

THE WINTER 2022

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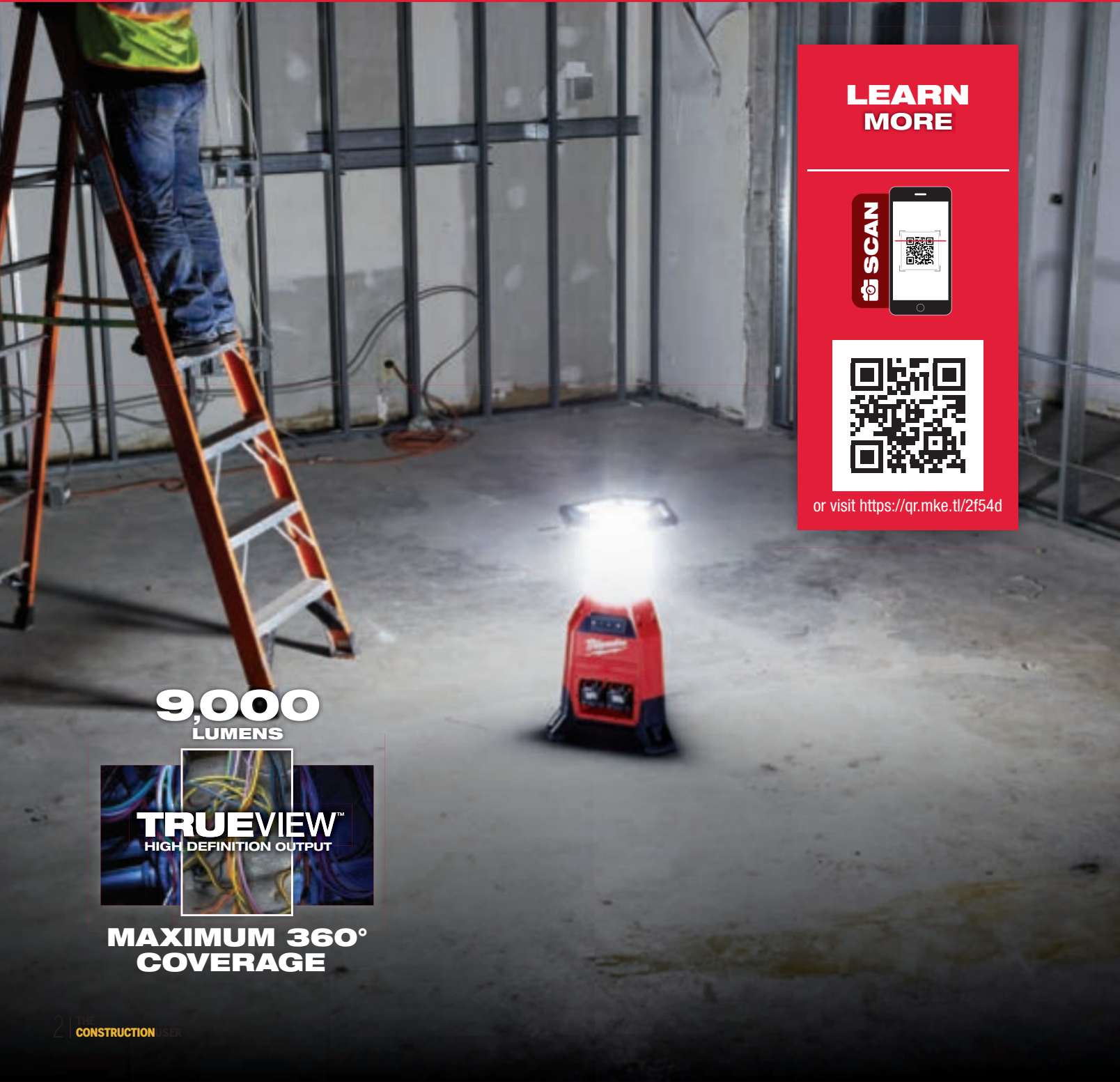
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ADVANCING UNION CONSTRUCTION AND MAINTENANCE

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#### IN EVERY ISSUE

### 4 FROM THE DESK OF THE PRESIDENT

**The Chain**  
*Steve Johnson*

#### FEATURED ARTICLES

### 6 The Balancing Act

*Daniel Hogan*

### 10 TAUC, Other Groups Push for Simplified OSHA Heat Standard

*David Acord*

### 12 Union Jobsites See Fewer Health & Safety Violations, Report Finds

*David Acord*

### 15 Pandemic Leads to Spike in Construction Worker Anxiety, Depression

*David Acord*

#### 21<sup>ST</sup> ANNUAL ZISA® EVENT

### 17 NMAPC Honors Winners of the 21<sup>st</sup> Annual Zero Injury Safety Awards®

### 18 The Scoreboard Never Lies

### 20 ZISA® Winner Groups

### 27 Thank you, Sponsors

#### IN EVERY CORNER

### 28 THE LEO CORNER Déjà Vu All Over Again

*Dave Daquelente*

### 14 THE EHS CORNER A Personal Mission

*Kathleen Dobson*

#### ASSOCIATION NEWS

### 8 NMAPC News Briefs

### 28 TAUC Awards



# The Chain



BY STEVE JOHNSON,  
PRESIDENT, GEM, INC.

One of the most frustrating side effects of the pandemic has been the numerous supply chain disruptions that have affected nearly every industry sector — especially construction. For months, contractors have been dealing with shortages of basic materials and supplies, delayed or canceled shipments, and surprise delivery surcharges that can quickly eat away at their bottom line. These constant interruptions to the way we normally work make it much more difficult to complete projects for clients on time and under budget, which has always been one of union construction's main selling points.

Maybe the only thing more exasperating than dealing with supply chain problems is trying to figure out why a particular product is so hard to come by. Our economy is so complex, with so many interconnected distribution channels, all it takes is a tiny schedule change or delay from one supplier to start a chain reaction among a half-dozen others. And don't forget to mix in all the normal external factors that existed before the pandemic, like weather interruptions, equipment breakdowns and good ol' human error. At the end of the day, you can make all the phone calls or send all the emails you want, but you may never discover why, exactly, it took six weeks for that small but extremely crucial box of custom-made ball bearings to get from Chicago to Cincinnati.


Luckily, I have some good news. While many physical supply chains are in dire shape, there is another entirely different set of distribution channels in our industry that has been working incredibly well over the past couple of years. It has been largely overlooked because the products it delivers are invisible. I'm talking about the training, knowledge and support that flows from contractors and their building trades partners to field supervisors, journeymen and apprentices on a daily basis. You'll never be able to quantify these products on a PowerPoint chart, but the results are hard to miss.

## A Quick Look Back

Think back to the worst days of the pandemic. I'm talking really dire straits, one of those "I wish I could call in sick" times when nothing on the job seemed to be going right. Now ask yourself: while all of that was going on, how many toolbox talks were canceled? How many times did your safety director throw up his hands and say, "I give up"? We all know the answer: never. In fact, I'll wager many, if not most of you, saw the opposite: when things got tough, the safety training became more frequent. Craftworkers needed to know the latest COVID-19 protocols, and there were lots of questions about the best way to work safely during a pandemic. Instead of getting tied up in endless rounds of finger-pointing about whose responsibility it was to fix the problem, we stepped up.

And by "we," I mean contractors, unions and owner-clients alike. Lumber and steel shipments may have been hard to come by at times during the pandemic, but tripartite cooperation was never in short supply.

The strength of this invisible supply chain was on full display last October at the NMAPC's 21<sup>st</sup> annual Zero Injury Safety Awards® Gala, held once again at the beautiful National Cathedral in Washington, D.C. The awards honored injury-free work completed in calendar year 2020. In his opening remarks (portions of which are reprinted on Page 18), Daniel Hogan, CEO of TAUC and Impartial Secretary/CEO of NMAPC, pointed out that during this time period, when the pandemic was raging, 109 tripartite teams completed more than 27 million injury-free work hours. That's a less than 5% decrease from injury-free hours worked in 2019, before the pandemic even started!



**“Lumber and steel shipments may have been hard to come by at times during the pandemic, but tripartite cooperation was never in short supply.”**

In other words, in the union construction and maintenance industry, the safety needle barely twitched when COVID-19 was at its worst. Sometimes, it's not what happens, but what doesn't happen that is actually significant. We didn't falter; we didn't sacrifice our core principles in the face of uncertainty. We carried on, and our invisible supply chain of knowledge, preparation and dedication to excellence held fast (I encourage you to take a few minutes and flip through the impressive list of ZISA® winners beginning on Page 20).

### **Mark Your Calendars**

Speaking of carrying on, I'm excited to announce that after a nearly two-year absence, TAUC's live, in-person events are back for 2022! Our Leadership Conference is scheduled for May 17-20 at the Meritage Resort in California's stunning Napa Valley, while the fifth annual Industrial Grade Innovation Conference and Expo (IGI) will be held in Colorado Springs in early September. Check out our "Save the Date" notice on Page 9 and make plans now to attend one or both events.

I hope 2022 is off to a great start for you and your family. I'll talk to you again in the spring! ■

# THE BALANCING Act

**B**y the time you read this article, 2022 will be in full swing with spring just around the corner. As I write it, though, the year is still young and we're in the middle of an unusually cold winter in the Washington, D.C., area. It's a good time to take one last look back at 2021 before setting our sights on the opportunities awaiting us in the year ahead.

The past year has been one of incredible turmoil and change for our industry. One of my biggest tasks has been learning to strike the right balance between "then" and "now." We must honor the past and learn from it, but we can't stay there. We can't ignore the fact that time marches on and change is inevitable, whether we like it or not.

On the other hand, while we should eagerly look to the future and plan for new opportunities, we can't get so far ahead of ourselves that we forget where we came from or toss aside the values and principles that underpin our tripartite community.

In other words, for today's leaders, there is no binary choice between old and new. Tradition and innovation both have a place in the modern union construction and maintenance industry. As we plot a course over uncertain terrain, the real challenge is knowing when to look back and when to look ahead. Our member contractors have a responsibility to serve today's clients, but it's also incumbent upon them to prepare for a future they can't yet see and be ready to tackle challenges that haven't yet materialized. As if that wasn't enough, shareholders also expect contractors to build organizations that remain strong yet flexible so they can continue to grow and adapt to changing market conditions well into the future.

I recently read a true story that shows how one community dealt with this dilemma. About a hundred years ago, at Oxford University in England, the leaders discovered that the support beams in one of their buildings needed to be replaced. This wasn't too surprising, since the building had been constructed six centuries earlier, in 1379. The problem was that the support beams were extremely large, and no one at Oxford could find any trees big enough to replace them. So they called in the college forester, a man they employed to take care of the university's vast land holdings spread all across England. They asked him if he had any ideas. "Well, I was wondering when you would ask," he replied.

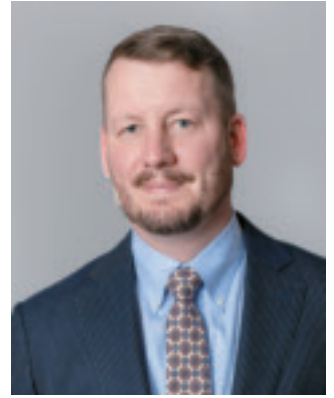


*“Maintaining the proper balance between old and new is difficult, but I’m seeing more victories than failures.”*

The forester explained that when the college was created in the fourteenth century, its founders had actually planted a grove of oak trees specifically meant to replace the beams in that particular building when the time came. This grove had been protected for hundreds of years. Every time a forester retired, he would tell his successor, “Don’t cut down those oak trees. They’re spoken for.”

The Oxford trees story is about finding harmony between the old and the new, the past and the future. It’s also a textbook example of the power of long-term planning. The fact that I’m writing an article in this magazine is another example. I — and everyone in the industry reading this — are here because of the hard work and foresight of those who came before us. They made it all possible. Now it’s our job to use what we’ve been given to take things to the next level...and to start planting new trees that will be ready to harvest when we leave.

*Daniel Hogan 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).*



So how are we doing? I believe we’re on the right track, both as an association and an industry. Maintaining the proper balance between old and new is difficult, but I’m seeing more victories than failures, especially as we continue to emerge from the depths of the pandemic. Take something as simple as hosting in-person events. You can’t get more traditional or “old school” than gathering with your peers and customers for good fellowship and conversation. Then COVID-19 came along and forced TAUC to go virtual in 2020 and part of 2021. We used the latest high-tech, online meeting tools because it made practical sense. You might say we moved to the “new school,” but we always knew it was temporary. Technology and virtual meeting rooms can never replace looking someone in the eye and shaking their hand — that’s a lesson we learned from our predecessors. So we safely resumed in-person meetings with our year-end State of the Union Construction Industry Forum in Washington in December and saw record attendance. A little of the old, a little of the new. Balance.

Our Industrial Grade Innovation Conference & Expo (IGI) is another great example of maintaining equilibrium between two extremes. Most people think of IGI as a showcase for the latest and greatest in construction technology — a place where you can don a pair of virtual reality glasses, try on a robotic exoskeleton suit and test-drive the latest BIM software, all before lunch. And that’s true! But it’s much more than that. We don’t blindly promote technology at the expense of human beings. In fact, every year we bring in speakers and experts to talk about how the industry can use technology not to *replace* the hardworking men and women our contractors employ, but to *augment* their performance and help them perform their work more efficiently — and safely. Balance.

As 2022 rolls on, I know our members have a lot of hard work ahead of them. But I also know that we have a great team here at TAUC who stand ready and willing to help any way we can. If you need some help finding the right balance for your company, reach out to us — that’s why we’re here.

Until next time, stay warm, and stay safe! ■

# NMAPC News Briefs

## Time to Report 4<sup>th</sup> Quarter NMA Work Hours

As a reminder, if you haven't already done so, it is time to report your NMA work hours for the fourth quarter of 2021.

Reporting is quick and easy — just log on to [www.nmapc.org/workhours](http://www.nmapc.org/workhours) and follow the simple instructions.

Work hours must be reported online for all work performed under the NMA. Contractors must report work hours for each Site Extension Request (SER) that has been approved, and for as long as the SER remains active.

By reporting your hours, you help create a more accurate picture of union construction's position in the marketplace. And it's good for your business! NMAPC.org automatically creates graphs and charts based on your work hour information — perfect for including in bids and meetings with current and potential clients.

You have 24/7 access to the work hours you've reported. Slice your data by date (quarterly or yearly), owner, state, industry or craft. NMAPC staff can also help you create customized work hours reports — find out where you rank locally, regionally and nationally.

Don't delay — report your work hours today! ■

## NMAPC Introduces New Email Invoicing System

As a way to streamline and simplify payments for signatory contractors, the National Maintenance Agreements Policy Committee, Inc. began emailing administrative fees invoices for 2022 using a new electronic invoicing system. Contractors will no longer receive hard-copy invoices in the mail.

Signatories should have received an email from NMAPC on Dec. 1, 2021, containing a PDF attachment with their administrative fees invoice. If you did not receive it, please contact Ben Cahoon at (703) 841-9707, ext.118.

Please make sure your Primary and/or Billing Contact information is up to date by logging in to your account at [www.nmapc.org](http://www.nmapc.org). If you would like us to change your Primary Contact or update any contact information, please send the changes to [info@nmapc.org](mailto:info@nmapc.org) or contact Ben Cahoon. Ben can also answer any other questions you may have about the new system. Please review your contact information as soon as possible. ■

## Latest NMA Book of Decisions Updates Now Available

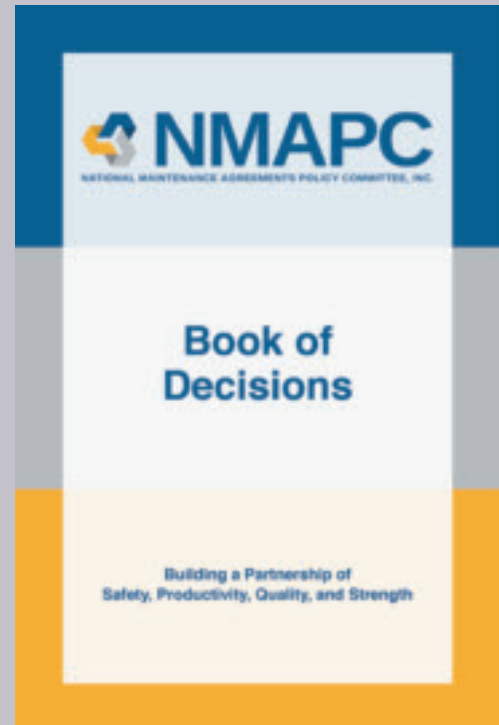
The latest updates to the NMAPC Book of Decisions are now available online.

There are two new updates. The first, approved on Oct. 20, 2021, is: *Bulletin V-2: Subcontracting — Construction Manager Letter of Understanding*

The second update, approved on Jan. 17, 2022, is as follows: *Bulletin IV-3: Scope of Work — Use of Specialty Contractors*

To download the updates in PDF format, please go to [www.nmapc.org](http://www.nmapc.org) and click on "Using the NMA" in the yellow menu bar, then choose "Book of Decisions." Once on the page, go to the "Recent Book of Decisions Updates" in the right-hand column. On the same page, you can also download an updated copy of the complete Book of Decisions in PDF format (you will need your NMAPC username and password to download the book).

Reminder: paper copies of the Book of Decisions updates are no longer mailed out. In order to obtain the updates, you will need to visit the Book of Decisions page. If you have any questions, please contact Ben Cahoon, Operations Manager, Database & IT, at (703) 841-9707, ext. 118. ■





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# TAUC, Other Groups Push for Simplified OSHA Heat Standard

BY DAVID ACORD

As OSHA begins mulling a rule to prevent heat injury and illnesses in both indoor and outdoor work settings, TAUC and many other construction trade groups are voicing their concerns about potentially complicated new requirements being imposed on contractors. Under the umbrella of the Construction Industry Safety Coalition (CISC), they are pushing for a simplified and separate standard for the industry that would create safer job-sites for their workers.

In a written response to OSHA's call for comment on the proposed rulemaking, CISC also said it has concerns with "requirements that are triggered by threshold temperatures that are common in wide swaths of the country for much of the year." The group added, "CISC members feel strongly that a regulatory approach — if adopted — must be simple and should integrate the key concepts of 'Water, Rest, and Shade.'"

CISC added that given the "ever-changing and fluid" nature of the construction industry in general, OSHA should consider "a separate regulatory approach for the industry, as OSHA has done in other rulemakings, such as for Respirable Crystalline Silica."

"A regulation that is tailored to the issues shared by construction employers must be simple in order to succeed," the coalition stated. "The industry is comprised of employers of all sizes with access to varying economic resources and administrative support. Given that heat illness can progress quickly when unrecognized and untreated, educating employees on

how to recognize the signs and symptoms of heat illness to stop the progression of heat illness is the most effective way for employers to protect their employees against the hazard...Teaching employees how to recognize the signs and symptoms of heat illness via self-assessment and observation of co-workers, and how to halt the progression of same, will be the most effective way to address the hazard of heat illness confronting employers of all sizes."

The coalition pointed out that the construction industry has a long history of striving to protect its workers from heat-related injuries. Many CISC member groups have implemented comprehensive training programs and created materials to educate workers and supervisors on the dangers of working in dangerous temperatures. Based on those experiences, and overarching concerns about new regulations, CISC recommended several "next steps" for OSHA as it begins the rulemaking process:

## **Engage with ACCSH.**

The coalition urged OSHA to work closely with its Advisory Committee for Construction Safety and Health (ACCSH) on any new heat standard. "ACCSH is a balanced advisory committee with a unique perspective on the industry and worker safety," CISC wrote. It pointed out that while OSHA last year announced plans to form a National Advisory Committee for an Occupational Safety and Health (NACOSH) Heat Illness Prevention Work Group, "[n]o such effort has been announced with respect to ACCSH...The

regulatory requirement to consult with ACCSH on construction standards exists to ensure experts in construction have an opportunity to advise OSHA on whether and how to promulgate a rule that impacts the industry. As such, OSHA must actively engage with ACCSH regarding recommendations for this upcoming rule-making."

## **Be wary of existing state standards.**

As OSHA begins developing its new heat standard, CISC expects the agency to look at existing state regulatory approaches for guidance and ideas. But be careful, CISC warns, because those standards are often cumbersome, confusing and ineffective, especially in California. The Golden State's heat regs apply to multiple industries, including construction, agriculture and oil and landscaping. "While these industries share similarities, including outdoor work, each industry is unique, which creates distinct issues for each industry when attempting to comply with the California standard."

## **80-degree trigger is impractical.**

"One of the key considerations with any regulatory approach relates to the point at which mandates would be triggered," CISC wrote in its comments. "...[S]tates have adopted different triggers in their regulations regarding heat illness. This has led to confusion and shows that an ambient air temperature trigger, by itself, is not workable in a nation as vast and diverse as the United States. Ambient air temperature alone is not a feasible trigger because there

*“A regulation that is tailored to the issues shared by construction employers must be simple in order to succeed.”*

are many factors that an ambient air temperature reading does not capture, such as humidity, solar load, and acclimatization. High-risk work activities in one region may be low risk in a different region based on the typical climate patterns for the region. For instance, an area in the southeast may present higher risk for heat illness due to the increased levels of humidity that are not present in another region that experiences little, if any, humidity, despite both regions having the same ambient air

temperature. Accordingly, any regulatory approach addressing heat injury and illness must account for the unique climatic conditions of each region.”

“Safety programs are only effective if they are implemented correctly,” CISC concluded. “The more complicated a standard is, the greater the chance that it will not be implemented or enforced by an employer. For this reason, any regulation should avoid formulaic requirements (i.e., 15 minutes of rest for every 45 minutes of work)

and should instead set forth practical requirements and achievable parameters. Requiring field supervisors to track break times for multiple employees throughout a shift only adds to their existing administrative burdens and sets them up to fail.”

Read CISC’s complete comments to OSHA at [www.tauc.org/cisc](http://www.tauc.org/cisc).

Learn more about the coalition at [www.buildingsafely.org](http://www.buildingsafely.org). ■



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# Union Jobsites See Fewer Health & Safety Violations, Report Finds

BY DAVID ACORD

*Union worksites only account for 5% of OSHA violations in construction.*

Union construction jobsites generate fewer OSHA violations than nonunion sites, according to a new report by the Illinois Economic Policy Institute (ILEPI).

“Nationally, union [construction] worksites are 19% less likely to have an OSHA violation and have 34% fewer violations per inspection,” researchers said. “Even though unions represent 14% of construction industry workers, union worksites only account for 5% of OSHA violations in construction.”

“Compared with the nonunion segment of the industry, inspections at union worksites were more likely to occur due to referrals, including from government agencies, whistleblowers, or authorized representatives of employee bargaining units,” the researchers added. “Nonunion worksites were slightly more likely to be inspected as a result of an employee complaint or a planned inspection by OSHA.”

ILEPI’s findings were based on an analysis of more than 37,000 OSHA inspections in the construction industry in 2019 — over 2,800 at union worksites and more than 34,000 at nonunion sites. “During the 2,855 visits to union worksites, OSHA investigators found at least one health and safety violation on 1,314 occasions, or 46% of the time. Union worksites averaged 1.0 total violations per OSHA inspection. By contrast, visits to nonunion jobsites resulted in at least one health and safety violation 65% of the time and an average of 1.6 violations per OSHA inspection.”

The report’s authors also looked at how OSHA violations broke down by primary construction sectors. “Union worksites are less likely to have an OSHA violation in

all eight of these major construction sectors (100%), ranging from 1% less likely in highway, street and bridge construction to 23% less likely for foundation, structure and building exterior contractors. Union worksites also have fewer violations per inspection in seven of the eight construction sectors (88%), ranging from 17% fewer violations in nonresidential construction to 47% fewer violations for foundation, structure and building exterior contractors.”

#### Other findings from the report include:

- “In each of the 10 OSHA regions, union worksites are less likely to have an OSHA violation (100%). They have fewer violations per inspection in all but one region (90%). The share of OSHA violations occurring at union worksites is also smaller than the share of all construction industry workers represented by unions in each of the 10 regions (100%).”
- “In Illinois, union worksites are 13% less likely to have an OSHA violation and have 52% fewer violations per inspection. Despite unions representing 34% of construction industry workers in Illinois, union worksites only account for 8% of all OSHA violations in the state.”
- The analysts also looked at several other neighboring states and found that “union worksites are less likely to have a violation in eight states (89%) and have fewer violations in all nine states (100%). In particular, Indiana and Wisconsin are states where union construction worksites

are significantly safer than nonunion construction worksites. In Indiana, union worksites are 25% less likely to have an OSHA violation and have 64% fewer violations per inspection. In Wisconsin, union worksites are 33% less likely to have an OSHA violation and have 59% fewer violations per inspection. Unions have at least 50% fewer violations per inspection in Illinois, Indiana, Kentucky, Ohio and Wisconsin.”

- “Previous research has found that a 1% increase in unionization is linked with a 3% decrease in occupational fatalities.”

“By ensuring safer worksites, the union construction industry improves productivity, reduces burdens on state workers’ compensation systems and promotes healthier communities,” the authors concluded. “Because union worksites are safer than nonunion worksites in the construction industry, policies could be enacted to promote more unionization in sectors and states where no such policies currently exist. These include passing or strengthening state prevailing wage laws, expanding the use of project labor agreements, and enacting responsible bidder criteria as well as repealing so-called ‘right-to-work’ laws — which weaken unions and have been shown to result in fewer apprentices, lower levels of worker productivity and more on-the-job fatalities.”

Check out the entire report at [www.illinoisepi.org](http://www.illinoisepi.org). ■



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# A Personal Mission

BY KATHLEEN DOBSON



**Kathleen Dobson** is the Chair of the TAUC EHS Committee and Safety Director for Alberici Constructors.

**W**hat do you do in round two? That's a question challenging me as I return to the chair position of TAUC's Environmental Health & Safety Committee for a second time. One thing I want to do in the next few years is to share the importance of establishing a culture of caring — even if the first step you take is to just sincerely ask everyone you work with “How are you doing?”

In this issue, I want to share some very personal experiences regarding suicide in construction. Last January, I got a call from a third-party provider of safety services to tell me that one of their best safety professionals who worked for us steadily for a couple of years — a really good guy — died by suicide just after the Christmas holidays.

Now, I don't know what kinds of issues he may have had — it could have been personal relationships, housing, finances, or a host of other concerns. I do know that he never conveyed any concerns to me, the company he worked for, or to anyone he was in close contact with. To me, he was headed toward the pinnacle of his career — young, healthy, eager, engaging, knowledgeable. The project management teams and tradespersons he worked with all liked and respected him. But he died — and we only superficially addressed mental health awareness and keeping mentally healthy during the time he spent with us. I think about that a lot.

Then a few months ago, I was the first on a Zoom call with the host, and he said, “Did

you hear about...” I knew without asking that a vibrant, always smiling, always helpful safety professional had died, and he did so by suicide. He left behind his co-workers, his colleagues, and most of all, his beloved family. The joy you would see when he spoke of his children was a real delight. I don't know what they will do without him. They'll move on because they have to...He was a dedicated career guy, loyal to his company and passionate about keeping his workforce safe.

I knew him for 20 years and never saw any outward signs of depression, anxiety, or recognized other mental health concerns. But underlying depression doesn't go away — it doesn't stop because people smile and act “normal” on the outside. And deep, underlying depression often only needs one or two small triggers to blow up into a situation where there is no turning back. I think about that a lot as well.

“I'm fine.” What does that mean? Does it really mean someone is OK, or does it mean something else? Sometimes you need to ask tough questions — if you're concerned, say so. Provide resources. Question intent, because you don't want to be the person who could have made a difference and saved a life.

Being “fine” sometimes is a clue that there are deeper issues. Really listen. Really hear what people are saying to you and be actively engaged in communicating with them. I urge you to make suicide prevention a personal mission. Get the word out that help is available, that choices are not static and that the construction industry has made the issue of mental health a true priority. If you need help getting started, go to [www.tauc.org/suicideprevention](http://www.tauc.org/suicideprevention) where I've put together a list of online resources from TAUC partners like CPWR, CURT, IMPACT and many more.

Until next issue, stay safe! ■

*Underlying depression doesn't go away — it doesn't stop because people smile and act “normal” on the outside.*



# Pandemic Leads to Spike in Construction Worker Anxiety, Depression

BY DAVID ACORD

**M**ore construction workers are feeling anxious or depressed since the start of the COVID-19 pandemic, according to a new study. While this increase mirrors general nationwide trends, it's especially troubling given that the construction industry already has the second-highest suicide rate in the country.

Researchers at CPWR — The Center for Construction Research and Training analyzed data from the CDC's National Health Interview Survey, including a subset of construction workers who were interviewed about their mental health in 2019 and again in 2020. In that subset, nearly 43% reported feeling more anxious or depressed in 2020 (after the pandemic) than in 2019 (before). Specifically, 37.3% felt more anxious and 18.4% felt more depressed.

Of those workers who said they experienced more anxiety or depression, just under half (46%) were under 55 years old, compared with just 33.7% of workers over age 55. Slightly more females (49.8%) than males (42.2%) reported more anxiety/depression.

Not surprisingly, CPWR also found that "workers whose general health worsened during the pandemic were also more likely to report growing anxious/depressed feelings than those whose health improved or did not change (48.1% versus 41.1%) and increased anxious/depressed feelings were more common in workers who reported binge drinking than those who did not (48.6% versus 40.8%)."

Looking at 2020 in isolation, more than one in three (36.3%) construction workers reported that they were "not in very good or excellent health." Overall, just over 24% reported binge drinking in the past month, while 9.1% reported heavy drinking over the past year and 7.2% said they had used prescription opioids in the same time frame.

Another interesting data point: College-educated construction workers were more likely to report increased anxious/depressed feelings in 2020 than those without a college education (50.5% versus 39.0%). "This was also observed more frequently in white-collar (47.0% versus 41.4% blue-collar) and part-time (49.2% versus 43.1% full-time) workers," CPWR researchers said.

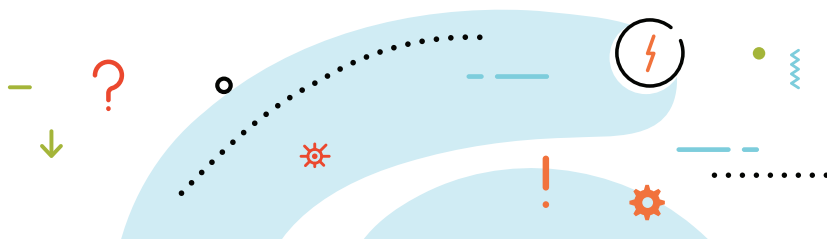
Overall, the data showed that "[w]orkers who were young, female, working part-time, less healthy, or living below the poverty level were hit harder by anxiety/depression (defined by frequency or level of feelings/medication)," CPWR concluded. "Hispanic workers were more likely to report increased feelings of anxiety/depression during the pandemic compared to non-Hispanic workers. Socioeconomic stressors and job insecurity arising from unemployment and nonstandard work arrangements during the pandemic may underlay some of these differences." ■

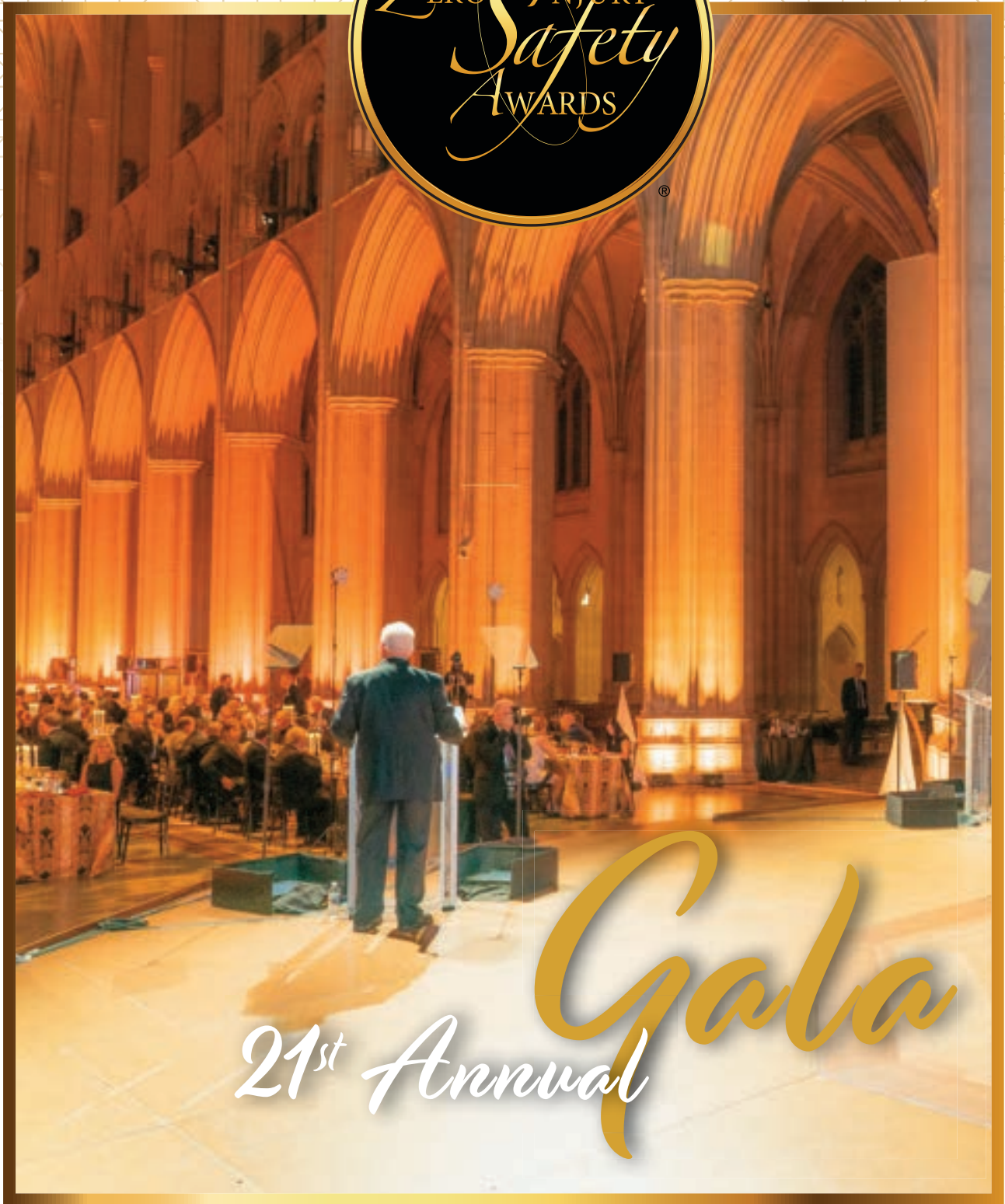


## Who's Working in Construction?

The CDC's National Health Interview Survey provides some interesting demographic and socioeconomic details on construction workers. As of 2020, here's what the data shows, according to CPWR researchers:

- Just over 31% of construction workers are in the age 18-34 demo
- 11.4% of construction workers are female
- 31.4% are Hispanic
- Just under 74% of construction workers were born in the U.S.
- Just under 44% of construction workers are married
- The highest concentration of construction workers is found in the South (40%), followed by the West (26.1%), Midwest (18.1%) and Northeast (15.8%)
- The vast majority of construction workers (73.8%) are classified as blue-collar, and around the same percentage (73.3) have no college education





WASHINGTON NATIONAL CATHEDRAL  
OCTOBER 21, 2021



# NMAPC Honors Winners of the 21<sup>st</sup> Annual Zero Injury Safety Awards®

On Thursday, Oct. 21, 2021, the National Maintenance Agreements Policy Committee, Inc.'s (NMAPC) 21<sup>st</sup> annual Zero Injury Safety Awards® (ZISA) Gala returned — after a one-year, pandemic-induced hiatus — to the spectacular and awe-inspiring Washington National Cathedral. It was the perfect location to recognize those in our industry who have worked so hard to ensure that every worker who steps onto a jobsite goes home safely at the end of the day.

Each Zero Injury Safety Award® recognizes an alliance between owner-clients, signatory contractors and local and international unions who worked together in a tripartite fashion to achieve zero injuries on their industrial construction and maintenance projects. A total of 109 tripartite teams won Zero Injury Safety Awards® totaling more than 27 million hours worked without a recordable injury in 2020.

The highlight of the evening was the presentation of the top ZISA® honor — the Gold Star Award, reserved for projects that have documented more than one million injury-free hours. **This year the top Gold Star Award went to BMWC Constructors, Inc., ExxonMobil and the Will and Grundy Counties B.C.T.C. for completing 1,878,366 injury-free work hours at the Joliet Refinery in Joliet, Illinois.**

## Other top category winners included:

**Silver Star** (500,000 to 999,999 injury-free work hours): Solid Platforms, Inc., ArcelorMittal and the Indiana/Kentucky/Ohio Regional Council of Carpenters — Northern Office won the top Silver Star Award for completing 947,373 injury-free work hours at the Indiana Harbor (East Chicago) Plant in East Chicago, Indiana.

**Bronze Star** (200,000 to 499,999 injury-free work hours): Solid Platforms, Inc., Northern Indiana Public Service Co. (NIPSCO) and the Indiana/Kentucky/Ohio Regional Council of Carpenters — Northern Office won the top Bronze Star Award for completing 481,341 injury-free work hours at the R. M. Schahfer Generating Station in Wheatfield, Indiana.

**Certificate of Merit** (50,000 to 199,999 injury-free work hours): American Electric Power, several trades and contractors were jointly honored for completing a total of 1,036,753 injury-free work hours on 10 projects completed at various AEP facilities. Each of the 10 individual projects totaled less than 199,999 hours.

**Congratulations to all the winners — check out the complete list beginning on Page 20!**

## TOP ZISA GOLD STAR AWARD WINNERS





# The Scoreboard Never Lies



*Following are selected excerpts from opening remarks delivered by NMAPC Impartial Secretary and CEO Daniel Hogan at the 21<sup>st</sup> Annual Zero Injury Safety Awards® Gala, held Oct. 21, 2021 at the National Cathedral.*

**T**onight, for the first time in two years, we are gathered here in this historic building to honor the owner-clients, signatory contractors, local and international unions who worked together to achieve what was once thought impossible: zero injuries on their union construction and industrial maintenance projects worked under the auspices of the National Maintenance Agreements.

It's been a tough couple of years, to put it mildly. Our industry has been tested like never before. Think back to December 2019. No one could have predicted the challenges you've had to face.

Our work is difficult and high-pressure under the best of circumstances. The people in this room are responsible for some of the largest, most complex industrial projects in the country — even the world. Literally billions of dollars are at stake. There is no room for error.

But on top of all that, you were asked to perform under some of the most challenging conditions imaginable. A perfect storm, if you will: A global pandemic. Worker shortages. Severe lockdown and quarantine restrictions. Not to mention the stress of worrying about the health and safety of yourself, your co-workers, families and friends.

It had never been done before. No one really knew if it could be done. The question was stark: would we be able to keep our commitments, finish the jobs we had started, and still maintain the highest level of quality in the industry?

Tonight, almost two years later, it's time for an answer. It's time to look at the score card and see how we performed. There are many metrics we could examine: profit and loss statements, revenue, new contracts. But for the union construction and maintenance industry, the first and most important metric is, and always has been, safety.

I am proud to report that in calendar year 2020 — during the height of the pandemic — 109 tripartite teams completed more than 27 million injury-free work hours on projects across the United States — only slightly less than the previous year. That brings the grand total of injury-free work hours recognized by ZISA® since the program began in 2000 to more than 338 million.

**Congratulations to all the winners who have demonstrated an unwavering commitment to world-class safety.**

“For the union construction and maintenance industry, the first and most important metric is, and always has been, safety.”

- DANIEL HOGAN, NMAPC IMPARTIAL SECRETARY & CEO

*Lighting up the night sky with a powerful safety reminder. National Cathedral, site of the 21<sup>st</sup> Annual ZISA<sup>®</sup> Gala, Oct. 21, 2021.*



**WORK SAFE**

# 2021 ZISA® Winner Groups

## CERTIFICATES OF MERIT

### GROUP 1

**GROUP 1**  
**GEM Industrial, Inc.**  
**KUKA**  
**Northwest Ohio B.C.T.C.**  
50,346 Work Hours  
*Toledo Production Operations*  
*Toledo, OH*

### GROUP 2

**Riggs Distler & Company, Inc.**  
**Aries Clean Energy**  
**Union County B.C.T.C.**  
54,131 Work Hours  
*Aries Linden Biosolids Gasification*  
*Facility*  
*Linden, NJ*

### GROUP 3

**Superior Electric Great Lakes Co.**  
**Fiat Chrysler Automotive**  
**Greater Detroit B.C.T.C.**  
56,720 Work Hours  
*Warren Truck Assembly*  
*Detroit, MI*

### GROUP 4

**The State Group Industrial (USA)**  
**Limited**  
**Ford Motor Company**  
**Chicago and Cook County B.C.T.C.**  
57,940 Work Hours  
*Chicago Assembly Plant*  
*Chicago, IL*

### GROUP 5

**McCarl's, Inc.**  
**NOVA Chemicals, Inc.**  
**Beaver County B.C.T.C.**  
60,818 Work Hours  
*Beaver Valley Plant*  
*Monaca, PA*

### GROUP 6

**MPW Environmental Services, Inc.**  
**Kraton Polymers**  
**Painters & Allied Trades, District**  
**Council 53**  
60,868 Work Hours  
*Elastomers Manufacturing Plant*  
*Belpre, OH*

### GROUP 7

**Atlantic Plant Maintenance**  
**Ameren Corporation**  
**Columbia B.C.T.C.**  
63,416 Work Hours  
*Callaway Nuclear Plant*  
*Fulton, MO*

### GROUP 8

**McCarl's, Inc.**  
**BASF Corporation**  
**Beaver County B.C.T.C.**  
66,639 Work Hours  
*Monaca Plant*  
*Monaca, PA*

### GROUP 9

**Riggs Distler & Company, Inc.**  
**Shelby Mechanical**  
**Pipefitters Local Union No. 322**  
74,278 Work Hours  
*Shelby Mechanical Fabrication Shop*  
*Cinnaminson, NJ*

### GROUP 10

**BMWC Constructors, Inc.**  
**BP Products North America, Inc.**  
**Northwestern Indiana B.C.T.C.**  
75,925 Work Hours  
*Whiting Refinery*  
*Whiting, IN*

### GROUP 11

**GEM Industrial, Inc.**  
**INEOS Nitriles USA, LLC**  
**Lima B.C.T.C.**  
76,984 Work Hours  
*Lima Plant*  
*Lima, OH*

### GROUP 12

**Enerfab Power & Industrial, Inc.**  
**Associated Electric Cooperative,**  
**Inc. (AECI)**  
**Southeastern Missouri B.C.T.C.**  
77,670 Work Hours  
*New Madrid Power Plant*  
*New Madrid, MO*

### GROUP 13

**Industrial Contractors Skanska**  
**Indianapolis Power & Light**  
**Company**  
**Southwestern Indiana B.C.T.C.**  
78,324 Work Hours  
*Petersburg Generating Station*  
*Petersburg, IN*

### GROUP 14

**J.J. White, Inc.**  
**Dominion Energy**  
**Baltimore - D.C. Metro B.C.T.C.**  
79,861 Work Hours  
*Cove Point Liquefied Natural Gas*  
*Terminal*  
*Lusby, MD*

### GROUP 15

**Construction & Turnaround**  
**Services, LLC**  
**CVR Energy**  
**Southeast Kansas B.C.T.C.**  
83,287 Work Hours  
*Coffeyville Refinery*  
*Coffeyville, KS*



**GROUP 16**

**Riggs Distler & Company, Inc.**  
**Rutgers University**  
**Middlesex County B.C.T.C.**  
84,740 Work Hours  
*Rutgers School of Nursing*  
*Piscataway, NJ*

**GROUP 17**

**Chapman Corporation**  
**XcL Midstream, LLC**  
**Upper Ohio Valley B.C.T.C.**  
88,345 Work Hours  
*Payne Plant*  
*Proctor, WV*

**GROUP 18**

**McCarl's, Inc.**  
**Talen Energy**  
**Lehigh Valley B.C.T.C.**  
91,779 Work Hours  
*Martins Creek Station*  
*Martins Creek, PA*

**GROUP 19**

**Burnham Industrial Contractors**  
**GenOn Energy**  
**Lawrence County B.C.T.C.**  
101,509 Work Hours  
*New Castle Power Station*  
*New Castle, PA*

**GROUP 20**

**Gribbins Insulation Company**  
**Ashland, Inc.**  
**Heat & Frost Insulators**  
**Local No. 37**  
107,980 Work Hours  
*Calvert City Plant*  
*Calvert City, KY*

**GROUP 21**

**Industrial Contractors Skanska**  
**Cardinal Operating Company**  
**Upper Ohio Valley B.C.T.C.**  
108,069 Work Hours  
*Cardinal Plant*  
*Brilliant, OH*

**GROUP 22**

**Triangle Enterprises, Inc.**  
**SABIC Innovative**  
**Plastics U.S., LLC**  
**Southwestern Indiana B.C.T.C.**  
114,083 Work Hours  
*Mt. Vernon Plant*  
*Mt. Vernon, IN*

**GROUP 23**

**AZCO, Inc.**  
**BAE Systems**  
**Knoxville B.C.T.C.**  
116,328 Work Hours  
*Holston Army Ammunition Plant*  
*Kingsport, TN*

**GROUP 24**

**Riggs Distler & Company, Inc.**  
**Railroad Construction**  
**Company, Inc.**  
**Pipefitters Local Union No. 322**  
122,338 Work Hours  
*Repauno Port & Rail Terminal*  
*Gibbstown, NJ*

**GROUP 25**

**CONSTELLIUM**  
**(2 PROJECTS - 136,890 INJURY**  
**FREE WORK HOURS)**

**Thermal Solutions, Inc.**  
**Constellium**  
**Parkersburg-Marietta B.C.T.C.**  
70,923 Work Hours  
*Ravenswood Facility*  
*Ravenswood, WV*

**MPW Environmental Services, Inc.**  
**Constellium**  
**Painters & Allied Trades, District**  
**Council 53**  
65,967 Work Hours  
*Ravenswood Facility*  
*Ravenswood, WV*

**GROUP 26**

**Fluor Constructors**  
**International, Inc.**  
**SunCoke Energy, Inc.**  
**Northwestern Indiana B.C.T.C.**  
155,916 Work Hours  
*Indiana Harbor Coke Plant*  
*East Chicago, IN*

**GROUP 27**

**MPW Environmental Services, Inc.**  
**Lightstone Generation**  
**Painters & Allied Trades, District**  
**Council 53**  
164,006 Work Hours  
*Gavin Power Plant*  
*Cheshire, OH*

**GROUP 28**

**Chapman Corporation**  
**MarkWest Liberty Midstream &**  
**Resources**  
**Pittsburgh Regional B.C.T.C.**  
169,969 Work Hours  
*Houston Plant*  
*Houston, PA*

**GROUP 29**

**ARCELORMITTAL**  
**(3 PROJECTS - 327,806 INJURY**  
**FREE WORK HOURS)**

**Eagle Services Corp.**  
**ArcelorMittal**  
**Northwestern Indiana B.C.T.C.**  
148,983 Work Hours  
*Burns Harbor Plant*  
*Burns Harbor, IN*

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**Stevens Engineers & Constructors, Inc.**  
**ArcelorMittal Cleveland B.C.T.C.**  
114,382 Work Hours  
*Cleveland Works  
Cleveland, OH*

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**M.J. Electric**  
**ArcelorMittal Northwestern Indiana B.C.T.C.**  
64,444 Work Hours  
*Burns Harbor Plant  
Burns Harbor, IN*

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**GROUP 30**

**AK STEEL**  
**(3 PROJECTS - 458,475 INJURY FREE WORK HOURS)**

**Graycor Industrial Constructors, Inc.**  
**AK Steel Butler County B.C.T.C.**  
196,811 Work Hours  
*Middletown Works  
Middletown, OH*

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**Thermal Solutions, Inc.**  
**AK Steel Butler County B.C.T.C.**  
160,402 Work Hours  
*Middletown Works  
Middletown, OH*

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**Solid Platforms, Inc.**  
**AK Steel Michigan Regional Council of Carpenters**  
101,262 Work Hours  
*Dearborn Works  
Dearborn, MI*

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**GROUP 31**

**GENERAL MOTORS COMPANY, LLC**  
**(6 PROJECTS - 512,594 INJURY FREE WORK HOURS)**

**Superior Electric Great Lakes Co.**  
**General Motors Company, LLC Greater Detroit B.C.T.C.**  
153,930 Work Hours  
*Hamtramck Assembly Center  
Hamtramck, MI*

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**The State Group Industrial (USA) Limited**  
**General Motors Company, LLC Niagara County B.C.T.C.**  
110,835 Work Hours  
*Lockport GMCH  
Lockport, NY*

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**Barton Malow Company**  
**General Motors Company, LLC Dayton B.C.T.C.**  
75,597 Work Hours  
*Brookville Plant  
Brookville, OH*

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**Superior Electric Great Lakes Co.**  
**General Motors Company, LLC Greater Detroit B.C.T.C.**  
58,171 Work Hours  
*GM Technical Center Warren (GMTC)  
Warren, MI*

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**Conti Corporation**  
**General Motors Company, LLC Genesee/Lapeer/Shiawassee B.C.T.C.**  
57,251 Work Hours  
*Flint Truck Assembly  
Flint, MI*

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**Devon Industrial Group**  
**General Motors Company, LLC Greater Detroit B.C.T.C.**  
56,810 Work Hours  
*Hamtramck Assembly Center (Factory Zero)  
Hamtramck, MI*

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**GROUP 32**

**UNITED STATES STEEL CORPORATION**  
**(5 PROJECTS - 554,317 INJURY FREE WORK HOURS)**

**SSS, Inc.**  
**United States Steel Corporation Northwestern Indiana B.C.T.C.**  
175,156 Work Hours  
*Gary Works  
Gary, IN*

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**Chapman Corporation**  
**United States Steel Corporation Pittsburgh Regional B.C.T.C.**  
132,395 Work Hours  
*Edgar Thomson Works  
Braddock, PA*

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**Chapman Corporation**  
**United States Steel Corporation Pittsburgh Regional B.C.T.C.**  
105,937 Work Hours  
*Clairton Works  
Clairton, PA*

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**Chapman Corporation**  
**United States Steel Corporation Pittsburgh Regional B.C.T.C.**  
71,487 Work Hours  
*Irvin Works  
Dravosburg, PA*

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**Enerfab Power & Industrial, Inc.**  
**United States Steel Corporation Pittsburgh Regional B.C.T.C.**  
69,342 Work Hours  
*Clairton Works  
Clairton, PA*

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**GROUP 33**

**ENERGY HARBOR  
(5 PROJECTS - 590,929 INJURY  
FREE WORK HOURS)**

**Burnham Industrial Contractors  
Energy Harbor  
Upper Ohio Valley B.C.T.C.**  
174,968 Work Hours  
*W. H. Sammis Plant  
Stratton, OH*

**Enerfab Power & Industrial, Inc.  
Energy Harbor  
Beaver County B.C.T.C.**  
152,680 Work Hours  
*Bruce Mansfield Plant  
Shippingport, PA*

**Enerfab Power & Industrial, Inc.  
Energy Harbor  
Upper Ohio Valley B.C.T.C.**  
121,433 Work Hours  
*W. H. Sammis Plant  
Stratton, OH*

**MPW Environmental Services, Inc.  
Energy Harbor  
Painters & Allied Trades, District  
Council 53**  
71,837 Work Hours  
*Pleasants Power Station  
Willow Island, WV*

**Enerfab Power & Industrial, Inc.  
Energy Harbor  
Parkersburg-Marietta B.C.T.C.**  
70,011 Work Hours  
*Pleasants Power Station  
Willow Island, WV*

**GROUP 34**

**FIRSTENERGY CORPORATION  
(5 PROJECTS - 641,665 INJURY  
FREE WORK HOURS)  
CORPORATION**

**Burnham Industrial Contractors  
FirstEnergy Corporation  
North Central WV B.C.T.C.**  
165,053 Work Hours  
*Harrison Power Station  
Haywood, WV*

**MPW Environmental Services, Inc.  
FirstEnergy Corporation  
Painters & Allied Trades, District  
Council 53**  
149,880 Work Hours  
*Harrison Power Station  
Haywood, WV*

**Minnotte Contracting, A Day &  
Zimmermann Company  
FirstEnergy Corporation  
North Central WV B.C.T.C.**  
144,262 Work Hours  
*Fort Martin Power Station - Fossil  
Maidsville, WV*

**MPW Environmental Services, Inc.  
FirstEnergy Corporation  
Painters & Allied Trades, District  
Council 53**  
105,386 Work Hours  
*Fort Martin Power Station - Fossil  
Maidsville, WV*

**Chapman Corporation  
FirstEnergy Corporation  
North Central West Virginia  
B.C.T.C.**  
77,084 Work Hours  
*Fort Martin Power Station - Fossil  
Maidsville, WV*

**GROUP 35**

**AMERICAN ELECTRIC POWER  
(10 PROJECTS - 1,036,753  
INJURY FREE WORK HOURS)**

**Thermal Solutions, Inc.  
American Electric Power  
Tri-State (Kentucky, Ohio, West  
Virginia) B.C.T.C.**  
172,240 Work Hours  
*Big Sandy Plant  
Catlettsburg, KY*

**Thermal Solutions, Inc.  
American Electric Power  
Tri-State (Kentucky, Ohio, West  
Virginia) B.C.T.C.**  
163,791 Work Hours  
*Kyger Creek Power Plant  
Gallipolis, OH*

**George V. Hamilton, Inc.  
American Electric Power  
Upper Ohio Valley B.C.T.C.**  
151,581 Work Hours  
*Mitchell Power Plant  
Moundsville, WV*

**StructSure Scaffold Solutions, LLC  
American Electric Power  
Tri-State (Kentucky, Ohio, West  
Virginia) B.C.T.C.**  
106,642 Work Hours  
*Mountaineer Power Plant  
New Haven, WV*

**Solid Platforms, Inc.  
American Electric Power  
Indiana/Kentucky/Ohio Regional  
Council of Carpenters -  
Northern Office**  
95,665 Work Hours  
*Rockport Power Station  
Rockport, IN*

**Industrial Contractors Skanska  
American Electric Power  
Southwestern Indiana B.C.T.C.**  
85,783 Work Hours  
*Rockport Power Station  
Rockport, IN*

**MPW Environmental Services, Inc.  
American Electric Power  
Painters & Allied Trades, District  
Council 53**  
82,181 Work Hours  
*Mitchell Power Plant  
Moundsville, WV*

**Enerfab Power & Industrial, Inc.  
American Electric Power  
Tri-State (Kentucky, Ohio, West  
Virginia) B.C.T.C.**  
72,567 Work Hours  
*Mountaineer Power Plant  
New Haven, WV*

**Enerfab Power & Industrial, Inc.  
American Electric Power  
Floyd and Clark Counties B.C.T.C.**  
53,994 Work Hours  
*Clify Creek Power Plant  
Madison, IN*

**Gribbins Insulation Company  
American Electric Power  
Heat & Frost Insulators  
Local No. 37**  
52,309 Work Hours  
*Rockport Power Station  
Rockport, IN*

## Bronze Star

### GROUP 36

**The State Group Industrial (USA)  
Limited  
General Motors Company, LLC  
Buffalo and Vicinity B.C.T.C.**  
201,525 Work Hours  
*Tonawanda Engine GMPT  
Tonawanda, NY*

### GROUP 37

**StructSure Scaffold Solutions, LLC  
American Electric Power  
Tri-State (Kentucky, Ohio, West  
Virginia) B.C.T.C.**  
208,217 Work Hours  
*Big Sandy Plant  
Louisa, KY*

### GROUP 38

**GEM Industrial Inc.  
Cleveland-Cliffs Inc.  
Northwest Ohio B.C.T.C.**  
210,822 Work Hours  
*Toledo Hot Briquetted Iron Plant  
Toledo, OH*

### GROUP 39

**Burnham Industrial Contractors  
Edison Mission Energy  
South Central PA B.C.T.C.**  
211,727 Work Hours  
*Homer City Station  
Homer City, PA*

### GROUP 40

**Solid Platforms, Inc.  
Northern Indiana Public  
Service Co. (NIPSCO)  
Indiana/Kentucky/Ohio Regional  
Council of Carpenters -  
Northern Office**  
213,850 Work Hours  
*Michigan City Generating Station  
Michigan City, IN*

### GROUP 41

**Conti Corporation  
Fiat Chrysler Automotive  
Greater Detroit B.C.T.C.**  
215,289 Work Hours  
*Mack Engine Plant 1  
Detroit, MI*

### GROUP 42

**Enerfab Power & Industrial, Inc.  
Primary Energy Recycling Corp.  
Boilermakers Local No. 374**  
216,033 Work Hours  
*Cokenergy Plant  
East Chicago, IL*

### GROUP 43

**Conti Corporation  
Fiat Chrysler Automotive  
Greater Detroit B.C.T.C.**  
224,961 Work Hours  
*Mack Engine Plant 2  
Detroit, MI*

### GROUP 44

**Aristeo Construction  
Fiat Chrysler Automotive  
Greater Detroit B.C.T.C.**  
226,960 Work Hours  
*Mack Engine Plant 2  
Detroit, MI*

### GROUP 45

**MPW Environmental Services, Inc.  
Cardinal Operating Company  
Painters & Allied Trades, District  
Council 53**  
243,190 Work Hours  
*Cardinal Plant  
Brilliant, OH*

### GROUP 46

**MPW Environmental Services, Inc.  
Energy Harbor  
Painters & Allied Trades,  
District Council 53**  
249,787 Work Hours  
*W. H. Sammis Plant  
Stratton, OH*

### GROUP 47

**Conti Corporation  
General Motors Company, LLC  
Fort Worth B.C.T.C.**  
251,618 Work Hours  
*Arlington Assembly  
Arlington, TX*





**GROUP 48**

**BMW Constructors, Inc.**  
**Stepan Chemical**  
**Will and Grundy Counties B.C.T.C.**  
255,154 Work Hours  
*Elwood Plant*  
*Elwood, IL*

**GROUP 49**

**Burnham Industrial Contractors**  
**FirstEnergy Corp.**  
**North Central WV B.C.T.C.**  
259,172 Work Hours  
*Fort Martin Power Station*  
*Maidsville, WV*

**GROUP 50**

**Day & Zimmermann NPS, Inc.**  
**American Electric Power**  
**Southwestern Virginia B.C.T.C.**  
265,220 Work Hours  
*Clinch River Power Plant*  
*Cleveland, VA*

**GROUP 51**

**Solid Platforms, Inc.**  
**United States Steel Corporation**  
**Eastern Atlantic States Regional**  
**Council of Carpenters**  
275,843 Work Hours  
*Clairton Works*  
*Clairton, PA*

**GROUP 52**

**Chapman Corporation**  
**Covestro, LLC**  
**Upper Ohio Valley B.C.T.C.**  
276,109 Work Hours  
*New Martinsville Plant*  
*New Martinsville, WV*

**GROUP 53**

**Graycor Industrial Constructors,**  
**Inc.**  
**ArcelorMittal**  
**Northwestern Indiana B.C.T.C.**  
276,475 Work Hours  
*Burns Harbor Plant*  
*Burns Harbor, IN*

**GROUP 54**

**Conti Corporation**  
**Fiat Chrysler Automotive**  
**Greater Detroit B.C.T.C.**  
279,993 Work Hours  
*Warren Truck Assembly*  
*Detroit, MI*

**GROUP 55**

**Enerfab Power & Industrial, Inc.**  
**American Electric Power**  
**Tri-State (Kentucky, Ohio, West**  
**Virginia) B.C.T.C.**  
306,715 Work Hours  
*Kyger Creek Power Plant*  
*Gallipolis, OH*

**GROUP 56**

**BMW Constructors, Inc.**  
**PotashCorp**  
**Lima B.C.T.C.**  
332,090 Work Hours  
*Lima Nitrogen Plant*  
*Lima, OH*

**GROUP 57**

**Norris Brothers Company, Inc.**  
**Arconic**  
**Cleveland B.C.T.C.**  
350,286 Work Hours  
*Cleveland Forged and*  
*Cast Products Plant*  
*Cleveland, OH*

**GROUP 58**

**Solid Platforms, Inc.**  
**ArcelorMittal**  
**Indiana/Kentucky/Ohio Regional**  
**Council of Carpenters -**  
**Northern Office**  
351,250 Work Hours  
*Indiana Harbor West*  
*East Chicago, IN*

**GROUP 59**

**MPW Environmental Services, Inc.**  
**Energy Harbor**  
**Painters & Allied Trades, District**  
**Council 53**  
395,478 Work Hours  
*Bruce Mansfield Plant*  
*Shippingport, PA*

**GROUP 60**

**Chapman Corporation**  
**FirstEnergy Corp.**  
**North Central WV B.C.T.C.**  
440,608 Work Hours  
*Harrison Power Station*  
*Haywood, WV*

**GROUP 61**

**Enerfab Power & Industrial, Inc.**  
**American Electric Power**  
**Tri-State (Kentucky, Ohio,**  
**West Virginia) B.C.T.C.**  
442,727 Work Hours  
*Big Sandy Plant*  
*Louisa, KY*

**GROUP 62**

**Bilfinger Industrial Services, Inc.**  
**Procter & Gamble**  
**Cedar Rapids B.C.T.C.**  
457,258 Work Hours  
*Iowa City Plant*  
*Iowa City, IA*

**GROUP 63**

**J.J. White, Inc.**  
**LyondellBasell Industries**  
**Middlesex County B.C.T.C.**  
461,938 Work Hours  
*Edison Catalyst Plant*  
*Edison, NJ*

**GROUP 64**

Day & Zimmermann NPS, Inc.  
 American Electric Power  
 Tri-State (Kentucky, Ohio,  
 West Virginia) B.C.T.C.  
 481,113 Work Hours  
*Mountaineer Power Plant  
 New Haven, WV*

**GROUP 65**

Solid Platforms, Inc.  
 Northern Indiana Public  
 Service Co. (NIPSCO)  
 Indiana/Kentucky/Ohio Regional  
 Council of Carpenters -  
 Northern Office  
 481,341 Work Hours  
*R. M. Schahfer Generating Station  
 Wheatfield, IN*

**Silver Star****GROUP 66**

Thermal Solutions, Inc.  
 United States Steel Corporation  
 Pittsburgh Regional B.C.T.C.  
 528,370 Work Hours  
*Clairton Works  
 Clairton, PA*

**GROUP 67**

Fluor Constructors  
 International, Inc.  
 Cargill, Inc.  
 Northwestern Indiana B.C.T.C.  
 544,412 Work Hours  
*Hammond Plant  
 Hammond, IN*

**GROUP 68**

Minnotte Contracting, A Day &  
 Zimmermann Company  
 FirstEnergy Corp.  
 North Central WV B.C.T.C.  
 577,181 Work Hours  
*Harrison Power Station  
 Haywood, WV*

**GROUP 69**

Superior Construction  
 Company, Inc.  
 BP Products North America, Inc.  
 Northwestern Indiana B.C.T.C.  
 601,702 Work Hours  
*Whiting Refinery  
 Whiting, IN*

**GROUP 70**

Solid Platforms, Inc.  
 ArcelorMittal  
 Indiana/Kentucky/Ohio Regional  
 Council of Carpenters - Northern  
 Office  
 606,918 Work Hours  
*Burns Harbor Plant  
 Burns Harbor, IN*

**GROUP 71**

StructSure Scaffold  
 Solutions, LLC  
 American Electric Power  
 Charleston B.C.T.C.  
 612,328 Work Hours  
*John Amos Power Plant  
 Saint Albans, WV*

**GROUP 72**

Enerfab Power & Industrial, Inc.  
 American Electric Power  
 Charleston B.C.T.C.  
 785,903 Work Hours  
*John Amos Power Plant  
 Saint Albans, WV*

**GROUP 73**

Solid Platforms, Inc.  
 United States Steel Corporation  
 Indiana/Kentucky/Ohio Regional  
 Council of Carpenters -  
 Northern Office  
 869,905 Work Hours  
*Gary Works  
 Gary, IN*

**GROUP 74**

George V. Hamilton, Inc.  
 Cardinal Operating Company  
 Upper Ohio Valley B.C.T.C.  
 907,401 Work Hours  
*Cardinal Plant  
 Brilliant, OH*

**GROUP 75**

Solid Platforms, Inc.  
 ArcelorMittal  
 Indiana/Kentucky/Ohio Regional  
 Council of Carpenters -  
 Northern Office  
 947,373 Work Hours  
*Indiana Harbor (East Chicago) Plant  
 East Chicago, IN*

**Gold Star****GROUP 76**

The State Group Industrial (USA)  
 Limited  
 Alcoa Corporation  
 Southwestern Indiana B.C.T.C.  
 1,138,237 Work Hours  
*Warrick Generating Station  
 Newburgh, IN*

**GROUP 77**

Enerfab Power & Industrial, Inc.  
 American Electric Power  
 Upper Ohio Valley B.C.T.C.  
 1,418,926 Work Hours  
*Mitchell Power Plant  
 Moundsville, WV*

**GROUP 78**

BMWC Constructors, Inc.  
 ExxonMobil  
 Will and Grundy Counties B.C.T.C.  
 1,878,366 Work Hours  
*Joliet Refinery  
 Joliet, IL*

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# Déjà Vu All Over Again

BY DAVE DAQUELENTE

## Here's to a healthy 2022 from the TAUC LEO Committee!

Yogi Berra, one of the most famous baseball players in history, is known more for his legendary quotes than his Hall of Fame career. And what better Yogi quote to use to describe 2021 than “It’s like déjà vu all over again”?

For most of us, 2021 was going to be the year the world righted itself and things got back to “normal.” With a new set of vaccines approved for emergency use, we set out to get back to business as usual. Instead, we faced additional restrictions, supply chain disruptions, inflated material costs and new variants of the pandemic-inducing coronavirus like Delta and Omicron. Who knew we were all going to put learning the Greek alphabet to good use (whether we learned it for fraternity/sorority purposes or for that engineering degree — that’s beside the point)?

So, in true Yogi Berra fashion, we heeded the advice of, “When you come to a fork in the road, take it.” We leaned into what we knew and found ways to collaborate, innovate and remain engaged. These three components are essential to all TAUC members, especially our LEO members who work to serve our contractor members in local markets and regardless of changing economic indicators.

### Leaning In

Over the last several months, TAUC members have had the opportunity to return to in-person events, beginning with a successful Industrial Grade Innovation Conference & Expo (IGI) in August. LEO

member AGC of Missouri welcomed us to St. Louis and shared the tech-driven construction future that is being built every day in their region. After the longest travel drought in most of our professional careers, there was a tangible sense of joy in gathering responsibly for educational sessions, vendor demonstrations, inspiring keynote addresses and a glimpse into early-stage technology that will shape how our projects are managed and built in the years ahead.

The reality of the pandemic was never out of sight, though, from the noticeable physical distancing and masking to the decision made by TAUC leadership to cancel the last session of IGI out of an abundance of caution. Yet, despite these curveballs, attendance was strong for TAUC’s first in-person event since COVID-19 hit.

In December, we returned to Washington, D.C., after a two-year hiatus for TAUC’s annual State of the Union Construction Industry Forum. Once again, attendance was high, and the forum’s all-star agenda provided important and timely updates on national policy and critical industry dialogue with our colleagues. Attendance at the LEO Committee meeting improved, too. And even better: at both our August and December meetings, we welcomed prospective LEO members who sat in to learn more about what we do. I believe they came away with a good sense of the benefits TAUC provides to members generally, as well as the value that the LEO Committee — a true group of peers — offers, too. I hope our LEO members who haven’t

been as active over the last few years will be able to join us for one or more of our meetings in 2022. Your contributions add immeasurable value and strengthen our ability to collaborate and advance important initiatives.

In my LEO Corner article last year, I made a similar call to action for our LEO members. “Whether virtual or in-person, I challenge us to set attendance records for our meetings in 2021,” I wrote. “We can only have active engagement if we show up. If we do not show up and we are not engaged, we will never have the level of collaboration and innovation that is possible from such a talented group of leaders.” Well, 2022 is here, and the same challenge remains. Let’s aim for record engagement from our LEOs and help one another by sharing the success and lessons learned from your local associations.

The road ahead for all of us in 2022 remains unclear in many ways, but I’m nevertheless optimistic and excited about new opportunities. And there’s still plenty of work to do. That’s where TAUC comes in. By working together, we can make the association a powerful “force multiplier,” amplifying our voices and actions to affect real change, whether it’s tackling ongoing supply chain and labor supply issues or ensuring that the politicians in Washington pass laws and regulations that will help contractors grow their businesses.

Stay safe, stay healthy, and I look forward to seeing you in Napa, California, May 17-20 for the TAUC Leadership Conference. ■

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





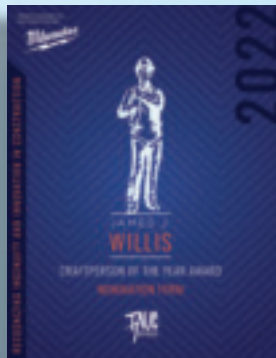
# 2022 AWARDS SEASON IS HERE!

TAUC is now accepting applications & nominations for three of the most prestigious award programs in the union construction and maintenance industry. **Apply today – the deadline for all awards is Friday, March 4!**



## JOSEPH R. LA ROCCA UNION PROJECT OF THE YEAR AWARDS

Recognizing outstanding work performed under labor-management cooperation. Three categories for projects of all sizes. Applications will be judged under the following four criteria: collaboration/teamwork; construction quality and craftsmanship; project execution/scale; and safety.



## JAMES J. WILLIS CRAFTPERSON OF THE YEAR AWARD

Sponsored by TAUC Legacy Partner Milwaukee Tool, this award honors outstanding labor-management cooperation and quality craftsmanship in the construction industry. Nominees must be 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 are eligible for nomination.



## THOMAS J. REYNOLDS SAFETY AWARDS

Recognizing member contractors who achieve a Days Away, Restricted or Transferred (DART) Rate of 25% or more below the national industry average in a calendar year.

**APPLY NOW – DEADLINE IS FRIDAY, MARCH 4!**  
**[WWW.TAUC.ORG/AWARDS](http://WWW.TAUC.ORG/AWARDS)**



# NMA I.Q.

## eLearning Resource Center

The National Maintenance Agreements Policy Committee, Inc. (NMAPC) has been serving the union construction and maintenance industry for more than 40 years. We negotiate and administer the National Maintenance Agreements (NMA), a series of collective bargaining agreements utilized by more than 2,000 industrial construction and maintenance contractors employing members of fourteen international building trades unions.

Now, the NMAPC has created a comprehensive web-based resource center to help contractors, clients and crafts more effectively utilize the NMAPC Program.

The NMA I.Q. eLearning Resource Center is the web-based resource for “all things NMA.” It is designed for newcomers and industry veterans alike, and equally useful to all members of the tripartite community – contractors, building trades unions and owner-clients. It offers easy-to-follow online tutorials and short videos on virtually every aspect of the NMA, from a “How does it work?” general overview to detailed instructions and explanations on more technical aspects of the Agreements.

Try it today – it’s free!

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

# Stay safe, on schedule, and on budget.

When good jobs go bad the culprit is often poor field-to-office communication. With every one of your employees and subcontractors building together in a single platform, everyone knows what needs to get done and by when, quality work gets put in place correctly the first time around, and your entire team can move on to the next project faster.



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**GREEN MECHANICAL**  
GLASGOW, KENTUCKY

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## Field-to-Office Communication

Connect everyone on your projects—from your executives and finance staff to your crews putting work in place on the jobsite.

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## One Platform

Everything you need to do your job—managing projects, resources, and financials—is in one place so you don't have to toggle between solutions.

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## Real-time Collaboration

Everyone works off of the same, up-to-date info. Drawing markups and review, specs, RFIs, change orders, budgets, and more are viewable in the field.

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## Win More Work

Competitively bid on future jobs using accurate estimates based on historical productivity data. Use Procore as a marketing tool to differentiate yourself from other companies.

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## Controlled Change Management

Reduce exposures from the field with the ability to create change events from any mobile device, access related documents, and ensure payment for out of scope tasks.

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## View Anywhere Drawings

On the road or at the jobsite, you can view and add notes to the current set from your smartphone, even while offline. Link to RFIs and submittals, and automatically share revisions.



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