

# THE

SUMMER 2019

A Publication of The Association of  
Union Constructors [www.tauc.org](http://www.tauc.org)

# CONSTRUCTIONUSER

ADVANCING UNION CONSTRUCTION AND MAINTENANCE

## Tony Poma of Ironworkers Local 25 2019 James J. Willis Craftperson of the Year

SEE PAGE 34



**TAUC**  
Tony Poma  
Ironworkers Local Union No. 25  
Iron Contracting  
General Millers M-S Flint Body Shop  
& General Assembly Addition  
2018

Presorted Standard  
U.S. Postage  
PAID  
Washington, D.C.  
Permit No. 13



THE BOILERMAKERS ADVANTAGE  
**INFINITE**  
CRAFTSMANSHIP.

Just what is a Boilermaker? We're the skilled craftsmen and women trained and committed to stand apart as the best. We were forged out of the Industrial Revolution, honing our craft decade after decade — never resting on our successes or the words "good enough."

We're the choice for owners and contractors who want to get the job done right — on time, within budget and safely. Every time.

We're a brotherhood. And everything we are begins with our bond.

We're the International Brotherhood of Boilermakers.

**LET'S GET TO WORK TOGETHER.**  
**BOILERMAKERS**

[www.boilermakers.org](http://www.boilermakers.org)



# THE SUMMER 2019 CONSTRUCTION USER

A Publication of The Association of  
Union Constructors [www.tauc.org](http://www.tauc.org)

ADVANCING UNION CONSTRUCTION AND MAINTENANCE

The Construction User is published  
quarterly by:



#### THE ASSOCIATION OF UNION CONSTRUCTORS

1501 Lee Highway, Suite 202  
Arlington, Va 22209  
703.524.3336  
703.524.3364 (Fax)  
[www.tauc.org](http://www.tauc.org)

#### EXECUTIVE EDITOR

**David Acord**  
703.628.5545  
[Dacord@Tauc.org](mailto:Dacord@Tauc.org)

#### ADVERTISING REPRESENTATIVE

(Contact for rates and details)

#### Bill Spilman

Innovative Media Solutions  
320 W. Chestnut St.  
P.o. Box 399  
Oneida, Il 61467  
309.483.6467  
[Bill@Innovativemediasolutions.com](mailto:Bill@Innovativemediasolutions.com)

#### SUBSCRIPTIONS

For information about subscriptions,  
reprints, or purchasing bulk copies,  
contact:

Executive Editor, David Acord  
703.628.5545  
[Dacord@Tauc.org](mailto:Dacord@Tauc.org)

#### ART DIRECTION & DESIGN

**Top Shelf Design, LLC**  
[www.Topshelfdesign.net](http://www.Topshelfdesign.net)

© 2019 The Association Of Union  
Constructors.

All Rights Reserved. The Contents  
Of This Publication May Not Be  
Reproduced, In Whole Or In Part,  
Without The Prior Written Consent  
Of The Publisher.

Cover Photograph by Tom Hinkley  
of Studio 1501 Photography.



PUBLISHED JULY 2019

#### IN EVERY ISSUE

- 4 **FROM THE DESK OF THE PRESIDENT**  
**A New Chapter**  
*Steve Johnson*

#### FEATURED ARTICLES

- 6 **You're in the Right Place**  
*Steve Lindauer*

- 8 **Working the Plan**  
*Mike Dorsey*

- 16 **Survey: Strong Growth on  
Horizon, But Serious Labor  
Shortages Persist**  
*David Acord*

- 22 **Top NMA Contractors & Owners**

- 30 **Bill Cornell Named 2019 TAUC  
Spirit of Union Construction  
Award Winner**

- 31 **Steve Johnson Elected President  
of TAUC**

- 32 **TAUC Presents the Joseph La  
Rocca Union Project of the  
Year Awards**

- 34 **Tony Poma Named 2019  
TAUC Craftperson of the Year**

#### IN EVERY CORNER

- 12 **THE LEGAL CORNER**  
**A Possible Resolution to the NLRB  
Joint Employment Saga**  
*Katharine Meyer*

- 13 **THE LEO CORNER**  
**Raising Our Profile: LEOs on the  
Move**  
*Patrick Baker*

- 18 **THE EHS CORNER**  
**Breaking Away from  
the Norm**  
*Rusty Brown*

- 19 **THE TECH CORNER**  
**Why It's Time to Embrace  
Technology, Offsite Construction  
and Lean Methodology**  
*Josh Bone*

- 26 **THE INDUSTRIAL RELATIONS CORNER**  
**An Introduction—and a  
Path Forward**  
*Jim Daley*

- 28 **THE GOVERNMENT AFFAIRS CORNER**  
**Finding Our Voice  
on Capitol Hill**  
*Justin Bruce*

# A New Chapter

BY STEVE JOHNSON  
PRESIDENT, GEM INC.



Just a few weeks ago in New Orleans, at our annual Leadership Conference, I had the honor of being elected President of The Association of Union Constructors (TAUC). I spoke to the assembled members about my plans for the next three years. In my first column for *The Construction User*, I'd like to expand on those comments for the benefit of those who weren't able to attend the conference.

First of all, I want to thank former president Jake Locklear of APM for his outstanding leadership these last several years. Perhaps the greatest compliment you can give an outgoing president is that the association is better and stronger now than when he or she first stepped into their leadership role. That certainly applies to Jake; during his tenure, TAUC made huge strides, and one of my primary goals is to continue to build on that success with the support of TAUC CEO Steve Lindauer, the Board of Directors and you, our dedicated members.

In New Orleans, TAUC celebrated the fiftieth anniversary of our organization by honoring Joseph La Rocca, who helped create our predecessor group, the National Erectors Association, in 1969. He also went on to help create the National Maintenance Agreements Policy Committee, Inc. (NMAPC), and led both groups for more than 15 years before his retirement. Now 94, Joe, a decorated World War II veteran, is still filled with vitality, energy and passion for union construction. It was incredible to see him on stage, and a real treat to honor him not only for his service to our industry, but to our country as well.

Talking with Joe and reflecting on our fiftieth anniversary, I was reminded that one of the most

important things we can do as an association is pledge never to forget those who came before us. After all, they helped forge the trail we travel down today.

But while the half-century mark is certainly a milestone, it's also a turning point. After we look back and recognize how far we've come, we owe it to people like Joe—and to ourselves—to turn and look to the future and begin planning for the next fifty years. We're standing at a crossroads. Where do we go from here?

I don't have all the answers, but I'd like to share with you my vision for TAUC and what we can accomplish over the next few years.

**Safety always comes first.** I want to work closely with the Environmental Health and Safety Committee and its chair, Rusty Brown, to explore what TAUC can do to strengthen our already outstanding commitment to safety. How can we improve our efforts in safety education and training? What does the industry need when it comes to safety, and how can we help fill that need? What is our role in ensuring that federal safety regulations continue to protect workers without imposing an undue burden on contractors?

As you can see, I'm asking a lot of questions. I believe that's the first step in opening up a dialogue and creating solutions that work for everyone—for contractors, the building trades and our owners—clients. The tripartite model is built on relationships—and relationships, in turn, are built on trust and mutual respect.

**That's why Industrial Relations will continue to be a high priority during my tenure as president.** I don't have to tell you how important relationships are for our bottom line. If clients



*As president, I'm making a commitment: TAUC will continue to bring you the most advanced, cutting-edge information on technology and innovation... we will make sure that you aren't left behind in this brave new world.*

don't trust us, they go somewhere else. If unions don't believe we have their best interests at heart, it's almost impossible to get the job done on time and under budget.

"Industrial relations" is kind of a catch-all term, I'll admit. But to me, it means ensuring that contractors—even those who compete with one another—still come together on the important issues; encouraging national contractors to work more closely with local employer organizations when they travel into a new area to work a big job; and opening a dialogue with local unions so that they understand where contractors, both local and national are coming from, and vice versa. "Industrial relations" is really personal relations—and if we lose the personal touch, we might as well give up.

Before I became president, I was proud to serve as chairman of the TAUC Government Affairs Committee, so legislation and regulation will continue to be very important to me. **As president, I will continue the progress TAUC has made in expanding our government affairs activities.** We now have a political action committee. We have the expert support and help of Jim Kolb and the team at Summit Strategies to help us navigate Capitol Hill. And perhaps most importantly, we have an engaged membership. In short, when it comes to government affairs, we have momentum. And I want to keep that momentum rolling. We have never been in a better position to make our voices heard in Washington D.C.

Another area TAUC is just beginning to explore is innovation and technology. Last year we launched a brand-new event, the Industrial Grade Innovation Conference and Expo, or IGI. This year IGI will be held in Cincinnati Sept. 10–12 (See Pages 20–21). If you didn't attend last year, I strongly urge you to make plans to come this year.

The union construction industry is becoming extremely tech-savvy. We have made the investments in BIM and other software, and the building trades make sure their apprentices know how to operate the most advanced equipment on the

market. But despite our due diligence, we've barely scratched the surface. The technological advancements we will see over the next few years will transform our industry in ways we can't even fully understand right now.

Some of you who attended the first IGI got a brief glimpse of what's coming. Maybe you tried on a virtual reality headset that allowed you to walk through a power plant that hadn't even been built yet. Or maybe you strapped on a bionic exoskeleton that allowed you to lift an incredibly heavy object with almost no effort. These tools are just the beginning. More is coming—much more. And as president, I'm making a commitment: **TAUC will continue to bring you the most advanced, cutting-edge information on technology and innovation.**

We realize it can be tough to keep up with everything that's happening with technology—that's why we're here. Whether it's through IGI, the Leadership Conference or other events, we will make sure that you aren't left behind in this brave new world.

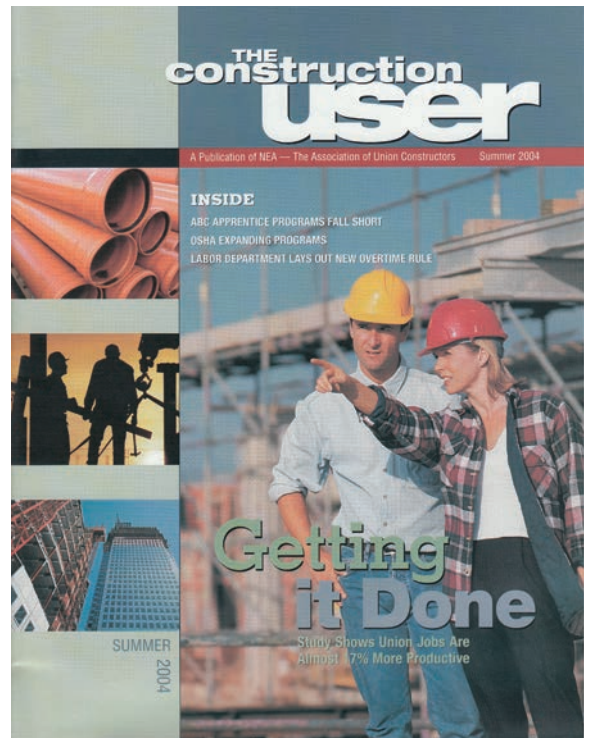
I've touched on several different issues, but I hope you see a common thread running through my comments: I want TAUC to continue to be an association that serves its members rather than the other way around. Over the years, I think all of us have belonged to an organization or two that seemed to take more from its membership than it ever gave back.

Thankfully, TAUC has never been that type of group. With my time on the Board of Directors, I've seen firsthand how Jake, Steve and the other officers always put our members first. When someone comes up with a new idea, or a potential path forward, it always boils down to the same set of questions: How will this help our members? And how will it help us improve the industry as a whole?

Those are the questions I will never stop asking as TAUC President—and I hope you'll continue to ask them, too.

# You're in the Right Place

BY STEVE LINDAUER



**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).

Longtime readers of our magazine were no doubt a little confused when they received this issue in the mail. The title hasn't changed, and TAUC's name is still on the cover, but nothing else looks the same, inside or out. And that, of course, is by design.

Don't worry—you're in the right place. Welcome to the all-new version of *The Construction User*.

This edition marks the 15th anniversary of the magazine—our very first issue was dated Summer 2004. The industry has changed a lot since then, but for over a decade, *The Construction User* has pretty much had the same “look.” Earlier this year, we decided it was time for a change.

Now you might be thinking, “Who cares what the magazine looks like?” But think about it: whether we want to admit it or not, appearances matter in our industry and the world in general. Over the last decade, many contractors and building trades have placed more emphasis on ensuring that craftworkers dress in a professional, “squared away” manner on the jobsite. They have also worked to improve the level of communication on the jobsite, encouraging folks to speak respectfully and rise above the “old school” clichés of harsh language and vulgar comments. Why? Simple: they know that first impressions matter to clients. They also understand that when people are held to a higher standard in terms of appearance and conduct, it can have a transformative effect on the jobsite and the industry in general.





I'm not arguing that appearances are everything. In our industry, it's still about outcomes and bottom lines, and always will be. A contractor's reputation is often made or broken based on the final results of a project. But can the images and attitudes we choose to adopt play important roles in ensuring that a job is completed safely, on time and under budget? Absolutely.

So, for similar reasons, we decided it was time to give *The Construction User* a new look: clean, modern and sophisticated. TAUC is, after all, more than a trade association. We act as an ambassador for the union construction and maintenance industry on Capitol Hill and in Fortune 500 boardrooms around the country. As our official magazine, *The Construction User* is read by more than 8,000 contractors, union officials and owner-client executives. However, you might be surprised to learn that the vast majority of our magazine readers aren't members of TAUC—and many of the owner-clients don't even hire union contractors on a regular basis!

Why is that? Because unlike other association magazines, we don't exist solely for our members. Our goal has always been to "grow the pie" and expand our industry's market share by reaching out to those who don't know a whole lot about us. The magazine is often the first exposure that many contractors have to TAUC—and that owner-clients have to union construction and maintenance. So we have an obligation to make a good first impression—to show them we're "squared away" and ready to help. As you'll see

in the pages ahead, we've adopted a new, more flexible layout with colorful graphics and innovative design elements. The text and pictures "pop" off the page, catching the readers' eyes and encouraging them to read the articles, not just flip to the next page. The overall image our new magazine projects is one of professionalism, experience and competence, mirroring the best traits of our member contractors.

The industry has also changed a great deal over the past few decades, and it's important that our image evolve alongside it. We've embraced cutting-edge technology; successful contractors today employ an exciting hybrid of traditional construction methods and Silicon Valley innovation to get the job done. And our ongoing multi-billion-dollar investment in apprenticeship programs has created a world-class training environment for today's youth that leads to highly paid careers and almost unlimited potential for advancement. The next generation of craftworkers will be just as comfortable with virtual reality and bionic exoskeletons as we are today with smartphones and tablets. The style of our magazine should reflect that commitment to innovation and outside-the-box thinking, and I believe the new design hits just the right notes.

Change is always just around the corner. The only question is whether we will manage it and use it to our advantage or ignore it and get left behind. So welcome to the new iteration of *The Construction User*, where change is *always the lead story*.





# Working the Plan





**BY MIKE DORSEY**

**SENIOR DIRECTOR OF INDUSTRIAL  
RELATIONS AND DEVELOPMENT,  
NMAPC & TAUC**

At the heart of any successful project is a set of core concepts that allows teams to measure the impact of change, track meaningful progress and know what “done” actually looks like. These concepts aren’t inserted into a job by a project manager or installed by a craftsperson; they’re a priority that all responsible stakeholders bring with them day in and day out. “Plan the work, work the plan” is a mantra most of us try to weave into the many functions of our business, be it project management, personnel, finance or otherwise. In our industry, the real value of this mantra can only be realized when it is demonstrated by the client, contractor and craft.

The hallmark of the National Maintenance Agreements Policy Committee, Inc. (NMAPC) is the Program’s unrelenting commitment to a tripartite approach, one that calls for all participants on a given job to push in the same direction until “done” is achieved. This business model has sustained the NMA for nearly fifty years. Over the course of the last year, I had the opportunity to be engaged with the Local Tripartite Committee for the PSEG Power Combined Cycle project at the Bridgeport Generating Station in Bridgeport, Connecticut. The project would add approximately 485 megawatts of highly efficient generating capacity to Connecticut’s southwestern region. Running on natural gas, the station helps meet the region’s growing demand for electricity and provides a reliable alternative to older, less-efficient generation.

Appropriately, before any wrenches were turned, the project was kicked off with a high-level tripartite meeting attended by leaders from PSEG, International Unions, the Fairfield County Building Trades, signatory contractors and the NMAPC.

Like other jobs, challenges were expected with the Bridgeport Station. Aside from most of the work happening on a postage-stamp-sized site, the first task was the barging of the station’s 11-story heat recovery steam generator (HRSG) from the Port of Coeymans (north of Manhattan, where it was prefabricated) to its final home in Bridgeport, Connecticut more than 200 miles away. With no room for error, the seven-million-pound HRSG was floated down the Hudson River, under the Brooklyn Bridge and into the Long Island Sound before reaching its final destination—ninety minutes ahead of schedule. I’ve never barged a HRSG down a body of water myself, let alone under one of our nation’s most valued landmarks, but ninety minutes ahead of schedule sounds like a win to me.

Once the HRSG reached Bridgeport, the balance of the project was dedicated to tying it into the site and completing the many upgrades required for the facility's infrastructure. Air-cooled condensers were installed, tanks were fabricated, metal buildings were erected, and miles upon miles of cable was pulled.

Each month during the project, PSEG Power personnel, local building trades union leaders, all NMA contractors, and myself were on hand for local tripartite meetings onsite. While I'm hopeful that the previous sentence is not a surprise to most of our readers, there could very well be some of you who question the need for having the client, contractors and crafts meet once a month until the job wraps. After all, don't you have to have a reason for a meeting that brings all stakeholders to the same table at this frequency? Isn't there supposed to be a massive change order or an unfortunate accident that provokes this? Not under the NMAPC. This proven approach to prioritizing safety, open and honest dialogue and problem-solving has well-served large and small jobs alike, from a three-and-a-half-year refinery mod to a thirty-day assembly plant retool.

Evident at each of our meetings was the clear advantage that comes when an owner makes the business decision to partner with organized labor and union contractors: risk is mitigated. The time spent as a group allowed for the groundwork to be set for the work that lay ahead and kept the lines of communication open. In addition to focusing on safety and measuring progress, a key component of these tripartite meetings was the detailed forecasting of craft manpower by the signatory contractors. Notifying the local unions well in advance of how many skilled craftspeople were going to be needed for a given month checked a big box in terms of everyone being prepared to handle critical tasks within the allotted schedule.

As the winds that blew cold off the Long Island Sound in winter began to warm in the spring of 2019, the Station began to take shape. With manpower at its peak and most of the work confined to tighter spaces, safety paired with precision was job number one. Our monthly tripartites continued with a renewed focus on productivity. With "done" beginning to enter into the conversation, schedule took over as the second agenda item right after safety. Along with ensuring that the right skillset was matched with the contractor's work orders, the community of local union leaders for each craft worked tirelessly to instill in their respective workforces the same tenacity that they shared with their fellow tripartite stakeholders. Like any business relationship

that matures, our monthly meetings became increasingly productive as comfort levels improved and the lines of communication were kept open and accessible. After a year of never losing sight of the common goal, the project was complete, and PSEG Power's Bridgeport Harbor Unit 5 went commercial on June 10th.

The success of this job was no mistake. Like a solid, well-built three-legged stool, the NMAPC tripartite business model utilized for this valued client's work represented the success that is found when a plan is worked by a labor-management team that chooses predictability over chance.



**Mike Dorsey** is Senior Director of Industrial Relations and Development for NMAPC & TAUC. He can be reached at [mdorsey@tauc.org](mailto:mdorsey@tauc.org).

## Did You Know?

NMAPC has plenty of helpful resources to help you integrate regular tripartite meetings into your next project. Visit [www.nmapc.org/tripartite](http://www.nmapc.org/tripartite) to download a free PDF copy of NMAPC's Local Tripartite Committee Guidelines. And as always, staff is on hand to assist as well. Contact Mike Dorsey at [mdorsey@tauc.org](mailto:mdorsey@tauc.org) for more information.





## Songer Services Salutes The Always Evolving Union Trades.

Sometimes what you believe in is pretty obvious. At Songer Services, we believe in safety first. Doing the job right. Being on time. Staying on budget. And using **100% Union crafts** from bottom to top on every job. It's a simple, proven formula that's helped us make history together for nearly **50 years**.



**M.A.P.™**  
**MAKING ACCIDENTS**  
**PREVENTABLE**

**2755A PARK AVE, WASHINGTON, PA 15301 - PHONE: 724-884-0184 - FAX: 724-884-0185**

# A Possible Resolution to the NLRB Joint Employment Saga

BY KATHARINE MEYER, ESQ., GKG LAW, P.C.

How does the National Labor Relations Board (the “NLRB”) determine if two unrelated entities are “joint employers”? Over the past four years, this has been one of the most contentious issues in labor law. However, a new proposed rule by the NLRB could finally resolve this matter once and for all.

When two businesses are joint employers, they are both liable for unfair labor practices and responsible for collective bargaining. Because of the inherent liability risks involved with joint employment relationships, most companies have carefully avoided these types of business relationships.

For 30 years, the NLRB maintained that a joint-employer relationship existed only when two separate entities shared direct control over the essential terms and conditions of employment, such as wages, hours, hiring, firing, discipline and supervision. The fact that a company had the right to control another company’s employees did not create a joint employment relationship.

However, everything changed in 2015, when the NLRB materially revised and broadened the joint employment standard in the *Browning-Ferris Industries* decision. In *Browning-Ferris Industries*, the NLRB created a new two-factor test for determining joint employment. The *Browning-Ferris Industries* standard looked at whether: (i) a common-law employment relationship exists; and (ii) the joint employer “possesses sufficient control over employees’ essential terms and conditions of employment to permit meaningful collective bargaining.”

As part of this test, the NLRB announced that “direct and immediate” control over

workers was no longer required to establish a joint employment relationship. Instead, it stated that the right to indirectly control another company’s employees could result in a joint employment relationship, regardless of whether this right to control was ever exercised.

This new standard was widely criticized by employers as being deliberately vague and impractical. The NLRB provided little to no guidance as to the types of indirect control that could create a joint employer relationship. The new standard also potentially imposed joint and several liability on businesses that did not take an active role in any employment related decisions.

*Browning-Ferris* appealed this case to the United States Court of Appeals for the District of Columbia. In December 2018, the DC Circuit essentially approved the *Browning-Ferris Industries* joint employer test. It also reiterated that a company that retained some control over employees, but did not exercise such control, could be deemed a joint employer. However, the Court criticized the *Browning-Ferris Industries* decision as being vague as to what types of indirect control could give rise to a finding of joint employment.

## Pushing Back Against Browning-Ferris

The *Browning-Ferris Industries* joint employment standard caused concern in the construction industry for several reasons. First, a contractor who used and supervised workers that were not its employees could be viewed as a joint employer of these employees. Additionally, contractors and subcontractors frequently work together on construction sites. It was now unclear



**Katharine Meyer** is a Principal at GKG Law, P.C. in Washington, DC. For the past 19 years, Katie has been a member of the firm’s Association Practice Group, which provides legal advice to non-profit organizations throughout the United States.

how much control a construction company could assert over its subcontractor’s employees on site before it was viewed as a joint employer. Finally, by being deemed a joint employer, a contractor could be named in an unfair labor practices complaint even though the contractor was not involved in any labor or employment decisions.

Not surprisingly, the Trump Administration was not a supporter of the *Browning-Ferris Industries* standard. In 2017, the NLRB, which was now controlled by a majority of Republican appointees, initially overturned the *Browning-Ferris Industries* standard by issuing the *Hy-brand Industrial Contractors* decision. The *Hy-brand* decision limited the joint employee standard to companies that asserted “direct significant” control over another company’s employees. However, shortly after that decision was issued, the NLRB set it aside, because of a conflict of interest of one of the NLRB Board members. The *Browning-Ferris Industries* standard was therefore reinstated.

However, the NLRB has continued its fight to overturn the *Browning-Ferris Industries* decision. In September 2018, the NLRB announced that it was undertaking a formal rule making process to adopt a new rule regarding joint employer standards. The proposed rule would again reverse the *Browning-Ferris Industries* decision by providing that only entities that “possess and actually exercise substantial direct and immediate control over the essential terms and conditions of employment of another employer’s employees in a manner that is not limited or routine” could be deemed joint employers.



# Raising Our Profile: LEOs On the Move

BY PATRICK BAKER

## Looking Ahead: What Happens Next?

It is expected that the NLRB will release its final joint employee rule in 2019. It is unclear whether the D.C. Circuit Court opinion or the intense public response to the proposed rule will have an impact on the final rule. However, many are hoping that the NLRB's final rule will finally create a clear, practical and reasonable way to determine joint employment.

In the meantime, the *Browning-Ferris Industries* two-factor test is still in effect. Therefore, contractors should continue to be careful not to dictate the terms and conditions of a subcontractor's employees in its subcontractor agreements. This would include, but not be limited to, decisions regarding wages, hours and number of employees. Additionally, a contractor should not discipline or take any employment action against a subcontractor's employees. Ultimately, until the *Browning-Ferris Industries* standard is overturned, contractors should be careful and thoughtful when it comes to asserting control over employees that are not their own.

This is my first column since being elected Chairman of TAUC's Local Employer Organization (LEO) Committee last December. I thought I would use this opportunity to introduce myself and share with you what I'd like to accomplish with the help of our great committee members over the next three years.

But before I do either of those things, I want to thank our previous chairman, Scott Fisher, for his hard work and dedication to the LEO Committee. As most of you know, Scott retired last year after an incredible fifty-three years in the construction industry. He began his career as an apprentice Carpenter and capped it off by serving as the Vice President of Labor Relations, Safety & Health and Workforce Development for the AGC of Michigan. In between, he saw it all, working with contractors, labor unions and owners to build up the union construction and maintenance industry throughout Michigan. Scott had a lot of great stories, but more importantly, he brought a lifetime of wisdom and experience to the LEO Committee. He served as chairman with grace and humor, and I am honored to walk in his footsteps.

And who am I? I'm Patrick Baker, Executive Director of the Great Lakes Fabricators & Erectors Association. The GLFEA was founded in 1938 as an advocate for the steel construction industry in Michigan. We are a non-profit association representing around 70 leading firms (large and small) who develop, build, erect, and fabricate steel structures and install machinery, rigging and erect fences. We provide leadership on all major strategic issues affecting the industry and negotiate

collective bargaining agreements on behalf of our members with Ironworkers Local 25.

Before coming to GLFEA in 2013, I served as the Labor Relations Director for the Construction Association of Michigan for six years. I've been an attorney for nearly a quarter-century and have served as a management trustee on Taft-Hartley Pension, Health & Welfare, and Training Funds for a decade.

Given my background, it won't surprise you to learn that, aside from wanting to see our industry continue to grow and prosper, my driving passion is multiemployer pension reform. Our nation is headed quickly into a retirement security nightmare as 10,000 baby boomers retire daily and too few have a reliable pension in place that will last their lifetime. Most, if not all, of our LEO Committee members also rank pension reform as a huge priority. I look forward to discussing this issue with them and finding new ways our committee can help break the impasse and finally convince Congress to pass substantial, common-sense legislation to secure the pension system for future generations.

Another goal of my chairmanship is to increase attendance and participation at our tri-annual LEO meetings. I've often said that TAUC LEO meetings are one of the industry's best-kept secrets! They're a chance for local and regional association professionals from across the country to gather in one room and discuss what's happening in their organizations and the regions they cover. A TAUC LEO meeting is a "safe space" in the best sense of the phrase: members know they can be frank and open about the problems and challenges they



**Patrick Baker** is  
Chair of the TAUC  
LEO Committee and  
Executive Director  
of the Great Lakes  
Fabricators &  
Erectors Association.

*LEOs are here to help, and we have a lot to offer. We're experts on our local areas, of course, and we also have strong relationships with local unions, regulators and the business community as a whole.*

face, because they're among peers who are often dealing with the same issues. Advice, information and best practices are freely shared. Oftentimes our meetings are more like professional workshops, and members leave with new ideas and strategies for moving their groups forward.

As chairman, I think it's time we let the cat out of the bag. We want more LEO members to attend our meetings—and we want more LEOs to join TAUC, too! It's time to "grow the pie" and scale up. Real change begins at the local, grassroots level. If you're interested in becoming a TAUC LEO member, go to [www.tauc.org/membership](http://www.tauc.org/membership) or email David Acord, TAUC's LEO Committee liaison, at [dacord@tauc.org](mailto:dacord@tauc.org). And if you're an existing member who isn't taking full advantage of our meetings, get in touch with David and he'll send you our schedule. Our next meeting will take place September 10th in Cincinnati, prior to the start of TAUC's second annual Industrial Grade Innovation Conference & Expo (for more information, check out the double-page ad on page 20).

And lastly, another big goal of mine is to improve the relationship between LEOs and national contractors who come to our areas for work. LEOs are here to help, and we have a lot to offer. We're experts on our local areas, of course, and we also have strong relationships with local unions, regulators and the business community as a whole. In other words, we're a great resource for contractors coming in from other areas—but oftentimes we don't even know when they are in our own backyard! We recently had two productive joint meetings between the LEO and Industrial Relations Committees to

explore ways to increase the level of communication. As chairman, I want to continue this outreach effort.

I am open to any ideas you have that can help our committee—and LEOs in general—do our job better. Please feel free to reach out to me with your thoughts. I look forward to seeing you in Cincinnati.

**Kiewit**

**People. Integrity. Excellence. Stewardship.**  
It's not just what we do — it's how we do it.

Like us on Facebook @KPCTrades

**KIEWIT.COM**



# One construction management platform for everything you build.

Manage multiple projects—from bidding to closeout—with the only software that connects field to office in one central hub.



## Easy to use

We design our products so you spend less time on the learning curve and more time on the jobsite.



## Work together better

From GCs to subcontractors, our partner integrations help connect all your teams in a collaborative environment.



## Relationships, not robots

When something's off, we'll make it right. Our team of real people are invested in your success.

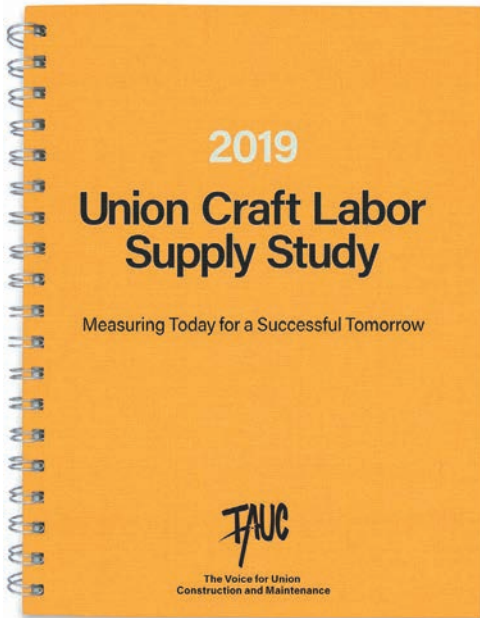
**PROCORE**<sup>®</sup>

1 (866) 477-6267 | [procore.com](http://procore.com)



# Survey: Strong Growth on Horizon, But Serious Labor Shortages Persist

BY DAVID ACORD



Strong, stable growth. That's what union contractors, labor representatives and owner-clients project for 2019, even though craft labor shortages remain a problem for the union construction and maintenance industry.

This somewhat contradictory assessment—the best of times for business growth, the worst of times for finding qualified workers - is one of the key take-aways from the fifth annual Union Craft Labor Supply Study, recently released by The Association of Union Constructors (TAUC) in conjunction with the Construction Labor Research Council (CLRC). It is 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.

You can download the full report for free at [www.tauc.org/laborsupply](http://www.tauc.org/laborsupply).

TAUC and CLRC utilized a rigorous scientific methodology to analyze more than 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 (an 8% increase over last year's survey) 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.

New to the study this year is an examination of two key issues: the impact of union craft labor availability on the bidding process, as well as how each of the 14 building trades unions affect it. Our goal is to provide the industry with an even more robust set of metrics.

TAUC and its partners in labor believe that a data-driven approach is the only way to achieve our shared goals of planning for the future and increasing union market share. Highlights of the study include:

## **Positive, Stable Growth Projections.**

Over three-fourths (76%) of the study participants project growth for 2019 in the construction and maintenance industry. This is up significantly from three years ago (58%) and down slightly from last year (78%). Union/labor representatives were the most optimistic about growth, while owner-clients were less sanguine. The civil industry was seen as having the strongest growth prospects, while the utility industry had the weakest outlook. In terms of geography, the New England, Middle

Atlantic and Southeast regions were seen by respondents as having the strongest possibilities for business growth.

## **Shortage of Union Craft Labor Continues.**

Of those organizations reporting a labor shortage, the majority (54%) described the shortage as small, and only 15% reported a large shortage. About a third (31%) said they had either a surplus or the right number of union workers in their organization. Boilermakers, Carpenters & Millwrights, Heat & Frost Insulators and Iron Workers reported the most substantial shortages.

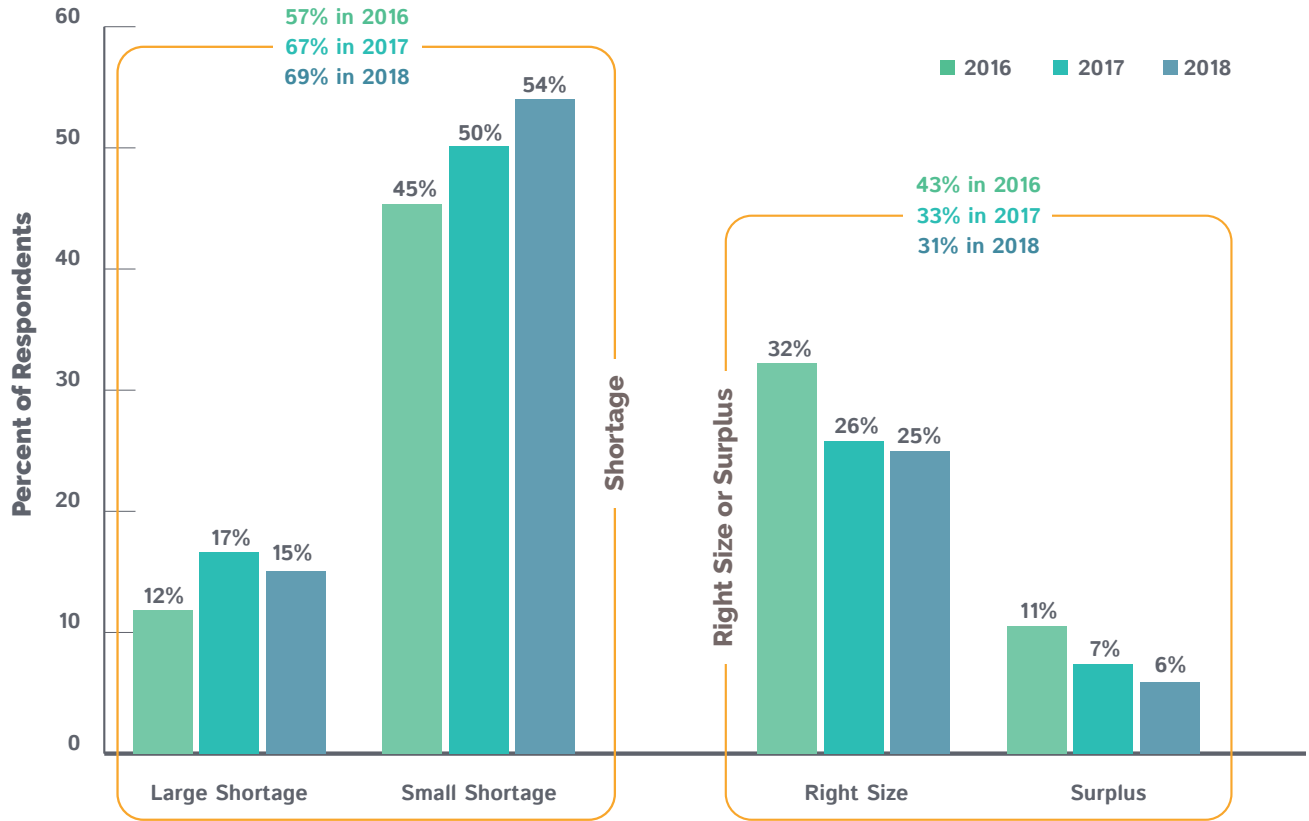
## **Impact of Labor Availability.**

Forty-four percent (44%) of contractors, subcontractors and construction managers said they did not bid on some work due to a shortage of union craft workers in their organization. The crafts impacting this the most were Electricians, followed by Plumbers, Pipefitters & Steamfitters, Iron Workers and Carpenters & Millwrights.

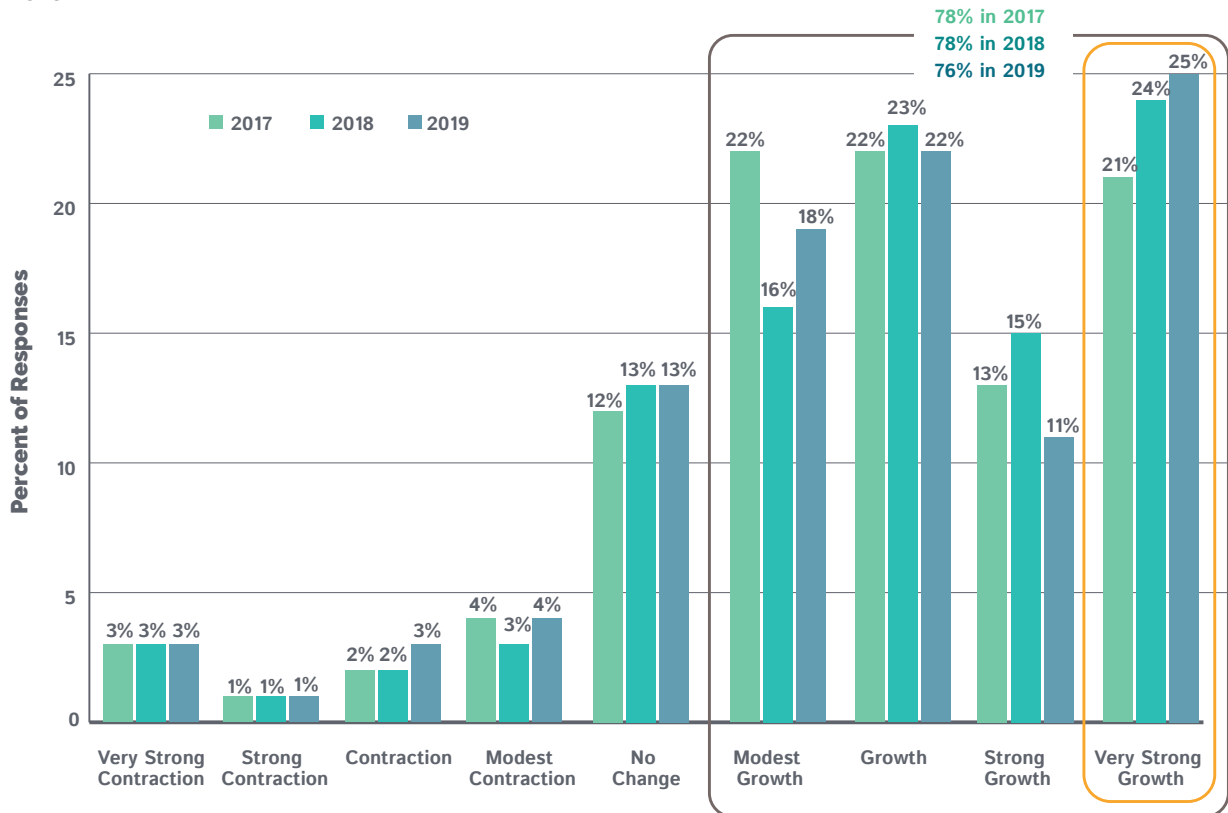
These highlights barely scratch the surface of the 80-plus-page report. Download the entire report today free of charge at [www.tauc.org/laborsupply](http://www.tauc.org/laborsupply).



**Union Craft Labor Shortage:  
2016-2018**



**Growth/Contraction Projections for  
the Construction and Maintenance  
Industry: 2017-2019**



# Breaking Away from the Norm

BY RUSTY BROWN, CSP

It seems every time you turn around these days, there's another high-tech breakthrough in the construction industry, from advanced engineering software and drones to virtual-reality headsets and bionic exoskeletons. Things are changing so quickly that it can be hard to keep track. But look back through history and you'll quickly realize that fast-paced technological advancement has been the *rule* for our industry, not the exception. The truth is, construction and maintenance has always thrived on radical, rapid change. The landscape is constantly evolving.

Take the everyday hard hat as an example. In the late 1800's, dock workers would smear their hats with tar and let them dry in the sun, making crude "hard hats" to protect them from dropped or falling objects. In 1898, the E.D. Bullard Company began manufacturing the first commercially produced hard hats, but they were made of leather and didn't provide much head protection. Bullard next experimented with canvas-and-glue models and eventually developed an inner-suspension

system for the hats. Some thirty years later, the concept of a hard hat as an essential tool for worker safety finally became the "new normal."

The hard hat has been evolving ever since, with countless new brands, styles and features. I've written before about the advances we've made in tool tethering ("stopping the drop") and falling-object protection in general, but let's face it: things still fall on the jobsite, and there is an urgent need for smarter, more efficient head protection. Traumatic Brain Injury (TBI) is a very real threat. We all probably know stories of someone who slipped and hit their head, failed to have it checked out, and suffered a brain bleed, stroke or even death. Traditional hard hats provide good protection to the top of the head from falling objects and impact projection. Unfortunately, if a worker slips and falls, what's the first thing to go? That's right—the hard hat. This increases the chances of a head injury to the unprotected head on the way down—striking something *in front of or behind* the worker.



**Rusty Brown** is the Environmental Health and Safety Director for Kiewit Power Constructors Co. and Chair of the TAUC Environmental Health and Safety Committee.

For many years, the "norm" has been to wear the dome-style hard hat. Although these hats provide protection, do they provide the best possible protection to our workers? My opinion is that they don't. I believe that there is a new product that has been developed by many companies that is ready to once again change the landscape of the construction industry: the alpine-style helmet.

Alpine-style helmets have been designed to fit more securely, provide more protection and increase wearability of head protection, while also meeting the ANSI Z359.1 standard. They offer impact protection from not only the top, but the front and rear as well. Like traditional hard hats, workers can affix various attachments to them such as headlamps, visors and ear muffs. Alpine-style helmets also include a chin strap to keep the helmet in place and protect the head in the event of a slip or fall.

Want to learn more? Then be sure to join us on September 10th in Cincinnati, Ohio for the Joint TAUC-NACBE EHS Committee meeting, where we will have a presentation on this newer style of helmet. Email Wayne Creasap ([wcreasap@tauc.org](mailto:wcreasap@tauc.org)) for more information. The meeting is being held in conjunction with TAUC's second annual Industrial Grade Innovation Conference and Expo (Sept. 10–12), so it's a great opportunity to learn more about the latest high-tech products that will help our industry continue to change and evolve.

But remember—while our hardhats and tools are constantly changing, one thing should never change: our commitment to giving craftworkers the best safety protection possible. As EHS professionals, we have no higher duty or responsibility than to ensure each employee goes home safely at the end of the day.

I look forward to seeing you in Cincinnati in September!

Alpine-style helmets offer **impact protection** from not only the top, but the front and rear as well. They also include a chin strap to keep the helmet in place.

**Alpine-style helmets** have been designed to fit more securely, provide more protection and increase wearability of head protection.

Joint TAUC-NACBE EHS Committee meeting is held during the **IGI Conference & Expo September 10 – 12**. Email Wayne Creasap: [wcreasap@tauc.org](mailto:wcreasap@tauc.org) for more information





# Why It's Time to Embrace Technology, Offsite Construction and Lean Methodology

BY JOSH BONE, CONSTRUCTION TECHNOLOGY SPECIALIST, CAISSON

I have been thinking a lot lately about how we, as an industry, tend to focus on the threats in all of the rapid change that's occurring in our world of design and construction. But I have recently challenged myself and others to take a deeper look and see the opportunities right in front of us, as well.

I have had the privilege throughout my twenty-plus-year career of traveling all across this great country to speak with apprentices, journeymen, architects, engineers, general contractors and owners and share my thoughts and experiences regarding construction technology and its impact on the AEC industry. In my talks, I have discussed the future of Virtual Design and Construction (VDC), robotics, 3-D printing, and my favorite subject—offsite construction. During my presentations, I have shown images and video of a robot laying brick. I have discussed the ability to export different sizes of materials directly from the Building Information Model (BIM) to a TigerStop saw that automatically “nest” the dimensions (that is, optimize and prioritize the cuts that need to be made) to reduce waste, all while removing a laborer from the cutting process all together.

After showing these videos and giving examples like the TigerStop saw, it never fails: during the “Q&A” portion after my presentation, I am always asked about my thoughts and feelings regarding reducing the need for workers. I have to say that I have given this a lot of thought, and the answer I keep coming back to is... if we don't, someone else will.

I love this quote from Alvin Toffler: “The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn.” This

highlights the undeniable fact that change is inevitable. We have to look at this new technology and understand how we are going to leverage these tools and improve our quality and productivity, which will ultimately lead to increased wages and safer working conditions. If we perceive these tools as simply a threat to our jobs, we are missing a massive opportunity.

I have been watching these trends in the industry with union labor organizations at the front of my mind. Imagine if the United Association, IBEW, SMART, Ironworkers and others came together and embraced offsite construction. I can envision a day where the trades are involved earlier in the design phases on every project and lead the push for Design for Manufacturing and Assembly (DfMA), a type of lean manufacturing that, if done properly, can significantly reduce inefficiencies and streamline the entire building process from the architect's pencil to the actual jobsite. Then the trades work together in harmony on a modular skid with all the steel, piping, electrical, equipment and rigging in a shared fab shop.

The best place for us to start is by encouraging our organizations to standardize the prefabrication process beginning with the model. If union contractors had the ability to call down to their local and bring on a VDC professional trained in this new standardized process, it would provide them with a tremendous amount of flexibility on projects.

It is time to chase big ideas. A good friend of mine, Stephan Schnell (UA local 567 in San Mateo, CA), asked me a few weeks ago, “If not now, when?” Right now, there's an abundance of opportunity in construction, and the trades are trending up as a career path for those entering the



*Josh Bone is a construction technology specialist with Caisson and specializes in integrating technology into everyday workflows for the AEC community.*

workforce, partially due to the cost and debt of four-year college degrees. Municipalities at the state and federal level understand the importance of having skilled labor to build and maintain our infrastructure. I agree with Stephan: the time is now to embrace new construction methods and stay ahead of possible disruption.

I definitely understand the concerns with learning to navigate all of this change, but I feel that it is time we embrace technology along with offsite construction and lean methodology. I am confident it will lead organizations like TAUC into the future. Recently, I was offered the opportunity to start a new business to help drive adoption of construction technology and prefabrication in the trades. The name of our business is Caisson, and our core focus is to help trade professionals get their start building a strong foundation in these areas. Why? Because I understand that when it comes to change, oftentimes the hardest part is just getting started.

Josh Bone will be conducting a discussion group during the upcoming **Industrial Grade Innovation Conference and Expo** (September 10–12 in Cincinnati, OH). Please join Josh and other industry subject matter experts in a content-rich conference focused on shaping the next generation of construction and maintenance through the adoption of construction technology and innovation. Register now at [www.IGlexpo.com](http://www.IGlexpo.com) and check out our ad on the next page.



# INDUSTRIAL GRADE INNOVATION

CONFERENCE AND EXPO

## September 10–12 Hyatt Regency, Cincinnati

### Discover Where Construction Meets the Future

IGI brings together cutting-edge technology firms with senior executives in the industrial construction space!

#### Contractors:

EXPERIENCE the latest in construction innovation, and learn how to better meet your customers' needs.

#### Unions:

IDENTIFY the next groundbreaking piece of disruptive technology—and the tools you need to begin training your workers today.

#### Owner-Clients:

DISCOVER how integrating technology into your workflow can deliver breakthrough results on your construction and maintenance projects.

### Featured Speakers:



**Diana Kander**  
New York Times  
Best-Selling Author  
“Increasing the  
Speed of Innovation”



**Mark T. Maybury**  
Chief Technology Officer,  
Stanley Black & Decker



**Paul Lyandres**  
Chief Financial Officer,  
Procore

“ IGI is exactly what our industry needs right now. It gives the next generation of contractors and owners the answers we need to deal with the rapidly changing technology landscape. Without the information IGI provides, your company is going to be left behind—and quickly.

—Brad Birck, Vice President of Business Development, **Enerfab Power and Industrial, Inc.**

DEWALT

PROCORE

Barton  
Malow





# Register Now at: [IGIEXPO.COM](http://IGIEXPO.COM)

## State of Construction Innovation – Finance & Investment (SCI-FI)

For the first time ever at IGI, representatives from both Venture Capital and Taft-Hartley Pension Funds will highlight some of the start-ups and technology tools they are investing in that have the potential to make a huge impact on the future of our industry.

Participating VCs include:

**Bessemer Venture Partners** [www.bvp.com](http://www.bvp.com) | **Blackhorn Ventures** [www.blackhornvc.com](http://www.blackhornvc.com)

**Brick & Mortar Ventures** [www.brickmortar.vc](http://www.brickmortar.vc) | **Dynamo VC** [www.dynamo.vc](http://www.dynamo.vc)

**ICONiQ Capital** [www.iconiqcapital.com](http://www.iconiqcapital.com) | **Mercury Fund** [www.mercurymfund.com](http://www.mercurymfund.com)

**Hyde Park Venture Partners** [www.hydeparkvp.com/portfolio](http://www.hydeparkvp.com/portfolio)

**Plymouth Growth Partners** [www.plymouthgp.com](http://www.plymouthgp.com)

“ It’s no longer a question of *will* the construction industry embrace tech, but *how and where*. That is why we’ve seen so many new investors and startups in the field from just a couple of years ago.

—Adrian Fortino, **Mercury Fund**

Learn more about existing and new innovation and technology that has the potential to revolutionize the construction and maintenance industry:



**Augmented and Virtual Reality**



**Robotics and Advanced Automation**



**Next-Gen Engineering and Design Software**



**Wearable Tech**



**Safety Innovation**

**enerfab**  
POWER & INDUSTRIAL



**Interplay Learning**

**Leica**  
Geosystems

**United Rentals**

# TOP NMA CONTRACTORS

2018	2017	Change	Contractor	Website	City & State	Work Hours
1	1		Enerfab Power & Industrial, Inc.*	www.enerfab.com	Cincinnati, OH	2,170,029
2	5	+3	Matrix North American Construction Inc.*	www.matrixnac.com	Canonsburg, PA	1,918,802
3	3		Chapman Corporation*	www.chapmancorporation.com	Washington, PA	1,656,425
4	2	-2	Brand Energy Services, LLC	www.beis.com	East Hazel Crest, IL	1,462,436
5	15	+10	RMF Nooter, Inc.	www.rmfnooter.com	Toledo, OH	1,111,869
6	20	+14	Conti Electric Inc.	www.conticorporation.com	Sterling Heights, MI	1,065,487
7	10	+3	SSS, Inc.*	www.songservices.com	Washington, PA	1,052,922
8	12	+4	Solid Platforms, Inc.*	www.solidplatforms.com	Portage, IN	1,052,851
9	9		GEM Industrial Inc.*	www.rigbuilds.com/companies/gem-inc	Walbridge, OH	1,009,259
10	6	-4	BMW C Constructors, Inc.*	www.bmw.com	Indianapolis, IN	936,030
11	39	+28	Sterling Boiler & Mechanical, Inc.	www.sterlingboiler.com	Evansville, IN	890,308
12	N/A		Hayes Mechanical Inc.	www.hayesmechanical.com	Chicago, IL	872,655
13	4	-9	Barton Malow Company*	www.bartonmalow.com	Southfield, MI	811,114
14	24	+10	Commercial Contracting Corporation*	www.ccnetwork.com	Auburn Hills, MI	788,168
15	8	-7	Graycor Industrial Constructors Inc.*	www.graycor.com	Oakbrook Terrace, IL	756,912
16	11	-5	Industrial Contractors Skanska*	www.usa.skanska.com	Evansville, IN	743,210
17	80	+63	Construction & Turnaround Services, LLC*	www.inservusa.com/ construction-and-turnaround-services/	Tulsa, OK	714,597
18	36	+18	International Industrial Contracting Corporation*	www.iccusa.com	Sterling Heights, MI	711,090
19	18	-1	Superior Electric Great Lakes Co.	www.seglc.com	Troy, MI	678,508
20	17	-3	Brock Industrial Services	www.brockgroup.com	Joliet, IL	667,490
21	72	+51	The Boldt Company	www.theboldtcompany.com	Appleton, WI	628,910
22	21	-1	Industrial Contractors, Inc. (ND)	www.icnorthdakota.com	Bismarck, ND	612,710
23	38	+15	Lakehead Constructors, Inc.	www.lakeheadconstructors.com	Superior, WI	561,132

The National Maintenance Agreements Policy Committee, Inc. (NMAPC) is proud to showcase the top signatory contractors and owners that utilized the NMA in 2018.

Here 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 and shaded row.** Work hours figures are based on 2018 data received through June 15, 2019.



Together, these 50 contractors performed over 33.9 million work hours under the NMA program in 2018. 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 feel free to contact the NMAPC office at (703) 841-9707 ext. 118.

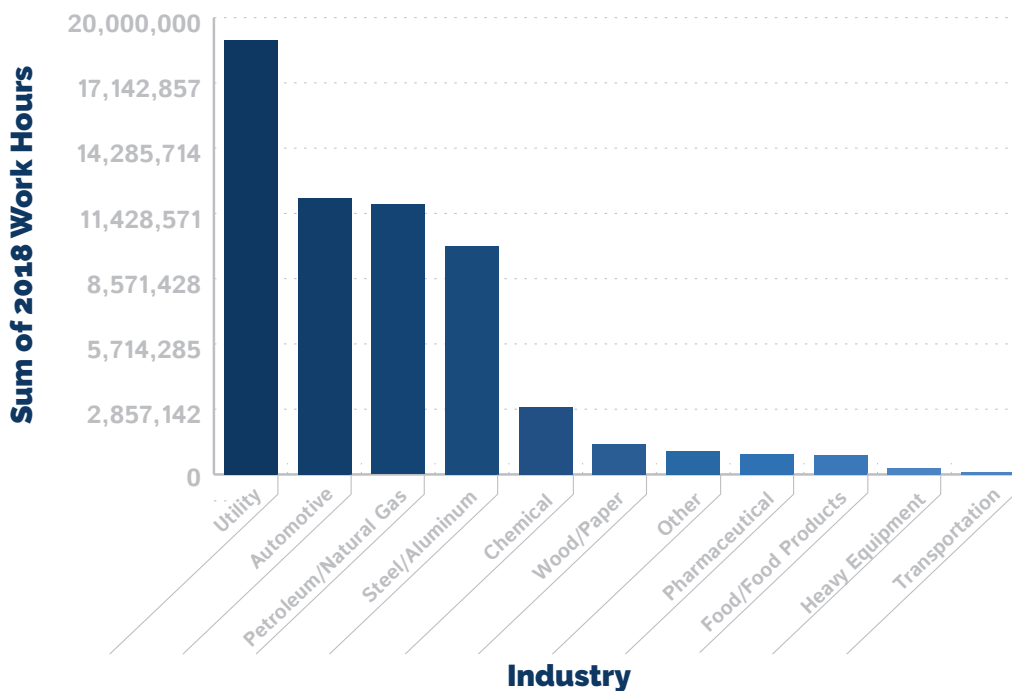
After the Top 50 list, you will find a listing of the top owners that utilized the NMA, as well as breakdowns of NMA work hours by craft, industry and state.

24	19	-5	Day & Zimmermann NPS, Inc.*	www.dayzirm.com	Lancaster, PA	551,713
25	49	+24	MPW Environmental Services, Inc.	www.mpwservices.com	Hebron, OH	528,919
26	33	+7	C.R. Meyer and Sons Company*	www.crmeyer.com	Oshkosh, WI	514,650
27	31	+4	Alberici Constructors*	www.alberici.com	St. Louis, MO	487,306
28	37	+9	J.J. White Inc.*	www.jjwhiteinc.com	Philadelphia, PA	465,832
29	62	+33	Stevens Engineers & Constructors, Inc.*	www.stevenssec.com	Middleburg Heights, OH	465,412
30	32	+2	The Jamar Company*	www.jamarcompany.com	Duluth, MN	464,572
31	22	-9	Motor City Electric	www.mceco.com	Detroit, MI	459,171
32	83	+51	Conti Mechanical	www.conticorporation.com	Sterling Heights, MI	450,948
33	91	+58	AECOM Energy & Construction, Inc.	www.aecom.com	Princeton, NJ	428,129
34	86	+52	Babcock & Wilcox Construction Co., Inc.*	www.babcock.com	Barberton, OH	413,233
35	42	+7	Wagner Industrial Electric	www.wagner-ind.com	Dayton, OH	406,732
36	13	-23	Nooter Construction Co.*	www.nooterconstruction.com	St. Louis, MO	404,937
37	23	-14	Minnotte Contracting Corporation*	www.minnotte.com	Pittsburgh, PA	401,758
38	50	+12	Morrison Construction Company*	www.mcco.com	Hammond, IN	401,230
39	30	-9	Bowen Engineering Corp.	www.bowenengineering.com	Indianapolis, IN	388,262
40	103	+63	PayneCrest Electric, Inc.	www.paynecrest.com	Saint Louis, MO	378,831
41	16	-25	Fluor Constructors International, Inc.*	www.fluor.com	Greenville, SC	375,880
42	44	+2	Amex Nooter LLC	www.amexnooter.com	University Park, IL	369,199
43	43		Weldtech Services Inc.	www.bhienergy.com	Billings, MT	369,194
44	79	+35	Rudolph/Libbe, Inc.	www.rigbuilds.com/companies/ rudolph-libbe-inc	Walbridge, OH	362,204
45	N/A		BHI Energy   Specialty Services LLC	www.bhienergy.com	Lawrenceville, GA	354,395
46	N/A		Shelby Mechanical, Inc.*	www.shelbymechnical.net	Cinnaminson, NJ	353,136
47	29	-18	Aristeo Construction*	www.aristeo.com	Livonia, MI	341,001
48	27	-21	Broadway Electric Service Corporation	www.besco.com	Knoxville, TN	333,112
49	45	-4	TurbinePROs	www.turbinepros.com	Rogers, MN	326,911
50	35	-15	Ideal Contracting, LLC	www.idealcontracting.com	Detroit, MI	324,904

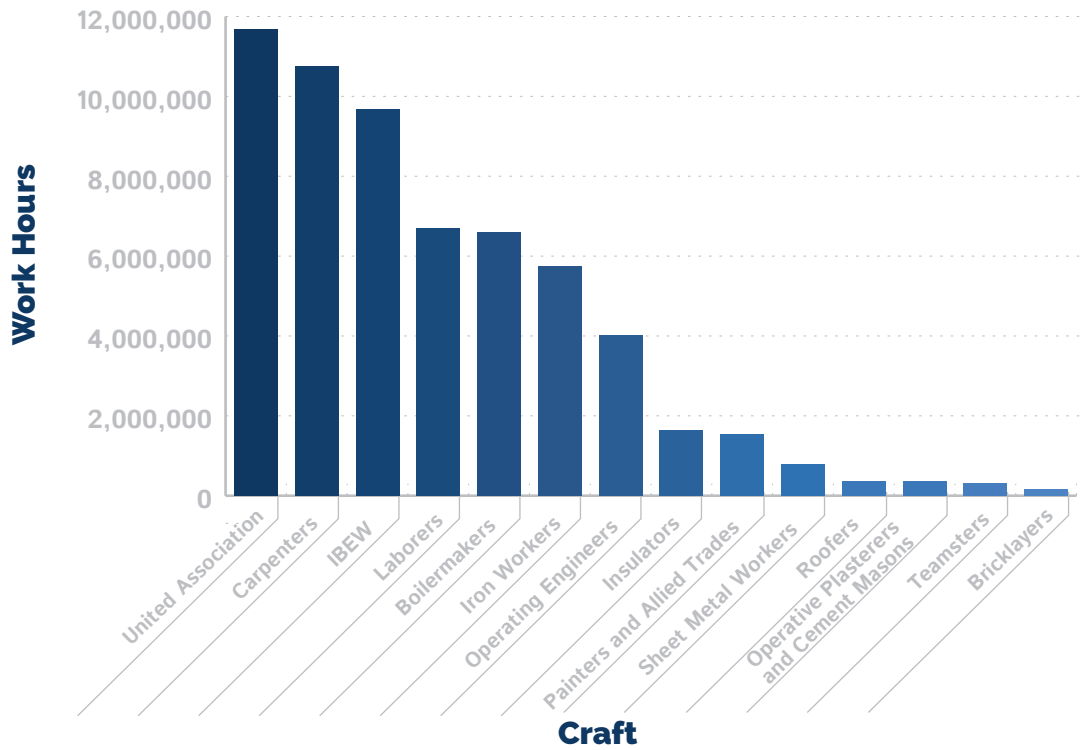
# TOP 10 NMA Owner-Clients Ranked by 2018 Work Hours

Rank	Owner	Work Hours
1	General Motors Company	6,819,113
2	United States Steel Corporation	4,373,488
3	BP Products North America, Inc.	3,337,862
4	Ford Motor Company	3,214,400
5	ArcelorMittal	2,535,652
6	American Electric Power	2,534,233
7	Alliant Energy	1,636,878
8	Husky Energy, Inc.	1,533,333
9	Fiat Chrysler Automotive	1,417,291
10	Marathon Petroleum Corporation	1,380,258

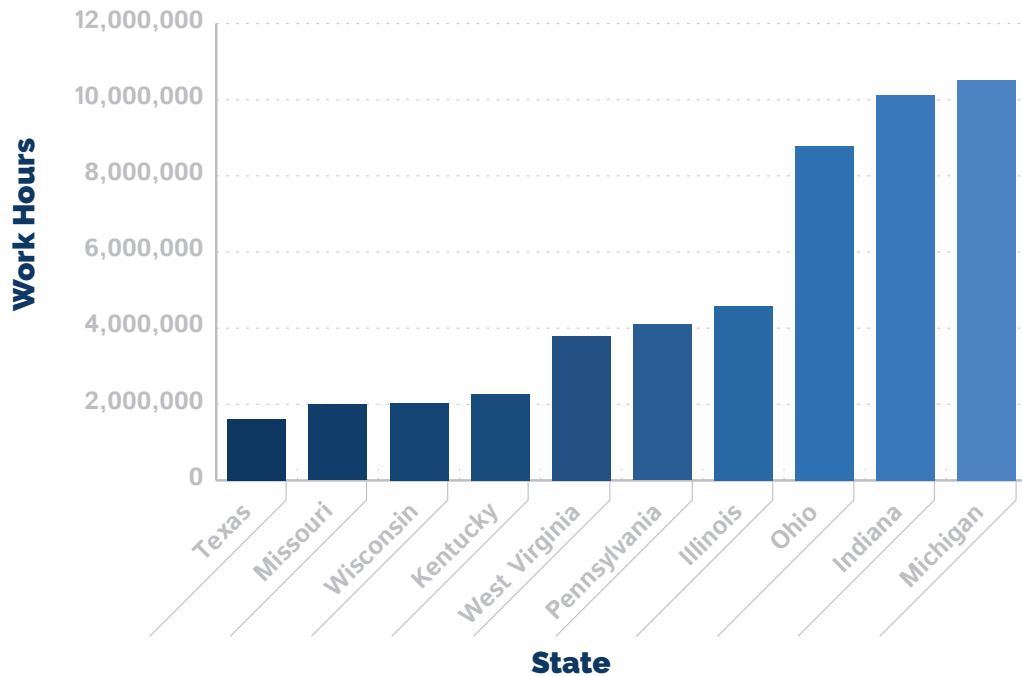
# NMAPC 2018 Work Hours Reports by Industry



## 2018 NMA Work Hours by Craft



## Top 10 NMA States Ranked by 2018 Work Hours





# An Introduction— and a Path Forward

BY JIM DALEY, JJ WHITE



*Jim Daley is the Chair of TAUC's Industrial Relations Committee and Executive Vice President of Operations for JJ White Inc.*

As the new TAUC Industrial Relations Committee Chairman, it is my pleasure to introduce myself.

I'll start at the very beginning: pursuing my childhood interests with tools and erector sets, I started my career in the construction industry in 1985 when I was fortunate to enter Steamfitters Local 420's Apprentice Program. I graduated in 1990 and my initial work assignment from the Local was with J.J. White, Inc. in Philadelphia at their Atlantic Richfield Company (ARCO) jobsite as a First Period Apprentice on a refinery work crew. My career has continued with JJ White for these past 34 years, where I've worked and progressed through various positions from Steamfitter Apprentice, Journeyman, Foreman, Supervisor, Estimator, Project Manager, and Vice President of Mechanical/Electrical/HVAC Groups.

Currently, I serve as Executive Vice President of Operations. I am responsible for all of our groups' multi-trade operations in 19 states, including Construction Management/General Construction, Mechanical Construction, Electrical Construction, HVAC Services, Tank Repairs & New Construction, and Exchanger Services. I am also responsible for all matters relating to labor relations with our Building Trades partners.

I'm fortunate to have a very supportive (and tolerant) family with my wife of 31 years and three children who have made all my work-world endeavors worthwhile as we've enjoyed our life here in the Philadelphia region. *Life is good*, and I have them to thank for it!

I've been affiliated with The Association of Union Constructors for over a decade. My first encounter with this valued organization was when, as a JJ White Vice President, I began regularly attending TAUC's Annual Meetings. It was immediately evident that this organization is professionally structured and provides unique value to the union construction industry. Because of my in-the-trenches tradesman experience, I became involved in the legislative affairs arm of TAUC, bringing union concerns and issues to the attention of government regulators. I previously served a three-year term on the Board of Directors and have now re-joined the Board as Chair of TAUC's Industrial Relations Committee.

Building upon the initiatives and accomplishments of my honorable predecessors, I look forward to serving our membership as we progress in attracting and developing our next generation of craftworkers. These are the individuals who will provide their unique talents and perspectives through applications of modern technology and innovative software and techniques, and who will assist us in the continued sustainability and success of our construction industry. To that end, I'd like to remind everyone to attend TAUC's upcoming Industrial Grade Innovation Conference & Expo being held in Cincinnati September 10-12. This conference will provide advanced information and cutting-edge technology and solutions for every facet of our industry for the benefit of owners, contractors, and building trades representatives in attendance.

As we continue to strengthen and advance our valued long-term relationships with our fourteen building trades union

partners, the future holds great promise for all of us. Be assured, your TAUC colleagues are vigilantly working to address the needs and interests of our membership in particular and our industry in general. Recently, at my first meeting as Industrial Relations Chair, our Committee had a vibrant and interactive discussion on subjects such as *Pension Reform*, where we hope to have a resolution that works for all. *NMA Site Extension Request Denials* are a concern, which we will work to assess in the near future. Additionally, we spoke of *Portability of Workforces* and just how this could be accomplished to everyone's satisfaction.

I'm encouraged by and appreciative of the active participation of our Members. I ask that if you are not already attending or active within our committee, please do not hesitate to come forward and join us! We are always looking for new members who can help expand our mindset and strengthen this great group of individuals.

In closing, I look forward to leading and supporting the Industrial Relations Committee. I am always open and available for any input that can improve our organization.

# DEWALT®



# WE SALUTE OUR VETERANS

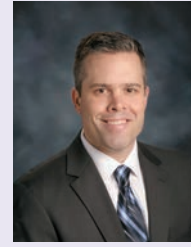


The Join the Salute campaign is an effort to highlight the organizations, both large and small, that honor heroes and support troops. DeWALT shares in the mission of both Flags Of Valor™ and Wounded Warrior Project™ to transition veterans to civilian life and provide opportunities for their future. In tandem with these esteemed veteran-owned and operated organizations, and highlighted by the Join the Salute campaign, DeWALT remains committed to hiring veterans, coordinating employee volunteers, providing tool donations, and making charitable contributions. We invite you to join us in support of veterans.



# Finding Our Voice on Capitol Hill

BY JUSTIN BRUCE, BRUCE & MERRILEES ELECTRIC COMPANY



*Justin Bruce is Chair of the TAUC Government Affairs Committee and Vice President of Bruce & Merrilees Electric Company.*

If we want to succeed in both business and life, we must learn how to advocate for our own best interests. When you see your physician, for instance, you must be an advocate for your health and speak up about any physical problems you might be having. In your career, you must be willing to make the case to management for why you deserve a new opportunity, more responsibility or a higher salary. And when you meet with potential customers, you have a responsibility to act as an enthusiastic advocate for your company's products and services.

But there's one other area where effective advocacy is crucial: when we, as an industry, deal with the federal government. Politicians and regulators have an enormous amount of power—perhaps more than ever before in our history. The laws and regulations created on Capitol Hill affect how we do business every day and, in many cases, directly impact our efforts to grow market share. If we don't show up, speak up and make sure our voices are heard, then frankly, we deserve what we get.

My name is Justin Bruce and I am the new Chair of TAUC's Government Affairs Committee. I am also the Executive Vice President of Bruce & Merrilees Electric Company. We're a third-generation family business, and the union construction industry is in my blood. It's part of my history, part of who I am. That's why I'm excited to chair this committee and increase TAUC's influence on Capitol Hill. My predecessor, Steve Johnson of GEM, Inc. (now TAUC's new President), did a fantastic job as the chair of this Committee and was instrumental in the creation of TAUC's first Political Action Committee, TAUCPAC.

I plan on continuing to work to grow the PAC and ensure we support candidates and issues that align with the union construction and maintenance industry's/contractors' best interests.

If you've read our monthly legislative and regulatory updates in TAUC's e-newsletter, you know that the Government Affairs Committee is currently focused on a variety of important issues. Our number one priority, not surprisingly, continues to be multiemployer pension reform. It's a complex issue, and anytime you talk about someone's pension, the debate can quickly turn hot.

TAUC members—that is, union contractors who contribute to multiemployer pension funds—provide an exceptional benefit to our workforce by participating in these pension plans. But we're also being penalized: when competitors go bankrupt and exit an underfunded plan, they often can't pay the required withdrawal liability, and the burden falls on the remaining contractors in the plan. The industry is also being penalized, because the specter of withdrawal liability is scaring away many companies and people—including skilled craftworkers.

This must change. We need more signatory contractors to hire union craft workers and more union craft workers, through increased apprenticeship programs, ready to build the projects. The industry needs all three legs of the stool—Owners, Unions and Contractors—to begin to gain back the market share we have lost.

Addressing this looming crisis remains TAUC's top priority. As Congress and the Administration pursue efforts and policies

to address this situation, TAUC and our partners in the unionized building and construction industry have been working to ensure that lawmakers understand that any proposal to address the relatively few failing plans should not enact policies that impose unsustainable costs on contributing employers or weaken otherwise healthy plans and undermine the entire multiemployer pension system. We also continue to advocate for a comprehensive solution to address the multiemployer pension crisis. Federal policy makers must ensure that any legislation to address this crisis both protects the retirement security of all plan participants and the long-term viability of contributing employers. This must include the authorization of the voluntary use of hybrid composite pension plans.

Another issue we are focused on is infrastructure investment. Like most Americans, we know our future success depends on both maintaining and updating our infrastructure so that the United States remains an economic juggernaut. The \$2 trillion dollar infrastructure package being floated in Washington is a good start, but Congress must address how to pay for it. Our contractor members stand at the ready to maintain and build whatever is necessary to keep our country on the cutting edge.

Labor supply shortages are impacting us all. There are a tremendous number of work opportunities in the market, and the only way any union contractor is successful is if we have the labor power to successfully complete these projects for our customers. Apprenticeship and training have always been a huge differentiator for



*If we want to succeed in both business and life, we must learn how to advocate for our own best interests.*

organized labor versus our non-union competition. The privately funded registered apprenticeship programs under the Department of Labor must be protected to ensure the high-quality apprenticeship and training programs we have spent decades creating and updating will continue to keep the construction workforce safe and productive in the field. Efforts to undermine this via Industry Recognized Apprenticeship Programs, or IRAPs, must be pushed back on, and TAUC is ready to step up to that challenge. (See Sidebar)

If you are reading this article and support some or all these initiatives, let me know! We need your voice and support—participate on our committee and come to Washington, DC to advocate for our industry. We have great resources at TAUC in both Todd Mustard, executive director of government affairs and membership services, and Jim Kolb with Summit Strategies. Feel free to contact them, or myself, and find out how you can get involved and engaged. Let's keep pushing this forward...together!

## TAUC Responds to DOL Apprenticeship Proposal

On June 25, The U.S. Department of Labor (DOL) issued a notice of proposed rulemaking (NPRM) designed to encourage the creation of apprentice training programs across a wide variety of industry sectors. These programs are known as Industry-Recognized Apprenticeship Programs, or IRAPs.

TAUC represents more than 2,000 union contractor firms that annually employ tens of thousands of craftworkers from the 14 international building trades unions. While we commend DOL and other industries for seeking to create apprenticeship programs, our first and highest priority is to protect the gold-standard, time-tested system already in place in "our own backyard" - namely, the current privately funded registered apprenticeship model for the union construction and maintenance industry.

Each year, the building trades unions and their contractor partners collectively spend \$1.6 billion to fund more than 1,600 registered training facilities across the country. This incredible investment signals a steadfast and ongoing commitment to the highest levels of quality, safety and craftsmanship for our clients. Therefore, we must examine carefully any government proposal, no matter how well-intentioned, that could potentially weaken the effectiveness of our privately funded apprenticeship system and inadvertently lower training and safety standards across the entire industry.

For instance, its proposed rulemaking, DOL states that it would not, "at least initially," accept applications to recognize IRAPs in the construction industry. Does this mean that DOL will allow construction IRAPs after a year? Two years? Three? Obviously, this vague caveat concerns us, and we will seek to have the Department clarify its intentions. Our position is that no construction IRAPs should be approved by DOL, period.

TAUC will also urge the Department to clarify that it will not approve any IRAPs relating to construction maintenance as well as construction, since these activities are so closely linked, especially on industrial construction and maintenance projects.

Between now and the comment deadline of August 26, 2019, TAUC and its member contractors will work hard to submit detailed and well-informed comments on the NPRM. Again, we commend the DOL for seeking to expand and improve apprenticeship training programs in the United States. We are dedicated to working hand-in-hand with the Department to achieve that noteworthy goal, so long as our own singular success - the privately funded registered apprenticeship model - is allowed to continue to grow and thrive.

TAUC has set up a special resource page on the DOL proposal at [www.tauc.org/irap](http://www.tauc.org/irap). We encourage members to visit the site and learn more about the rule – and what you can do to help protect our gold-standard apprentice training system. AGAIN—the deadline for comments is August 26, so there's no time to waste!

# Bill Cornell Named 2019 TAUC Spirit of Union Construction Award Winner

TAUC on May 2 posthumously honored William G. “Bill” Cornell (1953–2019) 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 person behind all of that hard work.

Bill, who passed away January 20, was a dear friend and colleague to TAUC and the entire union construction and maintenance industry. He began his career in 1983 with McCarl’s as a project manager. He progressed through various positions as manager of construction, general manager of industrial operations and vice president of operations. He was also involved as a governing member of TAUC for 30 years, eventually serving as Chairman of the Labor Committee and as a member of the Board of Directors from 2012 through 2014.

In March 2016 Bill started a consulting and advising company called CorCon Solutions, LLC. He focused on leadership training for superintendent-level craftpersons for unions and contractors; labor relations education for contractors; and mentoring services for future leaders within construction companies.

However, Bill’s legacy extends far beyond his many professional accomplishments. In August 2014 he was diagnosed with idiopathic pulmonary fibrosis, which led to a life-saving double lung transplant on December 26 of that same year. Recovery was a long and arduous process, but throughout it all, Bill became an eloquent and tireless advocate for organ donation, and began a second career as a public speaker, telling audiences about his experience and how they could help the transplant community. In fact, Bill gave a memorable speech at the TAUC Leadership Conference in 2016 which prompted many attendees to become organ donors.

“Bill was one of those type of people who, when things got tough, you didn’t have to look over your shoulder—he’d be there if you needed him,” recalled TAUC CEO Steve Lindauer.

“His knowledge of the industry, and particularly his involvement in gaining cooperation between contractors, unions and owners—that was a big focus of Bill’s, and he did an outstanding job with that,” added Paul Morrison, former General Manager of McCarl’s.



Bill’s award, which was presented at TAUC’s annual Leadership Conference in New Orleans, LA., was accepted on his behalf by his sons, Bill Jr. and Eric.

Be sure to go to [TAUC.org](http://TAUC.org) to view a special video tribute to Bill Cornell.



**RIGHT TEAM.  
RIGHT SOLUTION.**

McCarl’s – 70 years of superior construction, fabrication, and on-site management solutions across a wide range of industries throughout the region, including: shale gas, petrochemical, water treatment, chemical, steel, power generation, and cryogenics.

**Call us today. We do it right.**

[www.McCarl.com](http://www.McCarl.com)

# Steve Johnson Elected President of TAUC

Steve Johnson, President of GEM Inc., was elected President of The Association of Union Constructors (TAUC) at the group's annual Leadership Conference, held April 30–May 3 in New Orleans. He succeeded Jake Locklear, President and CEO of APM, who was honored with a special plaque and ceremony.

Noting that 2019 represented TAUC's fiftieth anniversary, Johnson told attendees, "We never want to forget those who came before us and helped forge the trail we travel down today. The half-century mark is a milestone—but it's also a turning point," he added. "And once we look back and recognize how far we've come, we owe it to our founders—and we owe it to ourselves—to turn around and look towards the future and plan for the next fifty years. We're standing at a crossroads. Where do we go from here?"

As president of GEM Inc., Steve is responsible for all personnel and their overall performance throughout the duration of projects, ensuring that all project personnel meet the commitments made to the client. Other areas of responsibility include accountability to the client for all contractual matters and assurance that the completed project meets or exceeds the client's expectations.

For more information, check out Steve's first article as President on Page 4.

## Board of Director Changes

Also at the Conference, several changes to TAUC's Board of Directors were announced. Mike Haller of Walbridge and Shawn Long of Commercial Contracting Corporation were elected to the Board. In addition, Patrick Baker of the Great Lakes Fabricators and Erectors Association was appointed to the



TAUC President Steve Johnson

chairmanship of the TAUC Local Employer Organization Committee, and Jim Daley of JJ White was appointed chairman of the TAUC Industrial Relations Committee. Both Patrick and Jim joined the Board in these capacities as well.

Chad Cotter of Burns & McDonnell, Jacob Snyder of Enerfab and Scott Fisher of the AGC of Michigan concluded their terms as members of the Board, and were honored for their contributions to the association.

**LiUNA!**  
*Feel the Power*

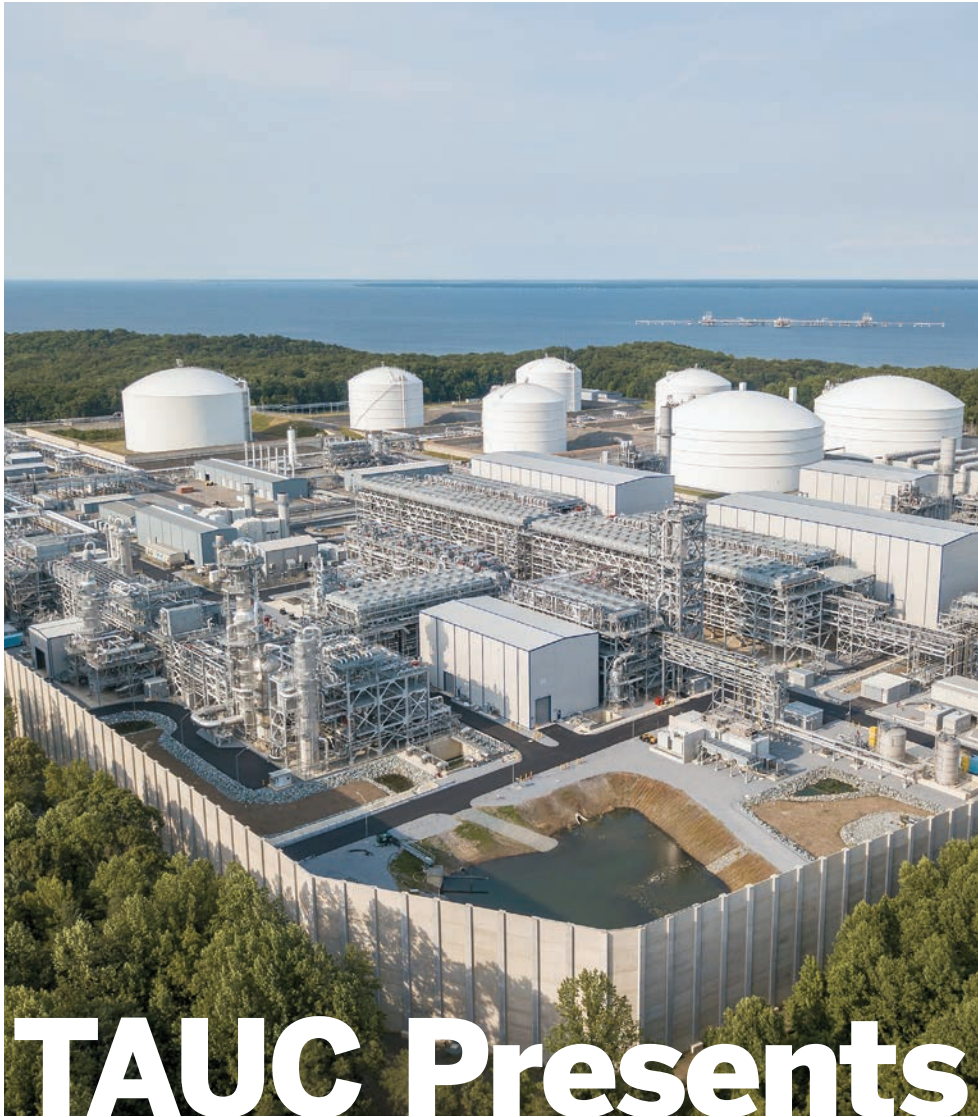
**YOUR NATIONAL WORKFORCE PARTNER**

**SAFE. SKILLED. LOCAL**

**LABORERS' INTERNATIONAL UNION OF NORTH AMERICA**  
**TERRY O'SULLIVAN**  
General President

**ARMAND E. SABITONI**  
General Secretary-Treasurer





*Clockwise from left:*

Dominion Energy's Cove Point LNG Terminal, Lusby, M.D.

Superior Construction at work at Gary/Chicago airport

APComPower representatives accept their Joseph R. La Rocca Award

# TAUC Presents the Joseph La Rocca Union Project of the Year Awards

New Orleans—The Association of Union Constructors (TAUC) on May 2 presented the first annual Joseph R. La Rocca Union Project of the Year Awards as part of its annual Leadership Conference.



The awards recognize outstanding work performed under labor-management cooperation and were named in honor of a true pioneer in the union construction industry. Joseph R. La Rocca served as Executive Vice President of TAUC's predecessor organization, The National Erectors Association, from its inception in 1969 until his retirement in 1986. In addition, he also served as the first Impartial Secretary of the National Maintenance Agreements Policy Committee Inc. (NMAPC) and was instrumental in spearheading its creation and shepherding its unprecedented growth throughout the 1970s and 1980s.

The impact Joe made on TAUC, and the industry as a whole is still felt today. His passion for the business and the people who are served by it are a vital part of his legacy. His philosophy was simple: you don't just serve the contractors, the participating unions and/or the owner; your service is an even higher calling to the union construction industry as a whole. That is a true testament to his—and TAUC's—approach to leadership, and the reason why this award is named in his honor.

Fittingly, the awards ceremony was held at the World War II Museum in New Orleans. Joe, a decorated World War II veteran and still going strong at 94 years of age, was honored with a special tribute video that you can view on [www.tauc.org](http://www.tauc.org).

**There are three award categories, for projects of:**

- **Less than \$5 million;**
- **\$5 million to \$50 million; and**
- **Above \$50 million.**

The judges for this year's awards were: Jim Daley, JJ White; Kathy Dobson, Alberici Constructors; Ginny Favade, Ohio Valley Construction Employers Council; and Tom Householder, American Electric Power.

**In the first category—less than \$5 million—the winner is APCoPower**, for its work in the fall of 2018 on the Unit 1 SCR Upgrade at NRG Energy's Homer City Generating Station in Homer City, Pennsylvania. The scope of work on the nearly two-month-long project included removal and replacement of existing piping and SCR equipment at the facility. APCoPower completed the project under the terms of the National Maintenance Agreements. They employed nearly 70 craftworkers from six international unions: Boilermakers, Pipefitters, Laborers, Operators, Iron Workers and Electricians.

**In the second category—\$5 million to \$50 million—the winning project is Superior Construction Company**, for its runway rehabilitation work at the Gary/Chicago International Airport Authority. Superior Construction completed a total

rebuild of the main concrete runway—more than 4,000 feet long by 150-feet wide—in less than 30 calendar days. That was two days ahead of schedule. They worked with the airport, the FAA, subcontractors and vendors to eliminate disruptions to ongoing airport operations and ultimately increased the airport's operational ability to service bigger and heavier aircraft.

**In the third category—\$50 million and above—the winner is Kiewit Power Constructors**, for their work on Dominion Energy's Cove Point LNG Terminal in Lusby, Maryland, on the Chesapeake Bay. Kiewit added a new Liquid Natural Gas export facility to Cove Point, capable of handling more than 5 million metric tons a year. The project included the construction of a new feed-gas receiving area, pre-treatment area, liquefaction unit and new 130-mega-watt power plant, to name just a few. Adding to the complexity of the project, all of this needed to be built within a roughly 40-acre site, the smallest footprint in the U.S. for a project of this size. At its peak, the project involved more than 2,500 union craft workers and 600 staff workers on site. As you can imagine, it required extraordinary collaboration and teamwork to execute such a project under a very demanding timeframe.

Congratulations to all of this year's winners!





# Tony Poma Named 2019 TAUC Craftperson of the Year

NEW ORLEANS, LA—Tony Poma has been named the 2019 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 2 at the National World War II Museum during TAUC's annual Leadership Conference.

Tony is a member of Iron Workers Local #25 in Detroit. He was nominated by Ideal Contracting for his outstanding work as General Foreman on the General Motors M-5 Flint Body Shop and General Assembly Addition in Flint, Michigan. Ranked among Ideal Contracting's top general foremen, Tony led a crew of 55 men to erect 11,000 tons of steel. Throughout the year-long project, Tony was always there to ensure the

safety and respectful treatment of each and every worker on the job.

"The GM Flint project was a large manufacturing facility, a heavy-duty building," said Brian Becker, Construction Project Manager for General Motors. "Nothing can really happen until that steel frame goes up, so steel erection was pivotal on making the whole job happen. Tony did an excellent job of coordinating all the work, sticking to the schedule—beating the schedule—and the building was outstanding. They executed the work flawlessly."

Becker added, "The amazing thing about the job is that we turned it over four months early. That's huge, and really that was because of Tony."

"He's a very hardworking individual," said Jim Horvath, Business Agent/VP for Ironworkers Local 25. "Everyone who works

around him respects him. There's nothing he'll ask you to do that he hasn't done already. He's truly a role model and he definitely leads by example."

"People think that construction workers are rough and tough, and they are, but there's a lot of emotion involved there," Tony said. "Basically my role is to keep everything rolling, keep everybody happy...What I was most proud of was that no one got hurt. It was a great job. My main thing is I want everybody to be safe and get the job done at the same time."

Tony added, "I guess what I've always done is talk to people how you want them to talk to you, with respect, and be honest. And work hard. That's it."

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



## 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

### 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. Jim started out as an apprentice ironworker in 1945 at the age of just 16 and eventually rose to the rank of First General Vice President within the international union. He also served as President and Labor Co-Chairman of the National Maintenance Agreements Policy Committee, Inc. (NMAPC) from 1988–2000.

Jim was hugely influential within the union construction industry, and his steadfast commitment to fairness and cooperation was legendary. It is fitting that the award bearing his name honors a union worker who demonstrates unparalleled leadership and professionalism, because Jim exhibited the same qualities throughout his life.

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: Rusty Brown, Kiewit Power Constructors; Dewey Pearman, Northwest Indiana Contractors Association; and Jacob Snyder, Enerfab Power and Industrial.

### Craftperson of the Year Nominees

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

Joshua Kirkpatrick is being recognized for his work as a Bricklayer General Foreman for Construction and Turnaround Services at CHS Refining in Laurel, Montana. For more than 20 years, Joshua has acted as a dedicated role model and mentor in his craft. Joshua's expertise was on full display in his use of off-peak time frames for strategic demolition operations—minimizing hazards, and ensuring his project delivered on time and under budget.

### Honorable Mention

Jim Davenport was nominated for his work with Ideal Contracting on the Fiat Chrysler Sterling Heights Assembly Plant South Paint Shop in Warren, Michigan. Faced with daily challenges on a unique project, Jim's outstanding strategic coordination ensured it's successful and safe completion. Through Jim's efforts, 814 tons of structural steel and 114 tons of miscellaneous steel were installed on time. A true leader, Jim never hesitated to lend a helping hand to finish the job.



Joshua Kirkpatrick



Jim Davenport

# Thomas J. Reynolds Awards for Excellence in Construction Safety & Health **2019 Winners**

## Category One

### Over 1 Million Hours Worked Without a DART Case

BHI Energy Specialty Services  
BMWC Constructors, Inc.  
Broadway Electric Service Corporation  
Cherne Contracting Corporation  
Corval Constructors, Inc.  
Harder Mechanical Contractors, Inc.  
Industrial Contractors Skanska  
International Industrial Contracting Corporation  
Solid Platforms, Inc.

## Category Two

### 500,000–1 Million Hours Worked Without a DART Case

Advanced Specialty Contractors, LLC  
CBI Services, LLC  
Construction & Turnaround Services, LLC  
Dearborn Mid-West Company  
EMCOR Hyre Electric Co. of Indiana, Inc.  
Gallagher-Kaiser Corporation  
Henderson Services, LLC  
McCarl's Inc.  
Monarch Welding & Engineering, Inc.  
National Steel City, LLC  
Ryan & Associates, Inc.  
Shelby Mechanical, Inc.  
Superior Electric Great Lakes Company  
Walbridge Aldinger Company

## Category Three

### 100,000–499,999 Hours Worked Without a DART Case

APComPower, Inc.  
Bell Electrical Contractors, Inc.  
Black Swamp Steel, Inc.  
Central Rent-A-Crane, Inc.  
Cornerstone Services Group, LLC  
Enerfab Process Solutions & Fabricated Products  
F.E. Moran, Inc. Special Hazard Systems  
Gribbins Insulation Company  
Hardman Construction Inc.

Hayden Wrecking Corporation  
Imperial Crane Services, Inc.  
IWR North America  
J.E. Shekell, Inc.  
Lytle Electric Company  
M & O Environmental Company  
Minnotte Contracting  
Moorhead Machinery & Boiler Company  
Pioneer Pipe, Inc.  
Piqua Steel Company, Inc. dba PSC Crane & Rigging  
Progressive Mechanical, Inc.  
Ragan Mechanical, Inc.  
Rand Construction Company  
Simakas Company, Inc.  
Smart Energy Insulation—Toledo Mechanical  
Stevenson Crane Service, Inc.  
StructSure Scaffold & Insulation, LLC  
Swan Electric Company, Inc.  
Universal Piping Industries, LLC

## Category Four

### Less than 99,999 Hours Worked Without a DART Case

Chemsteel Construction Company  
Kirk Williams Company, Inc.  
Norris Brothers Company, Inc.  
Smart Energy Insulation—Michigan Mechanical  
StructSure Environmental, LLC

## Certificates of Achievement

Advanced Industrial Services, LLC  
AECOM Construction Services Power  
Alberici Constructors  
AMS Mechanical Systems, Inc.  
Aristeo Construction  
Atlantic Contracting and Specialties, LLC  
Avalotis Corporation  
AZCO INC.  
Babcock & Wilcox Construction Co., LLC  
Barton Malow Company  
Beltline Electric Co., Inc.  
Black & Veatch Construction, Inc.  
Brand Energy Services, LLC

Bruce & Merrilees Electric Company  
C.R. Meyer and Sons Company  
Capital Electric Construction  
Commercial Contracting Corporation  
Conti Corporation  
Dee Cramer, Inc.  
Enerfab Power & Industrial, Inc.  
Fisher Tank Company  
Fluor Constructors International, Inc.  
GEM Inc.  
Genesys Industrial Corporation  
George V. Hamilton, Inc.  
Graycor Industrial Constructors Inc.  
Helmkamp Construction Company  
Ideal Contracting, LLC  
Independence Excavating, Inc.  
Industrial Contractors, Inc.  
J.J. White, Inc.  
Madison Industrial Services Team, Ltd.  
Mascaro Construction Company, LP  
Matrix North American Construction, Inc.  
McGraw/Kokosing, Inc.  
McKamish, Inc.  
MCT Services, LLC  
Midwest Steel, Inc.  
Morrison Construction Company  
MPW Environmental Services, Inc.  
NAES Power Contractors  
Niles Industrial Coatings  
Nooter Construction Company  
Performance Contracting, Inc.  
Performance Mechanical, Inc.  
RMF Nooter, Inc.  
Sargent Electric Company  
Scheck Mechanical Corporation  
Stevens Engineers & Constructors, Inc.  
Superior Construction Company, Inc.  
The Great Lakes Construction Co.  
The Jamar Company  
The State Group Industrial (USA) Limited  
Thermal Solutions, Inc.  
Triangle Enterprises, Inc.  
Vertical Access Solutions, LLC

# A Payroll Service Just for Construction



THE  
OTHER  
GUYS



payroll4  
construction.com

- › Check Printing
- › Direct Deposit
- › W-2s
- › Tax Filing
- › Multi-State Processing

- › Check Printing
- › Direct Deposit
- › W-2s
- › Tax Filing
- › Multi-State Processing
- › Multiple Rates and Trades
- › Job Cost Reports
- › Certified Payroll (Electronic and Print)
- › Union Reporting
- › Fringe Benefit Tracking
- › And So Much More!

## Get Your Free Quote

payroll4construction.com | (800) 949-9620



# Thank You to Our 2019 TAUC Leadership Conference Sponsors



# SUDDENLY, YOU WANT EMPLOYEES ON THEIR PHONES.

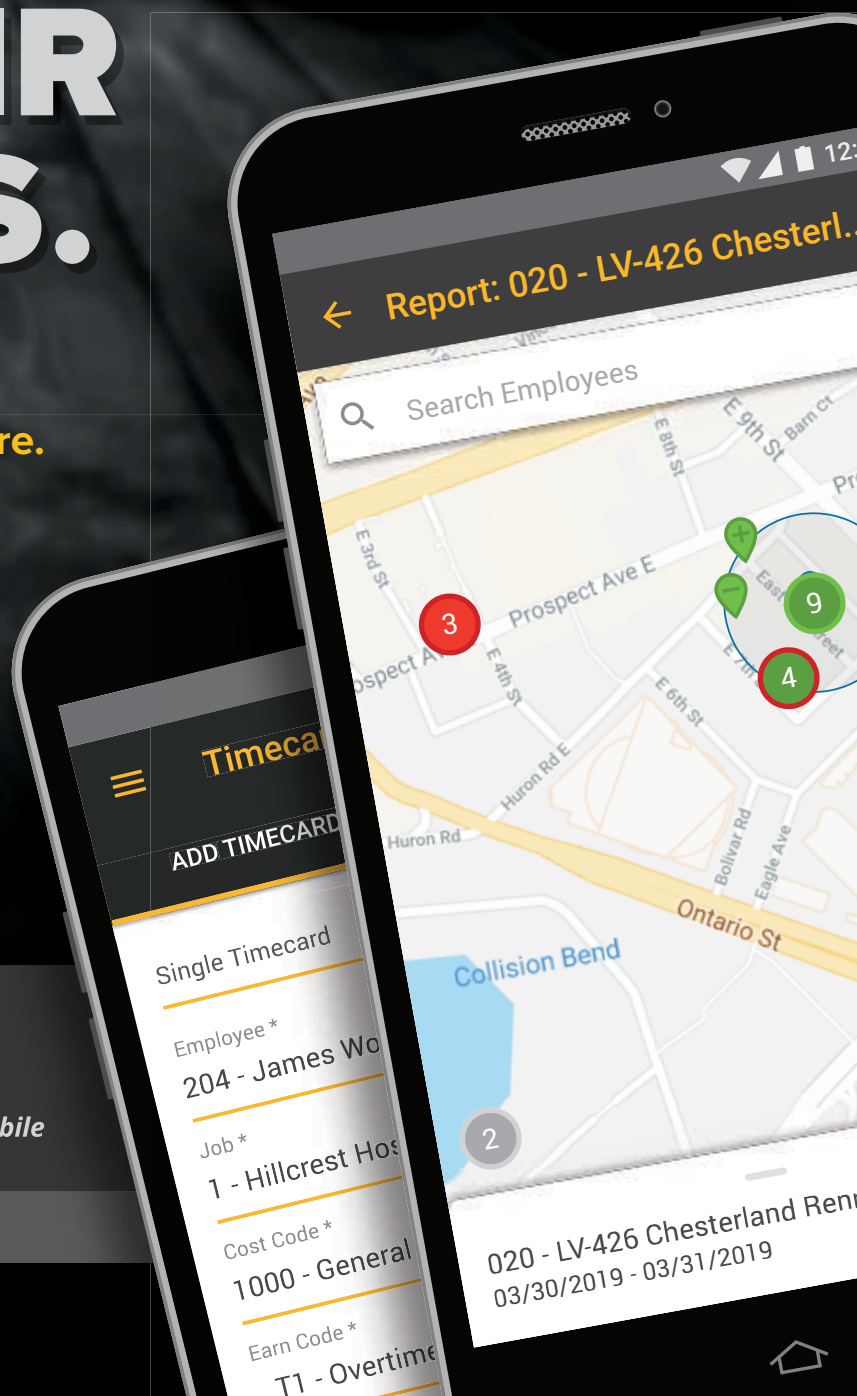
Connect them to **America's #1  
Construction Accounting Software.**

- ✓ Geotagged time punches
- ✓ Timecard signatures
- ✓ Field log and job notes
- ✓ Daily log reports
- ✓ Remote sync to FOUNDATION®

**FOUNDATION** software

Job Cost Accounting | Project Management | Mobile

foundationsoft.com/tauc | (800) 246-0800





# TOUGH CHALLENGES

---

# MEET SKILLED LABOR

A rich history of strong labor relationships enables us to deliver safety and quality on even your most complex projects.



Proud to be the top contractor under the National Maintenance Agreement.

[enerfab.com](http://enerfab.com)