



FALL
2008

Bulletin

Volume 2 Issue 4

Purpose

The purpose of the Academy is to provide recognition to past and present industry leaders for their personal contributions to the engineering and construction industry.



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The annual NAC meeting, held Oct. 8-10 in Bartlesville, Okla., took on a Native American flavor, reflecting its environment. Committee meetings were held throughout the week, while guests participated in a wide array of tours and activities. The formal dinner was held Oct. 9, during which ten outstanding new members were inducted into the academy and welcomed to NAC membership. Following the dinner, the annual business meeting took place on Oct. 10, at Woolaroc in the heart of the Osage Indian Nation.

Continued on page 4





*James Porter, Jr.
2009 NAC President*

From the President

First, let me acknowledge the outstanding leadership and vision of our outgoing president, John Mihm. Since his induction into the National Academy of Construction, John has dedicated countless hours to ensuring its success and continued growth. As president, his high standards of excellence for the Academy and its membership led to the formation of a National Construction Forum Committee, outstanding upgrades to our website and the formalization of our NAC Endowment Fund. You can all appreciate the website accomplishments by visiting it at <http://www.naocon.org>. Your comments and suggestions are most welcome.

As incoming president, I am honored to represent you, our NAC members, and I'm very pleased to be able to co-lead with Jimmy Slaughter our Forum project. The Forum is intended to promote the NAC's mission, sharing its plethora of experience and leadership with the construction and engineering business community. It is an opportunity for all constituencies to become aligned on actions needed to deliver continuous improvement in safety and the business effectiveness of our industry. Specifics on the current status of the Forum development and roll out are summarized in a separate article on page 9.

While we have several exciting initiatives and projects underway, we can never have too many opportunities to lead improvement of the business effectiveness of our industry. So, everyone, please send any thoughts or ideas you have for new projects or initiatives to me at porterjb@comcast.net. I'll see that they receive immediate attention.

As we all know from experience, no organization can be successful without strong contributions from a critical mass of the membership. One great example of the type of contribution that makes our NAC "go and grow" is that of Emmitt Nelson for continuing

his outstanding safety mission. He has already delivered on the White Papers on safety, which followed our very successful CII series. Emmitt hopes to increase both the distribution list and the number of papers written. Many thanks to Emmitt for this important and outstanding work. We welcome and need everyone's participation in this very important effort.

The other active committee chairs are listed under the officer section on the last page. Please support them in their efforts. In particular, we all need to recognize Vince Kontny for his superb work to produce our *NAC Bulletin*. It continues to serve as the catalyst we need to keep focused on our vision and mission. The Academy thanks him and will be indebted forever.

Finally, please mark your calendar for next year's Annual Meeting scheduled for Oct. 28-30, 2009. The meeting will be held in Wilmington, Delaware, at the historic Hotel du Pont. We have many activities planned (golf tournament, museum and botanical conservatory tours, and dinners), in addition to the regularly scheduled events.

We know you will enjoy the rich heritage and historical atmosphere. Please see pages 10-11 for more details. I look forward to seeing you all there.

Sincerely,

*James (Jim) Porter, Jr.
2009 NAC President
porterjb@comcast.net*

"As we all know from experience, no organization can be successful without strong contributions from a critical mass of the membership."



NAC 2008 New Membership

David Ashley



"Contributions to the construction industry as an educator, administrator and researcher"

Marilyn Jordan Taylor



"Exceptional leadership and contributions to the construction industry through urban design and improvement of the built environment"

Richard Little



"Leadership in the planning, management and policy development for improving U.S. Infrastructure"

Charles Thomsen



"Pioneering leadership in program and construction management and development of information technology for the construction industry"

Robert Nichol



"More than 50 years of distinguished industry experience and contributions"

Thomas Traylor



"Exemplary leadership in underground and marine construction development"

Dennis Schroeder



"Sustained outstanding dedication, service and commitment to excellence in the construction industry"

Peter Vigue



"Personal dedication to raising the standards and image of our industry"

Dominick Servedio

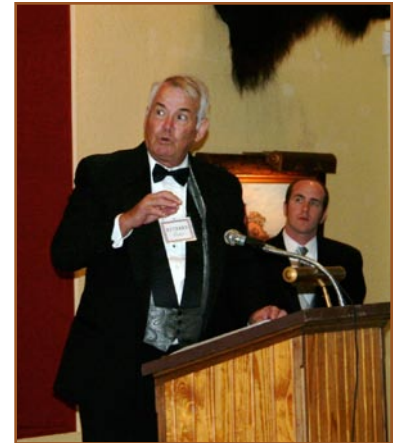


"Long-term, innovative construction and engineering leadership and industry advancement through his company, public agencies and professional organizations"

Norbert Young



"Exceptional leadership in the construction industry through use of expertise and knowledge in both his organizations and professional groups"



Continued from page 1

In an effort to encourage fellowship and interaction amongst members and the guests, additional dinners and social events were included on the itinerary. Thus, the meeting began with a golf outing at Hillcrest Country Club. It is rumored that Shirley Tucker was the winner, but the other players are keeping it a secret. This is slated to become an annual event. Plan ahead to join in the fun!

Other outings included tours of the Tall Grass Prairie, Woolaroc and a little shopping on the side for the ladies. Overall, approximately 20 guests participated in these events and, we hope, had a great time. Approximately 40

members and guests also enjoyed dinner at Frank Lloyd Wright's Price Tower. Concluding the meeting, approximately 50 members and guests said their goodbyes until next years' meeting while dining informally at Hillcrest Country Club.

Overall, both the business and social aspect of the NAC Annual Meeting proved to be successful. Approximately 80 members and guests attended. Thank you to everyone for making it such a memorable event.

We look forward to seeing you all again in Bartlesville.

John Mihm
jcmihmr66@aol.com



Annual Meeting Report

The NAC Annual Meeting was held October 10, at Woolaroc, the summer home of Frank Phillips (co-founder of Phillips Petroleum Company). Approximately 60 members attended the meeting.

Jimmy Slaughter opened the meeting with a brief presentation on Hurricane Ike, using photos to help describe the hurricane and its affects. He also expressed what a tremendous contribution the construction industry has already made in the efforts to begin cleaning up and rebuilding those areas devastated by the storm.

This year's guest speaker, Doug Pruitt, gave a detailed and excellent overview of work force issues. We thank Doug for his insight, experience and plethora of knowledge. I encourage all members to stay on top of this issue, as it affects the construction industry going forward.

Next, the membership received an update from Daniel Groves on CURT and later in the afternoon, Dave Nash updated the membership on BICE. Melvin White gave a brief overview of his very successful business, Golden Triangle Enhancement Center, and the accomplishments his training and unique program have been able to offer to the construction industry. Mark Viator then spoke about the Southeast Texas Industrial Workforce Alliance, and the positive impact this organization has had on the industry.

Jim Porter brought the members up to date on plans for the National Forum. He also announced that NAC has been asked to host

the National Forum. Feedback and discussion from membership was positive regarding the Forum. Jim Porter also addressed the membership process and how the NAC selects its members. He encouraged members to take an active role in the process and sincerely nominate candidates who will continue the existing quality of membership.

Richard Tucker presented the current state of the NAC. Specifically, he addressed membership and the financial status.

Emmitt Nelson gave an update on the Safety White Papers and the purpose they serve. Vince Kontny gave an update on the *NAC Bulletin* and his goal to publish about three times a year. His insightful *Bulletin* has brought the NAC to life. NAC is deeply indebted. Jack Buffington presented the Government Liason status. Ad Hoc Committee reports were given by John Lamberson (Development), Doy Cole (Endowment) and Bill Badger (Leadership).

John Mihm presided over the meeting and held elections. The new officers were voted upon and approved.

Newly elected NAC President Jim Porter concluded the meeting with the exciting announcement that the 2009 annual meeting will be Oct. 28-30 in Wilmington, Delaware.

Thank you to the speakers for their time and efforts in presenting their materials. Thank you also to the members who attended and participated in this year's business meeting.



John Mihm
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Vale



Throughout John's life, people who knew him valued his integrity, his stoicism, and his wisdom to hold his comments on matters of importance until he had reflected thoroughly on them. All who had the good fortune to know and work with John will deeply miss his reflective analysis, sage advice, realistic view of the context of construction, and unflinching good sense of humor.

John Walker Fondahl

The National Academy of Construction lost one of its first academic members with the death of John Walker Fondahl on September 13, at the age of 83 years. John's major contributions to construction practice and education included co-founding the graduate construction program at Stanford University and developing the precedence method of network scheduling. John's long and distinguished career also included service in the Marines in World War II, bridge design, field construction on a major dam project, and an extended term as a Director of Caterpillar, Inc.

John was born in 1924 in Washington, D.C. He met his future wife, Doris-Jane, in 1939 at McKinley Tech High School. During high school, he was captain of a champion rifle team and an active member of the Cadet Corps. He graduated valedictorian in 1941. John received a four-year scholarship to Worcester Polytechnic Institute, while Doris enrolled at Mount Holyoke, about 50 miles away. Pearl Harbor changed everything—after one year of college, John entered the military, serving in the Pacific theater in the U.S. Marines Fifth Amphibious Corps. John, a sergeant, and his father, a lieutenant colonel in a different Marine Corps outfit, were both Iwo Jima survivors. Upon returning from service, he entered Dartmouth College to study civil engineering. He married Doris in 1946. John received his MS in civil engineering from Dartmouth in 1947 and later became a registered civil engineer in California.

John worked as an engineer and structural detailer with the American Bridge Company in Pittsburg, Penn., in 1947-48. This experience increased his understanding of design practice but also encouraged him to gain construction experience. After teaching civil engineering at the University of Hawaii from 1948-1951, John spent one year as an engineer and estimator with Winston Bros. Company, Minneapolis, Minn. He then moved the family to Sacramento to work with Winston Bros. and the Al Johnson

Construction Company as project engineer on the Nimbus Dam and Powerhouse Project from 1952 to 1955. His analysis of alternate construction methods during estimating and his design of temporary works during construction of this major infrastructure facility contributed significantly to the success of the project. Clark Oglesby, a professor of civil engineering at Stanford, brought one of his classes to the Nimbus project on a field trip. Clark was planning to develop a graduate construction program at Stanford and encouraged John to consider joining the faculty.

As a result, John became a professor of civil engineering at Stanford in 1955, and co-founded the Construction Engineering and Management Program with Clark Oglesby. He taught at Stanford for 35 years until retirement in 1990, and served as the first Charles A. Leavell Professor of Civil Engineering. His teaching focused on planning and construction engineering for large infrastructure projects. He later developed some of the first courses focusing on application of network planning techniques in construction.

With Professor Oglesby, John also obtained research support from the Bureau of Yards and Docks, U. S. Navy, in 1958. Later renewed for a total duration of eight years, this pioneering support for research in construction eventually covered many critical topics: application of operations research techniques to construction operations, development of time-lapse motion picture techniques, application of engineering economics to policy decisions concerning construction equipment, and extension of the critical path method of scheduling construction operations. John initiated the research concerning the use of short-interval time-lapse movies to analyze construction operations, developed the initial equipment and methods, and turned this work over to Professor Henry Parker when he joined the construction faculty in 1962.

John pursued multiple types of solutions to the “time-cost tradeoff problem” to determine the performance rates for activities that would minimize the overall cost of the project, including indirect costs. He was recognized worldwide as a major contributor to development and use of the Critical Path Method for construction planning and project management. He developed the precedence methods of planning and scheduling, which used flow charts that represented activities as nodes of a diagram, to supplement the activity on arrow methods previously developed by DuPont and the U.S. Navy Special Project Office.

The precedence method simplified the planning process and allowed the use of lag factors to begin a successor activity prior to full completion of its predecessor activities. He also investigated ways to increase use of CPM techniques in construction. His publication “Non-Computer Approach to the Critical Path Method for the Construction Industry” sold more than 20,000 copies and was translated into over 20 languages. It provided an extremely valuable stepping stone between conventional procedures for analysis of construction plans and schedules and computerized methods.

In an early example of startup companies that grew out of research at Stanford, John and two former students founded Construction Data Systems Corporation. This firm assisted many owners and contractors in applying the new network techniques to develop detailed plans for complex infrastructure projects. John also helped to found the Project Management Institute (PMI) in 1969 and later served as its president and chairman. In 2007, this organization recognized his major contributions to the field as recipient of the James O’Brien Lifetime Achievement Award.

In another pioneering effort, John founded the Construction Institute at Stanford in 1960. One of the first industry affiliate programs at Stanford,

the institute included progressive owners and contractors who established mutually beneficial links with the graduate construction program. The plan to found the Construction Institute envisioned a group of firms and individuals from industry who would provide financial support and counsel for further development of the construction curriculum and for research on long-range problems of the construction industry.

The Construction Institute continues today to provide highly valuable support for the Stanford construction program. The member firms provide input about current construction practices and opportunities, and support teaching by industry experts focusing on key topics such as accounting, estimating, labor relations, leadership and real estate development. This interaction with industry provides expanded educational opportunities for the students and better prepares them for careers with leading firms. John also used the Construction Institute to maintain long-term links with graduates and friends of the program and to assist them in their careers.

John taught construction management courses in Egypt, Chile, Peru, Colombia, Venezuela, Denmark, Switzerland, South Africa, Australia and Japan, and traveled with one of the first American groups to visit China following its opening in 1979. He served on the boards of The Scott Company and Caterpillar, Inc. He was awarded the Golden Beaver Award for Services & Supply in Heavy Engineering Construction in 1976, which he deeply cherished.

John was elected to the National Academy of Engineering in 1993 and the National Academy of Construction in 2001. Other recognition of John’s many contributions to construction included his receipt of ASCE’s Construction Management award in 1977 and ASCE’s Peurifoy Construction Research Award in 1990. John’s Peurifoy Award lecture highlighted the emergence of the construction engineer as a recognized member of the civil engineering

profession and the need for further actions to implement new techniques, decrease disputes and litigation, improve contractual relationships, and increase professional teamwork.

In 1965, the Fondahl family found a house in Los Altos Hills with spectacular views, where they have lived ever since. John taught his daughters to place concrete and worked incessantly on projects to improve the home. He and Doris have been long-time supporters of local theater groups including Bus Barn, Theatreworks, and ACT. On special occasions, John enjoyed sharing a bottle of Ridge wine with his family and friends, and was a regular Ridge visitor on Fathers’ Day. Upon retirement, he became a full-time gardener, planting and nurturing a large orchard and garden, and engaging in year-round production of soups, jams, preserves and juices. John loved hiking and cross-country skiing at Lake Tahoe, including leading his family on an annual hike up to Desolation Wilderness’s Crag Lake. John and Doris enjoyed traveling together to destinations around the world. In 1970, he and his family joined his father on a trip to their ancestral home in Fondalen, on the Holandsfjord in Norway.

Throughout John’s life, people who knew him valued his integrity, his stoicism, and his wisdom to hold his comments on matters of importance until he had reflected thoroughly on them. All who had the good fortune to know and work with John will deeply miss his reflective analysis, sage advice, realistic view of the context of construction, and unfailing good sense of humor. John is survived by Doris, his wife and companion of 70 years, daughters Lauren, Gail, Meredith and Dorian, son-in-laws Ken Bilski and Joe Martinka, David Wickline and grandchildren Gwynne Bilski, Arielle Martinka and Peter Martinka.

Bob Tatum
tatum@stanford.edu

From the Secretariat



Richard Tucker

What a great annual meeting! Details are covered in other sections of the *Bulletin*, but it is hard to accurately describe just how much the attendees enjoyed the activities that were arranged by John Mihm, his daughter, attorney Mary Lynn Mihm, and her family and staff. We will be reminiscing about the Woolaroc experience for years to come. Jim Porter has taken the meeting as a challenge for his 2009 presidency, and has already make arrangements for the 2009 Annual Meeting at the Hotel du Pont in Wilmington, along with golf, spouse tours and more.

We inducted 10 new members, as has been our recent custom (see page 4). The 2009 Membership Committee, chaired by Vice President Bru Brubaker, will hold a conference call Dec. 3, to begin preparation for 2009. We have already received more than 70 possible names for consideration, and a recent e-mail was sent asking for even more. All suggestions will be compiled into a master list for continual adjustment each year. The formal nomination process will begin in January; the committee hopes to receive 20-25 formal nominations that will result in election of a maximum of 10 new members in 2009.

The Membership Committee is also reviewing a proposed policy statement for Membership Approval regarding retention of members. It is recognized that some of the membership is in a retirement mode, and may not wish to actively participate in professional and honorary organizations. Indeed, the current By-Laws allow for Emeritus Membership status, which a few of our members currently have been granted. Some other members wish to remain active in NAC organizational affairs only, while others wish to be in a more active role to utilize NAC's stature and resources to advance the industry. Although NAC participation in payment of dues, attendance at meetings and participation in election of new members is much higher than that of other similar organizations, the Membership Committee is reviewing appropriate directions for those few who do not participate to properly develop expectations for those invited to join NAC in the future.

This marks the first year that NAC has been required to file a return with the IRS, in accordance with our receipt of official 501(c)3 status as a "charitable" organization. In spite of the terrible economy, the endowment fund continues to grow. As a reminder, a contribution of a minimum of \$5,000 to the fund results in a lifetime membership and a contribution of \$25,000 also results in a waiver of registration fees for the member and guest at all future annual meetings. The Endowment Fund trustees guide its investments and provide information to the Executive Committee for budget purposes.

As a reminder, our financial administration is as follows:

- **General Secretary** – signs checks, with approval of the Executive Committee
- **Executive Committee** – final authority over all financial matters
- **Endowment Trustees** – responsibility for investment of Endowment Fund
- **Development Group** – responsibility for expanding the Endowment Fund

Obviously, 2008 has not been a good year for development funds. Even so, we have received approximately \$200,000 in the fund and expect it to continue to grow in 2009. We have been operating modestly on dues income, but recognize that NAC needs a substantial endowment basis to provide stability for growth and anticipated activities. More information will become available in 2009, and will be incorporated in the 2009 Dues Notices.

We are currently updating the *NAC Directory*, and plan to distribute the 2009 edition early in the year. Thus, if you wish to make any changes to your information, please advise Alicia (Alicia@mail.utexas.edu) soon.

Richard Tucker, Secretariat
rltucker@mail.utexas.edu



Forum Update

The Forum core team presented a proposed concept and path forward to both the Executive Committee and the membership at the recent annual meeting in Bartlesville. Both agreed the team is on the right track and gave an enthusiastic “thumbs up” for NAC to be the “honest broker” to convene, facilitate and lead the Forum’s development and implementation. As a result, the core team is now actively developing the model and implementation details. We will keep everyone connected to the work as it progresses and request any and all input from everyone on upgrades.

For reference, the core team consists of the following leaders from key industry organizations:

| Organization | Member |
|--------------|----------------------|
| NAC | Slaughter/Van Winkle |
| CIRT | Suarez |
| CURT | Sizemore |
| Academia | Gibson |
| BRT | Porter |
| CII | Crew |
| ECC | Dalton |
| BICE | Stanley |
| AGC | Pruitt |
| At Large | Mihm |

Forum Summary

Here is a summary of the proposal presented at the annual meeting:

- **Must be industry voice**
- **Project supply chain focused**
- **Evergreen process**
- **Annual workshop format**
- **Business plan/model needed**
- **NAC to be honest broker**

We will keep everyone connected to the process and specifics as the work progresses. If anyone has questions or comments, please send them to us at the e-mail addresses listed below. Many thanks in advance for your help and support as we drive this important work forward.

Jim Porter
porterjb@comcast.net
Jimmy Slaughter
jgsjr@sbec.com

Endowment Fund Update

Many thanks to Doy Cole and his team for all their efforts in initially establishing the NAC Endowment Fund framework and basis, John Lamberson and his committee for evolving the management process and growing the value, and especially Richard Tucker, who lead the work to obtain 501(c)3 tax status.

The Fund will remain a key project for continued focus and growth in 2009. With this addition to the Academy, it is now possible for members and industry to sustain the efforts and growth of our mission through tax-deductible contributions. Please consider making a meaningful contribution this year. For reference, there are six levels of contribution:

- **Bronze - \$1,000 minimum**
- **Silver - \$5,000 minimum**
- **Gold - \$25,000 minimum**
- **Platinum - \$50,000 minimum**
- **Diamond - \$100,000 minimum**
- **Distinctive Donor - \$1,000,000 minimum**

The level attainments are cumulative, and can be achieved by contributions over a period of years. Although the committee’s attention is focused on the Endowment Fund, contributions to the operating fund will also count in the cumulative giving total.

Doy Cole
doycole@aol.com
Jim Porter
porterjb@comcast.net

NAC Life Members

Gold Members (\$25,000 minimum)

- Bud Ahearn
- Jim Braus
- John Lamberson
- Ralph Peterson
- Jimmy Slaughter
- Richard Tucker

Silver Members (\$5,000 minimum)

- Richard Anderson
- Bill Badger
- Doy Cole
- Art Fort
- Mike Goodrich
- Vince Kontny
- Dave Nash
- Jim Porter
- Chris Reseigh
- Bob Rubin

2009 Annual Meeting Preview

MARK YOUR CALENDARS

2009
ANNUAL MEETING
WILMINGTON,
DELAWARE
OCTOBER 28-30

The Hotel du Pont lobby has been fully restored and the guest rooms have been completely refurbished. The Hotel du Pont remains committed to retaining the warmth that has made it so highly regarded...so that in the future, as in the past, every floor will continue to be a legendary story.



In the main dining room, known as the Green Room, fumed oak paneling soars two-and-a-half stories from the mosaic and terrazzo floors below. Rich forest greens, browns and ivories, embellished with gold, decorate the room. Six handcrafted chandeliers and a musicians' gallery overlook the opulence.

The Gold Ballroom, added in a 1918 expansion, is a testament to craftsmanship and artistry. Two 12-foot-high American walnut doors, hand carved with designs of peacocks and urns, frame the entrance to this magnificent room. At the top is a massive hand-carved Caen stone imported from France. It depicts a bountiful harvest at the entrance, representing the gaiety found within, and industrious squirrels at the exit, indicating a return to the working world.



The plans called for 150 guest rooms, a main dining room, rathskeller, men's café/bar, ballroom, club room, ladies' sitting room and more. Quite an ambitious undertaking for a city of just 80,000 people.

No expense was spared in the creation of Wilmington's crowning achievement. In the ornate public spaces, nearly two dozen French and Italian craftsmen carved, gilded and painted for over two and a half years.

Opening day - January 15, 1913 - brought 295 invited guests in horse-drawn carriages to the Hotel's red-carpeted door. During the first week alone, 25,000 visitors toured the new Hotel, which rivaled Europe's finest.

We look forward to an outstanding meeting. Please reserve October 28-30, 2009, on your calendar now!



Nemours is the 300-acre country estate of the late industrialist and philanthropist Alfred I. duPont. The mansion was built from 1909 to 1910 and is a fine example of a French chateau in the style of Louis XVIth. The 47,000 sq. ft. mansion looms over the surrounding formal gardens and is furnished with fine antiques, famous works of art, beautiful tapestries, and other treasures. The grounds surrounding the mansion extend for one third of a mile along the main vista from the house, and are among the finest examples of French-style gardens in the United States. Nemours re-opened in May 2008, following a \$39 million renovation.



Winterthur Museum and Country Estate is the former home of Henry Francis du Pont, who amassed the world's premier collection of American antiques. This collection is on display inside the 175-room mansion, which is open for themed tours Tuesday through Sunday.



Photo courtesy Gavin Ashworth and Winterthur Museum and Country Estate

Nearby Longwood Gardens (sometimes referred to as the DuPont Gardens) was created by industrialist Pierre S. du Pont. Exquisite flowers, majestic trees, dazzling fountains, extravagant conservatories, starlit theatre, thunderous organ—all describe the magic of Longwood Gardens, a horticultural showstopper where the gardening arts are encased in classic forms and enhanced by modern technology.



Deerfield Golf Course was originally a private DuPont course. It is now a state-owned public course operated by Fairwinds.

Editor's Column

In this issue of the *Bulletin*, we celebrate the life of John Fondahl, just months after we did the same for Boyd Paulson. Both were highly respected personal friends of mine.

In the 1960s after completing several extended tours in Southeast Asia with the Seabees, I accepted my discharge and then, rather than return to witness the protests in the U.S., I drifted south to Australia. Boyd's father was then managing director of Utah Construction in Australia and was kind enough to give me a job, albeit not with a fancy title or benefits. I was assigned as a laborer on an outback railway construction project. It was one of life's greatest learning experiences. Later, Fluor bought Utah Construction and I simply changed badges and began a long career there. Boyd, Jr. was then attending Stanford, working on his PhD. I asked for his help in recruiting some exceptional talent for a large mining project in Australia where I was Project Manager.

When I returned to the states, Boyd, with John's support, asked if I would create and teach a course in industrial project management at Stanford—another great learning experience, and one that laid a strong foundation for a long friendship. Our industry has greatly benefited from their significant contribution as educators. Their dedication and professionalism will continue to benefit the construction industry for decades as the students from their excellent construction engineering program take up their rightful places as industry leaders. They have truly left an indelible mark and will be sorely missed.

Vince Kontrny
Editor

VinceKontrny@starband.net



New Government Liaison Chair

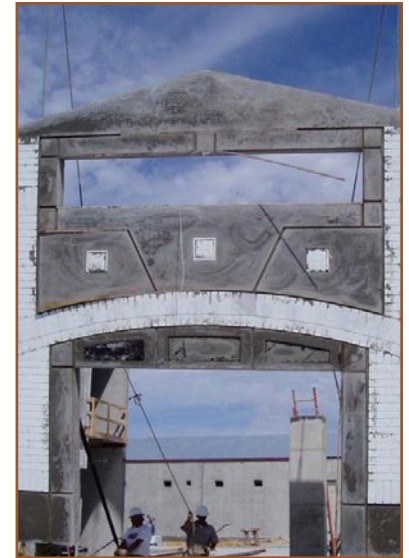
Richard Little, one of our 2008 inductees, has agreed to become our Government Liaison chair with Jack Buffington assisting. Richard is currently the Director of the Keston Institute for Public Finance and Infrastructure Policy at the University of Southern California where he teaches, conducts research and develops policy studies aimed at informing the discussion of infrastructure issues critical to California and the nation.

Prior to joining USC, Richard was Director of the Board on Infrastructure and the Constructed Environment (BICE) of the National Research Council (NRC) where he directed a program of studies in building and infrastructure research for 10 years. He also rode herd on the Federal Facilities Council

(FFC) with the able assistance of Lynda Stanley during this timeframe. Lynda took his place on the BICE when Richard left.

Several of our NAC members served on the BICE during Richard's tenure and know what an impact he has had on issues affecting the infrastructure in our country. Prior to his selection for the BICE, Richard was the Director of the Planning Division for Fairfax County, Virginia, a county with a larger budget than most states, and ran his own consulting company. Few people know their way around Washington, D.C., better than Richard. He will be a tremendous asset to NAC. Welcome, Richard!

Jack Buffington
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Richard Little
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2008 NAC Executive Committee

| | | |
|--------------------|-----------------------------------|--|
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[Click here to send a message to all members of the NAC Executive Committee.](#)

Other Elected Positions:

- NAC Trustees: Richard Tucker, Jack Buffington, Bill Heine
- Endowment Trustees: Doy Cole, Mike Goodrich, John Lamberson, Ben Montoya, Richard Tucker

Committees

| | | |
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Committee members: Bob Bittner (2), Peter Forster (2), Ben Montoya (2), Noel Watson (2), Bud Ahearn (1), Jim Doebler (1), Clair Gill (1), Chris Reseigh (1), Hugh Rice (1), Keith Roa (1), Jim Smith (1)

The *NAC Bulletin* is a publication of the National Academy of Construction.

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