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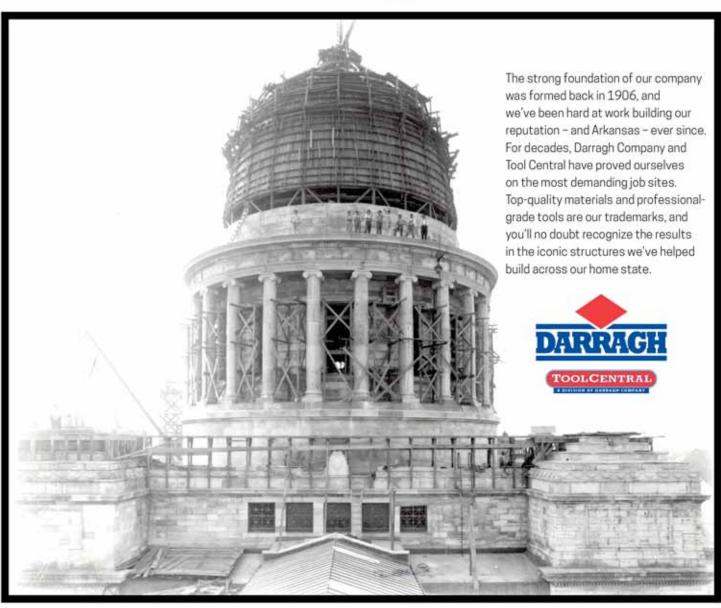


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Arkansas State Capitol under construction, 1910

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Trump Victory to Bring

Changes to regulations, infrastructure, Obamacare

by Jeffrey D. Shoaf Senior Executive Director of Government Affairs, AGC of America

WE HAVE SURVIVED ANOTHER BRUISING, MULTIBIL-LION DOLLAR ELECTION CYCLE. MANY REPUBLI-CANS ARE HOPEFUL. SOME DEMOCRATS ARE SCARED. THERE ARE A FEW IMPACTS THAT ARE KNOWN. THERE ARE A TREMENDOUS NUMBER OF UNKNOWNS ABOUT WHAT THE PRESIDENT-ELECT WANTS TO ACHIEVE AND HOW HE WILL GO ABOUT ACHIEVING IT.

What we know for sure is the Obama administration's regulatory onslaught will be stopped (some regulations may be rolled back) and infrastructure investment is now a Republican idea.

Donald Trump and congressional Republicans defied electoral expectations when they won control of the White House and easily maintained their majorities in the U.S. Senate and U.S. House of Representatives. But history shows us that the congressional majority can be short lived. Republicans controlled Congress after the 2000, 2002 and 2004 elections. The pendulum swung back to the other side in 2006. And, it went even farther—producing the Democrat-

ic super-majority—after the 2008 election that brought to life Obamacare and Dodd-Frank. Then the GOP returned to control in the House after the 2010 elections, which was followed by full GOP control of the Congress after the 2014 elections.

As President Obama prepares to leave office, he leaves behind a Democratic Party that has been decimated at all levels of government. During his eight years in office, Democrats have lost 69 House seats and 13 Senate seats at the federal level. At the state level, the statistics are far worse. Since 2008, Democrats have lost over 900 state legislature seats and 12 governorships, enabling Re-

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publicans to control 68 of the 99 state legislative chambers and 33 governorships in January. So, it could take a while

for Democrats to regroup.

With the 2018 election cycle already underway, Republicans have reason to be even more optimistic. A review of the Senate seats up for election shows a clear Republican offensive advantage. Only two of their eight seats could become competitive — Arizona and Nevada. Democrats, on the other hand, must defend 25 seats, 10 of which are in states won by Trump - Florida, Indiana, Michigan, Missouri, Montana, North Dakota, Ohio, Pennsylvania, West Virginia, and Wisconsin. Consequently, these Democrats could be pushed to support some Republican initiatives.

The political reality that has set in is very different than the common predictions. At this early juncture in the presidential transition, we will try to determine the election's impact on federal regulations, labor and employment law, tax reform and infrastructure investments issues. These are all key areas of focus for AGC lobbyists in Washington, D.C.

Repealing Regulations

AGC's primary regulatory objective is to help build a construction-friendly regulatory environment. With President-elect Trump taking office, there are a host of Obama administration executive orders, rules, and other requirements that are in AGC's crosshairs for repeal or alteration. And, with a Republican

Congress, an opportunity exists to significantly reform the regulatory process to curb executive overreach. The courts have blocked some or all of the Obama administration's signature rules such as the waters of the U.S. rule, the immigration rules, the Blacklisting Executive Order and most recently the overtime rule.

Contractors Must Comply with the Law, Not Campaign Promises

We can only be sure of one thing: what the law is today. No construction contractor should ignore the law on the books in reliance of a candidate's campaign promises. Remember, among candidate Barack Obama's biggest promises in 2008 was to close the prison at Guantanamo Bay, Cuba. That has not happened. Some of President-elect Trump's campaign promises may not come to fruition, or take longer to implement than expected. The answer is simple; your company must comply or otherwise risk the penalties for violations.

The "Midnight Regulations" Taking Effect Between Now and Inauguration Day

There are a number of federal agency regulations that will take effect—either partially or wholly—or be issued between now and Inauguration Day on January 20, 2017. There are three regulatory actions—the OSHA injury and illness recordkeeping rule, EPA's stormwater construction general permit and Army Corps' wetlands nationwide construction permit—which generally impact construction contractors regardless of owner, public or private.

No construction contractor should **ignore the law** on the books in reliance of a candidate's campaign promises.

The "Midnight Regulations" for Possible Congressional Repeal

AGC is working with Congress to repeal a host of unnecessary, costly and burdensome Obama administration regulations under the Congressional Review Act (CRA). The regulations that Congress could possibly roll back under the CRA include: implementing regulations for both the Fair Pay and Safe Workplaces ("Blacklisting") Executive Order and the Paid Sick Leave Executive Order; OSHA's Electronic Injury and Illnesses Record-keeping Rule, and the Equal Employment Opportunity Commission's revised EEO-1 Report, which would expand pay data reporting requirements.

The CRA is a more powerful and effective tool for, essentially, permanently eliminating these Executive Branch actions than President-elect Trump simply rescinding those executive orders and using the regulatory process to unwind the regulations. Under the CRA, a federal agency cannot reissue the rule that has been repealed unless Congress passes and the president signs into law provisions authorizing the disapproved rule. As a result, a new president and administration cannot merely issue a new rule later. The CRA has only been effectively used once since its enactment in 1996.

Because of the procedure set forth under the CRA, any regulation repeal bills cannot be sent to President Trump's desk until February at the earliest.

Regulatory Reform Will be a Focus

Given the executive overreach of the Obama administration, AGC will work with Congress to make significant changes to the regulatory process. AGC will push for reforms that allow Congress to have a greater say in the rulemaking realm and require agency guidance and directives that have the practical impact of law to undergo notice and comment rulemaking.

Changes to Obamacare

AGC supports replacing the Affordable Care Act (ACA)—commonly referred to as Obamacare—with policies that expand employer and employee choice, reduce health care costs, minimize employer reporting requirements, and promote employee responsibility and accountability. Trump has made campaign promises to dismantle or repeal the ACA. The GOP platform compli-





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ments this position by replacing the ACA with a simplified system that reduces mandates and allows individu-

als and small business to pool together for coverage. Since enactment of the law, there have been a dozen small changes made to the law, including the delay of three major tax provisions in 2015.

A review of the ACA and attempts for major changes to the law will be a priority for the Trump Administration during the first 100 days. Trump and congressional Republicans will try to repeal and replace the Act by expanding authority to states, promoting health savings accounts (HSAs) and retirement health reimbursement accounts (HRAs), selling insurance across state lines, converting Medicaid to block grants and repeal of the Cadillac Tax, which has already been delayed until 2020, but is a perennial piñata for both parties.

Immigration Policy

AGC supports immigration reform that strengthens national security, functions efficiently and fairly, and addresses future construction workforce needs. Immigration became a major issue in 2016 election, propelled by President-elect Trump in the GOP Primary and continued throughout the general election. The cornerstone of his campaign was the building of a southern border wall followed by deporting a segment of the undocumented workers from the labor force. His priorities also include mandating e-verify to check the employment eligibility for all new hires, altering the temporary work visa programs, boosting prevailing wage for high-skilled workers, and increasing border security and screening. Small, incremental changes to immigration law are possible, but a wholesale reform package in one bill remains unlikely, as Congress does not typically "do" comprehensive solutions.

Workforce Policy

AGC wants the federal government to increase training opportunities to meet the construction skilled worker shortage and this effort will match up well with significant, long-term infrastructure investment program. In recent years, Congress has reauthorized several important pieces of education and workforce training legislation including

the Every Student Succeeds Act and the Workforce Innovation and Opportunity Act. Federal education policy is slowly being updated to match the skills needs of employers to help address worker shortages. AGC is also trying to get the Perkins Career and Technical Education Act reauthorized this year. So, the pieces will be in place to modernize how the nation delivers career and technical education support to help attract workers to the industry.

Tax Reform

AGC strives to ensure the construction industry's unique nature is recognized, remains a middle class jobs creator and positive tax policies are adopted for employers, the workforce and invested capital. There remains daylight between the Trump Administration's plans and Congress' blueprints for revolutionizing the tax code; from middle class tax cuts, pro-growth business policies, international transition rules, and how to pay for it all. President-elect Trump has not had the clearest or most consistent public policy positions on tax and fiscal issues. Despite the inconsistency it's becoming clear that his positions would be more consistent with business interests than Obama's has been or than Clinton's would have been. AGC's objective is to ensure that reforms to tax and spending policy promote long-term economic growth; simplify and instill certainty in the tax code including indexing threshold amounts to inflation to guard against inadvertent tax increases; promote investment in our nation's critical infrastructure; and extend the solvency of Medicare and Social Security for generations to come.

AGC wants corporate tax reform to address all types of C-corporations and pass-through entities simultaneously. If lawmakers can substantially reduce rates, AGC supports relinquishing tax incentives that currently reduce the effective tax rate of our member companies. If public officials cannot deliver on reducing rates and providing certainty, AGC would continue to advocate for the retention and expansion of current policies.

Infrastructure Investment

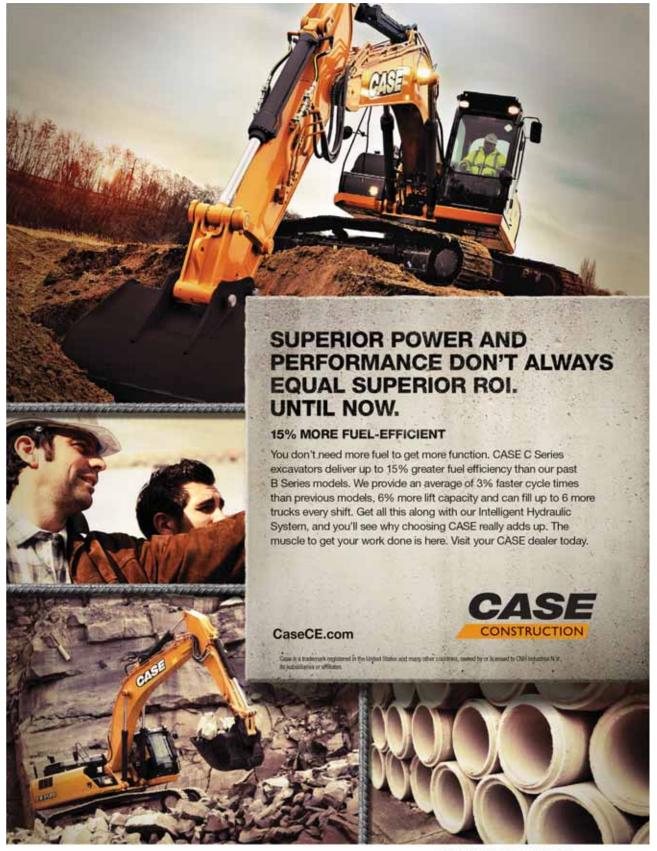
AGC is encouraged by President-elect Donald Trump's recognition that our country needs to invest significantly more in infrastructure. However,

advancing such an agenda — even with a pro-infrastructure President — is not without challenges. Perhaps the primary challenge will be the Republican-controlled Congress and the hangover that still exists from the Obama stimulus efforts in 2009.

The timing of an infrastructure bill is a bit cloudy because the first 100 days of the Trump Presidency are likely to be consumed by cabinet and Supreme Court nominees, the repeal and replace of Obamacare, and rescission of rules and regulations of the past administration. There are signals that the Trump team will roll out a plan that addresses transportation, clean water, energy, telecommunications, and security infrastructure needs. Other possible policy objectives include linking infrastructure spending to reforms that streamline permitting and approvals, employing incentive-based contracting, and providing more flexibility to the states when utilizing federal funds for infrastructure. There has also been talk of using tax credits to incentivize private equity investments in infrastructure, establishing an infrastructure bank, and increased use of public-private partnerships. Because of the cost and complexity of an infrastructure package, it is likely that any new investments in infrastructure spending will have to be coupled with tax reform. And, as we have learned from recent history, the road to tax reform is a bumpy one.

Conclusion

The bright side of the election outcome is that the regulatory machine will stop spitting out new regulations. We have a chance to roll back some regulations using the Congressional Review Act. We may get a bipartisan infrastructure bill. Existing and proposed reforms to the nation's workforce development system could help fill our skills gap. Tax reform could take some time, but may include infrastructure funding. Immigration reform and Obamacare repeal and replace are still in the formative phases. The best news for everyone is that the election is over and we can get back to work.







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Long-term highway funding puts Arkansas in the driver's seat

by Craig Douglass Executive Director, The Arkansas Good Roads Foundation

WHAT BUSINESS ARE YOU REALLY IN? I'M OFTEN RE-MINDED OF THE OLD MARKETING STORY ABOUT THE BUGGY WHIP MAKER. WHEN THE INTERNAL COMBUS-TION ENGINE CAME ALONG, HORSES, BUGGIES AND BUGGY WHIPS QUICKLY BECAME A THING OF THE PAST.

And the buggy whip maker went out of business. As the story goes, he thought he was in the buggy whip business, when actually he was in the starter business. If he had realized what business he was really in, he would have transitioned to the hand crank, and then the electric ignition. Get it?

The same is true of the highway construction and maintenance business. The business you're really in is economic development and private-sector job creation. Those are the statewide benefits of what you do everyday. And those benefits, and increased economic activity, greater safety, and reduced motorist costs, are what the AGC highway members' partnership with the Arkansas Highway and Transportation Department accomplish for all of Arkansas.

This year the Arkansas Good Roads

Foundation embarked on a study to determine the actual economic impact of highway spending in Arkansas. We conducted the study in partnership with the Clinton School of Public Policy and utilized IMPLAN, a sophisticated statistical analysis tool applied directly to the Arkansas experience. The results from this economic impact model were developed from a 2014 data set, which stated that roughly \$1.43 billion was spent in the state of Arkansas on the construction of new roadways and the construction, maintenance and repair of highways, roads, streets and bridges.

Over 15,500 Private-Sector Jobs

The study found that the 2014 investment in highway construction and maintenance led to the creation or support of 15,538 private-sector jobs. The

spending created 8,655 direct jobs in the private highway construction and maintenance industry sector. (Highway

spending does not create government jobs, nor does it grow the size of government.) An additional 3,834 private-sector jobs were created or supported by the indirect effects from industry suppliers. And, 3,049 private-sector jobs were sustained from the induced effect like the jobs supported at a restaurant that fed highway construction workers, a motel that housed these on-location workers,

or spending at local retailers in the general market area where the highway project was located.

Additionally, for every \$1 spent on highway construction, 10.73 private-sector jobs were supported in the Arkansas economy. For every \$1 spent on maintenance, 11.85 private-sector jobs were supported in the Arkansas economy.

Return on Investment

The study found that the \$1.43 billion invested in highway construction and maintenance led to \$2.47 billion in overall economic output (GDP), increasing output in 449 of the 528 businesses

and industries identified and located in Arkansas. The data also showed that for every dollar spent on highway construction, \$1.75 is generated in economic output. And for every \$1 spent on highway maintenance, \$1.71 is generated. An impressive ROI.

New Challenge

The above information was shared with attendees at the Arkansas Good Roads Foundation's summer meeting on June 30. At that meeting, Governor Hutchinson, who fully recognized the benefits of effective highway funding, asked the Foundation to facilitate a process by which a long-term highway funding plan could be developed, and around which a consensus could be built leading to the upcoming January 2017 Regular Session of the Arkansas General Assembly.

The Foundation accepted the Governor's challenge and is currently implementing the following process.

Strategic Planning Process

"Planning is bringing the future into the present so you can do something about it."

The long-term highway funding planning process defines the strategy for decision-making, including direction for the allocation of resources. The process outline further defines the following goal, objectives, strategies and tactics, as a parts-to-whole approach to a comprehensive plan.

"Setting a goal is the first step in turning the invisible into the visible."

A goal is a quantifiable measurement defining the success of a project. The goal of the long-term highway-funding project is to increase annual highway revenue for maintenance and construction by \$400 million – net to the Arkansas Highway and Transportation Department (AHTD). Continuing the 70%-15%-15% split with cities and counties, and deducting other off-the-top state revenue requirements, the gross amount needed for future maintenance and construction is \$588 million on an annual basis.

More About the Arkansas Good Roads Foundation

AGC Arkansas is a long-time supporter of The Arkansas Good Roads Foundation, a 501(c)(3), non-profit organization. Its mission is to promote adequate funding and financing for the planning, development, construction and maintenance of a safe and efficient highway, road, street and bridge system. This mission will help facilitate statewide economic growth, thus increasing private-sector job creation.

The benefits to Arkansas citizens of the Foundation's mission include:

- · Safer motor vehicle travel
- Reduced congestion
- Easier access to Arkansas businesses and industries
- · Increased consumer activity
- Creation and retention of private-sector jobs
- · Savings on vehicle and fleet maintenance cost
- Enhanced tourism and economic development
- Efficient connectivity among all regions of Arkansas

The Foundation's activities include:

Public Research – Underwriting or otherwise conducting research and studies of local and statewide benefits from adequate funding for highway maintenance and construction (including the economic impact in local communities of projects specific to their geographic area); impact of improved highways on business-to-business and consumer-related activity; quantifying statewide safety, private-sector job creation and retention; measuring the positive impact on state revenue from increased highway-improvement activity; and assessing political viability of funding strategies.

Information and Communication – Disseminating and promoting to opinion leaders and the public at large the results of primary research findings by the organization, the Arkansas Highway and Transportation Department, and secondary national highway-related research findings; employing an "added-voice" strategy to reinforce the features and benefits to individuals, businesses, industries and institutions resulting from adequate funding for safe and efficient highways, roads, streets and bridges and to increase news media and social media content of highway-related issues.

Education – Continuing the engineering scholarship program in conjunction with the Arkansas Highway and Transportation Department and the Arkansas Highway Commission; expanding the scholarship program and extending its reach to more Arkansas-based engineering schools.

The attainable objectives of the project are:

- To design and implement a strategic planning process
- To include all relevant stakeholders in the process
- To inform the process with quantitative facts
- To enhance the process with qualitative opinions
- To assess practical, political, economic and social outcomes

"Facts are stubborn things."

Fact-finding and quantitative analysis will include the following:

- Review the Governor's Working Group information
- Factor in the new Highway Improvement Plan from 2016 Special Session
- Update all revenue projections from the 2010 Blue Ribbon Committee report
- Assess existing road-user revenue and revenue projections
- Evaluate remaining ½¢ sales tax and GARVEE bond projects, funding and costs
- Research surrounding states' total highway funding sources

"When you do something honestly, the input reflects the output."

For an effective long-term funding plan to be viable, the credibility of the process directly relates to the credibility of the recommendations. Consequently, a useful input is an amount, characteristic, component, stimulus, fact or opinion leveraged within the context of a defined process. Those inputs follow:

- Needs assessment
- · Stakeholder identification
- Fact-finding
- Stakeholder input
- Executive, legislative, institutional, economic, and industry inputs
- Public opinion inputs

"Design is not what it looks like. Design is how it works."

Implementing a workable model will include the consideration of concepts,

rationales and material data. The implementable model follows:

- Assembling relevant resource information through fact-finding
- Interviews with administration officials
- Interviews with individual legislative leadership, key legislative committees and full legislative membership
- Focus groups with business, industry, and institutional boards or leadership
- Online surveys with business and industry stakeholders and memberships
- Public focus groups conducted statewide
- Issue polling and testing conducted statewide

"Opportunities taken; problems solved. Leadership is about results."

The development process outlined above is designed to yield realistic results. The following deliverables will express the purpose and need of the project in the form of a policy, product, process and plan:

- Actionable data
- Increased highway funding supporting a core function of state government
- Increased highway funding expressed in a proper allocation of public capital

- Increased highway funding that is sustainable, and that grows as needs grow
- Funding plan that invites consensus and coalition
- Legislative and public adoption of the funding strategy

Through this process the Arkansas Good Roads Foundation will soon recommend a comprehensive long-term funding plan that tax-paying voters, the Governor, the legislature, the construction industry and all economic development stakeholders can positively consider. And that other interests receiving state revenue can support.

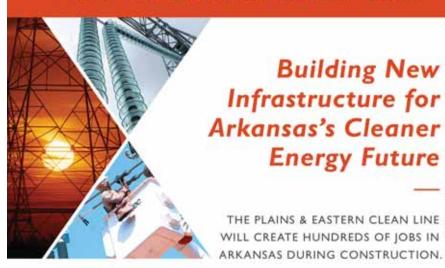
If the public and policy makers get behind a fair, effective and efficient plan to create more and sustainable revenue to fund our highway, road, street and bridge needs, Arkansas will be in the driver's seat when it comes to competitive economic development and private-sector job creation. Everyone will benefit. Because good roads are good for all.

Craig Douglass is a Little Rock-based advertising agency owner, and marketing

and research consultant. He also serves as executive director of the Arkansas Good Roads Foundation. Email Craig at craig@craigdouglass.com.



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The art of building well

An interview with
Peter MacKeith
Dean and Professor
Fay Jones School
of Architecture and Design
University of Arkansas



Q. You've been Dean at the Fay Jones School of Architecture and Design for two-and-a-half years now. Can you outline the outlook you've brought to the school? Are there initiatives now underway?

A. I arrived in July 2014 to the Fay Jones School at a time when it had recently dedicated a superb new building, and renovated its existing building, Vol Walker Hall, and the Stephen L. Anderson Design Center. I arrived into a school constituted by three excellent departments: the Department of Architecture, the Department of Landscape Architecture, and the Department of Interior Design and in association with the nationally recognized Community Design center and Garvan Woodland Gardens. My work as dean arriving into this constellation of excellence has been to build a collective culture for the school overall, and to begin to direct the discipline-specific excellence in more collaborative and interdisciplinary ways. I have said to many across the state and inside the university that our renewed mission is to direct collaborative inter-disciplinary excellence towards issues of imperative value for the state, and thereby for the region, and thereby for the nation, and even the world.

The Fay Jones School of Architecture, after the first year, expanded in name to become the Fay Jones School of Architecture and Design to recognize the additional disciplines of the school, and to identify design thinking and design value as being at the core of our overall educational mission. The directions that I've proposed to the school since July 2014, have really been toward these issues of imperative value. While the directions don't constitute a strategic plan as yet, they constitute initiatives that are proving to be of value to the school, and I hope of value to the state, and not only to the professions of the state, but also hopefully to the general public.

These initiatives have been posed as questions to the school, always beginning with the root question: what does it mean to be a school of architecture and

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design? What does it mean to be a school of architecture and design in the state of Arkansas, the only school of such pro-

fessional programs in architecture and design in the state? And then, what does it mean to be such a school in a state with very particular characteristics, needs, and ambitions? So, for instance, what does it mean to be a school of architecture and design in a state with a deep reserve of mid-century modernist design. Do we have a responsibility as a school to address preservation design? What does it mean to be such a school in a state with pressing healthcare and aging issues for its population? How can we work in design to address those issues? What does it mean to be such a school in a state confronted with challenges in terms of resiliency and recovery, that is to say a state in "tornado alley," a state which has concerns with flooding, which has concerns potentially with earthquake events and recovery or with food production and distribution? All of this indicates to me an opportunity to work as a school in the cause of resiliency, and sustainability, and community design.

And then lastly, perhaps most significantly for this interview, I've asked the question, "What does it mean to be a school of architecture and design in a state that is 60% covered in forest?" This is a known condition to many, but in fact, perhaps less recognized, and as we have come to understand it, less valued, perhaps, than it really should be, and less valued in terms of its added quality to design education, as well as to the environmental and economic health of the state.

My outlook based on these initial priorities or initiatives is optimistic. It's optimistic on the basis of what we can achieve as designers for the good of the state, and for the good of our students and faculty. The outlook is one that looks ahead towards a time when we can say that we are supporting the cultural heritage of the state through our work in preservation design. We are supporting the health and social well-being of the state through our emphasis on healthcare and aging. We're supporting our community sensibilities of the state through our focus on resiliency. And we're supporting our natural resources and economic development of the state, particularly through our emphasis on

timber and wood design, education, research, and advancement.

Q. There has been a lot of discussion within the discipline of architecture about mass timber in general, and cross-laminated timber, or "CLT", specifically. Could you describe the importance of mass timber to people who aren't architects, and would you describe it differently to builders?

A. Well, first things first, as a school of architecture, landscape architecture, and interior design, we are ecumenical towards material resources and construction technologies. At the same time, our disciplines are fundamentally grounded in principles of sustainable practice (these are now embedded in our accreditation criteria and in the professions' codes of ethics). There are virtues in reinforced concrete construction, and in the use of structural steel, and there has been, for millennia as well, virtue in timber construction, which we still see evidence of in the stick built construction at the residential scale. That had disappeared, at least in the early years of the 20th century, but then reappeared after the Second World War, first in Europe, more recently in Canada, and now here in the United States. We see now the reemergence of mass timber, which takes a variety of forms - glue-laminated beams and columns, mass plywood panels, cross-laminated timber or nail-laminated timber - this has all now reemerged into a general family of wood-engineered products, which are now reasserting themselves of being of equivalent character for architects and designers to consider in an entirely healthy way. There is certainly an environmental aspect to this, particular to Arkansas in terms of the state's current surplus softwood, but which then leads to economic opportunity in terms of the need to develop additional markets for that surplus softwood.

I think this is of real interest not just for architecture, but obviously for construction. To have more tools in your toolkit is a good thing. To have more material options on your menu is a good thing. To be able to be more agile working from region to region, or even from project to project in terms of the materials and the systems of construction that you can consider, in terms of cost estimating, in terms of technology appropriate to labor force, site conditions, client

needs, is only a good thing. Our role as a school has been to identify – maybe re-identify – mass timber and its virtues, and bring it back on to the table, so to speak, so that our students graduate fully aware of all the options that will be available to them. And then also to identify this to the construction community in the state of Arkansas as a technology to be legitimately considered, especially given the possible sourcing of the wood for this technology from Arkansas itself.

Q. Can you describe how mass timber and CLT are already affecting the campus of the University of Arkansas and the projects that are underway?

A. This has been an initiative that we've approached on multiple fronts. They overlap and reinforce each other, but we've approached this first through education. We now offer design studios to our students which have mass timber as their material focus. We're now engaging in research efforts which have mass timber as their focus. All of that is good in and of itself, but what is absolutely essential to this overall effort is to be able to demonstrate the productive employment of mass timber in a real and valuable way to the Arkansas communities. And I think, to a certain extent, the University and its building projects can function as something of a prototyping territory in this way. We began discussions as a school with University Housing and Facilities two years ago simply on the basis of envisioning residence halls – multi-story residence halls, at that - as so-called "living/learning communities" where we proposed that entering freshmen in architecture, the visual arts, performing arts, computer science and other engineering fields could all live and learn together - a kind of creative community. We also then have layered onto that the advocacy of those multi-story residence halls to be imagined as mass timber design and constructions in the cause, on the one hand, of sustainability, but also very much in the cause of seeing these as Arkansas-sourced constructions that would, again, be of demonstrable value to the larger issues of this technology and this state.

The university has now committed itself to the residence halls as projects – 700 total beds in two multi-story buildings. They went through a procurement process selecting architects, engineers,

and contractors with a specification in the RFP that consideration would be given throughout the design process to the employment of advanced timber technologies. This opens the door to consideration of mass timber as a very strong possibility for these residence halls, again, to really demonstrate the virtues and the values of these technologies not just to the university, and not only to the state, but really, to the nation. For us to construct these residence halls would put us as a state in the spotlight: in design terms, in material resources terms, in construction terms, and really to be seen as a leader in these particular areas.

Q. What kind of support is the mass timber movement getting across the state, outside the university, whether in the public or the private sector?

A. We've been fortunate to be able to approach a number of stakeholders/actors both publicly and privately in this initiative, beginning with, for instance, several of the major timberland owners some corporate and some private - and have found it very possible to have productive conversations with those individuals. We've been able to have further productive conversations with a wide variety of contractors, large and small. We've certainly been able to talk to architects and engineers across the state about this. And we've increasingly found people to listen attentively in the Office of the Governor, and in the Arkansas Economic Development Commission. At a certain point, our work in education and in research as a school, and the university's interest in mass timber as a possible material technology for projects here on campus all turns in another direction, which is to the possibility of a production facility in cross-laminated timber, or in glue laminated timber, or potentially in mass plywood panels. To see the economic development capacity of this initiative is a truly eye-opening aspect of this, whereby we now have interests - potentially - in Arkansas being a centrally located mass timber production facility – not just for projects in the state, but in the region and across the nation. If you consider the factors at hand here – surplus softwood, sawmills, skilled labor force, transportation networks, logistics expertise - the conditions are there to realistically consider the state as being this

centrally located production facility, and we are engaged in those conversations, as well.

Q. Your experience in Finland has helped shape your vision for Arkansas, and it would be fair to say it has inspired you to consider what is possible here for the timber industry and for education related to it. Could you describe how Finland can serve as a model for Arkansas' timber industry and education, and why it's relevant?

Let me propose from the outset for the sake of the readers in the construction industry, and contractors in general who are fundamentally concerned with building, that everything can perhaps be understood in the language and words that we use when we talk about architecture and building. In Finnish, the original word for "architecture" is "rakennustaide," a compound word, which means "the building art." Thus, my understanding of architecture is fundamentally that it is the art of building well. And if you think of building in Finland, you can imagine that you need to build well in a harsh climate, in a difficult geography, with minimal resources. This is an approach which supersedes any school, but is educational fundamentally. Coming to Arkansas with that understanding of architecture in mind, I believe that architecture is building, and it is building well, and therefore it does rely upon collaboration in wise and respectful ways with those who are constructing the buildings. That's one general outlook that I have, and why it's so important to present those ideas in here, the AGC Blueprint, and why I'm looking forward to my presentation in the spring.

But with regard to the forest, and to mass timber, and to the particularities of this initiative, it is so that Arkansas is a state of 3.5 million people, covered 60% by forest, and Finland is a nation of 5 million people, 70% covered by forest. I'm not going to mistake one location for another location, or one culture for another culture, or one latitude for another latitude. But, I think there are always things that we can learn from each other. As some know, I went to Finland first as a Fulbright Fellow, and Senator Fulbright began his own life and work here in Arkansas, and ultimately advocated the Fulbright program as a way of achieving peace through international education. So I have come to Arkansas with that Fulbright spirit, believing that there is something that I could bring from Finland to Arkansas, which is an appreciation for the forest, which is an appreciation for both its environmental and its practical/economic value, and to see that there might be approaches and organizations and understandings of the forest and of timber and of the employment of timber in designing and construction currently at work in Finland that we could potentially learn from here. And this extends all the way to what we're working continued on page 18



Building well from page 17

on in our education and research here at the school, to what we're advocating now through university design and con-

struction, to what we hope might emerge at the level of the state, which is collaboration with the Arkansas Forest Resources Center and the University of Arkansas School of Forestry and Natural Resources in Monticello. We're working on a "forest academy," which is a set of seminars organized in Finland every year whereby citizens and decision-makers learn the value of the forest and bring that to their everyday lives. We think that we can do something similar to that here, working with the Arkansas Forestry Association, as well as looking into innovative uses of timber and wood through the stimulation of production facilities. As I say, this is not about replicating everything, but about learning about what could work here, but bringing it into being in very specific Arkansas terms.

- Q. As often happens, the introduction of a new technology or a new industry spawns other related industries or processes. Could you describe what the effect typically is of a CLT production facility, and what other trades it tends to bring along with it?
- **A.** It might be important to propose from the outset that this is not a new technology; timber has been a part of the

material palette for thousands of years. Engineered timber, even at that, has been part of the palette in Germany and elsewhere in central Europe since the early 1920s and 30s, and then, as we've said, it's developed much more quickly now on this side of the Atlantic, and also in Japan, in the 1980s, 1990s, and 2000s. So, we're talking about an established technology – one that I think could be understood now legitimately on par with steel and reinforced concrete.

But, that being said, to bring into being a cross-laminated timber production facility, for instance, relies already on the forests that support it, the production of softwood, the sawmills that are already there. There tends to be a resonating effect – stimulating sawmill activity, stimulating careful management of softwood forests – so already we can say that has an effect on existing industries and existing economic interests.

Going forward, cross-laminated timber as it emerges in panelized form typically needs to be milled and cut for its specific panelized construction purposes. There are then secondary and then tertiary industries that emerge at the other end of the production facility in terms of CNC milling, for instance, then in terms of modular construction, then in terms of all the transportation. It's possible to see an entire lifecycle of an engineered timber economy in which school-based research, sawmills, managed forests, CLT production, CNC milling, and modular construction all

are linked together in a connected circle of events to produce a much greater effect than I think that most people would imagine at the beginning.

- Q. Is additional demand for timber products in Arkansas seen as a positive development by foresters, including partners in the University of Arkansas' Forest Resource Center?
- **A.** This would be a question that the Arkansas' Forest Resouce Center could answer definitively, but this is our first understanding: that the state's forests are even now producing a surplus of softwood. That surplus, if left on the ground, will lead to something that we could call an environmental crisis. It will effect the groundwater supply, it will bring into being insect populations that will have larger effect elsewhere across the state, and it will essentially be a kind of "green gold" that we're more or less just leaving on the ground. So, we will miss out on the possible economic value of that material at the same time as we will struggle with an environment condition - one that would affect the state's natural beauty and outdoors tourism. We believe that there is double-value to this initiative - that it addresses environmental concerns that are quite real, and at the same time can provide economic development of value to architects, engineers, contractors, producers, timberland owners, all the way up the chain in ways that make this an initiative of superlative value. While economic development is not, strictly speaking, a purview of a school of architecture and design, I believe we do have a responsibility to serve the state well, and not only to serve the interests of architects, but also to serve the interests of landscape architects, interior designers, engineers, and very much contractors and the construction industry. I'll end here with what I stated earlier, that in my view, architecture is the art of building well, and it is therefore a partnership between architects and contractors, and for this reason it's an honor and a privilege to speak to this audience.

Peter MacKeith is Dean and Professor of Architecture at the Fay Jones School of Architecture and Design, University of Arkansas. Contact Dean MacKeith at mackeith@uark.edu.



Announcing the AGC | ACEF Apprenticeship Partnership

At the 2016 AGC Arkansas Annual Meeting we voted to partner with the Arkansas Construction Education Foundation (ACEF) to help better provide apprenticeship training to our industry and our current and future workforces. We are grateful for ACEF's willingness to lock arms with AGC to create opportunities and programs that we can all be proud of to generate better trained employees and a safer workplace. With this this exciting development, AGC Arkansas now has access to more apprenticeship training sites and instructors. For everything apprenticeship related, including new student registration, please contact Laura Wood at 501.372.1590 or laura@ myacef.org. Joe Morgan, AGC Safety and Training Manager, will continue to be your contact for all safety and continuing education courses such as CM-Lean and CM-BIM. Contact Joe at 501.375.4436 or jmorgan@agcar.net.

AGCARKANSAS



ACEF Class Locations

Class schedules are subject to change without notice. Contact ACEF at (501) 372-1590 or toll free at (800) 240-2730 for class times and to verify class schedule.

Electrical Electrical Electrical Electrical Forrest City	LOCATION	CRAFT	
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From the Top

Pre-Session Pep Talk

by Doug Wasson AGC Legislative Committee Chairman



"Advocate" – to speak or write in favor of; support or urge by argument; recommend publicly.

These definitions seem to fairly well define and encompass what AGC Arkansas does and how we perform on behalf of our members and industry at the State Capitol, with elected officials, policy makers and regulators. As an association representing the construction community in Arkansas, our credo is "Advocate. Educate. Congregate." It's not by accident or for alphabetical reasons that "advocate" comes first.

Fresh off a historic election cycle culminating with the biggest surprise in a presidential election since Truman defeated Dewey almost 70 years ago, citizens seem wary of politics and all actions and activities associated with such. But, as has been the case for nearly 200 years, Arkansas' legislative body will begin its work in January following November elections. More specifically, we'll see the 135 members (100 representatives in the State House; 35 senators in the State Senate) of the 91st General Assembly officially commence their duties on Monday, January 9.

As was the case across the country, Arkansas saw increases in the number of Republicans elected to office, particularly at the state legislative level. Our legislature will be composed of 75% GOP members in both chambers. This is a significant change in the makeup from just eight short years ago when Democrats occupied 75% of the seats in the House and Senate. Of the 35-member Senate, 26 are Republican and this number includes four new senators, one of which has no previous legislative experience. At the other end of the domed building, there will be 21 new representatives (two with previous House experience) and 76 of the 100-member body are now Repub-

Regardless of the names, faces and political party affiliations, AGC Arkansas will be present and well-represented throughout the General Assembly session. We will continue to work for increased highway funding, lean on legislators for common sense construction laws, encourage agencies to help create and support a more streamlined government and system of rules and regulations, and constantly be on the watch for bills and proposals that would create a hardship or unproductive environment for our members to work and operate in.

How do AGC Arkansas members fit into this process?

Legislative Committee Meetings

First and foremost, continue to be supportive and present. Your time and resources make all the difference in our success in the political arena and on the field of public opinion and policy. Participating and attending weekly Legislative Committee meetings held each Monday during the session at the AGC apartment, or making certain your company is represented, helps our members to not only stay well-informed, but also creates an opportunity for concerns to be heard and vetted.

Luncheons

Attending membership luncheons and other association events assures you of hearing from legislators, agency directors, decision makers and others, and provides a wonderful networking atmosphere for building additional coalition support and action.

Century Club

Quickly responding to any "calls for action" that may be broadcast asking for timely contact with elected officials encouraging support or opposition to specific pieces of legislation or proposed policies. Nothing works as efficiently and effectively as calls, emails, or quick chats in the grocery store or after church from constituents to their legislators. Sometimes just getting a handful of contacts on a specific bill equals a groundswell of support/opposition.

We promise not to "cry wolf" or to ever ask any of our members to take action unless it is necessary and important to a specific need or concern. Asking for such input and assistance is not done lightly and is not a favor that will be abused.

To make certain you don't miss out on helping when needed, you can join the Century Club (it's free!) and be ready to write or call your state legislators when called upon. Our goal is to have at least 100 AGC members pledge to make contact with their House and Senate members whenever a notice or an action alert goes out. The brief amount of time spent participating in the AGC Arkansas Century Club will be impactful for our association and united efforts. Login to the Member Portal on the AGC Arkansas website to sign-up (click the committees link in the left-hand menu once you're logged in) or contact the AGC office. Our lobbying efforts will be even stronger when you are part of it.

AGC PAC

Making a contribution to our Political Action Committees (PACs) helps us to stay involved and engaged during the election process and serves as a mechanism to help us thank those already serving for being attentive to our concerns. PACs provide our industry the opportunity to put meaningful support behind candidates for state office (non-federal) who best represent our interests and gives us an avenue for meeting new or potentially new members of the legislature. As a result of changes in Arkansas law in 2014, businesses and corporations are prohibited from making direct contributions to campaigns. However, PACS can accept such contributions and serve as useful tools in the electoral process.

Encourage the Next Generation

In addition to the above, you can also assist by encouraging your employees, especially those under 40, to participate and provide the time for them to be involved. Their knowledge and leadership skills will be enhanced and your company will benefit from the broader view they will have of the industry on a local, state and national level.

Please stay tuned, informed and

ready to respond when called upon during the next few months. We will need your backing and action to help protect and create an even better business climate. Not only for our current operations and activities, but for the future generations who will continue our efforts in building and improving our state and its infrastructure. As chairman of our Legislative Committee, I trust you will contact me, our legislative advocate, Allen Gordon, or Kelly Robbins, AGC Arkansas Executive Vice President, with any questions, comments or concerns, or to pass along information, rumors or details that may be of assistance.

Doug Wasson

AGC Legislative Committee Chairman President/CEO Kinco Constructors dwasson@kinco.net

Allen Gordon

AGC Legislative Advocate agordon@gcvlaw.com

Kelly Robbins

AGC EVP krobbins@agcar.net

Issues we'll be watching for and/or involved in:

- State licensure requirements for construction professionals;
- · Increased highway funding;
- Construction Management/Alternative Delivery Method (ADM);
- Medical marijuana (zero tolerance policy for employers);
- Public-Private Partnerships (P3);
- · Workers Compensation.

Again, join us as we carry on our legacy of being the voice of the construction industry in Arkansas for more than 80 years.

Doug Wasson is President/CEO of Kinco Constructors, Chairman of AGC Arkansas' Legislative Committee and a past President of AGC Arkansas. Contact Doug at dwasson@kinco.net.



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By the Numbers

We're taking a spin on our "By the Numbers" section this edition. Please take note of these important "numbers" to contact your Arkansas Legislators and let your voice be heard. We also encourage you to register for the AGC Arkansas Century Club and be an advocate for the construction industry in Arkansas. To do so, simply login to your account at www. agcar.net and click the "committees" button in the left-hand menu to register for this and other AGC groups such as the Legislative Committee and the Future Leaders Division.

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1401 W. Capitol Ave., Plaza F Little Rock, AR 72201 Phone: 501-372-7153

U.S. Senator Tom Cotton

1401 West Capitol Ave., Suite 235 Little Rock, AR 72201 Phone: 501-223-9081

U.S. Representative Rick Crawford

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U.S. Representative French Hill

Second Congressional District 1501 N. University Ave., Suite 150 Little Rock, AR 72207 Phone: 501-324-5941

U.S. Representative Steve Womack

Third Congressional District 3333 Pinnacle Hills, Suite 120 Rogers, AR 72758 Phone: 479-464-0446

U.S. Representative Bruce Westerman

Fourth Congressional District
101 Reserve St.
Hot Springs, AR 71901
Phone: 501-609-9796

Governor Asa Hutchinson

State Capitol Building 500 Woodlane Street, Suite 250 Little Rock, AR 72201 Phone: 501-682-2345

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Senator Alan Clark District #13, Lonsdale 501-262-3360 alan.clark@senate.ar.gov



Senator Linda Collins-Smith District #19, Pocahontas 870-378-1434 linda.collins-smith@senate.ar.gov

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Senator Bart Hester District #1, Cave Springs 479-531-4176 bart.hester@senate.ar.gov Senator Jimmy Hickey, Jr., Majority Whip District #11, Texarkana 870-772-4444 jimmy.hicky@senate.ar.gov

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Senator Blake Johnson District #20, Corning 870-323-1766 blake.johnson@senate.ar.gov

Senator Bryan B. King District #5, Green Forest 870-438-4565 bryan.king@senate.ar.gov

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Representative David L. Branscum District #83, Marshall davidlbranscum@hotmail.com

Representative Karilyn Brown District #41, Sherwood karilyn.brown@arkansashouse.org

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Representative Monte Hodges District #55, Blytheville monte.hodges@arkansashouse.org Representative Mike Holcomb District #10, Pine Bluff mike.holcomb@arkansashouse.org

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Representative Jack Ladyman Distirct #59, Jonesboro jackladyman@gmail.com

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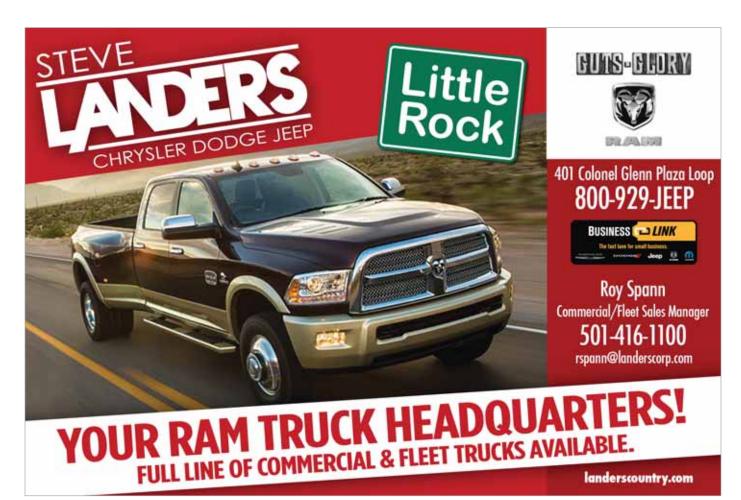
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Representative Richard Womack District #18, Arkadelphia richard@richardwomack.com



What's Next?

January 25 Membership Luncheon

with Scott Bennett

February 16 Associates Derby

March 1 Membership Luncheon

with Dean Peter MacKeith

March 6-9 AGC National Convention in Las Vegas

March 31 Day at the Races (Oaklawn)

April 6 Fishing Tournament

at Mountain Harbor

April 19 Membership Luncheon

May 5 Spring Golf Tournament

New Member

Learn about the benefits of membership.

Contact:

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bfranks@agcar.net

Environmental Protection Associates

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AGC Contact: Jeremy Blaylock jblaylock@epaonline.biz

Safety Training Opportunities

OSHA-10 & OSHA-30 Hour Training

Hydrogen Sulfide Awareness Training

Fall Protection/Working from Heights

Adult/Pediatric First Aid/CPR/AED

Blood borne Pathogen Training

Forklift (forklift must be made available)

Hot Work

Reasonable Suspicion Training for Supervisors

Hazcomm (GHS)

Behavior Based Safety (BBS)

Lock-out/Tag-out (LOTO)

Confined Space for Construction

Excavation & Trench Safety (Competent

Person Training)

For more information, please contact:

Joe Morgan, Safety and Training Manager 501.388.2132 or jmorgan@agcar.net

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Comings & Goings

60

Bernard







Hudgens

Job Changes

Manhattan Road & Bridge Company is pleased to announce that Ben Holt is now the Division Manager in the Central Arkansas Division and Denis Guillette has been promoted to the Assistant Division Manager for the Central Arkansas Division. Mark Windle will remain the Vice President of Arkansas Operations as well as the SW Florida Operations.

Charles Hudgens has worked with McGeorge Contracting on and off for over eleven years and has been promoted to a Lead Person.

Dustin Williams has worked with **McGeorge Contracting** for over two years, he has been promoted to a Lead Person.

Dillon Kelley has worked with McGeorge Contracting for over four years, he has been promoted to a Lead Person.

Stribling Equipment is proud to announce that Chance Creighton has joined their team as a Rental Sales Representative. Chance will be responsible for expanding their rental market with John Deere & Hitachi Construction Equipment and will be based out of the Little Rock store.

Nabholz Construction Services is pleased to announce that James Monhollon was promoted to Estimator this year in Nabholz' Rogers preconstruction department. He started his career as an intern from Pittsburg State and joined Nabholz as a project engineer, and has now been with Nabholz for 5 years. Kyle Lentz joined the Rogers preconstruction team as an Estimator. He is a John Brown University graduate. Also in our Rogers



Masters

Kelley



Professional with Specialty.

McDaniel

preconstruction department, Brian Masters was

promoted to Senior Preconstruction Specialist.

Brian has been with Nabholz for 3 years and con-

tinues to please our clients. Masters, along with

Senior Preconstruction Specialist Jeremy Reading,

recently obtained their CPE (Certified Professional

Estimator) designation from the American Society

Nabholz is pleased to announced that Randy

Bernard has joined Nabholz' Rogers construction team as a Senior Project Manager, Jack Gray and

Dan Willcutt have joined as Superintendents and

Mike Meadors recently joined the **Nabholz** team as Executive Vice President of Preconstruction for

the South Central Operation. Meadors has over

23 years of construction and estimating experi-

ence and has worked on a number of major projects in the Central Arkansas market. Meadors is

a Certified Professional Estimator, a member of

the American Society of Professional Estimators

(ASPE), and currently serves as the Certification

Chairman for the Arkansas ASPE chapter. He is also a member of the Construction Specification

Institute, a member of the U.S. Green Building Council Arkansas Chapter, and a LEED Accredited

Michael Parker was recently promoted to Pres-

ident of Nabholz Specialty Services. Parker will

now lead two specialty groups, Nabholz Environ-

mental Services and Entegrity Energy Partners,

LLC. Parker is Past Chair of the United States

Jim Jeffery has joined as a Project Manager.

of Professional Estimators.



Meadors



Monhollon



Parker



Reading

Green Building Council Arkansas Chapter and a LEED Accredited Professional with Specialty. Additionally, he has obtained an ASHE Healthcare Construction Certificate and is a graduate of Leadership Greater Little Rock Class XVIII.

Nabholz also welcomes Angi McDaniel as director of marketing and communications. In her new role, McDaniel will be developing and implementing an overall corporate marketing strategy for Nabholz, overseeing the corporate marketing team, and engaging directly with the business development team. McDaniel holds a Bachelor of Arts from the University of Central Arkansas and a Master of Business of Administration from the University of Arkansas at Little Rock.

Jeremy Blaylock has recently joined the Environmental Protection Associates team. Jeremy will take ownership of his family's company in January 2017. Environmental Protection Associates has more than three decades of experience in the environmental remediation industry. Based in Little Rock, they are centrally located to serve Arkansas and surrounding states. They provide professional, state of the art services to address asbestos, lead and mold hazards from surveying to remediation, as well as interior demolition services.

Company News

Gus Vratsinas, chairman of Bailey Construction and Consulting LLC, has been named as a 2017 Arkansas Business Hall of Fame inductee.

Congratulations to the following AGC Members for your 2016 AIA Design Awards:

Baldwin & Shell Construction Company
CDI Contractors
Clark Contractors
Kinco Constructors
Manhattan Construction Company
Nabholz Construction Services

Congratulations to Baldwin & Shell Construction Company for the celebration of your 70th Anniversary.



Williams



AGC Arkansas Safety and Training Manager Joe Morgan and CDI Contractors Intern and UALR Architectural Engineering and Construction Management student Meridith Williams accept the proclamation of October as "Careers in Construction Month" from Governor Asa Hutchinson.

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AGC President William Fletcher of Kinco Constructors presents Mike Hocutt of Clark Power with the 2016 AGC Arkansas President's Award.



Michael Faught, CEO of Roberts-McNutt, accepted the AGC Distinguished Service Award at the 2016 AGC Annual Meeting.



2016 AGC
President
William Fletcher,
COO of Kinco
Constructors,
presents the
gavel to
2017 AGC
President-Elect
Thomas
Dickinson,
General
Manager of
McGeorge
Contractors.

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