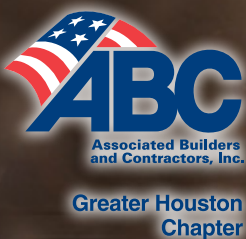


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LETTER FROM THE CHAIR



DARLENE EAST

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THE POWER OF TECHNOLOGY

Technology through the centuries often leaves the current society in awe. Think of the first people to use fire, trains, cars, airplanes, faxes, cell phones, email, and the Internet. Technological advancements change the way we live and ultimately how we do business. Traditional plan rooms are becoming a thing of the past, and BIM is a concept that is changing construction. As we look forward and try to solve the challenges of our industry, we find that technological changes are part of the process. Currently ABC members have identified a shortage of skilled workers as the major challenge to our industry's success. We have collectively tried many things throughout the last 10 years to solve this problem but, as of yet, have not found a solution. To a degree, technology has helped ease that workforce shortage. Evidenced in my own industry, today an operator can cut more concrete in one day than in years past.

Even with more efficient equipment and business processes, we still need to recruit more people to the industry. Technology plays a role in that as well. As I write this letter I am at the ABC National Craft Championship. The competitors are being recorded and the videos are instantaneously uploaded to YouTube with the hopes that the skill and professionalism of the men and women at the event will inspire others.

One of the most disturbing things that I learned while working on this issue is that there are people graduating from our craft programs who do not find jobs in construction. In many ways this is one of our biggest problems. When someone is looking for career opportunities, they want to study areas where they can get a job. ABC has launched a job board via the Build Houston website (www.buildhoustononline.com) to assist individuals in their pursuit of a career in construction.

Others, like Construction Citizen, are doing the same thing. They have job descriptions, locations for training, and job opportunities. However, we as an industry, need to be willing to hire individuals without experience.

The ABC Industrial Committee is working on this challenge. But the questions remain—How do we take individuals who have studied construction but not practiced it and turn them into successful members in the construction community? What type of training should we be offering? How can we use technology today to prepare the workers of tomorrow? I feel that we are getting closer to finding the answers, but clearly the solution lies in working together. To learn more about these efforts, visit www.abchouston.org.

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EFFECTIVE INVESTIGATIONS & PROMPT REMEDIAL ACTION:

THE NEW NORMAL FOR EMPLOYERS

How quick is your company to react to internal concerns raised by employees? Are employee issues in the field making their way to your corporate HR representatives in a timely and meaningful manner? Does your company have in place the means to immediately and thoroughly investigate and effectively remedy the concerns? What if the concerns come from an officer, director, lawyer, compliance professional, internal auditor, or an outside accountant? Do you assume you have time because, after all, it is the informant's "job" to identify and remedy non-compliance? Or do you jump on the concern regardless of who raises it, launching and concluding your investigation and implementing remedial action within 120 days?

The Security and Exchange Commission's recent Dodd-Frank bounty award of half a million dollars to a former company officer who waited the requisite 120-day period tells companies they must act immediately no matter who raises or learns of the concern. This is the SEC's first award to an officer who was not the individual raising the concern internally, and shows that individuals with compliance-related jobs and other "bystanders" are fully able to report matters to the SEC and collect awards. Act now on every concern, the SEC is saying, unless you would prefer to outsource your investigation to them.

Whether you are a public or private entity, the time is now to develop a reliable investigation system that welcomes internal concerns and promptly and effectively addresses them. And that includes concerns raised by individuals who oversee and implement the company's compliance function.

Recommendations for Employers

It is recommended that employers work with knowledgeable counsel to review and upgrade their internal investigation systems to promptly and effectively address all internal concerns. At a minimum, employers should:

1. Review and upgrade their internal investigation system to ensure they immediately process, promptly and effectively investigate, and expeditiously resolve all concerns reported through any of the company's internal channels (the company's hotline and "in-person" channels such as human resources, legal and management).
2. Develop investigation guidelines and train investigation personnel. Conducting effective and lawful investigations is not a luxury for any company; it is imperative. Well-designed investigation guidelines will better ensure that all important legal and compliance issues are identified, tracked,

investigated in an appropriate and timely manner, and resolved.

3. Develop escalation procedures that adequately inform oversight personnel of significant risks. An effective communication system to the stakeholders of the employer's compliance program means that the right level of personnel are receiving the right information at the right time. It also means that individuals who have no legitimate need to know about matters are not inadvertently provided such confidential information.
4. Update and socialize the importance of "speak-up" and anti-retaliation policies to encourage internal reporting.
5. Review compliance-related documents, confidentiality agreements, separation agreements, and employment agreements to ensure that these documents do not contain messages dissuading employees from communicating with federal agencies.



ABOUT THE AUTHOR

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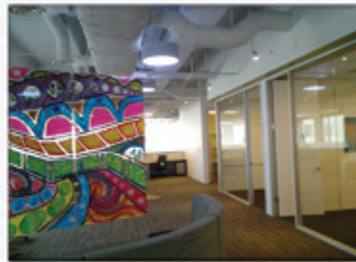
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CROSS-GENERATIONAL DIFFERENCES: OBSTACLES IN USING TECHNOLOGY



All employees of construction companies exist to ensure that work is put in place. The only way that field-level managers can drive work is by properly communicating their schedules, plans and needs to all levels of the organization. How plans are internally and externally communicated greatly affects job productivity and profitability.

Time management is mission critical in design and construction processes from conception to completion. Field-level managers need to be able to communicate weekly plans to their superiors. Project managers need to make schedules for the week, month and year. Project executives need to make business plans looking at monthly, quarterly and yearly projections.

Technology is available to enable more effective time management, but generational gaps have often negatively affected its exploitation. Is it possible that the generational gaps themselves can be effectively bridged through technology?

PROJECT PLANNING

Different generations communicate, plan and manage time differently. Older generations tend to be more comfortable in hierarchical structures and use rudimentary technologies to communicate. Whereas, younger generations rely upon shared information technology and other mediums to communicate. Technology is not a substitute for the knowledge needed to plan.

However, it offers a mechanism to both plan and communicate efficiently if used properly.

Effective conveyance of knowledge and needs within the project hierarchy and across generations is essential to meeting project objectives, especially during the planning phases. Such knowledge comes from practical experience, which needs conveying to future leaders by those more experienced. It is paramount that organizations set up formalized structures to transfer this knowledge. When creating best practices for planning, consider the following items:

- Short-term planning (daily/weekly)
- Long-term planning (strategic)
- Establishment of goals
- Prioritization of tasks based on deadline and importance
- Feedback
- Cross-generational engagement

While individuals across all generations use varying forms of technology to manage time, plan and convey knowledge, the key is to squeeze and leverage the full technological capabilities available to increase efficiency and productivity. Leveraging these capabilities is most effective once organizations have developed frameworks that enables planning and cross-generational collaboration that allows for changes in technology.

CULTURAL RESISTANCE TO CHANGE

We have all heard the saying “you cannot teach an old dog new tricks.” That statement rings ever true in the construction industry today. How many times have you heard a superintendent, supervisor, tradesman or craftsman say, “I don’t need a computer,” “I don’t know how to turn a computer on” or “I don’t know how to use this phone?” With the increased reliance upon technology during the design, construction and operation of the built environment, the successful use and integration of technology is more important than ever.

Why do certain individuals object to change? Why do they reject new technologies and methodologies intended to improve efficiencies? Is it fear of failure? Is it due to excessive pride? Is it complacency? Whatever the reason, organizations must find ways to bridge generational gaps and start leveraging technologies to complement and support time-management efforts.

REVERSE MENTORING

Now more than ever, A/E/C firms must be able to plan, share knowledge and use technology to improve productivity to better position in an ever-competitive construction landscape. A cross-generational approach is the first method to look at when trying to increase time-management and productivity efficiencies.

One of the best ways to engage and promote acceptance across generations is by developing and implementing a reverse mentoring program. Reverse mentoring is where a more seasoned, experienced or higher-ranking individual reaches out and seeks

guidance from one who might not be perceived as being on an equal plane.

Typically, employees who fall within generations X or Y are more comfortable with technology and promote cross-generational sharing of technology. Reverse mentoring allows employees with seniority the chance to ask questions and learn from younger generations without fear, while also establishing a feedback-rich environment from which younger employees can learn and leverage into better time-management practices.

A reverse mentoring program increases employee engagement and establishes a framework that enable senior-level employees to court and develop a mentor/mentee relationship with one or more of their subordinates. The use of reverse mentoring should increase planning efficiencies and promote technological change from within, which will ultimately lead to increased productivity.



ABOUT THE AUTHOR

Dustin Bass is a consultant with FMI Corporation. He specializes in providing productivity and project execution improvement consulting services to self-performing contractors and general contractors. He can be reached at 303.398.7247 or via email at dbass@fminet.com.

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AT YOUR FINGER TIPS: BENEFITS TECHNOLOGY SOLUTIONS

The Human Resources technology marketplace is growing tremendously due to the demand for integrated Human Resources, Employee Benefits and Payroll technologies and services. Increasingly, employers are looking for greater consulting guidance and support in the areas of Human Resources automation and support. In addition, Health Care Reform continues to be one of the biggest headaches employers are dealing with due to legislative and IRS requirements imposed by the Affordable Care Act now and into the future.

The concept of a single web based platform to accomplish all of this and help HR with the many compliance issues is what companies are looking for. Compliance is difficult without the use of technology and standardization of internal processes. The benefits of a technology solution are many – ranging from streamlined efficiency, reduced errors and lower costs. With over 300 technology providers in the marketplace, how do you know which provider is best for you?

An advanced employee benefits and health management system is typically a web-based tool which helps companies demonstrate their dedication to employees by putting them in touch 24/7 with benefits, health, compensation and human resources programs. There are several typical sections within these technology systems designed to bring resources to your fingertips.

Every year, various research groups and consulting firms release national surveys showing healthcare trend increases for the previous year and make their forecasts for the upcoming year. The 2012 National Study of Employers (NSE) is the most

comprehensive and far-reaching study of the practices, policies, programs and benefits provided by U.S. employers to address the changing needs of today's workforce and workplace, including workplace flexibility, health care and economic security benefits, care-giving leave and elder care assistance.



The systems have online resources providing daily news updates, job postings, extensive legislative resources, message boards, seminar and conference dates and other pertinent benefits industry tools and information. The site is designed to support the people who administer, give compliance advice about, design, make policy for, or are otherwise concerned with employee benefit plans in the United States. Many technology solutions draw from this rich resource to provide timely news updates specific to your business line.

Analysis tools are often a key component as well because they deliver the hard data needed to monitor the ongoing health and well-being of benefits plans. A Benchmarking application can create a benefits benchmark report comparing your benefit plan design detail against group size, industry, and regional norm data procured from leading third-party sources.

Claims Analytics are powerful, web-based claims analysis tools. Geared towards small, medium, or large group sizes, claims analytics enables you to identify claims-cost trends, spot issues

with utilization, and offer solutions for reducing claims costs.

Online HR libraries provide a comprehensive 360 degree view of human resource and benefits laws both on a federal and state level. Whether you need a form, poster, the newest information on health care reform laws or state employment laws, these online libraries provide you valuable resources whether your company has five employees or 500.

Last but not least, Compliance Portals have taken on a significant importance and is designed to help employers comply with the numerous federal requirements applicable to health and welfare plans subject to federal laws such as cafeteria plans, COBRA, ERISA, FMLA, Health Care Reform, HIPAA, Medicare, Nondiscrimination, and taxation of employee benefits.

Many technology solutions incorporate all of these components which, when added together, gives you a robust tool to answer your need for HR automation and support.

ABOUT THE AUTHORS

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SAFETY RED ZONE

No prudent sports enthusiast in the world will forget the boondoggle play of the Seattle Seahawks in the most recent Super Bowl. Play it again with me: With 40 seconds remaining in the game, Seattle moves the ball down to the Patriots one half yard line by a series of unrealistic pass plays and the relentless running by halfback Marshawn Lynch. Up to that point Lynch had gained 102 yards. With second down and a half yard to go, conventional wisdom would tell you to run Lynch up the middle three times if necessary to win and end the game. Then the most unrealistic play one could think of was called and executed poorly. A slant pass play by Seattle quarterback Russell Wilson turned into a Patriot interception by rookie Malcolm Butler and the history book was rewritten and that last play by Seattle will remain a discussion topic for the next few decades if not longer.

The Red Zone

In football, the red zone is inside the opponent's 20-yard line. During the 2013 NFL season, Seattle scored 53 percent of the time when in the red zone. With three plays to make a half yard, their chances seemed like a for sure 100 percent. Then it happened: poor planning and poor execution, quite like on our construction projects, created an unforgettable event--a remarkable and unforgiveable loss.

Jobsite safety can be just like the Super Bowl game. We can be successful to a point, then when we don't plan well and don't execute well, disappointment and embarrassment can catch us. Injury happens in a similar way. When we don't use our most experienced and trained workers to execute the work; when we

don't plan to assure hazards don't harm us; when we don't do the job in the same manner we did for previous successes, we leave ourselves in a no-win situation.

Hazards And At-Risk Behavior Are It

Injury is caused by a known or unknown hazard. For years when teaching safety and leadership courses I would ask the group, "Who is going to be the next crew person that will be harmed at your jobsite?" Believe it or not, most would tell me it will be so and so or another. Most could even give me a name. So what's wrong with this picture? If a project leader could tell which employee would most likely be injured, why was that person allowed to continue without additional mentoring, training or discipline?

Years ago after a very serious employee injury, I learned a lifetime principle: No company executive, no project leader, no craft supervisor and no employee has the right to harm another person. Matter of fact, in our country it's generally against the law to harm a person. Yet in Corporate America, workers are still being injured. Why? Could it be that we get in the 'Red Zone' and don't plan or execute well? I believe so.

Let's Score

A wise plan, great execution and outstanding teamwork will help us score...and win. Safety planning as well as scope execution planning should begin on the same day. When a project is estimated, bid, awarded and purchase orders received, it is time to start the job. By that time a prudent contractor already knows the safety resources needed, safety tools and supplies required

and a safety execution plan readied. With safety thought out for the entirety of the scope of work and with alterations, variances, plan B's, editions, deletions and 'what ifs' considered, a successful completion can be expected. Successful? Yes, it's when we complete the work injury free. Some think that is impossible. For the long term it's improbable, but for the short term like millions of work hours, it is indeed doable. How do I know? I've seen successful contractors do it dozens of times.

You too should get into the red zone, then over the finish line for a win. When we get 'er done injury free, it's a win for all.



ABOUT THE AUTHOR

Bennett Ghormley has more than 35 years of experience in safety, training and construction administration. He is experienced in implementing safety programs involving commercial, industrial and municipal industries. Mr. Ghormley has conducted audits, investigations and inspections in refineries, chemical and petrochemical plants, for pipelines, water and waste facilities, manufacturing plants and fabrication facilities. Mr. Ghormley has served as an expert witness in litigation cases and appeared before the Workers' Compensation Commission, EEOC, Employment Commission and civil courts. Contact Mr. Ghormley via email at bennettghormley@yahoo.com.

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Koasati Construction Management President
Craig Williams and City of Houston Office of
Business Opportunity Director Carlecia Wright



KOASATI

CONSTRUCTION MANAGEMENT

In business, as in life, working with a partner accomplishes much more than working alone as long as a common goal is shared. For evidence of this, we need only to look at the team of Koasati Construction Management (Koasati) and the City of Houston's Office of Business Opportunity (OBO). Koasati Construction Management is a Houston-based, certified Minority Business Enterprise (MBE) that specializes in Program/Construction Management. Owned by a Native American Tribe, rather than an individual, the minority certification process for Koasati proved to be a challenge, however, where some see a challenge, others see an opportunity.

"The City's OBO genuinely cares for the minority business community," says Koasati President, Craig Williams. "During the certification process, they took the time to listen and evaluate our ownership structure, which is a little unique. They became a true partner in the sense that they didn't look for a way to disqualify us from the certification program, but rather they looked for a way to make sure we got the recognition we deserve."

"Hearing from other certifying entities that 'You qualify but our process doesn't allow us to certify you' was very disheartening," adds John Alvarez, Koasati's Executive Vice President. "The OBO's reaction was completely different. They said, 'You qualify. Now let's figure out how to get you certified.' That was so refreshing after all that we had been through."

City of Houston, OBO Director, Carlecia Wright agrees. "The Office of Business Opportunity provides a variety of certifications, our team of experts looks for innovative ways to work with business

owners and Koasati was no different for us. We are pleased that we were able to certify them and that they are going above and beyond to include other certified firms in their participation plans."

According to the latest City Construction Disparity Study, Native American-owned firms accounted for less than 1.5% of total dollars awarded and/or paid for construction contracts at the City; the lowest of all minority-owned businesses during the period analyzed. Not only does Koasati plan to help better that statistic, they plan to help other MWSBE firms as well.

As a prime contracting entity with bonding capacity rarely seen within the minority business community, Koasati Construction Management is well positioned within the market to be a leading advocate for minority contractors. Promoting the utilization of other MWSBE firms is woven into the fabric of the culture at Koasati Construction Management. In fact, Koasati recently submitted a bid to renovate a parking garage at George Bush Intercontinental Airport utilizing 74% MWSBE-certified firms as subcontractors; more than tripling the MWSBE participation goal for the project.

The common goal that ties Koasati Construction Management and the City's Office of Business Opportunity together is their commitment to advancing the utilization of MWSBE firms wherever possible. "Native American culture is, in general, extremely family oriented. We look out for each other," Williams says proudly. "At Koasati Construction Management, we carry that cultural aspect to our business practice. In this case, our family consists of our fellow MWSBE firms." **Learn more at www.koasaticm.com.**

SURVIVAL INSTINCT



Part 2 of a 6-part series

SURVIVAL INSTINCT: The instinct in humans and animals to do things in a dangerous situation that will prevent them from dying--The Collins Dictionary

In 1937 the worker fatality rate in America was 43/100,000ⁱ. In 1970, when the OSH Act was passed, the worker fatality rate was 18/100,000. During the 33 years preceding OSHA's existence, industry improved the fatality rate by over 58%.

What happened? What was the change factor that caused American employers to improve safety records at a rate unprecedented both before and since?

Worker Compensation Laws.

The true history of compensating workers for injuries goes back to antiquity, specifically 2050 BC and the Law of Urⁱⁱ. But meaningful change in the United States began in 1911, lagging way behind the rest of the industrialized world. As a matter of fact, the first U.S. worker compensation law was declared unconstitutional, such was the employers' collective resistance to accountability.

However, during the late 1800s and early 1900s, unconscionable employer disregard for the impact of work-related injury began to shift in the employees' favor. As juries became increasingly more sympathetic to workers, trial awards grew exponentially. Europe already had a functioning system of workers' compensation that limited employer liability while compensating and rehabilitating

workers. The American employers wanted it, so the states adopted it. The motive was financial survival.

Wisconsin led the charge in 1911 and, continuing through 1948, one state after another adopted a system until they were "all in". The system limited employer risk, ensured employee compensation without need of lawsuit, and encouraged employer and employee to work together to get the employee back to workⁱⁱⁱ. For the first time in U.S. history, employers were financially accountable to employees for work-related injuries as a matter of law, not a matter of lawsuit. Additionally, employer insurance premiums were tied to their safety record.

These new laws motivated employers to prevent injuries. The next several decades resulted in changes to workplace safety which drove the 58%+ improvement in worker fatality rates. There was no industry resistance. Employers wanted change because the old approach was too costly. Once employers realized the benefits of the change, they got on board.

What if history is repeating itself? What if the entrenched methods of managing safety developed over the last century, no longer serve employer or employee, alike?

Consider:

- OSHA was established in 1970;
- OSHA enacted safety regulations setting minimum standards;
- OSHA enforced compliance with citations and fines;
- Owners, in an effort to manage risk and drive safety from the

top down, began awarding millions, even billions, of dollars in major capital projects and facility maintenance contracts on the basis of low bidder and best safety—a contradiction in terms;

- Employers' approach shifted to avoiding citations, rather than ensuring safety, and making safety look great (not be great, because low bidder can't afford great safety);
- This is a fear-based model; not a best practices model.

Many years ago I was driving around Houston, seeing all the signs that said it had been a gazillion hours with no incidents. Then a worksite blew up and killed 3 people^{iv}. Insurance has proven the law of large numbers always plays out: 30,000 unsafe acts and conditions precede every fatality. How did they have a gazillion hours with no issues and then kill 3 people? That's 90,000 unsafe acts and conditions unreported, uncaptured, unstopped.

I realized an entire industrial complex had somehow managed to get their entire workforce to passively agree to collectively lie. What could they have done to make the workers believe putting their lives in danger was better than telling the truth about dangerous conditions?

I was about to find out. Oh, did I mention that survival is the most powerful of all human instincts?

ⁱCRITICAL APPROACHES TO AMERICAN WORKING CLASS LITERATURE, EDITED BY MICHELLE M. TOKARCZYK
^{iv}IOWA ORTHOP J.1999; 19: 106-110, A BRIEF HISTORY OF WORKERS' COMPENSATION, IOWA ORTHOPAEDIC JOURNAL

^vHTTP://WWW.DOL.GOV/DOL/ABOUTDOL/HISTORY/MONO-REGSAFEPART06.HTM UNITED STATES DEPT. OF LABOR HISTORY, CH. 6, PROGRESSIVE IDEAS

^{vi}COMPOSITE REFERENCE IN ORDER TO PROTECT IDENTITY OF ANY ACTUAL EVENT OR FACILITY



ABOUT THE AUTHOR

Tara Maria Amavi, (formerly Tara Templeton Hart, name changed due to identity theft) is the Founder and President of TCA/The Compliance Alliance L.P. TCA has provided services to almost 1000 companies nationwide and TCA's proprietary tools, methods and means have been ranked #1 in the world for managing contractor safety. The TCA Safety System® is peer acknowledged as a method based upon TCA's own trade secrets which get better results than traditional safety methods and, therefore, saves lives. Ms. Amavi has been named one of Houston's 50 Most Influential Women by Houston Woman magazine, and has also been named one of the Who's Who in Safety by Compliance Magazine. Ms. Amavi is a sought after public speaker, has appeared on local & national radio and television programs including five appearances on The BusinessMakers, a radio show hosted by John Beddow & Russ Capper. Ms. Amavi may be contacted at tara.amavi@tcamembers.com or 713.263.7661.

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SIX YEARS LATER, CMEF GRADUATE STILL CREDITS COURSE FOR ADVANCING CAREER

PICTURED ABOVE: WILLIAM "BUTCH" HARDEN (L) AND JUAN CARDENAS (R)

Juan Cardenas knew he wanted to pursue a safety career after 16 years as a petrochemical construction professional.

Cardenas sought out Construction and Maintenance Education Foundation's (CMEF) Construction Site Safety Technician course (CSST) to help him begin his safety education in 2009. The class explores topics like Field Fundamentals in Construction Safety, OSHA Standards for Industry Best Practices, Technology, Management Safety systems. This mix resulted in training a world class safety professional.

"I had a heart to help mentor and coach my peers," Cardenas said. "[But] when I first signed up for the CSST class, I had no idea of what I was getting in to."

"I see the Safety Department as the customer service department, and the workers are our clients. We should be able to provide necessary resources," Cardenas said.

CMEF Master Instructor William Fuller's training techniques include what he calls the "one minute drill," and the "three sided coin." The one minute drill requires students to choose a chapter of the NCCER-guided curriculum and present the material for one minute to the class. Fuller said it helps students learn the material, as well as assists in public speaking skills.

"During the course I was encouraged to develop my own perception of field safety instead of following someone else's. Over and over I was encouraged with what Mr. Fuller coined as the "One minute Drill," and the "Three sided coin" how to establish my own unique

safety presence. The class catapulted me deeper into Safety, and started my desire to learn more," Cardenas said.

From there, Cardenas credits his safety professional development to the CSST program and to Master Instructor William Fuller's "relentless dedication" to his students.

"...[It does] not end at graduation night with a big feast, but Fuller continues to keep in touch and mentor his students even after they have graduated his class, if they wish," Cardenas said.

Cardenas chose Safety as a career choice because he noticed a need. When he participated in the Safety meetings, Cardenas realized some of his colleagues did not fully understand the message because of the language barrier, so he began translating.

"I see the Safety Department as the customer service department, and the workers are our clients. We should be able to provide necessary resources. I'm always doing research. If you're keeping yourself up to date, you'll be a valuable resource," Cardenas said.

His career steadily improved over the years as a Field Safety Technician, but now Cardenas is employed at an engineering firm as a SHES consultant. He added that the career choice is extremely rewarding, knowing that he can help his fellow colleagues remain safe throughout their workday by providing an "umbrella of protection."

"I believe the CSST course and professional mentors like William Fuller are the frame work of this umbrella, and I am the fabric." - MB

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EMBRACING NEW TECHNOLOGY

By Megan Brann & Guest Annemarie Marek

From digital plan rooms to LiDAR scanning and tablet computers in the field, the construction industry is embracing new technologies that save time and money for their clients and deliver instant and accurate communications across project teams and job-site personnel.

General and specialty contractors and engineering firms agree that the benefits of utilizing new tools for early clash detection and to implement design and owner-driven changes are compelling reasons to invest and deploy these technologies across a wide range of projects, including airports, corporate facilities, hospitals, industrial plants and sports stadiums, among others.

Project Planning And Organizing Digital Documents

Peyton Hill, project superintendent for specialty contractor TDIndustries, explained, "We utilize Plan Grid which is a PDF-based storage application. All of our foremen and superintendents have iPads with this app installed. We can load blueprints, specifications and shop drawings, including requests for information, enabling everyone on the job-site to have immediate access to the job. If we receive a change order or new set of drawings, we load those up via the web, and the system notifies everyone on the job about these changes instantaneously. In the past with paper-based blueprints, we had to gather all of the old ones, replace them with updated blueprints, and verify that all of our field and home office personnel were working from the same, updated documents. That was very time-consuming."

Managing those documents in the past looked vastly different than the portable devices holding all of the information now. Yesterday, a project could require hundreds of documents; today, one project could contain thousands of documents. Tony Zal, senior account executive for ARC Document Solutions, told us "With the overwhelming volume of documents and increased time-constraints on today's construction projects, we are helping A/E/C firms store, manage and share documents in the 'cloud' and access them on any workstation, laptop or mobile device."

Zal said, in order for construction professionals to harness the power of technology, they need to embrace those tools offered. "The situation we see now is reminiscent of the transition from manual drafting to Computer-Aided Design and Drafting (CADD) – there was a lot of technology resistance for that." He continued, "We have 3 tools in particular, they're tremendous timesavers and simple to use. SKYSITE is a cloud solution for managing the workflow of construction documents. It's a "One Source of Truth" site featuring markup tool, auto-sync and current set folder, and it replaces the need for paper printing and distribution. Our Hyperlinking service electronically connects related construction documents with each other for easy navigation. A Discrepancy Report noting

CONTINUED ON P221

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document inconsistencies is provided with every Hyperlinking job, and this literally saves weeks and even months had the project proceeded into construction without the Report. The third tool is AIM, and it's a cloud solution for secure and searchable long-term document archiving. With AIM, you no longer have to be held hostage by the paper storage companies."

"Those who have leveraged our document workflow technologies have seen immediate improvements in the form of time savings, increased accuracy and reduced expenditures. As one of our clients says, 'The benefits completely outweigh the cost.'"

Technology training can be an intimidating thought for those who are technologically challenged. Vice President of Hoar Construction Brian Cook said the transition to the new technology, he referenced Building Information Modeling (BIM) services as an example, was a simple one.

"The younger generation, or 'gaming' generation as I like to call it, adapt and migrate easily. Those are the individuals in the field right now. It's simply a generational sophistication. Upper management uses the tools in less depth, tracking and ensuring the project is going smoothly," Cook stated. "BIM technology is placing our industry in the current century. You're essentially building a structure twice. In the first draft, the virtual format allows for conflict resolution prior to entering the field."

Cook said some projects even go under budget, something that happens more frequently than some might believe to be true.

"The owners can then decide if they want to spend more money on an aspect of the project," Cook said.

Project Communication

Cook then explained the communication benefits that these technologies offered. Without having to find a moment to come together, every party has access to the critical points of the project at the click of a button.

"Communications on the jobsite can often be the biggest challenge. With the service we use, Plan Grid, we can post changes and all project personnel, whether at the home office or on the jobsite, will have the same information," Hill said.

For bilingual communications, TDIndustries provides a toolbox application that addresses important topics, such as safety, in both Spanish and English. A translation app is also available for use.

Engineering firm JQ employs tablet computers to save time documenting the firm's field work and to have project information available to their teams of structural, civil and survey engineers while onsite. According to JQ principal Jason Hart, P.E., LEED® AP, who oversees the company's power and industrial projects, "By having project documents available onsite, we can resolve issues faster. A quick brainstorming session with the designer and the contractor can also be more productive than an endless stream of emails going back and forth among the project team."

For project conflict detection and coordination in the design phase, JQ has invested in LiDAR mapping equipment, a remote sensing technology that measures distance by illuminating a target with a laser and analyzing the reflected light.

According to Hart, "Healthcare, higher education and corporate facilities are markets where LiDAR can be a differentiator when comparing construction companies. Facility managers and operators who are involved in the selection process often look beyond the end of construction to new methods of fast-tracking projects and saving on construction costs. They want more than the BIM model from the designer. They want to know where the pipes, conduits and other components are in their building, and a reliable as-built model, based on laser scan data that includes this type of detail, can create loyal customers."

Quality assurance is another benefit of utilizing new technologies, according to Hill who is currently working on a multi-year project for Exxon Mobil. "The owner does his own inspections onsite and expects us to be there with current information. Plan Grid enables us to pull up the specifications and answer any questions that might arise."

"We also employ Trello, another application that assists with project activity tracking. It is a simple to use app that allows the project team to communicate and track their progress instantaneously.



TDIndustries Field Personnel View Construction Drawings in Onsite Job Box from iPads.

One way in particular that we utilize Trello is to track our BIM coordinated shop drawings. Through Trello, the team members can easily update their drawing schedules and review approval status. Since all team member's updates are visible, the team members can check status without having to send emails or make follow up phone calls. In this way, Trello has helped to streamline our flow of information within our teams."

(CONTINUED ON P24)

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From motivating a team, to fast-tracking a project to ensuring accuracy and quality on the job, new technologies are driving changes in the construction industry that will become best practices now and into the future.

Hart said he sees an evolution of Facilities Information Modeling (FIM) that will be led by construction companies and large mechanical contractors who are positioned to establish and maintain FIM systems for clients. "FIM is an exciting area, held back by software incompatibility and lack of industry standards at present, but FIM will become an important, additional service that continues beyond the construction of a facility," says Hart.

Up In The Clouds

But what's next on the horizon? The question begs to be answered. Some say it's providing more construction professionals with tablets and mobile devices. Perhaps it's the increased use of drone cameras, a capability already used to provide aerial photos of the jobsite. Maybe it's wearable technology, like Google Glass, providing a virtual view on the jobsite of what's to be built.

Without a doubt, projects are moving up to the cloud. Documents, maps, photos, schedules and everything in between will be stored in the cloud for everyone to access. For those who are not familiar, cloud computing involves deploying groups of remote servers and



HOAR Construction employees learn about Building Information Modeling (BIM).

software networks that allow centralized data storage and online access to computer services or resources.

Looking back at the transition to the cloud and other technologies, Cook mentioned an aspect of Hoar's process by referring to the Empire State Building's construction method. He said that their process was counting every brick, every piece of steel each day to examine how much could be completed the following day and how much had been accomplished, a simple, painstaking process that has been accelerating to new technology. Cook said the same philosophy is applied, but with a touch of a button.

Every piece of material is counted and applied in the virtual world before construction professionals even enter the jobsite. The lines of communication are always open. Information is available 24/7. Hill said he believes that project teams that embrace innovation and new technologies will influence others to do the same.

"By using these technologies with owners and developers, other project teams will be pushed to deploy them. Our younger workforce expects them, too, because they already use them in their daily lives. They see the benefits of innovation, especially in the construction industry."



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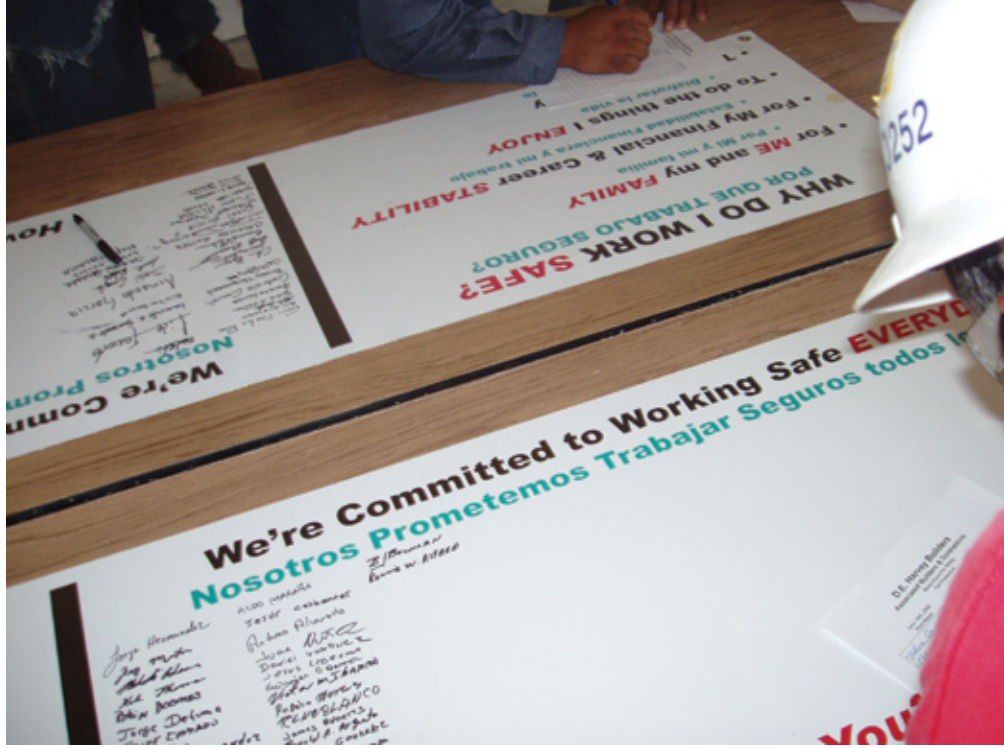
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2015 NATIONAL SAFETY STAND-DOWN TO REACH WORKERS WORLDWIDE



Over the last 10 years, more than 3,500 workers have died from falls. In fact, falls remain the leading cause of death in construction, accounting for more than a third of deaths in the industry. If you're involved in construction or any other high-risk industry, you may be familiar with these numbers. But what you might not know is that there's a growing safety movement that focuses on saving the lives of workers through fall prevention education.

Last year marked the first National Safety Stand-Down for fall prevention in construction, a combined effort from OSHA, the National Institute for Occupational Safety and Health, and CPWR – The Center for Construction Research and Training. During the stand-down, employers and workers paused their workday to focus on preventing falls through talks, demonstrations and trainings.

The Stand-Down was a tremendous success, reaching more than 1 million workers and thousands of employers. Almost 5,000 Stand-Downs were reported in all 50 states and internationally. OSHA's Harwood grantees also trained more than 105,000 workers and employers on fall hazards during the event. Small businesses, large corporations, and some of the country's biggest construction companies stopped their work to dedicate time to fall safety. Because falls can happen anywhere and anytime, costing workers and employers their livelihood, participation was not limited to the construction industry. Nearly 15% of Stand-Down certificates were given to non-construction employers. In fact, the largest single participant was the United States Air Force, reaching approximately 650,000 active duty, civilian and reserve service men and women.

NASCAR driver Greg Biffle joined officials from OSHA, the Department of Labor and more than 400 construction workers

to talk about fall safety at a \$400 million renovation project at the Daytona International Speedway.

Due to the success of the 2014 program, this year's Stand-Down has been extended to two weeks. Our goal is to have over 3 million workers participate in over 20,000 stand-downs from May 4 to 15, 2015. As the economy continues to grow and the full construction season begins, we hope the Stand-Down will remind employers and workers that fall prevention is an important part of every workplace safety plan.

"Fatal falls and injuries touch workers in all kinds of jobs across the country; it's a broad problem that has a terrible impact on workers and their families," said Assistant Secretary of Labor for Occupational Safety and Health Dr. David Michaels. "Given the tremendous response we've received, it's clear that this is an important issue to a great number of people across this nation. I know it is to me and all my colleagues here at the Department of Labor, which is why we are so pleased to work towards preventing these tragedies through innovative and collaborative efforts like the Safety Stand-Down."

Employers and workers all over the nation are encouraged to pause in their workday to talk about fall prevention in construction, and dedicate themselves yet again to the safety of this nation's most valuable resource: workers.

To learn how to partner with OSHA during the Stand-Down, get information on how to conduct a successful event, resources for employees and workers, receive a certificate of participation, and the latest news, visit www.osha.gov/StopFallsStandDown.



HOLLAND



KREUTER

PEOPLE ON THE MOVE

Mike Holland has recently been named to the position of Chief Operating Officer (COO) by **The Marek Companies** headquartered in Houston. Holland will oversee the operations for the award winning specialty subcontractor's offices in Houston, Dallas-Ft Worth, San Antonio, Austin and Atlanta.

Satterfield & Pontikes Construction (S&P) has hired **Jason Kreuter** as Human Resources Director. He will manage all corporate human resources activities, including recruiting, talent development and training. He joins S&P after a 12-year stint at Fluor, where he served as Construction Coordinator and HR Specialist. In addition to his diverse experience, he is a certified Professional of Human Resources.



ZAVESKY



HARDY

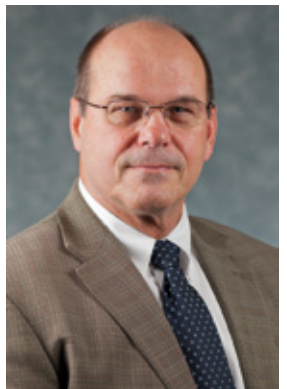
Burton Construction is excited to announce several additions: Executive Director of Interiors **Tom Zavesky**, Assistant Project Manager **Jared Hardy**, Assistant Project Manager **Bryan Tully**, Senior Superintendent **Darrell Brezina**, Superintendent **Robert Crawford**, Superintendent **Erick Bermudez**, and Superintendent **Jay Rutland**.

KBR Building Group continues to expand its Texas team with the additions of **Joseph Greco** (Project Manager), **Joshua Webb** (Safety Manager) and **Javier Salvatore** (Project Engineer).

KBR recently announced the promotion of **Robert Green** to Senior Vice President, Industrial Services. Robert will be leading the E&C Americas Industrial Services business from the corporate home office in Houston. Robert's most recent role with KBR has been Vice President, International Industrial Services Operations. KBR also announced that **Billy Spies** has been appointed Vice President, Operations for Industrial Services. In this role Billy will be supporting all domestic maintenance projects. Billy brings over 30 years of experience across a broad range of maintenance projects.



GRECO



GREEN

Westway Construction Services has hired **Lorenzo Martinez** as Vice President of Operations. He brings more than 25 years of experience in the local construction industry. Westway is the new special projects subsidiary of Satterfield & Pontikes Construction that will handle smaller projects and supplement S&P's self-perform capabilities. Since kicking off operations in November, Westway has been awarded more than a dozen projects.

PROJECT NEWS

E.E. Reed Construction, L.P. recently completed work on Sierra Pines Phase II, a 154,213 square foot, six-story tiltwall "Value Office" building in The Woodlands. This project features first class touches such as a zen garden, dining terrace and air-conditioned pathways to and from the garage. E.E. Reed worked with architect, Powers Brown, on this project which is currently pursuing LEED Silver certification. E.E. Reed Construction also constructed Phase I of this project, which was completed in 2009.

The Klein Independent School District selected **Satterfield & Pontikes Construction** (S&P) to build a new 650,000-square-foot high school on an 83-acre site at Cutten Road and Spring Cypress Road in northwest Houston. Work is underway for the massive school that is scheduled to be completed in May 2017.

E.E. Reed recently began working on Havenwood Office Complex, consisting of a 250,000 square foot, four-story value office building and 279,000 square foot, 4-level, 873-car parking structure in Spring. Designed by Powers Brown Architecture, this project is pursuing LEED Silver certification and is scheduled to be completed in early 2016.



SPIES



MARTINEZ

Trio Electric recently completed a lighting retrofit of nine locations for Star Furniture, converting the retailer's showrooms to LED lighting to increase energy efficiency and light quality. The new energy-efficient LED technology has delivered on Trio's promise of savings and financial return on the cost of the retrofit. Star realized a 100% return on investment within one year of installation of the new LED lamps.

Primoris Energy Services (PES) and sister company James Construction Group (JCG) recently began work on a project in Westlake, Louisiana, for Sasol North America. The \$290 million project will continue through 2016, and representatives of PES and JCG recently attended a business forum in downtown Lake Charles to inform potential subcontractors about the project scope. More than 700 individuals attended the forum to speak about ways their companies could contribute.

COMPANY NEWS

The Infinity Group's Houston Ship Channel Construction and Maintenance Divisions, comprised of Infinity Construction Services, Infinity Maintenance Services, Brazos M & E (Civil), and United Electrical & Instrumentation, celebrated 2014 with 1,199,758 man hours worked and, more importantly, a ZERO OSHA Recordable Incident Rate. This milestone is achieved through the personal commitment each and every day, from all employees, to The Infinity Group's Safety philosophy.

Camarata Masonry Systems, Ltd. was granted the Commercial "A" Contractor accreditation designation which is reserved for the largest commercial natural stone contractors in the United States. MIA Accreditation for natural stone fabricators and commercial contractors recognizes those companies that meet the industry's highest standards for business activities, product knowledge, fabrication and installation. The MIA accredits companies, not individuals.

Scott-Macon Equipment announced today that it had completed construction of its new office complex and parts warehouse at its facility in Houston, Texas. The new 12,400 square foot building was constructed at the front of the company's 10 acre property in Southwest Houston, adjacent to the expanded Service Center it completed in 2008. In addition to the office complex, the facility now offers customers an easy-access Parts Center with a broader array of parts and components in stock.

SPECIAL AWARDS AND RECOGNITION

Kari Ogea, Business Development Manager at STRUCTURAL, a Structural Group Company, was recently awarded the 2015 Professional Woman of the Year award by the National Association of Professional Women. Kari is recognized with this prestigious distinction for leadership in business.

Skanska's Houston Community College project, the San Jacinto Memorial Building Renovation, received a "2015 Good Brick Award". The award was presented by Preservation Houston, an organization who believes that showcasing the year's best historic preservation projects is one of the most effective ways to create a preservation ethic for Houston. The \$35 million project modernized and restored the San Jacinto Memorial Building in midtown.

Holley Thomas, a Certified Welding Inspector for **KBR**, has been named the national Craft Professional of the Year by the Associated Builders and Contractors. Thomas is the second woman ever to receive this coveted award. This achievement, the highest honor bestowed by the ABC, is awarded to a construction craft professional who excels in the field while also demonstrating a commitment to safety and training.

Mobil Steel International, Inc. President and CEO **Leonard A. Bedell** was honored as a Distinguished Alumnus of Texas A&M University-Kingsville. Bedell received his bachelor's degree in business administration with a major in accounting from Texas A&I University. Texas A&I is now Texas A&M University-Kingsville (TAMUK). Bedell was among four alumni of Texas A&M University-Kingsville honored by the TAMUK Javelina Alumni Association.



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