

SUMMER  
2009

# Bulletin

Volume 3 Issue 1

## 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.*



The Hotel du Pont will host our annual meeting.

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## Welcome to Wilmington!

You won't want to miss the 2009 NAC Annual Meeting, which will be held Oct. 29-30, in picturesque Wilmington, Delaware! Located midway between New York City and Washington, D.C., Wilmington is the gateway to the beautiful and historic Brandywine Valley. Discover breath-taking gardens, fabulous mansions, unique museums, a wide selection of performing arts, charming wineries and historic towns that retain their 17<sup>th</sup>- and 18<sup>th</sup>-century ambience.

**NAC Annual Meeting**  
**October 29-30, 2009**

First settled by the Swedish in 1638, Delaware has a long and colorful history. After the Revolutionary War, Delaware became the first state in the union by ratifying the constitution.

Throughout its history, the state benefited from a multi-cultural flow of immigrants. Fleeing the excesses of the French Revolution, E.I. du Pont de Nemours settled in Wilmington in 1802, purchased property along the Brandywine River and opened his black powder "manufactory." From 1802 to 1921, these and other local mills produced gun and blasting powder for America's hunters, soldiers and construction projects, including the War of 1812, the Mexican War (1846-48), the Civil War (1861-65), the Transcontinental Railroad, the Spanish-American War (1898), and the Panama Canal. From these gunpowder mills sprang the modern chemical industry,

which is still headquartered there - the DuPont Company, Hercules, Inc., and ICI Americas.

Beyond the company that bears its name, the du Pont family left a legacy of cultural attractions, which meeting participants will have the opportunity to enjoy. First, NAC members and guests will find themselves

comfortably ensconced in the historic Hotel du Pont. Those who check in early will have the opportunity to play golf and tennis at the Du Pont Country Club.

Thursday's agenda includes a visit to Winterthur, the country estate of Henry Francis du Pont (1880-1969), an avid antiques collector and horticulturist. In the early 20th century, H. F. du Pont and his father, Henry Algernon du Pont, designed Winterthur in the spirit of 18<sup>th</sup>- and 19<sup>th</sup>-century European country houses. This visit to Winterthur will immerse you in another time and place where you'll rediscover America's heritage through the unparalleled collections of antiques and Americana.

Of course, beyond enjoying all the attractions and amenities, you'll be able to reconnect with NAC friends and colleagues and meet the new members. NAC members will conduct the organization's business and have the opportunity to discuss industry issues. Don't miss out! Mark your calendar and send in your reservations today!





*James B. Porter, Jr.*  
*2009 NAC President*

## *From the President*

This has been another exciting year for our National Academy of Construction. As a result of the work by the Executive Committee and Committee chairs, we have made significant progress in key areas and initiated a new effort aimed at ensuring NAC's sustainability. I would like to highlight a few of the accomplishments that have been made by our organization and its membership to date.

Thanks to **Emmitt Nelson** for his continued efforts and dedication to challenging businesses to adopt the **"Zero Injury Safety Leadership Concept."** In the past year, he has authored and issued two new white papers. Number 16 covers "Safe Production Planning" and Number 17 focuses on "Safety Education, Orientation and Training." Many thanks to Emmitt for his leadership and personal commitment in this extremely important area.

As you know, the **National Academy of Construction Foundation is now officially a designated 501(c)(3), non-profit foundation** thanks to **Richard Tucker's dedication** and efforts in resolving all legal questions and obtaining IRS approval. Thanks also to **Doy Cole and John Lamberson** for the timeless contributions and leadership in making the Foundation and Endowment growth effort a success. I encourage everyone to consider a contribution.

The **National Academy of Construction Forum Core Team** has continued to make progress; a status summary is outlined on page 13. Volunteers to help move the work forward will be needed, so please let us know if you are willing to help make our forum a reality.

The **Membership Committee selected 10 new outstanding members**, who will be presented and inducted at the annual meeting. Many thanks to **Bru Brubaker** for his leadership, and as this year's Membership Committee Chair.

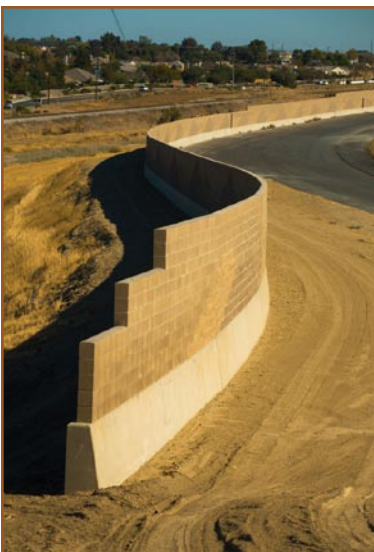
We have initiated an **Ad Hoc "Strategic Planning" Committee** to consider how to ensure NAC's sustainability. The group will meet prior to the annual meeting to discuss what we should be doing in three key areas: 1) Administration and Structure, 2) Programming and 3) Funding. They will bring proposals to the annual meeting for everyone to consider and upgrade.

Finally, for the past several months your **Annual Meeting Design Team** has been developing the agenda for this year's meeting. The format for this year's meeting will follow the outstanding arrangements by **John Mihm** last year in Bartlesville. We have exciting activities planned for both members and their guests. In addition to opportunities to play golf on a championship course, there will be tours of world-renowned botanical gardens and museums. This year's members meeting will also offer opportunities for everyone to participate as part of interactive sessions on NAC's sustainability and in a Mini-Symposium on Opportunities and Challenges for the Construction Industry in a Time of Stimulus and Renewal being developed and lead by Rich Little.

I look forward to seeing you all in Wilmington in October. I wish you all safe and pleasant travels.

Sincerely,

*Jim Porter*  
[porterjb@comcast.net](mailto:porterjb@comcast.net)



# NAC Annual Meeting Agenda

The 2009 NAC Meeting will be held at Hotel du Pont, Oct. 29-30. A block of rooms has been reserved starting at \$175 for a king deluxe. Reservations can be made directly with the Hotel Reservations Department at 302-594-3125 or 1-800-441-9019. Refer to group #NAC1028 to receive the special group rate.

## Wednesday, Oct. 28

Check-in Hotel du Pont (early arrivals)

1:00 p.m. Golf/Tennis, Du Pont Country Club

7:00 p.m. Dinner, Brandywine River Museum

## Thursday, Oct. 29

Check-in Hotel du Pont

10:00 a.m. Winterthur Tour

12 noon Executive Committee Meeting

1:00 p.m. Hospitality Room opens

4:00 p.m. Keynote Presentation, "Dupont: Past Present and Future"

6:00 p.m. Cocktails at Hotel du Pont

7:00 p.m. Black Tie Dinner (induction of new members)

## Friday, Oct. 30

7:00 a.m. Continental Breakfast (members and guests)

8:00 a.m. NAC Annual Meeting (members)

8:30 a.m. Mini-Symposium (see program)

12:30 p.m. Member/guest Luncheon

1:30 p.m. NAC Annual Meeting

4:00 p.m. Annual Meeting Adjourns

4:10 p.m. Membership and Other Committees

6:30 p.m. Cocktails and Dinner at Hotel du Pont

## Saturday, Oct. 31

On your own – suggested attractions and contact information on page 14.

### Opportunities and Challenges for the Construction Industry in a Time of Stimulus and Renewal

#### A National Academy of Construction Mini-Symposium

#### Friday, Oct. 30

8:30 – 8:45 a.m. The American Recovery and Reinvestment Act of 2009 – Promises and Deliveries

*Richard Little, Keston Institute for Public Finance and Infrastructure Policy, University of Southern California*

8:45 – 9:45 a.m. A Selection of Challenges and Opportunities: Is the industry well-positioned to adapt and prosper?

*(each presenter will provide a 10-minute overview as a lead-in to the Roundtable)*

Developing the Construction Workforce of the Future

*Bill Badger*

Reducing Construction's Carbon Footprint

*Richard Anderson*

Commodities and Materials – will there be global shortages and inflationary pressures?

*Ed Merrow*

Will the construction industry be ready to build the plant of the future?

*Jim Porter*

Public-Private Partnerships – Is there a role for U.S. companies in U.S. projects?

*TBD*

What Does the Industry Need from Washington – Should it lead, follow, or get out of the way?

*Jack Turner*

9:45 – 10:30 a.m. Roundtable Discussion

*Richard Little, Moderator*

10:30 – 10:45 a.m. Questions from the Audience

10:45 a.m. Break



## Membership Committee Report



The membership process worked extremely well this year and resulted in the election of ten outstanding new members (see article on page 6) who will be inducted at our annual meeting in October.

In the spirit of continuous improvement, the NAC Membership Committee slightly modified the process for 2009, with impressive results. The key elements of the revised process were an early start and an early “activist” role by committee members.

The 2009 election process was actually initiated by the 2008 Membership Committee and began at the 2008 NAC Annual Meeting during which attendees were invited to suggest possible candidates. More than 50 names were received and were supplemented by another 30+ suggested names resulting from a mailing to the membership in late October. Thus, the committee’s starting point included more than 80 candidates.

The Committee met by conference call in early December 2008, and agreed to expand its traditional “mentoring” role by identifying 20-25 of the suggested names as “candidates” and to contact possible nominators. About one-half of the eventual formal nominations resulted from this action.

The general solicitation of nominations from the NAC membership was mailed in January 2009 as in the past, and resulted in about one-half of the final group of 23 nominees. Committee members then served as “mentors” to the nominators to ensure completeness and timeliness of the nomination packets.

A total of 23 completed nominations were received by the March 31 deadline, consistent with the goal set by earlier Membership Committees (too many nominations would perhaps result in embarrassment by people of stature who aren’t elected). Only five of the nominations came from committee members, so the solicitation process was effective. A total of 41 NAC members were involved as nominators or references.

In early April, the names of the 23 nominees were distributed to the membership, with an invitation for comments. An average of five comments was received for each nominee. Although many of the comments were anonymous and an exact count is difficult, it is estimated that about 60 members offered comments.

After receipt of the comments, complete nomination packets were distributed to the Membership Committee in early May, and a conference call was scheduled for late May. The conference call was structured for open discussion and a formal balloting process involving multiple rounds was followed. The committee selected 10 names for the election ballot. Prior to preparing the ballot, nominators of the 10 names were asked to contact the nominees and ask their permission to be placed on the ballot (theoretically, this was the first time they were aware of their nomination) and to commit to fulfill their membership responsibilities if elected. All nominees agreed, the official ballot was mailed in late June, and returned in early July. All nominees were overwhelmingly elected and a formal letter advising them of their election was sent by President Porter in late July.

The election process for membership in the National Academy of Construction is thorough and rigorous. It is structured to avoid a “popularity contest” or “politicking,” while ensuring opportunities for participation by all NAC members. A key element is an elected and rotating Membership Committee consisting of diverse representatives to reflect the eclectic nature of our industry. The 2009 committee was conscientious and active and fulfilled its responsibility in an outstanding manner. The net result is the election of 10 new members who will add to the stature of the Academy, and an additional 13 carry-over nominations with which to begin the 2010 process.

*Bru Brubaker*  
[williambrubaker@hillintl.com](mailto:williambrubaker@hillintl.com)



# KUDOS!

Ku • dos [koo-dohz, kyoo- dōs, -dos,], n. [Gr. Kydos, glory, fame], [Colloq.], credit for an achievement; glory; fame; praise or accolades, prestige.

★ **Bud Ahearn** received the American Society of Civil Engineers' Distinguished Member status in April for his demonstrated leadership in the design and construction industry, his bold advocacy of innovation as a means to improve industry productivity, performance, and quality, and his dedicated service to our nation.

★ **Jack Buffington** has also been basking in the spotlight. Each year the Society of American Military engineers honors two Americans for contributions to the engineering profession and national security with Golden Eagle awards. Jack received the honor March 27. He was also recently inducted into the Arkansas Hall of Fame for Engineering.

★ **Pat Galloway** has been named vice chairman of the National Science Board. The NSB was established by Congress in 1950, and serves two important roles. It establishes the policies of the National Science Foundation and serves as advisors to both the President and Congress on national policy issues related to science and engineering research and education.

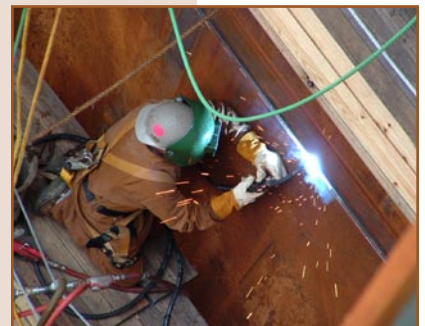
★ **Dave Nash** was honored in April as the recipient of the American Society of Civil Engineers' 2009 Outstanding Projects and Leaders (OPAL) Lifetime Achievement Award for government. Dave's award was for his achievements in government service, both for his activities in the Navy Civil Engineering Corps and for his leadership in rebuilding Iraq.

★ **Ted Kennedy** is chairing a committee to study "Advancing the Productivity and Competitiveness of the U.S. Construction Industry." **Pat Galloway and Norbert Young** are also serving on the committee, which is sponsored by the Board on Infrastructure and the Constructed Environment of the National Research Council. Along with Ted, Dave Nash and Jim Porter are members of BICE.

★ **Richard Tucker and Emmitt Nelson** recently finished service as members of a committee for the National Research Council to review construction research at the National Institute for Occupational Safety and Health. The report, "Construction Research at NIOSH," is available at the National Academies Press.

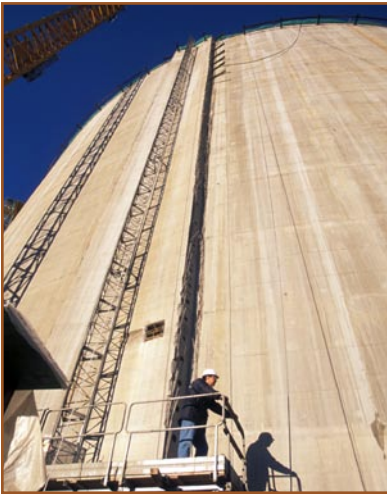
**Editor's Note:** We intend to include this item in all future editions of the *NAC Bulletin* to recognize NAC members who receive distinguished awards, appointments, etc. If you or a member known to you has received such an honor from a university, professional organization or similar entity, please send the information via e-mail to the group listed below for vetting and inclusion in a future edition.

[Jim Porter, 2009 NAC President, Richard Tucker, NAC Secretariat, Vince Kontny, NAC Bulletin Editor](#)



*Send Kudos!*

## The NAC Class of 2009



*The criteria for membership in the Academy are simple: past contributions, and probable future contributions, to the industry as a whole rather than only to themselves or their organizations. The following new members all meet those criteria and have been elected through a rigorous process involving the entire NAC membership. They are listed alphabetically below, with brief descriptions of their professional credentials.*

**JOHN M. DIONISIO** is CEO and President of AECOM. He holds a BSCE from CCNY and an MSCE from the Polytechnic Institute of New York. John was previously with Frederic R. Harris and DMJM Harris. He has brought his engineering and project management expertise to the industry through activities in many professional societies including ASCE, NSPE, SAME, APTA, Corinthian Colleges and the College of New York. Among his honors are awards from the ASCE Metropolitan New York Section, CCNY, New York March of Dimes and the prestigious ASCE Opel Award. John's citation for NAC membership is "Exemplary leadership in advancing the state-of-the-art in project management of transportation sector projects."

**RONALD J. GAFFORD** is chairman, president and CEO of Austin Industries, a diversified company with divisions in the heavy civil, buildings and industrial sectors. He began his career with the Henry C. Beck Company and worked for six years with the Trammell Crow Company. He holds a BS in building construction from Texas A&M and did advanced program work at Harvard. Ron has been active in numerous professional organizations including AGC, WPO, CIRT, Texas A&M and Austin College. His community service has been extensive, not only through his church, but also through the Dallas Symphony Orchestra, Dallas Chamber of Commerce, Parkland Hospital, Interfaith Housing Coalition and the Thanksgiving Foundation. Ron's citation for NAC membership reads "Recognized leader of a diverse group of companies and major contributions to professional and civic organizations."

**G. WILLIAM GILFILLAN** is involved with the Dutra Group and is engaged in marine construction and aggregate production. His early employment was with Morrison-Knudsen, where he rose from chain man to

president and COO. He also served four years as president and COO of Fluor Construction International. Bill has a BSCE and participated in the MB course at Stanford. His many professional organizations include the Beavers, the Moles, SAME, WEDA and the Bay Planning Commission. He has received the Outstanding Civilian Service Medal from the Corps of Engineers. Bill's citation for NAC membership reads "Decades of solid leadership through his companies and premier construction industry organizations."

**GEORGE T. HEERY** is chairman and CEO of the Brookwood Group. He earlier founded, along with his father, Heery & Heery International, and was CEO at the time of its sale in 1989. George holds BS degrees in architecture from Georgia Tech and attended the Advanced Management Program at Harvard. He authored a major book referred to as the "first definitive work on construction management." George also developed the Bridging Method for organizing the roles of architects, engineers and constructors. He has received many awards for design and process excellence from multiple organizations including AIA and CMAA. George's citation for NAC membership reads "Innovator and leader in design and development of the construction management profession and program management."

**MELISSA B. HERKT** is president of Process Systems and Solutions for Emerson Process Management. She was previously with Exxon, Hoffman-La Roche and Glaxo Smith Kline, serving in many positions including vice president of engineering and project management. Melissa holds a BSCE from Auburn University. Among her professional contributions are an active role in the Construction Industry Institute, where she chaired the Research Committee and served on the Executive Committee. Melissa has been involved with Auburn University and has

continued from page 6

received awards from Auburn, CII, Gadsden State, and the Alabama College System. She is a member of the Alabama Engineering Hall of Fame. Melissa's citation for NAC membership reads "Industry leader in project management as an owner, and in system development through her company and industry research organizations."

**LEE A. McINTIRE** is CEO of CH2M Hill. He was previously an executive with Bechtel, serving as executive vice president and as a member of the board of directors. Lee holds a BSCE from the University of Nebraska, an MBA from the Thunderbird School of Global Management and attended the Executive Management Program at Dartmouth. Lee's professional and civic involvement include the National Action Coalition for Minorities in Engineering, UC Davis, University of Nebraska and the New Resource Bank. He has also been active in the World Economic Forum, CII, the Aspen Institute, the Governor's Meeting of the E&C Industry and the EFCG CEO Conference. Lee's citation for NAC membership reads "A leader's leader in advancing the technology, business models and EPC project performance around the world."

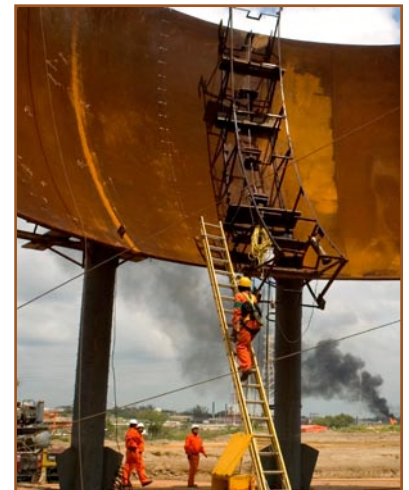
**ROBERT S. O'NEIL** is a consultant since retiring as president and CEO of the Parsons Transportation Group. He served previously as president and CEO of De Leuw, Cather and Company. Bob holds a BSCE from Notre Dame, an MSCE from the Catholic University and attended the Graduate School of Business at the University of Chicago. His professional society involvement has included ASCE, ARTBA, Catholic University and the ASCE Construction Institute. Bob recently chaired a committee for the Governor of Virginia to make recommendations on extension plans for the Washington Metro. He has received many awards and is a member of the National Academy of Engineering. Bob's citation for NAC membership reads "Exceptional leadership in advancing the effectiveness of project delivery in the transportation sector."

**JOHN E. SCHAUFELBERGER** is professor and chair of Construction Management at

the University of Washington. He previously had a long career as an officer in the Corps of Engineers, and was a professor at the U.S. Military Academy. John holds a BSEE degree from the University of Idaho, and an MSCE and PhD from the University of Illinois. He also held a fellowship in the School of Government at Harvard. John has written five widely used textbooks. He has been active in ASCE, NAWIC, NSPE, AGC, SAME, CMAA, and ACCE. He has received many awards from the U.S. Army, the University of Washington, and the Puget Sound Engineering Council. John's citation for NAC membership reads "Outstanding leadership as a professor and author of textbooks, who brings his many years of industry experience into academia."

**MATTHEW M. WALSH** is CEO of the Walsh Group, a family-owned company. He holds an undergraduate degree from Notre Dame and a law degree from Loyola University. Matthew has served on boards of Saint Ignatius College, the Advisory Council for the School of Architecture at Notre Dame, the Union League and the Construction Industry Round Table. He has also been involved with a number of charity groups. Matt's citation for NAC membership reads "Leadership through his company in advancing major underground and transportation projects and through professional and academic organizations."

**CLIFTON D. WRIGHT (Duke)** is retired from 3D/International after an earlier distinguished career in the U.S. Air Force. Among his many accomplishments, he chaired the Joint Venture Executive Committee for the Pentagon Renovation Program. He holds a BSArE from Clemson and an MA in Public Administration from George Washington University. Duke has been active, and held offices, in SAME, the Citadel, the NRC Building Research Board and Sullivan's Island, S.C. He has received a number of special recognitions from SAME, AIA and Clemson. Duke's citation for NAC membership reads "Advancement of project delivery methods in both the military and private sectors, as well as academic and research organizations."



## Endowment Fund Report

A total of \$237,300 has been given in “endowment type” contributions since inception two years ago, including \$17,800 this year. Twenty-three NAC members have contributed, including six at the Gold Level (above \$25,000) and 13 at the Silver Level (above \$5,000), see list on page 9. The Board of Trustees wishes again to thank contributors for their generosity.

The total funds contributed were designated by the donors as follows:

- For support of ongoing operations and programs: \$32,300
- For the long-term endowment: \$205,000

### Tracking our Investments

The trustees invested about \$156,000 in the Austin Community Foundation. The current value of this investment is about \$140,000, or a 10 percent decline. The ACF investment objective is long-term growth.

The trustees invested \$45,000 with Woodway Financial Advisors, primarily in money market funds. The value of this account is now about \$46,000, or a 2 percent gain. Moneys in this account have now been moved to a slightly more aggressive, high-quality bond fund.

The remaining funds have been parked at Frost Bank for use in supporting operational and programmatic activities.

The Endowment Fund’s long-term objective is to achieve a corpus providing an annual yield equivalent to the NAC’s yearly operations cost. For sustainability of operations, NAC requires \$200,000 per year income. To achieve this would require an Endowment Fund of at least \$4,000,000, assuming an annual yield of 5 percent.

Members are encouraged to consider gifts to the Endowment Fund including consideration in their Estate Planning. The U.S. Treasury continues this year to provide opportunity for contributions to charity from IRA’s without penalty.

Those currently serving as trustees are Doy Cole (Chair), Mike Goodrich, John Lamberson, Ben Montoya and Richard Tucker. Starting in 2010, the Trustees will enter a rotation process. If you are interested in becoming a Trustee, please send an e-mail message to [doycole@aol.com](mailto:doycole@aol.com).



*By Doy Cole*  
[doycole@aol.com](mailto:doycole@aol.com)



## 2009 Development Status

The Development Committee was founded as an ad hoc group in 2006, as a result of the Development Framework Report from the Trustees. The Development Committee consists of John Lamberson (chair), Bud Ahearn, Bill Badger, Doy Cole, Hugh Rice and Richard Tucker. Jim Porter and John Mihm have also participated in their capacities as presidents. Other NAC members are invited to join the committee. If you are interested, please notify John Lamberson or Alicia Zapata.

To place the Committee's activities in context, the three major groups involved in NAC finances are as follows (with Richard Tucker's signature authority following their guidance):

- **Executive Committee—Overall Budget Responsibility**
- **Trustees—Oversees Investment of Funds**
- **Development Committee— Creates Sustainability Base**

The Development Committee, with approval of the Executive Committee, has established a philosophy of "soft-sell" to the NAC members, while recognizing the need for significantly increased resources for long-term sustainability. There will be no direct one-on-one solicitation of funds from members, other than on normal dues notifications. However, members will be occasionally reminded of opportunities for donations through a variety of avenues.

One opportunity for donations is through Life Member categories. Four categories have been established:

- **Silver (minimum \$5,000)**
- **Gold (minimum \$25,000)**
- **Platinum (minimum \$50,000) and**
- **Diamond (minimum \$100,000)**

Also, an additional category will be established for larger donations. The Silver category exempts members from annual dues. The Gold category exempts members from annual dues and from annual meeting registrations for them and their guests. Subsequent donations above the minimums will be applied toward the next higher category.

Anyone wishing additional information on contributions is encouraged to contact Richard Tucker. A variety of opportunities are available, including from IRAs and estate planning.

The Development Committee has had meetings since the 2008 Annual Meeting and will make a report at the 2009 Annual Meeting. It will have two representatives on the ad hoc Strategic Planning Committee recently created by President Jim Porter, which will also make a preliminary report at the 2009 Annual Meeting.

*John Lamberson*  
[jrlamberson@mindspring.com](mailto:jrlamberson@mindspring.com)



### NAC Life Members

To date, the following 19 members are in the Silver and Gold categories:

#### Silver Members:

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

#### Gold Members:

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

In addition to the life member categories, some members have made additional voluntary contributions to the operating or endowment funds. All additional contributions are additive to the next higher life member category. Those making additional contributions are listed below:

- Bill Badger
- Jack Buffington
- Art Fort
- Edd Gibson
- Mike Goodrich
- Ted Kennedy
- Jim Lammie
- Jim Porter
- Dominick Servidio
- Richard Tucker

## From the Secretariat



Richard Tucker

The Academy is in the midst of another good year. It started well with a renewed membership selection process that's described in a separate article, and resulted in the election of 10 outstanding members. The class of 2009 is introduced in a separate article. The Membership Committee also has reviewed certain policies and procedures in accordance with the By-Laws and will be making some recommendations to the membership for approval at the annual meeting in October.

The annual meeting will likely be our best ever! In the spirit of continuous improvement, Jim Porter has taken on the chairmanship, in addition to his President's duties, and has utilized his contacts with DuPont to take advantage of their facilities in Wilmington. Jim has arranged for golf and tennis availability at the DuPont Country Club on Wednesday, and it is likely that several members and spouses will participate, particularly for golf, judging from the number of members who mention golf as a favorite activity. As in Bartlesville last year, there will also be a dinner on Wednesday evening for the early arrivals and another on Friday night for those wishing to spend the weekend. The meeting is described in another article, and preliminary notices have been mailed to the membership, with requests for response of intentions. From those responses, it appears we will have our largest attendance ever.

With the economic slow down, the NAC endowment has suffered (see article on page 8). Even so, voluntary donations and life memberships have continued to grow. The Development Committee has met and will announce some proposals at the annual meeting.

The NAC was granted 501c.3 status as a "charitable" organization by the IRS in 2008. While that status is beneficial to our donors and to NAC in developing contributions, it also has increased our reliance on accounting appropriate to non-profit organizations. We have engaged Gary Morrison, an Austin CPA, to provide NAC accounting services. Such

paper work wasn't necessary until 2008, since receipts and expenses were channeled through the University of Texas, which is de facto a tax-exempt organization. We will continue our headquarters at UT and will have an account there for personnel and administrative expenses, but most receipts and expenditures will be handled through an account with the Frost Bank.

The NAC committee structure has continued to work well through early 2009, although face-to-face committee meetings have become increasingly difficult to schedule. (Our members are busy.) Thus, many meetings have been accomplished through conference calls and, although less effective than meetings in person, this has allowed us to continue our operations in an effective manner.

The Academy is now 10 years old, has more than 100 members and has developed as envisioned. It has deliberately kept a low profile and concentrated first on careful selection of members and a methodical approach to program development, with the recognition that many of its activities will set precedents. President Porter and the Executive Committee have recognized a need for a study to address the Academy's sustainability and Jim has appointed an ad hoc committee. This group, which includes current and past NAC leaders, will introduce a strategic planning effort and bring a preliminary report to the annual meeting. Its initial charge is to address the related issues of organization, programs and funding, although other issues may arise from the annual meeting or in committee deliberations.

We should all be proud of the Academy and of our membership. It is arguably the most prestigious group in our industry, and illustrates the power of involving members who have already contributed to our industry and who continue to do so.

*Richard Tucker*  
[rltucker@mail.utexas.edu](mailto:rltucker@mail.utexas.edu)



## Liaison with Government Agencies

Ted Kennedy has just chaired a committee that produced a most meaningful report that will soon be released by the National Research Council on "Advancing the Competitiveness and Efficiency of the U.S. Construction Industry." Assisting Ted in this study funded by the NIST and conducted by the Board on Infrastructure and the Constructed Environment (BICE), were NAC members Patricia Galloway and Norbert Young along with seven other well-known engineers and members of the construction industry. The BICE, which is chaired by Dave Nash along with NAC members Ted Kennedy and Jim Porter, has been involved in many issues relevant to the NAC for the National Research Council over the past year.

Another member receiving national attention for his support of the construction industry and being recognized throughout government and civilian agencies is Emmitt Nelson for his exceptional work on the "Zero Injury Safety Leadership Concept."

Rich Little was appointed to the Taxation and Finance Committee of the Transportation Research Board which is investigating new

methods for raising revenue for transportation and also has been working with the California Governor's Office to help the state implement newly enacted legislation permitting widespread use of public-private partnerships for transportation infrastructure.

Little is also working to develop a consensus on the need to use pension fund capital as a funding source for U.S. infrastructure. This idea has received support from some pension funds and unions, and a forum on this issue has been tentatively scheduled for September 2009 in Washington, D.C., which will include representatives from the Obama Administration and Congress.

Jim Porter sent a letter to relevant U.S. House and Senate committee members that called for expanded emphasis on training of construction professionals. This effort goes beyond the immediate focus of the stimulus bill and we will keep looking for other opportunities to raise this issue with the administration and Congress.

*Jack Buffington*      *Richard G. Little*  
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## Safety Committee Report

The Safety Committee has continued to offer its NAC safety white papers on the subject of the Construction Industry Institute research-backed Zero Injury Safety Leadership Concept to the public through an e-mail list. We are in the second round of SWPs discussing the nine primary safety categories uncovered by the CII research as essential to achieving a workplace free of OSHA recordable injuries. All NAC members are on the distribution list, so be alert for these as they are released.

SWP #17 was released in January on the subject of "Success in Achieving Zero Employee Injury Requires Safety Education, Orientation and Specialized Training."

SWP #18 was released in June on the subject of "Employee Involvement, Behavior Safety and Safety Perception Surveys."

SWP #19 will be released late this fall.

We have two more "good news" items on the Zero Injury initiative emphasis.

First, this fall in Washington, D.C., The Association of Union Contractors, in conjunction with the tri-partite National Maintenance Agreements Policy Committee will be conducting their Eighth Annual Zero Injury Safety Awards (ZISA) dinner. To date, TAUC and NMAPC have given recognition to more than 50 million injury-free hours of work. Award plaques are given to the owner, the contractor and the building trades unions for each project achieving the required

number of injury-free hours. The application process is very rigorous to ensure only worthy projects are recognized. We know of no other organization or association in the world that is recognizing zero injury performance in this manner. In December 2008, NAC sent a commendation letter to NMAPC recognizing the organization for this unique awards process.

Second, your safety committee chair has recently formed a personal association with the newly formed Zero Injury Institute (ZII). The ZII mission is to provide a standard of excellence in owner and contractor employee education in the precepts of how to install, maintain and sustain a zero-injury centered safety culture in a company or a construction project. On-line educational modules are being offered for all positions in the construction/maintenance industry.

The modules allow employers to fulfill the need for consistent, research-based content and teaching quality. Employers and unions sending employees and members through these modules is a cost-effective way to perpetuate a zero-injury company culture. This training is an effective means to pre-equip employees reporting to a new project startup so that they arrive fully informed with all being on the same firm footing and sharing a background of knowledge.

*Emmitt Nelson*  
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## National Construction Forum Status

We have continued to make progress in developing our National Construction Forum. The core team will hold a meeting in early August to finalize the design with the intent of holding the first forum before the end of the year. We have established a vision and mission basis for the forum:

### Vision

The National Construction Forum is a significant national voice for major issue identification and awareness, and the integration of key “help” organizations’ efforts to drive improved capital project process effectiveness.

### Mission

The National Construction Forum convenes and leads annual workshops to identify key issues impeding development and deployment of capital project best practices and facilitates formation and execution of work streams to resolve them.

We have also drafted a first forum purpose and products framework.

### Purpose

To establish the National Construction Forum as a significant national voice for major issue identification and awareness, and the integration of key “help” organizations’ efforts to drive improved capital project process effectiveness.

### Products

- Inter organizational alignment
- Industry state vs. ideal description
- Key issues list
- Leadership team established
- Consensus path forward

Finally, we have outlined an “evergreen process” to insure the forum’s sustainability:

- Workshop identifies issues/ opportunities.
- Leadership team processes into action items and facilitates items into work streams\* in and/or among the participant’s groups.
- Leadership team to meet quarterly
- Work stream status
  - *workshop design*
  - *publication plans*
- Results published annually
- Workshops held annually

*\*Leadership team member assigned as sponsor.*

The core team will keep everyone updated on progress via e-mail status summaries. If anyone has current questions or comments, please direct them to Jim Porter at [porterjb@comcast.net](mailto:porterjb@comcast.net).

*Jim Porter*

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## Wilmington Attractions

*Nemours is the 300-acre country estate of the late industrialist and philanthropist Alfred I. du Pont. The mansion was built from 1909 to 1910 and is a fine example of a French chateau in the style of Louis XVth. 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.*



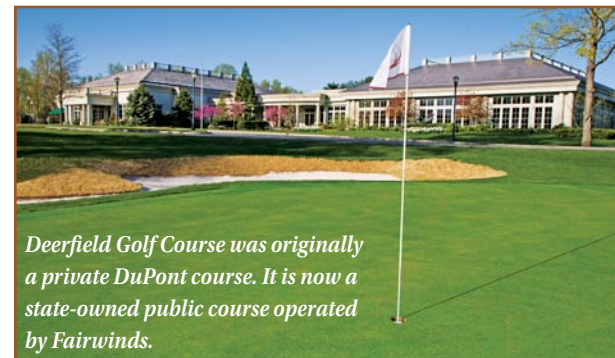
*Winterthur Museum and Country Estate is the former home of Henry Francis du Pont, who amassed the world's premier collection of American antiques. This collection is on display inside the 175-room mansion, which is open for themed tours Tuesday through Sunday.*



*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.*



*Photo courtesy Gavin Ashworth and Winterthur Museum and Country Estate*



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

### Attractions near the Hotel du Pont include:

- Longwood Gardens ([www.longwoodgardens.org](http://www.longwoodgardens.org))
- Winterthur Museum and Country Estate ([www.winterthur.org](http://www.winterthur.org))
- Brandywine River Museum ([www.brandywinemuseum.org](http://www.brandywinemuseum.org))
  - Delaware Art Museum ([www.delart.org](http://www.delart.org))
- Hagley Museum and Library ([www.hagley.lib.de.us](http://www.hagley.lib.de.us))
  - Nemours Mansion and Gardens ([www.nemours.org/mansion.html](http://www.nemours.org/mansion.html))
- Rockwood Museum ([www.rockwood.org](http://www.rockwood.org))
  - Historic New Castle ([www.ci.new-castle.de.us/visitors/bldgs.html](http://www.ci.new-castle.de.us/visitors/bldgs.html))
  - Chaddsford Winery ([www.chaddsford.com](http://www.chaddsford.com))
- Delaware History Museum ([www.hsd.org/dhm.htm](http://www.hsd.org/dhm.htm))
- Wilmington Riverfront ([www.riverfrontwilm.com](http://www.riverfrontwilm.com))

## 2009 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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Park your car and stretch your legs along the Riverwalk. This 1.3-mile riverfront path provides pedestrian access to attractions from Tubman-Garrett Riverfront Park to the Shipyard Shops



You can't miss the awesome sight of the Kalmar Nyckel's huge mast and elaborate rigging gracing the docks of the riverfront.



Chaddsford Winery tasting area

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