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AGC’s Focus in the Year Ahead

Let me first say that it is a privilege to serve as your 2010 President and to represent such an outstanding organization as AGC of California. Tom Foss has done an exemplary job in leading AGCC over the past year, and, along with Jerry DiIoli, Senior Vice President, John Nunan, Vice President, and Randy Douglas, Treasurer, I intend to continue that fine work and to serve the interests of our membership.

In the legislative and regulatory arenas nothing is ever accomplished quickly, so it will come as no surprise that many of this year’s goals are the same ones that we have pursued for several years. What distinguishes this coming year is the lens through which we view many of these challenges. The difficult economic conditions that we face magnify the importance and gravity of many issues. How our state and federal legislatures and regulatory agencies act in the coming year will impact our industry and our individual members, many of whom are already struggling. It is critical that we, as an organization, work together more forcefully than ever before to advance our industry and to improve the quality of life in our communities through the projects that we build.

There are challenges ahead, but there are also reasons for optimism – AGCC is strong financially; our membership retention is among the very highest of any similar association; our members are among the best and most accomplished; and, finally, the economy is showing signs of recovery. As contractors, we overcome difficult problems every day on our jobs, and we must bring the same determination, perseverance and thoughtful action to the problems facing our industry. If we are to continue our role as “The Voice of the Construction Industry” and bring value to our members, we must have a strong and effective presence in the state capitol; continue to grow our membership; and support education programs and apprenticeship training.

Well intended but poorly crafted laws and regulations pose the biggest threat to the recovery of our industry and its future. We must continue to support our excellent legislative advocacy program through personal involvement and increased PAC contributions. Our annual goal is $1 million, and it is achievable. Individual member involvement at all levels of local government will also advance our effectiveness and is a worthy way of participating in our communities.

The strength of AGC lies in our members, and increased membership will result in a stronger, more effective organization. Each member needs to make a serious commitment to recruit new members from all segments of our industry.

In spite of the current dismal economy, California will recover and continue to grow. As an industry we must be ready to respond with an adequate number of well trained trades people and managers so that this can be accomplished. This can only happen if we institute and support career technical education programs in our schools and create additional apprenticeship training programs throughout the entire state.

I am looking forward to serving as your President this year, and hope to hear from you with your ideas. And remember, “It’s Good Business to do Business with an AGC Member.”

Sincerely,

Bob Christenson
A Look at the New Laws for 2010
Fewer on the Books Than in Recent Years, But Still Plenty That Will Impact The Construction Industry

By Dave Ackerman

As we start the new year, there are fewer new laws on the books for the first time in a decade. The state budget crisis occupied much of the Governor’s and Legislature’s time in 2009, and the fiscal issues resulted in most legislation that would have cost money being shelved for the year. However, there was some important legislation signed into law that you should be aware of.

The following is a list of new laws that will take effect in 2010 that will have an impact on the construction industry:

Public Works
Public contracts: transit design-build contracts. AB 729 (Evans) extends design-build authority for transit districts until January 1, 2015.

California Transportation Financing Authority: toll facilities. AB 798 (Nava) creates the California Transportation Financing Authority, with authority to issue bonds, to fund transportation projects to be backed by various revenue streams of transportation funds and toll revenues.

Public contracts: bids. AB 1086 (Miller) makes findings and declarations regarding stating legislative intent to encourage contractors and manufacturers to develop and implement new and ingenious materials, products, and services at a lower cost to taxpayers.

Transportation
Highway workers: assault and battery. AB 561 (Carter) revises the definition of “highway worker” to include a contractor or employee of a contractor while under contract with Caltrans for the purpose of enhanced penalties for assault or battery upon a “highway worker.”

Transportation: bond-funded projects. AB 672 (Bass) allows an agency responsible for administering a Proposition 1B project to issue a letter of “no prejudice” to a local agency providing an assurance that the local agency will be reimbursed for expenditures it makes on a Proposition 1B project that has been programmed, but for which funds have not yet been allocated.

Liability
Common interest developments: construction defects. Current law provides until July 1, 2010, with respect to certain common interest developments, that certain requirements be satisfied before an association files a complaint for damages against the builder, developer, or general contractor of the development based upon a claim for defects in the design or construction of the development. AB 927 (Calderon) extends the expiration date for these provisions to July 1, 2017.

The False Claims Act. AB 1196 (Blumenfield) revises the state False Claims Act to make it consistent with federal law and allows the defendant to collect attorney’s fees under a more favorable standard than current law when wrongly accused.

Liens/Arbitration
Liens. AB 457 (Monning) requires the mechanic’s lien and the Notice of Mechanic’s Lien to be served on the owner, reputed owner of the property, the construction lender or the original contractor if those parties cannot be served. The bill would require a proof of service affidavit to be completed and signed by the person serving the Notice of Mechanic’s Lien, and it would be included as part of the mechanic’s lien or claim of lien. The bill would provide that a failure to serve the mechanic’s lien, including the Notice of Mechanic’s Lien, as required, would cause the mechanic’s lien to be unenforceable as a matter of law.

Arbitration. Existing law requires a person serving as a neutral arbitrator pursuant to an arbitration agreement to comply with the ethics standards for arbitrators adopted by the Judicial Council. Existing law also specifies that these provisions do not apply to an arbitration conducted pursuant to the terms of a public or private sector collective bargaining agreement. AB 1090 (Monning) specifies that certain ethic requirements and standards are nonnegotiable and shall not be waived.

Workers’ Comp/Unemployment Insurance
Workers’ compensation: treatment authorization. AB 361 (Lowenthal, Bonnie) provides that, regardless of whether an employer has established a medical provider network or entered into a contract with a health care organization, an employer that authorizes medical treatment shall not rescind or modify the authorization for the portion of the medical treatment that has been provided after that treatment has been provided for any reason, including, but not limited to, the employer’s subsequent determination that the physician who treated the employee was not eligible to treat that injured employee.

Workers’ compensation: Internet Web sites. AB 483 (Buchanan) provides that a licensed rating organization shall establish and maintain an Internet Web site for the purposes of assisting any person to determine whether an employer is insured for workers’ compensation.
Workers’ compensation. AB 1093 (Yamada) provides that for purposes of determining whether to grant or deny a workers’ compensation claim, if an employee is injured or killed by a third party in the course of the employee’s employment, no personal relationship or personal connection shall be deemed to exist between the employee and the third party based only on a determination that the third party injured or killed the employee solely because of the third party’s personal beliefs relating to the employee’s race, religious creed, color, national origin, age, gender, disability, sex, or sexual orientation.

Workers’ compensation: penalty assessments. SB 313 (DeSaulnier) increases the penalty assessment on uninsured employees from $1,000 to $1,500 per employee employed during the period the employer was uninsured.

CSLB
Unlicensed contractors. AB 370 (Eng) makes a first conviction of unlicensed activity punishable by a fine not exceeding $5,000 or by imprisonment in a county jail for no more than 6 months or both. The bill requires the fine for a second conviction be the greater of 20% of the contract price, 20% of the aggregate payments made to the unlicensed contractor, or $5,000. In addition, the bill requires that a third or subsequent conviction be punishable by both a fine and imprisonment in a county jail, as specified, and would require that the fine be no less than $5,000 and no more than the greater of $10,000, 20% of the contract price, or 20% of the aggregate payments made to the unlicensed contractor.

Disadvantaged Business Enterprise
State contracts. ABX4 21 (Evans) requires state agencies to award contracts to the lowest responsible bidder meeting specified disabled veteran business enterprise participation goals. The bill also eliminates “good faith effort” requirements for all state contracts and, if a solicitation specifies higher participation goals, the bidder is required to meet the goals in the solicitation.

Public contracts: Small Business Procurement and Contract Act. AB 31 (Price) increases the maximum amount of a contract a state agency can award for goods, services and informational technology from $100,000 to $250,000 for small business and disabled veteran business enterprises without complying with specific competitive bidding requirements.

California Disabled Veteran Business Enterprise Program. SB 548 ( Huff) requires state agencies to award contracts to certified contractors.

SB 310 (Ducheny) authorizes a county, city, or special district that has a permit for a municipal storm sewer system to develop a watershed improvement plan that addresses major sources of pollutants in receiving water, stormwater, urban runoff or other surface runoff pollution within the watershed or subwatershed to which the plan applies. The regional water boards would be required to review and authorized to approve a watershed improvement plan if they find that the proposed plan will facilitate compliance with water quality requirements.

Water Quality: stormwater resource plans. SB 790 (Pavley) establishes grant criteria for stormwater funding through the Safe Drinking Water Bond Act of 2006, and develops a local stormwater planning process for grants to public agencies and nonprofit organizations for low-impact development (LID) projects for stormwater runoff.

These legislative descriptions are intentionally brief, and it is recommended that the specific bill language be reviewed for complete detail on the new laws.

Education
California State University: career technical education courses. SB 147 (DeSaulnier) requires the university system to recognize the completion of all high school career technical education courses that meet model curriculum standards established by the Superintendent of Public Instruction as satisfying the completion of a general elective course requirement for the purposes of admission to a university.

Labor/Employment
Apprenticeship programs. AB 395 (Fuentes) provides an awarding body that implements an approved labor compliance program may, upon mutual agreement with the Chief of the Division of Apprenticeship Standards, assist the director in the enforcement of prevailing rate wage laws and other requirements that apply to apprenticeships in public works projects. The bill would allow a contractor to appeal the result of a labor compliance program enforcement action related to apprenticeships in public works projects through specified procedures.

Other Legislation
Green building standards. AB 210 (Hayashi) specifies that the requirements and regulations a city or county is authorized to change or modify, includes green building standards.

Civil discovery: Electronic Discovery Act. AB 5 (Evans) establishes procedures for a person to obtain discovery of electronically stored information, in addition to documents, tangible things, and land or other property, in the possession of any other party to the action.

AB 1196 (Blumenfield) revises the state False Claims Act to make it consistent with federal law and allows the defendant to collect attorney’s fees under a more favorable standard than current law when wrongly accused.

THE VOICE OF THE CONSTRUCTION INDUSTRY
Associated General Contractors of California
Sixteen new members have been elected to serve on AGC of California’s 2010 State Board of Directors. General Contractors serve three year terms while Associate and Specialty Contractor members all serve one year terms.

The new Directors include:

• George Bradshaw, Underground Construction Company, Inc., Benicia
• Bruno Dietl, Vulcan Construction & Maintenance, Inc., Fresno
• Kevin Dow, Turner Construction Company, Anaheim
• Stuart Duncan, Warren Duncan Contracting & Equipment Rentals, San Bernardino
• Dave Garese, Excel Bonds & Insurance Services, Inc., Sacramento
• Jim Hawk, Rosendin Electric, Inc., San Jose
• Chris Hickey, William P. Young Construction, San Leandro
• David Higgins, Jr., Harbison-Mahony-Higgins Builders, Inc., Sacramento
• Teri Jackson, Wells Fargo Insurance Services
• Walt Johnson, KG Walters Construction Co., Inc., Santa Rosa
• David Niese, Flatiron West, Inc., Benicia
• Carl Sandstedt, Washington Division of URS Corporation, Highland
• Andre Sims, Hanson Permanente Cement, Inc., San Ramon
• Dennis Sterndahl, Sterndahl Enterprises, Inc., Sun Valley
• Jim Troup, Monterey Mechanical Co., Oakland
• Ken Williams, Flash Safety Company, Inc., Sacramento

The remaining incumbent state directors include:

• Jaimie Angus, Griffith Company, Brea
• Jon Ball, Hensel Phelps Construction Co., San Jose
• Chris Hickey, William P. Young Construction, San Leandro
• David Higgins, Jr., Harbison-Mahony-Higgins Builders, Inc., Sacramento

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With VECTR GPS, your GPS data will become an integral part of your entire company operations!

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AGCC Officers to Be Installed This Month
Installation Slated for January 29th in Northern California

The 2010 officers of the AGC of California are formally being installed this month. The installation will take place on January 29th during a special dinner at The Silverado in Napa, held in conjunction with the first division and state board meetings of the year.

Bob Christenson, senior vice president of Panattoni Construction, Inc., Sacramento, will be installed as President of the association. Other officers to be installed for 2010 include: Senior Vice President Gerry DiLoli IV, western division operations manager of Herzog Contracting Corp., Long Beach; Vice President John Nunan, president of Unger Construction Co., Sacramento; Treasurer Randy Douglas, president of Tierra Contracting, Goleta; and Immediate Past President Tom Foss, President and COO of Griffith Company, Brea. Thomas T. Holsman, AGC’s Chief Executive Officer, will serve as Secretary of the approximately 1,200-member statewide association.

President Bob Christenson
Bob Christenson was born in Sacramento, CA and attended Willamette University and the University of Nevada. In addition to owning his own construction company, he worked as the Construction Manager for Moana Corporation, a San Francisco based real estate development company from 1979 to 1983, and as Project Manager for Skywalker Development Co. (a division of LucasFilm Ltd) from 1983 to 1986. He joined Panattoni in the late 1980s, moving through the ranks over the years to his current position as Senior Vice President. (For more on Christenson, see feature on page 10.)

Senior VP Gerry DiLoli
Gerard (Gerry) DiLoli, IV was born in Anaheim, CA, and graduated from high school in Yuma, AZ. He joined Herzog Contracting Corp. in 1993 as track foreman and was soon promoted to his current position of Western Division Operations Manager. Prior to his work for Herzog DiLoli served as roadmaster for Eureka Southern Railroad from 1988 to 1993 and before that as a machine and equipment operator for St. Maries River Railroad from 1980 to 1988. His activity in AGC has included serving as Vice President in 2009, Treasurer in 2008, as Chair of the Jr. Engineering Division in 2007 and as Vice Chair of the Division in 2006.

Vice President John Nunan
John Nunan was born in Minneapolis, MN. He attended UC Santa Barbara where he received his bachelor’s degree in Russian, and then received his master’s degree in Slavic Linguistics from UC Los Angeles. He joined Unger Construction Co. in 1977, and has served as President of the company since 1990. In addition to his active involvement in AGC, Nunan has served as board member and Past President of the Construction Industry Crime Prevention Program; as president of the Sacramento United Soccer Club; as Commissioner and Past Chair for the City of Sacramento Development Oversight Commission; and as Board Member and Treasurer for the Sutter Roseville Medical Center Foundation.

Treasurer Randy Douglas
Born in Fresno, Douglas attended Carmel High School and then went on to attend Cal Poly San Luis Obispo where he received a degree in Agricultural Engineering. He founded Tierra Contracting, Goleta in 1978, where he continues as President today. In addition to being actively involved in AGC of California, Douglas is a board member of the Santa Barbara Humane Society and served as a board member of the United Boys & Girls Club of Santa Barbara for several years.

Immediate Past President Tom Foss
Tom Foss was born in Fullerton, CA. He attended Southern California College, graduating in 1976 with a bachelor of arts in business. He joined Griffith Company in 1978 as a general laborer, and has worked there ever since except for a two-year stint with a ready-mix company from 1980 to 1982. Within Griffith Company Foss worked his way through the ranks to his current position as President and Chief Operating Officer.
2010 Executive Committee Appointed

AGC of California President Bob Christenson, Panattoni Construction, Sacramento, has announced AGC’s Executive Committee for 2010. The 14-person Committee is comprised of the five officers, occupational division chairs, representation of the National Affairs Committee, Union Contractors Councils, Open Shop Council, Legislative Committee, Legal Advisory Committee, the Associates Council and the CEO Tom Hoslman.

The 2010 officers include: President Bob Christenson; Sr. Vice President Gerry Dioli, Herzog Contracting Corp., Long Beach; Vice President John Nunan, Unger Construction Company, Sacramento; Treasurer Randy Douglas, Tierra Contracting, Inc., Goleta; and Immediate Past President Tom Foss, Griffith Company, Brea.

The occupational division leadership includes Building Division Chair Jon Ball, Hensel Phelps Construction, San Jose, and Vice Chair Kevin Dow, Turner Construction Company, Anaheim, and Jt. Engineering Division Chair John Douglas, Granite Construction Company, Indio, and Vice Chair Jim Troup, Monterey Mechanical Co., Oakland.

Additional members of the Executive Committee include: Tom Brickley, Brickley Environmental, Inc., San Bernardino, representing the Open Shop Council; Steve Blois, Valley Vista Consulting, Inc. of Camarillo representing the Legislative Committee; Chuck Fletcher, MCE Corporation, Dublin, representing the National Affairs Committee; Bill Hurley, Miller, Morton, Caillat, & Nevis, LLP, San Jose, representing the Legal Advisory Committee; Cathy Skeen of Excel Bonds & Insurance Services, Sacramento, representing the Associates Council; and Mitch White of Mason Construction, Long Beach, representing the Union Contractors Councils.

Standing State Committee/Council Chairs Named

2010 AGC of California President Bob Christenson announced the appointments of leaders for AGC’s standing statewide committees/councils during the year. Chairs and Vice Chairs named were:

- **Associates Council:** Cathy Skeen, Excel Bonds and Insurance Services, Sacramento, Chair; Barry Correa, McGraw Hill Construction, Anaheim, Vice Chair
- **Awards Committee:** Dave Garese, Excel Bonds and Insurance Services, Sacramento, Chair; Randy Douglas, Tierra Contracting, Goleta, Vice Chair
- **Legal Advisory Committee:** Bill Hurley, Miller, Morton, Caillat & Nevis, LLP, San Jose, Chair; Larry Lubka, Hunt Ortmann Palffy Nieves Lubka Darling & Mah, Inc., Pasadena, Vice Chair
- **Legislative Committee:** Steve Blois, Valley Vista Consulting, Inc., Camarillo, Chair; Bob Hall, JR Roberts Corp., Citrus Heights, Vice Chair
- **Membership Development Committee:** John Nunan, Unger Construction Company, Sacramento, Chair
- **Nominating Committee:** Steve Blois, Valley Vista Consulting, Inc., Camarillo, Chair
- **Open Shop Council:** Tom Brickley, Brickley Environmental, Inc., San Bernardino, Chair
- **Safety & Health Council:** Ken Cauble, The Nova Group, Napa, Chair; Cory Bykoski, Dynalectric, Los Alamitos, Vice Chair
- **Specialty Contractors Council:** Scott Lange, Unlimited Environmental, Signal Hill, Chair
- **Union Contractors Council – North:** Gil Crosthwaite, Teichert Construction, Sacramento, Chair
- **Union Contractors Council – South:** Mitch White, Mason Construction, San Pedro, Chair
- **Construction Leadership Council:** Tim Nunn, Penhall Company, Anaheim, Chair
AGC Districts Elect 2010 Chairs, Vice Chairs

AGC boards of directors for the AGC of California’s 12 districts have elected chairs and vice chairs for the respective districts for 2010.

The District Chairs and Vice Chairs are as follows:

EUREKA – Steve Kaeysler, Granite Construction Company, Arcata, was elected Chair.

SHASTA – Keith Stewart, Stewart Engineering, Inc., Redding, was elected Chair. Chris Handley, Tullis, Inc., Redding, was elected Vice Chair.

DELTA-SIERRA – Mike Mencarini, Unger Construction Company, Sacramento, was elected Chair. Mark Shafer, Granite Construction Company, Sacramento, was elected Vice Chair.

NORTH BAY – Jeff Prevost, Lockton Insurance Brokers, LLC, San Francisco, was elected Chair. George Bradshaw, Underground Construction Company, Inc., Benicia, was elected Vice Chair.

SAN FRANCISCO BAY AREA – Miguel Galarza, Yerba Buena Engineering & Construction, Inc., San Francisco, was elected Chair. Dave Niese, Flatiron Construction Corp., Benicia, was elected Vice Chair.

SANTA CLARA – Dave Perry, Central Concrete Supply Co., Inc., San Jose, will serve as Chair and Seth Boles, Hensel Phelps Construction Co., San Jose, will serve as Vice Chair.

MONTEREY BAY – Jim Campbell, Au- sonio Incorporated, Castroville, was elected Chair and Karl Philipovitch, Graniterock/Pavex Construction Division, Watsonville, was elected Vice Chair.

SAN JOAQUIN – Nick Seals, Seals/Biehle General Contractors, Visalia, was selected to serve as Chair and John Sloan, American Paving Co., Fresno, will serve as Vice Chair.

TRI COUNTIES – Erwin Villegas, Frank Schipper Construction Co., Santa Barbara, was elected Chair and Pete Hemesath, Diani Building Corp., Santa Maria, was elected Vice Chair.

LOS ANGELES – Jennifer Garcia, Reyes Construction, Inc., Pomona, was elected Chair and Kevin Malloy, Trench Shoring Company, Los Angeles, was elected Vice Chair.

ORANGE COUNTY – Laird Heikens, Hensel Phelps Construction Co., Irvine, was elected Chair. Tim Nunn, Penhall Company, Anaheim, was elected Vice Chair.

RIVERSIDE/SAN BERNARDINO – Ken Coate, Inland Surety, Riverside, was elected Chair and Gus Burner, Caliagua, Inc., Chino, was elected Vice Chair.

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AUCTIONS DONE RIGHT.
Industry Veteran Bob Christenson Heading Up AGC in 2010
Backed by Strong Experience and Vision for Future, Christenson Looks to Continue to Build on Association’s Solid Foundation
By Carol Eaton

As 2010 President Bob Christenson takes the helm of AGC of California in the midst of one of the most challenging economic downturns in recent history, his goal for the association in the year ahead is clear: stay focused on delivering those services that bring the most value to the members, and build on the solid foundation that has led AGC to prominence at the state and national levels.

“Providing value to our members through services that support their businesses and through legislative advocacy to benefit the industry is critical,” Christenson says. “We’ve also got to continue to increase our membership. The strength of the organization really is the high quality of the people involved in AGC – not only the members, but also the leadership over the years as well as a great staff. AGC probably has more depth, more raw talent and a larger membership than any other competing association at both the state and national level, and we need to continue to build on that.”

Roots in Construction
Backed by 35 years experience working in various capacities within the construction industry, Christenson comes well equipped to help steer AGC of California during a year when the industry will likely continue to battle the effects of a recession that hit the construction industry particularly hard, resulting in record high unemployment and razor thin margins for contractors. His understanding of the construction industry and its inevitable economic cycles stems not only from his own extensive experience – the last 20 years with Panattoni Construction Co., Sacramento – but from growing up in a family with deep roots in the business. “I always say I was genetically predisposed to be in the construction industry,” Christenson says. His grandfather was a millwright who owned his own company in the Sacramento area in the early 1900s, while his father and brother also spent their careers in the industry on the building materials side of the business.

Born and reared in the Sacramento area, Christenson went on to attend Willamette University and the University of Nevada and then started his own contracting business in Tahoe City, CA in 1975, performing residential and commercial construction projects. Four years later he went to work for Moana Corporation, a San Francisco based real estate development company that specialized in resort development, overseeing such projects as Cedar Point and The Boatworks in Lake Tahoe and the internationally acclaimed Auberge Du Soleil restaurant and resort in the Napa Valley.

‘Dream Job’ in Marin
In 1983, during another down cycle for the construction industry, Christenson accepted the unique opportunity to work as a project manager for Skywalker Development Co., a division of Lucas Film Ltd. He was involved in the design and construction of Skywalker Ranch in west Marin – a project that can only be described as a builder’s “dream job.”

“That was absolutely the most fun I’ve ever had in the construction business,” he recalls. “It was an opportunity to build a once in a lifetime project that incorporated cutting edge technology combined with wonderful craftsmanship into the buildings that we created – and to do that working with George Lucas and without the true constraints of a budget.” The multi-building complex was designed and constructed mostly in-house, with nearly 400 people including architects, engineers, and trades people on payroll at one point. It provided a hands-on experience with the design/build project delivery process that Christenson has subsequently overseen many times over during his career with Panattoni.

The Move to Panattoni
The Skywalker project came to a completion after three years, and Christenson spent a couple of years doing consulting work in Marin County. Looking to move his family back to the Sacramento area, he met Carl...
Panattoni in the late 1980s and accepted the opportunity to go to work for what was then Panattoni Development Company, which later came to include Panattoni Construction. Over the years he held a number of positions in the company, starting as a project manager and including roles as president of one of Panattoni’s early companies, chief operating officer and his current position as Senior Vice President.

While Panattoni Development Company was founded in the mid-80s, Panattoni Construction in its present form was formally organized just over a decade ago in 1999. Headquartered in Sacramento, the company currently has over 16 offices in major markets of the U.S. and brought in over $500 million in revenue in 2008. The vast majority of Panattoni’s projects are delivered via design/build, spanning the gamut from large scale distribution facilities and warehouse projects to commercial office, medical office, educational, retail and public projects. Customers include some of the world’s most recognized companies, such as Whirlpool, BMW and Clorox, as well as many small, local owner-user businesses.

A few of Panattoni’s notable past and recent projects include Granite Regional Business Park, Highland Point Office, and Piemonte at Ontario Center. Currently, the company is serving as the contractor for the AGC of California headquarters renovation project, slated to be completed in January. The project will seek LEED Silver certification.

Christenson points out that close to 70% of the firm’s business comes from repeat customers. “We’ve always tried to treat each one of our customers as if they are our most important customer,” he comments. “When it’s all over at the end of the day, the relationships that we create are just as important as the quality of the projects that we deliver.”

**Giving Back Through AGC**

Building relationships and giving back to the industry were motivating factors for Christenson’s involvement with AGC beginning in the early 2000s. “Bob Hall (with J.R. Roberts Corp., Sacramento) introduced me and my partners at the time to AGC,” he says. He has found it a rewarding way to give back to the industry while also reaping the many benefits and services offered by the association.

“I have a strong belief that as a successful company, you have to make a commitment and a contribution to the industry,” he comments. “If our industry is to prosper and improve the quality of life for the citizens in our communities, it’s only through organizations like AGC. It gives you the strength and the ability to do things that as individual companies you just can’t accomplish alone.”

Christenson quickly jumped into active participation in the association, serving as Vice Chair of the Delta Sierra District in 2004 followed by Chair in 2005, and then moving through the officers’ corps beginning as Treasurer in 2007, Vice President and Senior Vice President the next two years leading up to his current role heading the association this year.

**Focus: Services, Membership, Workforce**

As President, Christenson plans to continue the association’s direction of recent years in focusing on providing new and continuing services that support members’ businesses, with special emphasis on legislative advocacy in Sacramento. He is also focused on maintaining the strength of the organization through membership growth and promoting the construction industry and career technical education in order to bring young people into the industry.

While the current economic climate has pushed construction unemployment to an all time high, Christenson points out the recovery is around the corner – meaning the long term need to grow the construction workforce to meet future demand has not diminished.

“We’re not going to be in this hole forever, and California’s infrastructure needs rebuilding. The average age of trade people in the industry right now is 47,” he points out. “We’re going to need to bring new talent, train people, and let young people know they can have great careers in construction.”

**Economic, Regulatory Hurdles**

In the immediate future, Christenson will lead the organization through a year that promises to be full of challenges. “Everybody right now is looking at the whole industry through the lens of the economy,” he says. “That’s something we really can’t control. There are also major challenges in the legislative and regulatory arenas; we as an industry and as a state are over-regulated, and that presents a real challenge. But I think that we are more engaged with our legislators and regulatory agencies at every level than any other association. We have the strength of National AGC behind us when we need it, and we have a very strong legislative advocacy program through our advocates here in California.”

Christenson will lead AGC of California with his wife of 36 years, Nancy, by his side as First Lady. They have two grown children, Matt and Cari, as well as two young grandsons. While the demands of presiding over the state’s largest construction association combined with his position at Panattoni likely will leave little time for other pursuits, Christenson lists a few of his outside interests and passions as fly-fishing, sailing, cycling and skiing. As the saying goes, there’s always next year.
AGC Voices Industry Concerns at CARB Hearing

Continuing the Call for Reason in Implementation of Off-Road Diesel Rules, AGC Outlines New Data Showing Emissions Target Already Exceeded

The Associated General Contractors weighed in during the California Air Resources Board (CARB) public meeting last month, expressing the construction industry’s strong concern with the timeline for implementation of the off-road diesel regulations and again highlighting for the board and CARB staff the extreme economic impact the regulations will have on the state’s construction industry, which has already born the brunt of the economic downturn. CARB held the public meeting on December 9 to discuss implementation of the Truck and Bus Rule as well as to hear a brief update regarding economic indicators related to the off-road regulation.

AGC has long supported clean air and protecting the environment while consistently advocating for a balance in the regulation that takes into consideration business interests.

AGC has long supported clean air and protecting the environment while consistently advocating for a balance in the regulation that takes into consideration business interests. Members of the legislature provided comment during the public CARB meeting and encouraged the Board to weigh the economic impact of the regulation on businesses. This sentiment was also echoed in a letter sent to Board members and signed by 52 state assembly members.

During the meeting, AGC went on record along with others requesting CARB to reconsider implementation of the on-road and off-road regulations based on a report issued by Mr. Tran, whose credentials were falsified. CARB Board members Dr. John G. Tellers and San Diego County Supervisor Ron Roberts echoed the concerns and called for the on-road regulation to be set aside until a new report could be conducted. While apologetic for withholding critical information from fellow board members regarding the report under question when the rule was enacted, Chair Mary Nichols and Board member Dr. John Balmes supported the continued use of the report because they view the science as “standing on its own.”

Michael Steele, Counsel to AGC of America, provided comments that the construction industry is concerned with the total cost of compliance with the regulation. CARB’s original estimate was $3.4 billion and the industry’s latest estimate is between $15 and $30 billion to comply with the regulation. However, the downturn in construction activity has amplified the burden placed upon contractors whose business is down between 30-50% and simultaneously resulted in reduced emissions. Steele reported that many contractors are not eligible or able to obtain grants to assist with compliance, and financing through financial institutions is virtually unavailable. Similarly, the verified technology to maximize compliance with the retrofit regulations is not readily available, and some of the technology that is available poses serious safety risks to the operators and those that work around the equipment.

John Hakel, AGC of California’s Vice President of Government Relations, encouraged Board members to direct CARB staff to meet with the construction industry in January and review AGC’s own statistical analysis. During his comments, he noted the AGC analysis outlined current PM 2.5 and NOx emissions, which showed a dramatic difference between the current emissions regulation and its established timelines. It also showed that due to the downturn in state’s construction activity, the emission standards have already been met and will be for years to come. AGC’s report shows that it is not necessary to scrap the rule, but rather the regulations for fleets affected by this regulation can be reduced. Given this information, Hakel requested a meeting with CARB staff in January to reexamine timelines that would allow the industry more time for compliance. Chair Mary Nichols agreed to have staff dialog with AGC regarding its analysis on this issue.

In its final discussion, the CARB Board passed a motion to withdraw and redo the fraudulent report submitted by Tran, although implementation of the in-use off-road regulation will continue as scheduled. The Board directed staff to report back in April 2010 with a new provision for the Truck and Bus Rule that would provide truck fleets more flexibility in cleaning up their diesel emissions. In addition, staff was directed to report back at the same time with a further assessment of off-road vehicle emissions, and an evaluation of a projection of off-road vehicle emissions that was prepared by the AGC. Regarding road regulations, the Board directed staff to explore regulatory flexibility for small businesses that operate on-road diesel trucks. Chair Nichols was explicit in the exclusion of the construction industry in her request to explore regulatory flexibility at this time, and implementation of the In-Use Off-road Diesel Vehicle Regulation is slated to move forward as planned.

On December 15, CARB did extend an informal grace period for fleets that had not yet reported their off-road vehicles by the August 2009 deadline. The extension allowed fleets that self-report to avoid enforcement action if they reported all of their vehicles prior to January 1, 2010 (for large and medium fleets) and March 1, 2010 (for small fleets).

AGC will continue to work with CARB Board members and staff to educate them on the perils facing the construction industry and the burden the regulation continues to place upon contractors. For more information contact John Hakel (626) 608-5800 or hakelj@agc-ca.org.
A Year of Accomplishments
By Mark Reynosa, Field Services Manager–Industrial Relations, Northern California

Labor Relations is one of the key services provided by AGC, and the Industrial Relations (IR) Departments in Northern and Southern California are responsible for delivering this service to the union contractors. The following brief review of 2009 achievements in negotiations, grievance advocacy, and labor publications exemplifies this commitment to excellent Labor Relations service.

Negotiations. Between the Northern California and Southern California IR Departments, four stand alone Master Labor Agreements were negotiated in 2009. Both departments worked with their respective craft committees and craft negotiation committees during informal discussions and/or formal negotiations with the unions. In Northern California, the IR Department successfully negotiated a progressive Master Labor Agreement with the Cement Masons (2009-2013). In Southern California, the IR Department successfully negotiated new Master Labor Agreements with the Cement Masons (2009-2011), Laborers (2009-2012) and Teamsters (2009-2010). On behalf of the industry, the new terms and conditions of these agreements, including the new rate and future increases, have been published with the Department of Industrial Relations (DIR) for their respective prevailing wage determinations.

Grievance Advocacy. The IR Departments were responsible for the administration, management and advocacy of approximately 40 grievances in 2009. The objective with each grievance is to assist and advise members and to ensure the integrity of the labor agreement. A majority of grievances were related to craft jurisdiction that had implications on the intent of the respective agreement such as grievances that alleged subcontracting, hiring, and classification violations. One of the benefits of AGC advocacy is the access to craft/negotiation committees to review these grievances. Without this advocacy, a negative conclusion may have occurred for the member, and the integrity of the labor agreement could have been jeopardized.

Labor Publications. Between the IR Departments AGC published and distributed over 60 Labor Relations Bulletins. These informational and advisory labor relations bulletins were related to the industry and the Master Labor Agreements such as on-off haul trucking, inclement weather, union wage and fringe benefit increases, and holidays. In addition to bulletins, the departments published and distributed the 2009-2010 Wage Scale Books and updated Master Labor Agreement Binders as well as held two educational seminars related to the industry and contract compliance.

These are just a few of the 2009 accomplishments. 2010 will be another busy year.

For more information about AGC IR services, please visit our website at http://www.agc-ca.org/services/industrial/ or contact the IR Department South at (626) 608-5800 or North at (925) 827-2422.
Several AGC of California members will receive Golden Beaver awards during a ceremony this month. Thomas R. Draeger, president of the Beavers, announced the recipients of the prestigious awards which will be presented at the 55th Annual Awards Dinner on January 22 at the Hyatt Regency Century Plaza in Los Angeles. The guest speaker for the event is former Speaker of the House Newt Gingrich.

James D. Waltze, Chairman and CEO of Griffith Company, Brea, CA, will receive the Management Award. Waltze started with the company in 1973 as an estimator, working his way up through the ranks to executive vice president in 1986 and president in 1992. He has served as Griffith’s Chairman and CEO since 1996. He served as the national president of the Associated General Contractors in 2004, as well as president of the Beavers in 2008.

The Engineering Award will be presented to Lee A. McIntire, CEO of CH2M Hill, Englewood, Colorado. A civil engineering graduate of the University of Nebraska, McIntire has more than 30 years of international engineering and construction experience. He spent 15 years at Bechtel, rising to executive vice president of the parent company, serving on the board of directors as well as president of several of Bechtel’s multi-billion dollar companies. McIntire joined CH2M Hill as president and chief operating officer in 2006, adding the CEO title in 2008.

Martin “Dutch” Vliegenthart, vice president and Midwest Region Operations Manager for J. F. Shea Construction, Inc., Walnut, California, will receive the Golden Beaver award for Supervision. A native of the Netherlands and 22-year veteran with Shea, Vliegenthart has successfully completed over 55 miles of tunnels, shafts and chambers as a superintendent, project manager and regional operations director during his 48 years in underground construction.

Alfonso “Al” Fernandez, Vice President of Sales and Marketing with Volvo Construction Equipment & Sales, will receive the Service and Supply Award. A Mining Engineering graduate of the Colorado School of Mines, Fernandez started his career as an office engineer trainee for Ingersoll-Rand before being assigned as a sales engineer.
in Mexico. In 1979 he joined the sales department of I-R’s Pico Rivera, California office and in 1987 was named sales manager of the company’s San Leandro, California office. He was promoted to vice president and branch manager two years later and became Regional Vice President in 2002, continuing to hold this position after Volvo’s acquisition of Ingersoll-Rand in 2007.

Clark to Lead Design-Build of Naval Facility

The Naval Facilities Engineering Command Southwest recently awarded Clark Construction Group – California, LP, a $27.7 million design-build contract for the Naval Consolidated Brig Miramar, a 99,000 sq.-ft. regional confinement facility at the U.S. Marine Corps Air Station Miramar.

The Naval Consolidated Brig Miramar is a multi-story structure comprised of concrete masonry units with precast concrete cells. Clark will design and construct a new Level 1 facility for 120 male service members and a Level 2 facility for 80 female service members who are awaiting trial or serving sentences up to seven years. The brig’s design will allow for flexible configurations in order to accommodate divisions by gender, sentence length, disciplinary status, and special program or treatment needs.

Within the brig will be a dining hall and areas for administrative functions, storage and logistical support, recreational and educational activities, and health services, in addition to a new prisoner industries and maintenance facility. Clark’s scope of work also includes the design and construction of a new parking lot with access road, security fencing and lighting, and utility systems and an emergency generator.

The project will be designed to achieve LEED® Silver certification and to meet the military’s Anti-Terrorism/Force Protection standards.

Design and construction of the project began in the fall of 2009 and completion is scheduled for February 2011. KMD Architects of San Francisco is the project architect. 🗝️
In today’s sluggish economy, contractors are finding it increasingly difficult to remain profitable. Fewer new projects, greater competition, and the need to downsize are some of the primary challenges the industry faces today. To ensure survival through the downturn and to prepare for new opportunities when the market recovers, contractors must make safety a high priority.

When work was plentiful, your safety and risk management department may have spent more time “managing the work” than “managing the risk.” Times have changed, and managing risk is now more important than ever to your future success. While you may be tempted to cut back and pay less attention to safety and risk management, now is the best time to instill a stronger safety culture, improve controls, and lower your total cost of risk.

A Strong Safety Culture

Like so many others, your company may have reduced staff in response to the construction market slowdown. In doing so, you probably did your utmost to keep your core employees on the job. Not only are these valued workers your best, but their talent and skills will be needed to help your company prosper in the future when the economy rebounds and work picks up. They are also likely the most familiar with company procedures and safe practices. However, relying solely on the experience of this group without monitoring and upgrading your safety program can reduce your company’s attention to safety. This can lead to increased injuries and the loss of some of those same key employees you’ve fought so hard to retain.

Another good reason to increase your safety focus is the protection and improvement of your company’s experience modification rate, or “exmod”. The exmod is a discount or surcharge applied when premiums are calculated to adjust premiums up or down for the employer’s loss experience when compared to the average for similar businesses. Experience modifiers above 100% raise rates, and those under 100% reduce rates for individual employers. A company’s exmod is driven by both frequency and the severity of injuries, and recent changes to the California exmod formula have placed greater emphasis on the employer’s actual loss experience. Now more than ever, an increase in the frequency and/or the cost of workplace injuries will negatively affect your exmod and drive insurance premiums up over time. To make matters worse, many project owners use the exmod as a qualifier for bidding on new projects. A high or increasing exmod makes it even more difficult for a builder to secure sought-after contracts.

Your company can head off these negative impacts by emphasizing safety to manage your total cost of risk. Closely analyze your workplace injury trends to determine what changes and improvements may produce better-than-satisfactory results. Supervisor/employee accountability, early return-to-work programs, and the implementation of pre-work stretches are just a few ways your company can strengthen its safety culture.

Controlling Your Costs

A company’s goal to have zero incidents and the loss of some of those same key employees you’ve fought so hard to retain.

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Controlling Your Costs

A company’s goal to have zero incidents helps drive its exmod lower. However, the possibility of accidents always exists despite best prevention efforts. Having a well-planned and executed post-injury process in the event of an on-the-job injury is crucial for managing your total cost of risk.

- Investigate incidents. In addition to what’s required by your Incident and Injury Prevention Plan and for significant injuries, investigate ALL accidents to learn what you can change, modify, or put in place to prevent future similar occurrences.
- Get initial medical treatment for the injured worker as soon as possible. Your claim administrator can supply a list of nearby preferred providers.
- Report the injury to the carrier immediately. Timely incident reporting helps ensure that claims are well managed.
- Remain in continuous contact with the injured worker. When he or she understands that the company cares, morale stays strong and recovery can be achieved sooner.
- Maintain a dialogue with your carrier. Make sure the carrier receives timely information. Communicate your concerns.

Develop or improve early return-to-work/transitional-work opportunities. Returning workers to the job as soon as possible is a win-win scenario. The injured employee becomes productive again, and claim costs are reduced.

As a construction contractor, you actively manage projects, budgets, schedules, manpower, fleet, and equipment. Your workers’ compensation total cost of risk should be no different. Improving upon your safety culture and managing your risk drives advancements in safety and reduces the costs of accidents, improving your control of overall insurance expense. A strong focus on safety yields real benefits including keeping experienced workers on the job, a highly-effective safety program, loyal employees that will be available to grow the company, and a lower exmod to help you be more competitive as the economy improves.

In today’s construction market, every contractor must be at its best. Managing total cost of workers’ compensation risk through improved safety can strengthen your company’s bottom line and future prospects.

Doug Hirsch is Vice President – Loss Control for SeaBright Insurance Company.
### Top 10 Projects Awards

Following are the top 10 public project awards in California last month, compliments of McGraw-Hill Construction.

<table>
<thead>
<tr>
<th>Project Title</th>
<th>Project City</th>
<th>Reported Low Bid Amount</th>
<th>Company</th>
</tr>
</thead>
<tbody>
<tr>
<td>DOD Army Medical Facilities (Repair/Minor Const) (IDIQ)</td>
<td>Mobile</td>
<td>$750,000,000</td>
<td>U S Army Corps of Engineers</td>
</tr>
<tr>
<td>RFP/DB: Oakland Airport Connector (DESIGN/BUILD)</td>
<td>Oakland</td>
<td>$415,000,000</td>
<td>SF Bay Area Rapid Transit District (BART)</td>
</tr>
<tr>
<td>Bay Division Reliability Upgrade - Bay Tunnel</td>
<td>Newark</td>
<td>$215,294,530</td>
<td>City &amp; County of San Francisco</td>
</tr>
<tr>
<td>RFP/CM: Renovation Federal Office Bldg (50 UN Plaza)</td>
<td>San Francisco</td>
<td>$100,000,000</td>
<td>US General Services Administration</td>
</tr>
<tr>
<td>Satellite Earth Terminal Station Facility (DESIGN/BUILD)</td>
<td>San Miguel</td>
<td>$100,000,000</td>
<td>USACE Sacramento Dist</td>
</tr>
<tr>
<td>Orange Line Extension (Design/Construct)</td>
<td>Canoga Park</td>
<td>$100,000,000</td>
<td>LA County Metropolitan Transit Authority</td>
</tr>
<tr>
<td>CA/DOT Roadway Reconstruction With PCC Pavement</td>
<td>Placer</td>
<td>$89,979,959</td>
<td>State of CA Dept of Transportation</td>
</tr>
<tr>
<td>CA/DOT Construct Bridges - Roadway And</td>
<td>San Francisco</td>
<td>$80,775,457</td>
<td>State of CA Dept of Transportation</td>
</tr>
<tr>
<td>RFP/GC: Long Beach Courthouse Building (DESIGN/BUILD)</td>
<td>Long Beach</td>
<td>$50,000,000</td>
<td>Judicial Council of California</td>
</tr>
<tr>
<td>Elevators/ Escalators/ Moving Sidewalks</td>
<td>Los Angeles</td>
<td>$40,832,719</td>
<td>City of Los Angeles Airports</td>
</tr>
</tbody>
</table>

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*This graph depicts the value power plants, gas and communications projects historically (2007 & 2008) and Forecast (2009, 2010 & 2011) in the state of California. Value is in thousand. Information provided courtesy of McGraw-Hill Construction*
GUEST COMMENTARY

Facing Uncertainty? Build a Foundation for Change
By Jake Appelman and Phil Warner

"Maturity of mind is the capacity to endure uncertainty."
John Finley, Former NY Commissioner of Education

The “capacity to endure uncertainty” is a good quality in a leader, but leaders with a truly mature mind will also realize that uncertainty is not simply something to endure—it is something to overcome. It is safe to say many construction leaders have had to deal with more than enough uncertainty over the past year. Credit freezes, dwindling backlogs, increasing project cancellations and delays and the scramble to win work funded by billions in government stimulus money are just some of the challenges facing the construction industry. Younger leaders trying to make sense of the current economic crisis may long for the “good old days” of the last decade when the greatest concerns were finding enough people to do the work and deciding how fast they wanted to grow their companies. Facing today’s uncertain times, leaders can feel like they are being thrown around in all directions at once. Seasoned leaders more often understand that in order to get traction, one needs the grounding of a firm foundation of purpose and values to serve as a reference point for change.

Leaders know all too well their jobs are rarely easy, even during the best of times. In challenging times, the load grows even heavier as leaders wrestle with decisions about who to keep, who to let go, how to keep staff inspired and how to fend off increasingly fierce competition. One of the greatest mistakes a leader can make in the face of all this change and uncertainty is losing connection with their own guiding principles and the principles of their organizations. When faced with the pressure to make quick decisions, two things should not change:
- Who you are as a leader
- Who you are as a company

Who You Are as a Leader

The recent economic challenges bring a set of problems for which there are few easy answers. These are uncharted waters for many leaders, especially for young leaders with little to no experience leading a company or a division through a deep recession. In these situations, effective leaders seek out objective data, constantly monitor financial performance and develop specific action plans. However, many of the difficult decisions leaders face in a bad economy outstrip the utility of a purely rational, numbers-based approach.

Consider the example of a leader facing the decision of whether to lay off additional people or cut one’s own salary along with the salaries of the executive team. Clear-eyed analysis and evaluation of various scenarios will only take this leader so far. In the end, leaders need to take a hard look inside to find the right decision. When facing these situations, great leaders rely on a stable foundation built on personal purpose and core values.

Leaders who do not have a strong foundation in place run many risks in a bad economy.
One of those risks is burnout, which at its root is more about losing the connection with your purpose and values than it is about long hours on the job.

Who You Are as a Company

Just as the most effective individuals rely on a shared set of values and purpose, so do great companies. A significant body of research validates the importance of a shared set of values and purpose to sustain outstanding organizational results. This research spans from In Search of Excellence by Peters and Waterman to the more recent work of Collins and Porras in Built to Last. Throughout this research, we see that the work done on identifying the company’s purpose and values and instilling those qualities throughout the company helps companies and leaders move beyond the norm and overcome uncertainties.

Leaders who do not have a strong foundation in place run many risks in a bad economy. Consider the example of Johnson & Johnson, a company with a 120-year corporate history that spans two World Wars, the Great Depression, countless administration and policy changes and the infamous cyanide-laced Tylenol incident of the 1980s. While Johnson & Johnson’s strategies, tactics, marketing plans and leadership teams change, the one factor that stays constant is the founding philosophy laid down by Robert Wood Johnson in the early 1900s. The purpose and values serve as the glue that holds the organization together and drives alignment through all levels of a very large organization.
Having a set of core values and a purpose statement displayed on a poster in the hallway is fundamentally different from a company whose purpose and values integrate deeply into the fabric and systems of the organization. In a recent survey of successful contractors (“Profiles in Success — How Contractors Define and Achieve Success,” FMI Quarterly, 2009), we received many comments similar to the following:

"Success is the continuous re-creation of the business as a strong, prosperous and diversified organization through which lives the values of our founders." (CEO, Civil Contractor, $85M)

"It is important to me to develop a business with a culture that embraces our core values, which include safety, integrity, professionalism and responsiveness. We get a lot of satisfaction from seeing our employees develop and being part of a community and contributing to its success." (CEO, Electrical Contractor, $30M)

It is also important that individual leaders support and model company values. If senior leaders act in ways that contradict the core values, the result is oftentimes cynicism and disengagement throughout the entire organization.

One prominent example is the now infamous story of Enron. Enron’s values, as stated in their 1998 annual report, were respect, integrity, communication and excellence. However, the most highly rewarded people in the organization clearly disregarded those values. Great organizations are full of leaders who authentically believe in the purpose and values and use them as a strategic filter to plan, organize and allocate resources in a way that is true to who they are and ultimately drives profit. In our trying times, it is essential for companies to remember who they are at the core, while simultaneously articulating a clear vision for the future.

Jake Appelman is a senior consultant with the Leadership and Organizational Development Group at FMI. Jake specializes in helping build great, enduring companies through one-on-one relationships with senior leaders. He can be reached at jappleman@fminet.com or 303.377.7220.

Phil Warner is a research consultant with FMI. He may be reached at 919.785.9357 or via e-mail at pwarner@fminet.com.

Attention AGC Members:

Do you have noteworthy projects that your firm is building, milestones your company has reached, personnel changes or other news of interest to the industry? The California Constructor spotlights projects and other AGC of California member news throughout the year. Please email your news to the Constructor Editor, eatonc@comcast.net, fax to (707) 789-9519 or call (707) 789-9520.

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1250 Halyard Dr., West Sacramento, CA 95691
Contact Delia Campos 916-571-2422 • camposd@agc-ca.org

BAY AREA
FEBRUARY 10, 2009 • 7:30 – 10:00 am
CORINTHIAN EVENT CENTER, 196 N. 3rd St., San Jose CA 95112
Contact Kristin Fracisco 925-827-2422 • fracisco@agc-ca.org

SOUTHERN CALIFORNIA
FEBRUARY 23, 2009 • 7:30 – 10:00 am
AYRES HOTEL AND SUITES, ONTARIO CONVENTION CENTER
1945 East Holt Blvd., Ontario CA 91761
Contact Carol Hackler 626-608-5800 • hacklerc@agc-ca.org

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