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We have just returned from another outstanding TAUC Leadership Conference, this one out west in Santa Barbara, California. There were many great experiences throughout the week. You can read about many of them beginning on Page 18 of this issue.

Some of the highlights for me:

We were joined by eleven customer reps and three union general presidents, a testimony to the value of our tripartite approach. Both our customer and labor partners engaged in a healthy Customer Caucus session that included great transparency on the issues our industry faces and how we can work together to identify solutions. The presentations by General President O’Sullivan and IMPACT were inspiring and thought provoking.

We introduced our first Legacy Partner, DrWALT, whose leadership engagement was better than I could have imagined (see article on Page 10). As we learned, our partnership with DrWALT is about more than tools – it is centered on innovation, technology, being thought leaders, and using tools as the vehicle to accomplish that vision.

We celebrated the great accomplishments of many in our industry. Bill Ligetti was honored with our prestigious Spirit of Union Construction Award for his dedicated career in service to our industry. Over 50 contractors were recognized for safety excellence at the 2017 Thomas J. Reynolds Safety Award luncheon. To cap off the conference, Kevin Knowlton was named the 2017 TAUC James J. Willis Craftperson of the Year. His commitment to the safety of our craft, to the quality of our work, and his humility were inspiring.

We were exhorted by many presenters to tackle our challenges head on and see them as opportunities. To embrace technology as an opportunity to create new jobs. To seek new connections as an opportunity to grow in new markets. To reframe the energy debate as an opportunity to advance humanity. To view crisis as an opportunity to lead and engage people.

Over the years we have been treated to great keynote speakers. This year was no different. Daniel Linskey, former Superintendent-in-Chief of the Boston Police Department, gave an emotional, passionate description of his and his team’s leadership during the Boston Marathon bombings and the subsequent hunt for the terrorists. Not too many of us had a dry eye. Although our challenges pale in comparison to the crisis Mr. Linskey and his team faced, there are lessons we can learn from their leadership to help us lead our teams through this volatile, uncertain, complex, and ambiguous (“VUCA”) environment we work in. One such lesson is his advice to breathe deep, center yourself, find the calm... and then act – provide five specific actions your team can take. In that spirit, I offer five actions for us all to compete and win in this VUCA environment:

“The best way to predict your future is to create it.”

— Abraham Lincoln

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“Develop your elevator speech for WHY your business and our industry benefits craftsmen and women, is an example of good stewardship, and advances human flourishing.”

by JAKE LOCKLEAR

TAUC PRESIDENT
PRESIDENT AND CEO, APM + APCOM

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Five Actions from Santa Barbara

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1. Attend two additional TAUC events this year, and bring someone with you.

   a. Attend our Summer Summit in Pittsburgh, August 23-24, and invite a fellow construction contractor to join the effort. We need more members and more engagement if we want to be the voice of union construction.

   b. Attend our State of the Union Construction conference this December, and invite a customer and labor partner to join you in DC on the Hill. We see “eye-to-eye” on a majority of our legislative issues – we need to collectively address those issues “arm-in-arm” with our customers and our labor partners.

2. Calendar 10 minutes per day to read about something new – a new technology, a new market. Look for emerging trends outside our industry, and identify possible connections within and without our industry. Remove the dark fears of the unknown (What will tomorrow look like?). Rather, “turn on the lights” and find or shape our tomorrow. (For starters, visit the Future Today Institute website, https://futuretodayinstitute.com/, developed by one of our guest speakers, Amy Webb.)

3. Identify a specific opportunity to collaborate with our many partners on a new technology or new market. For example, identify a 21st century skillset our customers need and our labor can train so that our craft have work opportunities tomorrow. Then engage DrWALT on development of an innovative tool that will allow our craft to execute the skill safely, with quality, and efficiently. Embrace the spirit of the tripartite beyond the legislative agenda.

4. Develop your elevator speech for WHY your business and our industry benefits craftsmen and women, is an example of good stewardship, and advances human flourishing. We have a value story that is compelling if we reframe the debate. Let’s stop playing on our opponents’ field, and engage them on our turf. (For help with this, visit the Center for Industrial Progress website http://industrialprogress.com/, developed by another of our guest speakers, Alex Epstein.)

5. Calendar time each week to recognize one of your team members for their excellent service to our industry. What better way to engage your teams in the effort than to celebrate their success. You may provide the spark needed to light the flame of the next Bill Ligetti or Kevin Knowlton.

   Finally, in the spirit of that last action, I want to recognize our best-in-class TAUC staff, who performed another outstanding job in again, delivering a world-class experience for our customers, our labor partners, our guests, and our members. None of this is possible without their excellence. Thank you Steve Lindauer and the TAUC staff.

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Apprenticeship in the Spotlight
by STEVE LINDAUER, TAUC CEO

If you’ve been involved in union construction and maintenance for any length of time, you understand the importance of apprenticeship programs. They are the engine that keeps our industry running over the long term, transferring knowledge and skills from one generation to the next. The building trades and contractors collectively spend well over a billion dollars each year on more than 1,600 training centers across the country.

The advantages of apprenticeship programs are obvious. Not only is the training free, but young people are also able to “earn as they learn” and take home a weekly paycheck while mastering the basics of their chosen profession. Once they’ve finished their training, they enter the workforce debt-free and ready to command a significant starting salary with fringe benefits that are the envy of many graduates with a traditional four-year college degree. Oh, and by the way: if an apprentice wants to continue their education at a college or university, many programs allow them to earn college credit during their training and apply it to an associate’s or bachelor’s degree down the line.

As I said, for most of us in the industry, this is old news. For years we’ve been touting our high-quality training and urging millennials to give the building trades a second look. Recently TAUC put together a comprehensive website, We Build and Maintain the USA (www.webuildusa.org), to help high-school graduates find the craft that matches their skills and interests.

But over the last few months, it seems the rest of the world has finally started catching on to the value of apprenticeships. You can’t open a newspaper or click on a news website these days without seeing an article about the importance of apprenticeship training programs. Both President Trump and Secretary of Labor Alex Acosta have publicly praised the building trades and union contractors for setting the gold standard when it comes to apprenticeship training. The secret is out, and there’s no going back.

It doesn’t take a detective to figure out the reason. For one thing, the hard truth about the current skilled labor shortage is finally hitting home. In many areas of the country, there are plenty of available high-paying jobs (especially in manufacturing), but not enough skilled workers to fill them. This Catch-22 threatens to inhibit economic growth at a time when we need it most. And if President Trump’s long-promised trillion-dollar infrastructure program is passed by Congress, a big problem will only get bigger. Once those massive projects start to come online, the demand for experienced craft workers will skyrocket.

In response to this dilemma, President Trump in mid-June issued an executive order that will allow third parties (like companies and trade associations) to create their own apprenticeship guidelines. Though these would still have to be approved by the Department of Labor (DOL), the idea is to lessen the amount of bureaucratic red tape needed to get new training programs up and running. The order also calls on DOL to double the amount of money available for apprenticeship grants to almost $200 million per year.

Cloud or Silver Lining?

What does all of this mean for union construction and maintenance? First off, it’s always great to hear the President and senior Administration officials praise our efforts. And anything that helps shine the light on the building trades apprenticeship system should be applauded. But the fact is, these new pro-apprenticeship initiatives
may wind up making it more difficult for us to recruit the next generation of craft workers.

The building trades and contractors have always taken pride in the fact that our training efforts are 100% privately funded. We don’t ask for any help from the federal government, and despite the increase in available apprenticeship grants, I don’t expect that to change. Potentially, that means the millions in extra grant money will make it easier and more cost-effective for our non-union competition to create better and more competitive training programs. Think it’s hard to find qualified young people now? Just wait.

In light of these new developments, we have no choice but to reexamine our strategy when it comes to apprenticeship programs. Here are a couple of strategies I think our industry should consider:

**Focus on what makes us unique.** Thanks to the increase in federal grants, I expect we’ll hear a lot of talk about the “apprenticeship renaissance” over the coming months and years. As union contractors, we have every right to remind the public that not all apprenticeship programs are created equal. Our privately funded centers are the best because of the one-of-a-kind partnership that exists between labor and management. The tripartite model isn’t a cookie-cutter formula; it has taken decades of hard work to mold and shape it into a tool for innovation and growth. You won’t find it anywhere else. Our training programs are inextricably linked to that tripartite spirit. Others can’t simply point to our success and say, “Great, now let’s do the same thing with some help from the government.” It doesn’t work that way. There are no shortcuts. You can’t reap the rewards without putting in the work.

**Push for change and innovation.** Despite our many successes and all of the accolades we have received, we have to realize that our system isn’t perfect. We’re good, but we can always get better. In order to meet increased and perhaps government-funded competition head on, we can’t afford to sit back and grow complacent. Here are a few questions to ask:

- How can we make our apprenticeship training more effective and efficient? Are there better delivery systems — e.g., are we utilizing online training where practical to complement in-person, “live” education? Have we fallen into the trap of “This was the way I was taught, so this is the way we’re going to teach everyone else”?

- How can we speed up training without sacrificing quality? Do our training methods recognize and integrate the new ways in which millennials communicate and absorb information (e.g., smartphones, tablets and social media)?

The new focus on apprenticeship by government and the media should be applauded. It’s a great opportunity for our industry to shine – and let’s face it, those chances have been few and far between over the past several years. So let’s take advantage of it. Let’s welcome the attention with open arms, point out why we’re great at what we do, ride the wave…and work like hell to get even better.

Steve Lindauer is the CEO of The Association of Union Constructors and also serves as Impartial Secretary and CEO of the National Maintenance Agreements Policy Committee, Inc. (NMAPC).

The Carpenters International Training Center is a campus on over 27 acres with more than 1 million sq. feet of space under roof. At this facility the UBC provides hands-on skills training, train the trainer programs and innovative leadership development for more than 15,000 participants a year.

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Douglas J. McCarron
General President

For more information please visit www.carpenters.org/ITC
TAUC Mid-Year Policy Update: Infrastructure Takes Center Stage

By TODD MUSTARD, TAUC SENIOR DIRECTOR OF MEMBERSHIP SERVICES AND GOVERNMENT AFFAIRS

The first half of 2017 was an extremely busy time for TAUC as we pushed for a variety of contractor-friendly legislation and regulations on Capitol Hill. “Infrastructure” has become the hot new D.C. buzzword, as the Trump Administration lays the groundwork for a new funding program to rebuild the nation’s critical transportation and energy resources. However, TAUC has been hard at work on a host of other issues as well, including pension reform and the battle over prevailing wage legislation.

In addition, our Government Affairs Committee continues to meet regularly to track a variety of initiatives, and over the past year we have engaged the owner/client community to see how we can collaborate with them on issues of mutual concern.

Strength in Numbers

In early May, TAUC participated in the Construction Employers of America (CEA) National Legislative Conference in Washington, DC. This conference is held annually and brings signatory contractors from across the country to network with Washington policy experts and engage in face-to-face meetings with members of Congress and/or their staffs.

The CEA is a joint initiative coordinating action on labor, workforce, and construction issues. It was created several years ago to promote our sector of the construction industry, and to act as a counter to non-union contractor associations that push for things that are not in the best interest of our industry. Other leading construction specialty trade associations are also members of the CEA and they include: FCA International; International Council of Employers of Bricklayers & Allied Craftworkers; the Mechanical Contractors Association of America (MCAA); the Signatory Wall and Ceiling Contractors Association; and the Sheet Metal and Air Conditioning Contractors’ National Association (SMACNA). You can learn more about the CEA on our website www.constructionemployersofamerica.com.

This year’s legislative conference focused on a host of issues impacting the signatory contractor community, including:

Multiemployer Composite Plans – In Capitol Hill meetings, CEA members pushed for support of a new plan design for multiemployer pension plans - specifically, a composite model that is distinct from both the traditional defined benefit model and the defined contribution model. The CEA’s proposal would allow plans to voluntarily adopt a more flexible plan structure going forward that would reduce risks for contributing employers but still provide a safe and comfortable lifetime retirement for workers.

National Infrastructure Investment – CEA supports efforts to enact increased investment for the nation’s infrastructure to levels that will ensure public buildings, water systems, airports, transit and surface transportation networks meet the demands of the 21st Century. CEA also supports President Trump’s call for a $1 trillion investment...
package, and argues that it should include direct federal investments along with opportunities to leverage additional public and private funds.

**Prevailing Wage** – In order to protect local workers and local economies, CEA asked members of Congress to support locally prevailing wages on federal government and government assisted projects and oppose any efforts to repeal/weaken Davis-Bacon. CEA explained that prevailing wages simply reflect wage and benefit standards of local contractors, their workers and the economies of local communities completing federal and federally assisted projects. Davis-Bacon is not the union scale wage-benefit package; it is a locally prevailing wage in an area.

**Project Labor Agreements** – CEA asked Congress to allow the federal agencies the option of considering and utilizing public sector PLA’s where deemed in the best economic interest of the project owner (the government) on behalf of the taxpayer. Economics, not ideology, should drive PLA decisions. PLAs are used frequently in the private sector because of the efficiencies they create. Federal government PLAs are open to union/nonunion contractors alike.

**Misclassification/Payroll Fraud** – In one-on-one meetings with Capitol Hill staffers, CEA stressed the need to reform the “common industry practice” safe harbor in Section 530 of the IRS Code which currently ties the hands of the IRS. Reform of the law would generate $7 - $10 Billion in revenue over 10 years by increasing tax compliance. CEA reminded Congress that misclassification is an epidemic in the construction industry and is blatantly used as a cost-cutting tool to the detriment of competing lawful contractors. Employers who misclassify avoid paying income tax withholding; Social Security and Medicare taxes; federal and state unemployment insurance taxes; workers’ compensation premiums; and overtime. Increasing taxpayer compliance would generate substantial revenue to the federal government to help reduce the tax gap.

**Talking Trillion: Infrastructure Push Begins**

On May 17th, just a few days after the CEA Legislative Conference, TAUC participated in another CEA event: a special press conference with both labor and management to urge Congress and the Trump Administration to quickly enact the long-awaited trillion-dollar infrastructure bill and begin restoring America’s critical transportation and energy resources.

Todd Doenitz, Director of Trade Labor with Barton Malow Company, one of the country’s leading multi-trade union contractors and a TAUC Governing Member, spoke on behalf of the CEA during Infrastructure Week

*Continued on Page 34*
TAUC Announces Creation of Legacy Partner Program

ANTA BARBARA, CA - The Association of Union Constructors (TAUC) announced the creation of a new Legacy Partner Program at its annual Leadership Conference in Santa Barbara, California.

TAUC is constantly looking for new ways to meet the continually evolving needs of our members. We see ourselves as connectors, working to bring together the right people at the right time. The Legacy Partner Program matches the foremost manufacturers and service providers in the industry with TAUC’s dynamic network of decision makers from the contractor, owner and union labor communities. Reliable partners are an integral part of our collective success, and this program is designed to showcase the products and services that keep America’s $50 Billion industrial construction and maintenance industries moving forward.

With those goals in mind, TAUC is honored to welcome our first Legacy Partner, DeWALT — the world’s leading provider of industrial corded and cordless power tools, power tool accessories, storage and hand tools. With seven manufacturing locations in the USA, DeWALT remains committed to domestic manufacturing and produced over 90 million individual units of Power Tools, Hand Tools, and Accessories in the United States with global materials in 2016 alone.

TAUC is partnering with DeWALT to enhance our existing offerings such as meetings, events, education and training, and giving our contractors an opportunity to let DeWALT better understand the unique needs of the industrial sector of the construction industry. We were pleased to have DeWALT at the Leadership Conference where they were able to interact with our attendees and offer a sneak peek at upcoming tools and technologies.

Our partnership with DeWALT is a mutually beneficial arrangement, with a great deal of value to TAUC’s community of contractors, clients and crafts.

DeWALT Display at TAUC Leadership Conference

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New Board Members Elected

TAUC GOVERNING MEMBERS on May 10 elected three new members to the Board of Directors at the 2017 TAUC Leadership Conference in Santa Barbara, California.

Joining TAUC’s Board of Directors are David Brenner of The Segal Company; Jesse Diedrich of Cherne Contracting Corporation; and Greg Trueman of Alberici Constructors.

TAUC also honored outgoing board members Dan Kilgore (Graycor Industrial Constructors), Steve Gorman (Sachs Electric) and Kevin Hilton (IMPACT) with special plaques commemorating their tenures.

TAUC congratulates our new board members, and thanks them for accepting the opportunity to serve our association for the advancement of our industry.

TAUC Meets with Iron Workers Executive Council

TAUC LEADERS IN April accepted an invitation to meet with the Iron Workers General Executive Council in Naples, Florida to discuss future work opportunities and ways to enhance labor-management cooperation.

TAUC President Jake Locklear of APM, TAUC Secretary Bill Treharne of Midwest Steel, Inc., Bill Brown of Ben Hur Construction Company and TAUC CEO Steve Lindauer represented the association at the meeting. They heard from Michael Scott, Executive Director of the National Coordinating Committee for Multiemployer Plans (NCCMP), as he outlined the prospects and potential strategies for multiemployer pension reform in the current session of Congress.

Locklear and Lindauer spoke to the council about the need for “transformative change” in the industry - specifically, becoming more nimble and flexible in order to meet existing and new customers’ demands, as well as the importance of providing predictable, reliable, repeatable and sustainable outcomes for clients.

TAUC’s strategic planning action items outlined to the Council included:

- Work more collaboratively with other national union contractor associations on legislative, regulatory, and business initiatives
- Formalize open lines of communication between TAUC and the NMAPC, to enhance the NMA’s usage in low density union markets
- Better communicate, market and promote our value to the customer community

Lindauer also updated the group on the activities and work hours performed under the NMAPC Program for 2016.

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Continued on Page 14
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NACBE Announces Leadership Changes

The National Association of Construction Boilermaker Employers (NACBE) recently announced two major leadership changes.

Following the recent resignation of NACBE President Greg Purdon of Enerfab, NACBE Vice President Robert (Bob) Gabrysiak of Hayes Mechanical has assumed the top role, “Greg has been a guiding light in NACBE’s joint efforts with the International Brotherhood of Boilermakers during these challenging times as our industry finds its way toward succeeding in a ‘new marketplace,’” said NACBE Executive Director John Erickson in a statement. “Greg will be missed.”

Erickson went on to announce that he was also stepping down, having informed the NACBE Board three years ago of his intention to retire. “Effective July 1, 2017 Ron Traxler (CBI Services), current Board member and Secretary/Treasurer of NACBE, will become NACBE’s Executive Director as well as Common Arc’s Executive Administrator,” Erickson said. “I will continue to assist Ron during the transition period leading up to my retirement...Whether it be chairing employer negotiating committees, serving on Boilermaker trust funds as both a trustee and as chairman, or just there for all when questions arose that he could help with Ron has always been a steady influence on our efforts. I believe that the NACBE Board has made an excellent decision that will benefit the industry going forward.”

NACBE Board member Mike Bray (Shelby Mechanical) will replace Traxler as Secretary/Treasurer on July 1.

NMA I.Q., eLearning Resource Center

For 45 years, the National Maintenance Agreements (NMA) has been the PLA of choice for the union construction and maintenance industry. Now we’ve made it even easier to understand how the NMA works with NMA I.Q., a comprehensive eLearning system for contractors, clients and crafts. Whether you’re new to the NMA or a veteran, try it today – it’s free!
A name you can trust.

As a long-time industry innovator, Kiewit has extensive experience in the gas- and coal-fired generation, coal retrofit, power delivery, renewable energy and nuclear markets.

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Ensuring Success Means Forecasting the Future
by JACOB SNYDER

RECENTLY, TAUC HELD its annual Leadership Conference. One of the keynote speakers was Amy Webb, who specializes in helping companies and organizations anticipate new technology trends. She spoke about the importance of forecasting the future to ensure we are able to adapt to changes in the marketplace before it’s too late. As she was speaking, I got to thinking about how slow the construction industry has been to adapt to change over the years — in particular the union construction sector.

If this trend holds true, I think we all have cause for concern, because technology and work methods are changing at an exponentially greater pace than ever before. In order to survive, we need to be nimble, and dedicate the necessary energy and resources to predict and adapt to future changes now. But will we do it?

It’s one thing to recognize that a change is coming. I think many people see increases in the use of automation and robotics, shifts in transportation methodology, and the fuels used for energy. The hard part isn’t recognizing the change but rather finding a way to adapt and capitalize on that change.

Not long after the Leadership Conference, I watched the inspiring movie Hidden Figures. The movie tells the story of a group of African-American women who worked at NASA in the 1960’s. Within the agency, they were referred to as “Computers” — they ran calculations and computed numbers for the space program. During the course of the film, which spanned several years, NASA got its first IBM computer. One of the women saw the machine and instantly recognized its revolutionary potential; she knew it represented the future. She took it upon herself to learn all about it and even trained her coworkers to operate it. When the time came to actually use the machine, they were the only ones who knew how. By recognizing an impending shift in technology and identifying a future trend, this woman and her coworkers not only kept their jobs, but also helped NASA enter a new age of space exploration.

I believe our industry can take a few cues from Hidden Figures. To succeed in identifying and adapting to change in a positive manner, we need to do the following:

1. Unions and contractors must collaborate more than ever — that means sharing ideas and information that will allow us to identify trends more quickly and take action. One way to do this is to continue efforts through organizations such as TAUC.

2. Contractors must be willing to share information on technology and processes with their union partners. This will require an advanced level of trust, but it’s necessary.

3. Training infrastructure is a competitive advantage we have over our competition. We must make training courses and curricula more nimble. This may include implementing different delivery platforms or using different types of instructors to allow for constant changes and updates. Also, we must find ways to enhance the skills of our journeymen, not just our apprentices.

4. Unions must share the need to embrace change with their rank-and-file members. Sometimes technology is viewed as a job killer. However, if we can embrace change we can make it a positive. Some jobs are lost, but others are created — and those new positions require more technical expertise. With the right training infrastructure in place, we have a chance to make our people more employable.

5. Contractors and unions must think about recruiting a different group of apprentices. It has been customary to recruit kids in vocational schools and those who have few skills or don’t want to go to college. We need to think about who we market to, as the future will likely need less people with basic skills who are willing to do manual labor and more people who are interested in technology. Whether it’s operating remote controlled demolition equipment, operating an automatic welder, or reprogramming robotics equipment, attracting people interested in the more technical aspects of construction will give union contractors and union members an edge on the competition.

Continued on Page 34
Congratulations
Kevin Knowlton!

2017 TAUC Craftperson of the Year

Proud to have you in the Enerfab family!

Kevin Knowlton
General Foreman
Millwrights Pile Drivers
Local Union 1090
AEP, Moundsville, WV

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ANTA BARBARA, CA – Kevin Knowlton has been named the 2017 TAUC James J. Willis Craftperson of the Year.

The award, which recognizes outstanding labor-management cooperation and quality craftsmanship in the union construction and maintenance industries, was presented at a special ceremony on May 11 at TAUC’s annual Leadership Conference at the Four Seasons Biltmore Resort in Santa Barbara, California.

Kevin is a General Foreman and member of Millwrights Pile Drivers Local Union 1090, which represents parts of Ohio, West Virginia and Kentucky. He was nominated by Enerfab Power & Industrial for his outstanding plant maintenance and outage work at the AEP Mitchell Plant in Moundsville, West Virginia. His exceptional knowledge of the equipment, coupled with his work ethic and leadership skills, have helped AEP minimize service time, enhance efficiency and reduce operating costs.

“Every project we have had on this site with Kevin has come in not only on, but ahead of schedule,” Enerfab said. “These projects also hit target budgets. Kevin is one of the best planners and leaders we have seen come from the craft ranks and his attention to detail and keeping records make for great projects and happy customers.”

“The main reason that people like working for Kevin is Kevin loves what he does,” added Jacob Snyder, Enerfab’s Director of Safety and Labor Relations. “He’s a third generation millwright, he really takes his craft seriously, he cares about the people who work for him, and it’s just a joy to be around him.”

Snyder added, “We have worked over a million man hours here at Mitchell without a recordable injury, which is a first for our company, and Kevin is a big part of that.”

“On a daily basis, he never knows where he might be when he comes in in the morning,” said Russell Gwin, Maintenance Superintendent for Mitchell Power Plant. “We have a lot of equipment here, and the types of problems
we have are pretty dynamic. He’ll come in with one work plan in mind in the morning, and he can quickly adjust and adapt to meet the needs in other areas.”

“His pride in his union comes out with [his] two hands and the work that he performs,” added Don Crane, President of Millwright Local 1090. “He absolutely is a tribute to the craft, to the local union and to the legacy he wants to leave for the next generation.”

“My granddad was a millwright, my dad, and me – we’ve all been successful,” Kevin told TAUC. “It’s about helping people. That’s what I’ve gathered out of this.”

In addition to the Craftperson of the Year statue, Kevin was also awarded a selection of tools from TAUC Legacy Partner DeWALT.

About the Award

The James J. Willis Craftperson of the Year Award honors outstanding labor-management cooperation and quality craftsmanship in the union construction and maintenance industries. It is given to building trades members who have a gift for recognizing the vision of a project and can bring that vision to fruition in a professional manner. Apprentices, journeymen, foremen and general foremen from all crafts are eligible for nomination. The recognition program was originally created in 1989 as the Craftsman of the Year Award.

TAUC changed the name in 2008 to memorialize James J. Willis, Sr. He was a dear friend and supporter of TAUC and an authentic leader within the union construction industry for more than five decades.

Projects must be completed in the calendar year of the award. Nominations are forwarded to our judge’s panel to be evaluated and ranked in each category. This year, the members of the James J. Willis Award Task Force were: Joe Lasky, Scheck Industries; Chuck Binkowski, Barton Malow; and Scott Fisher, AGC of Michigan.

The James J. Willis Craftperson of the Year Award recognizes five categories of achievement:

- Safety and Health
- Schedule and Budget Productivity
- Cost Savings
- Innovation
- Outstanding Craftsmanship

CHOOSING THE CRAFTPERSON OF THE YEAR is a tough job, because we receive so many incredible nominations from our contractors. TAUC would like to honor this year’s runners-up for the prestigious award. We salute their hard work and dedication to safety, and wish to thank the nominating contractors, their labor partners and the owner-clients for assisting in the nomination process.

First Runner Up: Jason Lloyd

Jason, a General Foreman with Iron Workers Local #3, was recognized for his work on the rebuild of the 1st Unit Coal Unloader at United States Steel Corporation Mon Valley Works, in Clairton, PA. From day one, Jason’s planning introduced significant cost savings, which helped keep the rebuild under budget and ahead of schedule. Under Jason’s vigilant watch, his crew navigated an extremely complex and hazardous worksite with zero lost time or recordable injuries, and no first aid cases - maintaining Jason’s claim to three years with zero-injuries under his direct supervision.

Honorable Mention: Jared Thorner

Jared, a General Foreman with Iron Workers Local #25, was nominated for his work on the Detroit Events Center project in Detroit, Michigan. Jared’s extraordinary leadership was vital to the construction of the future home of the Detroit Red Wings and the Detroit Pistons. Thanks to his rigorous work ethic, three massive contracts for the structural steel and precast of the stadium and parking deck were delivered under budget and ahead of schedule.
Safety Award Winners Honored at Leadership Conference

TAUC on May 10 announced the winners of the annual Thomas J. Reynolds Awards for Excellence in Construction Safety and Health during a special ceremony at the 2017 TAUC Leadership Conference at the Four Seasons Biltmore Resort in Santa Barbara, California.

The awards were created in 1983 by TAUC’s predecessor organization, the National Erectors Association (NEA), to recognize and commend the exceptional efforts made by members to prevent the occurrence of serious injury - or worse - on the jobsite.

Winners are recognized for achieving a zero DART (Days Away, Restricted or Transferred) rate in one of four categories. Participants who achieved a DART rate of 25% or more below the national average in 2016 received a Certificate of Achievement to acknowledge their accomplishments.

This year, 102 contractors received Thomas J. Reynolds Safety Awards. These winners amassed more than 119 million work hours with 188 DART Cases in 2016. The average DART Rate of these TAUC members was an astounding .314 for 2016, well under the BLS National Average of 2.0.

A complete list of winners and certificate recipients can be found on the following page.

TAUC would like to thank the generous sponsors of this year’s awards luncheon:

• NMAPC
• Bruce & Merrilees Electric Company
• CR Meyer and Sons
• Environmental, Health and Safety Solutions
• J.J. White
• Dearborn Midwest Company
• NAES; and
• Alberici Constructors

Who Was Thomas J. Reynolds?

The Thomas J. Reynolds Safety Award was named in honor of a long-serving member of TAUC’s predecessor organization, the National Erectors Association (NEA). A U.S. Navy veteran, Thomas J. Reynolds spent more than forty years in the construction industry, starting out as a union ironworker, boilermaker and millwright. From 1955 to 1976 he held a variety of high-level safety positions at Bethlehem Steel, culminating in his appointment as Supervisor of Plant Protection and Safety at the company’s Burns Harbor, Indiana facility. He went on to serve as Corporate Manager of Safety for Morrison Construction Company for many years.

In 1980, Mr. Reynolds assisted in writing proposed construction safety standards for OSHA. In 1986, he was invited by Labor Secretary William Brock to join OSHA’s Advisory Committee on Construction Safety and Health, becoming the first NEA member to participate on this prestigious panel. The appointment was a fitting capstone to a career dedicated to advancing worker safety. Over the past three decades, the Thomas J. Reynolds Safety Awards program has become a widely recognized standard of excellence in the union construction industry. TAUC is proud to continue Mr. Reynolds’ legacy.
Recognizing Excellence in Construction Safety and Health

Thomas J. Reynolds Awards

CATEGORY ONE
Over 1 Million Hours Worked Without a DART Case
- Brand Energy Services, LLC
- Graycor Industrial Constructors Inc.
- Harder Mechanical Contractors, Inc.
- Performance Mechanical, Inc.
- RMF Nooter, Inc.
- Solid Platforms, Inc.
- Walbridge Aldinger Company

CATEGORY TWO
500,000 - 1 Million Hours Worked Without a DART Case
- Advanced Industrial Services, LLC
- API Construction Co.
- Chapman Corporation
- Corval Constructors, Inc.
- Day & Zimmermann NPS, Inc.
- EMCOR Hyre Electric Co. of Indiana, Inc.
- Fluor Constructors International, Inc.
- Gallagher-Kaiser Corporation
- Ideal Contracting, LLC
- NAES Power Contractors
- Superior Electric Great Lakes Company
- The State Group Industrial (USA) Limited

CATEGORY THREE
100,000 - 499,999 Hours Worked Without a DART Case
- Abel Construction Company, Inc.
- Alberici Global Automotive Constructors, LLC
- Chellino Crane
- Construction & Turnaround Services, LLC
- Dearborn Mid-West Company
- Genesys Industrial Corporation
- Hardman Construction Inc.
- Helmkamp Construction Company
- ISG dba Universal Blastco Compositech

CATEGORY FOUR
Less than 99,999 Hours Worked Without a DART Case
- Chemsteel Construction Company
- GVV Environmental, Inc.
- MarChuk Construction Company, Inc.
- New States Contracting, LLC
- Scheck Technical Services, Inc.
- Smart Energy Insulation - Michigan Mechanical
- StructSure Environmental, LLC

Certificate of Achievement Winners
- Advanced Specialty Contractors, LLC
- AECOM
- Alberici Constructors
- AMS Mechanical Systems, Inc.
- APComPower, Inc.
- Atlantic Contracting & Specialties, LLC
- Atlantic Plant Maintenance
- Atlas Industrial Constructors, LLC
- Avalotis Corporation
- AZCO INC.
- Babcock & Wilcox Construction Co. LLC
- Beltline Electric Co., Inc.
- Ben Hur Construction Company
- BMWC Constructors, Inc.
- Broadway Electric Service Corporation
- Bruce & Merrilees Electric Company
- C.R. Meyer and Sons Company
- Central Rent-A-Crane, Inc.
- Commercial Contracting Corporation
- Cornerstone Services Group, LLC
- Enerfab Power & Industrial, Inc.
- Enerfab Process Solutions and Fabricated Products
- Foley Company
- GEM Inc.
- George V. Hamilton, Inc.
- Gribbins Insulation Company
- Henderson Services, LLC
- Independence Excavating, Inc.
- Industrial Contractors Skanska
- J.J. White, Inc.
- Kiewit Power Constructors Co.
- M & O Insulation Company
- Matrix North American Construction Inc.
- MC Industrial
- McCarl’s Inc.
- McGraw/Kokosing, Inc.
- MCT Services, LLC
- Midwest Steel, Inc.
- Minnotte Contracting
- Nooter Construction Company
- Performance Contracting, Inc.
- Pioneer Pipe, Inc.
- piping & Equipment Company
- Ryan & Associates, Inc.
- Sargent Electric Company
- Scheck Mechanical Corporation
- Stevens Engineers & Constructors, Inc.
- Superior Construction Company, Inc.
- The Jamar Company
- Thermal Solutions, Inc.
- Triangle Enterprises, Inc.
- Universal Piping Industries, LLC
Bill Ligetti Honored with TAUC Spirit of Union Construction Award

SANTA BARBARA, CA - The Association of Union Constructors (TAUC) honored industry veteran Bill Ligetti with its prestigious Spirit of Union Construction Award, reserved for individuals who have dedicated their entire careers to the advancement of the industry.

The TAUC Spirit of Union Construction Award was created in 2007 to recognize individuals who have made a significant impact on the union construction industry throughout their illustrious careers. It recognizes and celebrates a lifetime of achievements.

But it’s about more than just their career and the titles they’ve held. It’s about the positive impact they’ve had on the people around them. The Spirit of Union Construction Award recognizes someone who has inspired others to do better, to achieve more than they thought possible; someone who has reached out and helped colleagues during times of trouble, and never asked for anything in return; someone whose passion for the industry was evident in everything they did.

Bill, who has been involved in union construction since 1968, is the Executive Director of the Ironworker Employers Association of Western Pennsylvania. Before taking the reins at IWEA, he worked for many of the companies that helped build our industry, including American Bridge and H.H. Robertson. He has also been a longtime dedicated member of TAUC and, before that, the NEA. He not only helped create the TAUC LEO Committee in the late 1990s, but he served as chairman twice.

When you talk to Bill, one thing that comes across is his passion for the industry, and how much he cares about the contractors he represents. He is a walking, talking encyclopedia of union construction in Pittsburgh and surrounding areas. Over the years he has helped countless other LEOs by sharing his advice and experience.

A lot of people work hard to keep our industry running. But a few – a very few – go above and beyond. Bill is one of those few. TAUC congratulates him on receiving this honor.
Thank You to Our Conference Sponsors
Top NMA Contractors & Owners

The National Maintenance Agreements Policy Committee, Inc. (NMAPC) is proud to showcase the top signatory contractors and owners that utilized the NMA in 2016.

Below and on the facing page are the top 50 signatory contractors that performed the most construction and maintenance work hours under the NMA last year (TAUC governing members are denoted by an asterisk next to their name). Work hours data for 2016 is based on data received through June 15, 2017.

Together, these 50 contractors performed over 31 million work hours under the NMA program in 2016. If your company is signatory to the NMA and is not on this list, but you did a significant number of work hours under the program, it may be due to the fact that you are not adequately reporting your work hours on NMAPC.org. For assistance in reporting work hours, please contact the NMAPC office at (703) 841-9707 ext. 118.

On Pages 26 and 27 you will find a listing of the top owners that utilized the NMA, as well as breakdowns of NMA work hours by craft, industry and state.

Top 50 NMA Signatory Contractors
RANKED BY 2016 WORK HOURS

<table>
<thead>
<tr>
<th>Ranking</th>
<th>Change</th>
<th>Contractor</th>
<th>Website</th>
<th>City &amp; State</th>
<th>Work Hours</th>
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<tr>
<td>1</td>
<td>+14</td>
<td>Enerfab Power &amp; Industrial, Inc.*</td>
<td><a href="http://www.enerfab.com">www.enerfab.com</a></td>
<td>Cincinnati, OH</td>
<td>2,421,322</td>
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<td>2</td>
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<td>RMF Nooter, Inc.</td>
<td><a href="http://www.rmfnooter.com">www.rmfnooter.com</a></td>
<td>Toledo, OH</td>
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<tr>
<td>3</td>
<td>+23</td>
<td>Brand Energy Services, LLC</td>
<td><a href="http://www.beis.com">www.beis.com</a></td>
<td>East Hazel Crest, IL</td>
<td>1,607,093</td>
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<td>4</td>
<td>+7</td>
<td>AZCO Inc.*</td>
<td><a href="http://www.azco-inc.com">www.azco-inc.com</a></td>
<td>Appleton, WI</td>
<td>1,481,789</td>
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<td>5</td>
<td></td>
<td>Industrial Contractors Skanska*</td>
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<td>Evansville, IN</td>
<td>1,457,371</td>
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<td>6</td>
<td>+12</td>
<td>Nooter Construction Co.*</td>
<td><a href="http://www.nooterconstruction.com">www.nooterconstruction.com</a></td>
<td>St. Louis, MO</td>
<td>1,306,500</td>
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<td>+7</td>
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<td>Oakbrook Terrace, IL</td>
<td>1,305,157</td>
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<td>Indianapolis, IN</td>
<td>1,224,580</td>
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<td>-4</td>
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<td>Portage, IN</td>
<td>1,018,916</td>
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<td>GEM Industrial Inc.*</td>
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<td>Walbridge, OH</td>
<td>964,005</td>
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<td>Barton Malow Company*</td>
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<td>Southfield, MI</td>
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<td>Joliet, IL</td>
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<td>Day &amp; Zimmermann NPS, Inc.*</td>
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<td>Lancaster, PA</td>
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<td>Eden Prairie, MN</td>
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<td>+47</td>
<td>Van Ert Electric</td>
<td><a href="http://www.vanert.com">www.vanert.com</a></td>
<td>Wausau, WI</td>
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<td>Pittsburgh, PA</td>
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<td>Washington, PA</td>
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<td>Bowen Engineering Corp.</td>
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<td>Indianapolis, IN</td>
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<td>-18</td>
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<td>Washington, PA</td>
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<td>+37</td>
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<td><a href="http://www.cbi.com">www.cbi.com</a></td>
<td>Plainfield, IL</td>
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<td>+25</td>
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<td><a href="http://www.segclc.com">www.segclc.com</a></td>
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<td>26</td>
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<td>-9</td>
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<td>McCook, IL</td>
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<td>36</td>
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<td><a href="http://www.idealcontracting.com">www.idealcontracting.com</a></td>
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<td>Atlantic Plant Maintenance*</td>
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<td>43</td>
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<td>Construction &amp; Turnaround Services, LLC*</td>
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<td><a href="http://www.shelbymechanical.com">www.shelbymechanical.com</a></td>
<td>Cinnaminson, NJ</td>
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<td>46</td>
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<td>TurbinePROs</td>
<td><a href="http://www.turbinepros.com">www.turbinepros.com</a></td>
<td>Rogers, MN</td>
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<td>47</td>
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<td>-19</td>
<td>Motor City Electric</td>
<td><a href="http://www.mceco.com">www.mceco.com</a></td>
<td>Detroit, MI</td>
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<td>Stevens Engineers &amp; Constructors, Inc.*</td>
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<td>Canonsburg, PA</td>
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<td>49</td>
<td>25</td>
<td>-24</td>
<td>Pioneer Pipe, Inc.*</td>
<td><a href="http://www.pioneergroup.us">www.pioneergroup.us</a></td>
<td>Marietta, OH</td>
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<td>50</td>
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<td>-7</td>
<td>SENCO Construction Inc.</td>
<td><a href="http://www.sencoconstruct.com">www.sencoconstruct.com</a></td>
<td>Robinson, IL</td>
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</table>
## Top 10 NMA Owner-Clients

**RANKED BY 2016 WORK HOURS**

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<thead>
<tr>
<th>Rank</th>
<th>Owner</th>
<th>Work Hours</th>
</tr>
</thead>
<tbody>
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<td>1</td>
<td>General Motors Company LLC</td>
<td>5,045,905</td>
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<tr>
<td>2</td>
<td>BP Products North America, Inc.</td>
<td>4,330,014</td>
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<tr>
<td>3</td>
<td>Alliant Energy</td>
<td>2,515,364</td>
</tr>
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<td>4</td>
<td>SUNOCO</td>
<td>2,383,811</td>
</tr>
<tr>
<td>5</td>
<td>ArcelorMittal</td>
<td>1,921,269</td>
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<tr>
<td>6</td>
<td>FirstEnergy Corp.</td>
<td>1,651,101</td>
</tr>
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<td>7</td>
<td>Ford Motor Company</td>
<td>1,473,906</td>
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<tr>
<td>8</td>
<td>Husky Energy, Inc.</td>
<td>1,379,307</td>
</tr>
<tr>
<td>9</td>
<td>American Electric Power</td>
<td>1,307,621</td>
</tr>
<tr>
<td>10</td>
<td>Barnes-Jewish Hospital</td>
<td>1,065,068</td>
</tr>
</tbody>
</table>

### 2016 NMA Work Hours

**BY CRAFT**

![Graph showing work hours by craft]
2016 NMA Work Hours

BY INDUSTRY

Top 10 NMA States

RANKED BY 2016 WORK HOURS
TAUC Study: Industry Bullish on Growth, Cautious on Labor Supply

UNION CONTRACTORS, LABOR reps and owner-clients are increasingly optimistic about business growth in 2017 – but at the same time, they’re becoming more worried about craft labor shortages.

That’s one of the major takeaways from TAUC’s third annual Union Craft Labor Supply report, now available as a free download at www.tauc.org/laborsupply. It has been designed to give construction professionals an in-depth understanding of the current state of union labor supply in the construction and maintenance industry throughout the United States.

The third annual report builds on previous studies and provides even more detail, data cuts and historical trend analysis. TAUC and the Construction Labor Research Council (CLRC) utilized a rigorous scientific methodology to analyze nearly 800 responses to a multi-question survey sent earlier this year to a cross-section of contractors, union representatives and owner-clients. The large sample size and carefully worded questions combine to make this one of the most useful labor supply reports available, and the only union-specific study focusing on construction and maintenance.

Outlook More Optimistic for Growth

This year, more than three quarters (78%) of all respondents said they expect the industry to grow by varying degrees. That percentage is up significantly from the 58% who expected overall growth in 2016. Growth was projected to be the strongest in the Commercial/Institutional sector in the Middle Atlantic and Southeast regions.

In terms of geographic regions, 93% of respondents forecasted growth in the Middle Atlantic (including Delaware, Maryland, New Jersey and New York), while 84% saw growth in the Southeast (Virginia to Florida and surrounding states). The weakest growth was projected for the utility industry in the West North Central region, which includes Iowa, Kansas, Nebraska and Missouri.

The vast majority of people expecting growth in construction and maintenance opportunities said it would
last two to three years. Most of the remainder thought it would last longer — four to five years or even more than five years. A few believed that the growth would last for a year or less.

Although both labor and management expressed high hopes for business expansion, building trades unions are more optimistic than contractors. Seventy percent of contractors projected growth in 2017, compared to a whopping 86% of union reps. The Utility sector was the most bearish on growth, though the forecast was for a still-respectful 67% increase.

**Craft Labor Shortages Grow**

But the overall optimism was tempered by another reality: over half (57%) of all respondents said they had experienced a union craft labor shortage in 2016. This represents an increase of 5% when compared to 2015 and 2014. Meanwhile, 43% of all respondents said that their union workforce had the appropriate number or a surplus of workers.

As was the case with growth projections, there was a significant disconnect between labor and management on several aspects of craftworker supply. Union/labor respondents reported the lowest shortage rates (48%) and the highest surplus rates (18%). Construction managers reported the highest shortage rates (70%). But the evident disparity between labor and management, while still significant (22%), has shrunk from last year’s report (34%).

Participants were also asked how many days it typically took to have requests filled for union craft people from the local union. Once again, union/labor representatives provide more “optimistic” ratings, union/labor averaged the shortest timeframe, 1.70 days. Also, consistent with a theme that contractors/subcontractors provide “less optimistic” data, contractors and subcontractors averaged reporting the longest timeframe, 2.62 days. The overall average is 2.15 days.

In 2016, the Manufacturing sector reported the largest shortage of union craft labor at 64% and the Commercial/Institutional and Petroleum/Natural Gas/Chemical sectors reported the “best” union labor supply.

In addition, 65% of respondents (a 10% increase from 2015) said they experienced a shortage of Carpenters & Millwrights in 2016, the highest of the 14 building trades; they were followed by Boilermakers (56% reported a shortage), Electricians (54%) and Iron Workers (52%).

**Attracting More Union Workers**

Participants in the study were asked what type of work week led to better sourcing for labor. The “best” work week when it comes to achieving union craft labor staffing goals is the 60-69 hour work week, followed

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**Exhibit 3.1**

**UNION CRAFT LABOR SHORTAGE: 2014-2016**
by the 50-59 hour work week. The two extremes — more than 80 hours per week and less than 40 hours per week — were the least favorable in acquiring union craft labor. Thus, it is clear that a very full, but not too full, work week (50-69 hours) works the best for attracting union craft workers.

Respondents were also quizzed on what project duration timespan provided better sourcing for labor. The results were clear: the longer the project, the more likely organizations were able to meet their union craft labor needs.

Finally, participants were asked to list the skills and tasks that were most difficult to fill in their organization and thereby in high demand. The most highly demanded skill, by far, was welding, which was identified four times (36%) more often than the next highest skill, equipment operator (9%). Welding includes all types (e.g., Mig, Tig, alloy, certified pipe). Rounding out the top five most in-demand skills were pipelayer (7%), roofer (6%) and plumber (6%).

“This year’s Labor Supply Survey report is second to none in its level of detail and analysis,” said TAUC CEO Steve Lindauer. “We listened to previous respondents, many of whom asked for more data. The result is an extremely comprehensive report that will help the entire tripartite community – contractors, labor and owner-clients – prepare for the challenges that await us in 2017 and beyond.”

Download the full report at www.tauc.org/laborsupply.

**Exhibit 4.2**

PERCENT OF RESPONSES INDICATING A SHORTAGE OR SURPLUS IN 2016 BY CRAFT—DESCENDING ORDER

<table>
<thead>
<tr>
<th>Craft</th>
<th>Percent of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carpenters &amp; Millwrights</td>
<td>65%</td>
</tr>
<tr>
<td>Boilermakers</td>
<td></td>
</tr>
<tr>
<td>Electricians</td>
<td></td>
</tr>
<tr>
<td>Iron Workers</td>
<td></td>
</tr>
<tr>
<td>Plumbers, Pipefitters &amp; Steamfitters</td>
<td></td>
</tr>
<tr>
<td>Sheet Metal Workers</td>
<td></td>
</tr>
<tr>
<td>Operating Engineers</td>
<td></td>
</tr>
<tr>
<td>Roofers &amp; Waterproofers</td>
<td></td>
</tr>
<tr>
<td>Average</td>
<td>45%</td>
</tr>
<tr>
<td>Laborers</td>
<td></td>
</tr>
<tr>
<td>Plasterers &amp; Cement Masons</td>
<td></td>
</tr>
<tr>
<td>Heat &amp; Frost Insulators</td>
<td></td>
</tr>
<tr>
<td>Painters &amp; Allied Trades</td>
<td></td>
</tr>
<tr>
<td>Bricklayers &amp; Allied Crafts</td>
<td></td>
</tr>
<tr>
<td>Teamsters</td>
<td>20%</td>
</tr>
<tr>
<td>Plumbers, Pipefitters &amp; Steamfitters</td>
<td>17%</td>
</tr>
</tbody>
</table>

Note, the values used for “Average” shown in Section IV are different than the values in Exhibit 3.1 because the results come from different questions with different rating scales.
Safety Certification – A Goal Worth Achieving

By JOE LASKY, JR., CSP, CHMM

Throughout my career in safety, I have always strongly advocated employees furthering their educations and achieving certification status. I achieved my CSP (Certified Safety Professional) certification in 1991 and have never regretted it. My youngest son also achieved his certification (CSP) several years ago and is proud of his accomplishment.

Other than the credentialing accomplishment of receiving an attractive certificate, one might ask “What is the real value of safety certification?” The answer to that question depends on whom you ask. I have many peers in the safety profession who can give you pros and cons. On a personal level, achieving the CSP and CHMM (Certified Hazardous Materials Manager) certifications has resulted in a more rewarding career and higher salary. The work to complete the requirements provided me personal satisfaction and a feeling of accomplishment. I am proud of my professional development and love for lifelong learning.

In addition, safety certifications for employees provide companies with stability and continued updated education in training and work practices, increased confidence from customers and clients, and confirmation of staff compliance to ethical standards. The more certifications a company has, the better it looks from a marketing perspective.

Of course, there are many naysayers that say companies are better off hiring employees with specific skills and experience regardless of education and certification. Many companies believe certification costs too much. One of my responsibilities as a Safety Director is to hire safety professionals for our large projects. In reviewing a resume from a potential candidate, I do focus on specific skills and experience, but I also review the employee’s educational background and certifications. I firmly believe that degrees and certification give job seekers an advantage over their peers, especially in the corporate environments.

The preparation required for certification can be intense, especially for the Certified Safety Professional (CSP) status. I know I spent hours studying OSHA standards, theories, safety literature, and best practices. In addition, I attended several CSP review workshops to help prepare for the certification exam. After achieving the certification (CSP), one is still required to maintain continuing education points (minimum 25) every 5 years. Maintaining certification requires you to attend review courses, workshops, conferences, etc. for continuing education credits. All of this learning leads to better trained certified safety professionals who provide more effective training programs, as well. By sharing and enforcing current knowledge of safe practices and procedures with employees, your workers go home safe every day knowing they have done a good job, done it safely, and that their safe work has saved the company money.

There are numerous available certifications. The Board of Certified Safety Professionals (BCSP) summarizes all their accredited certifications for the safety field. Their website www.bcsp.org/ also discusses how workplace safety and certifications fit hand-in-glove: “By making safety a value of your organization, you are recognizing that safety is not the absence of incidents, but work performed in a way that keeps incidents from happening.”

Another further support for the premise that safety education and credentialing provides value to the employee and his company is set forth in the Incident Prevention Magazine, Feb. 9th, 2012 (http://incident-prevention.com/ip-articles/the-value-of-safety-certification). The article I recommend is entitled “The Value of Safety Certification” by Mr. David McPeak. He addresses competency, pros and cons, benefits of certification, the power of certification maintenance, and keeping morale up and costs down.

In conclusion, the simple fact is that safety certifications not only benefit you but your company, as well. Investing in certification by individuals and companies ultimately assures competency on projects for lower injury experiences and minimizes costs. A true win-win!

Stay Safe Out There!

Joe Lasky is Chair of the TAUC Environmental Health and Safety Committee and Director of Corporate Safety, Health and Environment for Scheck Industries.
Teaching the Intangibles
By SCOTT FISHER, AGC OF MICHIGAN

At our recent TAUC Leadership Conference in Santa Barbara, California, two-time LEO Committee Chairman Bill Ligetti was given the association’s highest honor, the Spirit of Union Construction Award (see Page 22). I’ve known and worked with Bill for several years, and no one is more deserving of the award.

As I watched the tribute video – which you can view online at www.tauc.org -- I was struck by what Bill’s colleagues said about him. Over and over again, they emphasized his willingness to lend a helping hand and offer advice and friendship during tough times. As a LEO – Bill served as Executive Director of the Ironworker Employers Association of Western Pennsylvania – he didn’t just build working relationships, he built human relationships. Bill was a “connector,” someone who could bring together two warring factions and help them hammer out an agreement no one else thought was possible. And most of all, he was respected by everyone – contractors, owner-clients and labor alike.

Sitting in the audience in Santa Barbara that morning, I realized how difficult it will be to replace people like Bill Ligetti. I’m not talking at our ability to train people on the technical side. As TAUC CEO Steve Lindauer points out in his excellent article elsewhere in this issue (Page 6), the building trades and contractors have put together an apprenticeship education system that is second to none. But what are we doing to ensure our new young recruits understand the importance of building their character, too?

Some will argue that you can’t teach things like character. But at the very least, those of us in leadership positions can point out the importance of cultivating traits like honesty and integrity, and learning how to get along with people you may disagree with on many important issues. In the union construction world, a handshake and a promise aren’t just empty gestures. We need to point to veterans like Bill Ligetti and say to those just starting out, “Do you want to be respected like that? Then watch how he treats people. Watch how he handles problems.”

"Those of us in leadership positions can point out the importance of cultivating traits like honesty and integrity, and learning how to get along with people you may disagree with on many important issues."

But it goes deeper than that. We have to “walk the talk” too, and not just applaud others for doing so. One thing about young people is that they are always watching. Apprentices are often eager to learn and fit in to the crowd. The last thing they want to do is act in a way that brings ridicule or anger from the more experienced workers. So they absorb what you do, what you say and how you say it, whether you realize it or not – and whether you like it or not. They are trying to learn more than just how to lay down a good weld bead or operate a drill. They are trying to learn how to navigate what is, to them, a brand new world.

Some of the young people we are recruiting today will no doubt rise through the ranks of the crafts and eventually strike out on their own and start a union contracting company. Who knows -- the next chairman of the TAUC LEO Committee might be sitting in a training center classroom right now! My point is, we are training the leaders of tomorrow. Let’s make sure they know the tools backwards and forwards. But let’s not neglect the intangible skills as well – the building blocks of character. After all, as I saw in Santa Barbara, at the end of the day, that’s what people really remember.
LAST FALL, I attended NMAPC’s annual Zero Injury Safety Awards dinner and was awed by the ever-increasing number of hours worked without a reportable injury in our industry. Five tripartite teams (made up of owner-client, contractor and labor unions) reported projects where between 500,000 and one million hours were worked without a reportable injury, and two teams reported projects where more than one million hours were worked without a reportable injury!

I remember talking about the improvements that the construction industry has made in providing a safe work environment with an old-time Ironworker journeyman. He said that you could see the difference every time you went to the hiring hall: “All the guys sitting on the bench had all their fingers.”

We are a country committed to safety in the workplace. Owners demand that contractors follow a rigid safety protocol. Contractors and unions work together to ensure that job sites are equipped with the best safety equipment and employees are trained to work safely. Federal and state OSHA inspectors monitor the workplace to make sure that contractors meet the government’s stringent regulations. Employees are empowered to act to prevent unsafe practices. Mandatory drug testing programs are required. And as shown by the ZISA winners and industry and government statistics, the construction industry’s safety record over the past several decades has seen marked improvement. This is yet another area where tripartite collaboration has resulted in strong, positive accomplishments. There is no question that when a construction worker leaves his house in the morning to work on a construction site, his chances of returning home that evening without an injury are better than ever before.

"As much as we have improved workplace safety, we have been ineffective in addressing safety outside of the workplace."

New technologies are also enhancing jobsite safety. Drones are being used to conduct safety inspections and will soon be delivering small parts and materials to the job site. 3D printers can build parts on the job site or at a nearby location for quick delivery. Innovative computer programs and powerful laptops enable change orders to be designed at the job, circulated to all the necessary parties and approved in a few short hours.

So everything looks good, right? Well…let’s look at the other side of the coin.

As much as we have improved workplace safety, we have been ineffective in addressing safety outside of the workplace. We live in a society that has become accustomed to violence in shopping centers, airports, public schools, government buildings… the list goes on. Even in upscale suburban neighborhoods, parents are afraid to let their kids walk to school or drop a group of kids off at a museum or movie theater unless they are monitored by an adult. When you go on a trip, you are told “travel safely.” Last year I attended a business meeting in Belgium and noticed a large man standing outside the meeting room for most of the day. I asked the host of the meeting, a high-ranking employee of a U.S. company, if he knew why the large man was standing there and was told that the host hired a personal security person to be with him whenever he travels outside the United States.

So what’s my point? Simple: we have proven that by working together, all of the interested parties – owner, contractor and unions – can improve workplace safety and literally change the environment of a jobsite where injuries were once an almost daily occurrence. Now we need to take what we have learned in the workplace and apply that knowledge and experience to our everyday lives. We owe it to our children and our grandchildren. The government cannot be relied upon to do it for us. How about a construction industry initiative that goes beyond the confines of the workplace – maybe “Let’s Make America Safe Again”?

Steve Fellman is a shareholder with GKG Law in Washington, D.C. He is also general counsel to The Association of Union Constructors.
Contractors rely on the unions to provide skilled manpower; this allows us to bid and execute work. The unions and their members rely on contractors to provide opportunities for quality jobs with good pay and benefits. In order to maintain this partnership in the future and keep union construction viable, we will need to forecast emerging trends. To do that, we need to have the infrastructure for both labor-management communication and craft training in place and ready to go. That way, we can respond faster and more efficiently than our competition. What are you willing to do to help ensure our industry doesn’t get left behind when the next big technology trend emerges?

Jacob Snyder is the TAUC Industrial Relations Committee Chairman and Director of Safety and Labor Relations for Enerfab Power & Industrial, Inc.

in Washington, DC. He said, “CEA stands ready to work with Congress to pass sweeping infrastructure legislation that will include not just roads and bridges, but also energy and water infrastructure, key public buildings, airports and municipal projects of all kinds.”

“Working as an electrician, I learned the value of hard work while hanging hundreds of feet above the Delaware River lighting the Benjamin Franklin Bridge. I know we need to update our aging infrastructure and that, when we invest properly, we will add high-skilled, high-wage jobs,” said Rep. Donald Norcross (D-NJ), Co-Chair of the Congressional Building Trades Caucus, a bipartisan group of members of Congress focused on issues vital to the construction industry.

“As an engineer, I understand how America’s construction workers helped build this great country,” added Rep. David B. McKinley (R-WV), also a Co-Chair of the Caucus. “From infrastructure investments to corporate tax reform to streamlining regulations, there are a host of options for federal policymakers to boost job growth, drive economic prosperity, and allow America to reclaim the mantle of infrastructure leadership on the world stage.”

“Now is the time to make this investment,” added Jeff Soth, Legislative and Political Director for the International Union of Operating Engineers. “We really have a transformative, once-in-a-generation opportunity here before us, with the commitments President Trump has made combined with the commitments of folks like Rep. Norcross and Rep. McKinley. We can really get this done, and the Operating Engineers are here to help. We’re anxious to go to work to build our coalition and to work with our contractor partners at TAUC and elsewhere - but more importantly, we’re anxious to go to work to rebuild this country.”

Steve Lindauer, TAUC CEO, praised the efforts of CEA and the Caucus. “As someone who has worked in Washington, D.C. for decades, I know firsthand that it takes more than good intentions to ensure legislation is passed that will benefit our industry. Even a popular issue like infrastructure spending is far from a ‘slam dunk.’ It will take a sustained effort from everyone — contractors, our partners in labor and our owner-clients — to make the long-promised infrastructure investments a reality. Today’s event was a great first step. Now TAUC, CEA and the Congressional Building Trades Caucus will build on this success and do all we can to fight for great-paying, blue-collar, middle-class jobs.”

If you are interested in learning more about TAUC’s government affairs activities, or would be interested in serving on TAUC’s Government Affairs Committee, please contact me at tmustard@tauc.org or via telephone at (703) 524-3336 x 112.

Todd Mustard is the Senior Director of Membership Services and Government Affairs for TAUC.
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