

INSIDE

NIELSEN

A PUBLICATION OF NIELSEN BUILDERS WINTER 2013



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NIELSEN

Corporate Mission Statement

Our Vision

Nielsen will be recognized as a premier construction organization with a commitment toward optimal performance in serving clients within the Commonwealth of Virginia. We will achieve this by consistently “striving for excellence” in providing professional building services.

Our Values

People

Nielsen recognizes that our people are the critical element in achieving our vision. We will support a team approach through open communication among all employees. We will promote the growth and empowerment of our people and commit to human resource practices based on standards of excellence, safety awareness, fair treatment and equal opportunity.

Total Client Satisfaction

Nielsen will build on our reputation and commit to exceed the expectations of our clients by maintaining the highest level of skill and responsibility in providing professional services. We will deliver a superior price/value relationship in providing quality construction services with a profit objective at a fair level.

Leadership

Nielsen is committed to being a leader in the construction industry through innovative construction techniques and product development. We will strive to be a caring corporate citizen in enhancing the community and environment in which we do business.

Quality Assurance

Nielsen Builders, Inc.'s commitment to quality assurance is based on responsible craftsmanship, leadership, innovation, safety awareness and employee satisfaction. Our guarantee to furnish our clients with a total quality product is the heart of our company's existence.

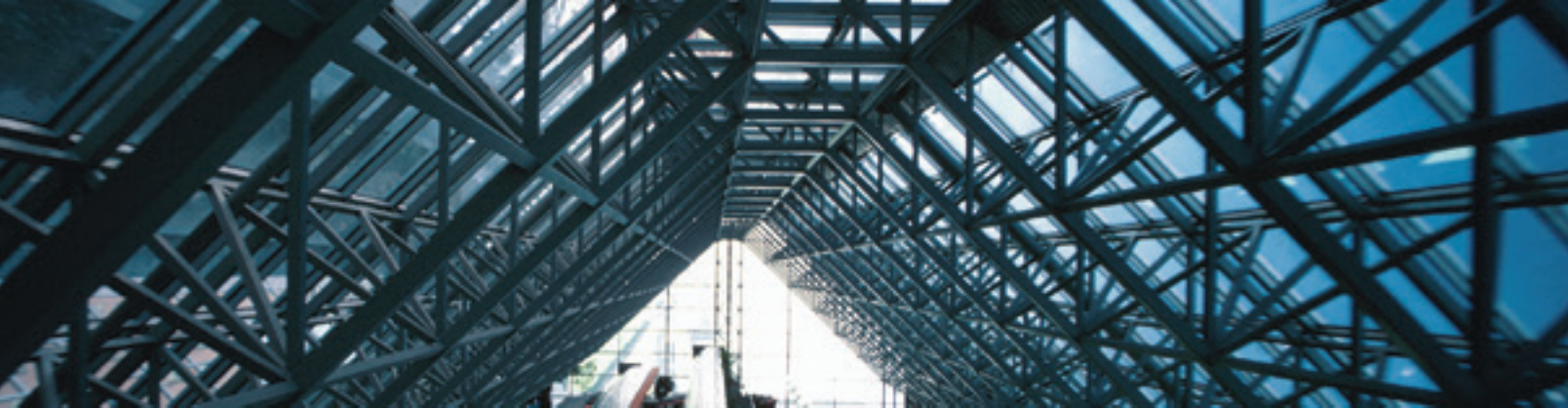
Equal Employment Opportunity Policy

It is the policy of Nielsen Builders, Inc. not to discriminate and to provide equal employment opportunity to all qualified persons regardless of race, color, sex, religion, national origin, disability, marital status, sexual orientation, gender identity or Vietnam era veteran status. This policy is applied to all employment actions including but not limited to recruitment, hiring, upgrading, promotion, transfer, demotion, layoff, recall, termination, rates of pay, or other forms of compensation and selection for training including apprenticeship.

Nielsen Builders, Inc. is committed to the principles of affirmative action and equal employment opportunity. In order to ensure its dissemination and implementation throughout all levels of the company, Jean Hieber has been selected as Equal Employment Officer for Nielsen Builders, Inc.

In furtherance of our policy of affirmative action and equal employment opportunity, Nielsen Builders, Inc. has developed a written Executive Order Affirmative Action Program, which contains specific and results-oriented procedures to which Nielsen Builders, Inc. is committed to apply every good faith effort. Procedures without efforts to make them work are meaningless and effort undirected by specific and meaningful procedures is inadequate. Such elements of Nielsen Builders, Inc.'s Executive Order Affirmative Action Program will enable applicants and employees to know and avail themselves of its benefits. The policy is available for review, upon request, during normal business hours.

Applicants for employment and all employees are invited to become aware of the benefits provided by the Affirmative Action Program.



LETTER FROM THE PRESIDENT



Nielsen has been in business for 104 years. It is easy to be proud of the beautiful buildings we have built and to think we know all there is to know about construction. Then I look at my smartphone, and I come quickly back to earth.

In construction, we no longer drill holes with a brace and bit, calculate with a slide rule or send a message by telegram. In your business, I am sure it is the same — constantly growing and changing to meet the needs of our customers.

Being in any business requires thinking about what is next. Every organization is built to get the results that it is currently getting. If you want different results, you must change the way you do things. That's where it gets difficult. We all have our comfortable chair, the place that it is easy to sit and think about all the great things we have accomplished. The hardest part of making a change is deciding that it is time to make a change.

This magazine was originally created to give our readers ideas that could help them with their own businesses. We will continue to work to always present you with ideas that will help you as you are striving to improve and change your own organizations.

Can someone please tell me how to keep my phone from ringing out loud during a meeting?

Tony E. Biller
President/CEO

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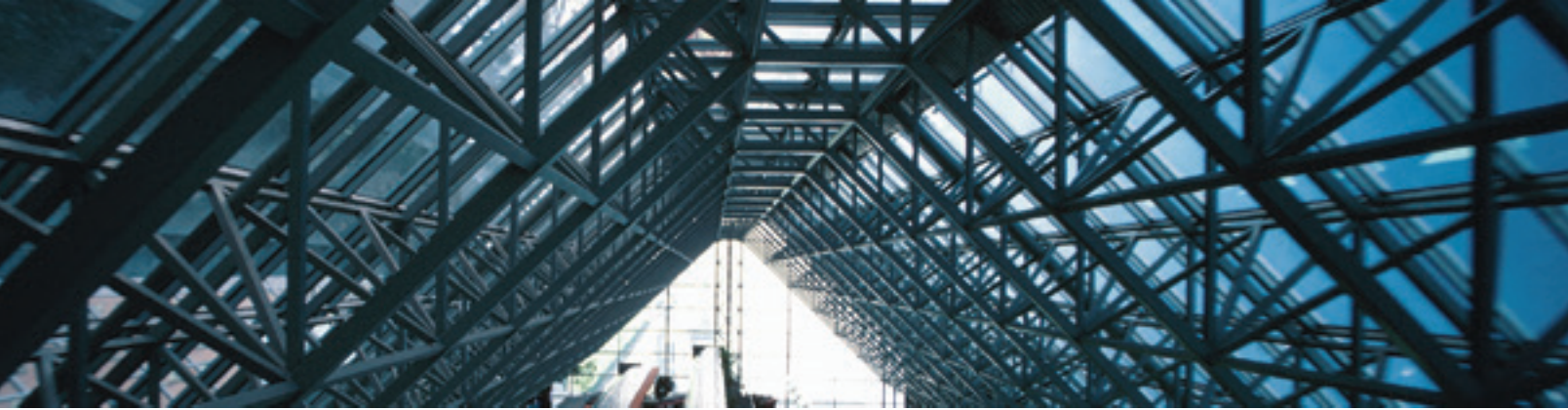
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IMPACTING DAVIS-BACON WAGE DETERMINATIONS

A GUIDE FOR CONTRIBUTING TO THE ACCURACY OF PUBLISHED PREVAILING WAGE RATES IN CONSTRUCTION

by Tamika C. Carter, Director of Construction HR



Greer Elementary School, Albemarle County, Virginia –
one of Nielsen Builders' Davis-Bacon required projects

[Editor's Note: This article is an excerpt from a white paper provided by the Associated General Contractors of America.]

Contractors and other interested parties have the ability to impact the wages that are reported on construction wage determinations. Wage determinations are listings of wage rates and fringe benefit rates for each classification of laborers and mechanics established by the U.S. Department of Labor (DOL) as prevailing in a given area for a particular type of construction (e.g., building, heavy, highway,

or residential). The Davis-Bacon and Related Acts (referred to simply as "Davis-Bacon" hereafter) requires all contractors and subcontractors performing work on federal or District of Columbia construction contracts or covered federally assisted contracts in excess of \$2,000 to pay their workers no less than the rates set forth in those wage determinations. The Davis-Bacon "prevailing wage" is the combination of the basic hourly rate and any fringe benefits listed in a Davis-Bacon wage determination. This guide will explain how DOL establishes Davis-

Bacon wage and fringe benefit rates, how participation and involvement in the survey process by contractors and interested parties can make a difference, and how to challenge a wage determination.

How DOL Establishes Davis-Bacon Wage and Fringe Benefit Rates

Davis-Bacon prevailing wages are established by the Secretary of Labor by trade classification, type of work and geographic location. Prevailing wages are primarily set



using data submitted voluntarily by means of Davis-Bacon wage surveys (form WD-10) or adopting wages paid pursuant to collective bargaining agreements (CBAs.) When data provided as a result of a survey or CBA are insufficient, other means are used to determine federal prevailing wage rates. For example, with regard to highway construction, DOL now uses data collected from Davis-Bacon certified payrolls to determine the federal prevailing wage rate in an area.

Data Collection and Analysis

DOL uses several procedures to determine if it has sufficient information from collected and verified surveys to designate a wage rate as prevailing. In cases where the prevailing rate is also a collectively bargained, or union rate, the rate is determined to be “union-prevailing” and adopted as the overall prevailing wage rate. This typically occurs when either the union rate is indeed prevailing, or when survey data provided by open-shop contractors is insufficient in determining a true prevailing wage rate.

The failure of construction contractors to provide sufficient data through the survey process can have long-lasting consequences on open-shop contractors if the union rate is erroneously adopted as the prevailing wage rate in an area when the open shop rate is actually prevailing. Once the union rates are used, the wage determination can be updated

every three years according to DOL's survey frequency goal. As a result, open-shop contractors would be required to pay, often higher, union-prevailing wage rates that increase periodically as CBAs are updated.

To issue a wage determination for a construction type in a given area, DOL must have sufficient data to determine prevailing wages for at least 50% of key job classifications. Key job classifications, according to DOL, are those determined necessary for one or more of the four construction job types.

After collecting survey data from contractors, if DOL finds that one rate is paid to a majority (over 50%) of the workers in a specific craft in a specific area, then that rate becomes the Davis-Bacon prevailing wage rate.

Example:

Number of Carpenters	Rates of Pay
15	\$22.00
5	\$20.80
45	\$23.50
10	\$18.35
<u>7</u>	\$20.00
82 (total)	

The prevailing rate in this case is \$23.50, since over 50% (45 out of 82) receive the same rate. If a majority rate cannot be determined, DOL will use a weighted average rate. This is based on the total amount of wages paid divided by the total number of workers included in the survey information.

Example:

Number of Carpenters	Rates of Pay
15	\$22.00
5	\$20.80
25	\$23.50
10	\$18.35
<u>7</u>	\$20.00
62 (total)	\$1,345.00

$$\$1,345 \div 62 = \$21.69$$

The prevailing rate in this case is \$21.69, calculated by dividing the total amount paid per hour for each worker (\$1,345) by the total number of workers (62).

Area Practice and Jurisdiction

By statute, DOL must issue wage determinations based on similar projects in the

“civil subdivision of the state” in which the federal work is to be performed. DOL's regulations state that the civil subdivision will be the county (or, in Louisiana, parish), unless there are insufficient wage data. When data from a county are insufficient to issue a wage rate for a job classification, a group of counties is created. When data are still insufficient, DOL includes data from contiguous counties, combined into “groups” or “super-groups” of counties, until sufficient data are available to meet threshold guidelines to make a prevailing wage determination.

Expansion to include other counties, if necessary, may continue until data from all counties in the state are combined. Counties are combined based on whether they are metropolitan or rural, and cannot be mixed.

Making a Difference in the Survey Outcome

Interested parties, such as AGC chapters, may not have much influence over the reporting of wages that are paid through CBAs, at least those not involved in local collective bargaining negotiations, but they can have a significant amount of influence during the survey process.

The Survey Process

DOL periodically sends out surveys to both federal and nonfederal contractors and interested third parties requesting information on the wages and fringe benefits that are paid for various types of work performed.

Previously, DOL determined which states it would survey each year based on a variety of factors, including the date of the state's most recent survey, planned federal construction, and complaints or requests from interested parties on current wage determinations. Because this process did not guarantee a specific date for surveying, wage determinations went years without changes to reflect current conditions of the market. In recent years, DOL changed its survey selection process and now has a goal of surveying all construction types in each state every three years. As a result, many states are now seeing sudden and dramatic increases in Davis-Bacon wage rates.

Nielsen Builders has constructed the following Davis-Bacon required projects:

- Fluvanna High School – Palmyra, Virginia
- Lylburn Downing Middle School – Lexington, Virginia
- Greer Elementary School – Albemarle County, Virginia
- Wilson Elementary School – Fishersville, Virginia

ed as often as the CBA is updated, sometimes multiple times within a year. Wage rates that are not adopted from CBAs can be updated only when a new survey is conducted, which at a minimum could be once

Survey Participation

A report prepared by the U.S. Government Accountability Office on methodological changes needed to improve wage surveys states that according to DOL's Office of Inspector General (OIG), in a 2004 sample of collected wage survey forms (known as WD-10s), almost 100% of the forms reviewed contained contractor errors. In addition, the OIG reported that only contractors with the personnel to complete WD-10s typically respond to the survey requests and some companies choose not to participate in order to avoid involvement with the government. The OIG also found that higher participation by either unions or nonunion contractors could potentially weight the wage and benefit rates in their favor. The report noted that "of [DOL's] published wage rates as of November 12, 2010, about 63% were union-prevailing; in contrast, [only] about 14% of construction workers nationwide were represented by unions in 2010, according to BLS figures." This is evidence of the importance of contractor participation in the survey process in order to determine accurate prevailing wage rates. The report can be found at <http://www.gao.gov/assets/320/316836.pdf>.

Challenging a Wage Determination

The opportunity to influence Davis-Bacon prevailing wage rates does not end once DOL issues a wage determination. Interested parties with good cause to believe that the wage determination is inaccurate do have some prospects for recourse.

Efforts by Contractors

A contractor may challenge the wage determination issued by DOL or identified by the awarding agency by filing a written appeal with DOL's Wage and Hour Administrator.

In these instances, it is not sufficient for a contractor to merely complain that the prevailing wage rate is too high and should be adjusted. Rather statistical data must be submitted with a letter requesting a review.

For example: If plumbing, pipefitting and sheet metal work are all contained under one Davis-Bacon trade classification, the contractor could show through local CBAs, industry surveys, statistical data from the Bureau of Labor Statistics and other inde-

pendent companies that the classification of plumber-pipefitter should be a separate category from that of sheet metal worker (HVAC), with distinct prevailing practices, wage rates and benefits.

Efforts by Others

Other interested parties that wish to challenge a wage determination must provide similar data. One way to provide the statistical data necessary to present to DOL is to conduct an independent prevailing wage survey of the survey area. It is important that the survey be administered and analyzed by an impartial third party that specializes in conducting and analyzing compensation surveys of this nature. A survey conducted directly by an organization like an AGC chapter, without use of such a third party, might be considered invalid and might raise antitrust concerns.

Getting a Response

The letter and supporting documentation should be submitted to DOL's Wage and Hour Administrator at:

Wage and Hour Administrator
U.S. Department of Labor
200 Constitution Avenue, N.W.
Washington, DC 20210

The failure of construction contractors to provide sufficient data through the survey process can have long-lasting consequences on open-shop contractors if the union rate is erroneously adopted as the prevailing wage rate in an area when the open shop rate is actually prevailing.

If the decision of the Administrator is not favorable, an appeal may be directed to the Administrative Review Board (formerly the Wage Appeals Board). Write to:

Administrative Review Board
U.S. Department of Labor
200 Constitution Avenue, N.W.
Washington, DC 20210

All decisions by the Administrative Review Board are final.

Getting Federal and State Agencies and Officials Involved

Sometimes, a battle is easier fought with the support of others. Depending on the political environment in which you operate, you may want to contact your federal and/or state government officials (e.g., member of Congress or state secretary of transportation) to explain how the inaccurate reporting of construction wages on wage determinations has affected the way your company (or the companies that your organization represents) conducts business and, in turn, how this affects government contracting and spending. In this era of constrained budgets and enhanced focus on fiscal responsibility, these government officials may be motivated to intervene with DOL on your behalf.

Conducting Effective Business Meetings

Getting the Job Done Fast and Efficiently

by Michael Adkins



"If you had to identify, in one word, the reason why the human race has not achieved, and never will achieve, its full potential, that word would be 'meetings.'" — Dave Barry

Meetings are often seen as a chore in the business world — something to get through in order to get back to the important tasks at hand. In today's fast-paced, get-it-done-yesterday marketplace, meetings may seem like an unnecessary slowing-down of the process.

But these notions apply more to the concept of an *ineffective* meeting — not to meetings in general. Effective, well-organized meetings can contribute a great deal to creative thinking, decision-making and project management — and they don't have to take up your whole day in the process.

Think this sounds too good to be true? Think again. Follow these five tips to make meetings at your business a better use of your time:

1. Be Prepared

You may have a challenging task ahead of you — formulating the company budget, for example — and you don't know where to start. You have talented, bright employees ready and willing to help you take on the challenge. It may seem obvious to you to say, "Let's meet to go over the budget tomorrow," and expect everyone to come prepared to get the job done.

But your employees may not be aware of the specific goals you have in mind for the project or of particular information that may be necessary to do their jobs correctly. If you don't tell them that you want to cut expenses by 20 percent next year or that you're taking an influx of new revenue into consideration for your figures, all their work and preparation ahead of time may be for nothing — and your meeting will probably be unproductive.

Avoid this scenario by thinking and planning ahead. Make sure everyone who is attending the meeting has all necessary information ahead of time — that way, you're not wasting time getting everyone up to speed when you should be making important decisions and moving on to the next task.

2. Have a Meeting Structure in Place

Everyone has heard the horror stories — the morning meeting that didn't let out until after lunchtime or the group discussion that was dominated by one middle manager at the expense of the junior associates.

These are all failures of structure and organization — and they can all be avoided relatively easily. Start off by implementing policy at your company that all formal meetings must include a written agenda that is distributed to all attendees. Ideally, a meeting's agenda should be distributed to attendees in advance of the meeting, but it should be handed out as the meeting opens at minimum. The agenda should clearly delineate what your meeting

will cover, what goals are to be accomplished and when, start and end times for your meeting, and suggestions for additional topics to cover during the meeting, if time permits. This structure will eliminate confusion from attendees about what exactly will be discussed and allows them to contribute their ideas about related topics that may arise during the discussion. Stick to your agenda's start and end times — don't delay the meeting for a half-hour waiting for someone who hasn't shown up, and don't keep your employees from getting back to work by letting a meeting run for an hour past when it was supposed to end.

As part of your company's meeting structure, you can set up how discussions are carried out. Maybe your decision-making group is a small gathering of four or five participants who work best in an open, brainstorming-style format. Maybe your gathering is larger — 10, 15, 20 or more individuals — who need a more rigid structure to make sure all voices are heard equally. Consider implementing limits on speaking time, having only one person speak at a time, and deciding who speaks first and who speaks last, to ensure that the meeting is not dominated by a few individuals. If your meetings are getting to be too large, breaking the decision-makers up into smaller committees or subcommittees might help them stay focused and on track.

3. Appoint a Meeting Facilitator

A meeting facilitator's role is to keep the meeting flowing smoothly, making sure at-

tendees are prepared for the task at hand and that discussion is occurring according to your company's established protocols. This facilitator may be the company president/CEO, the most senior manager in attendance, the person who knows the most about the topic being discussed, etc. Meetings usually require an effective leader to succeed; an ineffective leader often leads to an ineffective meeting.

4. Capture Your Meeting's Action Items

Except in cases of a company leader informing staff members of news, events, policy, etc., most business meetings are not held simply to communicate information. Meetings are most often convened to accomplish a task. To that end, assign at least one person attending the meeting to take notes on what is decided at the meeting, what goals have been set, who is assigned to accomplish each goal and timeframes for these assignments. Immediately following

Effective, well-organized meetings can contribute a great deal to creative thinking, decision-making and project management — and they don't have to take up your whole day in the process.

the meeting, summarize these notes in an e-mail to all attendees so everyone is clear on what to do next.

5. Get Feedback

You may think your company's meeting structure works perfectly — but your employees may think otherwise. If you don't ask them, you won't know how you can make meetings more productive and a better fit for what you want to accomplish. Set aside five minutes at the end of each meeting to discuss how the meeting went with the attendees. Find out what worked, what didn't and what should

be implemented for next time. As an alternative, you could include a request for this sort of feedback along with your e-mailed summary and list of action items sent to each attendee following the meeting.

Meetings That Meet Your Company's Needs

Meetings don't have to be events that you and your employees dread every week. With a little effort and thoughtful planning, meetings can jump-start your company's creative process and help you get the job done faster, smarter and better than ever before.



THE TOP TYPES OF SMARTPHONE APPS

Staying Productive When You're on the Go

by Michael Adkins

Smartphones have quickly become a ubiquitous part of American society. According to a 2012 survey by the business technology website VentureBeat, half of all mobile phones in the United States are now smartphones — and that number could be as high as 70 percent in 2013, the survey reported.

Smartphones are being used in vastly more far-reaching ways than simply a convenient method of having a telephone conversation. These small but powerful computing devices allow their users to stay connected by text messaging and e-mail, keep abreast of the latest headlines, check their stock portfolios with the push of a button and enjoy a moment or two of fun with the latest mobile games.

Today's always-connected business environment virtually demands that professionals stay in touch at all times, whether they're in the home office, across town or across the country making the next big sale. Smartphones operating on both Apple's iOS operating system for iPhones and versions of Google's Android operating systems offer valuable applications, or apps, to help their users stay as productive as possible.

But which types of apps will provide the most bang for your buck? Look for these types of apps in either the Apple App Store or the

Google Play store on your smartphone to give you an edge when you're out in the field.

E-Mail

Both iPhones and Android phones come standard with some level of e-mail functionality. Android phones require a Gmail account to activate, and the devices provide a robust interface that syncs your phone with your Gmail account if you actively use it.

For professionals who want to sync their business e-mail accounts to their mobile phones, most — if not all — modern smartphones come equipped with apps that can check Web-based e-mail exchanges and sync them locally to your device. Depending on your specific tastes and what features are most important to you, both the App Store and the Google Play store offer e-mail apps that are tailored to your needs, whether those needs include mimicking the layout and format of Microsoft Outlook or similar desktop/laptop

Smartphones are being used in vastly more far-reaching ways than simply a convenient method of having a telephone conversation. These small but powerful computing devices allow their users to stay connected by text messaging and e-mail, keep abreast of the latest headlines, check their stock portfolios with the push of a button and enjoy a moment or two of fun with the latest mobile games.



FOR BUSINESS

e-mail clients, syncing up with your e-mail client's calendar of events and list of contacts, updating deleted and read messages to your office computer, and more.

PDF Scanners

Sometimes, simply taking a picture of a contract or another important document just won't cut it. Both major smartphone types offer free versions of PDF scanners in their app stores for simple file creation from photos taken with your smartphone's camera. Several paid apps — such as those created by Adobe Systems, inventors of the PDF format — are available for users who want additional features, including higher-quality PDFs, preserving specialized formatting in Microsoft Office files and easier sharing with other users.

QR Code/Contact Information Scanners

QR codes (short for quick-response codes) are two-dimensional matrix barcodes that are making their way into print advertising, marketing collateral, business cards and additional media. QR codes, once scanned with a smartphone's QR code reader, can take the user to a website, provide contact information for a business contact, play a YouTube video and more.

Numerous free apps in both the App Store and the Google Play store provide users with QR code readers, as well as tools to create QR codes that can be uploaded to online storage or e-mailed to contacts. Google's Goggles app combines the functionality of a QR code reader with image-recognition software, making it possible for users to scan a company logo, for example, and be shown Google search engine results that correlate with that logo.

For more traditional exchanges of contact information, such as business cards, both app stores offer paid apps that recognize contact information from photos of business cards and provide users with the ability to save that information in their phones' address books for future reference. This eliminates the need to manually input names, phone numbers, e-mail addresses and other information — which can come in especially handy at trade shows, conferences, meetings and other locations where time is of the essence.

Phone Trackers and Locators

With the demonstrated importance of your smartphone in today's business world, misplacing your phone could prove more devastating than ever before. E-mails, phone numbers, appointments, crucial documents and files — all of these could be lost in the blink of an eye if you're unprepared. Worse still, they could end up in the hands of an identity thief or a competitor.

Both iPhones and Android phones offer free apps that allow you to track your phone's location and, in some cases, remotely lock the device if it is lost or stolen. Your wireless company can also aid in disabling your phone if necessary. Paid apps offer a wider array of functions, including remote enabling of GPS functionality, even if you



had previously disabled it while the phone was in your possession; preventing the app from being uninstalled by a crafty thief; custom lock messages that provide a name and contact information to anyone who might find the phone; custom alarms; and more.

Specialized Apps for Your Industry

The ease of creating smartphone apps has led to an explosion of apps tailor-made by leaders of individual industries for their peers. Whether you're in the heating, ventilation and air-conditioning business and need a handy tool to help you diagnose malfunctions and calculate refrigerant levels, or you're looking to replace the level in your toolbox, there's probably an app for that.

Smartphone Apps Help You Stay in the Game

With more features, more memory, more processing power and more apps being rolled out all the time, smartphones are powerful tools for the business world. Leveraging those tools and the resources they provide their users with can give you an edge when you're out in the field.

For the latest and top trending business-focused apps for your smartphone, browse the "Business" sections of both the Apple App Store and the Google Play store.



Nielsen completed the 60,000-square-foot warehouse/press room expansion for Carded Graphics in 2008.

Gaining the Upper Hand

In the late 1980s, Murry Pitts, now president and CEO of Carded Graphics, was looking for a new challenge. He had been working for United States Lines, a container shipping company, running its European export division for seven years and becoming division manager in 1987. Then, in early 1989, he walked into a supermarket and saw rows and rows of packaging and said, "I can sell these." And so his journey into the folding-carton industry began.

In November 1989, he purchased Pell Paper Box in Elizabeth City, North Carolina. The company had been operating in the same 25,000-square-foot building since 1926. Pitts grabbed the reins and slowly began to grow the business. Even after careful evaluation of the current business, then operating with obsolete machinery, and with the advice of a folding-carton industry consultant who suggested he would be better off selling the machinery

and closing Pell's doors, Pitts determined that he was not to give up.

In 2005, he was given a golden opportunity, so he seized the moment and hasn't looked back since. Pell had been purchasing its sheeted boxboard from the largest independent sheeting operation in the United States, Manchester Industries (MI) in Richmond, Virginia. MI also owned a folding-carton plant, Carded Graphics, which was originally founded for one captive customer (in the razor-blade business).

In 2006, Pitts merged the operations of Pell Paper with newly acquired Carded Graphics and, as part of his growth strategy, moved the company to Virginia. When he purchased Carded Graphics, the plant employed 31; the company now has 95 on its team. Today, Carded Graphics' corporate offices and production facility are located in a 120,000-square-foot plant in central Virginia, which is twice as large as it was in 2008. There are sales offices in Virginia, North Carolina, Pennsylvania, Ohio, Maryland, and Florida. During the past six years, Pitts has continued to invest and has spent more than \$15 million in innovative equipment, technology and physical-plant improvements.

With strong operational and organizational leadership; innovative technology; and an experienced, customer-oriented team, Carded Graphics is well positioned to continue the tradition of growth well into the next century.

Some information in this article previously appeared in the fall 2010 edition of Paperboard Packaging magazine.



2013



Ken Simonson

Will '13 Be Lucky for Construction?

by Ken Simonson, Chief Economist, Associated General Contractors of America

The construction industry is closing out 2012 with a fragile and fragmentary recovery. Construction spending and employment have both risen from the lows they touched in early 2011. But the growth has been uneven and far from universal. The outlook for 2013 is for more of the same.

Total construction spending in September 2012 was 8 percent higher than in September 2011, the Census Bureau reported on November 1. Private residential spending was up 18 percent, with huge percentage increases in both multifamily (49 percent) all year long and, more recently, single-family (26 percent), plus a 12 percent gain in improvements to existing residential structures.

For 2013, multifamily construction appears poised for another strong year as more people choose to rent an apartment or townhouse or find their assets and credit are not strong enough to permit them to buy a house. But those factors also make the outlook for continued growth in single-family construction much more iffy.

Private nonresidential construction spending climbed 9 percent from September 2011 to September 2012. The major driver has been power and energy construction, including work related to the thousands of wells drilled into shale formations. In 2013, the "shale gale" should keep contractors busy, not just around the wells and in surrounding communities but also "upstream" as suppliers of equipment, pipe and sand for "fracking" expand and downstream as manufacturers, exporters, utilities and the trucking industry build facilities to use the now-abundant and cheap natural gas.

Another growth market for private nonresidential construction will be colleges and universities. Many of these institutions had to cancel ambitious campus expansion and modernization plans when the stock and bond markets collapsed in late 2008. Now that the stock market has revived and interest rates are at near-record lows, colleges have experienced rising endowments and successful capital campaigns. Consequently, spending on private higher education

jumped 21 percent from September 2011 to September 2012, with further increases in 2013 all but assured.

In contrast, prospects remain bleak for private office and retail construction spending. Although the former increased 16 percent from September 2011 to September 2012 and the latter, 8 percent, both categories are less than half of their peaks four to five years ago. Furthermore, most of the activity appears to be remodeling and tenant improvements, not new construction, as office leases signed in 2007 expire and companies move to smaller quarters or retailers test smaller-footprint stores rather than offer showrooms for consumers who wind up buying online.

Public construction, including public education and research construction, has the bleakest outlook. Spending from September 2011 to September 2012 sagged 4.2 percent, and 2013 is likely to be no better. The federal government will either cut spending deeply across the board or engage in selective cuts that nevertheless will fall harder on construction than on more immediate needs. Local governments, especially school districts, are still suffering from the impact of falling property values on their property-tax receipts. The 8 percent decline in public-school construction spending during the last 12 months is unlikely to lessen in 2013. Although state revenues have been rising, their spending priorities do not include construction. State and local higher education spending was down 6 percent during the last 12 months. The results would look worse if not for private investments in revenue-generating college facilities, such as bookstores, parking structures, student unions and intercollegiate athletic structures.

Fewer than half of states had a gain in construction employment from September 2011 to September 2012. The number of gainers should gradually increase in 2013. But there will continue to be large variation between states and among metro areas within states. In particular, in the mid-Atlantic region, communities near shale drilling or private colleges should get a lift, while areas heavily dependent on military facilities or coal will be especially vulnerable to a drop in spending. In short, some contractors will have better luck in '13 than in the past five years, but certainly not all.

PROJECT PORTRAITS

BLUE RIDGE CHAPEL ADDITION

Client: Blue Ridge Chapel
Location: Waynesboro, Virginia
Architect: Robert Wintrop & Associates
Contract: \$1.3 million
Completed: November 2011



SPECIAL FEATURES

This project consisted of a 9,770-square-foot addition to the existing church facility. The addition includes a fellowship hall with a stage, a kitchen, offices, storage rooms and restroom facilities. The fellowship hall was designed with versatility in mind and can be used for plays, dining, recreation and various types of special events.

The structure consists of both structural steel and load-bearing masonry. The roof was constructed with wood trusses and plywood sheathing. A brick-veneer exterior with Tuscan columns was utilized so that the addition could have a modern look while still matching the aesthetics of the existing facility.

The project also consisted of a considerable amount of site-work to the property. Utilities and storm drains, which included a modular wetland, were installed to allow for a vast expansion of the existing parking lot.

NEW FLUVANNA COUNTY HIGH SCHOOL

Client: Fluvanna County Public Schools
Location: Palmyra, Virginia
Architect: BCWH Architects
Contract: \$56.8 million
Completed: Spring 2012



SPECIAL FEATURES

This 277,000-square-foot high school building includes an auditorium, two gymnasiums, a kitchen with foodservice equipment, a library, offices, classroom spaces, a courtyard, science labs, music rooms and locker rooms. Additional athletic buildings consist of concession and field house buildings.

The building is steel and masonry bearing with masonry exterior and interior walls, aluminum composite panels, and architectural metal and EPDM roofing. Sitework included athletic fields (football, softball, soccer, baseball and practice fields); a track; a stadium; tennis courts; a 500-car parking lot; a bus loop; associated underground storm, sanitary sewer and water piping; sports lighting; traffic signals; underground irrigation systems; and roadways.

This will be a LEED-certified project.

PROJECT PORTRAITS



GRACE AND GLORY LUTHERAN CHURCH

Client: Grace and Glory Lutheran Church
Location: Palmyra, Virginia
Architect: Hughes Associates
Contract: \$1.25 million
Completed: June 2012

SPECIAL FEATURES

This project included new construction of a 7,100-square-foot wood-framed church building on a greenfield site. Sitework included grading; paved and gravel parking areas; a sanitary sewer line; and storm lines, including a storm detention pond, a new well and water line, and site lighting. The church is a one-story structure consisting of concrete footings, masonry block foundations, wood-framed walls and wood roof trusses. The sanctuary includes a vaulted ceiling supported by Met-wood building components. The façade includes brick, veneer

stone and vinyl siding. Openings include clad wood windows, aluminum storefront entrances, and wood doors with associated steel frames and hardware. The roof is asphalt shingle on plywood decking. Interior finishes include carpet and vinyl flooring, painted drywall walls and ceilings, and acoustic ceiling tile. Components include casework in the kitchen, nursery, bathrooms and the sacristy room. The sanctuary is accented by a raised oak pulpit, ornamental faux trusses and fiberglass columns. The sanctuary also includes a raised choir loft and a raised audio/visual area.

JMU – PORT REPUBLIC ROAD ATHLETIC FIELDS

Client: James Madison University
Location: Harrisonburg, Virginia
Architect: Moseley Architects
Contract: \$36.8 million
Completed: June 2012

SPECIAL FEATURES

The Athletic Fields at Port Republic Road include University Recreation Sports (UREC) and Intercollegiate Sports (JMU Athletics) campus fields and support buildings for use by James Madison University (JMU). The facilities expansion and improvements were designed to enhance student life and wellness, student and faculty-member recruitment, and the image and competitiveness of the university's athletic programs.

The approximately 60-acre site consists of track and field facilities, a performance soccer/lacrosse synthetic-turf field, a practice soccer/lacrosse synthetic-turf field, a practice soccer/lacrosse natural-turf field, four tennis courts, two basketball courts, two sand volleyball courts, and an approximately 6-acre synthetic-turf multipurpose field for softball, flag football or soccer.

The project also included the construction of two gatehouses, two pavilions, two maintenance buildings, grandstands with a press box and a support building, and three underground storage structures.



Throughout the site are more than 130,000 square feet of retaining walls, more than 6 acres of sidewalks, numerous large shade and evergreen trees, an irrigation system, misting stations to cool athletes, and more than 3.5 miles of ornamental fence.

This project was designed to comply with a certification level of LEED Certified, according to the U.S. Green Building Council's Leadership in Energy & Environmental Design (LEED) Rating System.



PROJECT PORTRAITS

SUNTRUST - MARKET STREET

Client: Suntrust Bank

Location: Harrisonburg, Virginia

Architect: Hughes Associates Architects & Engineers

Contract: \$240,000

Completed: July 2012

SPECIAL FEATURES

The project was an interior remodel of the 5,200-square-foot branch located at 180 E. Market Street in Harrisonburg.

The work consisted of a new teller line, new carpet, ceramic tile, interior storefront, gypsum board walls, paint and demolition of the old items. Also included was some general mechanical, plumbing and electrical work as required to adapt to the new layout and create a finished project.

Most of the work was completed after hours to allow for the branch to be open for business the next day.



RENOVATIONS AND ADDITIONS TO WARREN AND SCOTT HALLS

Client: Dabney Lancaster Community College

Location: Clifton Forge, Virginia

Architect: Clark Nexsen

Contract: \$4.4 million

Completed: September 2011

SPECIAL FEATURES

The project consisted of renovations and additions to Warren and Scott halls and the relocation of the campus IT server. The single-story buildings are composed of steel frame with CMU exterior walls and brick veneer.

Warren Hall, constructed circa 1968 and totaling 11,145 square feet, was gutted to the existing structure. The building received new HVAC and electrical systems. A fire alarm and wet sprinkler system were installed. Hardwiring for data/comm was installed throughout. Additions were constructed on the west and north sides of the building to allow for a tiered lecture hall and new entrance. The existing single-ply EPDM roofs remained, and additions received new single-ply EPDM roofs.

Scott Hall, constructed circa 1980 and totaling 36,223 square feet, was partially gutted for renovation. The existing portions of the building stayed in service and were occupied during the course of the project. Nielsen was responsible for maintaining the fire alarm, fire sprinkler, lighting, emergency lighting and exit lighting for the occupied portions of the building during the renovation. The renovated portions of the building received a new fire alarm and wet sprinkler system. The HVAC system was reconfigured utilizing the existing rooftop HVAC units. New electrical was installed, as well as hardwiring for data/comm throughout all renovated spaces. New restrooms were added to the renovated area. A new entrance canopy was added to the south side of the building. The existing roof is single-ply EPDM and remained.



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