

Construction Views

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KEEPING THE PEACE:

What to Do When Hammers Start Flying



As Vice President of the American Arbitration Association (AAA) Central Region Construction Division, Robert Hughes is no small fish (or small project in our case). In fact, his credentials and reputation supersede him. Flying in from St. Louis, Mo., specifically for this event, Mr. Hughes will give a much anticipated presentation on what every construction professional needs to know about dispute resolution. And, as supervisor for the business development, education and neutral panel maintenance for Missouri, Minnesota, Wisconsin, Illinois, Indiana, Iowa and Ohio, Mr. Hughes definitely knows a thing or two on the topic.

His presentation on dispute resolution will cover how to identify the advantages of arbitration over litigation and how to make that distinction, how to recognize the importance of neutrality for all parties involved in a dispute, how to understand time-tested arbitration rules, how to select the right arbitrator for a case, how to increase the speed and efficiency of a case, and how to have your case administered versus pursuing it alone. Attendees are guaranteed to leave this presentation with a practical understanding of dispute resolution, as well as solutions for application.

With such a renowned speaker and anticipated presentation, there's no doubt that attendees will not only leave as informed construction professionals, but also as trained negotiators.

WHEN:

Wednesday, December 8, 2010
Breakfast & Networking 7:30 AM - 8:00 AM
Program 8:00 AM - 9:00 AM

WHERE:

MCA Office
4248 Park Glen Road
Minneapolis, MN 55416

See page 7 for the program registration form!

For more information, please call (952) 928-4646 or email info@mnconstruction.org

Calendar of Events

Event details and registration available at
www.mnconstruction.org

WEDNESDAY, DEC. 8, 2010

7:30 AM – 9:00 AM

What Every Construction Professional Needs to Know About Dispute Resolution

Robert Hughes (American Arbitration Association)
Please note location change!
MCA Office
4248 Park Glen Road
Minneapolis

WEDNESDAY, JANUARY 26, 2011

6:00 - 9:00 PM

Awards of Excellence Dinner & Gala

Minneapolis Golf Club
Registration Deadline -
January 17, 2011

WEDNESDAY, JUNE 8, 2011

2011 Scholarship Golf Tournament

Deer Run Golf Club



PRESIDENT'S COLUMN

By Robert Struve

*Exciting Things
on MCA's Horizon*

Is it just me or do the years get shorter as one ages? It seems like we were just talking about the year ahead – 2010. Now we are thinking snow, presents, year-end paperwork and budgeting for 2011. This is my last column as your president and I want to thank you for the opportunity to serve. I wish I could tell you that together we have solved our industry and national economic problems but that might be a stretch. What I can tell you is that as a group we have embraced change. Why? Because we have had to in order to survive. In doing so many of us have found that maybe we should have made these changes a while back. In talking with our membership, I find that the changes we have and are making have given us optimism for long term success.

I still have some time left and I want to remind you that we have an important educational opportunity for you on Wednesday, December 8th. Robert Hughes, Vice President of the American Arbitration Association Central Region Construction Division, will be presenting **“What every construction Professional should know about dispute resolution.”** Then, on Wednesday, January 26, 2011, MCA will hold its **Awards of Excellence Gala at the Minneapolis Golf Club**. I want to encourage you to share your successes with us. And while you are at it, show your project team (owner, A/E, constructors) your appreciation for their efforts and bring them to the Gala!

A special thanks to those serving on the Minnesota Construction Association Board and on its committees and to our Executive Director. It has been a pleasure serving with you. I also want to thank our members and guests who participate in MCA activities and in doing so advance our industry by learning, networking, sharing and collaborating.

Happy Holidays!

Bob

MCA is a non-profit association dedicated to educating and promoting the construction industry. Statements of fact and opinion in this publication are the responsibility of the authors alone and do not necessarily reflect or imply the opinion of the members, directors or staff of MCA.

Equipment Management During the Recession and Recovery Period

by Josh Thimjon

Reprinted with permission from LarsonAllen LLP



One of the biggest challenges construction contractors face is managing equipment. With declining equipment values and low utilization during the “Great Recession,” they must prepare for the decisions that will follow during the economic recovery period.

Some of the equipment management elements include:

- Calculating absorption and keeping consistent utilization
- Anticipating the type and volume of work to support a buy versus lease decision
- Knowing the right time to dispose of equipment

Calculating equipment absorption

Proper equipment management begins with knowing if the fleet is producing a profit. To do this, contractors can use a simple cost absorption formula.

1. Figure out your equipment fleet costs (repairs, depreciation, insurance, interest, and shop labor).
2. Calculate an internal charge rate based on the expected hours of equipment use.
3. Charge that rate whenever equipment is used on a job.

The difference between the total charges to jobs and the costs of the equipment fleet determines whether your machinery is being over or under absorbed. If your equipment costs are under absorbed, it could be a result of not having enough work to keep the machinery busy, or it could mean your internal charge rates are set too low. If costs are over absorbed, it might mean you need additional equipment or your rates are set too high.

Should you buy or lease?

Once a contractor concludes that the company needs to add a piece of equipment to its fleet, he or she must decide whether to buy or lease it. Don't rely solely on intuition; also consider the economic cost-benefit factors, including:

- Is the backlog adequate to utilize an additional unit beyond the immediate project need?
- How will it impact your financial statement and working capital?¹
- How does this decision impact your bonding and credit capacity?
- Are you utilizing accelerated tax depreciation benefits to reduce income tax (i.e. Section 179)?
- Can you maintain cash flow requirements if your sector of the construction industry has not yet entered into a stable recovery period?
- Does long-term equipment ownership provide more value to you than short-term lease flexibility?
- Is the market flexible to dispose of the equipment if it becomes underutilized?

Idle or non-producing equipment is not a pretty sight under any economic condition, much less this one. How you manage your equipment as we enter the “Great Recovery” will be a significant factor in your year-end financial statement. Equipment management is more than making a good buy—it's about knowing when to make a good sell.

¹ Changes in lease accounting are forthcoming in 2011, which would require a lessee to recognize an asset and a corresponding liability for all of its lease obligations. Source: Financial Accounting Standards Board

Josh Thimjon is a construction and real estate manager with LarsonAllen and can be reached at jthimjon@larsonallen.com or 612-397-3213.

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Submit Your Nomination for the 2011 Awards of Excellence by December 15!

Nominations will be accepted from MCA Members in good standing during 2010 and 2011. The entry fee is \$175 for projects submitted between November 13th and December 15th.

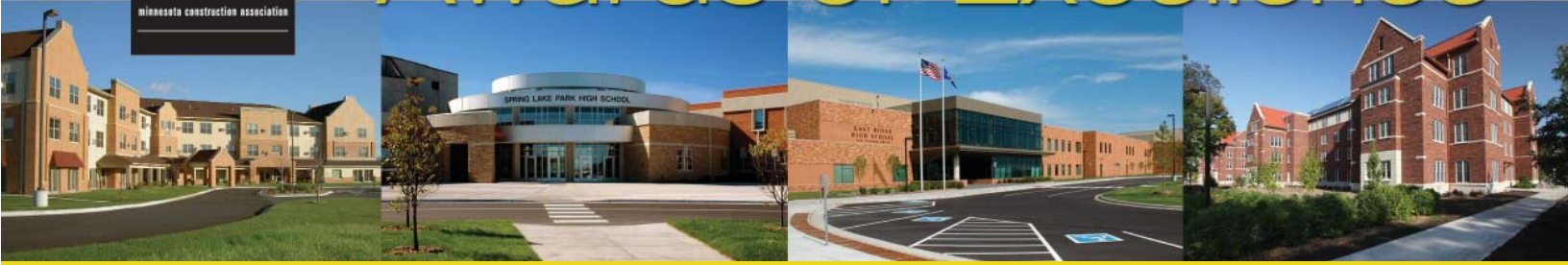
Contractors and Subcontractors/Specialty Contractors are invited to nominate a project in the following five categories:

- **New Project Total Value Under \$10,000,000 or Total Subcontractor Value Under \$1,000,000**
Excludes design fees, development costs and land.
- **New Project Total Value Over \$10,000,000 or Total Subcontractor Value Over \$1,000,000**
Excludes design fees, development costs and land.
- **Renovation, Expansion or Tenant Improvement Project**
Includes any modifications to an existing structure or building.
- **Government Construction Project**
Includes public schools, local, state and federally funded projects.
- **Green/Sustainable Project**
Conditions to be considered will include sites issues, water efficiency, energy reduction & effects on the atmosphere, materials & resources use, reuse of onsite materials & reduction including building reuse, indoor environment efficient use of utilities and green building cost benefit to the owner.

To nominate a project for an award, please complete the Project Excellence Award nomination form (available at www.mnconstruction.org) by December 15, 2010.



Awards of Excellence



MCA Outstanding Member of the Year Award

This selection will be made by the MCA Awards Committee and Board of Directors to recognize the individual who has made significant contributions for the betterment of the association and his/her profession based on the following:

- Recruiting
- Administrative Leadership (excluding the President and President-elect)
 - Involvement in programs
 - Socializing/ warm welcome
- Rendered outstanding service in promoting and furthering the mission and programs of the MCA
- Offered continuous commitment to improvement of the construction process through education, service, contributions, or specific accomplishments
- Has been a continuous member of MCA for not less than 3 years

To nominate someone for this award, please send a letter stating why the candidate is worthy of honor by December 31, 2010. Nominations may be sent via email to info@mnconstruction.org or via letter to MCA, 4248 Park Glen Road, Minneapolis, MN 55416.



Ask MS. AWARDS

Dear Ms. Awards,

I'm considering going to the Awards of Excellence Banquet on Wednesday, January 26, 2011. I have not attended the banquet in the past and am wondering why I should attend?

*Sincerely,
Mr. Hesitant*

Dear Mr. Hesitant,

There are a lot of great reasons why you should attend the banquet. This is a wonderful opportunity to enjoy a relaxing evening with other people in the construction industry. There will be many contractors, owners, engineers, architects and other construction related personnel present. The Awards of Excellence has been an excellent networking event for years.

Another great reason to attend is to celebrate the industry's achievements over the past year. Many notable projects have been completed and this is a great time to acknowledge those projects. Even in the tough economical times that we are facing, many companies have found a way to excel and they will also be recognized.

Mr. Awards and I especially look forward to this event because it gives us a chance to enjoy an evening out with our peers and friends. We like to enjoy a glass of wine and leave the little Awards at home with the babysitter.

Click here to register today.

We hope to see you there!

If you have a question for Ms. Awards, please email it to Alana Sunness Griffith, Awards Chair, c/o Corinna Hastings at info@mnconstruction.org.



SPECIAL RECOGNITION AWARD *RE-VISITED*

***Dateline:* December 2007-Minnesota Construction Association announces their annual Special Recognition Award winner.**

RYAN COMPANIES US, INC. will be honored on January 23, 2008 at the Annual MCA Awards Gala, with a Special Recognition Award for the Twin Cities Cristo Rey Jesuit High School/Colin Powell Youth Leadership Center project.

***Dateline:* December 2010-An inner-city high school is preparing its first senior class for graduation next spring and their students are receiving acceptance letters from colleges. The community has created an asset, which provides their youth with a “safe, comfortable and inviting” facility.**

RYAN COMPANIES US, INC.

In 2006, as Ryan Companies completed its highly successful Midtown Exchange Project, the late Jim Ryan sought to continue the community renovation surrounding the Midtown project. The “perfect storm” arrived as the local community group Urban Ventures, nationally successful Cristo Rey Jesuit High School program, and Ryan Companies collaborated to build a “structure and community” to provide education and an environment that will successfully prepare their youth for college and community leadership. The cost of the construction project, including land purchase was greater than \$30,000,000, but with innovative donations by suppliers and contractors, including Ryan, millions were saved.

URBAN VENTURES

The Colin Powell Youth Leadership Center provides a wonderful positive physical presence for youth, in a community susceptible to many negative influences. Its recreational facility provides a modern and safe place for local youth to belong to teams that

develop character and leadership skills. Operational daily from 7:00 a.m. to 10:00 p.m., Urban Ventures’ goal is to provide an environment with mentoring which would make their center’s namesake (Colin Powell) proud and provide the community with future leaders.

CRISTO REY JESUIT HIGH SCHOOL

In the spring of 2011, Cristo Rey Jesuit High School will be graduating their first senior class of 64 students. Currently grades 9-12 have 270 students, about 70% from Minneapolis and the remainder from other nearby communities. The Cristo Rey goal is simple: Graduate their students from high school and have them accepted into college. To be eligible to attend Cristo Rey, the student’s family income must be less than 70% of the local median income. Minorities represent 95% of the student population and includes immigrants who are Hmong, Somali, Muslim and Hispanic. Unique to Cristo Rey, the students work in the business community five days a month on work-share schedules, providing the businesses with necessary employee work, and a social impact on their community. Also unique to Cristo Rey, they have 99% attendance because “they like being there”. The wages earned go to Cristo Rey which under full enrollment, provide 75% of the tuition cost.

MINNESOTA CONSTRUCTION ASSOCIATION

Since 2001 the Minnesota Construction Association has been recognizing projects in assorted categories. Each year a single project, un-nominated, and chosen for special criteria, is given the Special Recognition Award. We hope you have appreciated this year’s re-visit to a past winner.



Minnesota Construction Association

*Networking. Business Development.
Education.*

Please help MCA welcome our newest member!

Shaw-Lundquist Associates, Inc. – Company Membership

Shaw-Lundquist is a Leading General Contractor in the Metro Area. We also are the largest Asian-owned Contractor in the Nation. We provide General Construction, Construction Management at Risk, Agency Construction Management and Design-Build construction services, and are proven performers on large and complex projects. Started in 1974 by Fred Shaw, the company has grown to over \$80 million in revenues.

www.shawlundquist.com

Minnesota Construction Association (MCA) Program Registration

Breakfast Program Pricing Per Program:

- \$30 Members pre-registered & pre-paid
- \$35 Members at the door
- \$25 each for three (3) or more individuals from the same member company
- \$50 Non-Members
- Free Students (*with valid full-time student i.d.*)

December 8, 2010 — What Every Construction Professional Needs to Know About Dispute Resolution

Name(s) _____ Phone _____

Company _____

Address _____

City/State _____ Zip _____

Card Number _____ Exp. Date _____ / _____

Card Holder's Signature _____ Today's Date _____ / _____

Card Holder's Name (print) _____ Total Payment \$ _____

Billing Address of Credit Card (if different than above) _____

Return registration with payment to:

MCA | 4248 Park Glen Road | Minneapolis, MN 55416 | Phone (952) 928-4646 | Fax (952) 929-1318

Community Services Building – Historic Adaptive Re-Use & Green! University of Minnesota, Morris

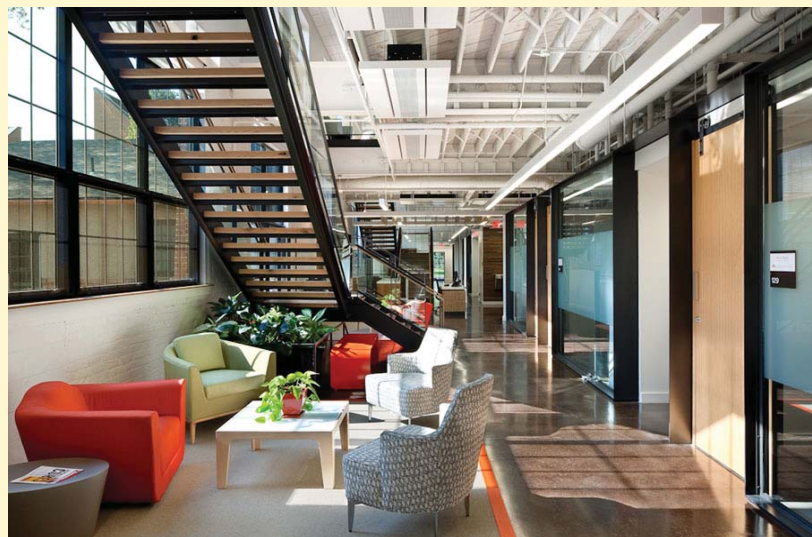
Each year, the Minnesota Construction Association recognizes a project that was completed as a result of resourceful blending of construction techniques and professionals. The 2011 recipient of the MCA Special Recognition Award is the Community Services Building located on the U of M Morris campus.

In January of 2010 JE Dunn Construction completed a highly successful historic restoration of the Community Services Building located on the U of M Morris campus. The previously dilapidated structure was transformed into the new gateway for the Morris campus with design by Meyer Scherer and Rockcastle (MS&R) and construction management by JE Dunn Construction.

It was the client's goal to reconstruct the original character of the existing 15,380 sft building, coupled with modern amenities and energy performances. MS&R was tasked with the responsibility in redesign the interior spaces to house individual offices, open offices, and conference rooms to meet the owner's program needs. JE Dunn was brought on early in design and worked with MS&R to balance the program requirements with the University's budget. JE Dunn ensured that the local community was extensively solicited and able to participate in the reconstruction of this project. These efforts were rewarded as nearly 50% of the construction was awarded and performed by local (Morris Area) contractors.

Due to the limitations on space and desired building program, chilled beams and in floor heating were installed for heating and cooling of the space. Chilled beams are a relatively new technology to the United States and allows heating and cooling of a space by simple coils suspended from the ceiling that appears to be a common diffuser. This technology eliminates ductwork to move the volume of air that is traditionally required to heat and cool a space. These systems enhanced the energy efficiency of the building which also aided in achieving a LEED Gold Certification and a step in becoming a carbon neutral campus.

In addition to energy efficient mechanical systems, special attention was given to the products and materials that were used to finish the space. The existing woodwork, tongue and groove ceiling, and wood doors were re-used to maintain the historical feel of the space. Old cedar siding from another University building was cut in small strips to provide an elegant new entry feature. This material was earmarked for a landfill. Metal and glass office fronts were implemented in the design to provide individual offices that allowed the natural day lighting to enter each space of the building. Knee-walls at the open offices are capped with acrylic panels embedded with prairie grass that signifies the local prairie land... the natural landscape of western Minnesota.



The U of M Morris campus is a national leader in advanced sustainable, environmentally efforts that touch nearly all aspects of campus life—power, food, water, transportation, waste-stream infrastructure, academic study, and quality of life. The new Community Services Building not only preserves their treasured historic asset, it also embraces the vision for the campus to become one of the first carbon-neutral and energy self-sufficient campuses in the country.

Member to Member



The late **LLOYD ENGELSMA**, head of **KRAUS-ANDERSON COMPANIES, INC.**, has been inducted into the Minnesota Real Estate Hall of Fame. The ceremony, sponsored by the University of St. Thomas Opus College

of Business real estate programs, was held on October 27.

Inductees into the prestigious Hall of Fame have been responsible for successful and innovative business activities, and have made major contributions to the industry. Engelsma was selected by a group of his peers because of his outstanding contribution in the area of real estate and in the community in general. The honor signifies he has also displayed the highest level of ethics in his business dealings and served as a role model for younger people who are working in the industry.

Born in 1913 to immigrant farmers in Hinckley, Minn., Engelsma came of age at the beginning of the Great Depression. He came to Minneapolis to seek his fortune, working in a restaurant while taking college courses in engineering and law. He was offered a job at Kraus-Anderson "to keep the office open, answer the telephones, and to do what bookkeeping there was to do without any projects in process," and he took it. Within a few years, he owned the company, which at the time amounted to little more than a pickup truck, a wheelbarrow and a couple of shovels.

"In every challenging situation, there is a nugget of opportunity," Engelsma believed. His 60-year career and lasting legacy are reflected not only in the skylines of the Twin Cities and beyond, but also in community development work, notably in service to health care. He was instrumental in the development of Methodist Hospital and served the boards of Swedish and St. Barnabas Hospitals, providing guidance during their merger to Metropolitan Medical Center (now HCMC) as well as long-term assistance in the development of many other care facilities.

Lloyd Engelsma died in 1997 at age 84. His legacy of integrity is sustained today under the leadership of his sons, Bruce Engelsma, CEO and chairman of Kraus-Anderson Companies; and Dan Engelsma, vice chairman of Kraus-Anderson Companies and president of Kraus-Anderson Realty Company.

BOSSARDT CORPORATION has recently been selected to serve as Owner's Representative for the St. Therese Southwest Senior Housing project in Minnetonka's Glen Lake area. Construction for the 150-unit project started on October 1, 2010.

Gordon Viere, chief executive officer of **LARSONALLEN LLP** (LarsonAllen), announced six promotions and two title changes in LarsonAllen's Minneapolis construction practice, effective November 1.

AARON BEGNAUD, **THOMAS BESSEL**, and **JOSEPH VAN VYNCKT** have been promoted from senior accountant to manager. **SHELLY KENT**, **ANTHONY LEWIS**, and **BRADLEY UHERKA** have been promoted from staff accountant to senior accountant.

Additionally, **PETE GROTTANS** and **PERRY MCGOWAN** have changed titles from manager to engagement specialist, a role that is equivalent to manager level.

KRAUS-ANDERSON CONSTRUCTION COMPANY (KA) has hired **ROB RANDALL** as BIM specialist. BIM (Building Information Modeling) is a 3D, object-oriented approach to computer-aided architectural design and construction tool widely used in the industry. Randall will focus on leading KA's efforts in virtual design and construction and BIM programs.

Prior to joining KA, Randall was the Building Information Modeling manager at Harris Companies in St. Paul, Minn. He has worked on numerous construction projects, including medical facilities, schools, corporate complexes, and on major sports stadiums throughout the Twin Cities area. During his career, he has successfully applied his technical skills to identify and correct design conflicts and to facilitate owner-requested changes that would otherwise have resulted in increased costs or schedule interruptions.

BIM is an increasingly popular tool, which coordinates design and construction information in a virtual environment prior to construction. BIM enables problem solving between architects, engineers and subcontractors to streamline project design and minimize building conflicts. The model also provides access and the ability to add to detailed imagery and information for everyone involved in the building process and building after project completion.

Graham, Cottrill, Jackson & Hostetter, LLP (GCJH), of Orlando, Florida, joined **LARSONALLEN LLP** (LarsonAllen) effective November 1, 2010.

"Our combined expertise will allow us to better serve our closely held business clients," says H. Blake Hostetter, managing partner with GCJH. "LarsonAllen and GCJH share a culture of helpfulness and striving to exceed client expectations, which will lead to a successful experience for all."

GCJH and LarsonAllen both have an industry-

focused approach to client service. GCJH adds expertise in the areas of for-profit schools, construction companies, medical practices, insurance entities, and others, to LarsonAllen's Orlando practice. GCJH clients will benefit from LarsonAllen's expertise and service offerings for clients in health care, international tax, nonprofit and government, and more.

"Our two firms are very similar in culture and business operations," says Denny Schleper, executive principal with LarsonAllen. "Together, we offer increased industry specialization and look forward to providing additional services for our clients."

GCJH was founded in 1975 in Orlando and has experienced steady growth since, with more than 25 people including eight partners serving the firm's clients.

BOSSARDT CORPORATION is pleased to announce that **LINDA MICKSCHL**, a twenty-five year company employee, has been promoted to the position of Controller for the Bossardt Corporation.

After several years of successful projects involving windows, curtainwall assemblies, and other specialty architecture building systems, **INSPEC** created a new department in November 2010, specializing in window and curtainwall specialty architecture services.

The new department is comprised of registered architects, project managers, and technical staff with extensive windows and related specialty architecture experience. The department's services include condition assessment, forensic evaluation, design, construction administration, and construction observation services related to window, curtainwall, storefront, entrance and other specialty architecture building systems.

Would you like to see
your name or your company's
name in the *Member
To Member* section of
Construction Views?

If so, please send all company
press releases, announcements
and updates to Corinna
Hastings, Executive Director
and Editor,
at info@mnconstruction.org
or 4248 Park Glen Road,
Minneapolis, MN 55416.

We Can't Thank You Enough!

**We thank the following
Platinum Sponsor
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**Kraus Anderson
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**We thank the following
Gold Sponsors
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MCA

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info@mnconstruction.org

Corinna Hastings
Executive Director and Editor



Awards of Excellence



2011 MCA Awards of Excellence Gala | January 26, 2011

2011 MCA Project Excellence Awards NOMINATION FORM

**The MCA Office must receive nominations no later than December 15, 2010.
Early bird entry fee is \$125 if submitted on or before November 12, 2010.
Entry fee is \$175 if submitted November 13 – December 15, 2010.**

- This form can be used by Contractors and Subcontractors/Specialty Contractors to nominate a project.
- Nominations will be accepted from MCA Members in good standing during 2010 and 2011.
- The project must be substantially complete when nominated.
- To qualify a project must be substantially complete in 2010.
- A panel of judges who represent a cross section of the industry (owners, architects, and other construction industry leaders) will evaluate each entry.
- **NEW THIS YEAR!** Award winners will be notified in advance of the Awards of Excellence Gala to encourage them to invite other members of the construction and owner teams to attend.

Please note required fields (*)

Section 1: General Information

*Name: _____

*Firm: _____ Are you a current member of MCA? Yes No

*Telephone: _____

*Email: _____

*Mailing Address: _____

*Please describe your responsibilities with the project: _____

Section 2: Category Selection

*Please check one of the following categories:

- New Project Total Value Under \$10,000,000 or Total Subcontractor Value Under \$1,000,000
Excludes design fees, development costs and land.
- New Project Total Value Over \$10,000,000 or Total Subcontractor Value Over \$1,000,000
Excludes design fees, development costs and land.
- Renovation, Expansion or Tenant Improvement Project
Includes any modifications of an existing structure or building.
- Government Construction Project
Includes public schools, local, state and federally funded projects.
- Green/Sustainable Project
Conditions to be considered will include sites issues, water efficiency, energy reduction & effects on the atmosphere, materials & resources use, reuse of onsite materials & reduction including building reuse, indoor environment efficient use of utilities and green building cost benefit to the owner..

Nominations of the same project will be permitted in multiple categories (please complete a separate form for each category you are nominating a project in). However, the same project will not be eligible to win in more than one category.

Section 3: Project Information

*Name of Project: _____

*Address: _____

*County or Municipality where project is located: _____

*Total Project Value: _____

Delivery Method (check one):

CM Agency CM At Risk Design-Bid-Build (Lump Sum)
 Design/Build Integrated Project Delivery Other _____

*Provide a brief narrative (50 words or less) of the project: _____

**This description will be used in developing the Awards presentation*

Section 4: Project Contacts

*General Contractor (if applicable): _____

*Contact Name: _____

*Email: _____

Telephone: _____

*Owner: _____

*Contact Name: _____

*Email: _____

Telephone: _____

Owner's Representative (if applicable): _____

Contact Name: _____

Email: _____

Telephone: _____

*Architectural Firm (if applicable): _____

*Contact Name: _____

*Email: _____

Telephone: _____

Please list any other pertinent contacts for the project (include firm, contact name, email, and telephone): _____

Section 4A: Primary Subcontractors

For General Contractors submitting a nomination, please list the primary subcontractors for this project.

*Company Name: _____

*Contact Name: _____

*Email: _____

Telephone: _____

Section 5: Schedule

*Construction Start Date: _____

*Original Construction Completion Date: _____

*Actual Construction Completion Date: _____

*Describe your approach to schedule management for this project: _____

*Describe changes in the schedule (reason for delay, extensions in time, or acceleration): _____

Section 6: Safety

*Lost Time Incidents: _____

Mitigation efforts (if any): _____

*What unique considerations came into play to provide a safe work environment on this project? _____

Section 7A: Cost (for General Contractors)

*Total Initial Contract Amount \$: _____ *Final Contract at Completion \$: _____

*List the sources and/or causes of the above differences (change orders) in costs with reference to the following categories.

Document Problems: _____ % Unforeseen Conditions: _____ %

Owner Generated Scope _____ % Regulatory Agency: _____ %

Other: _____ %

*Explain Other: _____

Section 7B Cost (for Subcontractors/Specialty Contractors)

*Total Initial Subcontractor Contract Amount \$: _____ *Final Subcontractor Contract at Completion \$: _____

*List the sources and/or causes of the above differences (change orders) in costs with reference to the following categories.

Document Problems: _____ % Unforeseen Conditions: _____ %

Owner Generated Scope _____ % Regulatory Agency: _____ %

Other: _____ %

*Explain Other: _____

Section 8: Overall Management

*A. Project Management: Describe how the overall project management efforts impacted the project - include Project Team roles and responsibilities, lines of communications, approach to conflict resolution, partner, etc. during all phases of the project. - 50 words or less _____

*B. Quality Management: Describe approach to quality control/quality assurance during all phases of the project. - 50 words or less _____

*C. Cost Management: Describe approach to cost controls during all phases of the project. - 50 words or less _____

*D. Project Challenges: Describe unique characteristics of the project, i.e. challenges, restraints, and solutions to problems and achievements. - 100 words or less _____

*E. Innovation and Creativity: Describe, i.e. use of new technology, unique means and methods, unique way of resolving problems or project conflicts, electronic/web-based project management systems, etc. – 50 words or less. _____
2

F. Customer Satisfaction: Provide any letters received by the client, A/E, users and other key stakeholders. Information can be emailed to info@mnconstruction.org or mailed to the MCA Office.

G. Has this project received an award by other industry professional organizations? Yes No

If Yes - Please describe: _____

Section 9: Photos & Additional Materials

- Provide a minimum of six (6) digital (jpg or eps) photos. A minimum of four (4) progress photos must be included in the total.
- Entries may be supplemented with drawings, additional photographs, press reports, etc.
- Photos and supplemental materials can be emailed to info@mnconstruction.org or sent on a CD to the MCA Office.

Section 10: Additional Information

Press releases will be sent to: AIA Minnesota, Finance & Commerce, Midwest Society for Association Executives, Minnesota Business & Opportunities, Minnesota Real Estate Journal, Downtown Journal, St. Paul Pioneer Press, St. Paul Downtowner, StarTribune, The Business Journal and Twin City Business Monthly.

Please list any other publications or organizations that should be notified of the Awards winners: _____

Section 11: Payment

Check American Express MasterCard Visa

Card Number _____ Exp. Date _____

Cardholder's Name _____

Total Payment \$ _____

Billing Address of Credit Card (if different than Contact's mailing address in Section 1) _____

Cardholder's Signature _____

**Email completed nomination form and payment information to info@mnconstruction.org
or mail to Minnesota Construction Association, 4248 Park Glen Road, Minneapolis, MN 55416**

**If you have any questions or need additional information,
please contact MCA at (952) 928-4646 or email info@mnconstruction.org.**



Awards of Excellence



2011 MCA Awards of Excellence Gala | January 26, 2011

2011 MCA Awards of Excellence Sponsorship Opportunities

Join the Minnesota Construction Association on Wednesday, January 26, 2011 at our annual Awards Gala held at the Minneapolis Golf Club. You can help make this event a night to remember by becoming a sponsor!

Tax-Deductible* Sponsorship Opportunities include:

- Dinner Sponsors \$400
- Wine Sponsors \$350
- Dessert Sponsors \$200
- Reception Sponsors \$150
- Scale Model (Centerpiece) Sponsor \$350

The benefits of becoming a 2011 Awards Gala Sponsor are:

- Your company name will be displayed on printed centerpiece signs, in the printed program, on additional signage and announced during the presentation at the Awards Gala.
- Recognition in MCA's *Construction Views* Newsletter
- In addition, Awards Gala Sponsors will receive one ad in MCA's *Construction Views* Newsletter based on sponsorship level:
 - Dinner Sponsor: One full-page ad (value \$300.00)
 - Wine Sponsor: One half-page ad (value \$150.00)
 - Dessert Sponsor: One third-page ad (value \$125.00)
 - Reception Sponsor: One 2/9-page ad (value \$100.00)
 - Scale Model (Centerpiece) Sponsor: One 2/9-page ad (value \$100.00)

To become a sponsor, please complete this form and return it to MCA Headquarters by January 1, 2011: 4248 Park Glen Road, Minneapolis, MN 55416: or contact Corinna Hastings by phone: (952) 928-4646, fax: (952) 929-1318 or email: info@mnconstruction.org with questions.

Company Name _____

Company Address _____

Telephone _____ Email _____

Sponsorship

Dinner Sponsor - \$400
 Wine Sponsor - \$350
 Dessert Sponsor - \$200
 Reception Sponsor - \$150
 Scale Model (Centerpiece) Sponsor - \$350

Payment

Check American Express MasterCard Visa

Card Number _____ Exp. Date _____

Cardholder's Name _____

Total Payment \$ _____

Billing Address of Credit Card (if different than Contact's mailing address in Section 1) _____

Cardholder's Signature _____

Please return this form with payment by January 1, 2011.
Minnesota Construction Association, 4248 Park Glen Road, Minneapolis, MN 55416 | P (952) 928-4646 | F (952) 929-1318
info@mnconstruction.org | www.mnconstruction.org



Awards of Excellence



The Minnesota Construction Association Presents the

2011 MCA Awards of Excellence

Dinner & Program | January 26, 2011

6:00 p.m. – 9:00 p.m. | Minneapolis Golf Club

DEADLINE FOR REGISTRATION: JANUARY 17, 2011

Please note: All attendees must register in advance, onsite registration will not be available for this event.

Name _____

Organization _____

Telephone _____

Email _____

Mailing Address _____

Registration Fees

_____ MCA Members - \$65

_____ Non-Members - \$75

_____ Table for Eight (8) - \$520

_____ Table for Four (4) - \$260

Please list the names and organization for each individual registering for this event:

Name _____ Organization _____

Name _____ Organization _____

Name _____ Organization _____

Name _____ Organization _____

Name _____ Organization _____

Name _____ Organization _____

Name _____ Organization _____

Name _____ Organization _____

Payment

Check American Express MasterCard Visa

Card Number _____ Exp. Date _____

Cardholder's Name _____

Total Payment \$ _____

Billing Address of Credit Card (if different than Contact's mailing address in Section 1) _____

Cardholder's Signature _____

Please return this form with payment by January 17, 2011.

Minnesota Construction Association, 4248 Park Glen Road, Minneapolis, MN 55416 | P (952) 928-4646 | F (952) 929-1318
info@mnconstruction.org | www.mnconstruction.org