

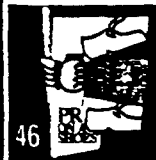
# CONSTRUCTOR

THE CONSTRUCTION MANAGEMENT MAGAZINE

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

January 1999 Vol. XXXI, No. 1

## FEATURES



- 5** **CONSTRUCTOR MAGAZINE TO PURCHASE 275 BUILD UP! TOOL KITS** Worth more than \$50,000, purchase will benefit fifth-grade students and teachers via AGC Construction Futures.
- 6** **MANAGEMENT RESOURCES** Your chance to attend the OSHA 500 Trainer Course Feb. 16-19, CIMA's annual "outlook" survey, NAWIC's fifth annual Crystal Vision Award, and more.
- 10** **BUILD-UP! A TOOL KIT FOR LEARNING** AGC's bold new campaign to educate the next generation of America's construction workforce. Includes order form and frequently-asked questions.
- 19** **HOW TO DO BUSINESS WITH THE U.S. POSTAL SERVICE** Sponsored by AGC of America and the U.S. Postal Service. To be held on March 10 in Phoenix, Ariz.
- 22** **NO CONTRACTOR IS IMMUNE TO THE HIGH COST OF ENVIRONMENTAL LIABILITY** Safeguard your business to avoid costly judgments—today!
- 28** **ATTENTION SAFETY MANAGERS!** Could you benefit from five intensive days of construction safety management training? AGC of America hosts the Ninth Safety Management Training Course, Feb. 23-Feb. 27, in Phoenix, Ariz.
- 30** **GOING GLOBAL** Have you considered the global construction market? Maybe you should! Even in the face of the "Asian Contagion," international markets still offer a cornucopia of bidding opportunities.
- 34** **THE ROAD TO SUCCESS** With federal building construction back on track, an increased demand for military housing, and the boom in transportation funding through TEA-21, 1999 looks to be headed in the right direction.
- 40** **1999 CIT GROUP/EQUIPMENT FINANCING INDUSTRY FORECAST** How will the construction industry fare in 1999? Find out what 900 experts across the nation had to say.
- 46** **P.R. ON A SHOESTRING** CONSTRUCTOR begins a year-long look at how contractors can begin a simple and effective public relations program at little or no cost. This month: Perception is Reality.
- 51** **PREVENTING EXCAVATION DAMAGE: WHAT YOU CAN'T SEE CAN HURT YOU** The American Public Works Association and AGC of America proudly present a satellite videoconference Feb. 17.

## DEPARTMENTS

**3 LEADERSHIP FOR THE NEXT CENTURY**

**20 AGC 1999 CALENDAR OF EVENTS**

**56 NEW TECHNOLOGY BRIEFS**

**4 PERSPECTIVE**

**49 IN THE FIELD**

**62 CLASSIFIED ADVERTISING**

## CONSTRUCTOR ADVISORY COMMITTEE

**DAVID BENT (CHAIRMAN)**  
Dewey Construction Co.  
**RONALD E. ADAMS**  
Gore Thornton MP  
**ROBERT J. HADWICK**  
Hawthorn Electric Inc.

PLAINTIFF'S  
EXHIBIT  
B&R-138

CONSTRUCTOR/January 1999

1

# CONSTRUCTOR

THE CONSTRUCTION MANAGEMENT MAGAZINE

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

February 1999 Vol. LXXXI, No. 2

## FEATURES



**7 HOW TO HIRE EMPLOYEES OVER THE INTERNET** The Net's massive reach extends into construction talent pools never before available. Here's how you can benefit.



**13 "THIS IS CHANNEL 5 CALLING. WHO CAN I TALK TO?"** The press and the public should always know exactly who your company spokesperson is.



**16 SEEING THE POSSIBLE WITH BUILD UP!** AGC of Kentucky gives largest donation to date: Pete Wert presents first actual tool kit to Gov. Patton and Kentucky fifth graders.



**19 SECRETS OF A SURETY** So—how much bonding do I get? Understanding financial parameters.



**24 PLAYING WITH A FULL DECK** The University of Nevada-Las Vegas AGC Student Chapter introduces middle school and high school students to the thrill of construction.

**27 CONEXPO-CON/AGG MARCH 23-27, 1999—LAS VEGAS, NEVADA** Held in concert with AGC's 80th Annual Convention, this will be the biggest trade show on earth. Don't miss it!

**35 AGC'S 80TH ANNUAL CONVENTION, MARCH 22-26, LAS VEGAS, NEVADA** Don't miss AGC's Professional Development Tracks! It's the best deal going for professional education.

**44 ATTENTION SHUTTERBUGS!** Aim your cameras for the CONSTRUCTOR photo contest and knock us out with a shot that shows something different, striking, and memorable.

**46 SCHWING PUMPS THROUGH THE NIGHT** to complete a 5 1/2-foot vibration resistant foundation for California manufacturer.

**48 A GOOD ATTITUDE TOWARD SAFETY = A SAFE WORKPLACE = FEWER ACCIDENTS OR INJURIES** Don't discount the role of attitude in your safety practices. It can save lives.

**49 INTERNATIONAL CONSTRUCTION OPPORTUNITIES** Letter from abroad: Despite the collapse of Asian markets, Delta Equipment and Construction Co. (AGC) finds plenty to build.

**50 CONSTRUCTION EDUCATION—BY DESIGN!** Presenting the 1998 national champions of NAWIC's unique design competitions.

## DEPARTMENTS

### LEADERSHIP FOR THE NEXT CENTURY

### PERSPECTIVE

### 6 MANAGEMENT RESOURCES

### 21 ARE YOU TOUGH ENOUGH FOR RISK MANAGEMENT BOOT CAMP?

### 56 AGC 1999 CALENDAR OF EVENTS

### 57 YOUR MONEY

### 58 NEW TECHNOLOGY BRIEFS

### 62 CLASSIFIED ADVERTISING

### CONSTRUCTOR ADVISORY COMMITTEE



CONSTRUCTOR/February 1999

from you're on, raise a new level of efficiency. BIDTEK — the constructionals.

X — the time-tested, tested customers for accounting and estimating.

Windows NT — the product suite for accounting and estimating on the power.

250 • Portland, Oregon  
FAX: (503) 684-1972 •

# CONSTRUCTOR

CONSTRUCTION MANAGEMENT MAGAZINE

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

March 1999 Vol 100X1, No 3

## FEATURES



- 10 AGC RETIREMENT PLANS** Select from 401(k), profit sharing, and executive retirement plans.
- 12 WHAT'S NEW AT WWW.AGC.ORG?** Plenty. Let's start with almost 700,000 visitors per month.
- 19 THE PLAN ROOM OF THE 21ST CENTURY IS HERE TODAY AT AGC'S GEORGIA BRANCH**
- 22 U.S. VERSUS THE EUROPEAN CONSTRUCTION INDUSTRY** Why we should learn from one another.
- 28 EVERYTHING YOU ALWAYS WANTED TO KNOW ABOUT AGC PAC**
- 30 BEYOND WWW.AGC.ORG:** Linking AGC of America and the 98 chapters into a seamless whole.
- 32 AGC PAC: WHY THE FORM BELOW MAY BE THE MOST IMPORTANT PIECE OF PAPER YOU'LL SEE**
- 34 AGC PAC:** Democracy at its best.
- 39 A NEW WAY TO LOOK AT PROJECT MANAGEMENT SYSTEMS** How to organize your project documents.
- 42 TAKING CARE OF BUSINESS** Bill Skeith's not going to let a little thing like retirement slow him down.
- 45 AGC: LIFETIME CONSTRUCTION LEARNING** Only AGC offers a total workforce solution for industry training.
- 54 LOUISIANA AGC INC.: ON THE CUTTING EDGE OF CONSTRUCTION EDUCATION**
- 75 MAKE SOFTWARE A KEY MEMBER OF YOUR EQUIPMENT MAINTENANCE TEAM**
- 101 CONSTRUCTOR'S 16TH ANNUAL SOFTWARE DIRECTORY** Brought back by popular demand.
- 134 IN A CLASS OF THEIR OWN** AGC's Project Manager Video series offers flexibility and options.
- 135 AGC'S PROJECT MANAGERS COURSE** Always a sell-out. Sign up now for the Sept. '99 course.
- 136 CONSTRUCTION LEARNING ON THE WEB!** Sign up now at [www.agc.org](http://www.agc.org).
- 137 OSHA'S "TRAIN THE TRAINER" COURSE** How you can learn from the best.
- 138 AGC'S SAFETY MANAGEMENT TRAINING COURSE** The lowdown on how and why you need to attend.
- 140 PROFESSIONAL DEVELOPMENT TRACKS** Enhancing lives professionally and personally.
- 141 AGC'S ADVANCED MANAGEMENT PROGRAM** A look at the industry's premier executive development program.
- 142 HAVE YOU CONSIDERED THE ADVANTAGES?** Maybe it's time to consider an Internet-based database.
- 187 CONEXPO/CON-AGC—YOUR 22-PAGE GUIDE TO ALL EXHIBITORS!**

## DEPARTMENTS

**1 LEADERSHIP FOR THE NEXT CENTURY**

**8 IN THE FIELD**

Member and chapter news across the nation.

**152 —INDEX TO ADVERTISERS—**  
WANT MORE INFORMATION ON PRODUCTS  
ADVERTISED IN THIS MAGAZINE? FAX IN  
THIS PAGE FOR QUICK ACTION!

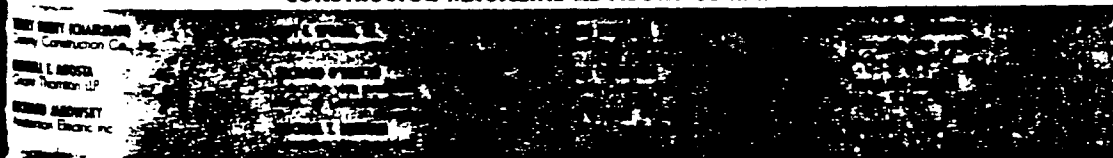
**5 AGC PERSPECTIVE**

**165 NEW TECHNOLOGY BRIEFS**  
Promising new construction tools.

**156 CLASSIFIED ADVERTISING**

**6 MANAGEMENT RESOURCES**

## CONSTRUCTOR MAGAZINE ADVISORY COMMITTEE



re on, raise your  
of efficiency  
K — the cons  
s.

e time-tested ch  
omers for acco  
and estimating

ows NT — our  
ite for account  
on the powerfu

Portland, Oregon  
(3) 684-1972 •

CONSTRUCTOR/March 1999

1



**14 CEO SURVEY** Finds "globalization" among top business challenges. U.S. firms doing only a fair job.



**18 PR ON A SHOESTRING** Use this sample construction notice to help your public relations efforts.



**20 TODAY-TOMORROW...TOGETHER** Deeny Construction should have gone under in the 1980s. Yet it not only survived, it prospered. "I blame AGC for my success," says AGC of America's new President, Terry Deeny.



**33 THE UNVARNISHED TRUTH AND UNLIKELY BEGINNING OF DEENY CONSTRUCTION COMPANY INC.**



**36 LEADERS OF AMERICA'S CONSTRUCTION ASSOCIATION** AGC's 1999 Executive Committee.

**43 AGC MEMBERSHIP GROWTH & RETENTION: SECRETS OF SUCCESS!** Want to increase membership enrollment and satisfaction at your chapter? Learn from these experts. They've helped push AGC membership to its highest level in history.

**48 AGC PHOTO CONTEST—NEW DEADLINE! SEPTEMBER 3, 1999** Knock us out with a construction photo that's different, striking, or memorable and get published in CONSTRUCTOR.

**52 HOW TO E-MAIL YOUR CONGRESSMAN IN 10 SECONDS** You can do that and a whole lot more by accessing "Congress at Your Fingertips" on [www.agc.org](http://www.agc.org).

**56 STATISTICALLY SPEAKING** The construction industry is growing by leaps and bounds. Who says? The Bureau of Labor Statistics. Who told 'em? You!

**60 HOW COMPETITIVE IS YOUR BUSINESS?** How to make the Davis-Bacon Act work for you through AGC's prevailing wage plan.

**61 MICHIGAN DOT RAMPS UP HIGHWAY PROGRAM'S ON-TIME DELIVERY** Implementation of streamlined client/server Program/Project Management System (P/PMS) paves way to lower costs, higher productivity, and reality-based work schedules.

**58 IT PAYS TO KNOW "JACK" ABOUT HIGHWAY SAFETY** When Congress required the Federal Highway Administration to develop a new workzone safety campaign to replace the 10-year-old "Give 'Em A Brake" campaign, the FHWA got Jack. Jack Hammer, that is.

**65 PIGTAILS & HARDHATS** Everyone's favorite fairy tale gets a facelift. Thanks to the Muncie Children's Museum, kids are learning the fun in skilled trades with the three little pigs.

**67 THE IMPORTANCE OF BUSINESS PLANS AND FINANCIAL RECORDS** What you should know about surety bonds.

**68 TEN WAYS FOR A SMART CONTRACTOR TO CUT INSURANCE COSTS**

**70 AVOIDING THE GRAY MARKET BLUES** How to get a good buy on construction equipment without bidding your money "goodbye."

## DEPARTMENTS

**1 PRESIDENT'S MESSAGE**

**8 MANAGEMENT RESOURCES**

**69 IN THE FIELD**

Member and chapter news across the nation.

**7 PERSPECTIVE**

**42 AGC 1999 CALENDAR OF EVENTS**

**64 LOAD 'EM UP AND MOVE 'EM OUT**  
Komatsu's improved wheel loader designs.

**72 NEW TECHNOLOGY BRIEFS**  
Promising new construction tools.

**78 CLASSIFIED ADVERTISING**

COVER BY R.E. MCCLUSKEY PHOTOGRAPHY © 1999

CONSTRUCTOR ADVISORY COMMITTEE



# CONSTRUCTOR

THE CONSTRUCTION MANAGEMENT MAGAZINE

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

May 1999 Vol. LXXXI, No. 5

## FEATURES

### WHAT MAKES A LEADER?



- 14 WHAT MAKES A LEADER?** IQ and technical skills are important, but emotional intelligence is the *sine qua non* of leadership.

- 30 PUT PROFIT SHARING TO WORK FOR YOU** American Buying Retirement Services offers AGC members a new kind of flexible profit sharing that favors your interests.

### YOUR MONEY



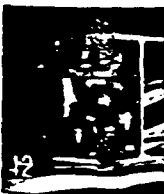
- 34 CONSTRUCTION PROJECT CONTROLS** A system to schedule, organize, manage, document, and track the construction process.

- 35 AGC'S BUILDING DIVISION** Working to build America.



- 39 OWNER-CONTRACTOR COLLABORATION** Looking for a standard form contract owners and contractors can agree on? Try the new AGC 200!

- 41 PR ON A SHOELSTRING** After the interview? Some things to keep in mind when a reporter visits.



- 42 1999 BUILD AMERICA AWARD WINNERS** The best of the best.

- 46 PREPARING FOR TOMORROW...BY INVESTING IN OUR FUTURE CONSTRUCTORS TODAY** 1999 Annual Report of the AGC Education and Research Foundation.

## DEPARTMENTS

### 1 PRESIDENT'S MESSAGE

AGC in the 21st century?  
Let's work together to create the future!

### 6 MANAGEMENT RESOURCES

### 52 AGC 1999 CALENDAR OF EVENTS

### 53 NEW TECHNOLOGY BRIEFS

Promising new construction tools.

### 8 PERSPECTIVE

### 62 CLASSIFIED ADVERTISING

### CONSTRUCTOR ADVISORY COMMITTEE

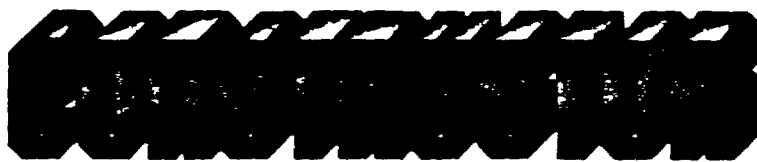
**CHIEF CHAIRMAN**  
Construction Co. Inc.

**VICE CHAIRMAN**  
A. BAKER  
Baker Corp.

**MEMBERS**  
Baker Corp.  
Baker Corp.



Special  
me  
thru  
BS. 15



CONSTRUCTION MANAGEMENT MAGAZINE

www.agc.org

June 1999 Vol 1000, No 6

## FEATURES



- 11 DEMOLISH THE DEATH TAX** A special section on the most unjust tax in America—and what you can do to help AGC defeat it.

□ Five simple steps you can take to demolish the Death Tax □ Ten reasons why we must demolish the Death Tax □ AGC answers your questions about the Death Tax □ Death Tax myths □ Legislation to demolish the Death Tax □ U.S. Rep. John Tanner on why we must demolish the Death Tax □ U.S. Rep. Jennifer Dunn on why we must demolish the Death Tax □ Senators who support AGC on Death Tax elimination □ Representatives who are working to eliminate the Death Tax □ Sample letters to congressmen



- 12 2000 TODAY~TOMORROW...TOGETHER** We have an historic opportunity to demolish the Death Tax. Please act today! AGC President Terry Deeny.

- 32 YOUR DEATH TAX CONGRESSIONAL ACTION KIT** Don't put this magazine down without turning to this page!

- 36 DEATH TAX QUESTIONNAIRE** Have you suffered under the Death Tax? If so, let us know! Your personal story could make powerful testimony on Capitol Hill.

- 38 PUT AIRPLANE TICKET TAX DOLLARS WHERE THEY BELONG!** U.S. Rep. Bud Shuster.

- 40 AVIATION REAUTHORIZATION—A replay of the highway battle?**

- 44 HIGHWAY DIVISION PRIORITIES FOR 1999** TEA-21 is law but the fight for infrastructure investment is far from over.

- 47 BUILDING THE NEXT AMERICAN CENTURY** A comprehensive look at AGC, as published in *Engineering News Record*.

- 55 THE U.S. DEPARTMENT OF TRANSPORTATION'S DISADVANTAGED BUSINESS ENTERPRISE REGULATIONS** Be prepared for changes.

- 59 NATIONAL QUALITY INITIATIVE** The journey continues.



## DEPARTMENTS

**3 CONSTRUCTOR PERSPECTIVE** AGC Executive Vice President & CEO Steve Sandherr

**5 MANAGEMENT RESOURCES** Hot topics and new ideas in the construction world

**10 AGC 1999 CALENDAR OF EVENTS**

**62 Y2K CONTRACT CONCERNS FOR CONTRACTORS**

**63 HOT OFF THE PRESS! THE "AGC CONTRACTOR'S GUIDE TO THE A201-1997"**

**64 COMPUTER-AIDED ESTIMATING MOVES TO THE JOBSITE**

**66 "METRIC FOR ME"**

**67 IN THE FIELD**

**71 INDEX TO ADVERTISERS**

**72 NEW TECHNOLOGY BRIEFS**

**78 CLASSIFIED ADVERTISING**

## CONSTRUCTOR ADVISORY COMMITTEE



# CONSTRUCTOR

## Table of Contents

Today... Tomorrow... Together: The AGC of America  
By Sandy Sandherr and Terry Deeny.....7

How to Use this AGC Member Profile Directory .....13

Section A  
AGC Committees, Chapters and/  
other Bodies.....A-1 - A-144

Section B  
General Contractors, Geographical  
Listing.....B-1 - B-172

Section C  
General Contractors, Alphabetical Listing....C-1 - C-26

Section D  
National Associate Members  
Geographical Listing.....D-1 - D-410

Section E  
National Associate Members  
Alphabetical Listing .....E-1 - E-80

Buyers' Guide .....F-1 - F-80

New Products Feature.....G-1 - G-6

Index of Advertisers .....G-7 - G-11

Advertisers.com .....G-12

rs  
iders

ON

800-453-3397

800-253-7258

800-253-7258

800-233-6698

# CONSTRUCTOR

CONSTRUCTION MANAGEMENT MAGAZINE

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

August 1999 Vol. LXXXI, No. 8

## FEATURES



- 3 2000 TODAY-TOMORROW...TOGETHER** AGC President Terry Deeny on the Death Tax.
- 6 FAREWELL TO 1957 E STREET** Debt-free from day one, AGC's headquarters in Washington is a testament to the wisdom and integrity of the members who built it.
- 13 AGC'S VIC WESTON:** A leader in trenchless technology, an advocate for construction education; a gift for PR. Plus: why *now* is the time to join AGC.
- 22 HOW'D YOU LIKE TO SAVE \$100,000 ON OWNER RETENTION?** Earn interest by placing that money in an escrow account. Here's how it works.
- 24 GET YOUR USERNAME AND PASSWORD TO THE AGC WEBSITE NOW!** All it takes is one email or one phone call.
- 26 AGC'S MUNICIPAL-UTILITIES DIVISION** "We are the voice of utility contractors."
- 30 AGC'S STANDARD FORM CONTRACTS** A primer on how these industry-balanced and approved documents can help you protect your assets.
- 34 SAVE MONEY BY MAKING DAVIS-BACON WORK FOR YOU!**
- 35 SURETY SECRETS** Seven tips to maximize your financial statement.
- 39 DEMOLISH THE DEATH TAX!** A special section on the most unjust tax in America—and what *you* can do to help AGC defeat it.
- 47 DESIGN-BUILD PROFESSIONAL LIABILITY INSURANCE** Are you covered?
- 49 INTERNATIONAL CONSTRUCTION OPPORTUNITIES: IFAWPCA:** Forging unity among the Asia Pacific region's builders and contractors.

## DEPARTMENTS

- PERSPECTIVE** AGC Chief Executive Officer Dave Lukens on 1957 E Street
- MANAGEMENT RESOURCES** Hot topics and new ideas in the construction world
- WINNERS OF AGC'S NATIONAL AWARD AWARDS**

- 28 AGC 1999 CALENDAR OF EVENTS**
- 36 ADVERTISER RESPONSE PAGE** Get information fast on the products and services advertised in this issue!
- 38 DIRECTIONAL DRILLING** From The Charles Machine Works
- 52 IN THE FIELD**
- 56 NEW TECHNOLOGY BRIEFS**
- 62 CLASSIFIED ADVERTISING**

## CONSTRUCTOR ADVISORY COMMITTEE

# CONSTRUCTOR

CONSTRUCTION MANAGEMENT MAGAZINE

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

September 1999 Vol. XXXI, No. 9

## FEATURES

- 5 2000 TODAY-TOMORROW...TOGETHER** Want to improve your safety performance? Motivate your workers with in-house incentives.
- 12 PROJECT MANAGEMENT SOFTWARE** Web-based solutions save time, clutter, and hassle with an on-line office.
- 14 CRISIS MANAGEMENT** Are you really prepared?
- 28 SURETY SECRETS** Indemnity agreements—a necessary evil?
- 29 IT'S AGGREGATE, IT'S ASPHALT BINDER—IT'S SUPERPAVE!**
- 32 EQUIPMENT SURVEY** What services do you want from your equipment dealers? Fill out this survey to let them know!
- 34 ONE-CALL? YES. ONE INDUSTRY'S PROBLEM? NO WAY.** Underground utility stakeholders find "shared responsibility" is the best of best practices.
- 41 SOMEBODY'S GOT TO DO THE DIRTY WORK** But not just anyone can do it six months ahead of schedule and \$130,000 under budget.
- 48 BUILDING RELATIONSHIPS** AGC and the U.S. Postal Service.
- 51 "DEATH'S TAXES"** AGC members: Don't give up your assault on the death tax now! We've won the vote in Congress, but now we must overcome a presidential veto!
- 54 SAFETY CHECKLISTS** Key points to consider.

## DEPARTMENTS

### PERSPECTIVE

#### MANAGEMENT RESOURCES

Hot ideas in the construction world

#### MEMBERSHIP DISCOUNT

**24 WANTED: A FEW WELL-CHOSEN WORDS** Create AGC's safety theme for the new millennium

**46 NEW FEATURE**  
**THE CONSTRUCTOR CROSSWORD**  
Each month we'll feature a puzzle with a construction-related theme

#### CONSTRUCTOR ADVISORY COMMITTEE

#### 50 AGC CALENDAR OF EVENTS

**58 ADVERTISER RESPONSE PAGE** Get information fast on the products and services advertised in this issue!

#### 60 NEW TECHNOLOGY BRIEFS

#### 70 CLASSIFIED ADVERTISING

...n you're on, read  
...level of efficien  
...NOTEK — the co  
...ionals

— the time-tas  
...d customers for  
...nent and estimat

Windows NT —  
...ct suite for acco  
...ment on the pow

250 • Portland, Ore.  
U.S. (503) 884-1577 •

...award-winning construction magazine! CONSTRUCTOR has just received a National Silver Award from the American Society of Business Press Editors for Graphics Excellence. CONSTRUCTOR received an Award of Distinction for its internet coverage from the Communicator Awards, a national competition with more than 2200 entries from 49 states.

# CONSTRUCTOR

CONSTRUCTION MANAGEMENT MAGAZINE

[www.agc.org](http://www.agc.org)  
FEATURES

October 1999 Vol. XXXI, No. 10



**3 PERSPECTIVE** In Appreciation: Bert Beatty.



**5 PRESIDENT'S MESSAGE** AGC offers more education programs than any other association in the construction industry. Are you taking full advantage of them?



**9 QUALITY TIME** The Young Constructors Forum at the Alabama Branch put the community first, donating \$100,000 in labor and materials to build a community center for kids.



**11 RIGHT PEOPLE, RIGHT JOB, RIGHT TIME** AGC and Cleaver Co. team up to give you the People Development System.



**16 COVER STORY: FORGET YAHOO! YOU WON'T BELIEVE WHAT YOU CAN DO NOW ON [www.agc.org](http://www.agc.org)!** Presenting CONSTRUCTION MARKETPLACE.

**24 AGC'S ELECTRONIC SYSTEMS COMMITTEE GOES THE WAY OF GEORGE JETSON** Test-driving AGC's new Virtual Meeting Space, slated for inclusion on [www.agc.org](http://www.agc.org).

**30 IF WALLS COULD SPEAK...** Removing the AGC time capsule from 1957 E Street.

**38 CONSTRUCTION COMPANY LIFE CYCLES** The five stages of growth. Which stage is your company in? An insightful article to help you better assess your company's strengths and weaknesses.

**43 AT LAST: AFFORDABLE COMPUTER CONSULTING** Making the most of the Internet means optimizing your computer operations. AGC and the Gartner Group can help.

**46 ARE YOUR JOBS AS SAFE AS THEY SHOULD BE?** Do you have the right people on the right jobs? Safety putting the best people to work: the Shaker Human Resource Suite.

**54 AGC/CIMA SURVEY ON CONSTRUCTION EQUIPMENT AND THE NET** We need your input to provide the online information you need! Please answer these questions.

**59 OWNERSHIP TRANSFER: THE KEYS TO SUCCESS** You've spent decades building your enterprise. Now you want to sell it. Or you want to hand it off to the next generation.

**62 PACKIN' PLENTY OF PLANNING PUNCH** Oracle, Primavera join forces to create project management application.

**YOUR MONEY**

## DEPARTMENTS

**14 CREATE A SAFETY THEME FOR THE 21ST CENTURY**

**52 ADVERTISER RESPONSE PAGE**

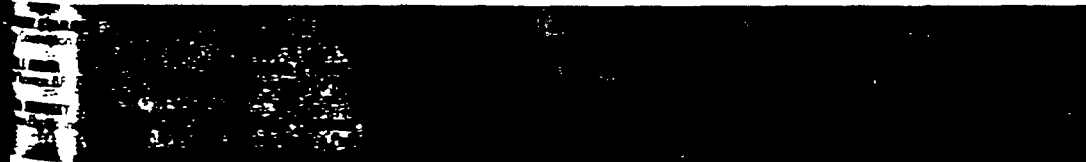
**CONNECTING THE JOBSITE TO THE MAIN OFFICE**

**50 THE CONSTRUCTOR CROSSWORD**

**56 AGC CALENDAR OF EVENTS**

**65 NEW TECHNOLOGY**

## CONSTRUCTOR ADVISORY COMMITTEE



CONSTRUCTOR—the award-winning construction magazine—has just received a National Silver Award from the American Society of Business Press Editors for Graphics Excellence. In 1998 CONSTRUCTOR received an Award of Distinction for its latest coverage from the Communicator awards, a national competition with more than 2200 entries from 49 states.

CONSTRUCTOR/October 1999

1

re on, raise you  
l of efficiency b  
— the constr

e time-tested ch  
omers for accou  
ind estimating fu

ows NT — our re  
te for accountan  
on the powerful

Portland, Oregon  
1) 804-1972 • [www.agc.org](http://www.agc.org)

rs  
ke

# CONSTRUCTOR

CONSTRUCTION MANAGEMENT MAGAZINE

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

November 1999 Vol. LXIII, No. 11

## FEATURES

- 14 A BILLION HERE AND A BILLION THERE** And soon you're talking real money. A guide to theft and vandalism control.
- 18 DO YOUR EMPLOYMENT PRACTICES PUT PROFITABILITY ON THE LINE?** Sexual harassment, wrongful termination, and discrimination are not just catch phrases of the '90s.
- 22 BUILD IT BETTER AND FASTER WITH CONSTRUCTW@RE** Application service provider for enterprise-wide project management takes construction online.
- 28 COVER STORY: BUILD UP!** The revolution has begun.
- 42 TEN TIRE-MAINTENANCE TIPS FROM MICHELIN** Optimize tire performance all year round.
- 43 BUILDING FOR THE NEW MILLENNIUM: AGC'S HEAVY-INDUSTRIAL DIVISION** Advocating contractor rights, building markets, improving communications.
- 50 YOUNG CONSTRUCTORS' FORUM TO MEET** Nov. 12-13, 1999, Salt Lake City, Utah.
- 54 PROFESSIONAL LIABILITY COVERAGE** It's not just for design/builders anymore.
- 62 CAN THIS PROJECT BE SAVED?** Just as a skilled counselor can save a marriage gone bad, project realignment partnering can save a construction project on the brink.
- 71 HOW DO I FUND MY SUCCESSION PLAN?** Finding your way through all the options to a plan that's perfect.
- 73 THE AGC INDUSTRIAL TRUCK SAFETY PACKAGE** To help you meet the Dec. 1, 1999 OSHA deadline to have all your industrial truck operators trained and evaluated.
- 77 AGC SAFETY MANAGEMENT TRAINING COURSE** Jan. 11-15, 2000 at the Embassy Suites—Houston Galleria, Houston, Texas.

## DEPARTMENTS

- |                             |                                 |                                     |
|-----------------------------|---------------------------------|-------------------------------------|
| <b>RESPECTIVE</b>           | <b>52 TRUCKS 2000</b>           | <b>76 AGC CALENDAR OF EVENTS</b>    |
| <b>PRESIDENT'S MESSAGE</b>  | <b>64 IN THE FIELD</b>          | <b>80 THE CONSTRUCTOR CROSSWORD</b> |
| <b>MANAGEMENT RESOURCES</b> | <b>75 READER SERVICE CENTER</b> | <b>82 NEW TECHNOLOGY</b>            |

## CONSTRUCTOR ADVISORY COMMITTEE



CONSTRUCTOR—the award-winning construction magazine CONSTRUCTOR has just received a National Silver Award from the American Society of Business Press Editors for Graphics Excellence. In 1998 CONSTRUCTOR received an Award of Distinction for its Internet coverage from the Communicator awards, a national competition with more than 2200 entries from 49 states.

looking to  
relationship with  
bank that can

De Long  
61-6556

HARRIS  
BANK

MAKE BETTER

harrisbank

# CONSTRUCTOR

CONSTRUCTION MANAGEMENT MAGAZINE

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

December 1999 Vol. 1000, No. 12

## FEATURES

- 12 COMPUTER HARDWARE AND SOFTWARE SURVEY IMPLICATIONS**  
Multibillion-dollar market...top management decision-makers...major Internet potential.
- 14 RAISES AND PRAISE OR OUT THE DOOR**  
*The Wall Street Journal* on how GE's chief rates and spurs his employees.
- 17 TRENDS AND FORECASTS FOR THE NEW MILLENNIUM** An *Encyclopedia of the Future* forecaster offers his vision of developments that will affect our lives in the next millennium.
- 28 OWNER-DESIGN-BUILDER COLLABORATION**  
Making good contract documents even better.
- 33 CONSTRUCTOR'S 17TH ANNUAL SOFTWARE DIRECTORY**  
Key information on 230 software products for every aspect of the construction business.
- 70 SURETY SECRETS** What to present to your surety.
- 72 CIMA OFFERS WEBPAGE ADVICE FOR THE CONSTRUCTION INDUSTRY**  
Database-driven webpages are revolutionizing website development.
- 74 THE NEXT RIGHT THING** Seven smart lessons from the field of leadership.
- 78 IS THERE A .COM IN YOUR FUTURE?**  
18 reasons why you should consider building a company website today.
- 80 ENTERPRISE-WIDE PROJECT MANAGEMENT**  
Merge all of your project-essential elements into a single web-based system.
- 82 WANT TO JOIN THE BUILD UP! REVOLUTION?** Only \$185 gets it done!
- 84 HOW MUCH IS THIS GONNA COST ME?** Contract administration/document tracking software module ties contract adjustments to cost accounting.
- 88 ADVANCEMENTS IN SKID STEER LOADERS** Can you say "options"?  
The right attachment makes it easier to do the job you need to do.

## DEPARTMENTS

- |                             |                                  |                                      |
|-----------------------------|----------------------------------|--------------------------------------|
| <b>PERSPECTIVE</b>          | <b>90 NEW TECHNOLOGY</b>         | <b>100 THE CONSTRUCTOR CROSSWORD</b> |
| <b>PRESIDENT'S MESSAGE</b>  | <b>99 AGC CALENDAR OF EVENTS</b> | <b>101 READER SERVICE CENTER</b>     |
| <b>MANAGEMENT RESOURCES</b> |                                  |                                      |

## CONSTRUCTOR ADVISORY COMMITTEE



CONSTRUCTOR—the award-winning construction magazine—has just received a National Silver Award from the American Society of Business Press Editors for Graphics Excellence. In December 1998 CONSTRUCTOR received an Award of Distinction for its Internet coverage from the Communicator awards, a national competition with more than 2200 entries from 49 states.

CONSTRUCTOR/December 1999

1

o functionality  
ange of doing  
int from the  
olution in the

t will give you  
information  
from Bidtek.

tek.com