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CORE VALUES

ABC values economic freedom within a free-market economy, with open and fair competition and diverse participants constantly striving to achieve the highest levels of personal and company performance.

ABC values the highest levels of personal and corporate standards of behavior characterized by responsibility, accountability and integrity, with demonstrated personal and industry professionalism by all participants.

VISION

The Vision of ABC is an environment in which people and companies succeed based on free-enterprise principles within the free-market system.

MISSION

ABC will continually strive to be the leading voice promoting free enterprise within the construction industry. ABC will promote and defend the merit shop philosophy. This philosophy encourages open competition and a free-enterprise approach to construction based solely on merit, regardless of labor affiliation.

CORE PURPOSE

The Core Purpose of ABC is to advance and defend the principles of the merit shop in the construction industry and to provide members and their employees with an opportunity to succeed.



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Associated Builders and Contractors, Inc. is a national non-profit organization whose mission is to represent the construction industry as a cohesive group of professionals, to serve as their vision and voice, and to pursue quality, common goals, and solutions to industry issues. Construction Resource is published quarterly by the NH/VT Chapter of Associated Builders and Contractors. Subscription rate is \$20 per year.

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The NH/VT chapter is located at: 58 Chenell Drive, Concord, NH 603-226-4789 | info@abcnhvt.org









From the President

ABC Events

- Success in the political engagement we have done -DC visits, Concord lobby day, testifying at public hearings
- Engaged with council on housing stability.
- Success in launching a first of its kind apprentice program; the inaugural class finished the first semester.
- Fantastic events around the region. A golf tournament that was hugely successful in raising \$8000 for the Scouts Daniel Webster Council.
- Led by a vision set by the board of directors.
- Dynamic staff that go the extra mile for member service.

Dear Friend,

We have a lot of exciting developments happening at the chapter level and a lot to celebrate this year. We put our members first, which is why we are celebrating a retention above 92%! We are also celebrating our highest member count on record, with 265 firms!

We have also strengthened our partnerships in the community and other associations like the NH Home Builders Association (NHHBA). For example, we've worked with Manchester Community College to deliver our ABC/NHHBA Craft Carpentry Apprenticeship Program for our members. This new program is training the next generation of commercial and residential carpenters and helping our contractors get the workforce that they need. The program is very successful, and the model is the first of its kind in the region.

Our chapter continues to build on its successes and we are in conversations about expanding apprenticeship into Vermont. This is in line with our strategic goal to deliver more value to our Vermont members and the greater construction community

This year we responded to record demand for custom trainings and have record numbers

participating in our Future Leaders in Construction program. We also extended our offerings into new areas of training to deliver more resources and tools for construction managers and supervisors. Our Superintendent Certification course remains popular, and our Basic Construction Law is proving popular.

Our events have seen record numbers as our members are eager to get back out there to engage and connect with peers they've missed or been too busy to see. The annual spring golf tournament sold out quickly and has been renamed the Mark Holden Memorial Golf Tournament in honor of our late founding executive. Mark was a legend in this chapter and for over three decades he shaped the New Hampshire/Vermont construction industry. We all were truly shocked to learn of his passing and honoring his legacy through the tournament is a fitting tribute. This year our members raised \$8,000 in pledges to go to the Daniel Webster Council of the Boy Scouts in Mark's name.

The success of our chapter is thanks to the vision of our board of directs and the faithful execution of that plan by our volunteers and our chapter staff. I'm proud of our team at the chapter who have risen to meet the needs our members and I hope that you will join me in thanking them for their commitment to our industry. Thanks to all of you, Merit Shop Champions across New England.

Very Truly Yours,

President & CEO



VOLUME 31, ISSUE 2

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ABC Raises Concerns with Biden Administration About Expansion of Government-mandated PLAs

n a Feb. 4 letter to President Joe Biden, ABC expressed concerns about the "expansion of existing policies that needlessly limit competition and increase costs on taxpayer-funded federal and federally assisted construction projects."

The letter, published in its entirety below, addresses the desire

to prevent government-mandated project labor agreements on federal and federally assisted construction projects so that ABC and the Biden administration can work together to "create quality jobs for

GOV'T, CONT. ON PAGE 33



Associated Builders and Contractors today blasted President Biden's executive order that encourages the use of controversial project labor agreement mandates on federal construction projects that are funded by taxpayers.

"President Biden's new policy will not help America 'Build Back Better;' instead, it will exacerbate the construction industry's skilled workforce shortage, needlessly increase construction costs and reduce opportunities for local contractors and skilled tradespeople," said Ben Brubeck, ABC vice president of regulatory, labor and state affairs. "This anti-competitive and costly executive order rewards well-connected special interests at the expense of hardworking taxpayers and small businesses who benefit from fair and open competition on taxpayer-funded construction projects.

"Research has demonstrated that government-mandated PLAs increase construction costs by 12% to 20%, which results in fewer construction projects and improvements to roads, bridges, utilities, schools, affordable housing and clean energy projects—and the creation of fewer jobs," said Brubeck. "PLAs steer contracts to unionized contractors and workers at the expense of the best-quality nonunion contractors and workers who want to compete fairly at a price best for taxpayers.

"PLA mandates are bad public policy because they effectively exclude the nearly 9 out of 10 U.S. construction workers who choose not to join a union from building taxpayer-funded construction projects," said Brubeck. "These controversial agreements hold a third of employees' compensation for ransom unless they join a union, pay union fees and prop up struggling union pension plans. PLAs also create excessive cost burdens and risks for high-performing nonunion contractors, which built more than half of the federal government's large-scale construction projects during the past decade and are more likely to be small, women- and/or minority-owned businesses.

"Because 87.4% of the construction workforce does not belong to a union and the construction industry faced a skilled labor shortage of 430,000 people in 2021 alone, the Biden administration would be best served by promoting inclusive, win-win policies that welcome all of America's construction industry to realize the potential of the recently passed Infrastructure Investment and Jobs Act to rebuild our nation's crumbling infrastructure, increase accountability and competition and reduce waste and favoritism in the procurement of public works projects," said Brubeck.

The Biden administration has also recently enacted new policies encouraging government-mandated PLAs on private, state and local government construction projects receiving federal funding through the U.S. Treasury, Transportation, Agriculture and Interior departments, which has resulted in pushback by GOP governors.

ABC and a diverse coalition of construction industry, small business and taxpayer advocates have been asking law-makers to oppose PLA schemes and cosponsor the Fair and Open Competition Act (S. 403/H.R. 1284) prohibiting PLA mandates on federal and federally assisted taxpayer-funded construction projects. Similar pro-taxpayer legislation has been enacted in 24 states.

To learn more about how corrupt government-mandated PLAs rig the competitive bidding process, hurt taxpayers and endanger plans to rebuild America's infrastructure, visit buildamericalocal.com.

Sincerely, **Ben Brubeck**Vice President of Regulatory, Labor and State Affairs

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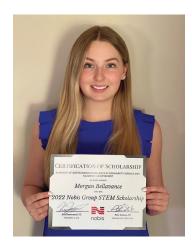
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MEMBER NEWS

■ NOBIS GROUP recently awarded scholarships to two 2022 high school graduates. Now in its fourth year, the Nobis scholarship program was



Massachusetts student Morgan Bellavance of Methuen High School



New Hampshire student Alyssa Graber of Lebanon High School.

developed to further the company's dedication to promoting Science, Technology, Engineering, and Mathematics (STEM) to high school students. The scholarship is awarded to graduating high school seniors in New Hampshire and Massachusetts who have demonstrated an interest and are pursuing further education in STEM fields at a college, university, or trade school. Scholarship applications, essays, and transcripts are evaluated by an internal committee at Nobis comprised of scientists, engineers, and administrative professionals tasked with

selecting students who best demonstrate a passion for STEM. This year's recipients include Massachusetts student Morgan Bellavance of Methuen High School and New Hampshire student Alyssa Graber of Lebanon High School. Bellavance and Graber are pursuing higher education in the fields of Biomedical Engineering and Environmental Science, respectively.

Construction Management firm **REARCH** Company celebrates the launch of global industrial computer hardware manufacturer and solution provider, OnLogic's new \$60 Million, 140,000 square-foot global headquarters at Technology Park, in South Burlington Vermont. Governor Phil Scott and Congressman Peter Welch joined members of the OnLogic and ReArch Company team, officials from the City of South Burlington, and representatives from Wiemann Lamphere Architects, VHB, and the Associated Builders and Contractors NH/ VT for the groundbreaking ceremony on Tuesday.

The groundbreaking featured the use of virtual reality technology. ReArch worked closely with Wiemann Lamphere Architects' building model to offer guests Virtual Reality Experiences. Which included virtual reality tours of the new headquarters through Virtual Reality Goggles, and 360-degree views of the building from their mobile devices through scannable QR Codes throughout the job site. The state-of-the-art facility will provide space for OnLogic's more than 150 Vermont-based employees to effectively collaborate and innovate. The company estimates that the new facility will be able to fully accommodate their planned growth in Vermont for the next 7-10 years. The company has grown at an average of 30% annually, with a global revenue of \$110M in 2021.

Development of the new space has focused on sustainability, energy efficiency and community connectivity, with an anticipated construction completion date near the end of 2023.

ALPINE ENVIRONMENTAL

is pleased to announce the addition of Mark Duchesne to their team. Mark will be joining the Client Services team with a focus on Alpine's continued expansion into the commercial and federal markets.

Mark is a New Hampshire native who attended Pembroke Academy and then Plymouth State College where he studied Business Marketing. He brings 14 years of experience as a Sales Rep for a commercial painting company in New Hampshire and prior to that, 12 years of experience as a Sales Rep for Sherwin Williams paint. Mark has developed many excellent business relationships and has a proven record of success in his two decades in the business. Alpine Environmental is also pleased to announce the addition of Erica Racine and Janet O'Hara.

Erica Racine joins Alpine as a Client Services Administrator. She graduated from Norwich University with a Bachelor of Science in Architectural Studies. Coming from a retail management background most recently, she brings energy and attention to detail to Alpine as she supports Sales in providing superior customer service by identifying client needs and providing complete and appropriate solutions for their projects.

Janet O'Hara joins Alpine as Office Manager. In this role, Janet assists with corporate initiatives, supports in an HR capacity, and manages general company operations. Janet has a professional executive background and has worked as Manager of Executive Operations at a local charter school, and Manager of Member Services at a medical society.



Above: Groundbreaking at OnLogic's new \$60 Million global headquarters at Technology Park in South Burlington, VT

Below: Congressman Peter Welch wearing VR Goggles to take a virtual tour of OnLogic's New Headquarters



NEWS, CONT. ON PAGE 13



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NEWS, CONT. FROM PAGE 11

NORTH BRANCH CON-**STRUCTION** recently promoted Sandra McNeff, SHRM-CP to Human Resources Manager. Since joining the company in 2018 as a human resources generalist, Ms. McNeff has significantly grown the department and the services it provides to the employees of North Branch Construction. In 2019, Ms. McNeff completed the requirements for and received the Society of Human Resource Management Certified Professional credential.

Rick Williams joined the company in 2020 and has been promoted from Commercial Carpenter to Assistant Superintendent.

Michael Cerbone recently joined North Branch Construction as a Project Manager with over 20



Michael Cerbone

years of experience in commercial construction. Mr. Cerbone has experience working in active industrial environments, commercial, educational, hospitality, multi-family housing, healthcare, and non-profit sectors. Mr. Cerbone also has experience in safety and regulatory compliance and the research and development of alternative energy projects.

Kevin Zins of Londonderry, NH has joined North Branch Con-

struction in the role of Project Superintendent. Mr. Zins brings over 40 years of commercial and residential construction experience in



Kevin Zins

Massachusetts and New Hampshire. In addition to extensive experience in all aspects of building construction, Mr. Zins has over 30 years supervisory and management experience in construction and public safety. Mr. Zins recently retired as Battalion Chief after a 36-year career with the Londonderry Fire Depart-

North Branch Construction also welcomes Ken Dufresne

of Canterbury, NH as a Project Superintendent. Mr. **Dufresne** brings over 20 years of commercial construction ex- Ken Dufresne



perience along with leadership and management skills honed while working on large and complex construction projects.

Kristine McDevitt joins the North Branch Construction

team in the role of Project Engineer. Ms. McDevitt comes to North Branch Construction with extensive experience overseeing



Kristine McDevitt

complex, deadline-driven projects, fostering relationships and communicating with a diverse community of stakeholders, and developing and managing the financial and contractual components of the project.

Kelli Mackay has been hired

as Accounts Payable & Human Resources Assistant. Kelli brings accounts payable, human resources, and administrative



Kelli Mackay

support skills from the retail and hospitality sectors to this new position with North Branch Construction.

North Branch Construction has completed construction at Bagdad Wood Senior Apartments in Durham, NH. The \$6.5 million, 29,188 square foot project included a new three-story addition, providing an additional 26 senior housing apartments, site improvements, significant changes and additions to parking areas, and renovations of existing common area spaces. The senior community remained occupied throughout the project.

Rand-Whitney President and CEO, Nick Smith was joined by **PROCON** Managing Directors John Stebbins and Jennifer Stebbins Thomas and other members of the design-build and subcontractor teams for a beam signing, topping off ceremony at the site of what will soon be Rand-Whitney's largest facility. The raising of the beam represents a major milestone in the construction of the state-of-the-art manufacturing facility. When fully operational in the Spring of 2023, the new packaging facility will manufacture 350 million boxes annually.

Rand-Whitney collaborated with PROCON as the design-builder for the packaging facility as well as another 300,000 square foot warehouse on the site expected to be completed and leased out by Rand-Whit-

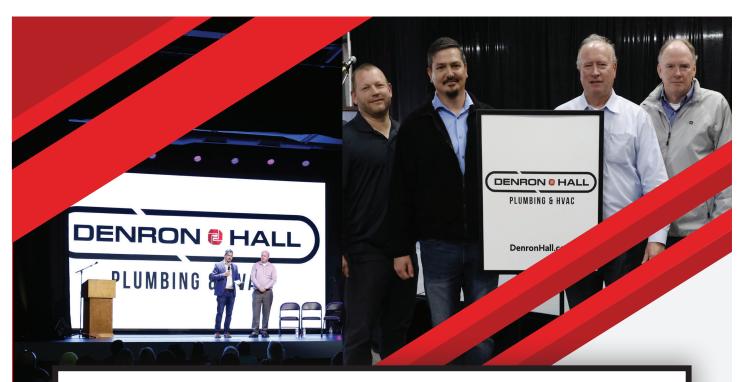
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NEWS, CONT. FROM PAGE 13

ney in late Spring of 2023. This is the fourth construction project feet of new retail space featuring two new restaurants. The current parking lot will undergo a major transformation with new and



Beam signing, topping off ceremony at the site of what will soon be Rand-Whitney's largest facility

collaboration between the two companies.

Local officials in Billerica joined F.B. Billerica Realty Investors, LLC and PROCON, design-builder, to recently celebrate the redevelopment of

upgraded landscaping, lighting, and stormwater management systems. The residential portion of the project, positioned on the Tower Farm Road section of the site, will consist of a new 200-unit modern apartment building



Groundbreaking ceremony at the Billerica Mall celebrated its redevelopment

the Billerica Mall at a ground-breaking ceremony. The new mixed-use project, known as the "Shoppes and Residences at Billerica," is located at 480 Boston Road. The project will consist of a brand new ~43,000 square foot national supermarket replacing the former 84,000 square foot Kmart that has been vacant for many years.

The retail portion of the project also includes 18,000 square

that includes 10% affordable units with preferences for Billerica seniors and people with disabilities. The apartments will feature a dog park, a pool, two landscaped courtyards, a club room, a fitness center, and provisions for bike storage.

■ METRO WALLS, New England's leading wall and ceiling contractor, is proud to announce that effective January

1, 2022, it became a 100% employee-owned company. The existing shareholders sold 100% of their shares to the employees through an Employee Stock Ownership Plan (ESOP) allowing the company to stay independent and remain focused on its purpose and values.

"This transition is extremely exciting for Metro Walls, and we are thrilled to offer this new benefit to our employees," said President of Metro Walls, Bryan Hussey. "Becoming 100% employee-owned rewards our amazing team, keeps them invested and engaged, assists with attracting top talent and allows us to continue our growth and success well into the future. The transition to an ESOP fits our culture well, in which we want everyone to work together, succeed, and feel like part of a team. I think this is another reason people can be proud to work at Metro Walls."

With this ESOP transition, there is also an exciting change in leadership. Mike Dion, the former Owner & President of Metro Walls, stepped away from the day-to-day operations and moved into the role of Chairman of Metro Walls' Board of Directors. With that change, Bryan Hussey, former Executive Vice President and tenured 15-year Metro Walls employee, has been named the new President of Metro Walls. No other changes in management will take place.

Gwynette Bayacal has joined **TFMORAN**, Inc. as an Adminis-

and Client Liaison. Her new

trative Assistant in the Portsmouth office. Ms. Bayacal brings over 25 years of extensive experience as an Administrative Assistant



Gwynette Bayacal

position involves providing backup support for reception, and administrative support for our project managers and office manager.

Matthew Routhier has also joined TFMoran, Inc. as a Civil

Project Manager in the Bedford office. Mr. Routhier has over 21 years of experience throughout New Hampshire.



Matthew Routhier

Massachusetts, and Rhode Island. Mr. Routhier is a Licensed Landscape Architect in Maine and New Hampshire. He is also a Licensed Septic Designer and Certified Septic Evaluator in New Hampshire. Matt received his Bachelor of Science degree in Landscape Architecture from the University of Massachusetts, Amherst. He is currently pursuing his FAA Commercial Drone License with focus on photogrammetry. He is a former board member of Granite State Landscape Architects, and a former member of the Manchester Zoning Board of Appeals.

Jonathan Rahilly has joined TFMoran as a Survey Technician

in the Bedford Office. Mr. Rahilly has 3 years of experience in CAD operations and Land Consulting in Southern New Hampshire. He



Jonathan Rahilly

also brings extensive experience in drafting and survey plan preparation.







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ABC Spring Tournament Renamed in Honor

of the Late Mark Holden



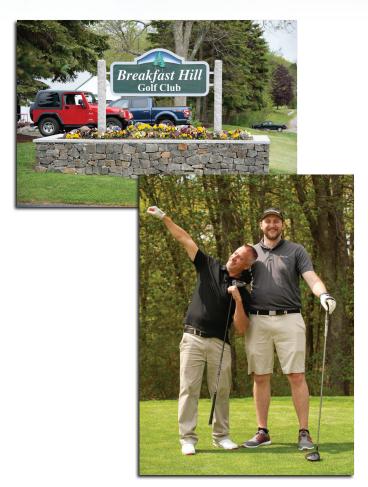
The annual spring golf tournament has been renamed the MARK HOLDEN MEMORIAL GOLF TOURNAMENT in honor of the ABC NH/VT Chapter's founding executive. Mark passed away unexpectedly earlier this year. He leaves behind a beautiful family and a long-lasting legacy in our chapter. His dedication to the merit shop had a profound impact on many people in ABC as well as the companies that make up our industry.

For 34 years Mark shaped the construction economy through his advocacy for the free enterprise

system and defending the merit shop. For as much as he did for the industry, he also did for people, creating lasting friendships and professional relationships with leaders in our community.

In honor of Mark Holden, the Board of Directors decided to rename the annual New Hampshire golf tournament in his honor. At the tournament, the organization raised over \$8,000 for the Daniel Webster Council of the Boy Scouts. The Scouts will use the money to bolster support for their programs that explore the construction trades. This seemed like a fitting tribute to the memory of Mark Holden.

Were you there?

















2022

Safety Awards, Graduation & BBQ!



FLiC Marks 15 Years of Educating Construction Leaders

From emerging leaders to established professionals, Future Leaders in Construction (FLiC) is designed for anyone who wants to make a positive impact on work and in life. Whether in the field or in the office, the shared experiences among participants from a wide range of backgrounds and experiences is one of the features that makes this program unique and impactful.

This year marks the 15th anniversary of the program. Over time, the program has evolved into a dynamic and immersive experience that helps individuals sharpen their skills as communicators and leaders. The content and presentation changes slightly every year so the course remains relevant and fresh each year.

The 2021-22 graduating class join the hundreds of others who have gone through FLiC. Many graduates have used the skills learned in the program to move up the ladder of responsibility to run jobsites, manage large workforces, and lead companies. Today FLiC is recognized around New England as the premier leadership skills building course and ABC is proud of that fact.

The success of FLiC, and all our programs, is due in part to the dedication of our members to provide input as well as financial underwriting. A big "thank you" from the chapter to all those who help support our educational programming.

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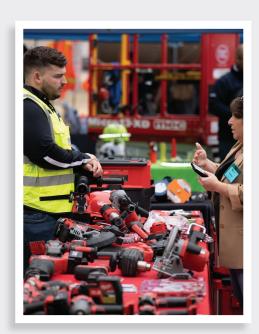














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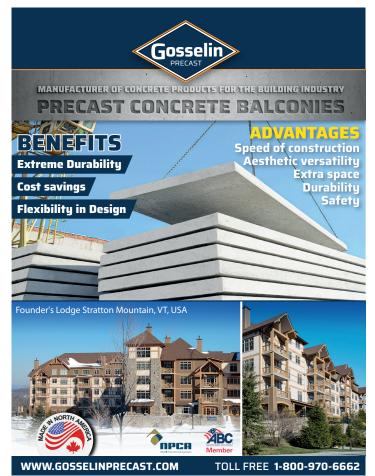
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We utilize our under-one-roof approach to ensure our client's needs are being met by keeping our designers, project managers and field operations in constant communication. From bringing a design to life to handing the client the keys at completion and many years after - we'll be there.



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GOV'T, CONT. FROM PAGE 7

all of America's workers to help the economy rebound from the COVID-19 crisis and Build Back Better."

The Fight for Fair and Open Competition Continues

ABC will continue to advocate for fair and open competition on taxpayer-funded construction contracts before the Biden administration and the 117th Congress.

ABC's campaign for fair and open competition helped prevent PLA mandates and preferences on 99% of federal contracts exceeding \$25 million from FY2009-FY2020, preventing PLA requirements on 1,877 contracts worth a total of almost \$116.1 billion so all qualified firms could fairly compete to win these contracts.

ABC Contractors have Taken Advantage of a Level Playing Field

From FY2009-FY2020, ABC member prime contractors won 57.5% of the value of large-scale federal contracts subject to Obama's pro-PLA Executive Order 13502. In total, ABC members have won 976 contracts valued at \$67.5 billion.

Since President Obama issued his pro-PLA Executive Order 13502 in 2009, 26 states have responded to the threat of discriminatory PLA mandates and preferences by enacting Fair and Open Competition Act legislation or executive orders prohibiting government-mandated PLAs on state, local, and publicly funded construction projects to some degree.

Unfortunately, some of these states have rolled back common-sense FOCA measures following Democratic party takeovers of state government, bringing the total number of current states to enact pro-taxpayer FOCA measures to 25.

ABC's efforts to enact state

FOCA laws prevented government-mandated PLAs on \$633 billion worth of state and local construction capital outlay through the end of 2019.

Despite the campaign's track record of success, government-mandated PLAs remain a threat to free enterprise and fair and open competition in certain markets.

Some municipalities and eight states controlled by union-friendly Democrats have enacted legislation or executive orders pushing the use of government-mandated PLAs on state, state-assisted and local public works projects, shutting out qualified contractors on certain contracts in California, Connecticut, Hawaii, Illinois, New Jersey, New York and Washington—and major municipalities including Chicago, Los Angeles, Honolulu, New York City and Philadelphia—from opportunities to rebuild their own communities.

In addition, it is unclear how many federally assisted contracts have suffered from PLAs mandated by state and local governments, but snapshots of data demonstrate it is significant.

For example, according to a U.S. Department of Transportation Federal Highway Administration January 2021 report, state and local lawmakers mandated PLAs on 513 state and local construction projects (totaling an estimated \$12.88 billion) that received federal assistance and formal approval from the FHWA.

As America's infrastructure needs continue to grow in the face of chronic underfunding, the construction industry unemployment rate hovers around 10% and hardworking taxpayers deserve the best possible construction products at the best possible price, ensuring fair and open competition is a win-win solution to help America Build Back Better.



The world of construction has always been evolving, but over the last few years, it has been changed. Rising costs, increased competition, a fluctuating marketplace, and significant economic pressure are just a few of the challenges that have become more serious for businesses in the construction sector. Owners and managers are making critical decisions every day, but you do not have to make those decisions alone.

Nathan Wechsler & Company is here to help. With 65 years of construction industry experience, we provided industry-specific advisory services tailored to fit your needs.

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BY ZULQERNAIN (ZULQ) MALIK

here are no doubts left about the benefits of management software for the construction industry. Cloud-based technology solutions are already helping your competitors save time, avoid mistakes, and use their resources better. Now it's up to you to decide to join their ranks.

This is true whether your company is big or small. Many smaller contractors are selling themselves short by believing that tech is too big or complicated for their operations. Not so – tech is even more critical for small generals and subcontractors, who put more on the line than their larger counterparts and often have fewer resources.

Just because tech adoption is the right move, doesn't mean it will be easy. Once you've made the decision to digitize your company, the next step is finding tech that's right for you, and figuring out how to bring it into your operational systems.

Now that construction has caught on to the benefits of technology, new products are popping up and fading away regularly. The market is saturated with large/bloated well-known expensive solutions that you feel you should have because it "must be good for the price they are charging."

Tech doesn't need to be this intimidating – you just haven't found a techno geek that speaks your language!

Here are some simple steps to help you either get started or advance your journey, starting with creating a culture that welcomes technology and the benefits it can bring.

Creating Vision Statement for a Tech Culture

While most companies have a clearly defined mission statement on how they will build with trust, on schedule and on time, and other platitudes, very few companies have a defined vision statement on how their company will go about executing their work. This vision statement is necessary for your team to know so that everyone in your company is working toward the same goals. To reset the company mindset to a modern delivery method, your vision statement needs to include statements declaring the importance of adopting the newest and most effective construction technology.

Developing your Technology Business Plan

Now that you've clearly defined your vision, it's time to develop some goals that technology will help you achieve. Approach your digitization process with a plan. Decide which areas of your business to optimize first. Consider processes like:

- 1. Contract Administration Managing the day to day of contracting, like, RFIs, changes, shop drawings;
- 2. Safety on the jobsite;
- 3. Daily records and progress reporting;
- 4. Managing and maintaining your budget;
- 5. Handling and approval of supplier invoices
- 6. Project reporting to senior management;
- 7. Project records for disputes and claims;
- 8. EMAILS! organizing all the project emails in an intelligent and visible manner;
- 9. Drawing management

All of these areas of your business could likely benefit from digitization, so how will you choose where to start?

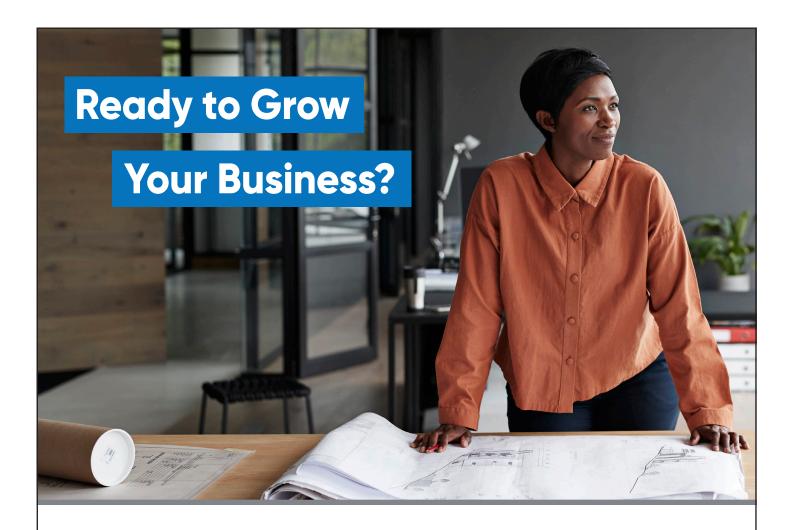
Start by evaluating each area. Write down how you are currently doing it and how it can be improved. Develop a simple score card to determine an order of priority based on where you are losing time, money, and want to increase efficiency.

With your score card, identify which changes are easy to implement and you will have your priority matrix.

The best plan is the one that can be initiated and you can see results immediately. Don't try and overcome a big change when you can tackle two or three little changes right away. Focus on reaching goals that will align with your vision statement.

Be prepared to modify, update and adjust your 'Plan' regularly!

TECH. CONT. ON PAGE 37



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TECH, CONT. FROM PAGE 35

Understanding Your Operational Costs

One of the most common sticking points for companies when it comes to tech adoption is the cost of purchasing a new product. Margins are already tight, and it's hard to justify another cost.

Without technology, you're already spending more than you should:

- Consider the costs of productivity loss as you manage multiple files, share information via email, and search for information in spreadsheets and old email messages.
- 2. What are you losing as you wait for office staff to create RFIs and reports, that could be created simply with your phone from the field?
- 3. And what additional legal costs could you incur as you can't access the paperwork that backs up your case, or as your legal team sifts through hundreds of documents to find the ones that could help?

The hidden costs of lost efficiency and opportunity could easily offset the cost of most software solutions.

Remember we have figured out production costs on jobsites, figuring out production costs in the office is just as easy!

How to Adopt a New Technology Solution

Now you have a technology business plan to decide which areas of your business should be targeted first for operational improve-

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ment through tech tools, but don't run out and sign on with the first provider that offers that type of solution. It pays to shop around! Return to your vision statement again, and make sure your pick of tech provider will help you realize its tenets.

Making a Choice

Look to your professional associations to find the tech players. Pick up the phone and connect with them.

You will know within a few minutes of a call if the tech company understands your business needs and can be a valued partner in construction.

Evaluate the solutions they offer. Remember, no one solution provider will hit 100% of your needs.

- Understand that you will probably have to tweak or adjust your current business processes and that change is not bad!
- Source solutions that will meet your needs according to your tech plan.
- Most importantly, choose a solution provider that will help you through the first stages of adoption and who understands the construction process flow so they can communicate with your staff and team.

Buy-In Process

Plenty of business owners shy away from technology because they don't think they can get 100% buy-in or they think their staff is too old to adopt! That mind set is the limiting factor. In order to create a technology-friendly culture, you need to lead by example.

Don't wait for employee buy-in. Most owners don't ask for buy-in on a new project before they sign the contract, and they shouldn't for tech tools either! Although this is a cavalier attitude, for most organizations this is the only way forward!

Find a feature or solution that is simple to adopt and roll it out first. This will help develop buy-in over time.

Don't Wait-Get Started

Don't wait for the "right time" to adopt technology: when the big project is over, when the chaos has died down, when your company is not so busy.

Don't fall into this trap, or you'll never get started. The right time is now.

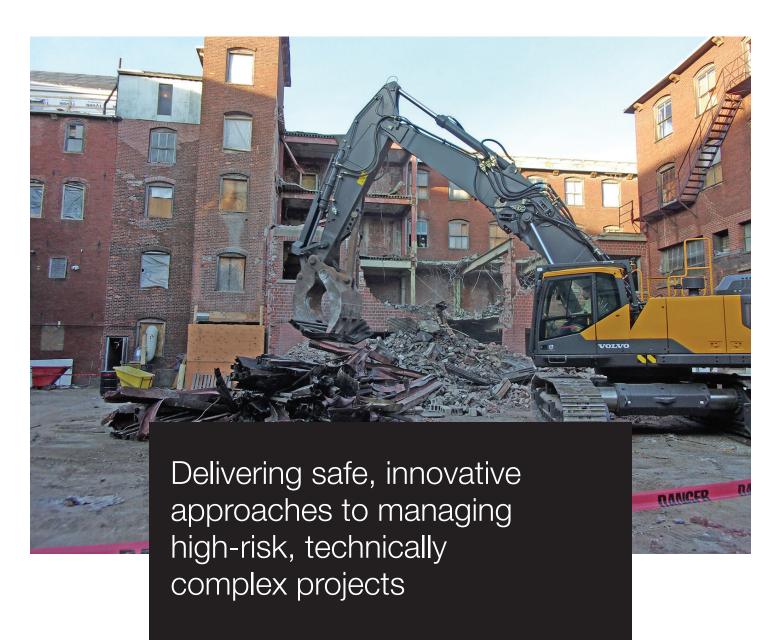
Monitor Your Progress

Check your results with your new tool at one-, two-, three-, and six-month intervals to see what changes are happening within your business. Look back at your goals for the technology and use that benchmark for success.

Don't Be Afraid to Try Again

If you've met your benchmarks and achieved your goal for tech, congratulations! You've hit gold your first time out. But if the results aren't so stellar? That's okay, too. Give it time, and give it a chance, but don't be afraid to pull the plug if the tool just isn't working for you.

You've begun the first stages of tech adoption, including creating a culture that welcomes technology into your processes, and that can only be a good thing.



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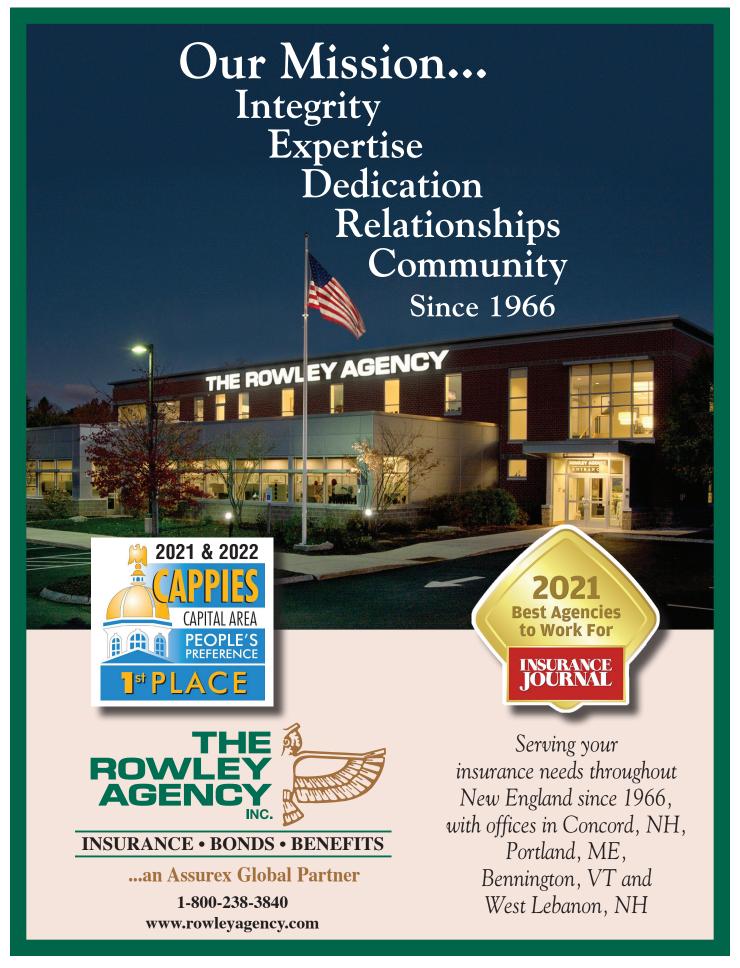
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