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Opportunities in Alaska

Public/Private Partnerships
Funding infrastructure collaboratively

2007 Capital Budget Breakdown
Is Alaska’s economy overheated?

Annual AGC Golf Tournament Winners
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### Southcentral

**ANCH Seward Hwy MP0-MP8 PHS II**
- $13,864,959
  - Quality Asphalt Paving

**KENAI Airport Runway Improvements Project**
- $10,659,554
  - Quality Asphalt Paving

**Homer Area 2006 Road Surfacing**
- $9,688,690
  - Quality Asphalt Paving

**ANCH Ship Creek Trail PHS III & PHS IV**
- $7,076,528
  - Wilder Construction

**ANCH AIA Lake Hood Echo Parking PHS I/Lakeshore Taxway**
- $3,197,194
  - Quality Asphalt Paving

**Eagle River Landfill Gas Collection/Control System PHS I**
- $3,860,787
  - Udellhoven Oilfield Services

**ANCH AIA Lake Hood Echo Parking PHS I/Lakeshore Taxway**
- $3,197,194
  - Quality Asphalt Paving

**Whittier ShotGun Cove Rd Improvements PHS I**
- $3,185,339
  - D & L Construction

**ANCH Bragaw St Vault/ANCH Loop WTM PHS IV**
- $2,898,000
  - Alaska Mechanical Inc

**Kena Kalifornsky Beach Rd MP 4.3 - MP 11 Resurfacing**
- $2,687,381
  - Quality Asphalt Paving

**SEward Avtec Training Center**
- $2,394,661
  - Blazy Construction Inc

**ANCH Stadium Improvements**
- $2,169,504
  - H Watt & Scott

**Palmer Chugach Street Rehabilitation**
- $2,011,841
  - Pruhs Corporation

**ANCH Bayshore Dr Improvements/ Marathon Circle Rd**
- $4,504,363
  - Tam Construction

**Wasilla Apron Improvements PHS IC**
- $4,017,025
  - Wolverine Supply Inc

**ANCd A System Water Distribution Facilities Group**
- $1,765,328
  - Haakenson Electric Inc

**Whittier Arrc Bridge F5.7 ConcretE Deck**
- $1,738,837
  - West Construction Co

**Palmer Airport Rehab T/W B Pavement/Lighting/navAids**
- $1,687,746
  - Quality Asphalt Paving

**SOLDotNa Sewer/Water Utility Service**
- $1,501,000
  - North Star Paving & Construction

**Wasilla Old Matanuska Rd/Garden Terrace Water Lines/Prv Bld**
- $1,433,296
  - Alaska Road Boring Company

**Willow Susitna Landing Facility Improvements**
- $1,404,677
  - North Star Paving & Construction

**ANCH Awwu Sullivan Arena/Ben Boeke Water Upgrade**
- $1,371,481
  - Isabelle Construction & Excavating

**Kena Flood Repairs Phase I**
- $1,355,463
  - Construction Unlimited

**ANCH Service Patrol/Transfer Station Svcs**
- $1,342,738
  - Purcell Security Services

---

### Low Bids for 2006

<table>
<thead>
<tr>
<th>Category</th>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
<th>July</th>
<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
<th>December</th>
<th>Total</th>
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</thead>
<tbody>
<tr>
<td>Building</td>
<td>$13,942,884.34</td>
<td>$14,567,618.64</td>
<td>$13,811,208.05</td>
<td>$26,154,201.31</td>
<td>$31,061,750.15</td>
<td>$19,968,531.43</td>
<td>$26,765,284.20</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$193,633,593.45</td>
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<tr>
<td>Military</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$70,090.83</td>
<td>$47,150.00</td>
<td>$1,406,471.00</td>
<td>$222,313.00</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>$477,134,903.30</td>
</tr>
<tr>
<td>Other</td>
<td>$2,664,148</td>
<td>$6,664,148</td>
<td>$6,664,148</td>
<td>$662,948.00</td>
<td>$1,227,300.00</td>
<td>$79,728.00</td>
<td>$42,547,956.20</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$251,976,235.00</td>
</tr>
<tr>
<td>Trans</td>
<td>$10,363,555.45</td>
<td>$17,715,376.95</td>
<td>$17,715,376.95</td>
<td>$62,915.06</td>
<td>$5,055,583</td>
<td>$4,619,000</td>
<td>$26,675,284.20</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$434,001,255.30</td>
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<tr>
<td><strong>Total</strong></td>
<td>$24,540,529.86</td>
<td>$39,476,523.97</td>
<td>$60,796,761.87</td>
<td>$87,738,683.09</td>
<td>$60,326,555.85</td>
<td>$58,750,863</td>
<td>$44,092,717.46</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>$594,521,419.47</td>
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### Low Bids for 2005

<table>
<thead>
<tr>
<th>Category</th>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
<th>July</th>
<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
<th>December</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building</td>
<td>$26,760,972.79</td>
<td>$24,459,939.38</td>
<td>$26,989,975.34</td>
<td>$43,249,969.35</td>
<td>$40,315,103.88</td>
<td>$26,451,792.45</td>
<td>$18,840,219.87</td>
<td>$28,293,198.72</td>
<td>$13,157,826.00</td>
<td>$5,321,597.41</td>
<td>$6,719,769.09</td>
<td>$3,414,424.75</td>
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<tr>
<td>Military</td>
<td>$28,906,792.00</td>
<td>$1,495,172.50</td>
<td>$0.00</td>
<td>$3,750,000.00</td>
<td>$31,536,456.50</td>
<td>$17,653,397.10</td>
<td>$2,716,523.62</td>
<td>$4,923,829.88</td>
<td>$916,963.00</td>
<td>$0.00</td>
<td>$796,493.00</td>
<td>$55,247,982.02</td>
<td>$3,354,424.75</td>
</tr>
<tr>
<td>Other</td>
<td>$6,478,566.73</td>
<td>$8,765,210.12</td>
<td>$10,757,297.18</td>
<td>$4,497,544.28</td>
<td>$5,464,245.59</td>
<td>$19,067,145.44</td>
<td>$31,150,107.00</td>
<td>$18,151,045.06</td>
<td>$2,451,177.00</td>
<td>$1,860,450.00</td>
<td>$190,610.00</td>
<td>$558,295.29</td>
<td>$664,473,170.28</td>
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<tr>
<td>Trans</td>
<td>$30,222,320.74</td>
<td>$24,681,869.23</td>
<td>$47,033,944.13</td>
<td>$92,464,723.94</td>
<td>$86,787,620.93</td>
<td>$93,974,946.86</td>
<td>$185,042,670.76</td>
<td>$37,174,538.10</td>
<td>$8,931,648.11</td>
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<td>$0.00</td>
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<td>$477,134,903.30</td>
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<tr>
<td><strong>Total</strong></td>
<td>$355,978,131.73</td>
<td>$227,202,166.67</td>
<td>$112,327,246.86</td>
<td>$119,909,258.34</td>
<td>$188,765,529.18</td>
<td>$128,237,581.15</td>
<td>$111,146,016.85</td>
<td>$79,095,537.28</td>
<td>$24,867,882.11</td>
<td>$30,847,238.75</td>
<td>$75,904,376.03</td>
<td>$3,716,051.00</td>
<td>$1,510,951,700.72</td>
</tr>
</tbody>
</table>

1. Source from projects advertised in the AGC of Alaska Bulletin
2. Calculations based on data of bid
3. Supply/Service; Non-Construction bid results are not always advertised in the bulletin
4. RFP results are not always advertised in the bulletin
ANCH ABBOTT LOOP COMM PARK IMPROVEMENTS PHS II RE-BID
$1,241,577
H Watt & Scott

MCCARTHY ROAD MP 18.3 HUG-A-BOULDER BEND
$1,206,075
Harris Sand & Gravel

ANCH RESIDENTIAL SOUND INSTALLATION PHASE V-A
$1,140,527
Koch Corp

ANCH 2006 SURFACE RESTORATION CONTRACT
$1,131,493
GMG General Inc

HOMER KACHEMAK DRIVE WATER/SEWER PROJECT PHASE I
$1,119,990
Zubeck Inc

ANCH SUBSTATION #6 UPGRADE
$1,083,811
City Electric

ANCH ARRC BRIDGE 305.7 STEEL ASSEMBLIES
$1,079,798
Fought & Company

TANANA SCHOOL MAJOR MAINT/KITCHEN RENOVATION
$2,929,400
Alaska Mechanical Inc.

FBKS UAF PHYSICAL PLANT RENEWAL PHS II
$2,800,000
Ghemm Co

FBKS BIG DIPPER ICE ARENA REFRIGERATION REPLACEMENT
$2,778,343
Chugach Alaska Corporation

GULKANA AIRPORT PERMANENT REPAIRS
$1,934,398
Alaska Road Builders

DALTON HWY MP 414 EROSION CONTROL
$1,820,042
Brice Inc

FBKS JP JONES CENTER ADDITION/IMPROVEMENTS PROJECT
$1,535,900
Richard Stanton Construction

FBKS BADGER ES ROOF REPLACEMENT
$1,133,150
Consolidated Enterprises Inc

INTERIOR

FT WAINWRIGHT SIKU BASIN REPLACEMENT HOUSING
$73,837,234
Osborne Construction Co

FBKS FIA AIRCRAFT CARGO APRON REPLACEMENT
$13,855,860
Great Northwest Inc

FBKS STREET/DRAINAGE PHS I 19TH AVE
$11,565,165
Exclusive Paving

ANCH 2006/2007 MISCELLANEOUS CONSTRUCTION SVCS
$1,056,029
Sea Coast Construction

WASILLA WILLIWA MANOR INTERIOR/EXTERIOR RENOVATIONS
$1,050,000
Denali General Contractors

GULKANA AIRPORT PERMANENT REPAIRS
$1,934,398
Alaska Road Builders

FBKS UAF PHYSICAL PLANT RENEWAL PHS II
$2,800,000
Ghemm Co

FBKS BIG DIPPER ICE ARENA REFRIGERATION REPLACEMENT
$2,778,343
Chugach Alaska Corporation

FBKS JP JONES CENTER ADDITION/IMPROVEMENTS PROJECT
$1,535,900
Richard Stanton Construction

FBKS BADGER ES ROOF REPLACEMENT
$1,133,150
Consolidated Enterprises Inc

INTERIOR

FT WAINWRIGHT SIKU BASIN REPLACEMENT HOUSING
$73,837,234
Osborne Construction Co

FBKS FIA AIRCRAFT CARGO APRON REPLACEMENT
$13,855,860
Great Northwest Inc

FBKS STREET/DRAINAGE PHS I 19TH AVE
$11,565,165
Exclusive Paving

ANCH 2006/2007 MISCELLANEOUS CONSTRUCTION SVCS
$1,056,029
Sea Coast Construction

WASILLA WILLIWA MANOR INTERIOR/EXTERIOR RENOVATIONS
$1,050,000
Denali General Contractors

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Vice President
Commerical Lender
Unique Branch

Earl W. Ford
President
Sunshine Enterprises
Anchorage Development & Construction

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Alaska
ARCTIC & WESTERN

UNALAKLEET AIRPORT PAVING
$21,165,734
QAP

TUNTUTULIAK AIRPORT RELOCATION PHS II
$17,104,137
Knik Construction

SHELDON POINT K-12 SCHOOL REPLACEMENT
$13,121,000
Bering Pacific Construction

POINT LAY AIRPORT IMPROVEMENTS
$10,484,400
Knik Construction

NOME AIRPORT ARFF/SRE BLDG
$9,793,000
SKW Eskimos Inc

UNALAKLEET BULK FUEL UPGRADE
$8,858,000
Hankal Construction

ATMAUTLUAK/TOKSOOK BAY SCHOOL ADDITIONS RE-BID
$7,823,000
SKW Eskimos Inc

NEW STUYAHOK AIRPORT IMPROVEMENTS PHS III
$4,939,990
B C Contractors

BETHEL AIRPORT APRON IMPROVEMENTS PHS IV
$4,743,172
Knik Construction

WAINWRIGHT WATER RESERVOIR PROJECT PHASE II
$4,181,000
Bering Pacific Construction

NOME AIRPORT REHABILITATION
$3,171,401
Knik Construction

WAINWRIGHT WATER RESERVOIR PROJECT PHASE I
$3,078,000
T Bailey Inc

BARROW SENIOR CENTER UPGRADES/MAINTENANCE PHASE I
$2,560,000
SKW Eskimos Inc

TUNTUTULIAK SCHOOL WATER TREATMENT UPGRADES
$1,996,000
Dowland Construction

BARTER ISLAND AIRPORT RUNWAY 6-24 SURFACE REHAB
$1,670,000
Kaktovik Constructors

KLUKWAN SCHOOL GYM ADDITION
$1,388,558
North Pacific Erectors

AK LKSD DESIGN/BUILD DUPLEX TEACHER HOUSING
$1,528,000
Bering Pacific Construction

DILLINGHAM UAF CAMPUS SOUTH ADDITION
$1,427,000
Concor Construction

AK REMOTE VILLAGES MATERIALS SUPPLY
$1,419,991
Baranof Island Enterprises LLC

KOTZEBUE WATER STORAGE TANK REHABILITATION
$1,405,799
Rockford Corp

BARROW ITSIGROOK DAM SPILLWAY RENOVATION
$1,270,000
UIC Construction

POIN LAY CULVERT UPGRADES
$1,185,000
SKW Eskimos Inc

NUIQSUT CITY HALL ADDITION/ALTERATION
$1,137,000
UIC Construction

KLUKWAN SCHOOL GYM ADDITION
$1,388,558
North Pacific Erectors

KETCHIKAN USCG ISC WHARF REPAIRS
$1,366,205
Northern Management Services

JUNEAU MONTANA CRK RD/SKATERS CABIN RD REHAB
$1,214,576
Miller Construction Co Ltd

GRAVINA ISLAND BOSTWICK TIMBER ACCESS ROAD PROJECT
$1,193,150
Ketchikan Ready Mix & Quarry

JUNEAU BAYVIEW PUMP STATION/FORCE MAIN
$1,076,744
Miller Construction Co Ltd

SOUTHEAST

KETCHIKAN SOUTH TONGASS HWY WIDENING/RECONSTRUCTION
$8,679,095
Secon Inc

SITKA SAWMILL CREEK ROAD PHS II
$8,028,096
S & S General Contractors

KETCHIKAN TONGASS AVE FERRY TERMINAL TO THIRD AVE PHS I
$5,585,420
Secon Inc

SITKA OLD THOMSEN HARBOR REPLACEMENT
$5,193,698
Dawson Construction

WRANGELL HARBORS FLOAT REPLACEMENT
$3,025,700
Tamico Inc

SITKA HIGH SCHOOL ROOF REPLACEMENT
$2,300,000
Universal Roofing Of Alaska

KETCHIKAN SHIPYARD MACHINE SHOP EXTENSION
$2,042,000
Dawson Construction

PETERSBURG SANDY BEACH RD/SAND BLDG PARKING LOT
$1,678,465
Secon Inc
CONSTRUCTION ACTIVITY

HIGHWAY

BUILDING

ANNUAL

$500,000,000
$450,000,000
$400,000,000
$350,000,000
$300,000,000
$250,000,000
$200,000,000
$150,000,000
$100,000,000
$50,000,000
$0

$1,200,000,000
$1,000,000,000
$800,000,000
$600,000,000
$400,000,000
$200,000,000
$0

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What has AGC of Alaska accomplished for our members during the past year? What challenges lie ahead, and how can your association better serve you in the future? As my term as President of AGC of Alaska comes to a close I wanted to take a look at some of the highlights of the past year.

In the area of workforce development AGC was successful in a number of areas. During the legislative session, AGC of Alaska successfully obtained a $1 million grant from the state to fund a pilot program based at the King Career Center.

Together with our partners; the Anchorage School District, Anchorage Home Builders Association, Alaska Department of Labor, and Alaska Works Partnership, we will use this program to provide basic construction skills to students and young adults seeking entry level positions in our industry.

The Mat-Su Construction Academy is up and running at Wasilla High School for the 2006-07 term. The new facility will be open next year. AGC has been working hard with the Mat-Su School District to see this academy become a reality. Special thanks to AGC members Rob Dunn (ASGC), Knick Knickerbocker (AK Constructors), Jeff Miller (Cruz Construction), Ben Northey (Colaska Inc.), Chris Reilly (Universal Roofing), Mike Swalling (Swalling Construction), and AGC staff Vicki Schneibel and Juania Kardell who have been working hard with the Mat-Su faculty to complete development of the construction math curriculum.

In the postsecondary education area AGC of Alaska, thanks to a lot of work from some dedicated members and staff, we achieved some real milestones during the past year. The Education Committee raised $106,200 for the degree development fund at UAA. Special thanks to all who contributed! This fund will be used to develop the curriculum for a Bachelor’s of Science Degree in Construction Management. Many years of hard work by the Fairbanks Task Force saw the establishment of a $50,000 AGC scholarship endowment at UAF this year. AGC’s $25,000 contribution was matched by a $25,000 UAF contribution to fund this endowment.

AGC of Alaska was the recipient of two awards related to our workforce development programs. The Mat-Su Borough School District selected our chapter as its “Business Partner of the Year” for AGC’s work on the new Mat-Su Construction Academy. At the AGC of America National Convention in March, AGC of Alaska and the Construction Industry Progress Fund received the award for the “Best Individual Public Relations Campaign,” for our campaign “Improving the Image of Construction Workers in Alaska.”

With President George W. Bush’s signing of SAFETEA-LU, the $244 billion federal highway bill, Congressman Don Young, together with Senators Ted Stevens and Lisa Murkowski, secured approximately $600 million for infrastructure improvements for Alaska. The debate continues concerning how we will spend this money but I believe that all Alaskans will agree, infrastructure improvements are badly needed in many areas of our state and are good investments in our future. We continue to work closely with DOT/ PF through our Legislative Committee and our DOT/PF Partnering Group to resolve issues such as privatization of construction work performed by the state, and equitable contract language to address the volatile materials markets.

The Department of Defense continues to spend considerable tax dollars in Alaska. AGC’s challenge remains how all Alaskan contractors can get a fair chance to compete for these tax dollars. The Corps of Engineers in particular seems determined to eliminate fair and open competition for tax dollars that they are entrusted to spend. Their response when asked why they use the “alternate” procurement methods they do is that “they are mandated by Congress.” I’ve had the opportunity to talk to Alaska’s Congressional delegation regarding this and their response is “who in Congress?” I see a long battle in this area to preserve the fair and open competition that our association was founded upon, and taxpayers expect. It’s an area where all of us need to get involved and push.

In the past, AGC of Alaska has concentrated on statewide issues. Over the last couple of years, the executive board has made the decision to pursue an issue that, although restricted to Anchorage for now, could affect urban areas throughout the state. The Municipality of Anchorage’s rewrite of its land use ordinance, Title 21. AGC of Alaska owes a great deal of thanks to Jim Ferguson who has spent hundreds of hours of his time attempting to help us get our arms around this beast, and the end is nowhere in sight. The rewrite of Title 21 will affect everyone. Its impact will be wide-spread and deserves the attention of our association to make sure that it gets done right.

For 58 years the Associated General Contractors has been the leading voice of our industry in Alaska. AGC’s membership history is made up of industry leaders who “got involved” and literally invented the industry we have today in Alaska. I started out my term as president talking about “opportunity.” I believe the greatest opportunities in Alaska are yet to come and our industry will be in the center of it all. Pipelines, ANWR and major resource development projects are in our future. Get involved, it’s the best career decision you’ll ever make!
We’re ready to serve Alaska for another 50 years.

With 50 proud years of service under our wings, Northern Air Cargo delivers to more of Alaska than any other carrier.

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EXECUTIVE DIRECTOR’S MESSAGE

DICK CATTANACH
Executive Director

CIPF ad campaign boosts public perception of industry

More than a decade ago, the Board of Directors of AGC determined that the construction industry needed to take action to deal with the perceived image problem of the industry and the projected shortage of skilled construction workers. The strategy developed by the board led to the creation of the Construction Industry Progress Fund (CIPF). Since its creation, the CIPF has developed a program to deal with these issues, utilizing a cooperative effort of both management and labor representatives and both union and non-union companies.

For more than four years contractors have been contributing to the CIPF. While the CIPF engages in many activities to promote the industry, the primary vehicle has been the development of a series of television commercials designed to emphasize the many positive aspects of the industry. The television ads and the coordinated print media campaign won awards from national AGC and the Public Relations Society of Alaska, as well as the prestigious Silver Anvil award of Excellence from the Public Relations Society of America.

While winning awards and kudos from professional groups is nice, the issue confronting the CIPF trustees is whether these efforts have a positive impact on the public. To determine the impact, the trustees implemented a program to survey the public just prior to the release of the advertisements and then again after the campaign’s conclusion.

The first poll taken in the second quarter of 2004 showed that 61 percent of respondents had positive feelings about the construction industry while 21 percent had negative feelings. The poll completed in June of 2006 showed that 67 percent of the respondents felt positively about the industry while 16 percent were negative. The 2004 results reflected public attitudes prior to any ads while the current numbers reflected attitudes four months after the last ads were run. The survey results suggest that the advertising campaign has contributed to an improvement in the image of the industry and a reduction in the negative attitudes.

Reflecting on the awards and the survey results, it appears that the program developed by the CIPF has a positive impact on the public’s perception of the industry. The construction industry owes the CIPF trustees a vote of thanks for the program they designed.

Highway Construction and Noise

The latest CIPF survey included two wildcard questions dealing with important issues of the day. The first question was based on the fact that there seems to be a positive correlation between population growth and the public’s tolerance for the inconveniences caused by highway maintenance. The theory is that the greater the population, the greater the traffic problems, and the less patience the public has for inconveniences caused by highway maintenance.

Specifically, the first wildcard asked “Do you think that there is too much road construction going on in Anchorage at the moment, too little construction, or about the right amount?” Of those, 68 percent indicated there was the right amount of construction. One in six respondents believed that there was too much, while one in seven believed that there was too little.

The second question was “The summer months are a busy season for road construction in Anchorage. Two side effects of road construction are noise and traffic congestion. Do you think it is better that road construction: (a) Occur during the daytime hours when noise is less of an issue, but when traffic congestion will occur, or, (b) During the nighttime hours, where traffic congestion will be much less, but when noise may be more of an issue?” By almost a two to one margin, the respondents opted for less inconvenience from daytime construction and more noise at night. This attitude is typical of larger cities where much of the road construction and maintenance work is performed at night to avoid inconveniencing commuters. This choice is selected even though it means that the tranquility of the night might be temporarily compromised for some residents.

Interestingly, the Municipality of Anchorage is proposing to revise its noise ordinance to reduce the nighttime impact of construction noises. Depending upon what is finally adopted, it is possible that the municipality might be imposing an ordinance that will mandate an increase in highway construction and maintenance during the daytime. This movement seems contrary to the expressed desires of the public to have less daytime impact. Perhaps the municipality should reexamine its position and consider the merits of the public’s desires.
For hundreds of Alaska businesses, the gas pipeline offers an opportunity of a lifetime.

The Alaska Gas Pipeline is so huge it will require the services of numerous contractors and suppliers, providing everything from engineering services to gravel hauling.

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To learn more about the Alaska Gas Pipeline, go to www.alaskagasnow.com.
ANCHORAGE MUSEUM
breaks ground on expansion

ANCHORAGE – Work building the $116 million expansion to the Anchorage Museum began with a groundbreaking ceremony at the site Aug. 20. Mayor Mark Begich, Gov. Frank Murkowski and Sen. Ted Stevens were among the dignitaries to address the crowd, as well as Ed Rasmuson, Brian Davies, Daphne Brown and Mary Louise Rasmuson.

Alcan General Inc. is the general contractor for the 70,000 square foot addition, designed by internationally acclaimed architect David Chipperfield, and the Anchorage firm of Kumin and Associates, will provide a new home for approximately 1,000 Alaska Native heritage objects from the Smithsonian’s collections in the National Museum of Natural History and National Museum of the American Indian in Washington, D.C.

Additionally, the Imaginarium Science and Discovery Center will relocate to the museum, bringing its focus on outreach and education to the museum while helping it incorporate experiential exhibits throughout the building. The museum’s new exhibit spaces will be designed by the New York firm Ralph Appelbaum Associates.

The new building will make the museum more accessible to passers-by on C Street through a new main entrance and windowed galleries. The vacant two-acre lawn adjacent the museum will be transformed into a beautifully landscaped public plaza, designed by Seattle’s Charles Anderson Landscape Architecture, that celebrates the environment while creating an active, vibrant place for both outdoor exhibits and recreation. The project is slated for completion in 2010.

ANCHORAGE MACHINERY
opens new Wasilla store

WASILLA—N C Machinery (and N C The Cat Rental Store), the Alaska Caterpillar Machinery/Power Systems dealer, broke ground on a new N C branch set to open in Wasilla in 2007. In celebration, N C hosted a Wasilla-area groundbreaking event at the site of the new store on West Rupee Circle on Aug. 1. As well as promoting what will be N C’s fifth full-service facility in Alaska, the event also highlighted the new Caterpillar E-Series Backhoe, Caterpillar compact construction equipment, the wide variety of Cat and other preferred-brand rental equipment offered by N C The Cat Rental Store, and N C’s comprehensive parts and service support.

Mary Louise Rasmuson pauses for a picture with Anchorage’s last five mayors. Left to right: are Tony Knowles, Tom Fink, George P. Wuerch, Rick Mystrom and current Mayor Mark Begich. Photo: Chris Arend
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**W. W. GRAINGER Inc. expands in Alaska**

ANCHORAGE – W. W. Grainger Inc., a local supplier of facilities maintenance supplies to businesses, opened a new, expanded showroom at 6240 B Street in Anchorage. Grainger has been a member of the Alaska business community for more than 15 years, serving customers such as the military, government institutions, and contractors, as well as the petroleum, mining and tourism industries.

The company’s Alaska expansion, which includes the new Anchorage showroom and a new full-service branch in Fairbanks, scheduled to open early this fall, is in response to customer feedback and the growth throughout the state.

The newly expanded B Street showroom is nearly double the original size, at 2,400 square feet, and features more products conveniently displayed, enabling customers to easily find the items they need. In addition to a larger showroom, the local facility also expanded the size of its warehouse enabling the company to increase the amount of inventory it stocks locally. In total, the Anchorage facility provides customers local access to more than 36,000 products such as safety, janitorial and lighting supplies, as well as motors, material handling equipment and more than 4,000 fasteners.

With annual sales of $5.5 billion in 2005, W.W. Grainger Inc., is the leading broad line supplier of facilities maintenance products serving businesses and institutions throughout North America. Through a highly integrated network, including nearly 600 branches, 18 distribution centers and multiple Web sites, Grainger’s employees help customers get the job done, saving them time and money by having the right products to keep their facilities running.

For more information, call (907) 562-5400; or visit Grainger’s Web site, www.grainger.com. Customers in remote areas of the state can contact Grainger toll-free at (800) 478-4781.

**ANCHORAGE NEIGHBORHOOD HOUSING SERVICES breaks ground on new affordable housing project**

ANCHORAGE – Anchorage Neighborhood Housing Services broke ground July 20, along with Anchorage Mayor Mark Begich and representatives from HUD, on a new housing project that will provide affordable housing for families in Fairview and Spenard.

“One of the goals of my administration is to ensure that working families have quality, affordable homes to live in – that’s what is so exciting about this project,” Begich said.

Anchorage Neighborhood Housing Executive Director, Debe Mahoney, said “We believe that each Alaskan deserves affordable and accessible housing, and projects like this fulfill this goal, while increasing the affordable housing stock in Anchorage. It has been 10 years since ANHS has undertaken a new home construction project, and it is clearly an exciting time for our organization.”

Left to Right: George Haley, Dokoozian Construction LLC; Michael Colon, Field Office Director, Housing and Urban Development; Darrel Hess, Fairview Community Council President; Debe Mahoney, Anchorage Neighborhood Housing Services Executive Director; Carma Reed, Division Manager, Department of Neighborhood, and Anchorage Mayor Mark Begich attend the groundbreaking for a new affordable housing development for families in Fairview and Spenard.

Begich said the city has committed more than $700,000 in partnership with Housing and Urban Development and Anchorage Neighborhood Housing to build more affordable housing in Anchorage.

The project will begin construction of three new single-family homes between 1,372 square feet and 1,449 square feet of living space. The new homes also will have more than 460 square feet of garage space, three bedrooms, one-and-a-half baths, along with sizable yards. The homes will be pre-sold and completion is anticipated for spring 2007.

ANHS focuses its revitalization efforts in five partner neighborhoods within the Municipality of Anchorage: Spenard, Mountain View, Fairview, Government Hill, and Muldoon.

For more information, contact ANHS at (907) 677-8490 or visit http://www.akanhs.org/.

Do you or your company have information to share on recent projects, people and construction updates in Alaska? Send us your AGC member news.

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Who really drives safety performance?

Safety on a construction project starts long before the crew arrives on scene to begin site work. It begins before the survey work, and even before the engineering work. It begins with the project owner.

Construction projects should have robust owner involvement, committed executive leadership for safety from the general contractor, documented safety performance expectations, an effective measurement system, and buy-in from all subcontractors, unions and workers.

Owner’s role in the safety process

An owner actively engaged in the safety process, from the very inception of the project can make a real impact on safety performance and project success, according to a commentary piece by Ron G. Prichard called “Owner safety leadership.” Owners have five key areas where they must actively lead safety, said Prichard, owner of Arcanum Professional Services. They are:

- Define the expectation that safety is an important project outcome required from each contractor participating.
- Communicate the message to all parties bidding on the job.
- Ensure safety is a factor in the evaluation of bids.
- Reinforce the contract requirements with the successful bidder, to ensure that those actually charged with managing the project understand the expectations.
- Monitor safety performance during the course of construction, enforce the terms and conditions of the contract with respect to safety requirements, and close out the construction phase with a post contract evaluation.

In other words, the owner creates the safety culture for the project before the ground is broken.

When safety is factored as a key part of the competitive bidding process, everyone wins. But when safety is not a factor in bidding, a strong message is sent that safety is not important, that cost-cutting and efficiency are more important, and contractors who have a solid safety program in place will be penalized.

Chief executive’s role in the safety process

It is well documented that construction companies have better safety records when the chief executive (could be president, CEO, general superintendent or other title; the person who is accountable for performance) has a strong concern for safety and communicates this concern by word and deed.

According to the book “Construction Safety Management,” chief executives in the best performing construction companies influenced safety results in three basic ways:

- They communicate the company’s goal of “zero accidents” to employees at all levels and to outside groups.
- They place primary responsibility for safety on line managers; holding each line manager accountable for the safety of his or her subordinates.
- They require that staff support groups (e.g. safety, accounting) provide needed expertise and resources to line managers.

Building the culture for zero accidents

Superior safety results take effort, commitment and communication. If the owner is actively working with the chief executives (general contractor and subcontractors) to create a culture for safety, everyone can clearly see the vision and work toward the desired results.

Together the owner and chief executives can foster a strong safety culture by:

- Developing and communicating the vision for safety – not only on the job site, but to the public, regulators, agencies and the industry.
- Establishing leading and lagging safety performance metrics.
- Communicating the results of the metrics on a regular basis.
- Hiring only companies that have good safety records.
- Promoting only managers who have good safety records.
- Talking about safety during pre-bid meetings, post-award meetings, pre-job meetings, during the project and on a regular basis.
- Working together to analyze safety failures – near misses, safety violations, hazards, at-risk behaviors, ineffective procedures and accidents.

The payoff is clear: A safe project reduces potential risk to owners, protects the health and safety of workers, controls construction costs, enhances quality, provides a safe work environment, reduces waste, and meets regulatory compliance requirements.

Chris Ross, CSP, CPLP, is the AGC/NANA Training Systems General Manager. Visit their Web site at www.nana-nts.com or call (907) 565-3300 for more information.
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As chairman of the Legislature’s Senate Labor and Commerce Committee for the past four years, I have heard a vast amount of testimony regarding labor statistics in Alaska. Every year the Alaska Department of Labor’s Commissioner, Greg O’Claray shares with us the yearly progress of his department, statewide facts and figures and their vision for employment opportunities in Alaska.

And every year, I deliver the same message to the Commissioner: “I would like to see us restore the dignity of working with one’s hands in the workforce.” And every year the Commissioner agrees that Alaskans need to advocate reinstating vocational education classes and training in our schools. We don’t always agree on issues, but when it comes to that, there is no dispute.

It appears as though others are finally hearing that message.

This season’s political discussions and the looming gas pipeline have helped highlight Alaska’s dire need for more workers in construction and trades. Across the board, from home construction to road construction – from bricklayers to engineers, from welders to electricians, from gold mines to pipelines – the call for skilled workers has never been greater.

Young adults have a bright future awaiting them in these fields. Our high schools are the largest pool of potential workers in Alaska. We can also recruit students to attend our various post secondary programs. The state can provide opportunities to our students to obtain new skills and a sense of pride and autonomy. These skills will lead to jobs and place opportunity abounds for Alaskans, if we are willing to step up to the plate. The Alaska Department of Labor (ADOL) estimates that during the peak pipeline construction, between 4,400 and 8,600 construction workers – ranging from welders to truck and heavy equipment drivers – will be needed. I want to ensure those jobs are filled with Alaskans.

The state and ADOL have been working diligently on improving and creating new training opportunities and funding in anticipation of the approaching employment swell.

For 2006, we allocated $1.5 million for pipeline training equipment, $7.5 million for the Federal High Growth Job Training Initiative and continued funding for the State Training and Employment Program. In 2007, we will see $3 million invested in a Fairbanks Pipeline Training Facility, $1 million in a State Construction Academy, $850,000 for the Alaska Youth First Initiative and increased investments to the University of Alaska and the Alaska Vocational and Technical Employment Center in Seward (AVTEC).

And once the pipeline contract is in place, the federal government will release another $20 million in training program dollars for Alaska. The opportunities will be there for our workers and I hope Alaskans capitalize on them.

The current situation in our basic construction industry is also ripe with opportunity. Labor leaders and company owners report that they are in crisis now with a depleting workforce and are desperately advocating for more training programs, more students, and more apprentices. In any growing community in Alaska there are companies clamoring for more skilled workers. Even with 30,000 currently employed in construction-related occupations, ADOL predicts that we will need 1,000 new workers every year to keep up with project workloads and a retiring workforce.

This figure does not include the labor needs a gas pipeline will bring. Forty percent of our current construction workforce is over the age of 45 and 20 percent of them are from out-of-state. These are grim statistics. Directing people into these construction-related industries will paint a bright future for Alaskan workers and families, and for our economy.
I recommend a multi-faceted approach to meet the future labor demands of Alaska:

- Promote scholarships to vocational education programs and engineering and construction management degrees;
- Bring back the On The Job Training program;
- Utilize a mentoring program in the trades;
- Develop a career guidance program with school counselors and Job Service that is geared toward vocational education;
- Connect Adult Basic Education (ABE) more closely to the construction trades;
- Focus on remedial programs for ABE students;
- Train the trainers! Alaska needs to keep its vocational educators up on the latest technology. The Mat-Su school district provides the Construction Instructor Academy for professional training and development for vocational instructors. This idea needs to be modeled in the larger school districts to keep Alaska on the cutting edge of the latest technology;
- Revive the community college network as a direct feed to new technology employment.

I have learned throughout my legislative career that good changes often take time to accomplish. But we have made a good start.

With the continued help of the Legislature, department of labor, labor unions, and schools, perhaps someday soon we will have a stronger and varied workforce with dynamic jobs, a thriving economy, and a renewed sense of pride from working with one’s hands.

---

Sen. Con Bunde represents Anchorage District P.
Project labor agreements could lock Alaskans out of gasline jobs

For 30 years oil revenues have enriched the lives of all Alaskans. Today we are closer than ever to a new era of financial stability by commercializing our vast reserves of natural gas.

Gov. Frank Murkowski’s administration negotiated a contract with the three Prudhoe Bay leaseholders to build a pipeline along the Alaska Highway delivering the gas to the Midwest where there’s enough demand to make the pipeline profitable under several gas price scenarios.

Since Gov. Murkowski lost the primary election it is unclear if the gasline project will be left to the next governor. I personally believe there is plenty of time for the Legislature and the administration to complete a gasline contract. (As I write this, the Murkowski administration and producers are working on changes to the contract and will determine if a third special session will take place.)

Election year politics made the gasline contract a political piñata. The Alaska Gasline Port Authority and several political candidates took cheap shots at the contract and everyone who disagreed with them. I want to clear up some of the misinformation that’s out there so if another administration restarts the negotiations we can all have a better understanding of the issue.

A recent opinion column by gubernatorial candidate Tony Knowles in the Anchorage Daily News called for a project labor agreement with construction unions to be part of the contract. This is the same candidate who was governor for eight years and couldn’t even get the producers to sit down at the bargaining table to talk about a gas pipeline.

Knowles claims a project labor agreement puts Alaskans at the front of the line for pipeline construction jobs. That statement just floors me. Project labor agreements can actually lock thousands of Alaskans out of pipeline construction jobs.

First, let me say that I used to be a union member myself. I held a union card with the Carpenters Local 1281 and Operating Engineers Local 302.

The Alaska Department of Labor says our state has about 20,000 construction workers. Only 6,000 of them are unionized. A project labor agreement means only unionized construction workers get pipeline construction jobs. There simply aren’t enough of them to build the pipeline and other projects around the state at the same time.

A project labor agreement will lockout thousands of rural residents from pipeline jobs because virtually none of them are unionized. The gas pipeline is the golden opportunity for villagers to provide for their families and we need to make sure they get that opportunity.

So who will get those remaining construction jobs? Not Alaskans. Thousands of union members from the Lower-48 will be brought up to work on the pipeline while their paychecks go back to Oklahoma and Texas.

The unions like to point to their state funded vocational and union training programs. I have always supported these programs as a legislator and will continue to do so because they create good paying jobs for young people that choose not to pursue a college degree.

What the unions neglect to point out is that these programs only graduate a handful of students each year. In 2004 only 31 students completed training to become truck drivers. The welding programs trained 34 students that same year. Anyone can see there simply aren’t enough graduates to fill the thousands of jobs a gasline project will create.
Political reality says a project labor agreement will be a part of the gas pipeline deal. If that happens, that agreement needs to make sure that it gives Alaskans the first crack at pipeline construction jobs. Union membership should not be a determining factor. Outside workers should only be brought in when, and if, there aren’t enough qualified Alaskans to fill all the jobs for the Alaska portion of the project.

Construction workers shouldn’t be required to join a union to get a pipeline job but they still deserve to be paid the same as unionized workers for similar work and we can do that by paying non-unionized workers Davis-Bacon wages.

No matter which governor gets to finalize a gasline contract the state should strongly consider taking an ownership role in the gasline for several reasons.

If Alaska owns part of the pipeline it gives the state a seat at the decision making table. We will have a strong voice on how the gasline is managed and operated, something we don’t have now with the trans-Alaska oil pipeline.

Critics claim the state will be a minor player in operating the pipeline because the producers will dominate the management process. That conspiracy theory assumes all three producers will agree on every issue and ignores the fact those companies are intense competitors both here in Alaska and around the world.

The highway route also allows for in-state use of the gas. Four take-off points at Fairbanks, the Yukon River, Delta Junction and Glennallen are possible. A spur line to Valdez can even be built.

Just because the pipeline will terminate in Alberta or Chicago doesn’t mean Alaska communities wanting access to the gas have to pay rates that reflect the cost of shipping to those far away locations.

The Federal Energy Regulatory Commission will regulate the pipeline and create mileage sensitive rates. In other words, the monthly gas bill for a homeowner in Fairbanks will be based, in part, on the cost of shipping the gas to Fairbanks, not Canada or Chicago.

FERC rules mandate in-state use of natural gas and a study on in-state usage will be performed before gas starts flowing. The producers are also required to cooperate with Enstar and other companies that provide natural gas service in Alaska.

Time is running out. Federal regulators are warning us that foreign countries will meet America’s growing demand for natural gas if Alaska doesn’t ink a deal with the producers very soon. Even though a small area in Anchorage elected me, I try to look out for the whole state – Tony Knowles should be doing the same thing.

Sen. John Cowdery represents Anchorage’s District 0.
Hypothetically speaking let’s say there is a big project out there; call it a highway. This project is sorely needed in a community where traffic congestion is terrible and commuters are spending two to three hours a day in their cars traveling the 20 miles to work. Land is at a premium. There are no roads that can be built because of a lack of available land.

There is another problem; money. Where will it come from? Who will pay for the existing two-lane highway to be upgraded to eight lanes? Taxpayers are strapped and unwilling to absorb a great tax burden. What can be done?

Enter the private investor. This investor has agreed to partner with the state to redesign, build and operate a new road that will accommodate existing traffic as well as the forecasted traffic for the next 30 years.

How does this happen? What is in it for the investor?

With a little help from the state and a range of private funding sources, when finished, the private partner will re-open the project as a toll road allowing speedy payback to private investors and state backers while shortening commute times.

Any money left over from loan repayment is considered surplus, which the private investor gets to keep. And thus puts money back in the pockets of investors to reinvest in the economy.

Confused?

Here is how it works.

The National Council for Public Private Partnerships explains a public-private partnership as a contractual agreement between a private sector entity and a federal, state or local agency. Through this agreement, the skills and assets of the public and private sectors to the benefit of the general public. Each party also shares in the project’s potential for risks and rewards.

In essence public-private partnerships are a basic relationship between state or federal bodies and private companies. This relationship allows a private firm to design, build and maintain a public infrastructure (such as a bridge, toll road, even a high school) while tapping into private and governmental resources.

Such partnerships are developed to fund large projects that might not be practical with only public funding or with only private funding. It is an arrangement between private and public entities that can result in greater flexibility and financial freedom for both the private partner and the government body.

Concerns for the growing amount of public debt in the 1970s and 1980s prompted people to start looking for alternative ways to finance large projects. Governments both local and state were encouraging private investors to build public infrastructure.

In a December 2004 report to Congress former U.S. DOT Secretary Norman Y. Mineta said “... [G]iven the fact that there are just limited financial resources all the way around, I think the need for [public-private partnerships] is going to grow much more in the future. When you think about the amount of money that goes into research and development on specific transportation modes or when you think about the long timeline it takes in terms of trying to build infrastructure and especially where we’re trying to - lessen the gap between the demand for transportation and the ability of our transportation infrastructure to supply that demand, that it really requires public-private partnerships both in money, thought, and effort.”

Private-public partnerships have been around for centuries. Many public works and projects all over the world have been built using this model.

Projects such as the Royal Ottawa Hospital in Ontario, Canada, the National Maritime College of Ireland, the London Underground, and the Sydney Harbor Tunnel in Australia were all been built through such financial partnerships.

In the United States many notable projects have been brought to life, too, through such partnerships. Central Park in New York City, Downtown Chattanooga Redevelopment in Tennessee, Chicago Skyway Bridge in Illinois, Southern Indiana Toll Road from Martinsville to Evansville, Indiana, and State Route 125, which is under construction in Southern California.

Alaska’s own Anchorage Museum began life as a public-private partnership. This coincided with the 100th anniversary of the purchase of Alaska from Russia.
Five main types of public private partnerships exist, according the Federal Highway Administration report “Partnerships in Transportation Workshops.”

- Partnerships designed to accelerate the implementation of high priority projects by packaging and procuring services in new ways.
- Partnerships that turn to the private sector to provide specialized management capacity for large and complex programs.
- Partnerships that focus on arrangements to facilitate the delivery of new technology developed by private entities.
- Partnerships that draw on private sector expertise in accessing and organizing the widest range of financial resources.
- Partnerships that allow and encourage private entrepreneurial development, ownership, and operation of highways and/or related assets.

These partnerships can involve a myriad of options and varying levels of degree of public and private responsibility (see Delivery Options Graph); from the purely public responsibility of providing all funding and risks to the private corporation who collaborates with many resources thus absorbing more of the risk and cost. The specific type of partnership used is determined by the project need and the agreement between the partners.

Partnerships can be helpful to a multitude of different businesses and governmental agencies. Possible contracts could be acquired and used by the state or federal bodies for operation, maintenance and management facilities, public safety, public works, real estate/economic development, technology, and water/wastewater and transportation infrastructure.

What is a successful public private partnership? According to the National Council for Public Private Partnerships there are several things that need to be taken into consideration. Commitment is at the top of the list. Public officials must be willing to...
work with and support the development of the project. A political leader who is able to inform his/her constituents of the process and help dispel any misperceptions will prove invaluable during the preliminary design and construction periods.

During the process of creating and completing a partnered project, disagreements and misconceptions may arise between the parties involved. Therefore it is paramount that the people involved with financing (the stakeholders) as well as the employees and involved interest groups be kept abreast of the latest news and happenings within the scope of the project along with the public at large.

Income plays a big part of a successful public-private projects. Communication and well thought out plans are important in the scope of what is being considered, but if there is no money to proceed with the plans there are no jobs. Private investors invest in an idea. It is significant to make sure that enough funding is secured to continue the project without harming the community.

Involvement from the public at large also plays a big role. Active participation from people in the community allow entities other than the principal builders or financiers to take a close look at the true design plan. It keeps people informed and aware about what is happening in “their own backyards.”

In addition to involved investors, designers, builders, public officials, and public citizens successful partnerships need to have a plan. Most plans involve a lengthy contract that outlines the responsibilities of each partner and defines what will happen in the event of disagreements and setbacks.

Governments need to clearly consider all the alternatives before proceeding with a partnership plan. Once the process starts it is imperative to find the right partner; one who will work well within this long term “relationship.”

Alaska is in a new era; one that involves the emergence of public-private partnership legislation. The Knik Arm Bridge in Anchorage is a prime example of a possible public-private partnership.

According the “Knik Arm Bridge and Toll Authority Industry Symposium Report” released in January, the purpose of the proposed Knik Arm Crossing project is to provide enhanced access between Anchorage and the Mat-Su.

“The proposed project would further the development of the regional transportation system (moving people, freight and goods) by providing improved vehicular access and surface transportation connectivity between Anchorage, the Mat-Su and Interior Alaska.”

Northern Economics of Anchorage estimates that 15 percent of the Anchorage population plans to move out of the city in the future. Allowing a public-private partnership to move a second transportation corridor between Anchorage and the Mat-Su valley. For commuters in some areas of the borough, the new bridge would reduce the mileage to Anchorage and travel time.
“There is a fundamental flaw in our system. The population is going to come, whether we do anything or not. Not doing anything is not an option,” said Kevin Hemenway, Chief Financial Officer for KABATA.

As far as funding goes, toll road revenue and privately backed financing will comprise 77 percent ($454.3 million) of the bridge’s total cost. Public equity (including federal NHS funds, federal and state capital improvement grants, and state matching funds) is 23 percent ($137.7 million) of the total anticipated cost.

Securing private investor funding will lessen the weight on the tax-paying citizens who are concerned with the ever-increasing rise in taxes and burdens on their wallets.

One of the findings of the KABATA Symposium held last January was that as a whole the Knik Arm Crossing is a good candidate for a partnership. The report also recommended that KABATA own the bridge and maintain control of the project.

Private investors would then bring one or more of the following to the table; finance, design of the project, construction, and/or bridge operation and maintenance when it was available for public use as a toll road. This is a design-build scenario with the option of turning it into a design-build-finance-operate scenario.

In Alaska there is current legislation allowing for design-build contracts and construction to take place (Title 2: Administration, Chapter 12: Procurement, Article 16: Design-Build Construction Contracts).

Public-private partnerships are the future of Alaska.

Benefits include:

• accelerated completion time with less red tape than traditional financing methods,
• cost savings due to competitive bids,
• use of the latest technology and techniques brought to the project by investors that otherwise would not be available to cash strapped governments,
• the use of a private workforce allowing state workers to concentrate on other projects without being stretched thin,
• and, access to non governmental private money.

Laura Bruck is an Alaska-based freelance writer.

Securing private investor funding will lessen the weight on the tax-paying citizens who are concerned with the ever-increasing rise in taxes and burdens on their wallets.

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The initials “F&W,” in F&W Construction Inc. stand for Foresberg and Wiederholt. Ed Foresberg and Al Wiederholt formed the partnership in 1958 after their wives introduced them.

While the men worked out in the field, their wives, Lou Foresberg and Dee Wiederholt managed the Anchorage office. Lou and Dee met while working together for the Army Corps of Engineers.

When Ed retired in 1967, and Al passed away in 1988, ownership and management of the company passed to Wiederholt’s daughter and grandson, Di-Anne Heverling and Robby Capps.

As a commercial building contractor, F&W does primarily public works projects, Capps said. The majority of the company’s work takes place in rural Alaska.

“Currently, we’re working on a project for the Department of Transportation at Chandalar Shelf along the Dalton Highway, and a facility for the Alaska Railroad in Cantwell,” said Capps, who has been with the company since 1986. “It’s actually kind of ironic since most of our work is very remote.”

Remote construction work is a tricky business that involves creativity and long-term planning, he said. The pieces and parts are the same, Capps said, but the logistics often add a new facet to an otherwise typical project.

For example, mountaintop towers in Juneau, or rural schools all over the state, require everything to be transported to the site via aircraft. As a small company, F&W is able to move around the state very efficiently, completing projects from Dutch Harbor to Ketchikan and north to the Arctic Slope.

F&W has operated continuously in Alaska for 48 years, and now operates with four full-time office staff, four senior field supervisors, and a crew of 15-20 seasonal field hands.

Asked about F&W’s “mission statement,” Capps’ response is “relationships and reputation.”

“We really value the relationship that we have with the customer,” he said. “DiAnne and I are committed to carrying on the traditions that Al and Dee Wiederholt built the company on. We’re not ‘fla$h’y. We are committed to providing a quality project, delivered on time, to our customers.”

Capps said he values the relationship with the entire team—the client, the architects and engineers, the subcontractors and the hands. “Without all of them working together it wouldn’t happen.”

Along with his responsibilities at F&W, he is also the 2005-06 President of the Alaska Chapter of Associated General Contractors (AGC). When asked whether this quality of relationship corresponded with his idea of the AGC’s vision, Capps says firmly—“Of course. Absolutely.”

For instance, a key issue facing the industry right now is the skilled labor shortage, Capps said. Projects like the natural gas pipeline will result in greater labor shortages in Alaska than in most other states, he said.

“The AGC of Alaska has taken the lead in our state to reintroduce the school systems to our industry, through relationships with administrators and faculty members at both the K-12 level and the University of Alaska,” Capps said.

AGC members are investing their time, energy and financial resources to develop the future workforce, he said.

“If it’s not the No. 1 issue,” Capps said, “it’s one of the top two or three areas of interest and effort.”

Born and raised in Anchorage, Capps grew up in the construction industry and today is doing “exactly what I’ve dreamed of since I was a kid.”

Capps said he places a high value on F&W’s membership in the AGC.
“I believe that every company has an obligation to the industry you work in to contribute and give back,” he said. “You’re part of the solution or you’re not. AGC members are part of the solution.”

As far as tangible benefits, Capps emphasized the value of what he called a “voice.” AGC’s is a voice that can be heard in a large organization of contractors in an even larger state, he said.

“AGC provides a common voice for the commercial construction industry,” Capps said, “general contractors, subcontractors, both union and merit shop, suppliers as well as owners.”

And the AGC is involved with the major issues facing the industry, he said. “With the best staff working for our members I believe we are the most effective organization representing the construction industry in Alaska.”

Capps said education, legislative work, privatization, insurance and labor issues are the primary areas of focus for the AGC.

Another big benefit Capps and F&W get from AGC membership is access to clients, and to government entities, he said. Members have a “seat at the table,” to discuss and work through issues facing the industry, particularly when involved at the national level, Capps said. And attendance at the AGC’s national convention gives the opportunity to compare notes with other AGC members, who he also enjoys.

“We’re an Alaskan company, and we have been forever. It’s more than just a job,” Capps said. “It’s a lifestyle.”

Jessica Bowman is a freelance journalist who lives in Nome and writes on a variety of Alaska topics.
There are many challenges facing those working in the construction industry, but one of the largest, surprisingly, is not found on the job site. Despite the fact that Alaska construction projects can require hundreds of employees, tons of materials and numerous remote locations, one of the biggest bottlenecks to completing any project on time and on budget is managing the staggering amount of paperwork that each job requires.

For years, these documents - which can include everything from legal contracts, purchase orders, permits, schedules, technical drawings, correspondence, Requests for Information (RFIs) and change orders - were kept in files and binders in the construction company office. With the advent of the computer, spreadsheets and word processing documents became the norm.

Even with these tools, companies are limited in the amount of information that can be quickly shared throughout the company, and rarely can decisions be made in real-time. When people outside the office, such as subcontractors and clients, become involved in a project, integrating the information with their systems can cause its own set of issues.

As technology has advanced, however, construction companies are becoming aware of new computer-based management tools. Options include construction management software, such as products from Sage Software, Web-enabled project management systems, such as e-Build, and a combination of construction management software and a Web-based project management system, like the products offered by Primavera. Using this new technology, companies can cut down on paperwork, keep information current, and share it with all of the entities involved in a project.

“Research indicates that companies are looking for ways to reduce the necessity of paper documents,” said Tom Russell, Sage Software product marketing manager. “Solutions such as Project Management and Document Management that provide electronic document storage as well as immediate access is becoming increasingly important.”

The Software Solution

For many companies, moving from spreadsheets to project management software means increasing the efficiency of their business and improving the bottom line.

“What Sage Master Builder allows us to do is get a better look at how different jobs are doing,” said Jennifer Eskue, office manager of North Star Paving in Soldotna, AK. “We can look at any job, any day, and see what is working and what is not. We can see where changes need to be made.
“The information we have enables us to make better decisions because it is more accurate than what we were working with before,” she said. “We don’t have to research a project - the information is there and we can get to it quickly.”

Through two of its products, Sage Master Builder and Sage Timberline Office, Sage Software provides construction companies with integrated project management systems. A recent addition to the Sage line, Sage purchased the Master Builder product from Intuit Inc. in May of 2006. The product links four key areas for construction companies - estimating, production/project management, accounting and analysis/reporting.

“Sage Timberline Office project management software provides companies with the tools to create and track common project documents such as RFIs, meeting minutes, submittals and transmittals and more,” Russell said. “It also provides the tools to take control of the change management process from soliciting quotes and pricing to generating, issuing and tracking change orders and commitment change orders. Inquiries and reports provide up-to-the-minute information so the customer knows exactly where they stand at any given time.

“Because the product is fully integrated with estimating, accounting and purchasing, the need for duplicate entry is eliminated, resulting in streamlined business processes, increased productivity and profitability.”

Software and browser-based systems

Primavera Systems Inc. offers a complete selection of project and portfolio management solutions specifically designed for the construction industry. Software solutions include Primavera, Primavera Contractor, and Primavera Prime Contract. “Primavera project management solutions are designed to eliminate project surprises and protect profitability,” said Primavera’s Construction and Engineering Industry Marketing Manager, Richard Sappe.

“Primavera Contractor is a desktop application specifically designed for subcontractors and smaller construction organizations,” said Sappe. “Primavera Prime Contract is a Web-hosted business process and collaboration tool across project roles.”

Contractors can use Primavera Contractor to make scheduling, reporting, and progress planning simple, and to provide accurate and up-to-date reports to project managers. Primavera Prime Contract can be used by owners who, while not directly involved in the construction side of a project, need to define standard workflow processes for multiple construction projects.

A key module of Primavera is Contract Manager. Contract Manager enhances accountability across multiple...
stakeholders and provides a common platform for collaboration in order to reduce schedule delays and risk associated with project change during construction. With Primavera’s collaborative platform, companies can immediately respond to RFIs, issues, submittals and other daily events. Project team members have instant and easy access to the most accurate project information including drawings, answered RFIs, and approved changes.

“The benefit of any Primavera product is that it eliminates surprises and gives project managers the ability to proactively, instead of reactively, manage projects,” said Sappe. “Traditionally, construction companies have been very reactive to changes in the field. With Primavera, they can manage changes earlier, thereby protecting the profitability of the project and the profitability of the company as a whole.”

On-demand project management

On-demand construction project management uses web-based technology hosted by an Application Service Provider (ASP) to manage construction projects. Companies using this type of service can access information and documentation through their Web browser without the need for special software.

“Webs-based software connects all of the key members of a project, making communication and collaboration more efficient. It also makes the process more transparent to those involved.”

– Jon Antevy

“Web-based software connects all of the key members of a project, making communication and collaboration more efficient. It also makes the process more transparent to those involved.”

– Jon Antevy

On-demand project management provides speed and accountability,” explained Jon Antevy, CEO of e-Builder, which has been providing this type of online service for 12 years. “Web-based software connects all of the key members of a project, making communication and collaboration more efficient. It also makes the process more transparent to those involved.”

In an ASP configuration, information generated by project members is automatically saved to the project server for easy Web access. Team members can log in to communicate with each other, ask questions about a project in an online forum and even create drawings online without the use of AutoCAD software. e-Builder’s project management system includes four modules: document management, business process management, schedule management and cost management.

“With Web-based or Web-enabled systems, team members can easily research information about a project,” said Antevy. “For example, on each specific project there is an Action Item section that includes all of the questions and responses made by members of the team. For companies that
deal with hundreds of questions on different projects every day, this is an easier way to keep track of what decisions were made on a specific project and to assign accountability.”

Because the projects are online all the time, everyone who has been given access to the data can see minute-by-minute updates. “This type of project management system really changes how projects are run,” Antevy said. “It is an open-book mentality. In the old days, a person might give you a report that was massaged so that you would see what they wanted you to see. With e-Builder, all of the information is out there in real time for everyone to see.

“Some companies actually don’t like this type of transparency,” he said, giving the example of a construction owner who could see online that a consultant hadn’t yet opened drawings he’d been given days before.

The advantages to this transparency, however, are the creation of a streamlined construction management process that can significantly improve delivery time and decrease the likelihood of budget overruns caused by delays. It also decreases risk as team collaboration and communication is improved and everyone responds to issues in real-time.

“I believe the construction industry is finally beginning to understand the power of these types of tools,” said Antevy, who believes that Web-enabled systems are still in the infant stages of growth.” They no longer call us and ask ‘what is this?’ They ask what it costs and how it can make their companies more efficient.”

Making the Change

While there are many issues to consider when making a new technology investment, one of the most important is training. Staff who is used to a paper-based system may have difficulty transitioning to a computer-based program; those who are computer savvy may not know how to best utilize the many features inherent in program management software.

When considering a computer-based project management system, it is important to determine what types of training they provide. Some, like Sage Software, offer training by certified trainers and consultants, as well as an Anytime Learning service and unlimited customer support the first year. Others, like Primavera, offer on-demand user training online, or in-person training at their annual conference and at Primavera sites around the world. e-Builder offers on-site training for administrators and users after setting up and configuring a company’s system.

Once the technology is in place, however, the benefits soon follow. “We will continue to see a trend toward construction companies using more computer-based applications,” said Sappe. “It enables contractors and subcontractors to meet or undercut budgets and complete projects on time, and it allows contractors and owners to standardize their systems, helping them serve their clients more efficiently.”

Vanessa Orr is a freelance writer who specializes in construction, business, health and travel writing.
Expansionism may be overheating Alaska’s economy

That is what some legislators are saying about the amount of funds for capital improvement projects passed by the 24th Alaska Legislature in the Governor’s fiscal year 2007 budget.

According to Rep. Kevin Meyer who represents Anchorage, there is such a surplus of projects that contractors are too busy to even bid on them. And this year’s capital budget list will keep them busy for even longer.

“In talking with the department of transportation,” Meyer said, “they are getting more and more projects that are bid on by either one, or in some cases zero, con-
tractors. Along with higher prices for material, this tends to increase project costs substantially. According to DOT, this is a nationwide trend.”

Senator Charlie Huggins, who represents District H in the Matanuska-Susitna Borough, says the surplus of construction is part of the building process of a young state.

“I’ve heard the term ‘overheating the economy’ more than once because, my assumption, based on those kind of comments, is that the number of funds going in and the project load may exceed the labor force. But that’s a very good position to be in.”

One of the most contentious measures was the Knik Arm Crossing, still under study for environmental impact. The Legislature matched the federal $92 million appropriation by 10 percent for the Knik Arm Bridge. They also gave the Knik Arm Crossing revenue bonding authority to generate its own funds, using all its tools as a toll authority.

Senator Huggins chairs the Transportation Committee, where that measure began. “We kind of marshaled it through and so that was done. The state does not bear liability of that.”

Some of the biggest capital projects went to deferred maintenance of roads, improving transportation, university construction and the Alaska Railroad. The Legislature allocated more than $113 million for the University of Alaska, $57 million of which funded phase II of its new science center.

The state will continue to pay 70 percent of construction of urban schools. In the governor’s original budget, he asked the Legislature to approve $50 million for the extension of the Alaska Railroad. In the end, the Legislature reduced that number to $5 million but it gave $165 million in bonding authority to the Alaska Railroad to improve the corridor between Anchorage and Fairbanks. Senator Huggins said this will allow the railroad to leverage its revenue from the federal government through bonding so that it can move forward without jeopardizing its future assets.

For his part, Governor Murkowski said he feels certain capital projects were significant.

“Certainly the state’s investment in transportation infrastructure is extremely important for the years ahead – from “bottleneck buster” projects in Anchorage and Mat-Su Valley to ex-
tending the Alaska Railroad to the Knik Arm crossing. These projects enable the state to get prepared for the opportunities of the future. Of special note is the use of state funds for transportation projects instead of primarily relying on federal highway funds. Using state funds eliminates the federal red tape and other hurdles, which enables the state to get projects underway more quickly.

Meyer said this year’s capital budget is focused on road construction.

“I think people felt like we were behind on roads,” he said. “The roads are congested in Anchorage and the Mat-Su valley.”

About $40 million of the budget will go to road improvements and extensions in the Mat-Su Borough. Some of the largest projects include: $4 million to repair substandard roads in the Mat-Su Borough; $3.4 million to extend Bogard Road to the Glenn Highway; approximately $2 million for roads to resources on the Willow side of Hatcher Pass; $1.2 million to install traffic lights at major thoroughfares in Wasilla; $2 million to do the environmental impact for a by-pass of Wasilla; and, $5 million to do the environmental impact for South Big Lake Road connectivity to Burma Road. This will allow access to the port from the Parks Highway, through Big Lake. Huggins predicts the construction project that will follow will be significant.

“The wild card in this,” Huggins said, “is all the things that are going to rehab the destruction from the flooding. That’s going on right now and I have no idea what the price tag on that is going to be. Knee-jerk things we’re going to have to do to replace bridges, repair damages of existing roadways.”

He said he expects flood damage costs will be discussed in the supplemental budget when the Legislature goes back to Juneau in January.

“Every time you do these sort of things that aren’t in the budget, you have to retroactively reimburse the Department of Transportation, in this case.”

For his area, Rep. Meyer helped bring home $20 million toward a $100 million project to upgrade the port’s rail link to the Port of Anchorage. He said the project will not only improve the port’s access to the nation’s rail network, but also provide a more efficient way to move goods to and from the port. He said the project will also create jobs and help stimulate economic growth in the region.

Lawmakers say, with the last two years’ capital budgets, construction contractors can expect more work.

So, what can general contractors expect to see resulting from the 2007 Capital Budget?

Lawmakers say, with the last two years’ capital budgets, construction contractors can expect more work.
2007 CAPITAL BUDGET

Transportation – more than $305 million of General Funds and $1.52 billion in total funds to improve roads, airports, and the marine highway system.

Deferred Maintenance – Approximate appropriation of $45 million for maintenance, such as, state parks, courts and other public buildings.

University Construction – $113 million in university capital, $55 million for the science center at UAA, and various deferred maintenance, renewal and replacement.

School Construction – Two-year extension of school bonding authority by two years. This allows local voters to decide the most critical school construction needs. The state will reimburse local governments for 70 percent of the cost for DEED approved projects, and 60 percent for unapproved projects.

Rural Schools – Construction of the top three rural schools ($73 million) in 2007, contingent on an April 1 effective date of PPT. Another $90 million was appropriated for 2008. The Glennallen School received $175 million for school construction in the 2007 budget.

Grants to Municipalities – More than $165 million for municipal projects such as, road improvements, harbors, libraries, power plants, shoreline protection and other necessary infrastructure projects.

Grants to Named Recipients – More than $62.5 million was appropriated to various non-profits for projects including homeless shelters, recreational facilities, and job training centers.

Village Safe Water – More than $29 million in General Funds and $103 million total to install basic sewer and water infrastructure needs in primarily rural Alaska to improve sanitation and public health.

Source: The Alaska State Legislature
The Alaska CONTRACTOR

Fall 2006

million project to extend Dowling road

to Minnesota.

“A few of the big projects that I’m
happy about are $9 million for the An-
chorage Fire Department regional fire
training center, ... $25 million for Boni-
face parkway/48th extension–Tudor to
Bragaw, and the $57 million for the
University of Alaska integrated sci-
ence facility,” he said.

Meyer said high oil prices over the
past couple of years have allowed the
Legislature to invest in the infrastruc-
ture backlog that exists statewide.

“There should
be plenty of jobs
for anyone in the
construction business.
It’s a growing sector
of our economy. When
they do well, we do well.”


“Over the past couple of years,
we’ve been able to invest tens of mil-
lions of dollars to ‘link up’ some of the
missing connections in the Anchorage
road grid, and to ease congestion on
existing roads.”

He said he hopes to see the new
Connect Anchorage program be real-
ized to channel the momentum for-
ward to improve the Anchorage road
system.

The program would partner the
Department of Transportation and
the Municipality of Anchorage to
coordinate the municipality’s long-
range transportation plan with the
state transportation improvement
program, and the Anchorage Met-
ropolitan Area Transportation Solu-
tion Committee. Meyer said a formal
agreement between the state and the
municipality would make it easier for
the legislature to make appropria-
tions for the program.

Another prominent and conten-
tious measure in the capital budget
is the $45 million Juneau access road
that would shorten the ferry ride to
the capital.
“The governor had a lot of money for roads to resources, building roads to try to get access to mine sites, potential mining areas for oil companies to get access to drill for oil and gas. We gave him what he asked for.”

So, what can general contractors expect to see from the 2007 Capital Budget?

Lawmakers say, with the last two years’ capital budgets, construction contractors can expect more work.

Meyer said the Petroleum Production Tax legislation passed during special session includes language that set aside $73 million for the construction of three new rural schools in 2007 and $90 million for five more rural schools in 2008.

“Those rural schools are big projects – $25-30 million each,” he said. “There should be plenty of jobs for anyone in the construction business.

“It’s a growing sector of our economy. When they do well, we do well.”

As for “overheating the economy,” Huggins said it has been a longtime coming.

“There were all these things when we were in totally lean times that we brought to the front burner and we said, ‘it is time that we address those.’…” It’s a huge amount of money, but it’s exponential when you have a leaking roof and suddenly you’ve got to replace the whole building after four or five years because the leaking roof has turned into a destroyed building. It’s a lot of money, well-spent, deserved by Alaskans.”

Michele White is a journalist who lives in the Mat-Su valley and writes about a variety of issues.
Industrial Roofing Inc.

By JESSICA BOWMAN

Dedication and commitment that go through the roof

Industrial Roofing Inc. began in 1978 as a father-and-son operation composed of Bill Kramer and his father A. Ludlow Kramer. In 1988, Jesse Martin came to the company and was made partner in 1992. When Bill Kramer retired in 2004, Martin became the sole owner of the company. Martin proclaims the ideals the company has become known for: safety, quality and timeliness.

“We are a preferred, sought-after subcontractor due to our safety-conscious methodology,” Martin cites in the introduction to the company’s Statement of Qualifications. “This commitment to safety lowers our overall hourly costs which affords us the ability to be more competitive and productive.” Industrial Roofing has logged more than 227 hours since 1997 with minimal time loss due to injury.

And, as successful as it has become, the company still embodies a sort of father-son feel, as Martin’s son, Eric, also works at the company.

The company’s main office is located in Anchorage, and it also has a Forward Operating Base in Juneau. Industrial Roofing employs Alaska journeyman roofers with advanced training and seasoned experience working in harsh weather environments – this gives them the ability to operate safely, “have quality that is second-to-none,” and work in a timely manner project by project, Martin said.

He said offering a quality product is key. Industrial Roofing maintains its high quality by “staying in close contact with the general contractors, project manager, various trades we might impact, architects and owners’ representatives.”

Foreman and site supervisors work as a team to solve problems before they become issues, Martin said.

Since 1978, Industrial Roofing has become a large part of the roofing industry in Alaska. With projects from the 5th Avenue Mall in downtown Anchorage, to the Anchorage Court House, to the Adak Fire Station and Garage, Martin’s company has traveled across the state installing roofing for various facilities.

“Our crews are especially skilled in installing IRMA, Built-Up, EPDM, TPO, PVC and metal systems…shingle, shake and tile work,” Martin said. He said the company also does roof repair and maintenance, and has financing, bonding and insurance.

The company has been a member of the Alaska chapter of Associated General Contractors (AGC) since January of 1986. Martin said the best thing about being involved with AGC is the resources it offers that help businesses keep a finger on the industry’s pulse.

“AGC is at the forefront of issues and they do not hesitate to pass along information,” Martin said. “I truly appreciate that about AGC, since I cannot take the time to research every issue as in depth as they do.”

Industrial Roofing was recognized in 2001 in the July/August issue of Western Roofing, in a story detailing its work re-roofing the Coast Guard Naval Air Station on Kodiak Island.

The article details its installment of nearly 1,500 squares of APP modified bitumen roll roofing. The company’s resume also includes several compli
ments from various clients from contractors to architects, and it is rated by Dun and Bradstreet.

Thus far, Industrial Roofing has completed more than 7 million square feet in projects across the state of Alaska. Martin said this has given the company invaluable experience in dealing with Alaska-specific issues and conditions.

Industrial Roofing is a locally owned-and-operated business and is also DBE Certified. Martin said they are a team of individuals who believe in, and strive for, the highest quality work in their specialized area.

The company takes great pride in “the variations of...project types along with the ability to overcome challenges,” Martin said.

Industrial Roofing’s main goal is to deliver the demands of a customer contract, adapt for changes of onsite conditions, and complete the project, with the emphasis on having installed the best roof in the safest and most expeditious manner.

Jessica Bowman is a freelance journalist who lives in Nome and writes on a variety of Alaska topics.

CAN YOU HEAR IT?

IT'S THE SOUND OF EXPLORATION

When it comes to exploration – we're leading the way. As Alaska’s #1 exploration company, we put our technology and our people to work every day – looking for the new oil and gas discoveries that will provide jobs and opportunities for Alaskans.

Exploration takes commitment and reinvestment – and we're reinvesting hundreds of millions of dollars to help offset the decline in North Slope production. At ConocoPhillips, we know that when we find new reserves of oil and gas, we also find Alaska’s future.

ConocoPhillips
Alaska's Oil & Gas Company
When it comes to public competitive procurement, the remedies for improper contract awards are extremely limited. Even if an aggrieved bidder establishes that the agency acted improperly in awarding the contract to another, the aggrieved bidder’s only monetary recovery will be bid preparation costs; not the lost profits that would have been made on the contract. In addition, in establishing the factual basis for the agency’s errors, the aggrieved bidder is limited to an administrative hearing within the agency and then an appeal to the superior court. The court will look only at whether there is a reasonable basis for the decision, not necessarily whether it was the correct or best decision.

In a decision by the Alaska Supreme Court handed down in late July, the court reaffirmed these rules as they apply to a state agency, but held that an individual procurement officer or employee may be personally liable for damages if the employee acted in bad faith outside the course and scope of his official duties.

The case involved an effort by the Department of Natural Resources to lease an airplane for fighting fires. In response to the RFP, only one proposal was submitted, and that by a company that had previously supplied aircraft to the department. After the original deadline expired, the director of aviation extended the deadline, and privately solicited proposals from other companies as well as from a friend of his.
The friend formed a company that had no prior experience with the sale or leasing of aircraft, which company was established for the sole purpose of responding to the RFP. The company of the director’s friend was awarded the contract. The award was protested and the hearing officer approved the award to the director’s friend, but held that since there was an “appearance of impropriety,” ruled that the aggrieved bidder should be awarded its bid preparation costs. The commissioner of DNR adopted that decision.

The aggrieved bidder not only appealed the commissioner’s decision, but filed a separate superior court action against both the agency and the individual director of aviation. The Supreme Court affirmed the lower court’s dismissal of the separate action against the state agency. But the court went on to hold that the evidence that had been developed was capable of being interpreted to show deliberate, bad faith misconduct which fell outside the scope of the director’s proper procurement duties. As long as the evidence showed that the agency official acted within the course and scope of his duties, he fell within the protection of the state’s immunity. The court went on to say that the procurement official might be entitled to “absolute immunity” from claims of impropriety in the performance of certain “core functions,” such as the “evaluation and scoring of subjective components of proposals.” But to the extent that a procurement official had engaged in deliberate overt acts of misconduct beyond subjective evaluation, he was entitled to only “qualified immunity,” which protected him only for acts done in good faith. He would therefore be exposed to personal liability for deliberate misconduct. That liability would include not only for the aggrieved bidder’s lost profits on the improperly awarded contract, but also potentially for punitive damages.

While the court’s decision will likely protect most of the run-of-the-mill errors and subtle bias and favoritism, if there is evidence of overt and objective impropriety, the court has at least laid a foundation for asserting a separate lawsuit seeking redress from the individual. Although such individuals are likely to be relatively judgment-proof, the threat of such action may act as a therapeutic curb on the more egregious abuses of the procurement power.

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Robert J. (Bob) Dickson is a partner of the Anchorage law firm Atkinson, Conway & Gagnon Inc.
Construction careers offer opportunities for women

By Heather A. Resz

Sara Holappa was introduced to the International Brotherhood of Electrical Workers apprentice program while taking a computer class at University of Alaska Anchorage.

After expressing interest in a section about waves and frequencies, her instructor suggested she apply to the electrical workers’ apprentice program, where she was accepted.
For the past two and a half months, Holappa’s been an apprentice with Hot Wire Electric Inc.

“It is a good career, if you like to work hard and you are not afraid of a challenge,” she said. “You learn a skill and you make really good money.”

The experience has led her to change her major from sociology to construction management, Holappa said.

She said she was interested in the opportunity because she likes physical labor and working outside.

Her advice to other apprentices: Be on time and listen.

“Try to make it so they don’t have to tell you something twice,” Holappa said.

Jon Lasseter, director of marketing for Hot Wire Electric, said the company is looking for workers – men or women – who can hit the street, do the job and come back.

“We have women in all aspects of our operation,” Lasseter said.

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These 12 women graduated from Alaska Works Partnership’s Women in the Trades Program. This summer, the three-week course introduced women to careers operating heavy equipment. Photo: Betty Jo Dibble
Workforce isn’t keeping pace

Women are a largely untapped resource in the effort to address national labor shortages in the construction trades, say a gathering crowd of industry experts.

Vicki Schneibel, education director for the Associated General Contractors of Alaska, said the industry needs a minimum of 20 percent of each year’s high school graduating class to join the trades.

“And that’s without a big project like a gas pipeline,” she said. “There’s plenty of room for women and no reason why they can’t join the second-best paying industry in our state.”

Starting wages in the construction trades average $50,000 to $60,000 a year, according to the Alaska Department of Labor and Workforce Development.

Numbers published by the department in September 2003 indicated that 2,690 women participated in Alaska’s construction industry in 2001.

In the last five years, the industry has grown by an average rate of 5.7 percent a year, according to the department of labor.

But Greg O’Clary, Commissioner of Alaska’s Labor and Workforce Development Department, said the number of people entering the trades isn’t keeping pace with industry growth and retirements.

He said Alaska is already losing about 1,000 trained craftworkers a year to retirement.

“We need to train 2,000 workers a year to replace them and keep pace with the double-digit growth predicted between now and 2012,” O’Clary said.

Alaska’s labor unions apprentice programs have responded to the growing demand by doubling and tripling the capacity of their apprentice programs, he said. About 2,000 apprentices are part of the construction trade unions’ training programs.

“They’re the other four-year degree,” O’Clary said of the four-year apprenticeships programs that lead to the journey level.

“We’re changing the perception that you are a second-class citizen if you have a job where you get your hands dirty.”

continued from page 43
Earn while you learn:
Apprentice Opportunities abound to train for good-paying careers in the trades today and in the future.

Across Alaska, 18 apprentice programs are registered with the Bureau of Apprenticeship and Training, U.S. Department of Labor. These apprentice programs offer several unique benefits, including the opportunity to earn while you learn, health care, retirement and other benefits.

The programs combine on-the-job training under the supervision of experienced journey workers with related classroom instruction. Apprentices who successfully complete the prescribed number of hours of training in an apprenticeship program become certified skilled workers.

Apprenticeship is a career choice and commitment. Once you decide on an occupation, apply to the program in your area offering training in that occupation. There may not be immediate openings in that program and you may need to put your name on a waiting list. Some programs only accept applications at certain times of the year.

The online directory, http://www.jobs.state.ak.us/apprentice/index.html, contains individual program pages, and describes the procedure, requirements, and documents necessary to apply for each apprenticeship.

Apprenticeship is a rewarding but demanding choice that requires determination, commitment and a good attitude to succeed. For those who meet the challenges of apprenticeship, the rewards are substantial. A journey-level worker is guaranteed an excellent wage and benefit package anywhere in the United States. He or she is a highly trained and skilled worker whose qualifications are recognized and respected throughout the industry.
Acme Fence Company – a woman-owned business

Former AGC president Roxanna Horschel started Acme Fence Company 27 years ago with the help of her father. Her dad retired after five years, and the single mom ran the company solo.

Her son Brian, literally grew up in the business, she said.

“I used to bring him here while I was at work.”

At that time, shortly after federal affirmative action legislation was passed, there were very few women in the trades, Horschel said.

“You saw all these ‘women-owned’ businesses where the husband just put the business in the wife’s name,” she said.

How did she survive?

“It’s sink or swim. That’s how,” Horschel said.

She said her background in management and finance helped her realize efficiencies in her own business that saved money for her company and its clients.

“I love seeing women in the business,” Horschel said.

“But I loathe seeing women who come in with an attitude like they have a god-given right to be here and they don’t have to work.”

For women who like being outside and working with their hands the construction industry offers training, good wages and excellent retirement benefits after 20 years, she said.

“We are able,” Horschel said.

She not only operates her own business, she also is an
Established after AGC contractors helped document the dire need in Alaska for construction management education at the university level in a 2001 study, the University of Alaska Anchorage’s associate’s of applied science degree in construction management is the first of its kind at UAA.

The Construction Management program seeks to meet the growing needs of the construction industry by training entry-level construction managers and by providing continuing education for construction employees.

The two-year program was developed with input from local contractors and professional industry organizations and provides students with a broad knowledge of building systems and construction techniques. Graduates are able to function both in the construction office and on the job site.

The degree includes courses in math, English, science, business, and construction technologies, along with a core of construction management courses.

A number of AGC members and construction management professionals from the Anchorage area also participated with university faculty in a two-day session to help establish the criteria for the curriculum.

A four-year construction degree program is now underway.
These days, Acme Fence employs 27 people.

**UAA’s Construction Management program graduates first women**

Lynnette Warren worked as a journeyman carpenter for a dozen years before a neck and back injury from an auto accident forced her to use her experience without being the person swinging the hammer or pouring the concrete.

Through the state’s vocational rehabilitation program she enrolled at UAA and eventually became one of the first two women to graduate from the new two-year construction management degree. Dorothy Underwood completed the program with Warren.

Warren said she plans to continue in the program and become one of the first graduates in the newly implemented four-year degree program in May of 2008.

She was a young woman of just 28 when she entered the apprentice program in 1989.

“I got tired of working my butt off for $9 an hour,” Warren said. “What I’d make in the six-month construction season was more than I could make working all year-round.”

These days she’s working as a construction management intern with Alaska Interstate Construction. Warren said she highly recommends UAA’s construction management program.

She also is an AGC scholarship winner.

“I do think that more women should get into the trades. It is a challenging career and provides excellent compensation for your efforts.”

– Lynnette Warren
should get into the trades,” she said. “It is a challenging career and provides excellent compensation for your efforts.”

Women in male dominated fields must make the most of opportunities and overcome challenges head-on, Warren said.

“By being pro-active the women that have been in the trades are making things better for those now entering. Acceptance is more widespread and is continually getting better.”

**Looking for a few good women**

When a dozen women completed a three-week operator’s class offered by Alaska Works Partnership’s Women in the Trades program near Palmer this summer, Betty Dibble was there scouting the field of interested women.

As the Employers Training Trust Coordinator for the Alaska Operating Engineers, she dispatches apprentices across the state.

“I recruited one woman and I have my eye on three more,” Dibble said.

Like the other apprentice programs, the operators accept applications once a year for apprentices, she said.

Dibble graduated from the operator’s apprenticeship program and graduated to journeyman.

When the job of apprenticeship coordinator came open, she applied and was hired.

“So I know firsthand what it takes to be a good apprentice and how to succeed,” Dibble said.

She has five women operator’s apprentices working on a Dalton Highway job for Alaska Interstate Construction.

“You go to work where the work is. It’s statewide,” Dibble said.

She said the union has offered a pipeline training class since 1997. Dibble completed the training in 1998.

“We have people who are trained to do the work,” Dibble said. “It’s looking good.”

**Definite progress**

Sandra Bartorillo came to Alaska in 1976, during the waning days of the oil pipeline. As one of two women accepted into the Carpenters Apprenticeship Training in 1977, she completed her training and became a journeyman.

After 20 years working as a skilled craftsperson, she joined Cornerstone
Construction and her management success with the firm continues. “Many of the valuable skills learned through that ‘hands on’ field experience have translated very well into the management responsibilities I have today,” Bartorillo said.

Has the construction industry “culture” changed over the years?

“Women are more accepted in the construction industry today, but there are still stereotypes to overcome. It requires hard work and ‘tough skin,’ but it’s challenging, exciting and rewarding both financially and personally.”

– Sandra Bartorillo

“Slowly, but I have seen definite progress,” she said. “Women are more accepted in the construction industry today, but there are still stereotypes to overcome. It requires hard work and ‘tough skin,’ but it’s challenging, exciting and rewarding both financially and personally.

Thirty years ago, drafting and shop classes were not open for girls at Bartorillo’s high school, she said.

“Careers in the construction industry were not encouraged or presented as options,” she said.

After federal affirmative action legislation was passed in 1965, opportunities for women started opening up in the construction industry.

“Women started challenging the stereotypes and shattering all the myths that they just couldn’t do the work. Today we see women succeeding in all types of construction careers.”

Can women do the work?

“Absolutely, we’ve proven that we can,” she said.

Senior Editor Heather A. Resz is the sole proprietor of the contract writing business, Infinite Designs.
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Are you about to graduate from high school, have an affinity for building stuff and are ready to work? LISTEN UP.

Hundreds of young Alaskans can pursue high-demand construction trades under a new $1 million state training program beginning this fall.
The Anchorage Construction Academy is a pilot program developed by the Associated General Contractors of Alaska in partnership with the Alaska Department of Labor and Workforce Development, the Anchorage School District and a cadre of industry groups, and it promises to tackle the growing need for new workplace talent, said AGC executive director Dick Cattanach.

“Because of the huge shortage facing the construction industry and the desire by all parties to hire Alaskans for Alaskan jobs, AGC and the Anchorage School District agreed to work together to address the issue,” he said.

Think of it as a hefty upgrade to the shop class offered 20 or 30 years ago. Students learn the basics: applied math, carpentry essentials, safety practices and, depending on aptitude, other disciplines such as plumbing and electrical work. For the initial phase, 100 Anchorage high school juniors and seniors and 100 unemployed and underemployed young people ages 18 through 24 will be recruited to participate in the program, said Anchorage School District Superintendent Carol Comeau.

“The biggest difference is that it will use after-school and weekend classes and will include ASD students as well as young adults recommended for the academy,” Comeau said.

The adult participants will train at King Career Center in Anchorage while younger students will take core classes at Service, East and West high schools and hopefully Chugiak, she said.

Grant administrator for the program is Cathleen Castle of Leadership Experiences. She points to research from state labor analysts showing a looming need for all types of construction workers to replace a rapidly retiring workforce. Department of Labor projections for the next six years suggest Alaska’s construction industry will need as many as 1,000 new workers per year. Toss a natural gas pipeline project into the equation and those numbers could soar, industry watchers say.

Cooperation and connections

Once students get into the educational pipeline, the program aims to bring together agencies and industry representatives to match prospective workers with jobs.

Key players will include the state labor department, with its network of
job centers to help place novice employees, and the Alaska Works Partnership, an industry coalition with experience in rural environments training workers for union and non-union apprenticeship programs in job safety, general construction skills, building maintenance and repair jobs.

Also on board is the Anchorage Home Builders Association and Alaska State Home Building Association, a trade group representing the homebuilding and remodeling industry.

As envisioned under the one-year pilot program, department of labor staff will help identify and refer school youth and adults to evening, weekend and summer classes designed to bolster their job skills. Those classes could include math and literacy enrichment courses, including English as a second language offered through the state Adult Basic Education program, Castle said. The department of labor can also use the project to promote training in other locations for careers in oil and gas pipeline construction, mining and public and private infrastructure maintenance.

Many analysts say one of the neediest sectors for jobs is in homebuilding and residential development. Travis Gilliard, a self-employed contractor from north Anchorage agrees, and he says he likes the goal of the academy to boost the labor pool.

“I could have used two or three good hands this summer,” he said, taking a break from an apartment remodeling task. “It’s tough to find a good crew of reliable workers who have the savvy to lay out the work, size up the materials and get it done.”
Statewide need

Given the steadily growing population of Alaska, proponents of the Anchorage Construction Academy see it as a vital idea that can be replicated in other regions around the state. AGC’s Cattanach said the crucial thing is to get the right people together to plan for the future. “The model we’ve developed, connecting trained workers with employers, will hopefully be exported to other school districts next year,” he said.

Cattanach acknowledges that growing the program will take some cultivation of political support in Juneau.

“Preliminary discussions have already occurred with the administration to include money for an extended version of the program in next year’s budget,” he said. “After that, it’s a matter of working with legislators to make sure that the proposal gets a fair hearing.”

Comeau says ASD “absolutely” plans to help push for expanded training possibilities.

“Dick Cattanach led the way during the last session and Rick Rios (of King Career Center) and I and our school board lobbied extensively,” she said. “We are very excited about this opportunity, and we must show that this is successful, and hopefully we will receive funding to continue this collaborative effort.”

Robert Howk is a freelance writer who lives in Anchorage.
In the small town of Homer there is a company that has been around for more than 35 years with a mission statement that is straightforward: excellence in construction.

This simple thought has turned a little known construction company into one of the most profitable outlets for commercial construction in Alaska. Neal and Company Inc., operated by Tony and Aurora Neal is the model of a small business enterprise.

It all started when Tony Neal was in college at Iowa State University working on a bachelor's of science degree in construction engineering. During his summers off from school, he worked for Green Construction in Juneau.

After graduation Neal joined the U.S. Army for a brief time. After being discharged from the Army he moved to Sydney, Australia and started a home construction business he named NCI – Neal and Company Incorporated.

Alaska seemed to call him back and in 1968 he returned to the Last Frontier to work for Green Construction in both Petersburg and Delta Junction.

In 1969, Neal decided to move to Homer and re-establish NCI in Alaska. This proved to be a positive move for both his business and personal interests.

Enter Aurora Raitor, his soon to be significant other.

In 1983, NCI was awarded a contract to build the new South Peninsula Hospital on the Kenai Peninsula. Subsequently, they needed a new job site secretary and Raitor was hired. After working in Homer for more than a year she moved to Adak Island where NCI had been awarded a bid to run the Adak General Contractors Camp for the Navy.

When Neal visited Adak to check on the new project, a romantic link was born. They married in July of 1985 and after more than 20 years of marriage and three kids later their love is still in bloom.

Neal and Co. had a lucrative business developing and building commercial facilities for a myriad of businesses both domestically and worldwide. The most notable have won Department of Defense contracts in Guam, Adak, Kodiak, Russia, Saipan and Hawaii.

At the high point in the 1980s NCI employed more than 700 people while completing large-scale heavy commercial construction. The business currently has seven full-time employees. This small staff count is not due to a dwindling economy but rather to the final stage in the Neal’s construction career.

With the ending of the Cold War with Russia, fewer DOD contracts were being awarded. This resulted in less lucrative military work contracts while shifting to more environmental building focus.

This change in environment caused the Neals to move most of their business focus away from heavy commercial construction to residential development with the focal point of the business happening mostly in Homer and the surrounding area.

One of Tony and Aurora Neal’s favorite projects was the Wally Noerenberg Hatchery, which is located in Lake Bay on the southern end of Esther Island about 20 miles from Homer.

This transfer of interests allowed a new dream to be born and NCI purchased 17 acres in Homer with plans for a condominium development project and a 38-acre subdivision.

For the last three years NCI has primarily focused on their Quiet Creek Community condominium and subdivision development project.

Their brochure for the Quiet Creek Community pitches the sites to would-be buyers as offering “stunning views of Kachemak Bay, maintenance-free living, spacious, elegant interior design, and an ‘away from it all’ feel.”

The Neals say AGC membership is a great networking tool for their business that also helps them stay in the know about what is going on with construction in Alaska.

Aurora Neal cited four reasons why AGC membership is important:

1) professional affiliation,
2) industry education and information,
3) safety education and information, and
4) building relationships with other contractors.

Tony Neal has been on the AGC National Naval Facilities Engineering Command Committee, a member of the AGC board for more than 20 years, and has brought in new members while working on the AGC membership committee.

In 1987 he was picked as Homer's Citizen of the Year.

Working in the construction industry is hard work and can be challenging with the vastness Alaska offers. Projects located deep in the "bush" and remote military facilities all contribute to what could be considered a logistical nightmare. One of the hardest challenges of being a contractor in Alaska is the coordination and delivery of equipment, materials, and supplies.

Neal and Company made a living out of figuring out the logistics and making it work for them.

According to the Neals, they have nearly reached the sunset of this career. Their plans for the next five years include finishing their investments in the condominium and land division projects and retiring.

Although retirement in the construction business is looming, life will not slow down just yet. As it turns out ending one job starts another as Aurora just finished law school and is intending to practice in Homer, while Tony will continue to work in his other business, Popsie Fish Company, a commercial fishing operation.

When Neal and Company closes its doors in a few years Alaska will lose a good business, but the friendships and contacts made over the years will remember the small business from Homer that made a name for itself around Alaska and the world.

For more information, please visit www.nealandcompany.com.

Laura Bruck is a freelance writer based in Alaska.
Training is a hot topic nationally. AGC of Alaska was fortunate to host the annual Western AGC Chapters Training Directors’ Conference Aug. 1-4.

During the conference, Don Whyte, president of the National Center for Construction Education and Research, gave a presentation loaded with information about national training trends.

He led off by citing a two-year old Brookings Institution report that forecasts an unprecedented boom in residential and commercial development in the next 25 years. The report estimates that 60 million new housing units will be needed by 2030 to accommodate an expected 33 percent growth in U.S. population.

Between growing demand and coming retirements, Whyte said the construction industry needs to recruit 180,000 new workers a year and replace 95,000 retiring workers each year. Nearly 2.5 million workers are needed by 2014.

Here are a few areas of projected growth:

- Residential construction will grow by 11 percent.
- Commercial construction will grow by 8.6 percent.
- Industrial construction will grow by 22 percent.
- Pipeline construction will increase by approximately 85 percent.
- 2005 put-in-place construction was $1.12 trillion, with an estimated 11 to 15 percent increase in 2006.

Whyte also provided information about the ongoing rebuilding efforts in the Gulf Coast after a series of disasters there last fall killed over 1,800 people, destroyed seven major hospitals, and 350,000 homes, and closed 131,000 businesses in Alabama, Louisiana, Mississippi, and Texas. Whyte said those three states will spend an estimated $335 billion rebuilding.

It will take more than 1 billion worker hours to repair or rebuild the damage, including the removal of more than 60 million cubic yards of debris, he said.

It could take as long as five years to repair the 150 offshore oil rigs that were destroyed or significantly damaged during the hurricanes, Whyte said.

For all these reasons and the volume of work for the next several years on the Gulf Coast, it’s reasonable to think Alaska will be impacted by the shortage of skilled workers.

Here are some predictions about workforce shortages:

- “Artificial” wage escalation becomes long-term increase.
- Increased job site accidents.
- Higher overtime costs, bids, and budgets.
- Contracts awarded only to companies that have the employees to complete the jobs.
- More competitive job market.
- And, missed schedules, lower productivity and work quality.

**Hispanic workforce needs**

Whyte said for many AGC chapters, language is an issue. Nationally, the Hispanic workforce is a source. Here are some of the issues (nationally):

- Skilled workforce shortage elevated in 2005.
- Dramatic industry growth predicted through 2030.
- Population of potential new U.S. workers is flat or shrinking.
- Many contractors are dependent on Hispanic workers.
- Some industrial owners are relaxing “English only” rules.
- Hispanic guest workers seen as part of the solution.
- Population will grow three times faster than any other minority.
- Education, experience, and competence levels are vague.
- Work ethic is a plus.
- Minimal resources for Hispanic workforce development.

Whyte said approximately 2 million undocumented workers in construction.
Whyte said NCCER is developing plans to meet both short- and long-term workforce needs.

**Working with Generation Y**

The August issue of T&D Magazine addressed the additional challenges employers may face as Generation Y joins the workforce.

According to that article, *Engaging Generation Y*, by Marcus Buckingham, “There’s no question that one of the challenges today is how to engage Generation Y, the millennial generation.

“Generation Ys got prizes for graduating from first grade, for coming in eighth in a race, or just for showing up. They are the most rewarded, recognized, and praised generation in living memory.”

In Alaska and across the nation, workforce development will continue to be a big issue, and not just for the construction industry.

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Vicki Schneibel is education director for the Associated General Contractors of Alaska.
In 1948, 15 Fort Richardson men pooled their resources and started volunteering their free time to operate a credit union that provided financial benefits to a multitude of new Alaskans arriving every day.

“Alaska Air Depot Federal Credit Union,” as it was originally known, was fashioned to meet the monetary needs of military personnel, civilians, and new federal employees in the fledgling territory of Alaska.

Today this once tiny financial cooperative is known as the AlaskaUSA Federal Credit Union and is one of the largest financial establishments in the state. But, it took a specific act of Congress and decades of proven customer service for AlaskaUSA to reach that milestone.

After World War II, there was an explosion of people settling in the 49th state, and these individuals had a need for consumer credit that local establishments weren’t able to handle. In those decades, the Federal Government mailed checks to employees and it could frequently take more than a month for workers to get their pay.

So in 1948, in the enterprising spirit so familiar to Alaskans, a handful of men at Fort Richardson decided to create a credit union that could satisfy the lending needs of the recent arrivals, themselves included. That initial, tiny not-for-profit cooperative, originally made up of volunteers, today remains the primary provider of consumer loans in Alaska. It is owned by nearly a quarter-million members worldwide, and one in four Alaskans rates AlaskaUSA Federal Credit Union as their preferred financial institution.

AlaskaUSA continues to make its mark in the financial world, by continually upgrading and expanding their services and options to all their members.

“AlaskaUSA was the first credit union in the United States to make a 30-year mortgage, around 1984,” said Nancy Usera, Senior Vice President for Corporate Development.

She has been with AlaskaUSA for more than a decade, and takes great pride in the cooperative’s roots. “The idea of a credit union was very compatible and contagious.” The concept of people pooling their money and lending it out fits well with the self-sufficient spirit for which Alaska is famous, Usera said.

That initial cooperative employs about 1,000 people at its 33 branches in Alaska, 17 offices in the Seattle area, two financial centers, and three more financial centers in development.

“Our business motto is we only provide services that offer real value and we provide the best service in the area,” Usera said. “Members want what they want, when they want it and we try to give them that.”

She said AlaskaUSA recently expanded member services as part of its continual effort to meet member’s expectations.

AlaskaUSA FCU members can take advantage of AlaskaUSA Mortgage Company, began in the 1980s; AlaskaUSA Trust Company, founded in the late 1990s; or their most recent subsidiary, AlaskaUSA Insurance Brokers.

For AlaskaUSA FCU, membership in the Associated General Contractors of Alaska is a must. Senior Vice President of Business and Commercial Lending David Hamilton emphasizes how AlaskaUSA depends on information from the AGC.

“For my annual projects, AGC provides me with a wealth of information regarding spending and what projects are going on statewide. Being a part of all that through AGC just make sense,” he said.

Hamilton said AlaskaUSA is proud of its reputation for helping smaller businesses get started and restructured around the state. He said the credit union focuses on local business owners seeking to get an idea off the ground, rather than huge, multinational corporations.

“Most of the people and businesses we deal
with have a smaller business feel. It’s not like you’re dealing with this huge corporation from Outside. Our members can see that they do matter to us,” Hamilton said.

Usera agreed.

“Up here, credit unions are the primary financial providers to individuals and businesses, unlike Outside. In Alaska, there’s a lot more accountability because we’re not nameless and faceless. AlaskaUSA is its people, its members. Helping small businesses grow and become successful is what we do.”

Usera said AlaskaUSA holds a unique position in Alaska’s financial landscape.

“AlaskaUSA is the only credit union authorized by an act of Congress to provide financial services to the Bush. We have a branch in Bethel, the hub of the Y-K Delta,” she said. That act of Congress, passed in 1984, gave the credit union congressional authority to serve Alaska’s Natives on a permanent basis. AlaskaUSA also has branches in Kodiak, North Pole, Soldotna, Homer, and Ketchikan, as well as Anchorage, Fairbanks, Juneau and the Matanuska Valley.

AlaskaUSA FCU was also one of the first credit unions to have a call center open 16 hours a day, seven days a week for customers, and it was the first credit union to have a branch open seven days a week.

Construction season keeps AlaskaUSA FCU hopping. The credit union recently helped Allure Day Spa in downtown Anchorage expand to a new facility after a fire decimated its old building. AlaskaUSA assisted the owners of the recently completed Pet Emergency Center on Dowling and Lake Otis in Anchorage.

In Palmer, they were heavily involved in a recent four-bay retail center that was just completed, home to a Great Alaska Pizza Company and Great Clips salon, among other businesses. They also helped a couple in Sterling build their dream business: a taxidermy and gift shop.

“When these projects start, they have a vision. You have to put it on paper and look at what’s feasible and what’s going to work and if the client has selected a contractor yet,” Hamilton said. “We then put the financing together that can accommodate what their request will be.”

No matter where the future may take the cooperative, Hamilton, Usera and Vice President of Marketing Elizbeth Behlke agree that AlaskaUSA has a responsibility to its Alaska roots.

“AlaskaUSA allows all employees two days paid time off annually for charitable events - things like fun runs and Day of Caring,” she said. “Part of our community responsibility is to provide community financial support as well. There’s a giving program that provides support to community initiatives, like spring cleaning, school carnivals, grad blasts, etc. Applications can just be downloaded by any organization off our Web site. One of our interests with AGC is sponsoring their awards banquet every year.”

Usera said she has a clear picture in mind of the next 10 years and what AlaskaUSA Federal Credit Union’s place will be in the state’s financial landscape.

“We want to be the primary provider of financial services to all Alaskans,” she said. “We’re getting there. We also want to be a distinct neighborhood financial institution in the Pacific Northwest. We want to continue to provide financial services to customers everywhere in the world. When we think of our role moving into the future, we want to be the quality and preferred financial institution.”

Tiffany Horvath is a Wasilla-based freelance writer.
The race for Governor of Alaska 2006

The Alaska CONTRACTOR

Fall 2006

The Alaska CONTRACTOR

Is state government a project partner or another hurdle?

By Andrew Halcro

Today if you drive out to the Ted Stevens Anchorage International Airport you’ll find a $56 million four-story car rental facility under construction. The project represents the first privately funded project of its kind in the country and is being built by Alaskan contractors.

It took my industry five years from start to groundbreaking to put the deal together and at some points in the process we really had to wonder if the state government was actually a project partner or just another project hurdle.

The first key to ensuring that Alaska contracts go to Alaska contractors is to ensure that the projects happen to begin with. A state government that understands the financial risks involved and is more of a partner would go a long way to increase a favorable environment for growth.

With federal funds on the decline, more and more projects are going to be constructed with a mixture of private and state dollars. This means that Alaska must have fiscal stability to promote sustainable economic growth, which will help maintain a healthy contractor marketplace. Fiscal stability will help Alaska afford a steady stream of projects that will help Alaskan contractors remain competitive.

In addition, the state needs to be more aggressive in funding work training programs like the new Construction Academy to ensure that we have local skilled laborers to replace an aging workforce.

As part of my education plan, I’m proposing the state invest more in helping local school districts make vocational training a solid part of their high school course offerings. With construction industry jobs paying wages that are 33 percent higher than other states, this provides a great opportunity to attract, train and retain quality skilled laborers from our own communities.

Andrew Halcro, candidate for governor as an Independent.

PHOTO: COURTESY OF HALCRO CAMPAIGN

THE GOVERNOR CANDIDATES’ VIEWS

ON AWARDING CONTRACTS TO ALASKA COMPANIES

“What would you do, if elected, to see that Alaska contracts go to Alaska contractors?”

Disclaimer: The views expressed by candidates for Alaska governor, Tony Knowles, Sarah Palin and Andrew Halcro, in the following pages are their opinions only and do not necessarily represent the views of the Associated General Contractors of Alaska or advertisers in its quarterly magazine, The Alaska CONTRACTOR.
The Governor Candidates’ views on awarding contracts to Alaska companies

There is an incredible talent pool right here in Alaska

By Sarah Palin

To see what a Palin Administration will do to insure Alaska contractors get Alaska contracts, people only need to look at how we are running our campaign for governor.

All too often, statewide campaigns in Alaska spend thousands of dollars to bring Outside political consultants and media teams up here to manage their strategy and message. The campaign to elect Sarah Palin and Sean Parnell is entirely being done by homegrown Alaskan talents – many of whom are volunteers.

Scope projects so that Alaskan contractors can be used

By Tony Knowles

Our Alaskan contractors are unique and have skills and experience not found in Outside contractors; they should absolutely be on the forefront of our state’s progress to assure that the unique environmental, labor, and logistical Alaska project requirements are addressed by Alaskan contractors.

We can promote work for Alaskan contractors by scoping projects so that Alaskan contractors can be utilized to their maximum potential. I will require my commissioners

See PALIN continued on page 64

See KNOWLES continued on page 65

PHOTO: COURTESY OF PALIN CAMPAIGN

PHOTO: COURTESY OF KNOWLES CAMPAIGN

Sarah Palin, Republican candidate for governor.

Tony Knowles, Democratic candidate for governor.

Fall 2006

The Alaska CONTRACTOR  |  63
Entities—whether public or private—that issue contracts need to be educated that there is an incredible talent pool right here in Alaska that is well qualified. The next governor needs to both lead by example, and also work toward changing the mindset that local people aren’t qualified to perform on construction contracts.

It is ironic that we have not learned from our own experiences. There are many examples of large projects that were designed and built by Outside companies...and many of these designs have failed to perform. On the other hand, projects designed and built by our own contractors have a good track record of performing and meeting expectations.

There are other initiatives our administration is willing to discuss. In summary, these include funding for vocational training programs, options for containing the growth in worker’s compensation insurance, and also being prudent about making sure that the level of capital spending does not exceed the ability of our workforce to fill the jobs being contracted.

When we look at all the issues facing Alaska today, all of these matters are solvable by using the talents and resources of our own people. Whether it’s campaigning or contracting—the ability and the means exist right here at home to meet the challenge.
to consider Alaskan contractors’ capabilities when they are scoping and packaging projects and contracts to insure maximum utilization of Alaskan contractors. The state gets the most professional project development and we keep the jobs and investment in state.

It is essential that Alaska contractors are considered and allowed to compete for contracts to develop our natural resources. Previously, many Alaska contractors expanded their operations into oil and gas projects and mining development, and we need to emphasize through jaw-boning and contract terms, that Alaska workers and contractors should be sought out and given a fair opportunity to participate in the development of our resources.

I worked closely with the AGC, organized labor, and Alaska Native representatives to increase opportunities for contractors on rural projects. A.O. 199 provided for the re-introduction of competitive bidding as a viable option on Village Safe Water and other projects which had become almost administered under the “force account” system. The current administration has not effectively implemented the provisions of A.O. 199 so painstakingly developed by the Rural Construction Working Group - I will do so.
Solid management builds successful businesses

As many in the industry know, building a successful construction business takes more than owning a pickup truck and a tool set. It takes skill, determination and the ability to manage supplies, people and financial risk.

According to a recent study by AGC, contractors cite management issues as one of the top five reasons businesses fail. In a growing market, solid management skills give you an edge over the competition.

In the banking industry, our goal is to help Alaska contractors and others in the construction business succeed. As a banker, I see every day how important management skills are in building a successful business. When it comes time to finance those in the construction industry, the numbers often show us just how strong the management team is. Many times we see how expensive inexperienced management can be.

The search for qualified managers

One issue faced by many Alaska contractors is a shortage of qualified people to fill key positions. You’ve heard the old saying, “good help is hard to find.” In this highly competitive industry inundated with new contractors and construction workers, finding someone with the right management skills may be difficult. Add in an aging generation of baby boomers and that task becomes even more difficult. The baby boomer generation accounts for 28 percent of the population. That means in the next five years, more managers will be retiring and leaving openings for the next generation of contractors to step in.

Education and experience

Finding the right person or the best education to become a competent construction manager may soon be easier. Currently, the University of Alaska Anchorage offers only a two-year associate degree program in Construction Management. However, the university is planning to start a four-year program by the end of the year. Construction industry officials have already demonstrated their support for this important program.
The construction industry as well as other private businesses like First National Bank, have already raised more than $100,000 for the Bachelor of Science Construction Management Curriculum Development Fund. Continued support is needed to help the university develop the quality program demanded by industry needs in Alaska.

According to the U.S. Department of Labor, attaining a construction management degree or certification is a growing trend across the nation. For many, a degree ensures that a construction manager has the body of knowledge, abilities and experience to lead a successful team.

It’s still important to keep in mind some of the most successful construction businesses across the state started with a hammer and a dream, not a college degree.

Elizabeth Happel is Vice President, Commercial Lending, at First National Bank Alaska. She can be reached at 777-5620.
Taking pride in what we do
AGC members’ projects from around the state
Muldoon Middle School, Anchorage

Builder: ROGER HICKEL CONTRACTING INC.

Previous Anchorage School District project experience includes East High School interior renovations. Voters approved $3 million to design the 174,000 square-foot facility and $52 million for construction. The school will open in fall 2007 near the intersection of DeBarr and Muldoon roads.

Photos: © DANNY DANIELS
Taking pride in what we do

Alutiiq Center, Anchorage
Builder: Neeser Construction Inc.
The grand opening for the five-acre site was Sept. 5.
Photos: Danny Daniels
A decision, but not an answer

ike so many government agencies, the Army Corps of Engineers never seems satisfied with the level of its powers. Corps officials have consistently pushed the very limits of federal authority under the Clean Water Act. Fortunately, for all who advocate regulatory constraint, the United States Supreme Court recently declared that there are statutory bounds to the reach of this agency. Unfortunately, this was said with a certain lack of clarity.

The case, United States v. Rapanos, was decided with an unusual, but not unprecedented, 4-1-4 split. Four of the Justices saw no reason why the Corps should not continue to regulate virtually any land over which water may flow. Four other Justices, including the Court’s most recent additions, Chief Justice Roberts and Justice Alito, urged a more constrained, and constitutionally consistent reading of the Corps’ powers under the Clean Water Act. According to these Justices, the Corps may only regulate those wetlands that abut and are indistinguishable from relatively permanent wetlands such as rivers, lakes, and streams that are themselves connected to navigable waters.

While concurring that the Corps had overstepped its bounds with respect to Mr. Rapanos’ case, Justice Kennedy presented his own view of when Corps jurisdiction exists. At the core of Justice Kennedy’s opinion is the requirement that the Corps “must establish a significant nexus [between the wetland and traditional navigable waters] on a case-by-case basis when it seeks to regulate wetlands based on adjacency to nonnavigable tributaries.”

While the Rapanos decision is clearly a victory because the Corps can no longer demand permits for property with insignificant connections to navigable waters, this was not the clear answer we hoped would avoid the need for future litigation.
Even so, the impacts on judicial decision-making were almost immediate and favorable. A federal District Court in Texas was considering a case where the Chevron Pipe Line Company was being fined by federal regulators for spilling oil into a dry creek bed. Although the spill was cleaned up, as required by state law, and the nearest free flowing river was almost 25 miles from the spill.

To make its decision on whether there was federal jurisdiction, the District Court considered the differing opinions in Rapanos, and found that Justice Kennedy’s “significant nexus” approach advanced “an ambiguous test” that left no guidance on how to determine what is “significant.” The judge in this case relied instead on the opinion of the other four Justices, authored by Justice Scalia, that federal jurisdiction, under the Clean Water Act, does not extend to drainage ditches used for rain flow.

This may be an excellent start, but it is only just that – a start. Other courts in other federal circuits are likely to apply the Rapanos decision differently. In fact, the Ninth Circuit recently opted to follow the Kennedy application to define Clean Water Act jurisdiction. It is unlikely then that the Corps will reduce its permit demands except perhaps in those situations where the land or water body is wholly isolated from downstream waters. Even there it is likely the Corps will continue to “fudge” on its authority.

The full impact of Rapanos in Alaska is as yet unknown, but interpretive cases are moving forward. Fairbanks North Star Borough v. Corps of Engineers Pacific Legal Foundation is challenging claims by the Corps that land frozen solid 12 months of the year is actually a jurisdictional wetland. The Corps, acting on an appeal to itself, has upheld its own earlier jurisdictional determination.

In every state except Alaska wetlands permitting jurisdiction is determined by the Corps using the congressionally mandated 1987 Wetlands Delineation Manual. The Alaska District of the Corps, however, developed its own jurisdictional standard, called The Alaska Rule, which confers jurisdiction to the Corps over areas of permafrost like that found in North Star Borough.

As the lawsuit to reverse the jurisdictional claim to frozen tundra moves forward, PLF will be asking the court to remand the Alaska Rule back to the Corps with instructions that it must follow the United States Supreme Court’s ruling in Rapanos and be made compatible with the 1987 Manual used elsewhere.

Federal agencies like the Corps of Engineers have been expanding their powers over local land use issues for decades. It is unreasonable to believe this trend can be reversed in one or two cases. This is why Pacific Legal Foundation continues to press a comprehensive legal attack on illegal federal regulation across the nation.

M. Reed Hopper is a Principal Attorney at Pacific Legal Foundation and represented John Rapanos in Rapanos v. United States in his successful appeal in the United States Supreme Court.
As fall closes in, days get shorter and snow and ice loom on the horizon, it is a great time of year to look at your company's alcohol and drug program. Alcohol remains a costly element in running a business and it is important to make sure you have a program in place to protect your greatest assets, your employees.

Recent studies show alcohol affects 15 percent of the workforce

Even companies that have put drug-free workplace programs into effect need to remember that it takes constant effort to reduce the use of drugs and alcohol among employees. A recent study conducted at the University of Buffalo’s Research Institute on Addictions shows that workplace alcohol use and impairment affect an estimated 15 percent of the U.S. workforce— or approximately 19.2 million workers.

The study showed that among employees who reported that they drank before work, 71 percent said they did so once a month or less, 25 percent said monthly and four percent said they drank before work on a weekly basis. For those employees who said they drank during work, 62 percent did so less than monthly, 24 percent monthly and 14 percent did so on a weekly basis. Researchers also found that men reported a higher use and impairment rate than women and that working under the influence of alcohol, or with a hangover occurred more often among younger, unmarried workers.

Which occupational groups had the highest rates of workplace alcohol use and show the most impairment?

The results found employees at all levels abusing alcohol, but cited management as one of the most frequently offending groups, along with sales, media, food preparation and serving, building and ground maintenance, arts and entertainment.

“Of all psychoactive substances with the potential to impair cognitive and behavioral performance, alcohol is the most widely used and misused substance in the general population and workforce,” said Michael Frone, the study’s lead researcher.

The institute’s director warns that supervisors should look at their approach to alcohol to see if the message from senior management supports a tough stand on substance abuse. Simply having a program is not enough. The program must be supported through communication by top management.

How much does alcohol cost businesses?

The following research from the U.S. Department of Labor’s Working Partners Web site illustrates the scope alcohol abuse has on employees and employers:

• One in five workers report that they have had to work harder, redo work, cover for a co-worker or were injured as a result of a fellow employee’s drinking.

• Up to 40 percent of industrial fatalities and 47 percent of industrial injuries can be linked to alcohol consumption and alcoholism.

• Alcohol and drug abuse cost American businesses an estimat-
ed $81 billion in lost productivity each year.

- Premature death is estimated to cost $37 billion per year.
- Roughly $44 billion is lost due to illness.

**Alcohol usage can create additional costs with negative media**

The traditional measurements of the costs to employers by alcohol and drug use, includes loss of productivity, insurance and healthcare costs, loss of human resources, etc. Companies also need to recognize the cost of poor community perception if one of their employees creates a publicized event because of substance abuse.

One example is the recent story of the commercial airline pilot who was arrested at Manchester Airport in Britain on suspicion of being drunk before a scheduled flight to Chicago. With 198 passengers on board a Boeing 767, the pilot attempted to board the plane before he was stopped by an employee who was concerned about the way the pilot was walking. The police were called and the pilot was given a breathalyzer test before being subsequently taken to the airport police station for a blood test.

This event received international news coverage which may have created additional cost for the airline due to the poor publicity, decline in public perception and an increase of concern for passenger safety. Remember that the fallout of having impaired employees at work can create astronomical problems for the company. Be proactive by creating a solid drug-free workplace policy that includes Reasonable Suspicion testing. Train management to reinforce the policy through their actions and communication and alcohol test any employee displaying symptoms of alcohol misuse.

(WorkSafe, Inc. offers a full spectrum of workplace drug and alcohol program services at its office on 36th and C Street in Anchorage and instant-results testing for your worksite. For more information, contact WorkSafe at 907-563-8378.)
Congratulations to the FOLLOWING PRIZE WINNERS of the ANCHORAGE 19TH ANNUAL AGC INVITATIONAL GOLF SCRAMBLE!

1ST PLACE – TEAM 6A
PAUL BENDER, Otis Elevator Company
JOEL PARMENTER, Wilder Construction Company
JOHN POWELL, Unit Company
GARY HARRIS, Airport Equipment Rentals

2ND PLACE – TEAM 8B
BYRON HALL, Construction Machinery Industrial, LLC
COLLEEN SOBERAY, 3M Alaska
JUDI LESUER-JOHNSON, Denali Alaskan Fed. C.U.
TOGI LETULIGASENOA, Brice Inc.
PETER SENGELMANN, Payden & Rygel

3RD PLACE – TEAM 3B
BOB ULIN, Alaska Quality Publishing
NELSON STONE, ACME Fence Company
PAUL SWALLING, Swalling Construction Co. Inc.
STEVE LOVS, Anchorage Sand & Gravel Co. Inc.
DAVID FREEMAN, Holmes, Weddle & Barcott, PC.

4TH PLACE – TEAM 6B
REED MATTSON, Premier Building Systems
AL NELMS, Airport Equipment Rental
HAL INGALLS, Denali Drilling Inc.
BRIAN PORTER

MULLIGAN PRIZE
GARY PETERSON

SPLIT the POT RAFFLE
MIKE MILLER, Wilder Construction Company

CLOSEST to the PIN PRIZES
JUDI LESUER-JOHNSON, Denali Alaskan Fed. C.U.
PAUL SWALLING, Swalling Construction Co. Inc.
CHRISS SHOCK, Alaska Quality Publishing
JOHN REED, Oles Morrison Rinker & Baker, LLP
PAUL KOVACH, Spenard Builders Supply

1ST PLACE MADE UP TEAM 17B
TOTEM OCEAN TRAILER EXPRESS INC.

LONGEST DRIVE
Women’s – TRISH SUTTER Men’s – NICK KARNOS
Congratulations to the FOLLOWING PRIZE WINNERS of the FAIRBANKS 27TH ANNUAL AGC GOLF TOURNEY

1ST PLACE –
Interior Alaska Roofing Inc.
RICK BURNETT, RITA VALENTINE,
DOUG VALENTINE, RICK PODOBNIK,
MARK PRATT

2ND PLACE –
Jackovich Industrial & Construction Supply Inc.
DENNIS THIES, STEVE SHUTTLEWORTH,
KATHY SHUTTLEWORTH, GREG GUSTAFSON,
LELAND RICH

3RD PLACE –
Ridgetop Roofing & Gutter Inc.
KIB SERVINE, TODD BEASLEY,
COREY HARVEY, JEFF BRISTOW,
ADAM KOFOID (not pictured)

4TH PLACE –
First National Bank Alaska
TODD HENDERSON, BILL RENFREW,
JERRY WALKER, HOWARD THIES,
DICK CATTANACH

CRYING TOWELS (Last Place)
UNITED RENTALS
DARRELL CARTER, AL GRANT, JOAN JOHNSON,
JIM EIDENMILLER, STEVE STEEL

CLOSEST to the PIN
Women’s – RITA VALENTINE

LONGEST DRIVE
Women’s – LORRAINE BURCH

LONGEST DRIVE
Men’s – DAVE BLOOM
Hungry golfers enjoy a taste of Sourdough Mining Company’s best at the annual AGC Golf Tournament.

Thanks to all of the Volunteers who helped make it happen.

Elisa Hitchcock and Lou Holtznecht

Christy Garcia and Jack Grieco
Jim Eidenmiller of United Rentals represents his team who took last place to receive the coveted AGC CRYING TOWEL award.

First place winners with their “AGC traveling trophy” are Rita Valentine, Mark Pratt, Doug Valentine, Rick Podobnik, and Rick Burnett of the Interior Alaska Roofing Inc. team.

Dennis Thies, Kathy Shuttleworth, Greg Gustafson, Leland Rich, Mike Smith, Phil Anderson, and Jerry Walker from teams; Jackovich Industrial, Denali State Bank, and First National Bank Alaska enjoy a free steak lunch provided by Spenard Builders Supply.

PHOTOS: JENNIFER M. TOWLER/ASSOCIATED GENERAL CONTRACTORS OF ALASKA.
AGC Golf

Thank you!

AGC would like to thank the following **SPONSORS** of the **19TH ANNUAL AGC of ALASKA ANCHORAGE GOLF SCRAME**

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| Aglietti, Offret & Woofter | Art Clark, Broker Dynamic Properties |
| Alaska Air Forwarding | Aurora Construction Supply Inc. |
| Alaska Demolition, LLC | Aurora Environmental & Safety |
| Alaska Industrial Hardware | Cal Worthington Ford |
| Alaska National Insurance Company | Carlile Transportation Systems Inc. |
| Alaska Pacific Leasing | Central Paving Products |
| Alaska Pure Water Products | CH2M Hill |
| Alaska Quality Publishing | Chiulista Camp Services Inc. |
| Alaska Testlab | Construction Machinery Industrial, LLC |
| Alaska Traffic Company | Contech Construction Products Inc. |
| Alaska Trailblazing | Cornerstone Construction Inc. |
| AlaskaUSA Insurance Brokers | Craig Taylor Equipment Co. |
| Alaska West Express | Delta Leasing, LLC |
| Alcan General Inc. | Denali Alaskan Federal Credit Union |
| Alliance Bernstein | Denali Alaskan Insurance, LLC |
| Dokoozian & Associates Inc. | Door Specialties of Alaska Inc. |
| Door Specialties of Alaska Inc. | F & W Construction Company |
| F & W Construction Company | Finishing Edge, LLC |
| Finishing Edge, LLC | First National Bank Alaska |
| First National Bank Alaska | First Washington Corporation |
| First Washington Corporation | Freeman Associates |
| Freeman Associates | GCI |
| GCI | Holmes, Weddle & Barcott, P.C. |
| Holmes, Weddle & Barcott, P.C. | Hughes Supply Inc. |
| Hughes Supply Inc. | Independent Lift Truck of Alaska |
| Independent Lift Truck of Alaska | Insulfoam |
| Insulfoam | JD Steel Co. Inc. |
| JD Steel Co. Inc. | Jackovich Industrial & Construction |
| Jackovich Industrial & Construction Supply Inc. | Jen's Restaurant |
| Jen's Restaurant | Jermain, Dunnagan & Owens |
| Jermain, Dunnagan & Owens | Kennedy Associates Real Estate |
| Kennedy Associates Real Estate | Counsel Inc. |
Thank you!

Key Bank, N.A.
Klondike Advertising Inc.
Knik Construction Co. Inc.
Laborers Local 341
Law Offices of Davison & Davison Inc.
Lockitch, Clements & Rice P.S.
Lynden Air Freight
Marx Bros. Cafe
M-B Contracting Co. Inc.
Mercer Health and Benefits
Mick’s Grill – Inlet Towers
MWH Constructors Inc.
N C Machinery Co.
Neeser Construction Inc.
North Star Terminal & Stevedore Co.
Northland Services
Northrim Bank
Oles, Morrison & Rinker & Baker LLP
Otis Elevator Company
Pacific Alaska Forwarders Inc.
Pacific Income Advisors
Parker, Smith & Feek Inc.
Payden & Rygel
PenAir
Polar Supply Co. Inc.
Premier Building Systems
Quality Asphalt Paving
R V Kuhns & Associates Inc.
Rain Proof Roofing, LLC
Safeco Surety
Schneider & Moad, CPA’S PC
Seabright Insurance Holdings Inc.
Spenard Builders Supply
STG Inc.
Summit Windows and Doors Inc.
Tanglewood Lakes Golf Club
Test America
The Hotel Captain Cook / Sales & Catering
The Last Frontier Chapter of CFMA
thinc, LLC
The Deering Group
Thomas Head & Greisen, A. P. C.
Totem Ocean Trailer Express Inc.
Totem Equipment & Supply Inc.
Tradewinds NWQ Global Investors, LLC
Turnagain House
UBS Financial Services Inc.
Unit Company
URS Corporation
Voyageur Asset Management Inc.
Walsh & Co. Inc.
Washington Capital Management Inc.
WCM Investment Management
Weaver Bros. Inc.
Welfare & Pension Admin. Services Inc.
Wells Fargo Bank Alaska, N.A.
Willis of Alaska Inc.
Wilder Construction Company
Yukon Construction Inc.

Thank you!
## AGC 2006 Conference Schedule

### Wednesday, November 15

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:30 a.m.</td>
<td>Registration</td>
</tr>
<tr>
<td>8:00 – 9:30 a.m.</td>
<td>FREE Breakfast in the Vendor Room in the AFT Deck</td>
</tr>
<tr>
<td>9:00 – 10:00 a.m.</td>
<td>Stitchs &amp; Flex Safety Seminar with Kiel Beloy of Kiewit Building Group</td>
</tr>
<tr>
<td>9:00 – 10:30 a.m.</td>
<td>COE Workshop</td>
</tr>
<tr>
<td>10:15 – 11:15 a.m.</td>
<td>Preparing a Disaster Plan for your Business - Speakers TBA</td>
</tr>
<tr>
<td>10:15 – 11:45 a.m.</td>
<td>Maximizing your Payroll Dollar with Lynne Curry of The Growth Company</td>
</tr>
<tr>
<td>10:45 – 11:45 a.m.</td>
<td>Signs &amp; Symptoms for Construction Company Owners by Matt Pagnani</td>
</tr>
<tr>
<td>12:00 – 1:00 p.m.</td>
<td>“All About AGC” FREE Lunch, RSVP Required (Sponsored by First National Bank Alaska)</td>
</tr>
<tr>
<td>1:30 – 2:30 p.m.</td>
<td>DOT Workshop</td>
</tr>
<tr>
<td>1:30 – 3:00 p.m.</td>
<td>Fatigue Management Safety Seminar</td>
</tr>
<tr>
<td>3:15 – 4:15 p.m.</td>
<td>Construction Equipment &amp; Worksite Theft Prevention</td>
</tr>
<tr>
<td>3:15 – 4:45 p.m.</td>
<td>Surety Market Overview</td>
</tr>
<tr>
<td>3:30 – 4:45 p.m.</td>
<td>Legal Session</td>
</tr>
<tr>
<td>5:30 – 8:00 p.m.</td>
<td>Wells Fargo Bank Alaska, NA President’s Welcome Reception</td>
</tr>
</tbody>
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### Thursday, November 16

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>6:30 a.m.</td>
<td>Registration</td>
</tr>
<tr>
<td>7:15 – 8:15 a.m.</td>
<td>Subcontractors Breakfast with Mayor of Anchorage, Mark Begich and National AGC President, Harry Mashburn</td>
</tr>
<tr>
<td>8:30 – 11:30 a.m.</td>
<td>Joint DOD Presentation and Q &amp; A</td>
</tr>
<tr>
<td>8:30 – 10:00 a.m.</td>
<td>Risk Management Beyond Insurance</td>
</tr>
<tr>
<td>8:30 – 10:00 a.m.</td>
<td>Melannon TBA</td>
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<tr>
<td>8:30 – 10:00 a.m.</td>
<td>Networking: Getting to Yes with Jim Ferguson</td>
</tr>
<tr>
<td>10:15 – 11:45 a.m.</td>
<td>Behavior Based Training with Roy Flores (Sponsored by Parker, Smith &amp; Feek, Inc.)</td>
</tr>
<tr>
<td>10:15 – 11:45 a.m.</td>
<td>Financial Statements for Non-Financial Managers with Bob Maloney of UAA</td>
</tr>
<tr>
<td>12:00 – 1:30 p.m.</td>
<td>MARSH USA “Excellence in Safety” Awards Luncheon with Speaker Roy Flores</td>
</tr>
<tr>
<td>1:45 – 4:45 p.m.</td>
<td>DOT &amp; FF (Q &amp; A)</td>
</tr>
<tr>
<td>1:45 – 3:15 p.m.</td>
<td>Safety as a Profit Center with Roy Flores (Sponsored by Parker, Smith &amp; Feek, Inc.)</td>
</tr>
<tr>
<td>1:45 – 3:15 p.m.</td>
<td>University of Alaska Updates</td>
</tr>
<tr>
<td>1:45 – 3:15 p.m.</td>
<td>Deck the Halls &amp; Not Your Boss with Lynne Curry of The Growth Company</td>
</tr>
<tr>
<td>3:30 – 5:00 p.m.</td>
<td>Key Roles in Safety: What Owners and Executives Need to Know with Chris Ross, Nana Training</td>
</tr>
<tr>
<td>3:30 – 4:30 p.m.</td>
<td>Employee Retention and Recognition with Christine West of The Business MD</td>
</tr>
<tr>
<td>3:30 – 4:45 p.m.</td>
<td>Practical Noise Control: Avoiding the Sound Traps with Earl Mullins</td>
</tr>
<tr>
<td>6:30 – 10:00 p.m.</td>
<td>“Invitation Only” Dinner</td>
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</tbody>
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### Friday, November 17

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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</thead>
<tbody>
<tr>
<td>6:30 a.m.</td>
<td>Registration</td>
</tr>
<tr>
<td>7:15 – 8:15 a.m.</td>
<td>Breakfast with Speaker Vicki Schaeibel, AGC Training Director</td>
</tr>
<tr>
<td>8:30 – 11:30 a.m.</td>
<td>Management Symposium – Leadership When the Heats On with Danny Cox</td>
</tr>
<tr>
<td>12:00 – 1:30 p.m.</td>
<td>Alaska USA Insurance Brokers “Excellence in Construction” Awards Luncheon with Speaker Danny Cox</td>
</tr>
<tr>
<td>1:45 – 4:45 p.m.</td>
<td>General Membership/Board of Directors Meeting</td>
</tr>
<tr>
<td>1:45 – 3:15 p.m.</td>
<td>Physical Abilities Testing Safety Seminar</td>
</tr>
<tr>
<td>1:45 – 2:45 p.m.</td>
<td>Municipality of Anchorage with Howard Holton</td>
</tr>
<tr>
<td>3:00 – 4:30 p.m.</td>
<td>SAFETEA-LU with Dave Miller, The Alaska Division Administrator</td>
</tr>
<tr>
<td>3:30 – 5:00 p.m.</td>
<td>Aging Workforce Safety Seminar</td>
</tr>
<tr>
<td>6:00 – 8:30 p.m.</td>
<td>Family Night’s Construction Fun Fair at the American Fast Freight Warehouse</td>
</tr>
</tbody>
</table>

### Saturday, November 18

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:00 – 9:00 a.m.</td>
<td>Breakfast with Speaker Henry Springer</td>
</tr>
<tr>
<td>9:10 – 11:30 a.m.</td>
<td>General Membership/Board of Directors Meeting</td>
</tr>
<tr>
<td>10:30 a.m. – 12:00 p.m.</td>
<td>Ladies Lunch</td>
</tr>
<tr>
<td>12:00 – 3:00 p.m.</td>
<td>PAC Ticket Drawing</td>
</tr>
<tr>
<td>6:30 p.m. – Midnight</td>
<td>Dinner/Dance with Presentation of the: HARD HAT, VOLUNTEER OF THE YEAR, ASSOCIATE OF THE YEAR, &amp; SUPPLIER OF THE YEAR AWARDS</td>
</tr>
</tbody>
</table>
Management Symposium Speaker:
Danny Cox

Danny Cox is an "accelerationist", or one who causes faster movement, higher efficiency and increased productivity.

He spent ten years flying supersonic all-weather fighters in the United States Air Force, and has broken the sound barrier over 2000 times. The first time was in a vertical dive.

Now, one of America's busiest speakers and author of several books, including Leadership When the Heat's On, Seize The Day: 7 Steps to Achieving the Extraordinary in an Ordinary World and There Are No Limits: Breaking The Barriers In Personal High Performance.

Danny Cox will be speaking at the AGC Conference “Management Symposium” on Friday, November 17, 2006 from 8:30 to 11:30 a.m. For more information on Danny Cox, visit his website at http://www.dannycox.com.

The first 100 people to register for the Management Symposium with Danny Cox will receive a free copy of “Leadership When the Heat’s On.”
AGC 2006 Annual Conference
Hotel Captain Cook  November 15-18, 2006

WEDNESDAY EVENTS - NOVEMBER 15

Daily Registration: (Includes all sessions)
Breakfast – FREE. Vendor Room - 8:00 - 9:30 a.m.
Lunch – FREE. 12:00 to 1:00 p.m.
Will you be joining us for lunch?  yes  no
RSVP Required. Limited Seating Available.
Member - $50.00  Non-Member - $75.00
Student - $30.00

Sub-total: $ 

ATTENTION: The President’s Reception will be held in the Quarter Deck from 5:30 – 8:00 p.m.

THURSDAY EVENTS - NOVEMBER 16

Daily Registration: (Includes Breakfast, Marsh USA “Excellence in Safety Awards” Luncheon and all Thursday sessions, including both Safety Sessions with speaker Roy Flores) (Flores visit Sponsored by Parker, Smith & Feek, Inc.)
Member - $135.00  Non-Member - $155.00
Student - $90.00

Sub-total: $ 

FRIDAY EVENTS – NOVEMBER 17

Daily Registration: (Includes Breakfast, Lunch and the Management Symposium with speaker Danny Cox.) (Cox visit Sponsored by Parker, Smith & Feek, Inc.)
Member - $135.00  Non-Member - $165.00
Student - $90.00

Management Symposium Only – (Includes Breakfast, the Alaska USA Insurance Brokers “Excellence in Construction Awards” Luncheon, and all Friday sessions, including the Management Symposium with speaker Danny Cox.) (Cox visit Sponsored by Parker, Smith & Feek, Inc.)
Member - $90.00  Non-Member - $110.00

Sub-total: $ 

SPECIAL EVENTS

FRIDAY, NOVEMBER 17

Family Night’s Construction Fun Fair
# Of Adults: _______  @ $5.00 per adult
Children Under 12 (FREE)
Sub-total: $ 

SATURDAY, NOVEMBER 18

Saturday Breakfast
$35.00 per person (Included in Full Registration)
Subtotal: 

Ladies Brunch: (New time: 10:30 a.m. to 12:00 p.m.)
$40.00 per person
Sub-total: $ 

Annual Dinner/Dance:
6:30 p.m. – Midnight at $150.00 per person
Reservations accepted after October 18, 2006.

Some highlights of the evening will be AGC of Alaska’s prestigious awards:
“HARD HAT AWARD”
“ASSOCIATE OF THE YEAR AWARD”
“VOLUNTEER OF THE YEAR AWARD”
“SUPPLIER OF THE YEAR AWARD”

FULL CONFERENCE RATE

Includes most meals & seminars.  (Does not include Family Night, Ladies Brunch, or the Dinner Dance.)

Full Conference Rate
Member - $225.00  Non-Member - $275.00
Student - $100.00

Will you be joining us for the Management Symposium with Danny Cox? (Sponsored by Parker, Smith & Feek, Inc.)
yes  no
(Include in Full Conference Rate, or see Friday events for single item purchase.)

The first 100 people to register for the Management Symposium with Danny Cox will receive a free copy of Cox’s book, “Leadership When the Heat’s On.”

Registrant’s Full Name:

Company:  Mailing Address: 

Phone #:  Invoice (Members Only):  VISA  M/C 

Card Number:  Expiration Date:  Card Holder’s Name:  

Card Holder’s Signature:  E-Mail: 

One person per form. Make copies of this form as necessary for additional registrations. Fax to 907-562-6118.
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