

SPECIAL ISSUE:
National Conference Re-cap

The VOICE

The official magazine of The Construction Users Roundtable
Spring 2010

2010 10 YEARS AND COUNTING: CURT Celebrates A Decade Of Success

INSIDE:

● Green Building In The 21st Century ● Recap from the 2009 National Conference ● Member Profiles ● Economic Recovery: Are We There Yet?



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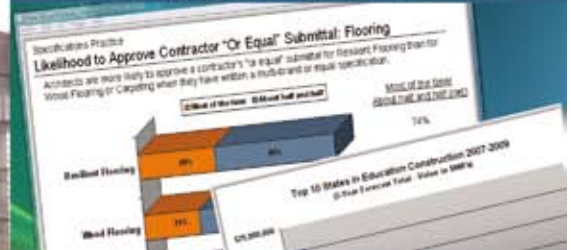
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On the Cover:

This year commemorates ten years of success for the Construction Users Roundtable. Much has changed for construction owners in the past decade, but through it all CURT has strived to represent its members on the issues that matter, while promoting the highest industry standards obtainable. This issue's cover story, on page 20, will chart CURT's origins, the people who have helped it achieve success, its growth and the many ways it has impacted construction in America.

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I hope everyone had a great holiday season and is back energized, recharged and ready to go. I am personally excited about 2010 and hope the optimism, positive momentum and results about the economy continue in turning around job prospects for many after one of the worst recessions in a long time. The outlook is optimistic for the capital market and particularly construction to grow the economy and jobs once again.

This year will be a special one in that it marks CURT's 10th anniversary. It is a major milestone for our organization in validating the need and value of an organization to be the "Voice of the owner". It will be a special year with a number of special celebrations. Stay tuned for more information and news on the upcoming events.

Looking back, I remember the early meetings when we were starting to get the word out about CURT and the potential positive impact it could and eventually did have on the industry. The staff, as well as many volunteers, all worked together in planning and funding to get the organization off the ground. The CURT family expanded quickly over the years. We responded to the growth by increasing our staff, establishing work processes and procedures, adding committees and establishing structure to the organization.

Although we had extensive growth, we did not lose sight of our two main principles which have remained—add the most value to our membership. The first is our ability to move quickly on addressing important issues in the industry. The second is the ability to bring the decision-makers to the table for resolving issues and implementing solutions. The results combined with the speed have been one of the most important deliverables for me at Air Products over the years. We plan to continue delivering this competitive difference to our membership by constantly challenging the status quo in industry.

CURT made a lot of progress with excellent results in 2009 in spite of the difficult circumstances we all had to deal with. We survived the economic downturn and retained our membership, the numbers are the same but unfortunately, not all of the same names remain. We tightened our belt, as did the rest of the nation, and discovered ways to improve our efficiency and reduce our cost without sacrificing the value to our membership.

Some of the highlights from 2009 include virtual meetings, online training, the Labor Forecasting Model, and, of course, our National Conference in Orlando, to name a few. The National Conference was well-attended and returned very positive feedback validating we

are on the right track. We invested for the future by growing our infrastructure and support staff, hiring a full-time operations manager, and renewing our marketing efforts. All in all, we are well positioned for the coming years. We had a successful strategic planning session with our leadership, renewed our mission, vision and goals, and aligned behind a number of new initiatives to make 2010 even better.

We have started and are making progress on these new initiatives. We held a workshop at our February meeting to discuss opportunities in engineering and material deliveries to the site. Hand-offs to construction has historically been an area that we assume the problems cannot be solved prior to getting to the field. What if, though, we found ways to make improvements in delivering our commitments to our contractors? Would that be an opportunity to improve productivity? We have started discussions with the National Institute of Standards and Technology (NIST) in taking the next steps in developing solutions based on their white paper study on field productivity. We are optimistic that their key findings, along with handoffs to construction efforts, can make a difference in field productivity. Finally, we have had our first meeting of the CURT International committee, delivering on our commitment of establishing the CURT organization benefits outside of the United States. We are on track to have our first International event this year.

It's going to be an exciting year for CURT with a lot of opportunity in making a difference to you, our membership. I look forward to a productive and exciting year for all of us.

Egon Larsen
Air Products and Chemicals, Inc.
CURT President



*CURT's Board of Directors
From left to right: Egon Larsen, Steve Satrom, Ashley Baker, Arthur Goehry, Michael Conley, Charles Hardy, Greg Sizemore, Allen Bunner*

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It was an honor to serve as the Chairman at the CURT National Conference, held at the Buena Vista Palace Hotel in Orlando, FL, November 16–18, 2009. This was the 9th annual Conference and the theme “Surviving and Thriving in Today’s Construction Industry” was certainly relevant to the times and the Conference agenda. As we planned for the Conference, the committee was concerned about the attendance, given cutbacks and travel restrictions throughout the business community. But we were gratified by the turnout, only slightly less than prior, pre-recession Conferences. And for those who could make it, all feedback indicates that attendees were rewarded with practical and inspiring topics and discussions.

One of the first presenters was Eric Wahl, President and Founder of The Wahl Group. Eric challenged the CURT Conference audience

While the Conference “bar” has been raised, I am sure that CURT will deliver an even more impactful National Conference in 2010.

to implement breakthrough thinking techniques to accomplish extraordinary results, all while he was creating oil paintings on the stage! Eric’s abundant creativity inspired us to look for the positive possibilities in a time of uncertainty, and his presentation was a new and exciting way to start the National Conference.

The next keynote speaker was Vice Admiral Mike Loose, Deputy Chief of Naval Operations for Fleet Readiness and Logistics, U.S. Navy. Vice Admiral Loose emphasized the Navy’s reliance on CURT and the private sector to deliver breakthrough results in their significant construction portfolio. He also stressed his concern for retaining and recruiting new talent in the construction industry, and keeping the industry vibrant and evolving.

Egon Larsen, the CURT President, highlighted the many accomplishments of CURT over the past years, most notably in the areas of safety and workforce development. He announced that the same efforts that CURT has placed against these areas will now be placed against the areas of productivity. Additionally, Egon reiterated that CURT continues to leverage its ability to bring key stakeholders and decision makers to

the table, to address and resolve important issues in the industry, issues which also influence the overall economy.

At the Gala Awards event, the Workforce Development and Construction Industry Safety Excellence (CISE) Awards were presented to a variety of very deserving individuals and companies. It was so rewarding to see the excitement generated by these CURT awards!

Another highlight was the owner’s panel, which explored “Strategic Use of Capital in Today’s New Markets.” The panel, moderated by Jim Porter, retired, of DuPont, discussed strategic considerations for business when construction takes place in emerging markets. All of the panelists stressed that when their company enters a new market, they bring their company’s core values of safety, high ethical standards, respect for people and risk management to the project.

The Conference was closed by a dynamic speaker, Lisa Spahn of the Disney Institute. Lisa traced Disney’s history and the ways the company has responded and adapted to turbulent times since its beginning. It is hard to realize how many major challenges this innovative company has dealt with as it continued to grow into a national and international icon.

All in all, it was a rewarding, practical and inspiring Conference and I was happy to be a part of it. While the Conference “bar” has been raised, I am sure that CURT will deliver an even more impactful National Conference in 2010. Stay tuned for details!

Jon Dutcher
CURT National Conference Chairperson
Abbott

The VOICE presents a conference re-cap:

Go to page 32 for a synopsis of the conference’s major speakers.
Go to page 37 for an overview of the winners of the Safety Awards and the Workforce Development Awards.
Go to page 43 for a re-cap of the concurrent educational breakout sessions.



Congratulations!

A big congratulations goes to the winners of the 2009 National Conference Golf Tournament! Todd Meek (Lauren Engineers & Constructors), Harold Helland (Abbott), Mark Fields (Shell Downstream One U.S.), and John Orr (Rimkus Consulting Group, Inc.) were this year’s winners with a combined score of 172.

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The butterfly often symbolizes rebirth and renewal, and nature's plan for its metamorphosis is incredibly complex. Intrigued by nature's amazing process of nurturing the tiny egg into a caterpillar and then a winged butterfly, I recognize that the growth and development of the ten year old CURT organization has progressed through a similar transformation and we continue that process of growth and change.

Metamorphosis is defined as change of character, appearance, or transformation of condition. CURT has emerged after ten years as a vibrant organizational life form. On behalf of the entire owner, contractor and association membership...to the many heroes and heroines of this regeneration...and to those who have been given new wings, this anniversary edition of *The VOICE* is dedicated to you.

From its origin late in 2000, CURT has embraced the vision of being recognized as the nation's best comprehensive community of owners. From governmental sectors, to pharmaceuticals, from automotive and consumer non-durables to energy and the petrochemical businesses, CURT strives to be "the voice of the owner to the construction industry." We have come a long way since that first meeting of five people in a Cincinnati hotel room. For CURT, the metamorphosis of the last decade symbolizes not only the remarkable creation and growth of the association, but the organizations and individuals that have been changed as a result of our success. Following are just some examples.

CURT successfully launched an Awards of Excellence Program that promoted improved safety performance on projects. Who knows how many lives were positively affected because owners took the lead to encourage and recognize improved safety performance? We did the same thing with Workforce issues. We successfully helped The Business Roundtable raise nearly \$3.5 million from CURT member firms to address labor shortages in the

Gulf Coast following hurricanes Katrina and Rita. Now, that effort continues through the development of the labor supply/demand forecasting model.

Committees on LEAN Project Delivery, Process Transformation, Education, along with the National Conference and International Committees, now form the CURT organizational landscape. From the seasoned corporate CEOs to young winners of the Block Kids Program, many individual lives and organizations have been impacted by CURT.

Memoranda of Understanding with Local User Councils, the Construction Industry Institute and Construction Innovation Forum assure that

For CURT,
the metamorphosis of the
last decade symbolizes not only the
remarkable creation and growth of
the association, but the organizations
and individuals that have been
changed as a result of
our success.

CURT remains cooperative with our important alliance partners and will continue to abide by the principle that all of us working together are more effective than any one of us working alone. We have reached out to organized labor, as well as to merit shop associations, all in an effort to find common ground upon which to build and improve the industry; and the results have been astounding. Thanks to all those who have given of their time, effort, energy, money and talent to get us where we are today.

Now, workshops, seminars, publications, national conferences, magazines, websites, white papers, reports, surveys and virtual meetings are all being used to promote the message of CURT. This is an excellent start, but there is a long way to go.

So where to from here? The answer to this questions remains to be seen, but this one thing is absolute: Change is inevitable. While we are unsure of the new challenges and opportunities the next ten years will bring, I am confident that the leadership team of CURT will be responsive, eager and ready to lead. Join us, won't you?

Greg Sizemore, Esq.
CURT Executive Vice President

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Here's to CURT's first decade. We're excited to be a constructive part of CURT's second.

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ASSOCIATION ASSOCIATE MEMBERSHIP

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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CURT Comments

Here CURT Officers, Board of Trustee Members and Committee Chairs voice their opinions on what CURT has accomplished in the past decade.

CURT Officers



Egon J. Larsen

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

"CURT is very pro-active at identifying issues that need to be focused on and then working extremely quickly to address/resolve those issues. People want quick responses and CURT meets that demand, and then some. I think this has a lot to do with why CURT has been so successful over the past decade. We don't just sit around and wait for something to happen...we zero in on what needs to be done and then we make it happen."

Egon 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
Construction and Project Controls Competency Leader
Wilmington, DE

"CURT is celebrating its 10th anniversary this year and in large-part, this is due to CURT being able to continually identify and implement ways to add value to its members."

The focus CURT has provided over a long period of time in areas such as safety and workforce development are prime examples. More recently, CURT has participated in broad areas such as LEAN and productivity, and specific efforts on post-Katrina workforce shortages, crane safety, process transformation, and more. This has brought a great deal of support and acceptance to the work we are engaged in."

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

"CURT is great at anticipating the issues

facing its members much earlier than many other organizations, and then adapting to better-serve the members' needs. For example, during the recent economic downturn CURT realized travel restrictions were an industry-reality and as such, chose to use web-casting for the September 2009 meeting. This ensured that travel costs weren't incurred by our members, but that we were still all able to meet virtually. I think improvements like these will transform CURT into a different, and I believe a better, construction-based organization that will benefit its membership in the future."

Allen 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

"In its first 10 years CURT grew from a concept to an organization that still today, continues to fill a leadership role.

This is especially important given current workforce issues and other dynamics within the industry, and given these dynamics, CURT leadership will continue to be essential. Now and into the future CURT will continue to stay abreast of issues facing the industry and we'll continue to adapt to help our members to succeed."

Curtis Ashley 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



Steven B. Satrom

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

"After ten years the need for a strong unified 'voice of the owner' is readily accepted by the industry as a whole. What

took the initial work was to convince a critical mass of owners that it was worth the investment of the time and talents of their people to make it a reality, and that together we could make a difference. Thankfully owners saw the importance of this and as a result, CURT has now been a leading construction association for over a decade."

Steve Satrom, now retired, was responsible for Air Product's energy-related projects globally. 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
Regional Recovery Executive
Chicago, IL

"CURT has accomplished a lot in 10 short-years. We've built a membership that we're proud of and who are eager and willing to make this industry the best it can be. We've made

safety a top priority and are proud to say our members have done the same. And we continue to tackle the issues that need attention. I am confident the next 10 years will be just as successful."

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

"I am so proud of CURT for reaching this major milestone. Ten years! And in that 10 years, we

have accomplished so much...too much to even begin naming everything here. I think credit for this success goes to many different individuals and organizations. Top of the list is the CURT staff who work tirelessly on everything from industry issues to the National Conference. Equally as important are all of the people who dedicate their time and vast knowledge to the CURT Board and to our numerous committees. Without their efforts we could not achieve all that we have. We are also so thankful to our member companies who see the importance of allowing their employees to take the time to contribute to our various action-items. It is this that allows us to benchmark with each other to better our industry. Here's to a decade of success...and to many more to come!"

Greg 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 start-up of CURT and has served as the Executive Vice President 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

"To steal a much-used cliché, you only get out of something, the effort you put into it. Ask any active member the benefits of participating in CURT

and you will most likely get a variety of responses that all lead to a more effective approach to their specific company's needs in the delivery of construction projects. The CURT organization will continue to focus on strengths of the past as well as survey responses to enter into new arenas that our community is requesting in the pursuit of continuous improvement. The CURT organization needs your support in continuing our success through active participation and sharing of ideas and professional experiences."

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).



CURT Committee Chairs

Education Committee



Patrick Duffy

Chairman
TAMPA ELECTRIC COMPANY
Manager, Project Management
Tampa, FL

"CURT has grown significantly through its 10 year history and is now more relevant than ever. CURT is large enough to create meaningful industry change

as demonstrated by the CURT Tripartite Initiative, yet it is still a nimble organization, able to react quickly to emerging issues. This was evident in the quick action CURT took after Katrina hit New Orleans. CURT is driven by its committees and members. This ensures relevance by keeping the organization involved in the industry's important challenges. Today the focus is working safer, building tomorrow's workforce and transforming key work processes. As other opportunities for industry improvement materialize, CURT will be involved, providing the owner's perspective."

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. Being a part of CURT is the difference between leading and following and if, as a corporation, you are willing to allow others to shape the field you are competing on, then focus elsewhere. If, however, 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 (WVVERE)
Project Director
Vacaville, CA

"I believe that the relevance of CURT will be based in the sub-teams that work various industry issues/interest. As part of the LEAN Project Delivery Committee, we are working with our members to ensure that we are communicating that latest information as it relates to LEAN and are working to make connections, both internal and external, for the team to entities that are making the journey down that LEAN path. I know that the other teams are working on other initiatives that will only make the industry stronger as we head into the second decade of CURT being the voice of the owner."

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

"CURT's efforts working with nationally recognized organizations such as AIA, NIST, CWDC, NCCER, AGC, ABC, and

organized labor are instrumental to achieve the significant results actualized during the past decade. CURT's continued contributions influencing emerging issues within the construction industry moving to the new decade relevant to technology, environmental and social responsibility, and industry excellence are anticipated. Through implementation of continuing educational opportunities utilizing webinars, workshops, industry forums, and the National Conference, significant progress of shaping productivity, workforce development, and sustainability are expected."

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 18 for more information.

CURT would like to welcome Julia DeRosi from GSA who has just volunteered as a Co-Chairman for the Education Committee; and Mark Fields from Shell Global Solutions who has just volunteered as Co-Chairman for the Workforce Development Committee. Look for more information on these individuals in the next issue of *The VOICE*.

CURT would also like to take the time to give a big THANK YOU to George Lancos, Co-Chairman of the LEAN Construction Committee, who will be stepping down from the position. George was a major contributor to all of the great work this committee has done in the past few years.

Safety Committee



Greg Landis

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

"CURT continues to be a leading-edge organization that leverages owner relationships in support of safe and costeffective construction. The growing network of owners, contractor companies, and skilled trades share the benefits of our combined efforts to perform construction and grow a wide array of business. CURT has developed into an organization that turns questions into answers as evidenced by the output of our committees, document deliverables and National Conferences."

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
Regional Recovery Executive
Chicago, IL

Charles Hardy is also on the CURT Board of Trustees. See page 17 for more information.



National Conference Planning Committee



Jon Dutcher

Chairman
ABBOTT
Director Facilities Integration
Abbott Park, IL

"CURT is even more relevant to our organization than it was 10 years ago. We have developed a quick and comfortable way to keep in touch with the key leaders in the owner and contracting communities."

Jon Dutcher is responsible for worldwide project planning and execution, and has recently completed projects in Europe, China and Singapore. Dutcher is also responsible for leading an improvement to Abbott's project management processes. He has served as Abbott's representative to CURT since 2001 and is also active as an Abbott representative to CII. ●

10 Years and

CURT Celebrates a Decade of Success



“CURT is an organization that is made up of owner, contractor and association members and numerous volunteers across many different organizations that intertwine with numerous other agencies. How have we, over the years, kept the wheel turning with so many spokes involved? The answer is simple...we have a hub and that hub is Greg Sizemore and the position he holds in the CURT structure. Without the hub position I seriously doubt that many of the connections required to run such a diverse business would be successful. Greg has been very good at maintaining vital connections to the partners of CURT and the numerous external agencies that require a CURT relationship for our mutual success. It is safe to say that Greg has kept the wheels on the operations cart! CURT is a business and during the past decade Greg has managed the business of CURT professionally and successfully.”

Tom Weise, CURT President, 2005-2006; Retired from Intel Corporation

Ten years. A decade. Success. Each of these phrases is found in this issue's cover story headline, and each of these phrases alludes to one major accomplishment: The Construction Users Roundtable (CURT) is celebrating its 10th anniversary in 2010. A lot has happened in the past decade—the attack on the World Trade Center in 2001, the Tsunami that hit Indonesia in 2004, the election of the United States' first African American President, Barack Obama in 2008.

A lot has also happened in the past decade that has directly affected construction projects in North America—Hurricane Katrina blasted onto shore in 2005 taking out much of New Orleans and setting off a firestorm of rebuilding construction, which resulted in an extreme shortage of construction workers in the south. Oil prices skyrocketed in 2007, which increased costs all along the supply chain. Around that same time labor shortages and an abundance of work left contractors with the power to pick and chose projects and owners with little choice but to pay what was asked. More recently, 2009's housing crash and subsequent economic fallout has left owners with tightened fiscal belts and projects on hold, and contractors scrambling to lower their bids to get whatever work they can.

And who was there through it all? The Construction Users Roundtable, of course!

CURT is the result of a unified desire to create a competitive advantage for construction owners. Formed in the year 2000, the Association has since evolved its scope, broadening its reach to now include services for contractor and association members.

Even in its infancy, CURT was driven by some of the most successful owners in the United States, including Procter & Gamble, DuPont, Air Products and Chemicals, The Dow Chemical Co., Johnson & Johnson, General Electric, and American Electric Power. Led by construction and engineering executives from these companies, the creation of CURT continued the 30-year effort of the Business Roundtable's Construction Committee.

Counting:



Steve Satrom, recently retired from Air Products and Chemicals, Inc., is one of the guys who helped shape CURT into what it is, today. Satrom, who was recognized for his contribution at the 2009 CURT National Conference in Orlando, and who was named a Top 25 Newsmaker by ENR for his role in the formation of CURT, explains that in 2000 the Business Roundtable elected to focus on policy and advocacy issues, and not on single industry improvement initiatives. This opened the door for CURT, which Satrom says was founded, "On the belief that the industry needed a strong voice for the owner to drive positive change and improvements. History has shown that no coordinated improvement will happen without significant owner buy-in and support, since we ultimately pay the costs and reap the benefits."

You might expect that the issues CURT was tackling would be vastly different 10 years ago, from what the Association is working on today. Not true, says Satrom. He recalls that some of the topics being discussed at CURT's first meetings were safety, workforce recruiting, training, retention and productivity. Do these issues sound familiar? But if you think CURT isn't getting anywhere on these issues, that's also not true. "What changes are the relative urgency and emphasis, as well as techniques employed," explains Satrom. "At CURT we are constantly looking for ways to make the industry *more* safe, *more* productive, *more* attractive, and *more* cost-effective. We're always striving to do better on each of these age-old issues."

And it's these issues that highlight the need for CURT, both a decade ago, now and into the future. However, it wasn't a walk in the park, says Satrom. "The need for a strong unified voice of the owner was and is readily accepted by the industry as a whole. What took the work was to convince a critical mass of owners it was worth the investment of the time and talents of their

people to make it a reality, and that together we could make a difference."

Ten years on it seems that many owners believe in the investment, readily lending some of their best employees' time and knowledge to CURT's Committees. These groups, which are named Education, LEAN Project Delivery, National Conference Planning, Process Transformation, Safety Improvement, and Workforce Development & Industrial Relations, focus on improving various aspects of the industry. Members of these committees actively participate in regular meetings, conferences and seminars, and compile special reports and publications that are distributed to CURT members on a regular basis.

It's this bringing together of minds which Satrom says is one of the most beneficial reasons to participate in CURT. "As an Association we can accomplish things together that individual companies could not accomplish on their own. For example, the CURT Tripartite Initiative, Owner's Safety Blueprint, and support of the Construction Workforce Development Center's supply/demand forecasting tools are quick examples of big things we've accomplished."

Tools like the ones mentioned above are a big reason why many members have found participation in CURT to be so valuable over the years. Take Joe Gionfriddo, for example.

Gionfriddo is the Corporate Engineering Global Construction Manager for household name Procter & Gamble. He travels the globe for his job but as often as possible, he attends CURT's quarterly business meetings and workshops, and very rarely misses the yearly National Conference. He sees the value in CURT membership.

The reason, he says, is simple. "P&G Construction's core knowledge base and our internal library is filled with CURT White Papers and Best Practices. We have taken key items from these materials and have

tailored them to our own internal global construction work processes."

Last year Procter & Gamble implemented a Zero Incident Journey Plan using many of CURT's *Owners' Safety Blueprint* principles and it appears as though this has paid off. Safety statistics at P&G Global Construction sites are impressive and here at home, statistics are just as remarkable. In fact, at the 2009 CURT National Conference Procter & Gamble was awarded with a Construction Industry Safety Excellence (CISE) Constructor Award, in the Owner category. Their Box Elder construction site, located in Box Elder, UT, recorded a whopping 565,000 construction hours over an 18-month period, with 0 recordable incidents.

As you can see, this not-for-profit organization has spent a decade looking for ways to better the industry by helping its members achieve the best possible results. This statement is certainly true in the eyes of Egon Larsen, President of the Construction Users Roundtable. Larsen has been CURT's leader for almost two years, but he's been around a lot longer than that. "I was involved pretty much from the beginning," says Larsen. "I came onto the scene about nine months after the organization's start."

In the past 10 years Larsen has seen a lot of change not only in the industry, but to the organization as well. "We've expanded so much; expanded our staff, expanded our resources, expanded our membership and what we can do for our members. Originally it was just Greg Sizemore, a one-man team. Now we have a number of fulltime staff who fill many different shoes. All of these people work together to support our members, to answer questions, and to make sure everything is running smoothly."

At the helm of this ship is Greg Sizemore, CURT's Executive Vice President. Sizemore, has been involved with CURT since the very beginning, when Steve Satrom and the former Chairman of the Business Roundtable Construction Committee, Earl Massner of

Procter and Gamble, asked him to organize a meeting to discuss the formation of an organization that would be made up of owners. Sizemore recalls that by the end of this meeting, "I had volunteered to put together a business plan, develop Articles of Incorporation, By-laws, obtain non-profit status, and organize the start-up and launch."

And so he did. Sizemore volunteered his time and, along with the team at his office, worked for nine months to facilitate the launch. The first meeting took place late in the year 2000 and a long-list of successful meetings have been held since then.

Satrom gives Sizemore much credit for the organization's initial success. He explains that, "Greg was the original paid staffer but in the early days he donated his time to get us started. Back then and ever since he has been both the enthusiastic ambassador and also a big part of the continuity of the group. His team has done so much to raise the profile of CURT, including running the National Conference. With their dedication this event has grown significantly over the years."

The National Conference is just one success amongst many for CURT, says Sizemore. One of the reasons for the continued success is that, "The need for the owner's voice is greater than ever. With increasing globalization of our member firms, it's easy for the owners voice to be diluted by others. Outsourcing continues to increase and the scope of responsibilities for our individual owner reps has increased making connectivity more challenging. CURT provides the forum for owners and serves as the 'amplifier' of their voice to an industry which needs their leadership and direction."

Another reason for the success, says Michael Conley, CURT's Vice President, is Greg Sizemore himself. "Greg is the face of CURT

Q: What is the greatest benefit for members involved in CURT?

A: The greatest benefit is connectivity with other similarly situated owners and awareness of what's happening in the industry and how those occurrences can affect owners positively or negatively. Further, CURT provides the forum for owners to respond to those challenges and opportunities collectively.

Q: Over the past decade, how has CURT evolved and adapted to meet client's needs?

A: Improved connectivity! For example, The VOICE magazine has turned into a huge success thanks to the creativity and hard work of everyone involved; virtual meetings have connected us even during times of tightened budgets; and online training provides the means for education and improvement. In addition, simply being a nimble organization that responds quickly to critical industry issues sets us apart. Our Task Forces and Committees convene often and quickly to always address emerging issues.

Greg Sizemore, CURT's Executive Vice President

and he represents us well. While the entire organization and the Board of Trustees have worked to execute CURT's mission, Greg has been there with them and has been a common thread through the ten year history of CURT. His energy and enthusiasm for CURT, its mission, and its growth is unparalleled."

He continues, "Greg continually looks for opportunities for CURT to grow...whether this be to grow into new offerings, new segments of the industry, new members, or new leaders within CURT. Greg always has a new idea to offer or a new twist to further CURT's objectives. He understands the industry and works hard to stay connected with many organizations and people, and finds ways for CURT to work collaboratively with them. I am confident that CURT would not be what it is today without the contributions of Greg Sizemore and his team."

Looking for new opportunities is the secret behind every successful organization. According to Sizemore, this secret is one his team understands well. "Change is inevitable, but growth is optional. Fortunately we have a very visionary team that feels we can do anything if we work together. While we can't do everything, we can create and drive significant change in a number of areas. We intend to do what we can, with who we have, where we are...together we can make a difference."

And CURT is making a significant difference. Egon Larsen explains that, "CURT is the voice of the industry on everything from workforce issues to efficiency to the use of technology. Many of the issues we're currently working on are issues that we focused on a decade ago. This doesn't mean that we haven't accomplished anything...far from it! This just means that we haven't accomplished everything. There's always room to improve, better technologies to incorporate, new ideas to implement to make things better, and different takes on those same old issues."

It's identifying those "different takes" that CURT is so adept at. "One of our biggest strengths throughout our entire history has been being nimble at identifying the hot topic issues that need to be addressed, and then working quickly to resolve those issues. People want quick responses and we deliver that."

The backup to that statement can be seen in this magazine, particularly on page 15. It is this page that highlights over 30 "best practice" manuals on everything from safety, to addressing labor



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shortages, to the use of LEAN and Building Information Modeling. These publications have been developed by CURT's various committees, which are led by some of the most knowledgeable people in the industry. Larsen says that owners can expect more publications like this in the future as various studies, like the current productivity study being done with the National Institute of Standards and Technology, are completed.

Another area of focus for the current year is the development of a brand new international branch, which is sure to take off under CURT's leadership. "We had our first big meeting on this during CURT's February meeting, and we already have co-chairs for this committee and major owner companies who are eager to be involved."

Involvement like this is vital, says Larsen, because members will only get out of CURT what they are willing to put into it. "If members don't attend our meetings, workshops and annual Conference, and they don't participate in the committees that interest them, then they likely won't get much back from their membership dollars. But if they're willing to put in a little elbow grease, they'll see great payback."

"We have such a broad spectrum of members and each of those has something to teach and something to learn. In 2010 we really want to boost our membership in each category (owner, contractor and association) so that everyone gets the best return possible."

These two thrusts for 2010—an international division and increased

membership, will continue after Larsen's term as President is up this spring.

Michael Conley says that that the focus during the rest of 2010 and beyond will be on continuing to meet member's needs, which includes a focus on International CURT. "This is a major milestone for CURT and has attracted a lot of energy from across the industry," says Conley. "The idea has already resulted in some new memberships for CURT, and we look forward to tangible results from the team, which recently met for the first time."

International CURT is also a concrete illustration of how CURT identifies "hot topics" and then quickly acts on them. "Reacting quickly to member's needs has been a steady focus of CURT as evidenced not only by the topics mentioned earlier, but also in our work processes. During the economic slowdown that took place in the last 18 months, CURT adjusted its work and meeting practices to allow for virtual participation in CURT events."

CURT should be proud of what it has accomplished in ten years, says Conley, and of the ups and downs it has survived. "In large part, our survival is due to CURT being able to continually identify and implement ways to add value to its members. The focus CURT has provided over a long period of time in areas such as safety and workforce development, are prime examples. More recently, CURT has participated in broad areas such as LEAN and productivity, and specific efforts on post Katrina workforce, crane safety, process transformation, and more."

By continuing to provide value like this to its members, CURT has been able to generate a critical mass of owners that collectively have a strong voice in the industry. "We look forward to this voice continuing to help improve our industry," says Conley.

Steve Satrom, who knows the organization from the inside out, agrees that CURT will continue to provide value to its members for the next 10 years, and longer. "CURT has grown from a few owners with a vision to a place of prominence in the industry. Our influence brings together various factions in the industry to address common issues, coalesce action and is in a place to positively influence improvements in performance. Only an owner's organization is really able to accomplish this."

This is especially true in 2010. The world we live in changes day-by-day, hour-by-hour, minute-by-minute. Keeping on top of those changes is CURT. The founders of the organization saw a need for a unified voice a decade ago, and as Satrom puts it, members today are still very much in need of that voice. "Competitive pressures have never been more intense and having access to the latest in tools, techniques and has never been so important."

CURT is the one constant that can help construction owners, contractors and associations tackle the pressure and keep up with the changes. They've done it for 10 years and will continue to do it, for many more to come. ●



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Project Management Orientation (1 day)	May 10, 2010		September 13, 2010	November 1, 2010
Project Controls Overview (2 days)	May 11-12, 2010	May 20-21, 2010	September 14-15, 2010	November 2-3, 2010
Contract Administration (2 days)	May 13-14, 2010		September 16-17, 2010	November 4-5, 2010
The Bundled Option (5 days)	May 10-14, 2010		September 13-17, 2010	November 1-5, 2010

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Green Building in the 21st Century

By Chris Cheatham
and Steve McBrady,
Crowell & Moring LLP

Despite the economic downturn's continuing impact on the construction industry, green building remains poised to realize significant market growth in 2010.

I. More green building means more regulation, and vice versa

According to ENR, in 2008, the top 100 green contractors in the United States generated roughly \$38.69 billion in revenue from projects registered or certified as green buildings. This marked a startling 70 percent increase from \$22.76 billion in revenue generated by the same group in 2007. While overall construction revenue—including revenue from green building projects—likely declined in 2009, green building projects as a percentage of overall construction projects grew.

The growth in the green building industry has been fueled in part by the American Recovery and Reinvestment Act of 2009 (ARRA), which allocated approximately \$25 billion for green building-related projects, and in part by federal, state and local government green building regulations (both incentives and mandates), which have expanded to encompass both public procurements and private sector commercial construction projects. According to the United States Green Building Council (USGBC), as of December 2009, green building legislation, executive orders, resolutions, ordinances, policies, and other initiatives can now be found within 14 federal agencies and 45 states—including 33 state governments (and the Commonwealth of Puerto Rico), 138 cities, 36 counties, and 28 towns, 17 public school jurisdictions, and 41 institutions of higher education.

The most prevalent green building rating systems is the USGBC's Leadership in Energy and Environmental Design (LEED®) rating system. LEED has served as a model for governments on the federal, state and local levels looking to craft green building regulations. Under the LEED system, there are five components to a green building: 1) Site planning, where the project is located; 2) Water management, the amount of water used by the building; 3) Energy, the amount of energy used by the building; 4) Material use, the incorporation sustainable materials into the building; and 5) Indoor environmental quality, the environment inside the building for occupant use.

The LEED system allows for developers and owners to track and score the number of green building components incorporated into a green building. For each green building component, points are given by the rating system, resulting in certification at a specific level (Certified, Silver, Gold and Platinum) depending on the number of LEED points accumulated. A certification serves as a both a recognition of the results achieved, and as a marketing device to inform prospective tenants, customers and the public that the building is "green."



The rapid growth of green building, coupled with ever-evolving regulations, has created new legal risks and liabilities for unsuspecting parties. This article will examine one example.

II. LEED-based regulations in practice

A. The DC Green Building Act

On March 8, 2007, the city of Washington, DC passed the Green Building Act ("Green Building Act"), which phased in green building requirements for various types of buildings over five years. The Green Building Act contains both LEED and non-LEED requirements for projects depending on the size, classification and schedule of the project, as well as incentives for entities participating in green construction in the form of grants and expedited review of construction documents.

The Green Building Act differentiates between two types of buildings—publicly- and privately-owned—in determining deadlines for compliance with new green building requirements. Beginning March 8, 2007, new construction (or "substantial" improvements) of publicly-owned, nonresidential buildings must fulfill or exceed LEED Silver standards; new construction of publicly-owned residential buildings greater than 10,000 square feet must satisfy a separate standard (the Green Communities 2006 standard); and tenant renovations to at least 30,000 square feet of a publicly-owned building used for commercial purposes must be LEED Certified.

Requirements for privately-owned buildings under the Green Building Act are phased in over the next several years, beginning on January 1, 2009, after which time all parties submitting building construction permit applications for privately-owned buildings are required to submit a USGBC green building checklist. The USGBC's green building checklist is used to calculate a building's estimated LEED score as the project progresses.

As of January 1, 2010, nonresidential, privately-owned projects submitting construction permits for new construction of 50,000 square feet or greater real property acquired from the Government of D.C. must comply with the LEED certified standard; and after January 1, 2012, **all new construction** of projects 50,000 square feet or greater must be LEED Certified.

One of the most controversial provisions of the Green Building Act is the performance bond requirement. Like the LEED requirements, implementation of the performance bond requirement depends on the date when key events occur. Prior to January 1, 2012, "commercial applicants" who apply for incentives under the Green Building Act must provide a performance bond, which is due and payable upon approval of the first building construction permit application.

After January 1, 2012, an applicant for construction of a privately-owned building must provide a performance bond which is due and payable prior to receipt of a certificate of occupancy. Thus, after January 1, 2012, if a construction project must meet green requirements in the Green Buildings Act, the "applicant for construction" must also provide a performance bond guaranteeing satisfaction of the green requirements.

The Green Building Act sets substantial amounts for the required performance bonds. If the performance bond is required prior to January 1, 2012, the bond must equal 1 percent of the incentives received. If the bond is required after January 1, 2012, the bond amount increases based on the project size from two to four percent of total cost of the building, but is not to exceed \$3 million.

Most importantly, if the building fails to meet the "verification requirements" in the Green Building Act, "the performance bond shall be forfeited to the District." For example, a 72,500 square feet privately-owned building with a total cost of \$28,000,000 being constructed after January 1, 2010 that fails to meet the appropriate LEED certification level would forfeit a performance bond in the amount of \$560,000 to the D.C. government.

In an August 13, 2007 letter, the Surety and Fidelity Association of America (SFAA) and the National Association of Surety Bond Producers (NASBP) responded to the Green Building Act's performance bond requirement, stating that the Act "includes bond requirements that, if not clarified significantly, may make sureties reticent to issue such bonds." The SFAA and NASBP outlined several problems with the Green Building Act's performance bond requirement, including:

- The Act incorrectly uses the term "performance bond" as the bond described in the Act "seems to function

more in the manner of a license or compliance bond, which typically guarantees compliance with a law or code." A performance bond typically assures one party that another party will perform the contract in accordance with its terms and conditions.

- The Act does not designate which party is to furnish the performance bond. The letter argues that "the building owner or developer, as the originator of the building project that retains the design professional and contractor, hold the ultimate responsibility for whether the building achieves compliance with the Act's requirements."

The SFAA and NASBP's primary concern with the Act is that contractors and performance bonds are improperly suited for guaranteeing compliance. As more owners and governments demand green construction, the mechanism for ensuring "green" compliance must be carefully articulated. The only party with control over a project from start to finish is the owner and/or developer.

While designers may dictate the a majority of the green features incorporated in a project, they cannot ensure these features are constructed properly; likewise, contractors can guarantee that a building will be built according to the "green" plans and specifications, but contractors should be reluctant to accept responsibility for design errors and omissions. Notably, the D.C. City Council proposed a revision to the "performance bond" requirement in December 2009 to strike the word "performance."

III. Conclusion

As federal, state and local governments place increasing focus on green building and sustainable development, contractors, developers and owners will be required to closely examine the fine print of new "regulations" and incentives. The growth of green building within the construction industry will give interested parties increasing clout in the formulation of smart policies; the key is for contractors and owners to recognize emerging opportunities as well as risks. ●

Steve McBrady and Chris Cheatham are residents in Crowell & Moring LLP's Washington, DC office.



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Local User Councils Use Synergy to Improve the Construction/Maintenance Industry

By Steve Springer, GNOBR's Executive Director



The Greater New Orleans Business Roundtable (GNOBR) is a Local User Council (LUC) that was formed in 1971. It was modeled after The Business Roundtable's Construction Committee (BRT) of New York City. GNOBR's mission addressed the rising cost of construction and the industry's inability to meet project schedules. Accident and incident rates were a high priority for the organization, as well as manpower issues and inefficient work practices.

In the late 1970s BRT produced a series of publications titled *The Construction Industry Cost Effectiveness Project* (CICE). These publications identified fundamental problems in the construction industry and presented ways to resolve the problems contributing to cost effectiveness improvements. Key aspects of the publications included the heavy costs of poor safety performance; perverse effects of scheduled overtime; under trained foremen and unmotivated workers; inadequate funding for training and education; failure to embrace current technology; and use of outdated management practices.

GNOBR not only embraced the publication's recommendations but formed committees to study and develop ways to incorporate the recommendations into local work practices. One recognized outcome of these studies was the creation of GNOBR's CICE Awards Program, currently in its 21st year. Early award winners were required to demonstrate that their projects incorporated CICE principles.

Today the award criteria stresses CICE principles but also considers best practices advocated by the Construction Industry Institute (CII) and innovation.

GNOBR has 17 owner, 34 associate, and 2 subscriber members. Owner members are located among the eight parishes surrounding New Orleans, LA. They are primarily from the petro-chemical industry, but also include aerospace, energy and coffee producing companies. Associate and subscriber members are located across the Gulf Coast. They are construction, maintenance, engineering, safety, and manpower companies. Subscriber members are composed of a local university and an equipment supply company.

Today, GNOBR's mission is to provide an effective forum to continuously improve local construction, maintenance and engineering processes.

GNOBR is one of 30 active LUC's affiliated with the Construction Users Roundtable (CURT). Today, GNOBR's mission is to provide an effective forum to continuously improve local construction, maintenance and engineering processes. Workplace safety remains vital to GNOBR's mission.

Internally, GNOBR:

- Facilitates construction/maintenance forums. The forums allow participants to concentrate on a specific construction/maintenance topic and share lessons learned with colleagues.
- Conducts monthly presentations by industry experts on current, pertinent issues.
- Sponsors CII "Best Practices" workshops annually.
- Publishes a monthly newsletter, informing members of local, state, and national industry matters.
- Promotes education with the University

of New Orleans and underwrites an engineering scholarship.

Externally, GNOBR:

- Supports the Bayou Chapter of Associated Builders and Contractors (ABC) and Greater New Orleans Industrial Education Council (GNOIEC), the local safety council. Craft training and safety orientation programs help keep industries informed and knowledgeable.
- Is a member of the Gulf Coast Construction Users Council (GCCUC) a regional group of LUCs. GCCUC shares drug testing and criminal background screening processes and practices. It also conducts an annual regional construction and maintenance conference.
- Works closely with the Baton Rouge LUC, the Greater Baton Rouge Industrial Alliance (GBRIA). Both organizations share members to each others safety committee. GNOBR and GBRIA collaborated to develop the *Non English Fluent Worker Implementation Plant Guideline*.
- 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.
- Participated on the Louisiana Craft Workforce Development Board, focusing on craft skills development by contractors, users, government leaders, government agencies, and educational institutions.

Local Users Councils have contributed nationally to improving the quality and cost effectiveness of engineering, construction, and maintenance industries. Construction users, contractors and engineering companies have proven that by working together through LUCs, they can better control the outcome of their construction/maintenance projects. ●

Steve Springer is GNOBR's Executive Director. Additional information is available at www.gnoibr.com.

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THE HISTORY:

The past century has marked many milestones for humanity but arguably, the greatest of all, is flight. The 20th Century saw the birth of five companies which charted the course of aerospace history in the United States: Boeing Airplane Co., Douglas Aircraft Co., McDonnell Aircraft Corp., North American Aviation and Hughes Aircraft. By the beginning of the new millennium, all five of these companies had joined forces to build a legacy of aviation excellence.

"We are embarked as pioneers upon a new science and industry in which our problems are so new and unusual that it behooves no one to dismiss any novel idea with the statement, 'It can't be done.'" – William Boeing

THE RIGHT NOW:

Boeing is the world's leading aerospace company and the largest manufacturer of commercial jetliners and military aircraft combined. Additionally, Boeing designs and manufactures rotorcraft, electronic and defense systems, missiles, satellites, launch vehicles and advanced information and communication systems. As a major service provider to NASA, Boeing operates the Space Shuttle and International Space Station. The company also provides numerous military and commercial airline support services. Boeing has customers in more than 90 countries around the world and is one of the largest U.S. exporters in terms of sales.

The company continues to expand its product line and services to meet emerging customer needs. The broad range of capabilities includes creating new, more efficient members of its commercial airplane family; integrating military platforms, defense systems and the warfighter through network-centric operations; creating advanced technology solutions; and arranging innovative customer-financing solutions. Headquartered in Chicago, Boeing

employs more than 158,000 people across the United States and in 70 countries.

THE SOCIAL COMMITMENT:

Boeing is committed to enhancing the communities where its employees live and work, and regularly demonstrates that commitment through charitable contributions, volunteerism and community service.

In addition to traditional activities like coaching student robotic teams and rebuilding housing, employees draw on their extraordinary experience and expertise to help non-profits improve their own operations.

At Boeing, continuous improvement is part of the company culture, and employees are always working to make their amazing products and services better tomorrow than they are today. An initiative called Lean+ helps them do that by providing a common language, tools, principles and training to improve quality, productivity and long-term growth.

Now Boeing employees—coast-to-coast—are sharing their Lean+ skills with community partners to help them improve the way they serve their communities and customers. They teach Lean+ processes and facilitate workshops that help their partners work more effectively and efficiently by improving processes and eliminating wasted time, materials and money. Ultimately, their work helps the non-profits and other groups build on their new procedures for greater sustainability.

One such project took root when a Boeing employee made several trips as a patient to a local hospital for treatment, but always seemed to wait for hours to see a doctor. Discussing the problem with co-workers, he inspired a team of Boeing employees to apply their skills for a different kind of "production line." Their Lean+ instruction helped the 979-bed hospital in St. Louis improve how it manages its inpatient care, to eliminate long wait times and develop coordination among therapists, nursing and transportation.

The hospital now has its own Lean team called the "performance optimization crew," explains Denny DeNarvaez, Senior Vice President for Regional Markets, CEO and President of St. John's Mercy Health Care.

"Our partnership with Boeing has been phenomenal," DeNarvaez said. "Because of the mentoring our team received from Boeing we have made extremely dramatic improvements."

THE AWARDS:

The Boeing Corporation won a number of awards in 2009, some of which are highlighted here:

- **Business Week Magazine (September 2009):** Boeing is one of the top 30 U.S. companies ranked as among the "best places to launch a career" for college graduates.
- **Human Rights Campaign (HRC) Foundation (September 2009):** For the fourth year in a row, Boeing has been recognized nationally for providing an inclusive, nondiscriminatory workplace—achieving the top rating of 100 percent in the Corporate Equality Index (CEI).
- **Woman Engineer Magazine (Spring 2009):** Readers of Woman Engineer magazine, the most widely read recruitment magazine for female engineers nationwide, ranked Boeing No. 1 among the top companies in the United States for which they would most prefer to work. ●



In 2009 Boeing announced another milestone in the assembly of the new 747-8 Freighter. This high-capacity 747 will provide the lowest operating costs of any freighter.



Boeing's largest plant is located in Everett, WA. The site's main assembly building has grown over the years to enclose 472 million cubic feet of space.

THE CONTRACTOR: EMCOR Group, Inc.

THE WEBSITE:
www.emcorgroup.com

THE HISTORY:

EMCOR Group Inc. is the world's leading specialty construction and facilities services firm, specializing in mechanical and electrical construction, energy infrastructure and facilities services. EMCOR represents a rare combination of broad reach with local execution, combining the strength of an industry leader with the knowledge and care of 170 locations.

Currently EMCOR is stronger than ever as the result of past lessons. Prior to the recent turmoil in the financial markets and the ensuing recession, EMCOR had taken a hard inward look at its history, business model, financial structure and prospects. There are six attributes that characterize the company's success in the past, and will enable it to continue to thrive in the future:

- Sound fiscal governance;
- A flexible cost structure;
- Strategic acquisitions;
- Diversification of services and markets;
- An entrepreneurial management team; and
- A cash culture.

THE RIGHT NOW:

This Fortune 500 Company credits its 26,000 dedicated employees, the Board of Directors and shareholders, and its loyal customers for its continuing success, particularly in challenging economic times. These customers know that when they employ EMCOR, they're employing a company that believes first and foremost in meeting its customer's needs. EMCOR works on 3,000+ projects a year for clients, representing virtually every market sector:

- Biotech/healthcare;
- Commercial;
- Education;
- Water/wastewater;
- Industrial/refinery services;
- Public/government;
- Technology;
- Transportation; and
- Entertainment/hospitality.

Safety is critically important to EMCOR and this strong commitment to the safety of its workforce starts at the top. "Zero accidents will continue to be our enduring objective, an objective that is reflected in the actions of our dedicated management across the entire organization," says Frank T. Maclnnis, Chairman & CEO, EMCOR Group, Inc.

THE FUTURE:

EMCOR has identified five "mega-trends", including water, healthcare, energy, green and security that are driving long-term economic growth across the country. As such, these mega-trends are also driving the needs of their clients and, therefore, EMCOR's focus for the years ahead.

According to Maclnnis, "Our considerable expertise and strong presence in these diverse market sectors will help us to continue to grow as the markets work toward economic stabilization and recovery."

In addition to being influenced by these "mega-trends," EMCOR also anticipates that the federal government's massive reinvestments in the country's infrastructure will continue to positively impact EMCOR's contracts over the years ahead—EMCOR has considerable expertise and experience in infrastructure development and maintenance in building stronger, smarter facilities across the country. A leading provider of critical infrastructure systems, EMCOR builds, services and protects sophisticated environments for maximum performance...for business, for government, for all.

THE SOCIAL COMMITMENT:

EMCOR has long recognized the commercial, moral and ethical responsibility associated with sound Corporate Social Responsibility (CSR), and for many years, has engaged with the fundamental aspects of CSR. Throughout the business, the company takes a leadership role as a responsible and reliable corporate citizen, both nationally and locally in the communities in which it lives and works.

Some of EMCOR's Corporate Social Responsibility programs and initiatives include:

- Safety, quality, productivity improvement;



- Environmental impact;
- Community involvement; and
- Employee support.

EMCOR believes that corporate citizenship is not only an ethical value, but also a solid investment. By investing in the future of youth, communities and industry, EMCOR is also investing the future of the company. EMCOR's *Touching Lives™* program is a three-tiered approach to community involvement. It includes EMCOR's *Taking KidSafety to the Street™* program, which has helped recover 171 missing kids in approximately four years.

THE AWARDS:

Each year, EMCOR receives a number of third party recognitions, both general business and industry specific. Following are a few received in 2009.

- Fortune #1 World's Most Admired Company in the Engineering, Construction category.
- Forbes #1 America's Best Managed Company in the Construction Industry.
- Fortune 500 Company for the 9th Consecutive Year.
- Barron's America's "Best Performing Companies" (top 14 percent).
- ENR #1 among The Top 600 Specialty Contractors (for the 19th year).
- EC&M #1 in the Top 50 Electrical Contractors Survey. ●



EMCOR is a leader in the use of Building Information Modeling (BIM).

THE ASSOCIATION:
The American Institute of Steel Construction

THE WEBSITE:
www.aisc.org

THE HISTORY:
Headquartered in Chicago, the American Institute of Steel Construction (AISC), is a not-for-profit technical institute and trade association that was established in 1921. Its main goal is to serve the structural steel design community and construction industry in the United States and to make structural steel the material of choice by being the leader in structural-steel-related technical and market-building activities, including specification and code development, research, education, technical assistance, quality certification, standardization, and market development.

THE RIGHT NOW:
AISC's mission is to ensure that everyone knows "There's always a solution in steel". And with this objective in mind, AISC is hard at work promoting the upcoming 2010 NASCC: The Steel Conference, hosted by the American Institute of Steel Construction. This year, the conference is co-located with the Structures Congress from the Structural Engineering Institute (SEI) of ASCE. This is the first time ever that these associations are coming together to host such an event, which is expected to draw over 4,000 industry professionals. It is taking place in Orlando, FL May 12-15, 2010.

The conference will feature more than 200 educational seminars, 85 technical sessions and approximately 200 trade show exhibits. These exhibits will feature products and services ranging from engineering software to the latest fabrication equipment. Attendees to this year's event will also "see green" when the conference kicks off with a keynote address from Rick Fedrizzi, Founding Chairman of the U.S. Green Building Council (USGBC). Under his leadership, the Council has established its role as an influential voice in the global sustainability

movement. Fedrizzi will discuss the future of the green movement and its impact on design and construction.

"It's thrilling to watch the next generation of structural engineers come together and work with such passion and enthusiasm. The dedication, hard work, and innovativeness shown by each team in designing and constructing their bridges was truly impressive."



THE SOCIAL COMMITMENT:
AISC is very active in promoting construction and engineering related-careers as a first-rate option to students. One example of this is the association's sponsorship of the Annual ASCE/AISC National Student Steel Bridge Competition. The annual competition, which will next be held May 28-29 at Purdue University, will be the 19th time students from universities in the United States and Canada perform the steel design, steel fabrication, and steel erection required to construct 20-foot-long scale-model bridges capable of carrying 2,500 pounds, serving as both a functional and appealing replacement for a century-old highway bridge.

The bridges are judged in six key categories related to steel design and construction: construction speed, stiffness, lightness, economy, display, and efficiency. Those teams with the best combined rankings across all six categories earn overall award recognition. In 2009 a team of 11 civil engineering students from SUNY – Canton, located in Northern New York, won.

Nancy Gavlin, Director of Education for the American Institute of Steel Construction, said, "It's thrilling to watch the next generation of structural engineers come together and work with such passion and enthusiasm. The dedication, hard work, and innovativeness shown by each team in designing and constructing their bridges was truly impressive."

THE AWARDS:
The AISC T.R. Higgins Award, which is presented annually by the American Institute of Steel Construction, recognizes an outstanding lecturer and author whose technical paper(s) are considered an outstanding contribution to the engineering literature on fabricated structural steel. The award, which includes a \$10,000 prize, will be presented at the 2010 NASCC: The Steel Conference, in May 2010.

James "Jim" O. Malley, S.E., Senior Principal of Degenkolb Engineers in San Francisco, is the 2010 recipient of the prestigious AISC T.R. Higgins Lectureship Award. Malley is being honored for his paper on "The 2005 AISC Seismic Provisions for Structural Steel Buildings," published in the First Quarter 2007 AISC *Engineering Journal*.

"What a great addition Jim is to the list of distinguished engineers who have been honored with the Higgins Award," said Charles J. Carter, S.E., P.E., Ph.D., AISC Vice President and Chief Structural Engineer. "Jim is a great friend and contributor to AISC, and this award is deserved recognition of his years of contribution and leadership in the development of seismic design philosophy and the AISC Seismic Provisions." ●

Speaking Out:

What the Major Speakers Had to Say

Thank you to all the attendees, speakers, exhibitors and sponsors of the CURT National Conference for making the 2009 event a huge success. If you missed it, you will definitely want to plan to attend in 2010. Once again, we'll be heading to sunny Orlando, FL, November 8-10, 2010.

Amidst travel restrictions and the economic downturn, CURT's 2009 National Conference exceeded all expectations. Approximately 500 construction professionals—owners, contractors, labor representatives, and suppliers—gathered in Orlando in November to hear from experts on the theme, "Surviving and Thriving in Today's Construction Industry."

Jon Dutcher, Conference Chairperson, put it best: "To survive and thrive means you must stay up-to-date on the industry's latest trends." Attendance at this Conference certainly helped today's construction professionals do this.

The discussion of these critical topics caught the eye of not only attendees, but also media. Greg Sizemore, Executive Vice President of CURT, was interviewed on The Hays Advantage, with host Kathleen Hays. The Hays Advantage airs on Bloomberg Radio. To read a transcript of the interview, go to www.curt.org/7_0_national_conference.html

The following pages include re-caps of what the major speakers had to say:

If you did miss the 2009 National Conference and you are a member of CURT, you can download the presentation files at www.curt.org. All attendees should have also received a DVD in the mail, with all of the presentations.



EGON LARSEN, PRESIDENT OF CURT

Surviving and Thriving: The State of the Association

During his keynote speech the President of CURT, Egon Larsen of Air Products & Chemicals, declared that the organization would be building on 2009's success by kicking off the New Year with an ambitious plan to increase member numbers, develop new marketing and communication strategies for the group, better serve existing

members, and increase member participation in CURT committees. These committees work to improve numerous construction components, including safety, craft training, technology deployment and relations with associations and labor.

"The way our members do business has changed," explained Larsen. "Belts have tightened. Very large companies—ones that you never would have imagined could fail—did just that, going bankrupt before our very eyes. Situations change and when that happens, companies and people have to change and adapt too. So did CURT. We held virtual meetings to accommodate restricted travel budgets, we completed a marketing survey so we'd know what our members want and expect from us, and we developed the CWDC Labor Supply/Demand Forecasting Model."

This model is designed to collect and aggregate demand information on capital and maintenance projects, as well as craft labor supply data. The tool enables the user to graph predictive trends to eliminate typical "going out of business" curves that frustrate the ability to adequately plan.

A key point of Larsen's speech was that just because belts have tightened, does not mean CURT will sit back and wait for things to happen. "CURT is **always** proactive and 2010 will be no different. We have concrete plans to have over 100 members by 2011, we're very focused on marketing (in fact, CURT will be rebuilding the website with a launch planned for the summer of 2010), we're working hard to solicit more people to help out on our committees, and we're kicking off a new division of CURT which will take the association to an international level."

"Belts may have tightened," says Larsen, "But we're not sitting around waiting for recovery. We're getting things done, now."

If you missed this year's event, don't miss out in 2010! As CURT celebrates its 10th Anniversary, the Conference is sure to be bigger and better. Stay tuned to www.curt.org for details.



ERIK WAHL, PRESIDENT & FOUNDER, THE WAHL GROUP

The Art of Vision

Erik Wahl enthralled the audience with his creativity on canvas and his inspirational words. Wahl, who is a recognized artist and speaker, challenged Conference attendees to transcend mediocrity through creativity. While Wahl originally worked in business (he earned his Bachelors Degree in Business Communication and embarked on an eight year career as a partner in a corporate firm), he now PLAYS in the business world by using his art as a medium to challenge business men and women to look at things just a little bit differently. A few lucky attendees who were brave enough to participate even got to take his pieces of art home with them.



DAVID WYSS, CHIEF ECONOMIST FOR STANDARD & POOR'S

The Economic Outlook: Who'll Stop The Rain

Conference attendees paid close attention David Wyss's presentation, during which he cautioned that while the recession appears to be over, the new worry is inflation—which he predicted would hit hard in three to five years. He also said that an even deeper and longer recession is possible if the financial markets lock up again, oil prices jump, or consumers remain scared.

One result, forecasted Wyss, will be, "A lot of big fish will be eating the little fish...in other words, there are a lot of mergers and acquisitions in our future."

What's the bottom line? This recession, says Wyss, is the longest and deepest since the 1930s and while fiscal stimulus will support the recovery, it is likely to be slow because of financial markets and a switch to higher savings. "If financial markets lock up again and home prices continue to fall and oil prices continue to rise a second recession could be longer and deeper," cautioned Wyss. "We risk a 'lost decade' similar to what Japan faced in the 1990s."

JIM ELLIS, ENGINEERING DIRECTOR, DUPONT; KEVIN REIMER, DIRECTOR OF CONSTRUCTION, PSEG POWER LLC; ALLEN WARE, DIRECTOR CONSTRUCTION MATERIALS & SERVICES, INTEL CORPORATION; GARY WARREN, VICE PRESIDENT WORLDWIDE ENGINEERING, JOHNSON & JOHNSON; JIM PORTER (MODERATOR), RETIRED, DUPONT

Strategic Use of Capital in Today's New Markets

In this presentation attendees were given the chance to hear from and question representatives from a few of CURT's owner member organizations on how opportunities in new markets. One of the main points all the panelists made was how, even when working in new and emerging markets, a company's core values must not waiver. "Our core values will not be compromised," said Jim Ellis of DuPont. Kevin Reimer of PSEG Power LLC agreed, saying, "Our core values are our be-all, end-all. Under no circumstances will they be set aside. They are the cornerstone of every decision we make."

Allen Ware of Intel Corporation said that the challenge is to integrate core values into the way things are done in new markets. He says, "New and emerging markets may not share our core values so it's up to us to look at innovate ways to implement them at each new job site."

The panelists also touched on how to protect intellectual property when opening up plants overseas, how to address safety issues, and how to weight the value of a market against the degree of risk associated with it.

VICE ADMIRAL MICHAEL K. LOOSE, DEPUTY CHIEF OF NAVAL OPERATIONS FOR FLEET READINESS AND LOGISTICS (N4) CIVIL ENGINEER CORPS., U.S. NAVY

How CURT and the Industry help the U.S. Navy deliver Fleet Readiness

In his informative speech Vice Admiral Loose told attendees that the U.S. Navy is eager to work with construction leaders to learn how to build and operate more efficiently, reduce energy consumption and costs, and think about how buildings will operate well into the future.

Admiral Loose explained that the Navy is on a mission to reduce energy use. Specific goals include:

- By 2020, half of Navy's total energy consumption will come from alternative sources.
- By 2020, DON will produce or procure energy from alternative sources for 50 percent of its shore energy consumption.
- By 2016, the Navy will sail the Great Green Fleet, a Carrier Strike Group composed of nuclear ships, hybrid electric ships running on a biofuel blend, and aircraft flying on biofuel blend.
- By 2015, DON will cut in half the amount of petroleum consumed by our non-tactical vehicles through phased adoption of hybrid, electric, and flex fuel vehicles.
- Effective immediately, the Navy and Marine Corps will incorporate lifecycle energy costs as an evaluation factor when awarding contracts.

In order to achieve these goals Admiral Loose explained that, "CURT members are exactly the type of builders we want to work with because CURT members are intent on building more efficiently and making every dollar count."

LISA SPAHN, FACILITATOR, THE DISNEY INSTITUTE

Surviving and Thriving Through Turbulent Times

Did you know that each night after Disney's gates close, hundreds of workers take to the streets and wash down every nook and cranny, touch-up paint on rides and attractions, and double-check the safety of each and every piece of equipment in each and every park? It's all part of making the magic, explained Lisa Spahn.

However, Spahn was quick to point out that, "There's a business reason behind everything we do. It's not the magic that makes us work, it's the work that makes the magic." By this

she means that paying attention to every little detail and being prepared for every possible scenario behind the scenes is what makes the magic possible for every guest who walks through the gates.

"Everyday should be a preparation day for turbulent times," she says. And while you may not believe it, Disney has gone through its share of turbulent times including the Great Depression and the days and weeks after September 11, 2001.

"Disney survived the aftermath of these turbulent times. We used slower periods to train, to improve and look at what we could do better when the guests came back. And sure enough, they did!"



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DR. SHYAM SUNDER, DIRECTOR OF BUILDING & FIRE RESEARCH LABORATORY, NIST; AND TED KENNEDY, RETIRED CO-FOUNDER, BE&K

Advancing the Competitiveness and Efficiency of the U.S. Construction Industry: A Special Report

In 2009 the National Institute of Standards and Technology (NIST) partnered with the construction and building industry to discuss productivity assessments and strategies. The goal is to identify and prioritize technologies, processes, and deployment activities which have the greatest potential to significantly advance the productivity and competitiveness of the U.S. construction industry, over the next 20 years.

Ted Kennedy noted that, "CURT is the only group that can bring architects, engineers, owners and all other construction groups together, and get everyone working together."

The committee came up with potential areas for improvement, including:

- Widespread use of interoperable technology applications and building information modeling (BIM);
- Improved job-site efficiency through more effective interfacing of people, processes, materials, equipment and IT;
- Greater use of prefabrication, preassembly, modularization, and off-site fabrication and processes;
- Innovative demonstration installations; and
- Effective performance measures to drive efficiency and support innovation.



**FRANK MACINNIS,
CHAIRMAN & CEO OF
EMCOR GROUP, INC.**
*BEYOND BIM: Excellence in
the Creation and Protection
of Capital Assets*

Frank MacInnis from EMCOR, the world's largest specialty construction and facilities services provider, shared his opinion on what the five construction mega-trends will be in the near future:

energy, healthcare, green, water and safety. "If companies building in all these sectors are willing to make a joint commitment on safety, production efficiency and comfort, and the lifespan of a building structure, than we can all achieve excellence."

One obstacle in the way of achieving this, explained MacInnis, is the "Graying of the industry. Seventy-four percent of construction

field managers are over 36 years. What makes matters worse is that high school students only rank 'migrant farm worker' below the construction profession! We've done a lousy job recruiting people to our industry, especially when it comes to women and minorities. It's time to step up to the challenge and figure out what we need to do to attract their attention, and to get kids interested in what we do."

**DANIEL HOGAN,
DIRECTOR CONSTRUCTION
MANAGEMENT, U.S.
DEPARTMENT OF STATE,
OBO; SCOTT HIGGINS,
CHIEF OF DESIGN &
CONSTRUCTION, FEDERAL
BUREAU OF PRISONS; KEVIN
KAMPSCHROER, DIRECTOR
OFFICE OF FEDERAL
HPGB, GSA; JOE TYLER,
SENIOR EXECUTIVE
SERVICE DIRECTOR
MILITARY PROGRAMS,
USACE; AND BOB
VOLKMAN (MODERATOR),
CONSULTANT, THE
CONSTRUCTION USERS
ROUNDTABLE**

*How Federal Construction
Spending is Impacting the Industry:
Public Owners Speak Out*

In this presentation numerous CURT members discussed how federal spending is impacting their projects.

Daniel Hogan from the U.S. Department of State discussed how federal spending is helping them achieve their mission, which is to provide secure, safe and functional facilities for the conduct of U.S. diplomacy worldwide. He explained the United States has buildings in over 160 countries, which house 80,000 U.S government employees from 30 different agencies. Increased funding is allowing the Department to build new and safer facilities, and rehabilitate existing facilities.

Hogan also spoke about how, beginning in 2008, all new embassies and consulates must receive green certification from the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) program.



Norm Tavian, Architectural Illustrator, Neumann/Smith Architecture

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KBR

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& Pipefitter Helper

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And the Award Goes to...

OWNER SAFETY AWARDS

The Construction Industry Safety Excellence (CISE) Awards were developed to recognize commendable safety management by owner member companies of CURT that have most effectively implemented the recommendations of The Construction Users Roundtable R-807, CURT Construction Owners' Safety Blueprint and other CURT user practices. The awards are conferred upon the companies who can demonstrate exemplary programs of safety management that go beyond merely adopting a safety program.

The 2009 CURT CISE Owner Awards were presented by CURT Safety Committee Chairman, Art Goehry, Director of Project Management, Johnson & Johnson, as well as Egon Larsen, President of CURT, and Greg Sizemore, Executive Vice President of CURT.



Egon Larsen; Kevin Nalley (ExxonMobil Eclipse Project Construction Manager); Benny Sager (ExxonMobil Eclipse Project Safety Coordinator); James McLean (ExxonMobil CPM Project Coordinator); and Greg Sizemore.

CLASS: Owner Safety Award

NAME: ExxonMobil Chemical Company, Baytown Eclipse Venture (U.S. Project > 12 months in duration)

ABOUT: This project recorded 2.7MM construction hours over 3 years. Its project safety performance resulted in only 1 lost time and 1 recordable incident with a recordable incident rate of 0.15. Key contributors included: Implementing ExxonMobil's "Nobody Gets Hurt" Program and by maintaining "Disney World Clean" throughout all project locations; Providing outstanding communications (daily safety bursts, daily hot topics and weekly safety reports; and Using a Hazard Elimination Action Team.



Art Goehry; Pedro Rosario (Director Manufacturing at Johnson & Johnson); and Egon Larsen.

CLASS: Owner Safety Award

NAME: Janssen Ortho LLC (a Johnson & Johnson Company) (International Project)

ABOUT: This project recorded over 458,000 hours over a 3 year period. The project safety performance resulted in no lost time and 2 recordable incidents with a recordable incident rate of 0.89. Key contributors included: An incident and injury free culture that includes a high percentage of staff with OSHA 30 hour training; A strong investigation program for near misses to identify root cause analysis; and A detailed safety orientation and ongoing safety training program.



Art Goehry; Rick Bilotto (P&G Site Resident Engineer); Evelyn Hayes (KBR BE&K Site Safety Manager for Box Elder Project); and Egon Larsen.

CLASS: Owner Safety Award

NAME: The Procter & Gamble Company, Box Elder, Utah (U.S. Project > 12 months in duration)

ABOUT: This project recorded 565,000 construction hours over an 18 month period. Its project safety performance resulted in 0 recordable incidents with a recordable incident rate of 0. Key contributors included: Implementing the "Beyond Zero Safety Culture"; the completion of daily behavioral observation surveys by all project personnel and visitors; and Implementation of the "Safe Start" behavioral-based training program.



Egon Larsen; Robert Schilhab (ExxonMobil Development Company Manager Safety, Health and Environment); James Ierubino (ExxonMobil Development Company Project Manager, RasGas Common Offplots); Greg Sizemore.

CLASS: Owner Safety Award

NAME: RasGas Common Offplots Project (International Project)

ABOUT: This project recorded over 45 million construction hours over a 3-year period. Project safety performance resulted in 1 lost time and 8 recordable incidents with a recordable incident rate of 0.05. Key contributors included: Management and craft-level oversight of 31 nationalities with 11 spoken languages for the 8,000 plus labor force; Oversight of a support camp for 5,500 personnel in an area with a skill shortage of tier 1 subcontractors; and The collection, evaluation and implementation of 900,000 safety observations and the use of personal risk assessments for hazardous work tasks.

CONTRACTOR SAFETY AWARDS

The Construction Industry Safety Excellence (CISE) Constructor Awards recognize commendable safety performances of individual constructor firms over a sustained time period. This award emphasizes CURT's commitment to promoting safe construction as a key component of cost effective project delivery.



Egon Larsen; Dave Hatfield (Safety Manager); Greg Sizemore.

CLASS: NAICS 236 – General Building Contractors

CATEGORY: > 500K to < or = 2MM man hours/year

NAME: Bancroft Construction Company

ABOUT: Over the past three years, Bancroft has averaged over 500,000 man hours of field labor and has achieved a Lost Time Case Rate of zero and Recordable rate of 0.31. Included in their safety process is a Construction Hazard Review that analyzes safety concerns before construction starts. This is integrated into all bid packages and is provided to subcontractors prior to the start of construction. This, along with the integration of safety policies into their Strategic Plan, has enabled Bancroft to establish a proven safety culture that focuses and strives towards zero incidents.



Arthur Goehry; J.D. Slaughter (Vice President, Construction); Ralph Riley (Safety and Workforce Programs Manager); and Egon Larsen.

CLASS: NAICS 237 – Heavy Construction Contractors

CATEGORY: > 2MM man hours/year

NAME: S&B Engineers and Constructors, Ltd.

ABOUT: This Houston-based company's safety policy is summarized in their mission statement: "We make NO compromise with respect to morality, ethics or safety." In order to prevent worker complacency, S&B shows safety videos to workers during lunch breaks, which include training, management safety messages, findings from safety inspections and safety celebrations. Since implementing this innovative lunchtime video program, S&B has achieved a marked improvement in their accident rates.



Egon Larsen; Timothy Racicot, CSP (Director, Corporate Safety CIC Group, Inc.); and Greg Sizemore.

CLASS: NAICS 238 – Special Trade Contractors

CATEGORY: >500K to < or = 2MM man hours/year

NAME: Nooter Construction Company

ABOUT: Nooter's policy and leadership program includes the implementation of a PACT program (Positive, Awareness, Coaching, and Teamwork) beginning with an employee pledge for total commitment to safety as the first priority. In addition, they utilize a "Go Forward Plan" with four major cornerstones, including management commitment and employee involvement, hazard analysis, hazard prevention and control, and training. In addition, Nooter's management has developed a safety culture to "blame the system and not the person", which promotes open dialog to address safety improvements.

2009 CURT Safety Award Winner



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Egon Larsen; Tom Stapleton (Director Business Development); Randy Culler (Director Safety); and Greg Sizemore.

CLASS: NAICS 237 – Heavy Construction Contractors

CATEGORY: > 2MM man hours/year

NAME: Teton Industrial Construction, Inc. (a PCL Company)

ABOUT: At Teton, safety is everyone's responsibility and no person is considered too important to attend safety meetings or to be seen in the field. Rather than simply delegating safety responsibilities to safety professionals, senior management assumes direct responsibility for planning, implementing and monitoring safety programs. Clear responsibilities are assigned by senior management to each layer of Teton's organization, from district managers to tradespeople. Senior management then actively measure and monitor the results of their safety planning with routine reviews and audits.



Egon Larsen; Tom Vossman (VP Operations); Harvey Hammock (VP Safety); Michael Caliel (President/CEO); and Greg Sizemore.

CLASS: NAICS 238 – Special Trade Contractors

CATEGORY: >500K to < or = 2MM man hours/year

NAME: IES Industrial, Inc.

ABOUT: IES Industrial has developed an employee-based safety culture that compliments their safety program. Their policies include an "Employee Bill of Rights" outlining expectations and the employees' ability to exercise Stop Work Authority. They have also developed a Safety Observation Awareness and Recognition (SOAR) process for employees, where they observe one another for at-risk behaviors to prevent incidents from happening. IES Industrial has incorporated an internal safety enterprise system to track all aspects of their safety management process.



CLASS: NAICS 238 – Special Trade Contractors

CATEGORY: < or = 500K man hours/year

NAME: Canyon Concrete, Inc. (Honorable Mention)

ABOUT: Although a small company, Canyon Concrete, Inc. has developed and committed to safety processes and practices comparable to that of the best-in-class of substantially larger firms. Their safety statistics for this year's application are the best achievable. Zero recordables and lost time incidents for the past three years shows their commitment to safety.

WORKFORCE AWARDS

Presented by The Construction Users Roundtable (CURT), the Construction Industry Workforce Awards were developed to give significant national and international recognition for extraordinary, exemplary and innovative training and education programs that lead others to a career in the construction industry. The 2009 CURT Workforce Awards will be presented by CURT Workforce Awards Chairman, Gerry Sprentall, Construction Manager, Intel Corporation.



Kenny Smith (Vice President of KBR Construction Services); Egon Larsen; Jeff Morris (KBR Services Training Manager); Susan Wasley (KBR Services Training Manager); Greg Sizemore; Mittie Cannon (KBR Services Training Manager); Gabbi Calderone (KBR Services Training Administrator); Ashley Smith (KBR Services Administrator); Matthew Clark (KBR Services Sr. Manager of Training); and Tom Vaughn (President KBR Power & Industrial).

PROGRAM: BE&K/KBR QuickTrain

PROJECT PROFILE: First and foremost, QuickTrain is about training and employing locally. QuickTrain benefits the client by providing a safe, skilled workforce while reducing the cost of per diem normally associated with bringing in outside workers. For trainees, QuickTrain provides an opportunity to acquire skills needed to enter the construction industry, and sets the stage for continued development through training. The program targets individuals who have not typically found employment in construction. QuickTrain has twin objectives— to provide a quality workforce for every project, and to provide construction job skills for individuals who are highly motivated to build those skills into a career. In a time of economic downturn, when many employers are cutting back, QuickTrain provides a clear path to a good living for the under and unemployed.



Egon Larsen; Eric Waterman (CEO of IMPACT); Joe Hunt (General President of the Iron Workers International); William Brown (President of Ben Hur Construction); Gerry Sprentall; Greg Sizemore.

PROGRAM: IMPACT's Foreman Training for Ironworkers Program

PROJECT PROFILE: The primary objective of the Foreman Training for Ironworkers program is to develop skilled foremen to meet the needs of signatory contractors. To enable IMPACT to achieve the primary objective, they developed these secondary objectives:

1. Establish a labor/management advisory group to guide the design, development and implementation of the foreman training program (including the Foreman Training for Ironworkers materials and course).
2. Market the program to local unions and signatory contractors.
3. Conduct train-the-trainer courses for local unions and signatory contractors.
4. Develop an Ironworker Foreman Pocket Guide to support the performance of Ironworker foremen.
5. Develop a Foreman Mentoring for Ironworkers program to support the transfer of training and the performance of the foremen on the job site.



Gerry Sprentall; Egon Larsen; Mike Stilley (Manager of Training & Development); Ralph Riley (Safety and Workforce Programs Manager); J.D. Slaughter (Vice President, Construction); and Greg Sizemore.

PROGRAM: S&B and Motiva's Women's Skills Training Program

PROJECT PROFILE: S&B piloted The Women's Skills Training Program to help stem the construction workforce crisis in the Port Arthur, Texas. The Women's Skills Training Program had two prime objectives. The first objective was to increase the number of women as construction craft workers. The program accomplished this by conducting an 8-hour-a-day, 17-week intense skills training program. Women trainees were meticulously recruited and screened. Those who were accepted into the program became employees of S&B. The second objective of the program is that of diversity and inclusiveness. The construction industry is facing a shortage of skilled craft workers. S&B strongly feels that this shortage can be met by bringing non-traditional workers into the industry, i.e., women.



Gerry Sprentall; Doreen Quinn (CEO/ Board Chair of North County Trade Tech High School); Sherry Yarbrough (San Diego Associated Builders & Contractors); and Egon Larsen.

PROGRAM: San Diego Associated Builders & Contractors and North County Trade High School Partnership Program

PROJECT PROFILE: This program's goal is to prepare and transition students into post-secondary education/training in the skilled trades through a blend of strong academic and workforce competencies necessary for future success. The program has done just that:

- 98 percent of program-completing students obtain a diploma;
- 100 percent of graduates gain employment, apprenticeship training, or continue at a post-secondary institution; and Six months post-graduation,
- 100 percent of students placed retain employment, good apprenticeship standing, or continue post-secondary activities.

Construction employers hire motivated graduates who have been trained in safety, basic construction skills in the trade of their choice and green building. They are familiar with job site requirements and environment through previous experience.



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Break-out Sessions, Revisited

Every year the CURT National Conference Committee strives to put together a line-up of breakout sessions that educate, inform and update attendees on the industry's major issues, technologies and opportunities.

The 2009 Conference was no exception!

Check out the overviews below and if you were an attendee, you should have received a handy CD with all the PowerPoint presentation files in your mailbox.

The Dollars and Sense of Economic Recovery: The Impact on Construction

Anirban Basu, Chief Economist, Associated Builders & Contractors; Ken Simonson, Chief Economist, Associated General Contractors; and Jan Tuchman (Moderator), Editor In Chief, Engineering News-Record

Given the economic climate last November, CURT Conference attendees were fascinated with Basu and Simonson's predictions for 2010 and beyond. Basu made one prediction that left attendees scared...that 2011 may bring another recession if the right factors come together for the perfect storm: reduced government spending, increased interest rates, and a private sector that's not ready to support the economy.

For more predictions go to this issue's BACK AT YOU department where both Basu and Simonson have contributed their thoughts on the year ahead.

Retaining Industry Expertise Through Effective Knowledge Transfer

Bryan Beischel, Engineer, Turner Construction Company; Lamont Johnson, Technical Professional Field Engineer, KBR; and Rich Goodman, Project Superintendent, Turner Construction Company

This presentation focused on who exactly makes up the *next generation* and how, exactly, the industry is supposed to pass on their knowledge to them. By surveying students (150 students with an average age of 21.6), young professionals (110, with an average of 26.1), and experienced professionals (130, average age of 48.6), the presenters gave attendees a glimpse into every group's idea about what knowledge transfer is, and how each group sees it a little bit differently. They also presented ways in which to break down the knowledge transfer barriers.

Taking the Industry LEAN: Implementation Tools and Strategies

Greg Howell, Managing Director, Lean Construction Institute

So what is LEAN, anyways? In this presentation Howell explained to attendees how LEAN construction is a new way to manage work, a new way to see, understand and act, and a new operating system for project management. He explained that, "A new set of ideas is coming in which is going to shape our industry from here on out. These ideas are changing the way we do things and changing the way we build."

However, he cautioned that with these new ideas, some old ideas such as "figuring it out on the fly" and "making assumptions about the actions and needs of others" will no longer work.

Above all, he reiterated that, "The more people involved, the better the results will be."

Other presentations included

Inflection Point - Defining the Future of the Worldwide Construction Market: An Owners' Survey by Mark Bridgers, Senior Consultant, FMI Corporation; and Jeff Lukowski, Consultant, FMI Corporation.

How to Avoid Legal Pitfalls on Projects: What Construction Managers Need to Know by Ned Parrott, Partner, Watt Tieder Hoffar & Fitzgerald, LLP; Vivian Katsantonis, Partner, Watt Tieder Hoffar & Fitzgerald, LLP; and Teresa Magnus, CEO, Vulcan Industrial Contractors Co., LLC

Planning Capital and Maintenance Projects with Confidence by John Elnitsky, VP-Nuclear Plant Development, Progress Energy; Daniel Groves, Workforce Consultant, The Construction Users Roundtable; Carl McColy, Engineering Manager, DuPont; Sean Pellegrino, Construction Manager, Chevron; and Jim Porter (Moderator), Retired, DuPont.

Increasing Capital Asset Value Through Integrated Technology Solutions by Joel Koppelman, Sr. Vice President & General Manager, ORACLE; and Chuck Hardy, Regional Recovery Executive, GSA

Realizing Open Interoperability: ISO 15926 by Jerry Gipson, Director Integrated Engineering Solutions Technology Ctr., Dow; Bruce Strupp, CPE-Design Technology Director, CH2M Hill; Norm Thurow, Vice President & CIO, Zachry; and Nicole Testa Boston (Moderator), Deputy Director, FIATECH

Reducing Costs by Addressing Energy Issues in Design and Construction by Greg Kight, Director of Sustainability, Jacobs; Al Musur, Director of Global Energy Management, Abbott; and Phil Powell, Director Energy Conservation Load Management & Alternative Solutions, Dominion Energy

High Flying Safety: An Update on Avoiding Crane Mishaps by Joe Crispell, Executive Vice President & Co-Founder, NACB; and Steve Greene, Vice President, NCCER

Green Building in the 21st Century: The American Recovery and Reinvestment Act of 2009 and Beyond

Randall Erickson, Administrative Partner Crowell & Moring, LLP; Stephen McBrady, Associate, Crowell & Moring, LLP; and Christopher Cheatham, Associate, Crowell Moring, LLP

The ARRA allocated \$25 billion to energy-saving building projects! This presentation explained to contractors just how big of incentive is now available for those who are able to meet "green standards". But what exactly is a "green" anyways? This presentation discussed just how a building's "greenness" is measured.

For more on this topic, check out this issue's LEGAL BRIEF department.

How to Improve Project Performance Using the Latest Tools & Products

Shari Davis, Manager Project Systems Management, Mustang; and Steve Lindholm, Best Practices Coordinator, The Construction Users Roundtable

In a world where everyone likes to think big, Shari Davis had her attendees thinking small...about small projects. For Mustang, a small project has a duration of less than 14 months and does not require full-time project management resources. However, it

does require organization, front-end planning, a core team with the right skills and knowledge, and a good contracting strategy that allows projects to be easily awarded. Above all, big or small, Davis explained that having a "Well defined project equals less risk (pesky!) projects, no matter the size."

Thriving by Implementing Effective Coaching and Mentoring Programs

Janice Urbanik, Construction Career Pathway Director, Greater Cincinnati Workforce Network; Natasha McCurry, Project Coordinator, KBR; Juan Reina, Principle Engineer, Tampa Electric Company; Maren Gersich, Project Manager, Abbott; Samantha Gauthreaux, Senior Recruiter, Jacobs; and Tamakia Edwards, General Engineer, GSA

This group began their presentation by asking, "How do you connect with the most diverse, wired, impatient, skeptical, demanding, fun-loving generation in U.S. history?" It's easy, according to these millennials. Using the same survey from the *Retaining Industry Expertise Through Effective Knowledge Transfer* session, this group found that key ways to connect are to: provide clear direction and the whole story, discuss consequences, use humor, use email to communicate information, don't talk down to them, seek and provide them with regular feedback, and use action words and challenge them! ●



Teton Industrial Construction is a diversified, full service heavy industrial contractor based in Atlanta, Georgia doing business throughout North America. Teton is a member of the PCL family of companies with over a century of construction excellence, leadership, and unsurpassed value.

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A Double Dip Recession Could Be In Our Future

By Anirban Basu, Chief Economist, Associated Builders and Contractors (ABC)

There is now plenty of statistical information that indicates the worst period of decline for nonresidential construction is behind us. Though ABC's backlog indicator remains well short of levels reached a year ago, backlog has bounced back from its cyclical low in each region of the nation and in each industry segment. A year ago, ABC's construction backlog indicator read 7.1 months. A year later, that level had declined 18 percent to 5.8 months, but there has been general improvement since June 2009. Of course, once stimulus monies begin to run out, backlog could begin to trend lower again.

You've come a long way, baby

Generally speaking, it is far more enjoyable to forecast 2010 than it was 2009. The months preceding 2009 were simply brutal and were associated with the near-collapse of the U.S. financial system. Economic pain spread swiftly from Wall Street to Main Street and in January 2009, the nation shed more than 700,000 jobs. Since the beginning of the recession that began in December 2007, the nation has lost more than 7 million jobs and is still staring at double-digit unemployment.

Job loss in construction has been even more profound and as of this writing, the Bureau of Labor Statistics estimates that the construction worker unemployment rate nationally exceeds 23 percent. Between November 2008 and November 2009, the nation shed 14.1 percent of its construction jobs, with job loss emerging from both residential and non-residential segments.

That said, there is certainly good news emerging from the economy. The

recession likely ended during the summer of 2009, with gross domestic product expanding since that time. One of the reasons to believe in the sustainability of the nation's nascent recovery is the recent performance of financial markets. Stock prices retraced in excess of 60 percent, replenishing wealth and signaling confidence in corporate earnings. During the third quarter, roughly five in six large U.S. companies reported earnings that exceeded expectations.

The case for the dreaded double dip

A number of economists (about 30 percent) believe that the most likely outcome is for a double-dip recession to begin during the latter half of 2010 or in 2011-2012. ABC itself puts the risk of a double-digit recession at around one in three through 2012.

We now approach the exit period for monetary support for Treasuries and by next March for mortgage-backed and asset-backed securities. Subsequently, stimulus monies related to the American Recovery and Reinvestment Act of 2009 will begin to dry up. By late-2010, federal spending will likely be slowing while interest rates will be rising. Still, fiscally troubled state and local governments may be ratcheting up taxes by that point and in 2011 the Bush 2001 and 2003 tax cuts will lapse. Add it all up and the recipe for the next recession is being cooked up right now.

To determine whether or not the recovery will become self-sustaining, ABC is looking to a number of key economic variables. The first is the performance of financial markets, which have recently done more than a passable job in

predicting the trajectory of the economy. The Dow Jones Industrial Average peaked at 14,164.53 on October 9, 2007 before beginning what was then a slow, steady descent. Two months later, the economy was in recession. The market bottomed in early-March of this year. Several months later, the recession ended. The Dow Jones zoomed toward and above 10,700, but as of this writing has given back 5 to 6 percentage points of gain. This retrenchment was expected by many investors, but it is still worrisome.

The second set of indicators relates to business investment. ABC is particularly keen to observe increases in business investment that do not appear directly related to government spending. Industries that appear best positioned to ramp up investment include exporters and energy suppliers, though still tight business credit will serve to limit the pace of investment expansion.

A third indicator will be the pace of bank lending. As confidence spreads throughout the economy and as weaker banks fall by the wayside, the expectation is that bank lending will normalize, which is critical to construction's full recovery. However, for now, many bankers continue to indicate that a lack of creditworthy borrowers remains a major problem and that credit cannot flow until the economy and creditworthiness improves. Of course, non-bankers might indicate that for the economy to improve, credit must begin to flow. This classic Catch-22 will constrain the pace of overall economic and construction industry recovery through 2010 and likely beyond, and contributes to the uncertainty regarding the 2011 economic outlook. ●

The opinions and ideas expressed in the BACK AT YOU SECTION are not necessarily those of CURT. If you would like to contribute to our BACK AT YOU SECTION please send topic ideas/completed articles to editor@matrixgroupinc.net for review.

Attention Construction Shoppers: Limited-Time Sale May End Soon

By Ken Simonson, Chief Economist, Associated General Contractors of America (AGC)

The economy is now clearly past recession stage—except for the construction industry. The combination of a growing economy and shrinking construction industry provides owners with a great opportunity, albeit limited.

Real (that's econo-speak for "adjusted for inflation") gross domestic product (GDP), the broadest measure of the nation's output of goods and services, jumped at a seasonally adjusted annual rate of 5.7 percent in the fourth quarter of 2009, the Bureau of Economic Analysis (BEA) reported on January 29. (Seasonal adjustment is a statistical technique that removes changes due to normal weather patterns, holidays and similar regular variations. Annual rate means a change over one month or quarter has been stated to allow comparison to a full year.)

The leap followed a puny 2.2 percent increase in the third quarter. While few economists expect real GDP to keep growing at a 5 percent rate, the initial reading for the fourth quarter provided strong evidence that the recession ended last summer and that a double-dip or "W" shaped growth path is unlikely.

Even more heartening is that the growth was broad-based. BEA noted, "The increase in real GDP in the fourth quarter primarily reflected positive contributions from private inventory investment, exports and personal consumption expenditures."

The construction industry wasn't invited to the party, though. Real investment in private nonresidential structures tumbled 15 percent, the sixth consecutive quarter of decline. Real government investment in structures also fell, as state and local government cutbacks overwhelmed modest amounts of stimulus-funded construction. Investment in residential structures grew for the second quarter in a row, but in the aggregate, declining

investment in structures subtracted 0.5 percent from GDP growth.

The prospects are slim for a pickup in 2010, as reflected by three recent surveys. Corporate economists responding in early January to a survey by the National Association for Business Economics said their firms expect to cut spending on structures, even though they foresee stronger GDP growth in 2010

Construction accounted for 22 percent of all job losses in 2009—five times the industry's share of total employment.

than they had anticipated in October.

The American Institute of Architects reported on February 24 that its latest Architecture Billings Index (ABI) remained below a breakeven reading of 50 in January, at 42.5. The ABI represents the difference between the number of architecture firms whose billings rose in the previous month and ones whose billing decreased. If billings are below 50, as they have been for more than a year, there is likely to be less building construction.

The American Institute of Architects reported on January 20 that its latest Architecture Billings Index (ABI) remained far below a breakeven reading of 50 in December, at 43. The ABI represents the difference between the number of architecture firms whose billings rose in the previous month and ones whose billing decreased. If billings are below 50, as they have been for more than a year, there is likely to be less building construction.

These weak current conditions and prospects mean that, for now, there are plenty of contractors eager to bid for work. At the same time, materials prices have fallen to multi-year lows. But both circumstances may vanish in a few months, meaning that owners should act promptly to secure good prices and skilled contractors.

The producer price index (PPI) for inputs to construction industries is a weighted average of the cost of all materials used in every type of construction, plus items such as diesel fuel that are consumed by contractors. The Bureau of Labor Statistics reported on February 18 that the construction PPI jumped 1.3 percent in January, the third increase in a row and the largest in 18 months.

PPIs that measure the completed cost of new warehouses, schools, commercial and industrial buildings all declined from January 2010. Those relatively new PPIs include contractors' profit and overhead as well as materials costs. When PPIs are rising is an indication that contractors are being squeezed.

Many have already been squeezed dry. Construction accounted for 22 percent of all job losses in 2009—five times the industry's share of total employment. The unemployment rate for construction in January stood at a Depression-level 24.7 percent, more than double the all-industry rate of 10.6 percent (not seasonally adjusted).

As employment begins to rise in other sectors, more of these unemployed construction workers will leave the industry for good, either by picking up jobs elsewhere or through retirement. Thus, owners who wait to build may face higher materials costs, fewer qualified contractors and fewer skilled workers. ●



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