

THE WINTER 2021

A Publication of The Association of
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ADVANCING UNION CONSTRUCTION AND MAINTENANCE



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PUBLISHED FEBRUARY 2021



BY STEVE JOHNSON,
PRESIDENT, GEM, INC.

Transitions

Many challenges await us in 2021. The country (and the world) continues to battle COVID-19. The business outlook for many contractors is uncertain, to say the least. A contentious election has given us a new presidential administration. In Congress, we must still fight for multiemployer pension reform and other legislative changes crucial to our industry's success.

Nevertheless, TAUC members are well-positioned to succeed despite these obstacles. Rather than turn inward to ride out the storm, TAUC instead met the difficulties of last year head-on, and in so doing created a strong foundation for 2021. We increased engagement with our members through dozens of virtual committee meetings, online webinars and conferences. We made sure everyone had access to the latest information on coronavirus safety guidance from OSHA and the CDC. Our government affairs team ramped up its outreach and answered contractors' questions about complicated provisions in the numerous

COVID-19 relief bills, including paid family and sick leave, tax credits and small-business loans.

As a result, the cords that bind our industry together — an absolute commitment to safety, tripartite cooperation and open dialogue — only grew stronger. It couldn't have happened without great leadership. As most of you know, Steve Lindauer — the CEO of TAUC and the Impartial Secretary/CEO of the NMAPC — will retire at the end of February. I'm sure he never envisioned spending his last year of gainful employment battling a deadly pandemic, but nevertheless, he did an incredible job of ensuring that both organizations listened to contractors and quickly responded to meet their needs. The staff of TAUC and NMAPC demonstrated an ability to be flexible, nimble and pivot on a dime when circumstances changed. That doesn't happen by accident.

In some ways, this past year was Steve's "final exam" — a referendum on his nearly decade and a half of leadership of TAUC and NMAPC. It was the ultimate stress test. Were his organizations prepared for a challenge like COVID-19? The answer quickly became obvious. As someone who has worked closely with Steve for several years and is familiar with the history of both groups, I wasn't surprised.

Looking Back at a Legacy

Steve took over the reins of TAUC and NMAPC in 2006, which, coincidentally, was also a time of change and transition. One of his first tasks was to complete the years-long transformation of our predecessor group, the National Erectors Association (NEA), from an organization that represented only union



How do we convince the next generation that construction and maintenance is about much more than slinging hammers and lifting heavy loads — that, in fact, it's one of the most technologically advanced industries in America?



contractors in the steel-erection industry into a national organization for contractors of all types and sizes. In 2007, nearly 40 years after the NEA was founded, our name was officially changed to TAUC.

Not everyone agreed with the move, but Steve understood its importance. It was time to spread the tripartite philosophy and culture of cooperation he had helped create at NEA. The name change was much more than cosmetic. TAUC had a new mission: we were now an association truly by, and for, the entire union construction and maintenance industry.

Over the next decade-plus, Steve worked hard to make this vision a reality. Safety became an even higher priority, as well as strengthening contractors' relationships with the building trades. This was evident in the success of recognition programs, such as the Thomas J. Reynolds Awards and the Craftperson of the Year Award, which are now considered some of the industry's highest honors. TAUC's Legacy Partner Program, created under Steve's tenure, allows our members to collaborate one-on-one with some of the foremost manufacturers and service providers in the world, such as Milwaukee Tool and Procore. And TAUC's new Industrial Grade Innovation Conference and Expo, or IGI, was among the first to focus on the incredible potential of technology to transform our industry.

It's worth noting that all this was accomplished while Steve also shepherded the growth and transformation of the NMAPC, which celebrates its 50th anniversary this

year. I encourage you to read the extensive retrospective beginning on Page 8 to learn more.

I have been proud to work alongside Steve for several years. He leaves behind a legacy of excellence, and I wish him the best as he enters this exciting new phase of life.

Facing Forward

Dan Hogan will become the new leader of TAUC and NMAPC in March. Dan has been with both groups for more than a decade and has an extensive background in labor relations. From my conversations with him, I know he is grateful for all the work Steve and his predecessors have put in and is eager to begin building on that foundation.

One thing's for sure: we'll have our hands full in 2021. Aside from the short-term challenges I mentioned at the beginning of the article, we will also have to deal with longer term issues, such as the effect of technology on our industry. How can we help contractors choose the right high-tech tools that will keep them competitive for years to come? What can we do to ensure that this technology is used to assist, rather than replace, our skilled craftworkers? And how will a new post-COVID era of remote work and increasing reliance on powerful software affect our close-knit community that has taken decades to build?

Another challenge that ties in to technology is our urgent need to recruit a new generation of workers to replace

our rapidly retiring boomer population. Today's young men and women have grown up in a digital era; many of them learned how to operate computers before they could walk. How do we reach them? How do we convince them that construction and maintenance is about much more than slinging hammers and lifting heavy loads — that, in fact, it's one of the most technologically advanced industries in America?

There are no easy answers, but I am confident Dan is the right person to lead us on our quest to solve these problems. Several years ago, he spearheaded the creation of We Build USA (www.webuildusa.org), a comprehensive website aimed at young people considering a career in union construction and maintenance. And he has been a crucial part of the IGI team since our very first event in 2018. He understands technology — but more important, he understands that people always come first.

At the beginning of 2020, I could never have predicted that we would endure a year of illness, face masks and social distancing. And a year from now, I am sure I will look back at this article and think, "I had no idea what was coming!" As Greek philosopher Heraclitus said a couple of thousand years ago, "Change is the only constant in life." He was right — but another constant is our innate ability to *adapt* to that change, to learn how to roll with the punches. I am excited to begin a new journey in 2021, and I am grateful to have all of you along for the ride, too. ■

Onward

BY STEVE LINDAUER, TAUC CEO

We have achieved so much over the past 30-some years. The memories that stick with me are of shared achievements and shared goals.

This is my last column as CEO of The Association of Union Constructors (TAUC) and Impartial Secretary and CEO of the National Maintenance Agreements Policy Committee, Inc. (NMAPC). I will retire at the end of February and start a new chapter in my life, one that hopefully involves no more countless days and nights in airports and hotels.

Figuring out what to say in my final column has been challenging. How do you sum up a career that spans more than 40 years — and 32 years with TAUC and NMAPC? The walls and bookshelves in my office are filled with plaques, pictures and awards from over the years. When I look there for inspiration, I realize that individual accomplishments just don't hold the same meaning they once did. When I look at the photos, I see colleagues and friends beside me and realize that this is really the heart of the matter. We have achieved so much over the past 30-some years. The memories that stick with me are of *shared* achievements and *shared* goals. I was one player on a team trying to make a difference in an industry that has faced tremendous challenges these past few decades. So, for my last column, I want to focus not on what *I* accomplished at TAUC and NMAPC, but on what we delivered.

When I became CEO of TAUC in 2006, we began working with the Board of Directors to give more power back to the membership. Committees were reorganized and given more input on major decisions; feedback from all levels was encouraged. We brainstormed and chartered a new course that has galvanized the organization. By opening the communication channels,

the membership has been rekindled. For the first time in many years, you could sense real excitement from our contractors about the future and the potential for growth and expansion. Taking the time to listen to our membership (what a concept!) also meant we could pivot quickly and change along with the industry. We spent months streamlining and upgrading our mission, our goals and our organizations. We revamped several committees and created new ones, including the Innovation and Technology and the Government Affairs Committees.

From the TAUC standpoint, one major achievement has been the growth of our legislative and regulatory advocacy efforts. We hired Capitol Hill veteran Jim Kolb from the lobbying firm Summit Strategies to help us navigate the corridors of power in Washington, D.C. Recently, we created the first-ever TAUC Political Action Committee. Both moves have helped TAUC become a real player in this arena, which is so critical to the goals we have established for the future of our industry.

We have reached out to fellow labor organizations and are strengthening our reach so that our industry has a stronger and louder voice on Capitol Hill. Our affiliation with the Construction Employers of America has greatly enhanced our presence, allowing TAUC and other signatory specialty trade groups to band together and fight for reform. Our strengthened partnership with the North America's Building Trades Unions (NABTU) has also been a testament to our ability to grow with the times.

Previously, relations between TAUC and the trades were strained. We got along, but an underlying wariness limited our ability to work together. I am happy to say that is no longer the case. Both TAUC and NABTU are partners with clear roles and responsibilities. We can maintain our individual strengths yet still work together for the greater good. One example of the



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).

success of this partnership is the Helmets to Hardhats Program. I have had the honor of representing TAUC on the Board and the Executive Committee of the program and the opportunity to work directly with Sean McGarvey and Brent Booker in maintaining the viability of the program over the years.

Looking at the NMAPC side of the house, our overall work hours have increased more than 40% since I became Impartial Secretary and CEO in 2007. Last year, we surpassed more than 2.7 billion total work hours since 1971 and will hit 3 billion before you know it. Likewise, the creation and ongoing enhancements of the NMAPC business-to-business website has been paramount to making the NMAPC Program second to none. With the creation of our e-learning resource center, NMAI.Q., anyone interested in learning the ins and outs of the National Maintenance Agreements and the NMAPC Program can immediately access the resource center with only a simple click on the Internet.

Likewise, the creation of the NMAPC Zero Injury Safety Awards® (ZISA®) in 2000 has become synonymous with the highest achievement in industrial safety, wherein almost 50% of our annual reported work hours are now worked with zero injuries, and it's growing. By engaging our signatory contractors, building trades partners and the owner-client community, we have helped to foster the zero-injury culture in our industry, a huge testament to our tripartite commitment.

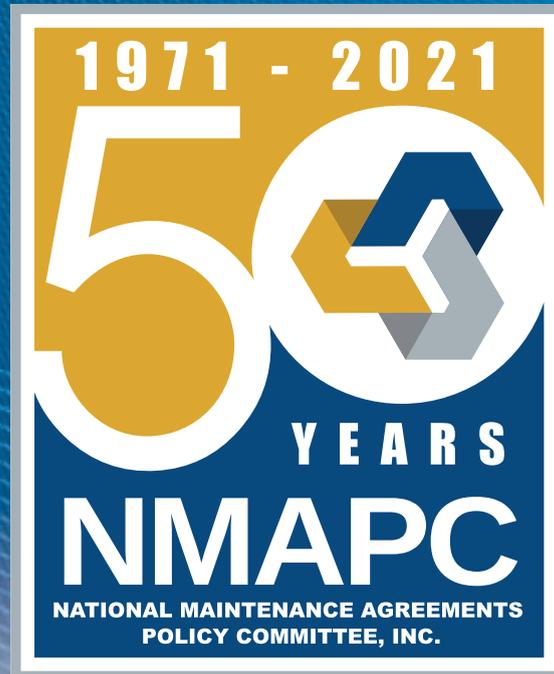
It seems appropriate that I will retire from the NMAPC on the verge of its 50th anniversary in 2021. As noted above, it has developed quite a history during those 50 years, with much more to come.

Again, looking at those photos on my wall, I have to say what a privilege it has been to work with the hundreds of contractors, labor and owner representatives who have volunteered their time to serve in both groups over the years. I have found many mentors and leaders who have helped me tremendously in terms of honing my skills to meet the industry's many challenges, including many who are no longer with us today. I thank you all personally and collectively.

I would be remiss if I did not spend a few moments to talk about the TAUC/NMAPC staff, because they have been a huge part of our shared achievements and goals. The staff is made up of a small team of professionals who operate in a lean operational setting when compared with the hundreds of associations that blanket the Washington, D.C., area. Over the past decade, we have learned to be nimble, more creative, more resourceful, more innovative and more entrepreneurial than ever before. Our approach is to be consistently good, not occasionally better. I am quite confident that my colleagues won't miss a beat in building on the foundation of successes we have had over the years.

Dan Hogan, our Senior Director of Industrial Relations, will take over the reins of both organizations after I leave, and I wish him the best. I've worked with Dan for more than a decade, and although TAUC and NMAPC are two very different organizations, I know he will work his hardest to ensure they both achieve their shared purpose: to support our signatory contractors and the men and women of the union construction and maintenance industry represented by our participating International Union partners. Together they provide the safest, highest-quality and most efficient services possible to our owner-clients.

Thank you to all those I had the opportunity to work with in this great and powerful industry. I wish you the best. Stay safe, stay strong and push ever onward! As a final note, I am taking my pictures with me. ■



Celebrating 50 Years of Excellence

2021 marks the 50th anniversary of the **National Maintenance Agreements (NMA)** and the **National Maintenance Agreements Policy Committee, Inc. (NMAPC)**. We are excited to celebrate this milestone with signatory contractors, building trades partners, owners-clients and the entire union construction and maintenance industry!

The NMAPC is a labor-management organization that impartially negotiates and administers the National Maintenance Agreements, a series of collective bargaining agreements widely used by union contractors in the U.S. industrial construction and maintenance sector. These contractors employ members of 14 international building trades unions.

Since its inception in 1971, the NMAPC Program has provided standardized terms and conditions for work performed

throughout the United States. Contractors and their building trades partners have relied on it to ensure that even the largest and most complex projects are completed for their clients in a safe, timely, efficient and cost-effective manner. One of the primary goals of the program is to provide predictability and stability on behalf of all participating parties.

To date, the NMAPC Program has been used to complete projects totaling hundreds of billions of dollars and has generated well over 2.7 billion work hours (and counting) for the building trades and contractors.

In this special section, you'll learn how the NMA came to be the most influential project labor agreement in the industrial construction and maintenance sector — and how it continues to shape the industry today.

To learn more about the anniversary — and the legacy of both the NMA and the NMAPC — go to www.nmapc.org/50. You can download special 50th anniversary logos, a comprehensive history of the NMAPC and more! Bookmark the site and check back often — we'll be updating it throughout the year with new features as the half-century celebration continues!

How It All Started: The Origins of the NMA



The half-century history of the National Maintenance Agreements (NMA) is too complex to summarize in one page — but we can explain how the NMA came about and why it was created in the first place.

In the early 1970s, the Iron Workers and their partner union contractors were facing stiff competition from Steelworkers for the maintenance work in steel facilities across the U.S. They needed to become more competitive. The Iron Workers teamed up with the National Erectors Association (NEA), the predecessor to today's The Association of Union Constructors (TAUC). At the time, NEA mainly represented contractors who employed Iron Workers.

Together, they came up with a simple but powerful idea: create a new project labor agreement, or PLA, focused on industrial maintenance. It would offer their clients — the steel producers — a predictable, streamlined process with preset rules for everything from overtime pay and holiday leave to potential job disruptions. Most important, it would eliminate the need for long, acrimonious negotiating sessions with the local unions. If done right, a new PLA would give Iron Workers and their contractors a strategic advantage — and provide steel producers an incentive to choose them over the Steelworkers.

By the spring of 1971, the very first National Maintenance Agreement had been created. The Iron Workers were the first to sign, followed by the Boilermakers later that year. Although created by the NEA, the NMA could be adopted by any building trades union and any contractor who used union labor. After all, Iron Workers weren't

the only ones performing industrial maintenance and repair at facilities across the country. Other unions were quick to realize the significance of the NMA. By the mid-1970s, 10 more would join, and by the mid-1980s, all 14 international building trades unions had signed the NMA.

What made the NMA so special? Well, it differed from other maintenance agreements in several significant ways. First and foremost, the NMA was controlled jointly by management and labor, whereas others were unilaterally controlled by unions. This innovative partnership was soon formalized with the creation of the NMAPC, an impartial body set up to administer the NMA, resolve conflicts and settle questions related to its use. Its motto was "Building a Partnership of Safety, Productivity, Quality and Strength." Joseph La Rocca, the executive director of the NEA, became the first Impartial Secretary of the NMAPC as well, and continued in both positions until his retirement in 1986.



Early version of the logo

The creators of the NMA also followed through on their pledge to make the new Agreement less cumbersome and restrictive for owners. Gone were the long-term contractual requirements that other agreements mandated. The NMA was designed to be a portable, open-ended tool for using skilled union labor on crucial maintenance and industrial construction projects. Flexibility is also important; each participating union is allowed to modify certain parts of the NMA to better fit their specific craft requirements, though they are still 99% similar in content. ■

LEARN MORE: FREE ONLINE RESOURCES

Want to read more about the history of the NMA? In 2011, as part of its 40th anniversary, the NMAPC published an in-depth history of the Agreements from their creation in the early 1970s to the present day. It explains in great detail how and why the Agreements were developed and chronicles the effect they have had on the construction industry. Although it doesn't cover more recent events, it's still a valuable resource for those wishing to learn more about the NMA and the NMAPC. Download it for free at www.nmapc.org/history.

In 2018, we published a new promotional booklet that contains updated information on the NMA as well as a shorter and slightly revised version of the original 2011 history. You can download it at www.nmapc.org/booklet.

Milestones: 10 Events That Shaped the NMA

1971

The Ironworkers and the Boilermakers become the first two building trades unions to sign the newly created NMA. Ten more unions would follow suit over the next several years, and by the mid-1980s, all 14 international building trades unions would be official participants in the NMA.

1988

With the U.S. steel industry on the brink of collapse, the NMAPC implements the revolutionary Steel Mill Modification, reducing labor costs and providing other benefits for steel companies that commit to using the NMA for their modernization and upgrade projects. It marks a turning point both for the steel industry as well as the NMAPC Program. (See full story on Page 11.)

2000

NMAPC establishes the Zero Injury Safety Awards® (ZISA®) program to recognize tripartite teams that achieve zero injuries on their projects in a calendar year. (See full story on Page 12.)

2004

The NMAPC creates a comprehensive online business platform for users – the first industry PLA to do so. No more faxes and snail mail: contractors and labor unions can file SERs and complete other important tasks online. What used to take days or weeks can now be accomplished in mere minutes, dramatically easing the administrative burden for all parties and ushering the NMA into the digital era.

2016

Embracing the power and promise of modern technology, NMAPC launches the NMA I.Q. E-learning Resource Center at www.nmaiq.org. NMA I.Q. is the web-based home for “all things NMA.” It offers free, easy-to-follow online tutorials and short videos on virtually every aspect of the NMA, from a “How does it work?” general overview to detailed instructions and explanations on more technical aspects of the Agreements.

1981

The NMAPC is legally incorporated as a stand-alone entity. Previously it had been operating under the umbrella of TAUC’s predecessor organization, the National Erectors Association; this move gives the NMAPC total independence and impartiality. It is also the first group within the construction industry to be formed under the Labor-Management Cooperation Act of 1978, a federal law designed to improve cooperation between unions and employers.

1996

The NMA turns 25 and undergoes its first major set of revisions, resulting in a more flexible and competitive Agreement. Among the changes: new language forbidding work stoppages; the creation of a new set of procedures to adjudicate jurisdictional (or “work assignment” in NMA-speak) disputes; and a new formal addendum process that, for the first time, allowed the committee to create modifications to the agreement for specific projects or sites based on the particular needs of a contractor or owner.

2008

The largest project ever performed under the NMA begins – a full-scale modernization of the massive BP Whiting Refinery in Whiting, Indiana. Also in 2008, more than 77 million NMA work hours are reported by contractors – the most ever for a single year – and the NMAPC crosses a threshold few had thought possible: more than two billion work hours performed under the Program.

2020

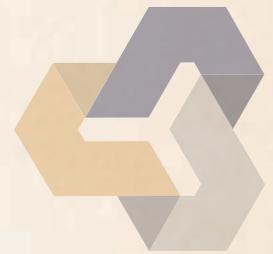
The Zero Injury Safety Awards® program celebrates its 20th anniversary, having recognized more than 310 million injury-free work hours.

2021

Stephen Lindauer – only the third Impartial Secretary/CEO of the NMAPC in its history – retires and is succeeded by Daniel Hogan. NMAPC also celebrates its 50th anniversary.

How the NMAPC Helped Save the Steel Industry

In the 1980s, steel producers were on the brink of disaster. Something needed to change — fast.



The 1980s were a particularly rough decade for the U.S. steel industry. Once-dominant American companies were facing fierce competition from overseas markets, and to make matters worse, much of their equipment was outdated, run-down and unable to keep up with the production levels of the Japanese and other countries. Ironically, by 1984, steel companies that had once provided millions of hours of work under the NMA now ranked last among work-hour producers.

In order to stay competitive, a massive upgrade and modernization program for the U.S. steel industry was needed. The NMAPC sprang into action in the mid-1980s by embarking on a major project that came to be known simply as the Steel Mill Modification. The goal was simple: help U.S. steel companies modernize their facilities and regain their competitiveness in the world steel markets.

“U.S. steel companies were being challenged on the quality of their products,” recalled Steve Lindauer, NMAPC Impartial Secretary and CEO from 2006 to 2021. “They were individually embarking on major capital investments in their plants and equipment to try and gain the market share they had lost. The NMAPC took a look at what was going on and said, ‘Why don’t we as an organization come up with a program that would not only help the steel industry achieve its goals and thrive in the future but also provide work opportunities for our building trades crafts and contractors?’”

The result was the Steel Mill Modification, which worked this way: in return for agreeing to use the NMA on all their modernization and upgrade programs, participating U.S. steel companies would receive



a number of added benefits, not the least of which was a 10% across-the-board reduction in labor wages and the ability to implement flexible scheduling of work hours. The result was that NMA contractors and the building trades were guaranteed an enormous amount of new work, while steel producers, in addition to receiving the benefits of the “regular” NMA, also got a much-needed cost break and work schedule flexibility in order to help them retool for the future. Four large producers — U.S. Steel, LTV Steel, Bethlehem Steel and Sharon Steel — were the first to agree to the Modification, which remained in place from 1988 until 1991.

“It was unprecedented,” Lindauer said. “For the first time, the union construction industry essentially entered into an arrangement with an entire sector of private industry that resulted in the employment of union contractors and unions. Work

skyrocketed, and hours increased significantly during the period the Modification was in effect. And another upside is that as a result of that partnership more than 30 years ago, the NMA still maintains a relationship with many of those steel companies, even though the names and players have changed. Many of them still perform their day-to-day maintenance work and modernization programs under the NMA.

“I believe the NMAPC turned a corner with the Modification,” Lindauer added. “It really got people’s attention, and it was a great way for our contractors and the building trades to showcase who they were and what they had to offer. The NMA was already quite successful, but after the Modification — after we had stepped up to help rescue the steel industry — it put us on a different level. We became more of a known commodity.” ■

Aiming for the “Impossible”: NMAPC and the Zero Injury Ideal



Workplace safety has always been a top priority for the NMAPC. Since its creation in 1971, the Committee’s motto has been “Building a Partnership of Safety, Productivity, Quality and Strength.” The fact that safety is listed first is no mistake. If you crack open a copy of the National Maintenance Agreement, on the very first page appears a list of common priorities for contractors, unions and owner-clients. “Safety in all phases of work” is at the very top of that list — again, not a coincidence. In 2014, NMAPC created the Tripartite Codes of Conduct, three separate sets of principles for each link in the tripartite chain. The first item in each code addresses the same topic: the importance of creating and maintaining zero-injury jobsites.

You get the picture. Still, as much as the NMAPC has emphasized safety awareness, it would be incorrect to assume that the larger construction industry always puts safety first. In fact, today’s intense focus on worker safety in general and zero injuries in particular is relatively new. Young people who entered the industry in the early 2000s or later have always been immersed in a safety-first culture, but veteran workers remember what it was like before that time.

So how did the industry complete such a dramatic transformation so quickly, and what role did NMAPC play? How did safety go from being a midlevel priority (at best) on more jobsites than we’d like to admit to an absolutely nonnegotiable element of every project, large or small?

Turning the Ship Around

The evolution toward a zero-injury safety culture began in the 1980s. It was a slow and difficult process. It’s hard to explain just how, well, *crazy* the concept of injury-free jobsites seemed to so many construction professionals. Injuries — even

fatalities — were considered a natural and unavoidable part of the job, especially on large, complex projects involving multiple trades and thousands of workers. The idea that you could go for weeks and months without a single recordable injury sounded preposterous, nothing but a pipe dream. Oftentimes if a worker became injured, it was viewed as their own fault.

In the late 1970s, Emmitt Nelson, a respected construction safety professional, served on a committee with the Business Roundtable that wanted to recognize safety excellence within the construction industry. They sent out applications to 400 major companies but received only seven responses from contractors and owners — a telling sign of how safety was viewed at the time. However, there was some “amazing information” in the handful of responses, Nelson recalled in 2016; two companies had worked a total of 6.5 million hours without a lost-time injury.

“The question was, how did they do that?” Nelson said. “I became involved with the research itself, done by the Construction Industry Institute...what we found is that safety feels good to the employee. They feel like they are part of the team and that the contractor leadership is really caring for them. When they buy in, it’s like a lightning bolt and the observer can see the communications are more smoothly conducted, people are more receptive to one another, people are being treated with dignity and respect and their views are being honored. All of that means you have a more productive workplace and at the same time, injury rates go down.”

Throughout the 1980s and 1990s, Nelson continued to refine his research and created the basis for what would become the zero-injury philosophy. In a nutshell, it states that while no contractor can work forever without an injury, the most successful ones

have learned that “the fact that injuries occur does not mean that they *must* occur.” In other words, the expectation, from management down to the craftworker, is that there will be no injuries. When one does occur, contractors commit to doing whatever it takes to prevent another.

Things began to change when owner companies — many of which used the NMA on a regular basis — began to realize the true cost of contractor safety nonperformance, which often ran into the tens of millions of dollars annually. Owners who in the past had taken a hands-off approach to the safety standards of their contractors began to get more involved. Leaders in the industrial construction and maintenance fields began studying the methods of those companies that managed, seemingly against all odds, to consistently complete large projects without a single employee injury.

ZISA® and the Road to Zero

Nelson’s research on zero injury dovetailed perfectly with the NMAPC’s long-time focus on worker safety. In 1999, the Committee decided to start recognizing industrial projects that were completed with zero injuries as a way to emphasize the quality of union construction and “boost the signal” of the zero-injury philosophy. Nelson, in conjunction with the NMAPC Safety and Health Subcommittee, drew up the guidelines for safety recognition. In 2000, the Zero Injury Safety Awards® (ZISA®) were born.

From the outset, ZISA® emphasized the tripartite nature of safety. Instead of giving out awards to individual contractors, each Zero Injury Safety Award is presented to a team, consisting of the contractor, local building trades union and owner-client. It’s a way of acknowledging that safety is everyone’s responsibility, and when



a project is completed without injury, everyone should be celebrated.

The reaction from the industry was overwhelmingly positive, and ZISA® quickly began to grow, as did awareness of what the zero-injury mindset was all about. The backing of a respected organization like NMAPC helped put zero injury “over the top.” It was seen not just as an interesting

theory or a fringe idea, but a solid, mainstream way of preventing serious accidents on the jobsite. And once the data started rolling in — millions of hours worked with no recordable injuries — it was simply impossible to ignore. Thanks to Emmitt Nelson’s hard work, the union construction and maintenance industry had undergone a “complete one-eighty” and

shifted its attitude toward safety in less than two decades.

Today, ZISA® is the most prestigious safety recognition program in the industry, having honored more than 310 million injury-free work hours over the last 20 years (see this year’s winners beginning on Page 16). ■

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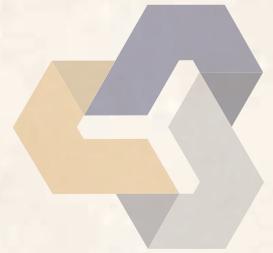
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2021: Right Back Where We Started



When an organization reaches its 50th anniversary, there is a tendency to not just look back on past accomplishments but to begin planning for the next 50 years. What new challenges will come our way? How will we respond?

It's true that a lot has changed since the NMAPC was created in 1971. The world is vastly different, and our signatory contractors, together with their labor partners and owner-clients, face a formidable set of challenges, from the persistent threat of COVID-19 to new technologies that will transform our industry.

But in another (and arguably more important) sense, nothing has changed since 1971. As it enters a new era, the NMAPC Program is still built on the same foundation as before: a philosophy rooted in tripartite cooperation between owner-clients, contractors and the international building trades unions. It is the foundational

principle that guides everything we do, which explains why we're so confident and optimistic. Circumstances change, jobs come and go, but the benefits of wisdom and reason remain constant. As the old saying goes, you "dance with the one who brought you," and the NMAPC has no intention of switching partners.

The tripartite philosophy is based on the belief that mutual respect and open dialogue are the keys to a safe and successful jobsite — and a thriving industry. We must break down old barriers of fear and mistrust if we have any chance of succeeding. All three parties must talk to one another honestly and frankly — but they must listen as well.

This philosophy is embedded in the very DNA of the NMAPC Program. The Agreements mandate three-way cooperation — it's not a suggestion. For instance, every NMA project must begin with a

pre-job conference where the owner-client, contractor and union craftworkers meet in the same room to plan their activities, assign tasks and ensure proper safety procedures are in place before the first bolt is turned.

Through tripartite dialogue, the NMAPC has enshrined a set of priorities that reflect the common concerns of owner-clients, contractors and unions. These priorities inform every action we take:

- Safety in all phases of work
- No disruptions of the owner's work
- On-schedule performance
- Cost-effective and quality craftsmanship
- Productivity and flexibility
- A trained, available workforce
- Attainable work opportunities
- Resolution process for jobsite issues
- Consistent terms and conditions

By recognizing, addressing and delivering on these priorities, the NMAPC embodies a sense of true partnership. Everyone involved in the Program is committed to executing at the highest possible level. We're ready for another 50 years of excellence — and we hope you'll join us on the journey.

EXPERIENCE



For 50 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!

www.NMAIQ.org



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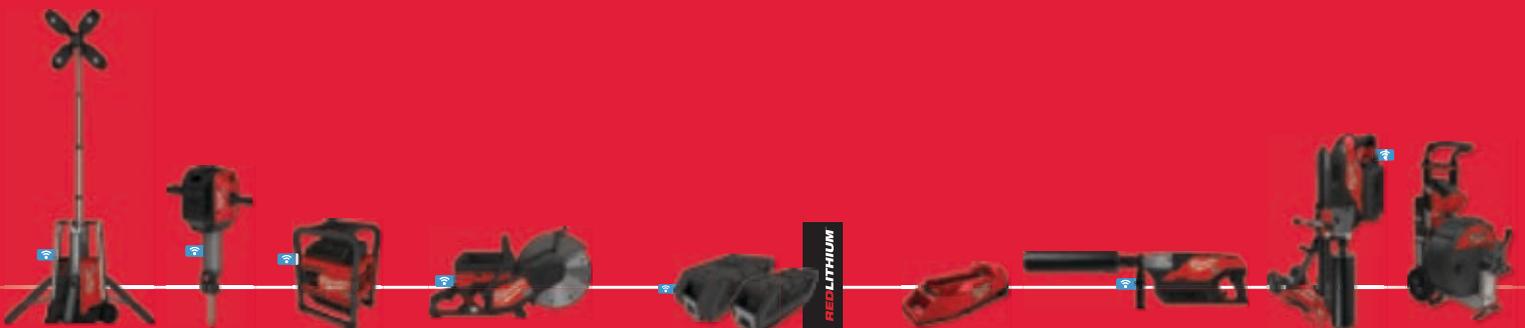
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NMAPC Honors Winners of the 20th Annual Zero Injury Safety Awards®

The National Maintenance Agreements Policy Committee, Inc. (NMAPC) is pleased to present the winners of the 20th Annual Zero Injury Safety Awards® (ZISA®). In 2019, tripartite teams completed more than 27 million injury-free work hours on union construction and maintenance jobsites across the country. That adds up to 15 states, more than 100 separate projects and thousands of union craftworkers, contractor and owner-client employees.

Over the past two decades, ZISA® has been honored to recognize more than 310 million injury-free hours worked under the National Maintenance Agreements (NMA). Watch our special crowdsourced anniversary video at www.zisa.org.

Congratulations to all of this year's winning tripartite teams, and here's to the next 20 years of the Zero Injury Safety Awards®!



GOLD STAR
1,000,000+
Work Hours

BMWC Constructors, Inc.
ExxonMobil
Will and Grundy Counties Building & Construction Trades Council

1,737,464 Work Hours

Joliet Refinery
Joliet, IL

Enerfab Power & Industrial, Inc.
American Electric Power
Upper Ohio Valley Building & Construction Trades Council

1,390,868 Work Hours

Mitchell Power Plant
Moundsville, WV

Solid Platforms, Inc.
BP Products North America, Inc.
Indiana/Kentucky/Ohio Regional Council of Carpenters - Northern Office

1,213,351 Work Hours

Whiting Refinery
Whiting, IN

The State Group Industrial (USA) Limited
Alcoa Corporation
Southwestern Indiana Building & Construction Trades Council

1,092,745 Work Hours

Warrick Generating Station
Newburgh, IN



SILVER STAR
500,000 - 999,999
Work Hours

George V. Hamilton, Inc.
Cardinal Operating Company
Upper Ohio Valley Building & Construction Trades Council

885,468 Work Hours

Cardinal Plant
Brilliant, OH

Matrix North American Construction, Inc.
Public Service Enterprise Group (PSEG)

Fairfield County Building & Construction Trades Council

773,691 Work Hours

Bridgeport Generating Station
Bridgeport, CT

Solid Platforms, Inc.
United States Steel Corporation
Indiana/Kentucky/Ohio Regional Council of Carpenters - Northern Office

772,666 Work Hours

Gary Works
Gary, IN

Graycor Industrial Constructors, Inc.
BP Products North America, Inc.
Northwestern Indiana Building & Construction Trades Council

699,224 Work Hours

Whiting Refinery
Whiting, IN

Enerfab Power & Industrial, Inc.
American Electric Power
Charleston Building & Construction Trades Council

637,561 Work Hours

John Amos Power Plant
Saint Albans, WV

Solid Platforms, Inc.
ArcelorMittal
Indiana/Kentucky/Ohio Regional Council of Carpenters - Northern Office

618,762 Work Hours

Burns Harbor Plant
Burns Harbor, IN

Solid Platforms, Inc.
ArcelorMittal
Indiana/Kentucky/Ohio Regional Council of Carpenters - Northern Office

567,469 Work Hours

Indiana Harbor (East Chicago) Plant
East Chicago, IN

Enerfab Power & Industrial, Inc.
Energy Harbor
Upper Ohio Valley Building & Construction Trades Council

547,298 Work Hours

W. H. Sammis Plant - Fossil
Stratton, OH

StructSure Scaffold Solutions, LLC
American Electric Power
Charleston Building & Construction Trades Council

533,343 Work Hours

John Amos Power Plant
Saint Albans, WV



Minnotte Contracting Corporation
FirstEnergy Corporation
North Central West Virginia Building & Construction Trades Council
525,251 Work Hours
 Harrison Power Station
 Haywood, WV

Thermal Solutions, Inc.
United States Steel Corporation
Pittsburgh Building & Construction Trades Council
503,866 Work Hours
 Clairton Works
 Clairton, PA



 **BRONZE STAR**
200,000 - 499,999
Work Hours

Enerfab Power & Industrial, Inc.
American Electric Power
Tri-State Building & Construction Trades Council
422,798 Work Hours
 Big Sandy Plant
 Louisa, KY

Chapman Corporation
FirstEnergy Corporation
North Central West Virginia Building & Construction Trades Council
406,855 Work Hours
 Harrison Power Station
 Haywood, WV

Fluor Constructors International, Inc.
Cargill, Inc.
Northwestern Indiana Local Union No. 597
397,247 Work Hours
 Hammond Plant
 Hammond, IN

Solid Platforms, Inc.
Northern Indiana Public Service Company (NIPSCO)
Indiana/Kentucky/Ohio Regional Council of Carpenters - Northern Office
395,401 Work Hours
 R. M. Schahfer Generating Station
 Wheatfield, IN

Day & Zimmermann NPS, Inc.
American Electric Power
Tri-State Building & Construction Trades Council
382,195 Work Hours
 Mountaineer Power Plant
 New Haven, WV

MPW Environmental Services, Inc.
Energy Harbor
Painters & Allied Trades, District Council 53
379,687 Work Hours
 Bruce Mansfield Plant - Fossil
 Shippingport, PA

Smart Energy Insulation - Toledo Mechanical Insulation, Inc.
Husky Energy, Inc.
Lima Building and Construction Trades Council Local Union No. 41
376,549 Work Hours
 Lima Refinery
 Lima, OH

BHI Energy I Specialty Services, LLC
Talen Energy
Northeast Pennsylvania Building & Construction Trades Council
376,261 Work Hours
 Susquehanna Nuclear Plant
 Berwick, PA

BMWC Constructors, Inc.
Stepan Chemical
Will and Grundy County Building & Construction Trades Council
357,409 Work Hours
 Elwood Plant
 Elwood, IL

McCarl's, Inc.
Talen Energy
Lehigh Valley Building & Construction Trades Council
349,683 Work Hours
 Martins Creek Station
 Martins Creek, PA

Norris Brothers Company, Inc.
Arconic
Cleveland Building and Construction Trades Council
337,066 Work Hours
 Cleveland Forged and Cast Products Plant
 Cleveland, OH

Bilfinger Industrial Services, Inc.
Procter & Gamble Company
Cedar Rapids/Iowa City Building & Construction Trades Council
334,008 Work Hours
 Iowa City Plant
 Iowa City, IA

Solid Platforms, Inc.
ArcelorMittal
Indiana/Kentucky/Ohio Regional Council of Carpenters - Northern Office
333,320 Work Hours
 Indiana Harbor West
 East Chicago, IN

AZCO, Inc.
Cleveland-Cliffs, Inc.
Northwest Ohio Building & Construction Trades Council
314,446 Work Hours
 Toledo Hot Briquetted Iron Plant
 Toledo, OH

AZCO, Inc.
Consumers Energy
Michigan Building and Construction
Trades Council - Washtenaw County
262,832 Work Hours
Freedom Compressor Station
Manchester, MI

Industrial Contractors Skanska
SABIC Innovative Plastics U.S., LLC
Southern Indiana Building &
Construction Trades Council
260,764 Work Hours
Mt Vernon Plant
Mt Vernon, IN

GEM, Inc.
First Solar, Inc.
Northwest Ohio Building &
Construction Trades Council
259,675 Work Hours
PGT-2
Walbridge, OH

Chapman Corporation
Covestro, LLC
Upper Ohio Valley Building &
Construction Trades Council
249,483 Work Hours
New Martinsville Plant
New Martinsville, WV

Enerfab Power & Industrial, Inc.
Ohio Valley Electric Corporation
Tri-State Building & Construction
Trades Council
243,386 Work Hours
Kyger Creek Power Plant
Gallipolis, OH

Burnham Industrial Contractors
FirstEnergy Corporation
North Central WV Building &
Construction Trades Council
237,499 Work Hours
Fort Martin Power Station
Maidsville, WV

Solid Platforms, Inc.
United States Steel Corporation
Eastern Atlantic States Regional
Council of Carpenters
230,167 Work Hours
Clairton Works
Clairton, PA

M.J. Electric
BP Products North America, Inc.
International Brotherhood of Electrical
Workers Local Union 697
229,518 Work Hours
Whiting Refinery
Whiting, IN

MPW Environmental Services, Inc.
Energy Harbor
Painters & Allied Trades, District
Council 53
218,058 Work Hours
W. H. Sammis Plant - Fossil
Stratton, OH

ONEX Construction, Inc.
SunCoke Energy, Inc.
LIUNA Local Union No. 41
205,654 Work Hours
Indiana Harbor
East Chicago, IN

GEM, Inc.
Nutrien
Lima Building & Construction Trades
Council
203,871 Work Hours
Lima Nitrogen Plant
Lima, OH

StructSure Scaffold Solutions, LLC
American Electric Power
Tri-State Building & Construction
Trades Council
202,515 Work Hours
Big Sandy Plant
Louisa, KY

Burnham Industrial Contractors
NRG Energy
Johnstown Building and Construction
Trades Council
201,155 Work Hours
Homer City Station
Homer City, PA

GEM, Inc.
BP Products North America, Inc.
Northwest Ohio Building &
Construction Trades Council
200,264 Work Hours
Toledo Refinery
Oregon, OH

CERTIFICATE OF MERIT **50,000 - 199,999** **Work Hours**

MPW Environmental Services, Inc.
Cardinal Operating Company
Painters & Allied Trades, District
Council 53
197,861 Work Hours
Cardinal Plant
Brilliant, OH

Enerfab Power & Industrial, Inc.
Primary Energy Recycling Corporation
Boilermakers Local Union No. 374
193,542 Work Hours
Cokenergy Plant
East Chicago, IL

Solid Platforms, Inc.
Northern Indiana Public Service
Company (NIPSCO)
Indiana/Kentucky/Ohio Regional
Council of Carpenters -
Northern Office
188,308 Work Hours
Michigan City Generating Station
Michigan City, IN



The State Group Industrial (USA) Limited

**General Motors Company, LLC
Buffalo Building & Construction Trades Council**

183,827 Work Hours

Tonawanda Engine GMPT
Tonawanda, NY

**Nooter Construction Company
BP Products North America, Inc.
Northwest Ohio Building & Construction Trades Council**

180,678 Work Hours

Toledo Refinery
Oregon, OH

**Barton Malow Company
Consumers Energy
Southeast Michigan BCTC**

169,047 Work Hours

Freedom Compressor Station
Manchester, MI

**BMWC Constructors, Inc.
PotashCorp
Lima Building and Construction Trades Council**

166,164 Work Hours

Lima Nitrogen Plant
Lima, OH

**Babcock & Wilcox Construction Company, LLC
Lightstone Generation
Tri-State Building & Construction Trades Council**

163,106 Work Hours

Gavin Power Plant
Cheshire, OH

**Thermal Solutions, Inc.
American Electric Power
Tri-State Building & Construction Trades Council**

161,430 Work Hours

Big Sandy Plant
Louisa, KY

**Enerfab Power & Industrial, Inc.
Luminant**

Boilermakers Local Union No. 105

157,886 Work Hours

Miami Fort Power Station
North Bend, OH

**Thermal Solutions, Inc.
American Electric Power
Tri-State Building & Construction Trades Council**

157,474 Work Hours

Kyger Creek Power Plant
Gallipolis, OH

**Stevens Engineers & Constructors, Inc.
United States Steel Corporation
Northwest Indiana Building & Construction Trades Council**

145,028 Work Hours

Gary Works
Gary, IN

**Day & Zimmermann NPS, Inc.
American Electric Power
Southwestern Virginia Local Union No. 980**

141,356 Work Hours

Clinch River Power Plant
Cleveland, VA

**Minnotte Contracting Corporation
FirstEnergy Corporation
North Central West Virginia Building & Construction Trades Council**

140,797 Work Hours

Fort Martin Power Station
Maidsville, WV

**Stevens Engineers & Constructors, Inc.
Charter Steel
Cleveland Building & Construction Trades Council**

138,406 Work Hours

Cleveland Rolling Mill
Cuyahoga Heights, OH

**Nooter Construction Company
CHS, Inc.**

Greater Kansas City Building & Construction Trade Council

138,048 Work Hours

McPherson Refinery
McPherson, KS

**Advanced Industrial Services
BP Products North America, Inc.
Northwest Ohio Building & Construction Trades Council**

133,696 Work Hours

Toledo Refinery
Oregon, OH

**AMS Mechanical Systems, Inc.
BP Products North America, Inc.
United Association Local Union No. 597**

131,228 Work Hours

Whiting Refinery
Whiting, IN

**George V. Hamilton, Inc.
American Electric Power
Upper Ohio Valley Building & Construction Trades Council Local Union No. 2**

125,380 Work Hours

Mitchell Power Plant
Moundsville, WV

**Day & Zimmermann NPS, Inc.
American Electric Power
Upper Ohio Valley Building & Construction Trades Council**

123,994 Work Hours

Cardinal Plant
Brilliant, OH

**Enerfab Power & Industrial, Inc.
Energy Harbor
Upper Ohio Valley Building & Construction Trades Council Local Union No. 154**

123,018 Work Hours

Bruce Mansfield Plant - Fossil
Shippingport, PA

**Burnham Industrial Contractors
Energy Harbor**

**Upper Ohio Valley Building &
Construction Trades Council**

121,761 Work Hours

W. H. Sammis Plant
Stratton, OH

**MPW Environmental Services, Inc.
FirstEnergy Corporation**

**Painters & Allied Trades, District
Council 53**

117,273 Work Hours

Harrison Power Station
Haywood, WV

**Chapman Corporation
MPLX**

**Pittsburgh Building & Construction
Trades Council**

114,686 Work Hours

Houston Plant
Houston, PA

**Stevens Engineers & Constructors, Inc.
ArcelorMittal**

**Cleveland Building & Construction
Trades Council**

114,038 Work Hours

Cleveland Plant
Cleveland, OH

**Chapman Corporation
MPLX**

**North Central West Virginia Building &
Construction Trades Council**

111,531 Work Hours

Smithburg #1
West Union, WV

**BMWC Constructors, Inc.
LyondellBasell Industries**

**Will and Grundy Counties Building &
Construction Trades Council**

111,030 Work Hours

Equistar Chemical
Morris, IL

**Aristeo Construction
Fiat Chrysler Automotive**

Local 25 Ironworkers

108,906 Work Hours

Detroit 2 Assembly Plant
Detroit, MI

**Construction & Turnaround
Services, LLC**

**BP Products North America, Inc.
Northwestern Indiana Local Union
No. 374 & 597**

105,290 Work Hours

Whiting Refinery
Whiting, IN

**Bowen Engineering Corporation
Duke Energy Corporation
Southwest Indiana Building and
Construction Trades Council**

100,078 Work Hours

Gibson Station
Owensville, IN

**Conti Corporation
General Motors Company
Fort Worth Building & Construction
Trades Council**

99,813 Work Hours

Arlington Assembly
Arlington, TX

**GEM, Inc.
North Star BlueScope Steel, LLC
Northwest Ohio Building &
Construction Trades Council**

99,323 Work Hours

Delta Steel Plant
Delta, OH

**Graycor Industrial Constructors, Inc.
BP Products North America, Inc.
Northwestern Indiana Building &
Construction Trades Council**

99,166 Work Hours

Whiting Refinery
Whiting, IN

**Minnotte Contracting Corporation
FirstEnergy Corporation**

**North Central West Virginia Building &
Construction Trades Council**

98,320 Work Hours

Harrison Power Station
Haywood, WV

**The State Group Industrial
(USA) Limited**

**General Motors Company, LLC
Niagara County Building &
Construction Trades Council**

94,403 Work Hours

Lockport GMCH
Lockport, NY

**Burnham Industrial Contractors
FirstEnergy Corporation
North Central West Virginia Building
& Construction Trades Council**

91,546 Work Hours

Harrison Power Station
Haywood, WV

**Burnham Industrial Contractors
GenOn
Lawrence County Building &
Construction Trades Council**

91,219 Work Hours

New Castle Power Station
New Castle, PA

**StructSure Scaffold Solutions, LLC
American Electric Power
Tri-State Building & Construction
Trades Council**

90,301 Work Hours

Mountaineer Power Plant
New Haven, WV

**Gribbins Insulation Company
Ashland, Inc.
Local 37 Heat and Frost Insulators**

87,470 Work Hours

Calvert City Plant
Calvert City, KY



Superior Electric Great Lakes Company
General Motors Company
IBEW Local Union No. 58
85,478 Work Hours
GM Technical Center Warren (GMTC)
Warren, MI

Solid Platforms, Inc.
AK Steel
Michigan Regional Council of
Carpenters
84,726 Work Hours
Dearborn Works
Dearborn, MI

Commercial Contracting Corporation
Marathon Petroleum Corporation
Michigan Building and Construction
Trades Council
84,342 Work Hours
Detroit Refinery
Detroit, MI

SEI Solutions, LLC
ArcelorMittal
Teamsters Local Union No. 142
84,264 Work Hours
Burns Harbor Plant
Burns Harbor, IN

The Boldt Company
Marathon Petroleum Corporation
St. Paul Minnesota Building and
Construction Trades Council
83,915 Work Hours
St. Paul Park Refinery
St. Paul Park, MN

Songer Steel Services, Inc.
United States Steel Corporation
Northwestern Indiana Building &
Construction Trades Council
83,088 Work Hours
Gary Works
Gary, IN

Chapman Corporation
United States Steel Corporation
Pittsburgh Building & Construction
Trades Council
82,311 Work Hours
Clairton Works
Clairton, PA

BMWC Constructors, Inc.
BP Products North America, Inc.
Northwest Indiana Building and
Construction Trades Council
79,775 Work Hours
Whiting Refinery
Whiting, IN

Tranco Industrial Services, Inc.
ArcelorMittal
Laborers International Union of North
America Local Union No. 41
79,527 Work Hours
Indiana Harbor (East Chicago) Plant
East Chicago, IN

Superior Electric Great Lakes Company
General Motors Company, LLC
IBEW Local Union No. 58
75,783 Work Hours
GM Technical Center Warren (GMTC)
Warren, MI

Superior Electric Great Lakes Company
General Motors Company, LLC
IBEW Local Union No. 58
75,410 Work Hours
GM Technical Center Warren (GMTC)
Whiting, IN

Chapman Corporation
XcL Midstream, LLC
Upper Ohio Valley Building &
Construction Trades Council
72,553 Work Hours
Payne Site
Proctor, WV

Pioneer Pipe, Inc.
Americas Styrenics
Parkersburg-Marietta Building &
Construction Trades Council
71,343 Work Hours
Marietta Chemical Plant
Marietta, OH

AMS Mechanical Systems, Inc.
United States Steel Corporation
United Association Local Union No. 597
70,409 Work Hours
Gary Works
Gary, IN

Eagle Services Corporation
ArcelorMittal
Northwestern Indiana Local Union
No. 81
69,300 Work Hours
Burns Harbor Plant
Burns Harbor, IN

Industrial Contractors Skanska
Indianapolis Power & Light Company
Southwestern Indiana Building &
Construction Trades Council
69,221 Work Hours
Petersburg Generating Station
Petersburg, IN

GEM, Inc.
Fiat Chrysler Automotive
Northwest Ohio Building &
Construction Trades Council
68,864 Work Hours
Toledo Assembly Plant
Toledo, OH

GEM, Inc.
Cleveland-Cliffs, Inc.
Northwest Ohio Building &
Construction Trades Council
68,313 Work Hours
Toledo Assembly Plant
Toledo, OH

Solid Platforms, Inc.
Northern Indiana Public Service Company (NIPSCO)
Indiana/Kentucky/Ohio Regional Council of Carpenters - Northern Office
67,523 Work Hours
Bailly Generating Station
Chesterton, IN

Thermal Solutions, Inc.
Constellium
Parkersburg Marietta Building & Construction Trades Council
66,730 Work Hours
Ravenswood Facility
Ravenswood, WV

MPW Environmental Services, Inc.
Energy Harbor
Painters & Allied Trades, District Council 53
66,245 Work Hours
Pleasants Power Station - Fossil
Willow Island, WV

Conti Corporation
Fiat Chrysler Automotive
Michigan Building & Construction Trades Council
63,841 Work Hours
Detroit 2 Assembly Plant
Detroit, MI

Songer Steel Services, Inc.
United States Steel Corporation
Pittsburgh Building & Construction Trades Council
63,469 Work Hours
Edgar Thomson Works
Braddock, PA

McCarl's, Inc.
BASF Corporation
Beaver County Building and Construction Trades Council
61,909 Work Hours
Monaca Plant
Monaca, PA

MPW Environmental Services, Inc.
FirstEnergy Corporation
Painters & Allied Trades, District Council 53
61,593 Work Hours
Fort Martin Power Station - Fossil
Maidsville, WV

Construction & Turnaround Services, LLC
CHS, Inc.
Central & Western Kansas Local 83
59,178 Work Hours
McPherson Refinery
McPherson, KS

Scheck Mechanical
Sunoco Partners Marketing & Terminals L.P.
Steamfitters Local Union No. 420
57,629 Work Hours
Marcus Hook Refinery
Marcus Hook, PA

McCarl's, Inc.
NOVA Chemicals, Inc.
Beaver County Building and Construction Trades Council
56,429 Work Hours
Beaver Valley Plant
Monaca, PA

MPW Environmental Services, Inc.
American Electric Power
Painters & Allied Trades, District Council 53
56,156 Work Hours
Mitchell Power Plant
Moundsville, WV

Solid Platforms, Inc.
American Electric Power
Indiana/Kentucky/Ohio Regional Council of Carpenters
55,622 Work Hours
Rockport Power Station
Rockport, IN

Superior Construction Company, Inc.
BP Products North America, Inc.
Northwest Indiana Building and Construction Trades Council
55,609 Work Hours
Whiting Refinery
Whiting, IN

GEM, Inc.
ArcelorMittal
Cleveland Building and Construction Trades Council
55,468 Work Hours
Cleveland Works - Westside
Cleveland, OH

The State Group Industrial (USA) Limited
Ford Motor Company
Chicago Building & Construction Trades Council
53,344 Work Hours
Chicago Assembly Plant
Chicago, IL

Gribbins Insulation Company
American Electric Power
Local 37 Heat and Frost Insulators
52,246 Work Hours
Rockport Power Station
Rockport, IN

MPW Environmental Services, Inc.
Constellium
Painters & Allied Trades, District Council 53
51,792 Work Hours
Ravenswood Facility
Ravenswood, WV



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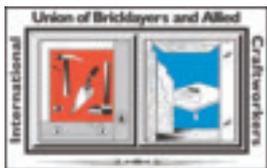
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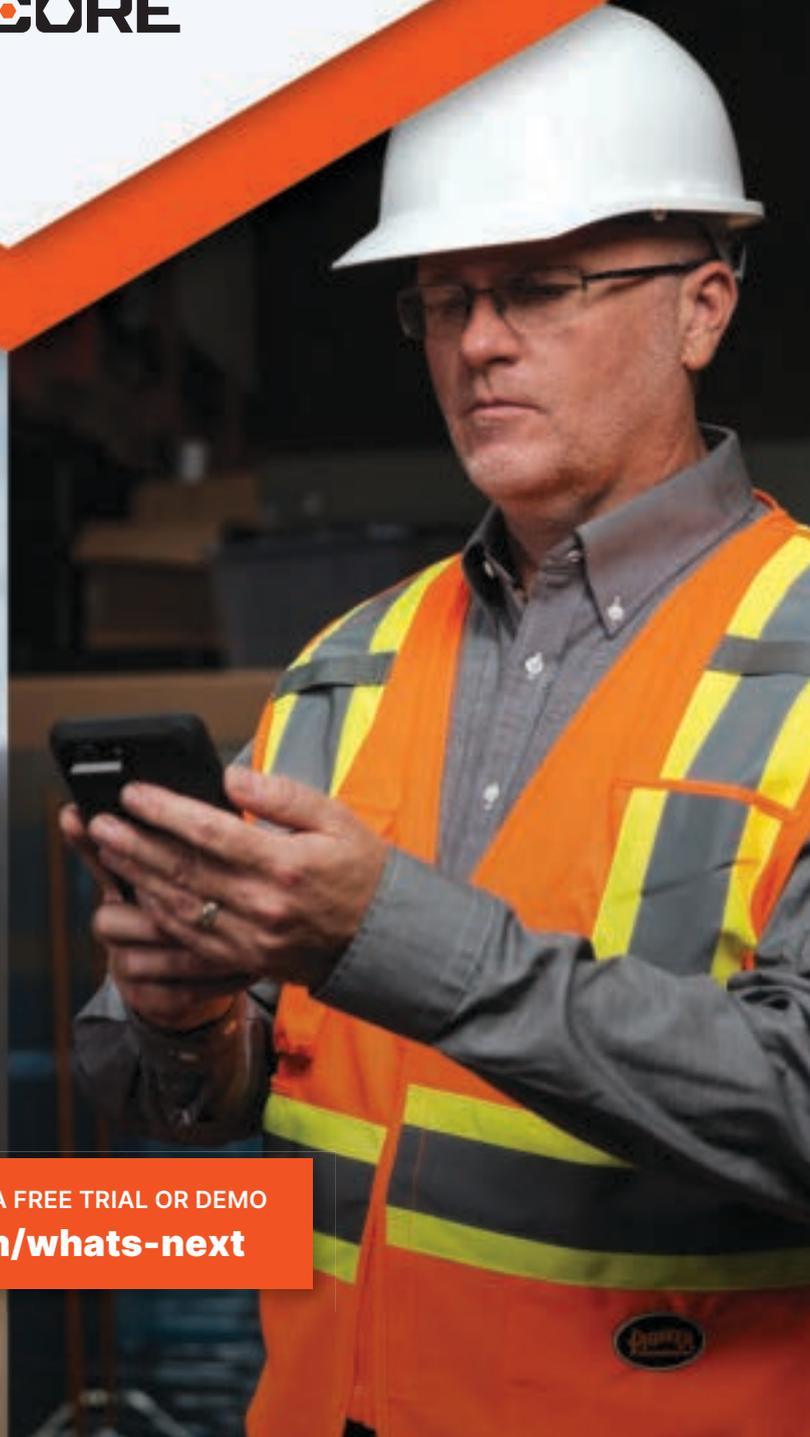
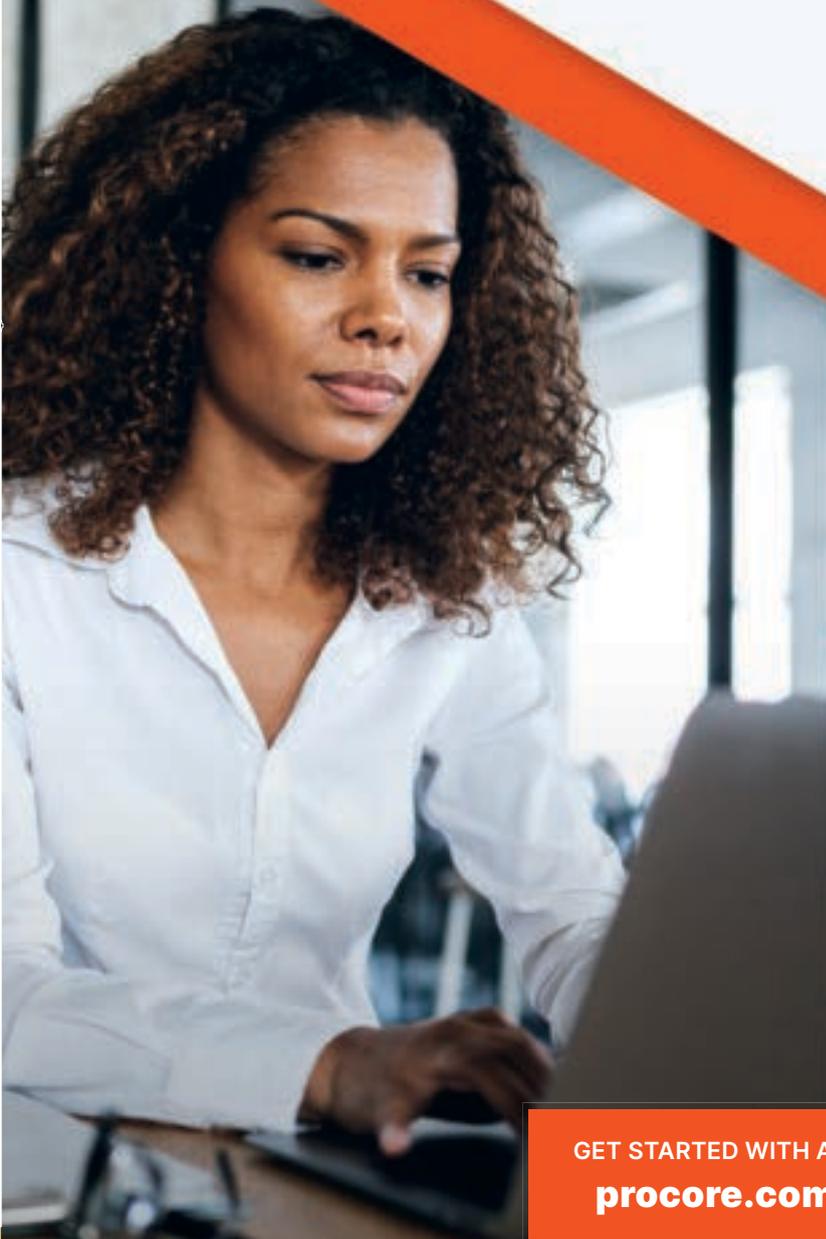
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The Ultimate Test: Leadership Lessons From a Very Bad Year

BY MARK BRESLIN



COVID spelled backward is DIVOC. So what DIVOC was up with 2020?

Last year was a test of our country, our industry, our companies and association members, our families, ourselves — but more than anything, it was a test of leadership. The question is, how did we do, and what can we take with us, beyond dumpster-fire memories, into 2021 and beyond?

I think that one of the more important leadership lessons from 2020 centers on putting people first. Now, a lot of times, this is a B.S. throwaway line that substitutes for taking real action. In our industry, “putting people first” usually means giving someone a small pay bump or saying nice things to them from time to time — then giving them more s*** to shovel. Well, it’s safe to say that a lot of people wore out their shovels in 2020 and that a level of fatigue has set in that is pretty hard to ignore. Alcohol sales being up 32% might be some indicator here, but I digress.

The truth is, what really jumped out at me and a lot of other leaders I know is

the power of authentic caring. Now, maybe that was because of the national state of mind, which looked a little bit like a cross between a bipolar porcupine and an agitated preschooler. That said, the leaders who exhibited calm,

empathy and care seemed to stand out. Not surprisingly, they were also the ones who saw their companies’ success metrics — safety, productivity, quality and so on — improve across the board. It may sound trite, but it all starts with basic care and consideration. Those are often in short supply in our industry — especially when you add COVID fatigue to the mix.

I will admit I was personally in short supply of those qualities more than once this past year. As the pressure remained constant, I found myself at times lacking empathy, patience and understanding. I tried to imagine myself in other people’s shoes, but I did a pretty poor job of it. I guess I failed in my leadership because I had an expectation that everyone was like me, living the same life and moments I was. But when I managed to move beyond those limiting expectations and show genuine human concern, I got the best results. When my blind spots took me out of the running, I empowered others to lead, and the whole team rallied. These are vital

Mark Breslin is a strategist and author of several books, including most recently, *The Five Minute Foreman: Mastering the People Side of Construction*. Visit his website at www.breslin.biz



or contact him at 925-705-7662.

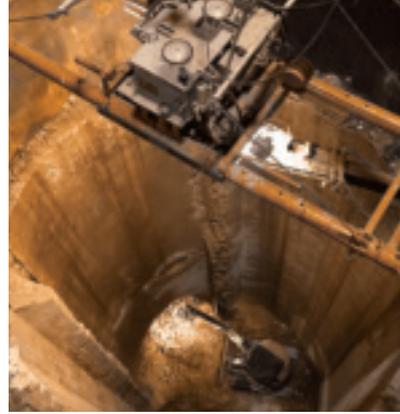
lessons, even for someone who’s held the CEO title for a long time.

I thrive on driving results. I want to grow 10% to 20% a year, expand my staff and chalk up the wins. I think a lot of you reading this know exactly what I’m talking about. But chasing after all these goals can prevent us from giving our employees the words, thoughts and simple kindnesses that compensate, in some small way, for the uncertainty and stress they are dealing with. The simplicity of it is remarkable. It’s about stopping long enough to “feel the care” so they can feel it, too.

The lesson for me and my management team is to never lose focus on what is most important: leadership means putting people first. Despite how we feel personally at any given time, and especially at this given time, they need and deserve leaders who value sincerity, caring and empathy, both now and in the future. ■

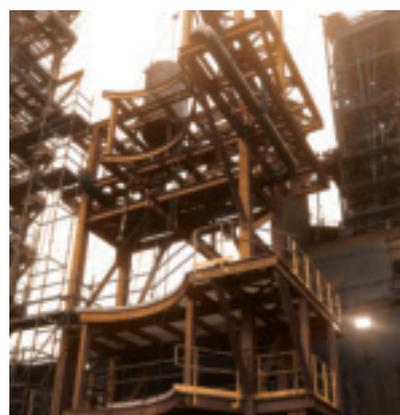
What really jumped out at me is the power of authentic caring. The leaders who exhibited calm, empathy and care seemed to stand out.

CORRECTION: Due to an error in the editing process, last issue’s article by Mark Breslin, “The ‘Warm Body’ Era Is Over (Again)” (Fall 2020, Page 8), incorrectly stated that union construction projects typically cost 15% to 25% more than non-union jobs. It should have stated that union projects typically have a 15% to 25% higher labor-wage differential than that of nonunion projects.



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Facing the Challenge: LEOs Are Ready to Help in 2021

BY DAVE DAQUELENTE

Here's to a healthy 2021 from the TAUC LEO Committee!

For those of you whom I have not had the privilege to meet or work with yet, my name is Dave Daquelente. I am the recently elected Local Employer Organization (LEO) Committee Chair for TAUC, but daily I serve as the Executive Director of the Master Builders' Association of Western Pennsylvania, Inc. (MBA). I am originally from Pittsburgh, and my wife and I continue to live in the region raising our young family, near our extended family (which is an even greater blessing during the pandemic and supervising virtual K-4 elementary school).

My leadership role at the MBA affords me the opportunity to work with our talented and dedicated staff to serve more than 125 signatory contractors and more than 100 affiliate industry members. I am proud to say that we live our purpose every day by "Leading the Industry, Building the Region."

I joined the MBA in the fourth quarter of 2019, taking over for our previous Executive Director, Jack Ramage, who retired after nearly 30 years with our organization. I came to the MBA after building a career in construction over the last 20 years that included working as a commercial construction apprentice with the Carpenters. Later, I was Director of Labor Management and Operations for an occupational medical-services business, supporting regional and national union construction industry drug-free workplace programs. Most recently, I was the Executive Director of the Ironworker Employers Association of Western PA (IWEA). While at IWEA, I participated in LEO Committee meetings and



took full advantage of the greatest peer-resource group that I had ever experienced. The roundtable discussions were also a point of pride for our immediate past chair, Patrick Baker.

Patrick served the LEO Committee as our Chair over the last few years and as a member of the committee since 2013. He was also the Executive Director of the Great Lakes Fabricators & Erectors Association, supporting his contractor members in Michigan. He remains an engaged industry ally and advocate. I would like to thank Patrick for his service to the industry and the LEO Committee and wish him the best in his next adventure.

Looking Ahead: Three Key Concepts

For what it's worth, my personal outlook is that while 2021 still presents many unknown factors (continued medical crisis, economic disruption and social change), it should not be as challenging in the same ways as 2020. I think we (as an industry and a country) have learned about COVID-19 as a virus and worked to develop and implement best practices to mitigate the spread for the upcoming year. I believe we have also successfully adopted solutions for the workplace that enable our teams to collaborate and perform seamlessly across many of our business functions.

Here are **three key concepts** that I

believe will be crucial in helping contractors succeed in the coming year.

Collaboration is a key word that penetrates every corner of our world, and it remained a constant theme for all LEOs in 2020. This year, as we are cautiously optimistic about returning to traditional in-person meetings, events and business operations, we will remain focused on collaboration as a critical tool in our toolbox. Collaboration with our contractor members, construction owners/developers, labor partners and government officials continues to be a critical element to the success of our local/regional associations, as well as what we do collectively at a national level through TAUC.

Innovation is not an isolated concept permitted only in the tech industry or geofence of Silicon Valley. Innovation, just like collaboration, is a tool we all need to sharpen as we identify new opportunities and solutions to the problems that face our industry. The commitment to innovation at TAUC is exemplary of the forward-thinking leadership that will help our industry remain strong and solvent for the future. Collaboration and innovation are two tools that I plan to highlight and sharpen in our work as a LEO Committee over the next few years.

Engagement is a third tool we have control over and one that is often underrated. As a leader in your family, your business, your community and your industry,

I encourage you to reach out to the LEO in a new area...We work with the building trades and local contractors regularly and are eager to work with you and help your future projects be even more successful than your last.

I am confident that you have experienced the fatigue of overextending yourself. Add to the mix our newly developed “Zoom fatigue” and it can easily feel overwhelming. This is one area where I see the greatest opportunity for our LEO Committee to continue to make a difference for all TAUC members.

LEOs: We're Here to Help

LEOs are here to serve and support TAUC member contractors. Use us. Please. I am sincere in this request.

We represent various markets and different experiences, and there is tremendous value in our diversity and in our networks and relationships. For contractors who traverse this country or are looking to expand their scope in the future, I encourage you to reach out to the LEO in a new area when you begin to develop business relationships or as you make progress toward a contract award. We work with the

building trades and local contractors regularly and are eager to work with you and help your future projects be even more successful than your last. You might be surprised by the many ways we can help you.

The year 2020 and the adaptation to virtual meetings have been tremendous opportunities for the LEO Committee to engage more with one another, as we held multiple virtual roundtable meetings throughout the year. I would like to leave my fellow LEO Committee members with this challenge as we face the new year together. Whether virtual or in-person, I challenge us to set attendance records for our meetings in 2021. We can only have active engagement if we show up. If we do not show up and we are not engaged, we will never have the level of collaboration and innovation that is possible from such a talented group of leaders.

We have amazing challenges ahead, including multiemployer pension reform, and I am confident that it will take the tools of engagement, collaboration and innovation to successfully address this and many other challenges facing our industry.

I cannot close this article without acknowledging the leadership transition that 2021 brings to TAUC and the NMAPC. Many will be able to give a more eloquent professional summary of Steve Lindauer's contribution to our industry and these two organizations than I, but I would like to share a personal comment.

Dave Daquelente is Chair of the TAUC LEO Committee and Executive Director of the Master Builders' Association of Western Pennsylvania.



Steve, I truly appreciate your leadership and, even more, your genuine passion for the industry and for doing the right thing. No one succeeds alone, and the leadership team and the culture that you have built at TAUC and the NMAPC reflect your character and commitment. That includes Dan Hogan, who has the great opportunity and responsibility to lead these organizations in their next chapters. Your enthusiasm for the people who make up our great industry and your authentic support for each of us are two things I have taken away from every interaction, conversation or meeting that we have been a part of together. Thank you. ■





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Steve Lindauer

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