation must be accompanied by two letters of recommendation and be approved by a 2/3 majority vote of the Board.

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Any not-for-profit national trade association, research organization, or educational organization that provides services to the industrial or commercial construction industry may be eligible for membership in CURT and submit an application to join, provided they meet the Association Associate Membership requirements established by the Board of Trustees and an opening in this category of membership becomes available.

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UP-201 Construction Project Controls: Cost, Schedule, & Change Management	\$11.95	_____	_____
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R-402 CURT Tripartite Initiative Executive Summary	\$11.95	_____	_____
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UP-403 Construction Labor: Managing The Construction Workforce	\$11.95	_____	_____
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CURT Comments

Here CURT Officers, Board of Trustee Members and Committee Chairs voice their opinions on why you should be involved with CURT.

CURT Officers



Egon J. Larsen

CURT President
AIR PRODUCTS AND CHEMICALS, INC.
Global Construction Manager
Allentown, PA

"Who would have thought a year ago that we would be where we are now; GM and Chrysler are bankrupt and things are changing so quickly it's hard to keep up. That's why CURT membership is so vital. If companies don't make the right moves it's easy to conceive that they'll face bankruptcy too. CURT provides touch points in the industry and now, more than ever, it's essential to reach out to these touch points and network with other companies who may have ideas on how to do more with less and how to make more when everyone's spending less. If we didn't have these connections through CURT, we likely wouldn't have them at all."

Larsen is responsible for Air Products and Chemicals, Inc.'s construction activities totaling approximately \$700M annually. This includes locations in the Americas, Europe, Asia and the Middle East. With over 25 years of experience in managing projects and construction, he has been instrumental in numerous capital project initiatives and development programs.



Michael G. Conley

CURT Vice President
DUPONT ENGINEERING
Manager, DuPont Project Engineering Center
Wilmington, DE

"I strongly urge all companies related to construction to send representatives to the CURT National Conference in November. Participation in this event will help them get a better understanding of the major issues owners are dealing with and the innovative ways owners and their construction partners are working together to solve the issues. The representatives that attend can then take those ideas back to their companies where they can use those nuggets of information to make improvements in their own businesses. Don't miss out on this unique opportunity—register today!"

Michael G. Conley has over 25 years of construction and engineering management experience. His career has spanned the United States and Europe, and includes construction, design, project controls, project management and business engineering management. He currently manages the DuPont Project Engineering Center, a unique organization whose goal is project execution excellence and the renewal of engineering skills within DuPont. In 2002, he became DuPont representative to the Construction Users Roundtable (CURT). He has served as co-chair of the CURT open shop subcommittee of the workforce development committee. Conley has also served on the Board of Trustees for the National Center for Construction Education and Research (NCCER).



Allen Bunner

CURT Treasurer
TYCO INTERNATIONAL
Director, Engineered Systems
Bath, OH

“As an individual company, Tyco’s perspective of construction related issues is singular. The involvement with CURT provides our company with a much broader understanding of the construction industry, and provides confirmation that the issues we are challenged with at Tyco are industry based. The alignment of industry issues, combined with the ongoing dialogue conducted with other major corporations associated with CURT, provides verification of Tyco’s business approaches involving construction activities.”

Bunner has had more than 30 years of mechanical and electrical contracting background, specializing in fixed fire protection systems, including more than 20 years focused in Special Hazards systems, and 15 years experience with International contracting and exportation of fire protection technologies.



Curtis Ashley Baker, P.E.

CURT Secretary
SOUTHERN COMPANY
GENERATION
Vice President, Construction
Birmingham, AL

“I do not believe you can completely realize the benefits that CURT has to offer unless you attend the National Conference. These include great networking opportunities, interesting presentations on relevant topics by industry leaders, and educational break-out sessions that offer current trends and issue resolutions. The Conference is a true benefit to the industry.”

Baker is currently responsible for the implementation of Southern Company Generation’s environmental projects in Alabama, Florida and Mississippi, with project estimates totaling approximately \$3 billion. He has 28 years experience in Project Management and Construction in the Utility industry. Baker participates on the CURT Tripartite Initiative and the CURT Katrina Response Committee.

Board of Trustees



Ricardo Aparicio, AIA, Esq.

CURT Past President
GENERAL ELECTRIC COMPANY
Contracts Manager Project Services
Birmingham, AL

“The number one benefit of CURT is the ability to network with other top professionals in the field and share best practices in an ever challenging and constantly changing global environment. CURT White Papers and Best Practices are also vital to companies’ success. Their use allows CURT members to form their own strategies in order to meet challenges in a proactive way.”

Aparicio is in-house Counsel and Contracts Manager for General Electric’s Corporate Properties and Services Operation. Aparicio holds a Bachelor of Architecture and Juris Doctor degrees from the University of Miami, FL and is a certified specialist in Construction Law in the State of Florida, where he holds concurrent professional licenses to practice architecture, interior design, construction and law.



Steven B. Satrom

CURT President Emeritus
AIR PRODUCTS AND
CHEMICALS, INC.
Vice President of Engineering,
Energy Businesses
Allentown, PA

“In tough economic times such as these, membership in the Construction Users Roundtable (CURT) is more important than ever. Interaction with fellow members gives real time access to strategies being employed by committed owner and contractor organizations and sharing of best practices. The longer-term view of the organization provides member companies with a vehicle to influence the strategies and actions of suppliers and industry groups so as not to lose focus on the longer-term, more structural problems facing the industry. CURT’s role to act as the owner’s voice to the construction industry gives a collective clout none of us can achieve as individual entities.”

Satrom is responsible for Air Product’s energy related Projects globally. He also acts as General Manager of the America’s Engineering Center and has executive sponsorship of the Global Construction Management function. Satrom was the first President of CURT and one of the founding members. He was instrumental in establishing the initial focus for CURT, creating a viable entity and gaining industry acceptance and recognition necessary for it to become the “Voice of the Owner.”


Charles G. Hardy

GENERAL SERVICES
ADMINISTRATION, CCM
Deputy Director, GSA PBS Great
Lakes Region Office of
Property Development
Chicago, IL

"Now, more than ever, it is imperative that the owner community continues its dialogue with all sectors of the construction industry. The CURT National Conference provides this opportunity for dialogue, bringing together leaders from all the different sectors of the industry, to share success stories and lessons learned, along with goals and strategies for the future. I urge everyone to take advantage of these opportunities, that this Conference so aptly provides."

Charles G. Hardy is a licensed architect and certified construction manager. Before joining GSA in 1991, Hardy was an architect with architectural firms in Florida and Illinois practicing in the areas of real estate development and office design. Additionally, Hardy is a retired officer of the U.S. Air Force Reserve.


Gregory L. Sizemore, Esq.

Executive Vice President
THE CONSTRUCTION
USERS ROUNDTABLE
Cincinnati, OH

"Great necessities call out great virtues."

Pretty heavy stuff for a ten year old kid but that is exactly what Abigail Adams wrote to her young son, John Quincy Adams, who eventually became the sixth President of the United States. It's great advice for us too. Our industry is faced with difficult times and an urgent need for leadership. Each of us must respond with our best virtues. CURT is a platform where each individual's contribution can drive dynamic and much needed change. Join us this November in Orlando, FL for the CURT National Conference and meet with other industry leaders as we present 'Surviving and Thriving in Today's Construction Industry'."

Sizemore has over 25 years of construction industry and association management experience. For eighteen years Sizemore has been the Executive Director of the Construction Owners Association of the Tri-State (COATS) in Cincinnati, Ohio, and, in 1989 Sizemore started Sizemore & Company, a construction industry association management and consulting firm. He was instrumental in the startup of CURT and has served as the Executive Director since its inception. Sizemore serves on various industry and civic boards including the University of Cincinnati's Industrial Advisory Council, the Advisory Committee to the Albany Technical College, the West Virginia Construction Coalition Conference and the ACE Mentor Board.


Arthur Goehry

JOHNSON & JOHNSON
Director, Worldwide Engineering Services
Johnson & Johnson
New Brunswick, NJ

"In today's volatile construction environment, there is no better way than attending the CURT National Conference, to keep informed of the most current issues and topics of interest that affect the way we execute our projects. The Conference not only provides a forum to hear from industry leaders, but also to network with peers who are confronted with the same issues that we deal with on a daily basis. It also gives us the perfect opportunity to converse and learn from others on what has been done in similar situations, and about anticipated conflicts and issues which allows us to better react and posture for optimal execution."

Arthur Goehry has been with Johnson & Johnson for 26 years, holding various positions within Facilities, Project and International Engineering. He is currently the Director of Project Management in the Worldwide Engineering Group and is responsible for large capital projects throughout North and South America. Goehry has a Bachelors Degree in Civil Engineering from Lafayette College and a Masters of Science in Management Engineering from the New Jersey Institute of Technology (NJIT).


Norbert W. Young, Jr., FAIA

THE MCGRAW-HILL COMPANIES
President
New York, NY

Norbert W. Young, Jr., FAIA is also the National Conference Planning Committee Chairperson. See page 22 for more information.

CURT Committee Chairs

Education and Implementation Committee



Patrick Duffy

Chairman
TAMPA ELECTRIC COMPANY
Manager, Project Management
Tampa, FL

"The primary benefit of CURT membership is the combination of new knowledge and the shared energy of companies and people interested in improving their business operations and the construction industry. The most significant use of my CURT network has been in asking for ideas or bouncing my ideas off of others. Most recently I asked for some advice in turning around safety performance on a very busy out-gate project. I received some very useful comments."

Patrick Duffy has been managing projects at Tampa Electric for eight years and is currently responsible for a program of maintenance capital and plant improvement projects of \$50 million to \$100 million annually. Before joining Tampa Electric, he spent 10 years with a large engineering and construction firm working primarily for the process industries. Duffy has been active with CURT since 2002. He is also the Past President of the Florida Construction Users Roundtable (FCURT).



LEAN Construction Committee



Albert Schwarzkopf

Co-Chairman
MERCK AND CO., INC
Project Engineer Global
Engineering Services
Durham, NC

"CURT is an organization dedicated to changing the construction industry so that owners can execute projects faster, cheaper, and with equal or better quality in a safe manner. These ideals become even more important when times are tight. Maintaining your CURT membership in tough economical times is the difference between leading and following. If, as a corporation, you are willing to allow others to shape the field you are competing on then focus elsewhere. However, if you are a leader, CURT can help you maximize your value to your company, employees and stock holders."

Al Schwarzkopf has been with Merck & Co for 12 years and currently manages projects within the SE Region and Latin America for Merck. In his position he is responsible for all capital projects under \$5 million at the new Vaccine Manufacturing Facility in Durham, NC, and some additional projects throughout the Southeast region and Puerto Rico.

LEAN Construction Committee



George Lancos

Co-Chairman
JOHNSON & JOHNSON WORLDWIDE
ENGINEERING & REAL ESTATE (WWERE)
Project Director
Vacaville, CA

"Even though times are tough, keeping your membership in CURT (or joining as a new member) is incredibly important. As a group we can set the course for the industry and gain leverage that, as an individual, can be difficult to come by."

George Lancos has been with Johnson & Johnson for 18 years. He has held various positions within Facilities, Procurement and Engineering throughout his career and is currently a Project Director within the Worldwide Engineering group. He is responsible for large capital project implementation on the West Coast.



Workforce Development and Industrial Relations Committee



Gerry Sprentall

Co-Chairman
INTEL CORPORATION
CSC Operations Construction Manager
Chandler, AZ

"Networking at CURT events, such as the National Conference, is a critical component that allows owners to solicit feedback regarding similar situations within the construction industry. Another benefit is being able to attend the presentations that cover exactly what is happening in the industry at the current time. For example, at the 2008 National Conference we got to hear from a globally focused economist and an economist who spoke about North America, and we learned from the "Next Generation" who introduced us to new concepts on attracting and retaining the best construction professionals to our site locations. These are perfect examples of time relative information provided."

Gerald (Gerry) Sprentall is a Construction Manager for Intel Corporation. He has over 26 years of industrial construction experience, and began his career in 1981, working in nuclear power, petro/chemical, pharmaceutical, food and beverage, and for the past 12 years, the microelectronic industry. Active in a variety of professional organizations, Sprentall also serves on the NCCER Board of Trustees. He holds a Bachelors Degree in Industrial Construction Management from Colorado State University.

Safety Committee



Arthur Goehry

Co-Chairman
JOHNSON & JOHNSON
Director, Worldwide Engineering Services
Johnson & Johnson
New Brunswick, NJ

Arthur Goehry is also on the CURT Board of Trustees. See page 20 for more information.



Safety Committee



Greg Landis

Co-Chairman
MERCK & CO., INC.
Director - West Point Regional Engineering
Merck & Co., Inc.
West Point, PA

"For Merck, membership in CURT provides immediate access to key contacts within companies I would not be able to reach any other way. The relationships forged by our common interest in cost effective and safe construction practices, as well as benchmarking, have been a benefit to the industry. CURT initiatives are worthy of support as they result in deliverables that can be applied to specific needs we all have today. The National Conference gathers an extended group of industry and labor leaders in one place for a focused investment around a central theme. Speakers come from the industry and bring an expertise that is coupled effectively with breakout sessions and a company display area that offers solutions for a variety of needs."

Greg Landis is Director - West Point Regional Engineering, responsible for development and implementation of laboratory and infrastructure/utility projects for Merck. He represents Merck's largest site related to capital management and infrastructure development. Landis holds a BS in Electrical Engineering from Spring Garden College.

Process Transformation Committee



Charles G. Hardy

Chairman
GENERAL SERVICES
ADMINISTRATION, CCM
Deputy Director, GSA PBS Great Lakes
Region Office of Property Development
Chicago, IL

Charles Hardy is also on the CURT Board of Trustees. See page 20 for more information.



National Conference Planning Committee



Norbert W. Young, Jr., FAIA

Chairperson
THE MCGRAW-HILL COMPANIES
President
New York, NY

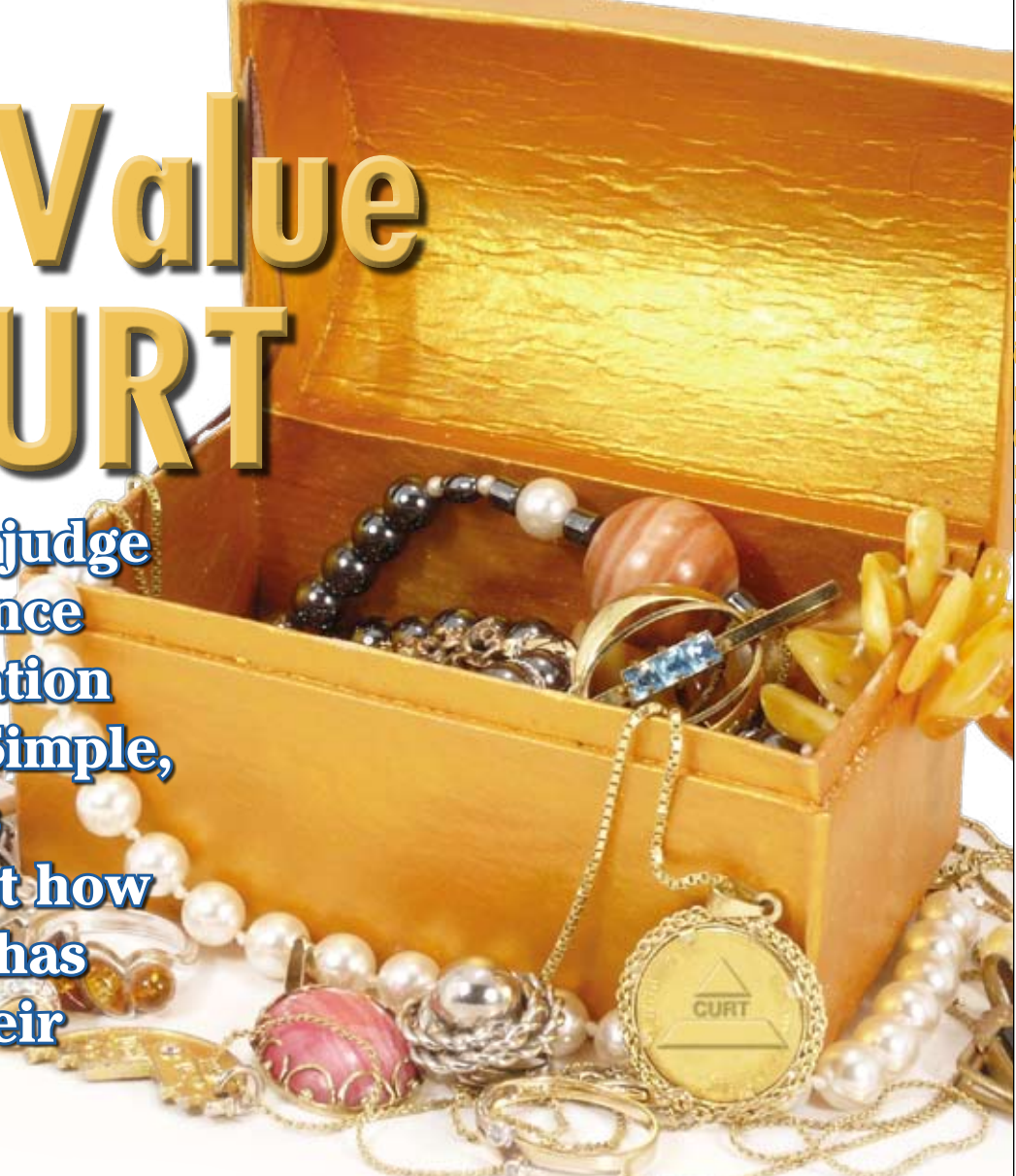
"As always, the National Conference Committee is working hard to put together an agenda that is timely, relevant and geared towards helping you implement the best practices possible for your company. While it will be hard to top last year's Conference, I can assure you we're working hard to come up with a stellar line-up of speakers and sessions that will bring complete value for your time and money."

Norbert W. Young, Jr. is a registered architect who holds a Master of Architecture degree from the University of Pennsylvania. His professional affiliations include The American Institute of Architects, where he is a Fellow; the Urban Land Institute; the Construction Specifications Institute; and the International Alliance for Interoperability, where he served as Chairman of the IA-INA Board of Directors. Young joined the McGraw-Hill Companies in December 1997 as Vice President, Editorial, for Dodge, bringing a considerable body of knowledge and experience to the company. Prior to McGraw-Hill, he was President of the Bovis Construction Group's Bovis Management Systems; was a partner at Toombs Development Company, where he managed all aspects of design and construction; and spent 12 years as a practicing architect in Philadelphia.

Young was named president of McGraw-Hill Construction, where he has instilled a spirit of innovation, involvement, and excellence to the organization and brought creativity and leading-edge thinking to the issues confronting MHC's customers. In recognition of the mark that he has made, Norbert received McGraw-Hill's prestigious Excellence in Management Award in 2003. ●

The Value of CURT

How do you judge the significance of an association like CURT? Simple, by asking its members just how much CURT has benefited their companies.



Joe Gionfriddo is a regular at almost every Construction Users Roundtable (CURT) event, from the National Conference to the quarterly business meetings and workshops. As Corporate Engineering Global Construction Manager for household name Procter & Gamble, Gionfriddo travels the globe for his job.

Gionfriddo says the reason for attending is simple; being there is a true benefit for his employer. "These workshops give me countless key opportunities to hear other company leaders speak about the key programs they are implementing, as well as how the latest trends are impacting their programs, and how they are addressing those impacts."

The workshops set the stage for a vast amount of information to flow between the industry's leaders. Everything from the hard

knocks to the success stories are shared. "Once the workshops are over we can take what we learned and reapply that knowledge to the benefit of P&G."

It's little surprise that Procter & Gamble is so attune with the value of CURT. After all, P&G is one of the original founding members of the organization, which celebrates ten years of industry leadership this year. A decade since inception, the organization's fundamental mandate still shines through: to be **the voice** of the owner.

More than talk, CURT is about action

For CURT, being the voice of the industry means acting to improve it, not reacting when a problem arises. An example of pro-action is the association's

numerous White Papers and Best Practices. "P&G Construction's core knowledge base and our internal library is filled with these papers," comments Gionfriddo. "We have taken key items from these materials, tailoring them to our own internal global construction work processes."

And it has paid off. Safety statistics at P&G Global Construction sites are impressive. The company is delivering a 0.48 TIR 12 month average to date. They've also implemented a Zero Incident Journey Plan using many of CURT's *Owners' Safety Blueprint* principles. Gionfriddo says, "The success stories from our US Construction Safety Program set the foundation for a global safety program and give us opportunities

for reapplication, learning and cultural growth.”

Benchmarking with other CURT members in their industry categories is also something which would be impossible without the organization’s work to bring members together. “We work with other CURT member companies to find common themes and then share together what each group’s experiences are, what game plans are being examined or put into place, and how can we, as leaders, move the industry forward in a continuous improvement effort.”

George Lancos, Project Director at Johnson & Johnson Worldwide Engineering & Real Estate, knows first-hand the benefits of benchmarking with other owners. He says that some time ago, his supervisor attended a CURT workshop on the subject of LEAN and brought that information back to Johnson & Johnson. “There was an interest in getting more involved with the applications of

“ CURT remains relevant and leading-edge, regardless of economic times. While all member companies are not impacted the same way, we are all affected by the slower economy and all faced with the need to become more efficient and productive while maintaining a high level of safety for our construction efforts and for our operations. CURT membership remains a good investment to keep owners and companies that support owners united towards the common goal of increasing our prosperity together.”

- Greg Landis, Merck

LEAN so I began to participate in CURT’s LEAN Project Delivery Task Force.”

Since then the Task Force has been transformed into a full-fledged CURT Committee. Lancos says that a recent LEAN Committee workshop was based

on the experiences of the internal CURT membership. Lancos attended the workshop and then at a subsequent meeting at Johnson & Johnson, he, “Relayed the highlights of the workshop to my colleagues. We found great interest in the metrics that had been developed by a number of the owner member companies.”

Valuable information at every turn

For Patrick Duffy, a Project Manager at Tampa Electric Company, one simple concept brought back from a CURT workshop has made a big impact on the company’s leadership. “The workshop focused on helping leaders identify whether or not they are spending their time on the right activities,” explains Duffy. “We started using one of the concepts at Tampa Electric and it has been a great tool for helping leaders with self-assessment.”



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Duffy says that this wasn't the only time Tampa Electric employees have attended a CURT event and put the knowledge learned to good use. "Most other workshops attended have given us ways to validate or tweak our existing practices to get better results," he explains.

Duffy points to the company's current implementation of CURT's *808 Construction Safety: Owners' Safety Blueprint, Assessment Tool* as an example of how Tampa Electric is putting CURT ideas into action. In fact, Duffy says that since being a member of CURT their, "Contractor safety performance has improved every year."

The value of using tools created by CURT doesn't stop there. Tampa Electric is also making use of the CURT *T-404 Construction Labor: Craft Employee Training Evaluation Tool* to evaluate their main maintenance contract bid. Duffy explains that, "This has given us some real insight into the bidder's training program and should help us reap benefits in productivity and the quality of workmanship as the craft workers are assessed and trained."

Ricardo Aparicio, Manager of Corporate Project Services - Europe, Middle East and Africa Region, for General Electric Company, agrees that CURT White Papers and Best Practices provide a road map on evolving and emerging issues in the industry. And he should. As Past President of CURT, Aparicio, his Board and the various CURT Committees were instrumental in researching, writing and publishing a number of White Papers and Best Practices.

The association's recent *Integrated Project Delivery Series* is another great example of a CURT White Paper that, when implemented, is incredibly beneficial for members. "It has had an extraordinary ripple effect in the industry and has helped to establish a common platform on which the various industry groups can come together to address their concerns and formulate mutually beneficial strategies," explains Aparicio.

This is especially important because, "Succeeding in an environment where everything is working in your favor is easy; failing in that environment actually takes a lot of hard work. It is when things are most challenging and are changing rapidly that you most need the support of a professional network. Being able to share experiences and solutions in the global market allows CURT members to avoid making the mistakes that others have made and therefore strengthens

each member's ability to weather the storm."

Understanding the industry's needs and creating solutions to meet those needs has continued under the leadership of CURT's current President, Egon Larsen. With the support of the CURT Board and committees, Larsen has brought in the use of 21st Century technology by streamlining the last quarterly meeting in April. This made it possible for members on travel restrictions to partake in the membership

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CURT affiliated LUCs play key role for members at the local level

Did you know that CURT's affiliated Local Users Councils (LUCs) provide an effective forum for the exchange of ideas among owners and contractors on how to improve their local construction picture?

In essence, they help you find ways to get "more construction for the money." This national network of concerned owners and contractors provides an opportunity to share ideas and best practices on how to make construction safer and more effective.

As Randy Bakel, formerly with Kodak and now the Executive Director of the Florida Construction Users Roundtable explains, "LUCs are spread across the U.S. and vary in character, makeup and purpose. Yet, they all provide many opportunities for their members to improve engineering/construction/maintenance and business results. Current activities include organizing locally for the CURT Workforce Labor Supply/Demand Forecasting Model, implementing Owners' Safety Blueprint training, and sharing best practices."

Joe Gionfriddo, Corporate Engineering Global Construction Manager for Procter & Gamble, says, LUCs such as those in Albany, Iowa City and New Orleans have been hugely beneficial for P&G. "There have been projects that have fallen in direct schedule overlap with other companies in these areas. The LUCs were critical in providing a more collaborative forum, opening up the dialog on both sides to work towards a more mutual business solution to address the situation."

CURT empowers and enhances the effectiveness of the Local Users Councils throughout North America. This ensures there is a forum at the local level to address problems of cost, quality, safety, workforce, and over-all cost effectiveness in the exchange of information, views, practices, and policies of various owners.

From cutting-edge workshops on the latest industry trends, to invaluable networking opportunities with construction leaders, to the development of pro-active White Papers and Best Practice guidelines on everything from safety to LEAN project delivery...it's obvious, CURT has you covered! There is no better investment than membership in the Construction Users Roundtable. They are your voice. They are the voice of the industry. Make sure to take advantage of your membership today!

meeting and workshop from their own office, anywhere in North America. This technology was used again during the June membership meeting, during which it was decided that the September quarterly meeting would go completely virtual.

"Right now we have quite a few members who are on travel restrictions," says Larsen. "Streamlining our meetings virtually is a perfect solution that allows everyone to still be actively involved. Even when the economy recovers and travel restrictions are lifted, we will continue to streamline all our future meetings so those who can't be there in person, can still participate."

Larsen says that CURT is also delving into a new arena with web-based training,

which gives contractors from across the country access to courses delivered virtually by CURT owner members.

Contractors who want to understand CURT's Best Practices publications can dial in with an internet connection and learn how to improve their own practices in order to better meet owner's demands and become a contractor of choice. The courses are cost-effective—several people can attend from one connection—and the small class size encourages participation and questions. (See page 44 for more information.)

"These courses give contractors a lot of bang for their buck," says Larsen. "Contractors are catching on to their

value; the number of participants has increased with each new training session."

Joining forces to make positive changes

Allen Bunner, Business Development Manager for Tyco Fire Suppression and Building Products, believes that when owners join forces with the guidance of CURT, "The combining of owner-centric inputs from various industries enables our members to take action based on the best available knowledge within the entire construction industry. The CURT sub-committees sharpen that information and focus it into specific categories such as workforce development or safety. This would not be possible without the involvement of CURT."

Allen Ware, Director of Facility Materials and Services at Intel, believes wholeheartedly that now is not the time to withdraw from CURT. On a personal level, he says that his interaction with CURT provides a, "Unique opportunity to understand common challenges among my owner peers and jointly develop mitigating action plans."

And, on a corporate level, Ware says membership is more important than ever. "Right now it's all about achieving the best possible efficiency and keeping costs in check. There's no better organizer than CURT to identify viable strategies that will help owners and contractors meet these goals."

Another Construction Manager at Intel, Gerald Sprentall, has been actively involved in the construction industry since 1981. He's seen a lot of good change in the industry over the years but is quick to point out one in particular; safety improvement.

Sprentall, who is also the Chairman of CURT's Workforce Development and Industrial Relations Committee, is proud of how the CURT *Owners' Safety Blueprint* has been embraced by the members. "The Blueprint has been used to establish safety programs by so many CURT members, and has really led to a cultural

change. The owners' commitment to use the information CURT presented in that Blueprint demonstrates their commitment to be the 'best-in-class', especially when compared to owners in the rest of the industry."

WP-1201 Guidelines On The Use Of Reverse Auction Technology is another CURT paper Sprentall references, explaining that Intel used its guidelines to, "Provide measurable results during a seller's market." Sprentall says the guidelines provided a thorough and complete scope of work with explicit definitions of expected performance deliverables.

“The economy is always changing; the construction issues we face may have subsided temporarily, yet are still present. Issues such as material costs, workforce, safety, new technologies, global construction, etc. remain a challenge for companies. The strategic companies recognize the long-term goals are best accomplished when industry organizations such as CURT are utilized to align their company to comprehend and address these issues.”

-Allen Bunner, Tyco

Conferences and workshops offer valuable advice

Unless you have the latest James Bond spy gear at your disposal, chances are you're not able to hear what's working for the industry's most successful CEOs and leaders. And, unless you have a magical crystal ball on hand, chances are the world seems pretty unpredictable right about now.

However, as a CURT member you DO have access to the industry's most successful leaders.

And you DO have access to experts who understand the current economic climate and who want to use their know-

how to guide you through these volatile times. And guess what? On a quarterly basis, you can be in the same room as these specialists!

"One of the benefits of CURT's quarterly meetings and especially the National Conference is the presentations that cover exactly what is happening in the industry at that point in time," says Sprentall. "I was especially impressed at the 2008 Conference to hear economic positions from two specialists, one that

was geared toward a global perspective and one that focused just on the United States. This is a perfect example of how CURT's leadership got it right, nailing down topics that everyone wanted more information on and then giving everyone access to the best experts around."

Michael Conley, Manager, DuPont Project Engineering Center, agrees that the Conference always gives valuable insight into what's happening in the marketplace. However, he says that

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Safety stats say it all

The 2008 CURT Safety Survey captured data from 33 CURT owner firms, in regards to their 2007 safety statistics.

2008 SURVEY RESULTS: (FOR 2007 DATA)		
33	Respondents (CURT Owner firms responding, 23 priors, 10 new)	
324,742,287	Exposure Hours (aggregate)	
807	Total Recordables	0.50 Rate
791	DART's	0.49 Rate
150	Lost Time	0.09 Rate
6	Fatalities	1 per 54 Million hours

As Robert S. Krzywicki, Past Chairman of the CURT Safety Committee and current Operations Leader of DuPont Safety Resources explains, "From a trending standpoint, since we started collecting data (for 2004) our aggregate Total Recordable Frequency Rate has improved 48 percent, from 0.97 to 0.50. This is an average 12 percent improvement per year."

He continues, "From a benchmarking standpoint our 0.50 rate compares to the Construction Industry Institute (CII) rate of 0.68 (for 2007 data) and the Bureau of Labor Statistics (BLS) rate of 5.4. Many of the same companies (owners) who are members of CURT are also members and contributors to CII, whose data includes owners, contractors and suppliers. The BLS rate represents the construction industry composite rate."

To put that in perspective, 7,961 fewer people were injured on CURT owner projects in 2007 compared to the same man hours worked at the BLS rate of 5.4.

the economy's current turmoil gives construction professionals even more of a reason to attend CURT events. "Last year's Conference offered multiple perspectives ranging from three current/former CEOs of DuPont, Jacobs, and Southwest Airlines, to the next generation's views, to industry benchmarking data, to two very interesting presentations from renowned economists. CURT continues to provide insights on how to improve your business—especially in these turbulent times."

Allen Bunner wholeheartedly agrees. "The National Conference endeavors for continuous improvement. It delves into the key issues, without any hidden agendas or bias. Our perspective is owner-centric, yet we value the roles of all our business partners in the challenges of building and maintaining our companies' infrastructures.

It is difficult for construction dependent companies to find this perspective highlighted at any other national event. Our high percent of repeat attendees return each year knowing the National Conference will merit their time and investment."

So, how do you judge the value of an organization like CURT?

During tough times, membership in a professional organization can seem like an unnecessary expense. However:

- Can you really put a value on the lives saved by implementing CURT's *Owners' Safety Blueprint*?
- Can you really put a value on the time saved by work stoppages due to accidents?

- Can you really put a value on the advice amassed from leaders in the industry who share their views and opinions on important industry issues and CURT initiatives?
- Can you really put a value on the networking opportunities and personal contact made with other business people who otherwise would be unapproachable?

Founding CURT member Richard S. Troell, formerly with the FMC Corporation, says it best: "Any owner that is not a member of CURT is living in a fog! They are missing out on the best-of-the-best, as well as being able to network with the industry's top leaders and managers."

“Now more than ever, capital effectiveness is the key to success in our current economic climate. Learning and sharing ideas on how best to capitalize on lessons learned and new technologies that enhance the efficiencies and effectiveness of our projects is an opportunity that should not be missed. The CURT National Conference provides a forum that includes relevant agenda topics as well as networking with over 500 professionals to accomplish this knowledge sharing.”

-Art Goehry,
Johnson and Johnson

Troell's passion for CURT is obvious. It is also well founded. He continues, "I cannot imagine, especially in these times, any company so short-sighted as to not fully support and participate in CURT and all of its programs. The immediate benefit, to say nothing of the long-term benefit, is worth the price of membership; the networking, the opportunity to influence the industry, getting to know industry leaders personally, staying abreast of current industry trends, and understanding what other companies are doing are just a few of the important benefits members experience from active participation." ●

Good News in a Tough Economy

Despite an economic slowdown many CURT members have impressive construction plans for 2009

When NBC's Brian Williams asked viewers to suggest "good news" topics in early 2009 he received thousands of responses in less than two days. It seems that people are eager to hear something positive amidst all the doom and gloom.

CURT members can certainly contribute to construction-related good news stories in 2009; Intel Corporation is planning to spend over \$6 Billion in 3 years to upgrade and expand facilities in Arizona; AT&T is going to spend over \$17 billion this year to upgrade their wireless, broadband and video businesses; and ExxonMobil has said they are going to spend approximately \$29 Billion in 2009, to meet long-term growth in world demand. And the list goes on!

Here are some of the good things happening to CURT owner members in 2009 and beyond.

Intel to invest \$7 Billion in manufacturing facilities

In February 2009 Intel President and CEO Paul Otellini announced the company's plans to spend \$7 billion over the next two years to build advanced manufacturing facilities in the United States.

The commitment represents Intel's largest-ever investment for a new manufacturing process—the facilities will be used to build faster, smaller chips that consume less energy.

"We're investing in America to keep Intel and our nation at the forefront of innovation," Otellini said. "These manufacturing facilities will produce the most advanced computing technology in the world."

The \$7 billion investment will improve existing manufacturing sites in Oregon, Arizona and New Mexico and is expected to support approximately 7,000 high-wage, highly-skilled jobs at those locations—part of a total Intel workforce of more than 45,000 in the U.S.

Intel carries out roughly 75 percent of its semiconductor manufacturing in the U.S. At the same time, about 75 percent of the company's R&D spending and capital investments are also made in the U.S.

AT&T to invest billions in 2009 capital spending

In line with its 2007 capital expenditures, AT&T plans to invest between \$17 and \$18 billion in 2009. It is

estimated that approximately two-thirds of this investment will go towards enhancing the company's wireless and wired broadband networks to provide more coverage, speed and capacity.

In addition, to support increased customer demand in mobility, broadband and video, the company plans to add nearly 3,000 jobs this year. These new jobs will bolster AT&T organizations responsible for building, maintaining and enhancing the company's wireless and wired networks, developing and delivering new applications that take advantage of IP connectivity and maintaining customer service capabilities crossing the AT&T portfolio of services and applications.

"Demand for broadband continues to grow as new applications emerge and customers embrace them, leading to data traffic on our network growing more than 50 percent year-over-year on average," says Randall Stephenson, AT&T Chairman and Chief Executive Officer. "We expect demand will only escalate when the larger economy rebounds, and AT&T's continued strong network investment will help ensure that we're fully ready to support the next wave of economic growth. We recognize

the continuing importance of investing in critical network infrastructure, which plays a key role in driving commerce, innovation and job growth."

ExxonMobil to invest at record levels

ExxonMobil Corporation announced in March 2009 plans to invest at record levels—between \$25 billion and \$30 billion annually over the next five years—to meet expected long-term growth in world energy demand.

As Rex Tillerson, Chairman and Chief Executive Officer said at an annual briefing for investment analysts at the New York Stock Exchange, "The global economy is currently experiencing a downturn, but at ExxonMobil we are focused on the long term. ExxonMobil's strong financial position, resulting from the strength of our business portfolio and our prudent approach to risk management and investment, enables us to develop new oil and gas projects, increase our production of higher value refined products and grow our chemical business."

Major achievements for 2008 and construction highlights for the future include:

- In the downstream, the company is progressing plans to invest more than \$1 billion in lower-sulfur diesel projects at three refineries in the US and Europe. Once complete in 2010, these projects will allow an increase in lower-sulfur diesel production of 140,000 barrels per day.
- In the chemical business, the company has ramped up construction activity on world-scale petrochemical projects in China and Singapore, and continues to invest for specialty business growth, including a new plant in South Korea to manufacture lithium ion battery separator film to meet expected demand growth including batteries for hybrid and electric vehicles.

"ExxonMobil is strong, resilient and well positioned for the future," says Tillerson. "Our commitment to developing advanced technology, our industry-leading operational and project-management capabilities and exceptional employees continue to position

the company as the partner of choice for resource owners around the world."

GE Transportation announces new \$100 Million battery manufacturing facility to advance hybrid technologies

GE Transportation, a unit of the General Electric Company, announced in May 2009 that the company plans to build a state-of-the-art manufacturing plant for advanced storage batteries.

The new \$100 million production facility will be located in upstate New York in the Capital Region and will create 350 new manufacturing jobs. New York State has partnered with GE in this project by pledging more than \$15 million in incentives. GE also is in the process of filing an application for U.S. Department of Energy stimulus funding for this project.

The facility, scheduled to be fully operational by mid-2011, will have the advantage of being in close proximity to GE Global Research in Niskayuna, NY where advances to the battery chemistry were developed. The batteries, which are a critical piece of energy storage systems, will rely heavily on new materials, new manufacturing technologies and intelligent controls.

The new \$100 million production facility will be located in upstate New York in the Capital Region and will create 350 new manufacturing jobs.

The new battery business will be a part of GE Transportation and will serve customers in the rail, marine, mining, telecommunications and utility sectors. At full capacity the plant could produce approximately 10 million cells. That translates to 900-megawatt hours of energy storage, or enough energy storage to power 1,000 U.S. homes for a month or enough energy to support 1,000 GE hybrid locomotives.

South Texas project expansion: construction agreement negotiations completed

Nuclear Innovation North America LLC (NINA) has completed negotiations for the Engineering, Procurement and Construction (EPC) agreement with Toshiba America Nuclear Energy, Inc. (TANE) to build the South Texas Project (STP) expansion. The EPC agreement is structured so as to assure that the new plant is constructed on time, on budget and to exacting standards. NINA is the Advanced Boiling Water Reactor (ABWR) nuclear development company jointly owned by NRG Energy, Inc. and Toshiba Corporation.

"This EPC agreement is written to bring certainty to the cost and schedule for the STP 3&4 expansion and to set the standard for project development in the nuclear renaissance," said David Crane, NRG President and CEO. "Our EPC partner helped develop the ABWR technology, has been prime contractor for two ABWR units that were brought in on time and on budget, and has the confidence in the strength of the STP expansion to become an equity investor in the project."

STP Nuclear Operating Company's partnership with local academic institutions plans to develop the workforce necessary to maintain and operate STP 1&2 as well as commence operations of STP 3&4. Four local colleges also received a \$1.9 million U.S. Department of Labor Grant aimed at funding programs that train future nuclear plant operators and technicians.

Air Products to build Michigan Hydrogen Plant to supply Marathon's Detroit Heavy Oil Upgrade Project

Air Products and Chemicals, Inc. announced in April 2009 the signing of an agreement to construct a hydrogen production facility in Detroit, MI., for Marathon Petroleum Company LLC, a subsidiary of Marathon Oil Corporation. The steam methane reformer will have a hydrogen production capacity of more than 50 million standard cubic

feet per day and is projected to be completed in the second quarter of 2012. The facility will provide hydrogen and steam for Marathon's heavy oil upgrade project at its Detroit refinery.

"Increased and reliable hydrogen supply will be important to Marathon's heavy oil upgrade project. As more sour crude oil is brought in from sources around the world, the requirements for additional hydrogen to make cleaner burning fuels also grows. Air Products has been working with Marathon to produce cleaner burning fuels for more than a decade and we are pleased to expand our relationship with this new project in Michigan," says Alex Masetti, Vice President - North America Tonnage Gases at Air Products.

Marathon's Detroit hydrogen facility is the 31st plant to be built through the global alliance between Air Products and Technip, a world leader in the fields of project management, engineering and construction for the oil and gas industry.

Charlottesville to be first city in Dominion Power's Virginia "Smart Grid" Network

Charlottesville, VA has been selected as the first city in Virginia and one of the first in the nation to benefit from "smart grid" technology that will make the delivery of electricity more efficient and less costly while improving customer service. Smart grid capabilities also will promote energy conservation and environmental responsibility.

The \$20 million program begins with the installation of about 46,500 "smart meters" in the city of Charlottesville and Albermarle County. More than half of the meters have been installed, with completion scheduled by the end of this year. Pending regulatory approval, the company plans to install smart meters and equipment throughout its service area over the next few years. The \$600 million program is part of a plan the company announced in June 2008 that is expected to save customers more than \$1 billion over the next 15 years through fuel

savings and by potentially avoiding the need for two future power stations and delaying the need for two others.

"This program launches a new era in energy efficiency and customer empowerment for Virginia," says Thomas F. Farrell II, Chairman, President and Chief Executive Officer of Dominion. "As the smart grid develops, energy conservation capabilities and programs will grow and provide additional benefits for our customers, the environment and our company."

NextEra Energy Resources to build wind turbine service facility in Iowa

In April 2009 Iowa Governor Chet Culver and local community leaders joined officials of NextEra Energy Resources, LLC, the largest wind and solar energy producer in North America, to break ground on NextEra Energy Resources' Generation Repair and Service (GRS) facility. NextEra is a subsidiary of Juno Beach, FL-based FPL Group.

The GRS facility will be used to overhaul and repair wind turbine electric generation equipment operated by subsidiaries of NextEra Energy Resources.

GRS will also be used to warehouse and store parts and supplies to support renewable and other energy-related operations throughout the Midwest.

"Renewable energy is a key not only to long-term issues, such as the environment and national security, but for our immediate need to create jobs in Iowa," said Governor Culver. "NextEra Energy's groundbreaking represents a positive step in moving Iowa's economic growth forward by a company that has been a leader in generating wind power across the nation. The jobs created here are going to be jobs of the future, and they're coming to Iowa."

NextEra Energy Resources expects to invest approximately \$20 million to expand an existing building. Construction on the project is expected to begin immediately and be completed by the end of 2009.

The facility will provide significant economic benefits including more than 75 jobs during peak construction and, once operational, 20 to 25 full-time positions. In addition, by the end of the second year of operation, the facility is expected to generate total tax revenue of approximately \$500,000 based on current projections. ●

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3rd Annual CURT/ENR Construction Delivers

In June 2009 construction leaders met in Arlington, VA for the 3rd Annual CURT/ENR Construction Business Forum. This year's theme *Embracing Change: The Impact of the New Administration on Construction* sparked discussions about current market forces, economic uncertainties, the always changing regulatory landscape, global events and workforce issues. More than 200 CURT members, general contractors, specialty contractors, engineers, architects, owners and building product manufacturers were in attendance for this enlightening forum.

The first event on the forum's jam-packed schedule was a guided tour of the U.S. Capitol Visitor Center in Washington, DC. It was led by Acting Architect of the Capitol, Stephen T. Ayers, AIA, LEED AP. The tour showcased the newly renovated Center, which encompasses 580,000 square feet over three below-ground levels. The \$621 million Center officially opened in December 2008 and has been captivating visitors ever since with its massive skylights that give a unique look at the Capitol, the vast marble halls, documents on display that date back to the birth of the nation, and Emancipation Hall, which is adorned with 23 statues from the Capitol's collection.

The construction of this sub-terrain Center involved the contribution of more than 8,000 workers, starting with tree preservation work that began in November 2001. Excavation began in August 2002, and resulted in the removal of 65,000 truckloads of soil (650,000 cubic yards of material). Excavation was completed in the fall of 2003 and work on the building structure began later that year. In July 2008 a Certificate of Occupancy was issued, bringing the project to completion.

Egon Larsen, President of CURT and Global Construction Manager for Air Products and Chemicals, Inc. was part of the group that toured the Capitol Building. Of its construction, he said, "The entire Visitor Center is extremely well laid out and is impressively functional, and at the same time preserves the history and beauty of the Capitol Building...As a construction organization, we can appreciate the difficulty in managing a significant undertaking like this; the coordination and patience required to satisfy not only the public figures involved but at the same time seamlessly working with the public all during construction. This is truly an amazing project with

a marvelous outcome and a contribution to preserving our history for generations to come."

Newly elected CURT Board Member Arthur Goehry, Director, Worldwide Engineering Services for Johnson & Johnson, agrees. "I thoroughly enjoyed the tour—it put into perspective much of our democracy that sometimes gets lost in today's press and journalism. The U.S. Capitol Visitor Center is a beautiful structure of unique modern architectural elements providing passive light in a below-grade structure. What was also interesting was how the design and layout of space at the Center lent itself to maintaining the focus of the adjacent Capitol Building."

Down to business

The first keynote address at the forum was by J. Joseph Tyler, Director of Military Programs, U.S. Army Corps of Engineers. Tyler started his address by explaining how, at the Corps, it's all about being transparent and doing what Congress and the Administration expects them to do.

He explained that for the past three years he's been able to say that what Congress and the Administration want has been increasing—in some cases doubling—from the previous years. However, Tyler told the attendees at the Forum that, "This is the last year I will be able to say that. Our programs are starting to be reduced; for the peak of FY09 and into FY10 construction will still be larger than what we've seen in our traditional program but it's starting to go down and will likely level off to amounts similar to what we did in 2005."

Tyler added that two things are consistent right now: one, investing in technology, sustainable facilities and reducing energy consumption of facilities is an on-going trend. Two, Tyler says it's "All about transparency. We're posting information on what we're spending on our website on a weekly basis. That's not a bad thing though—it keeps us on our toes!"

In addition to spending cutbacks, Tyler has noticed another major change in today's construction climate—more bids! He explains, "We're seeing unbelievable competition and very good bids. Eight months ago we hoped to get two contractors to bid. If we got three

Business Forum

it was great! Now we're getting 10 to 12 bids on a project and this is helping construction costs go down. This is good news!"

After all, Tyler explained, the whole idea of the Recovery Act is to get projects going again and get people back to work. "It's all about getting stakes in the ground and getting work done quicker so we can pay the contractors quicker and then they can pay their workers quicker."

Owners' strategies: staying in the black

The next session of the Forum focused on how leading owners' businesses are being affected by the economic downturn and the new administration.

One of the panelists, Bob Wilson, Manager, Global Project Services, General Electric Company, noted that the recession has prompted them to, "Go back and relook at growth and the areas where we want to grow."

Wilson said that in the United States in particular, "We have put projects on hold and have reduced spending."

However, Wilson was quick to point out that even though projects won't be resurrected any time soon, the official term is "Hold, not cancel".

Chuck Hardy, Deputy Director, Great Lakes Region, Property Development Division, U.S. General Services Administration, says that the GSA has had numerous projects on hold but that an influx of cash from the Administration is giving them the opportunity to go out and do great things. "We're getting \$5.5 billion from the Administration," explains Hardy, "and \$4.5 billion of that will go towards turning our existing infrastructure into high performance green buildings."

Hardy says that with this money comes a responsibility to the public. "The taxpayer is king to us. While we need to spend this money quickly to get the dollars flowing we're also working hard to ensure it is spent appropriately too."

Jocelyn Scott, Vice President of Engineering for DuPont said that the recession has prompted the motto, "Never waste a good crisis." She explains that while everyone is looking forward to the economy recovering, this is an, "Opportunity to make fundamental changes in our work processes which will make us more efficient in the future."

Scott added that while DuPont has seen a decrease in business in every region, strong relationships with their alliances and partners has given them a lot of flexibility.

The changing regulatory landscape: association perspectives

The influence that prominent construction associations have on the industry is paramount. They work on public policy, provide



Acting Architect of the Capitol Stephen Ayers (left) with CURT Board Members. Back row: Arthur Goehry and Charles Hardy. Front row: Egon Larsen, Steven Satrom and Allen Bunner. Behind them is the plaster model for the Statue of Freedom, the centerpiece of Emancipation Hall. Photo courtesy of the AOC.

valuable resources and advice for their members to cope with the recession, and they help develop new cost effective approaches to construction.

The CURT/ENR Business Forum arranged numerous association leaders to speak about their members' concerns as well as new services being developed to help their members survive and thrive. One panel member was Christine McEntee, Executive Vice President & Chief Executive Officer for the American Institute of Architects. She explained that the stimulus package, which the AIA actively lobbied for, should jumpstart the economy and that in fact, "We have heard that about 10 percent of our member firms have received actual work as a result of the stimulus funding as of last month. The money does seem to be trickling down to the built environment."

McEntee says there's still a lot of work to do on Capitol Hill though and that the AIA is making sure the lines of communication stay open.

The AIA is also working very hard on measures to help the environment, including advocating for Carbon Neutral Design. This project complements the 2010 Imperative (which is a call for architectural educators to address carbon neutral design and

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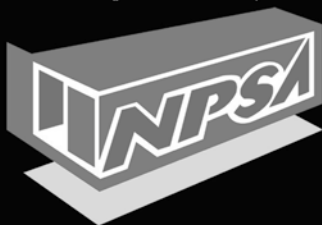


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Figure 1

U.S. Total Construction Starts for 2009 (Billions)					
	2005	2006	2007	2008	2009
Total Construction	670.3 +13%	689.6 +3%	639.1 -7%	552.0 -14%	457.7 -17%
Single Family Housing	315.5 +12%	272.4 -14%	201.2 -26%	122.4 -39%	84.7 -31%
Multifamily Housing	68.6 +36%	69.8 +2%	61.8 -12%	39.4 -36%	26.7 -32%
Commercial Buildings	72.2 +7%	93.0 +29%	100.7 +8%	84.6 -16%	60.3 -29%
Institutional Buildings	100.1 +12%	110.8 +11%	117.4 +6%	128.8 +10%	118.7 -8%
Manufacturing Buildings	10.1 +26%	13.5 +33%	19.9 +47%	30.2 +51%	18.3 -39%
Public Works	96.0 +9%	112.4 +17%	121.4 +8%	118.9 -2%	131.0 +10%
Electric Utilities	7.9 +6%	17.7 +125%	16.8 -5%	27.7 +65%	18.0 -35%

fossil fuel reduction in the design studio, to improve ecological literacy for design students, and to integrate related issues in the design and operations of university facilities and campuses) as well as the Architecture 2030 Challenge (the realization of carbon neutral architecture by the year 2030).

The Executive Director of the Construction Users Roundtable, Greg Sizemore, also participated in this panel. He started off by explaining that CURT exists because owners don't have the time, energy and money to do everything they'd like to do. This is why CURT has, "Listened to our members and prioritized their main concerns so that we can represent them on the issues they find most compelling."

"Safety," noted Sizemore, "is at the top of that list. If we are not continuously making improvements then we are failing."

He also explained that CURT works on other issues such as workforce development, LEAN, process transformation, and education and implementation. Collaboration on all these initiatives is paramount says Sizemore because, "Talking with each other means learning how companies are tackling these issues and best handling them. Sharing these best practices among

members is the easiest way to better the construction industry."

The 2009 outlook for U.S. construction activity – mid-year update

Numerous dynamics have joined together in 2009 to create a year unlike any other. The economic recession and tight lending conditions are leading to the tightening of belts across the nation. In response, the federal stimulus act is boosting infrastructure work such as highways, bridges and environmental public works.

Economist Robert Murray, Vice President, Economic Affairs, McGraw-Hill Construction, gave attendees at the Forum a break-down of construction in the United States from 2005 until now (see Figure 1).

He also gave a detailed breakdown of how the stimulus act is expected to meet its goal of saving / creating at least 3.5 Million jobs by the end of 2010. In terms of the built-industry, of the Act's \$787 Billion, approximately \$130 Billion has been allotted for construction-related spending.

Attendees at the 3rd Annual CURT/ENR Construction Business Forum were certainly not disappointed! Stay tuned to the CURT/ENR websites for information on next year's event!

Construction Industry Warms Up To Environmental Regulation In A New Political Climate

By A. Christian Worrell III,
Esq. and Richard T. La
Jeunesse, Esq., LEED AP

Editors Note: This article is a follow-up to the article "The Current Climate of Environmental Regulation Impacting Construction" published in the Spring 2009 issue of The VOICE.

The buzz words "climate change" assume a double meaning as the construction industry starts to discern the contours of environmental policy and regulation in the opening months of the new administration of President Barack Obama.

Climate change, literally, as U.S. EPA (Environmental Protection Agency) Administrator, Lisa Jackson, articulates the high priority of reducing greenhouse gas (GHG) emissions in efforts to transform to a low-carbon footprint...and economy.

Climate change, figuratively, as the articulated opening philosophies of President Obama, distilled through the lens of U.S. EPA policy, speak to an environmental values tri-fecta of scientific integrity, rule of law and transparency. The initial mantra of "science first" is articulated in contrast (if not critique) to other takes which might let political or economic priorities minimize or suppress scientific judgment.

Adherence to the rule of law was a theme heard often in the 2008 presidential campaign and it's a refrain picked up and amplified by Administrator Jackson in her memo to EPA employees at the launch of her stewardship. The implication is that both

judicial and legislative decisions and mandates will be followed. Environmental enforcement discretion is viewed as a by-product of actions taken by the Courts and Congress.

Transparency...well of course the overall idea is what you see is what you get. So let's see what we seem to be getting so far. Beyond values and philosophies Administrator Jackson also articulated the top programmatic priorities under her leadership. These include reducing GHG emissions, improving air quality, managing chemical risks, cleaning up hazardous waste sites and protecting America's water.

So what do these environmental values and philosophies mean for the construction industry? According to a new analysis of federal environmental data, the industry accounts for a relatively small part of all U.S. GHG emissions, with no large single contributors, thus suggesting the relative efficiency of a cleaner construction industry. Yet the February 2009 U.S. EPA Sector Strategies document called "Potential for Reducing Greenhouse Gas Emissions in the Construction Sector" still aspires toward opportunities for further improvements without purporting to suggest or propose GHG policies for the construction industry.

A GHG term used broadly at this time is "cap-and-trade". This refers to an environmental regulatory tool that sets a

mandatory cap on certain emissions while providing industrial sources flexibility in how they comply, along with the ability to actually bank and trade credits. Relatively successful cap-and-trade programs have particularly impacted the power-generation industry, including the nationwide Acid Rain Program, programs dealing with nitrogen oxides, budget trading and the Clean Air Interstate Rule (CAIR), among others. While growth of the cap-and-trade concept in the overall environmental toolkit appears foreseeable, the construction industry context seems more apt for use of other regulatory tools in implementing opportunities to reduce emissions. Again, the more promising approach appears geared to reducing fuel use, conserving electricity and reducing the impact of construction materials by recycling/reuse as well as enhanced material selection, procurement and shipment methods.

Beyond GHGs, the principal air pollutants associated with the construction sector are particulate matter (PM), nitrogen oxides (NOx), and sulfur oxides (SOx) which result from the operation of diesel and other equipment, including the combustion of fossil fuels. PM primarily takes the form of fugitive dust from construction sites. Beyond potential pollutants emanating from the process of construction, an array of other environmentally-regulated materials are encountered in the demolition process, particularly lead-paint and asbestos-containing materials. Although U.S. EPA has established standards for PM and NOx emissions for new non-road diesel engines, these standards do not apply to construction equipment already in use. However, U.S. EPA and various states have initiated voluntary programs to reduce these emissions via various upgrades, retrofits and better fuel consumption.

The recently-published U.S. EPA 2008 Sector Performance Report also profiled the construction sector and important priorities concerning energy use, greenhouse gas emissions, diesel air emissions, stormwater compliance, construction and demolition debris management, and green building practices. The latter comes at a time as the U.S. Green Building Council further refines and strengthens its Leadership in Energy & Design (LEED) rating system with release of the latest version 3.0 templates.

U.S. EPA looks to have the construction sector save further energy under related efforts to reduce diesel emissions, increase recycling, and otherwise promote green construction. Specific opportunities relate to the reduction of idling for construction equipment, as well as optimal equipment maintenance. Further focus is on using biodiesel fuels, buying materials locally (thus reducing transportation fuel use), improving energy efficiency, recycling construction and debris material (particularly steel, asphalt

and concrete), using industrial byproducts in construction, and using coal fly ash and other supplementary cementitious materials in the manufacturing of concrete. Obviously, the impact of construction reaches beyond that act of building itself and includes the supporting industries, and supplies, which can also have a large environmental footprint.

As to specific regulatory initiatives directly affecting the construction industry, there are few certainties. However, U.S. EPA is expected to publish final effluent limitations guidelines ("ELGs") and new source performance standards (NSPSs) for the Construction and Development point source category under the Clean Water Act prior to the end of the year as a follow-up to the proposed rules it published last November. This rulemaking effort is largely the result of litigation initiated by the Natural Resources Defense Council, and EPA faces a court-imposed deadline of December 1, 2009 for promulgation of the rules. The ELGs and NSPSs would require the control of discharges of sediments from construction activities through implementation of best management practices (BMP) to be included as part of the National Pollutant Discharge Elimination System (NPDES) permitting process. Depending on site size and location, BMP could include sediment basins and for certain larger sites there may be numeric limits on turbidity in discharges. U.S. EPA has estimated the annual cost of compliance for the industry to be \$1.9 billion.

As highlighted by EPA's proposed rulemaking, actions speak louder than words. Moreover, budgets may scream loudest of all! The opening salvos of the new President's environmental budget for 2010 sought the largest budgetary increase in EPA's history, an increase of approximately 34 percent. At approximately \$10.5 billion, this may seem small change next to defense, health, human services and other segments of the overall budget. However, one can begin to read the tea leaves when programs and allocations are studied under a magnifying glass.



"365 days a year without an accident?

Yes, it is possible."

Marty Bruno, Skanska Environmental Health and Safety Director, New York City

Making every day free of accidents may be an ambitious target, but it's one Marty Bruno is committed to. "At Skanska, safety is a way of life, both at our jobsites and our offices," he says. "Protecting our people is our number-one priority; we want all our workers to go home safely at the end of each day." That's why Skanska implements an Injury-Free Environment (IFE) policy on projects before they even get underway. "Instilling safety measures into every phase of a project helps us identify potential challenges well in advance," Bruno explains. Our IFE philosophy increases safety awareness for all Skanska employees, ensuring that they work more safely than ever before. It's also a philosophy that many of our clients appreciate.

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Nearly one-half of that budget would be allocated to the goal of assuring cleaner and safer water. Over another third of the budget would be sharing the goals of land preservation/restoration, as well as assuring healthier communities and ecosystems.

Clean air and global climate change would consume about a tenth of the budget, while the remaining, and smallest part, would fall under the goal rubric of compliance and environmental stewardship. Particularly good news for certain segments of the industry is that there would be much "green infrastructure" projects to further promote clean water. Such funding would support nationwide efforts to build and renovate drinking water and wastewater systems.

The most significant impact of regulation of GHGs on the construction industry may well be an indirect one. Certain analyses indicate that regulation of GHGs will result in higher energy costs for all. The construction industry would not be immune from such increases and certainly more energy efficient designs and processes will emerge in response.

With the new administration our discussion has largely been about national priorities, themes and funding, but much of the heavy-lifting in this area takes place at the state and local level. Although common themes and concerns are often shared, the relative prioritization can result at times in different focus between federal and state involvement.

Yet with all these re-invigorated themes, directions, values and funding coming into focus, it should be recalled that environmental policy and regulation are not static. The dynamic nature of a flowing river metaphor seems apt. Only time will tell more fully how swift the regulatory and enforcement waters truly flow.

As this issue of The VOICE was going to press in late June 2009, the U.S House of Representatives passed H.R. 2454, The American Clean Energy and Security Act of 2009. The Senate has not yet taken action on this bill. However, as currently drafted, stringent energy performance standards would be imposed on new commercial construction and major renovations. We

will have to wait and see how the final version of this groundbreaking law will change the industry. Stay tuned to future issues of The VOICE for more information on this topic. ●

A. Christian Worrell III is responsible for Graydon Head's Butler/Warren Office, which serves the growing business community between Cincinnati and Dayton. He concentrates his practice in the areas of general business, real estate, environmental

and construction law. Worrell provides legal counsel to large institutional landowners, construction owners, contractors and design professionals.

Richard T. La Jeunesse is Co-Chair of the Firm's Commercial Real Estate Industry Group and practices in the areas of real estate, environmental and construction law. He has extensive experience counseling clients and lecturing about real estate, acquisitions, developments and construction projects, including international transactions.



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A History Of Benefits: Local User Councils Keep Owners Competitive

By **Connie Fabré, Greater Baton Rouge Industry Alliance, Inc. (GBRIA)**

Local User Councils (LUCs) have come a long way. They started forming over 40 years ago with The Business Roundtable and today are affiliated with major organizations like the Construction Users Roundtable (CURT). The Greater Baton Rouge Industry Alliance (GBRIA) has been an active local user council and trade association for 39 of those years.

GBRIA was founded in 1970 as a committee of the Greater Baton Rouge Chamber of Commerce but incorporated as a stand-alone organization in 1981 under the name Greater Baton Rouge Industrial Managers Association (GBRIMA). In 2005, the name was changed with a new goal to reach out to neighboring communities. GBRIA's mission is to drive and coordinate sustainable, cost-effective solutions to common issues for industry, its affiliates and communities. This has included a focus on construction best practices, safety training, contractor workforce development and being a spokesperson and advocate for its members and their industries.

The GBRIA logo, with its three up-swept arrows, stands for the three keys to sustainable development: economy, environment and community. GBRIA members include approximately 60 facilities spread across 8 parishes (counties) surrounding Baton Rouge, LA. The members come from the chemical, paper, energy, non-ferrous metal processing, liquid storage terminals, and petroleum refining industries. They range from as few as 25 employees to as many as 3,400 employees per facility. These manufacturers make the ingredients in food-grade wax for chocolate and crayons, plastic bottles, household cleaners, Styrofoam plates, tissue paper, plastic wrap, automotive fuels and much more.

Through GBRIA, members utilize many

available programs that help them remain competitive in the global economy. Efforts and activities to achieve an injury-free workplace, develop a world-class competitive contractor work force and benchmarking best practices from one another all help the Baton Rouge region. Among the association's notable successes benefiting members and the community are achieving lower health care costs by helping form the Louisiana Health Care Alliance in 1984, partnering with the Pelican Chapter of the Associated Builders and Contractors (ABC) to build and operate a skilled craft training center since 1985, and partnering with the Safety Council of the Louisiana Capital Area to deliver standardized safety orientation training for contractors since 1991. In addition, the association acted as a key driver and liaison between owners and union contractors through the Baton Rouge Industrial Contractors Association (BRICA).

The work of the association has been truly world class. Craft assessments and training curricula, safety training curricula, security screening criteria, contractor pre-qualification criteria, and more programs developed by GBRIA have been adopted by the National Center for Construction Education and Research (NCCER), Association of Reciprocal Safety Councils (ARSC), the Safety Council Security Consortium (SCSC), and the National Background Screening Consortium (NABSC). These programs are being used in many regions around the country.

GBRIA's active engagement with CURT has also benefited its members. Information sharing on similar issues with local user councils from around the country brings key ideas and lessons learned back to the members. CURT's awards program has also helped GBRIA promote safety and cost improvement. GBRIA was

awarded the Construction Industry Safety Excellence Award (CISE) from BRT/CURT in 1994 and 2006. In addition, in 1987, the association was awarded the Construction Industry Cost Effectiveness Excellence Award (CICE). And in 2007 the ABC Pelican Chapter whose training center GBRIA members sponsor, was awarded CURT's Workforce Development Award.

In more recent years GBRIA has been active with BRT's I'M GREAT program—the Gulf Rebuild Education and Training initiative—which has trained over 20,000 new construction workers since 2005 and is also actively engaged in promoting the new Construction Workforce Development Center's (CWDC) Forecasting program.

In today's economic climate, you simply cannot afford to be out of the loop locally with other like-minded owners. Sharing promotes reciprocity, keeps costs down and prevents new inventions of the wheel, which in turn helps to keep members competitive. Join your LUC today and multiply CURT's membership benefits for your company. ●

Connie Fabré is the Executive Director of GBRIA. For more information go to www.gbria.org.



In 2007 the ABC Pelican Chapter was awarded CURT's Workforce Development Award.

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THE OWNER:

Tyco International, Ltd.

THE WEBSITE:

www.tyco.com

THE HISTORY:

Tyco International, Ltd. was founded in 1960 by Arthur J. Rosenberg, Ph.D. who opened a research laboratory to conduct experimental work for the U.S. government. The business was incorporated as Tyco Laboratories in 1962, and its focus turned to high-tech materials science and energy conversion products for the commercial sector. In 1964, the company went public, and in 1965 it began to acquire other companies to fill gaps in its development and distribution network. As a result, Tyco's thrust changed to manufacturing industrial products.

THE RIGHT NOW:

Tyco International, Ltd. operates in all 50 U.S. states and over 60 countries. Tyco offers the products and services the modern world needs to grow. Critical infrastructure components in many countries and municipalities have been designed, constructed and are even managed by Tyco companies.

Tyco Fire Suppression & Building Products is a global supplier of fire protection and mechanical technologies for commercial, industrial, institutional, governmental and residential customers. Each year, Tyco FS&BP invests millions of dollars into the development of new technologies to safeguard lives and property. Their advanced research, development facilities and modernized manufacturing platforms have led to numerous industry firsts:

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- The first sustainable inert gas clean agent system;
- The first environmentally compatible and biodegradable Class "A" foam concentrate;
- The first temperature-sensitive automatic sprinkler;
- The first commercial cooking fire suppression system; and
- The first residential sprinkler listing.

Tyco Thermal Controls is the world's leading provider of complete heat management solutions for industrial and commercial facilities. Tyco Thermal Controls provides heat tracing system design, engineering and installation services globally. This combination of engineering / installation services allows them to offer optimized, cost effective heattracing solutions whether customers are working on mega-projects or small scale upgrades.

THE FUTURE:

Both Tyco FS&BP and Tyco Thermal Controls continue to design and manufacture new quality products for the market place. One such Tyco FS&BP product, released in early 2009, is the RAVEN™ institutional sprinkler. The new 5.6 K-Factor, quick response sprinkler is ideal for use in correctional, detention, mental healthcare and commercial facilities because it is designed to be tamper resistant. Innovative products like this will continually come down the pipeline long into the future.

Tyco Thermal Controls has developed tools to leverage the benefits of 3D plant modeling in order to better collaborate with customers using similar tools. Their TRACERLYNX 3D Heat Management System software was developed to interface directly with a client's master plant model data so that the heat management system can be designed using the latest plant design information and performance specifications. The TRACERLYNX software allows Tyco Thermal Controls to help the customer reduce data handling and management time and

shorten review cycles since designs are based on the client's master plant data. This allows the client's resources to focus on other items, reducing project timelines and overall project costs.

THE SOCIAL COMMITMENT:

Tyco International is a member of the Business Roundtable's Climate RESOLVE climate change program, which has committed them to identifying their greenhouse gas emissions and setting goals to reduce their carbon footprint. In 2008, Tyco began to collect greenhouse gas emissions data from their global manufacturing facilities, the first step toward developing greenhouse gas reduction goals. They plan to include greenhouse gas emissions from at least 80 percent of their global operations—over 400 locations.

Tyco manufacturing businesses continually develop energy reduction projects and in 2008, they completed substantial reductions in energy use with corresponding greenhouse gas emissions from their manufacturing facilities. Several Tyco Electrical & Metal Products US manufacturing and distribution facilities also completed projects of lighting replacement, optimized compressed air use and natural gas process modifications. These efforts reduced their annual energy consumption by 8.5 megawatt hours; comparable to removing 1027 cars from the road. More projects are being carried out throughout 2009.

THE AWARDS:

Each year, Catholic Charities, Diocese of Trenton bestows its Corporate Citizen of the Year award to an organization that best exemplifies excellence in corporate and community relations. Tyco International received the 2008 award for its commitment to serving the homeless in Mercer County, New Jersey, as well as for its continued support of a wide range of local charitable organizations. ●

THE CONTRACTOR:
Rudolph/Libbe Companies

THE WEBSITE:
www.rlcos.com

THE HISTORY:

Rudolph/Libbe Companies, headquartered near Toledo, OH, is the parent company for two nationally ranked construction services firms; Rudolph/Libbe Inc., a general contractor and construction management firm; and GEM Inc., a specialty contractor and process construction management firm.

Rudolph/Libbe was founded in 1955 on the core values that continue to guide the companies today: commitment to safety, integrity, respect for people, customer stewardship, teamwork, building high-performance buildings and making the world a better place. These values have been an important foundation for the growth and success of the Rudolph/Libbe Companies; more than 70 percent of customers are repeat clients.

THE RIGHT NOW:

Rudolph/Libbe Companies' most exciting projects are the projects where they can help the customer achieve their business objectives on multiple levels. For example, Rudolph/Libbe Inc. is constructing a new 25,000-square-foot United Way headquarters in downtown Toledo, OH. The United Way had a challenging project budget, but also wanted to demonstrate its commitment to the environment. Through the design-assist project delivery method, Building Information Modeling (BIM) was used to coordinate the building design, and for bidding, shop drawing production, clash detection and

visualization. The LEED-certified building is positioned to take the best advantage of natural daylight and includes many energy-efficient features, such as sensors that turn off unneeded lights; high-efficiency walls, roof, and ballast; and a rain garden to filter and reduce storm water.

GEM Inc. is completing a design-build expansion project for Jones-Hamilton, the world's largest manufacturer of sodium bisulfate, which is used extensively in agriculture, water treatment, animal feed and the food industry. The expansion project significantly increased the size of Jones-Hamilton's operation, and created an entirely new process which will increase product quality as well as Jones-Hamilton's capacity and ability to bring its product to market. GEM Inc. associates worked with the owner and equipment suppliers to integrate the new processes into the building, using BIM technology to coordinate design, contain costs and shorten the schedule.

THE FUTURE:

GEM Inc. and its subsidiary, BHP Energy, are designing and building an energy center for one of the world's most energy-efficient computer data centers. The \$12.4 million, 6,000-square-foot facility at Syracuse University in Syracuse, NY is expected to use 50 percent less energy than a typical data center today, making it one of the "greenest" computer centers in operation.

THE SOCIAL COMMITMENT:

Rudolph/Libbe Companies is committed to making the world a better place. Associates are encouraged to give their time and resources to the causes that mean the most to

them. On a corporate level, the companies host quarterly blood drives, holiday food drives, and provide funding and leadership to non-profit organizations. The companies' most recent environmental initiative is the

re-establishment of a natural wildlife habitat on the grounds of our headquarters.

To celebrate GEM Inc.'s 25th anniversary in 2008, the companies built and donated a 6,000-square-foot therapeutic indoor riding arena and stable to Sunshine Inc., located in Northwest OH, which serves developmentally disabled children and adults. GEM and Rudolph/Libbe associates volunteered on their own time to complete the project.

To support young people pursuing construction careers, Rudolph/Libbe Companies endows three scholarships at Bowling Green State University, OH and two at The University of Toledo, OH and awards approximately 30 scholarships annually to area high school graduates.

THE AWARDS:

Working safely is Rudolph/Libbe Companies' proudest achievement—and is an ongoing initiative that continues to earn recognition on the local, state and national levels. Rudolph/Libbe's numerous safety awards and milestones are a testament to the hard work and commitment of every associate to safe behaviors and conditions on every jobsite, every day.

The safety program empowers every associate to be a leader in safety and to make decisions that result in safe jobsites. A safety steering committee, with representatives from management, field and office, establishes policy and constantly evaluates and improves the safety program. Every project has a site safety team, which focuses on safety practices at that site for the duration of the project.

A safe project has tremendous benefits to the customer, because the same behaviors and conditions that lead to safe work are the same behaviors and conditions that are essential to completing work correctly and efficiently. Rudolph/Libbe Companies associates have achieved a major safety milestone—more than 4.4 million work hours free of lost-time incidents. However, the most important safety reward at Rudolph/Libbe Companies is that associates go home safely at the end of every day. ●



THE ASSOCIATION Design-Build Institute of America

THE WEBSITE:
www.dbia.org

THE HISTORY:

The Design-Build Institute of America (DBIA) was founded in 1993 as a membership-based organization dedicated to single-source design and construction contracting known as "design-build." Design-build is an integrated delivery process that has been embraced by the world's great civilizations. In ancient Mesopotamia, the Code of Hammurabi (1800 BC) fixed absolute accountability upon master builders for both design and construction. In the succeeding millennia, projects ranging from cathedrals to cable-stayed bridges, from cloisters to corporate headquarters, have been conceived and constructed using the paradigm of design-build.

The organization's mission is to achieve and maintain recognition as the industry center of expertise for design-build practice, and to lead the expansion of design-build utilization across all industries and markets

DBIA members represent the entire spectrum of organizations and professionals including owners, architects, engineers, general and specialty contractors, manufacturers and suppliers, legal professionals, academia and students. They perform design and construction work in all non-residential market segments including buildings, civil infrastructure projects, and industrial process facilities. DBIA has 16 affiliated regions across the United States.

THE RIGHT NOW:

DBIA's current focus is discovering, refining and teaching the techniques and practices that enable successful design-build project delivery to help achieve success on all types of projects—large

and small, simple and complex, horizontal and vertical, and those constructed throughout the nation and the world. Among our primary goals is to provide owners with design-build as another "tool in the toolbox" as they investigate and select the project delivery method most suited to their needs. Among the specific initiatives are the following:

- Updating DBIA's existing curriculum to ensure that design-build techniques and best practices are constantly updated, reviewed and enhanced;
- Development of new courses focused on design-build "post-award" as well as the utility of design-build to achieve sustainable projects; and
- Updating DBIA's model design-build contracts, with the owner/design-builder series released this past May, and the design-build/subconsultant series scheduled for release this fall.

THE FUTURE:

Now and into the future, DBIA will continue its commitment to deliver high quality education and training and to providing owners with the information needed to make informed decisions. An area in which we will expand and enhance our efforts relates to legislative activity at the state level. Design-build is

currently permitted in the public sector on at least a limited basis in 48 states. DBIA will work closely with our 16 regions to make design-build a viable option for owners from all facets of the public sector.

THE SOCIAL COMMITMENT:

DBIA has a strong commitment to students of design and construction and works closely with several well-known universities to determine ways to incorporate DBIA's core curriculum into the classroom setting. By doing so, students graduate from college with a leg up relative to design-build and integrated project delivery, and are well equipped to be valuable employees at major firms and within owner organizations across the nation.

THE AWARDS:

In 2004 and 2005 DBIA won the APEX Award for Publications Excellence in recognition of our monthly Dateline Journal. ●



The new I-35W Mississippi River bridge officially opened September 2008. DBIA member James McHugh Construction Co. was the design-builder and constructor on the project. DBIA member Wight & Co. was the engineer.

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Strategies (UP 1001)

WORKFORCE

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The Employee Free Choice Act: Shared Prosperity And Sustained Economic Growth In America

By Mark H. Ayers

The Employee Free Choice Act has quickly become the most contentious legislative issue facing the United States Congress. My intention here in this space is to provide some clarity and context on this issue as it applies to the construction industry, as well as attempt to de-bunk some of the more outlandish claims being made by opponents of this legislation.

The Employee Free Choice Act would amend the National Labor Relations Act in order to provide to employees, and not the employers, the option of having a secret ballot election. Put simply, the legislation would create an option for employees to sign cards indicating their support for collective bargaining representation; lessen the time needed for the National Labor Relations Board (NLRB) to formally recognize the union; and create an arbitration procedure to ensure a first contract.

For many contractors in the construction industry, the Employee Free Choice Act offers many potential benefits, especially when it comes to a competitive playing field in many markets. For example, many non-union contractors—because they subscribe to a business model that is predicated upon finding the cheapest, most easily exploitable workforce they can find—typically set their wage rates far below union scales. By making it easier for workers to join unions and bargain for better wages, health benefits, and pensions, the Employee Free Choice

Act will essentially work to level the playing field for many contractors.

The Employee Free Choice Act would also benefit those contractors who pay health benefits. Because health costs are invariably shifted to those who can actually pay, many contractors and owners have traditionally been saddled with subsidizing the health care for those who do not receive employer-provided health insurance. With the injury rate in construction being 29 percent higher than the average of all private industries (58 percent higher for severe injuries), to have more employers sharing the health care burden would be of significant benefit to contractors and owners alike. With more workers paying into benefit funds, the Employee Free Choice Act would have the effect of lessening the burdens imposed on responsible contractors and owners who currently subsidize the actions of their more unscrupulous competitors.

The same dynamic comes into play when it comes to skills training. Any reasonable and studied observation of the North American construction industry would conclude that the union sector assumes the costs associated with training, while the non-union sector reaps the benefits. Should the Employee Free Choice Act be passed into law and more contractors are organized, those training costs will begin to be spread more equitably—again, improving



the competitive position of signatory contractors.

As for de-bunking the myths associated with this legislation, let me begin with the question of the secret-ballot election. The Employee Free Choice Act DOES NOT eliminate the secret ballot election. If the employees would rather be recognized simply through “card-check” then that is their choice. If they prefer an election, that is their choice, too.

Additionally, there is always talk about “union intimidation” in relation to this legislation, and how union organizers will pressure people—through threats and other means—to sign union authorization cards. Again, this is another urban legend that has no basis in reality. In fact, it is the exact opposite scenario that is prevalent to unimaginable degrees. First, intimidation of any kind—either from unions or employers—is illegal under current law. Secondly, a

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study by the HR Policy Association (a pro-business organization) identified only 113 cases of union intimidation since the inception of the National Labor Relations Act. And only 42 of those cases were found to actually have merit. That's 42 cases of union intimidation since 1935! Now, in 2007 alone, there were 29,559 cases where workers received back pay awards in cases involving illegal firings and other violations of the law. In 2006, that number was 26,824; in 2005 it was 31,358. There is simply no evidence that the Employee Free Choice Act will generate union coercion, while there is ample evidence

that employer coercion and intimidation is rampant.

The Employee Free Choice Act is a win-win for America and American businesses. Unions are an essential part of a strong democracy and they play a crucial role in our public and community life. Unions also make workplaces safer and more productive, and they work to raise professional standards. According to a recent study, unions raise productivity by 19 to 24 percent in manufacturing; 16 percent in hospitals; and by 17 to 38 percent in the construction industry.

That's why we applaud the tens of thousands of responsible employers

from our industry who have gone on record in support of the Employee Free Choice Act. They understand the value of widespread, shared prosperity in creating sustained economic growth in America. To them, the passage of the Employee Free Choice Act would be a welcome occasion. ●

Mark H. Ayers is the President of the Building and Construction Trades Department, AFL-CIO—an alliance of 13 national and international unions who collectively represent 2.5 million skilled craft professionals in the United States and Canada.

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By Kirk Pickerel Fewer Free Choices In The Employee Free Choice Act

The merit shop construction workforce has never been stronger. More than 84 percent of all workers in the industry have made the choice to use their professional craft skills in a nonunion environment.

But some union leaders falsely claim that workers have lost their rights over the years to unionize. So, what is their solution? Take away workers' rights by promoting the misnamed Employee Free Choice Act, or "card check" legislation.

The Employee Free Choice Act actually deals a double blow to workers by effectively eliminating their fundamental right to participate in a federally supervised secret ballot election when deciding whether to join a union, and allowing a federal government arbitrator to dictate the terms of the union contract without a vote by the employees.

Under current law, if 30 percent of the employees in a bargaining unit sign a card indicating they want to participate in a secret-ballot election to decide whether they want to unionize, then the union organizer collects those cards, sends them to the National Labor Relations Board (NLRB) and requests that a secret-ballot election be held.

However, under the Employee Free Choice Act, union organizers need only collect signed cards from 51 percent of the workers to form a bargaining unit. The NLRB would then certify the union as the representative of the bargaining unit without a secret-ballot election. That leaves 49 percent of the workers with no choice at all.

More specifically, Section 2, Paragraph 6 of the Employee Free Choice Act (S. 560 and H.R. 1409) states: "If the Board (NLRB) finds that a majority of the employees in a unit appropriate for bargaining has signed valid authorizations designating the individual or labor organization specified in the petition as their bargaining

representative and that no other individual or labor organization is currently certified or recognized as the exclusive representative of any of the employees in the unit, the Board shall not direct an election but shall certify the individual or labor organization as the representative."

Under the Employee Free Choice Act, if both parties have not reached an agreement after 120 days, the union can call for mandatory, binding arbitration. A federal government arbitrator would then decide the terms of the contract for the first two years, including wages, benefits and working conditions.

Unions argue that employees still have the option to participate in a secret-ballot election. But, under the proposed card check system, who would call for one? The employees cannot since they signed a card indicating they want to form a bargaining unit, not participate in a secret-ballot election. The NLRB cannot either, as the legislation clearly states that "the Board shall not direct an election" if it has received the appropriate number of signed cards. How about the union organizer? If they already have collected a majority of signed cards from employees, why would they request a secret-ballot election?

Current law also requires that both the union and employer bargain in good faith



after a union is certified. However, under the Employee Free Choice Act, if both parties have not reached an agreement after 120 days, the union can call for mandatory, binding arbitration. A federal government arbitrator would then decide the terms of the contract for the first two years, including wages, benefits and working conditions. The workers would have no vote to either accept or reject a contract.

In the end, workers could end up in a union they didn't have an opportunity to vote for, and be forced to abide by a contract on which they didn't vote. No secret-ballot election. No vote on a contract. Where exactly is the free choice?

Labor leaders are getting desperate because they know that the more people read about this deceptively named bill, the less they like it. A recent poll by Rasmussen Reports found that, if given the choice, 81 percent of nonunion workers said they would not join a union, while just 9 percent said they would.

All workers, in every industry, deserve the fundamental right to participate in a federally supervised secret-ballot election and to vote on a contract of their choice. Without the freedom to do both, democracy in the workplace will be nothing more than a footnote in the history books. ●

Kirk Pickerel is President and CEO of the Associated Builders and Contractors.



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CII Project Management Training



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Project Controls Overview (2 Days)	September 22-23, 2009	November 10-11, 2009				
Contract Administration (2 Days)	September 24-25, 2009	November 12-13, 2009				
Project Management Communication (2 Days)	September 17-18, 2009	October 26-27, 2009				

For more information go to www.pathfinderinc.com/cittrain.html or email our Training division at training@pathfinderinc.com

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