



*Construction Industry Institute*



*2007 Annual Report*

## ***Mission Statement***

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Add value for members by enhancing the business effectiveness and sustainability of the capital facility life cycle through CII research, related initiatives, and industry alliances. Increase the participation level within CII to expand the global competitive advantage realized through active involvement and the effective use of CII research findings, including CII Best Practices.



## Chairman's Remarks

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At CII, our members are our most important asset. And the feedback that members provide enables us to improve on the investment that they are making in CII. My job as chairman for 2007 was to ensure that the investments being made in CII show a strong return to our members and that every opportunity we have to leverage that investment is made. I believe that 2007 was perhaps the strongest year ever for CII in terms of ROI, research, and growth. It was a very rewarding year.



In Orlando, our Annual Conference showcased our latest research results. The topics ranged from lessons learned to construction craft training, from design effectiveness to design for fast track. Additional reports on information flow for front end planning and implementation of lean construction at the project level rounded out the conference research presentations that help to keep CII in its leadership position as a principal industry forum. We were also keenly privileged to hear from keynoters Lee McIntire, CH2M HILL, Pat Galloway, Neilsen-Wurster Group, Mike Warmuth, Abbott, and Vince Volpe, Dresser-Rand. And we had our highest Annual Conference attendance ever. Orlando was a tremendous success for us in 2007.

Strategically, we made key moves during the year that began to take us to a new method that will ensure that we measure results in key areas: industry leadership, stakeholder value and satisfaction, individual development and value received, intellectual capital growth and implementation effectiveness, and fiscal responsibility. Identifying the gaps in these areas will allow us to provide line of sight to a future vision of CII. The gap analysis results will provide us with a new strategic map for CII and will enable our Strategic Planning Committee to write our next Strategic Plan with these key areas in mind.

Perhaps the one word that most closely describes CII in 2007 is change. Wayne Crew became our new Executive Director and is leading CII into new areas of investigation that hold great promise for the future. Steve Thomas, long-time associate director for benchmarking and metrics, now leads our research program and is bringing a perspective honed by over 10 years of data gathering and metrics activity. And we've added Kim Allen to our knowledge management and branding initiatives and Stephen Mulva to our benchmarking efforts. Both bring energy and vitality to these key CII areas.

I have been involved in CII for almost 20 years and have witnessed the incredible progress that has been made as diverse groups join forces to improve our industry. Our membership is at its highest level ever, and the services that CII is providing and the leadership that guides each activity is unmatched by any other industry group. Thanks to all of you for making my year as CII chairman an unforgettable experience. And yet, I truly believe that the best is yet to come.

**J. J. Suarez**

CSA Group

CII Chairman 2007

## ***Executive Director's Remarks***

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The year of 2007 was a challenging — but perhaps the most exciting — year ever for the engineering and construction industry. Domestically, non-residential construction spending and job gains were up 16 percent and 8 percent, respectively. In other areas of the world, the industry is similarly strong. Against this backdrop of unprecedented global demand, CII members made significant contributions toward our mission: enhancing the business effectiveness and sustainability of the capital facility life cycle.



The Board of Advisors approved for funding nine new research projects, marking the largest research launch in CII history. Perhaps more significant, however, is the commitment CII made to a continuous, six-year research program focused on construction productivity. The end-target of this research program is to improve productivity by greater than 30 percent. This and first-time investigations of sustainability and nanotechnology that we began demonstrate the new and innovative ways that CII is approaching knowledge creation while maintaining its unique research position in the industry.

CII's knowledge dissemination efforts broadened as well during 2007. The Professional Development Committee created a continuum to guide the development of a young engineer in becoming a competent project manager. In addition, we conducted our first web seminar on the topic of safety as well as created our first Community of Practice (COP), also on safety. Two other COPs were started on sustainability and globalization.

All of our programs, in fact, remain vital. This is possible because of our members, who continue to invest in CII. At year end, membership stood at 116, yet another record, and over 800 volunteers are improving themselves, their organizations, and the industry through their participation. The values envisioned by our founders are still intact and are producing exceptional results.

Finally, I am compelled to comment briefly about Virginia Tech. While CII was conducting its Board of Advisors Meeting in Dallas, in Blacksburg, Virginia, 32 students and faculty were tragically shot and killed on the Virginia Tech campus. CII began working immediately with Virginia Tech faculty to determine how to best contribute our resources to Virginia Tech's recovery. CII and Virginia Tech faculty designed and offered in the fall semester a three credit-hour CII Best Practices graduate level class. There was no fanfare and no publicity. The volunteer lecturers, who came from many different CII organizations to donate their time and knowledge, simply went about the task quietly and efficiently while doing the right thing. Thank you to each member organization and participant who taught with me in that class.

I hope you enjoy looking back over 2007. It has been a fast-paced year and thanks to your hard work and dedication CII is not just contributing, we are leading.

**Wayne A. Crew**

*CII Executive Director*

## Membership

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### *Owners*

3M  
Abbott  
The AES Corporation  
Air Products and Chemicals, Inc.  
Alcoa  
Amgen Inc.  
Anheuser-Busch, Inc.  
Aramco Services Company  
BHP Billiton  
BP America, Inc.  
Biogen Idec, Inc.  
CITGO Petroleum Corporation  
Cargill, Inc.  
Celanese  
Chevron  
Codelco-Chile  
ConocoPhillips  
Dofasco, Inc.  
The Dow Chemical Company  
DuPont  
Eastman Chemical Company  
ExxonMobil Corporation  
General Motors Corporation  
Genentech, Inc.  
GlaxoSmithKline  
Intel Corporation  
International Paper  
Kaiser Permanente  
Kraft Foods  
Eli Lilly and Company  
Marathon Oil Company  
Merck & Co., Inc.  
NOVA Chemicals Corporation  
National Aeronautics & Space Administration  
Naval Facilities Engineering Command  
Ontario Power Generation  
Petroleo Brasileiro S/A-Petrobras  
Praxair, Inc.  
The Procter & Gamble Company  
Progress Energy, Inc.  
Rohm and Haas Company  
Sasol Technology  
Shell Oil Company  
Smithsonian Institution  
Solutia Inc.  
Southern Company  
Sunoco, Inc.  
Tennessee Valley Authority  
U.S. Architect of the Capitol  
U.S. Army Corps of Engineers  
U.S. Bureau of Reclamation  
U.S. Department of Commerce/NIST/  
Building and Fire Research Laboratory  
U.S. Department of Energy  
U.S. Department of Health & Human Services  
U.S. Department of State  
U.S. General Services Administration  
U.S. Steel  
Weyerhaeuser Company

### *Contractors/Suppliers*

ABB Lummus Global Inc.  
ALSTOM Power Inc.  
AMEC, Inc.  
AZCO INC.  
Adolfson & Peterson Construction  
Aker Kværner  
Atkins Faithful and Gould  
Autodesk, Inc.  
BE&K, Inc.  
Baker Concrete Construction Inc.  
Bechtel Group, Inc.  
Black & Veatch  
Bowen Engineering Corporation  
Burns & McDonnell  
CB&I  
CCC Group, Inc.  
CDI Engineering Solutions  
CH2M HILL  
CSA Group, Inc.  
Day & Zimmermann International, Inc.  
Dick Corporation  
Dresser-Rand Corporation  
Emerson Process Management  
Fluor Corporation  
Foster Wheeler USA Corporation  
Fru-Con Construction Corporation  
GS Engineering & Construction Corporation Grinaker-LTA  
Hargrove and Associates, Inc.  
Harper Industries, Inc.  
Hatch  
Hill International  
Hilti Corporation  
Hyundai Engineering & Construction Co., Ltd.  
JMJ Associates Inc.  
Jacobs  
KBR  
Kiewit Construction Group, Inc.  
J. Ray McDermott, Inc.  
M. A. Mortenson Company  
Mustang Engineering, L.P.  
R. J. Mycka, Inc.  
The Nielsen-Wurster Group  
Parsons  
Pathfinder LLC  
Perot Systems Corporation  
Primavera Systems, Inc.  
S&B Engineers and Constructors Ltd.  
SNC-Lavalin Inc.  
The Shaw Group Inc.  
Siemens Power Generation, Inc.  
Skire, Inc.  
Technip  
URS Corporation  
Victaulic Company  
Walbridge Aldinger Company  
WorleyParsons Limited  
Yates Construction  
Zachry Construction Corporation  
Zurich

## Research

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Six research teams reported their findings at the Annual Conference in Orlando, Florida: Information Flow to Support Front End Planning (Clemson University); Best Practices for Design in Fast-Track Projects (University of Cincinnati); Effective Management Practices and Technologies for Lessons Learned Programs (The University of Texas at Austin); Construction Industry Craft Training in the U.S. and Canada (University of Kentucky and University of Waterloo); Planning for, Facilitating, and Evaluating Design Effectiveness (The University of Texas at Austin); Implementation Road Map of Lean Construction at the Project Level (University of California-Berkeley and State University of New York).

Also at the conference, CII recognized Dr. Paul S. Chinowsky, professor at the University of Colorado-Boulder, as the Outstanding Researcher for his many contributions to CII, including his research on the implementation planning process, virtual teams, knowledge management, and learning organizations.

### **CII also continued research with the following active teams:**

1. Leveraging Technology to Improve Construction Productivity (The University of Texas at Austin, University of Kentucky, and University of Waterloo)
2. Maximizing Value of Construction in Front End Planning (Purdue University and Vanderbilt University)
3. Front End Planning for Renovation/Revamp Projects (University of Alabama)
4. Innovation in the Engineering and Construction Industry (Bucknell University and University of Colorado-Boulder)
5. Global Project Control and Management Systems (The University of Texas at Austin)
6. Optimizing Engineering Value in Projects (The University of Texas at Austin)

### **In addition to the active teams, nine more teams were launched, including:**

1. Sustainable Design and Construction (Ohio University; special one-year project)
2. Nanotechnology and its Impact on Construction (Georgia Tech and Texas A&M University; special short-term project)
3. Craft Productivity Research (The University of Texas at Austin, University of Kentucky, and University of Waterloo)
4. Estimating as a Competency in Capital Projects (Oklahoma State University and Kansas University)
5. Quality Management Best Practice—Refresh (University of Pittsburgh and University of Florida)
6. Adaptation of Shipbuilding Production Systems to Construction (Arizona State University, San Diego State University, and University of Washington)
7. Project Site Leadership Role in Improving Construction Safety (University of Kentucky and Virginia Tech)
8. Global Procurement and Materials Management Best Practice —Refresh (The University of Texas at Austin and Baylor University)
9. Information Integration Work Process Changes (The University of Texas at Austin)

Total funds for research in 2007 totaled \$1.6 million in actual expenses. That total is expected to rise to \$1.7 million in 2008.

## Implementation

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During 2007, the Implementation Strategy Committee sponsored two highly successful Product Implementation Workshops. The April workshop in Atlanta drew a record-setting 136 attendees, followed by the September PIW in Atlanta, which drew 127 participants. The workshops enable CII members to hone their Best Practice implementation skills while promoting implementation of new CII products and providing networking opportunities.

The committee also mentors the Implementation Champions Program and facilitates the web-based Implementation Tool Box. The Tool Box details the CII Implementation Model, has contact information for CII staff support, and provides website links to products and conference presentations. CII registered users can access the Tool Box at the website.

The committee contributed four feature articles to the monthly CII e-News. Topics included Core Competencies Toolkit, Virtual Teams, Radical Reduction in Project Cycle Time, and Value Management. Committee members also continued to assist in the validation of emerging industry practices through the Pilot Program for Early Implementation.

The committee completed a research project, "The Implementation Planning Model: Steps to Success," along with the accompanying research summary publication. The research, conducted at the University of Colorado-Boulder, builds on the implementation "pyramid" and provides users with a new planning model to develop a roadmap and vision for implementation.

At the Annual Conference in Orlando, CII presented the Implementer of the Year Award to Allan Johnson of CII member Cargill. The award recognizes outstanding achievement in enhancing implementation of CII Practices within one or more CII member organizations. Johnson has led the Cargill Capital Project Management Center of Expertise for the past nine years. He serves as the Cargill Board of Advisor representative to CII, as well as its Implementation Champion and Benchmarking Associate. He also serves on the CII Implementation Strategy Committee. Johnson takes on wide reaching challenges for Cargill, a company with business units in over 60 countries around the world. His approach in integrating the use of CII Best Practices and other CII resources on a global basis is impressive in its scope and in the results that are being realized.



## ***Professional Development***

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The Professional Development (formerly Education) Committee has been enabling implementation of CII research, planning future opportunities in CII education, evaluating education program trends, and developing new education vehicles. During 2007, the committee continued on its mission while strategically moving to provide professional development guidance to the CII member work force.

The committee added four new partnering courses to CII's online education topics. Members and the general public can access the CII curriculum and benefit from fully interactive and professionally developed courses based on CII research findings. The current online curriculum consists of instruction on not only the partnering courses noted above, but also on Development and Alignment of Project Objectives, Constructability, Construction Safety, Planning for Startup, Pre-Project Planning, and Scope Control and Change Management. Full course descriptions and pricing are available at the CII website.

The Registered Education Provider Program affords members of CII and the general public with qualified instructors who are familiar with CII publications and are available to teach at CII member organizations and other venues. A significant 2007 achievement was alignment between CII and the Project Management Institute. Now participation in key CII programs and events will be credited toward the requirements leading to PMI certification. This means that CII member participants will not only gain valuable knowledge of the latest CII research findings, but will concurrently satisfy other professional development goals. CII activities in this alignment include CII Online Education; presenting at or attending annual conferences, Product Implementation Workshops, benchmarking workshops, and other qualifying in-house courses or events, or active participation on research teams or other CII professional groups.

Also during 2007, the committee recognized outstanding contributions by both owner and contractor/supplier member organizations toward professional development with new awards. The original recipients for these awards were DuPont and Washington Group International.

The committee initiated live webinars, the first being Improving Safety Performance with Upstream Indicators. Work also began on a second webinar, Owner's Role in Construction Worker Safety. These one-hour events will be scheduled periodically with DVDs available through CII Products Online.

The committee also launched the Professional Development Continuum, a plan for construction project managers with three to five years experience. The plan points to CII publications, education modules, online courses, and courses taught by CII Registered Education Providers that address competency areas in the plan. The committee plans to produce a web version of the plan to keep it current as well as to expand this continuum to address professional development needs of more experienced project managers.

At the Annual Conference in Orlando, Jay Hoover was recognized with the Outstanding Instructor Award. Hoover is Senior Project Manager – Experimental Facility Development, at NASA. He teaches the CII Construction Safety Course, which he adapted for NASA use, at eight of 10 NASA centers and has trained hundreds of personnel. Hoover's commitment to implementing safety best practices is demonstrated by his candor, passionate teaching style, and personal commitment to doing it right the first time and every time.

## ***Knowledge Management***

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The Knowledge Management Committee increases the ability of CII membership to leverage collective industry wisdom by facilitating access to the CII Knowledge Structure. The committee manages and maintains the structure and is responsible for approving all changes to it, including new product placement and archiving. The committee also seeks to identify Best Practices from CII research as well as from other sources.

The Knowledge Structure, accessed from the CII website, groups research products into 14 Knowledge Areas and then further subdivides them into Best Practices, other CII Practices, and Information Topics. Within each product group, the most recently published material is listed first, followed by material organized by date of publication.

In 2007, the Knowledge Management Committee initiated a new area for CII: Communities of Practice (COPs), which are groups who share a concern, a set of problems, or a passion about a topic and who deepen their understanding and knowledge of this area by interacting on an ongoing basis. COPs in this initial effort for CII include the areas of safety, sustainability, and globalization.

Other 2007 committee activities included developing a product life-cycle map to enhance the Knowledge Structure, conducting product reviews, and evaluating knowledge management practices of member organizations and others. The committee also recommended new research topics as well as Best Practices that needed to be “refreshed,” and sponsored an Annual Conference presentation in Orlando on “Information Management vs. Knowledge Management.”

## ***Branding Implementation***

The Branding Implementation Committee, formed in September to evaluate and strengthen the CII brand, represents another new CII initiative that began in 2007. The committee used previous studies, ad-hoc committee reports, and member surveys to develop a sustainable branding plan.

As a result of the committee’s work during 2007, a vision for the brand was developed that aligns with the mission and purpose of CII. Future branding plans include the introduction of a new CII logo, tagline, paper system, and website improvements. The committee also developed a tactical communication plan that will be implemented during the celebration of the CII 25th Anniversary in 2008.



## ***Benchmarking***

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With long-time Benchmarking Associate Director Dr. Steve Thomas moving over to take on the position of Associate Director for Research, Benchmarking welcomed Dr. Stephen Mulva as its new Associate Director. In addition, Dr. Jiukun Dai became the Benchmarking Research Engineer.

During the year, the Benchmarking & Metrics Program added 85 new projects to the database, bringing the total to 1,647 projects and a total installed cost of approximately \$75 billion. The first CII Benchmarking Conference, with over 100 attendees, was held in March in Austin and was successful by all measures.

The various benchmarking teams were busy. The pharmaceutical and biotechnology team held a forum related to industry-specific needs. That team also completed its third round of data collection, growing the pharma-biotech database to 127 projects. The productivity team presented at the Annual Conference in Orlando and began developing single metrics for overall engineering and construction productivity. The Downstream Oil & Gas team completed its questionnaire and entered its first data collection phase.

A study sponsored by the National Institute of Standards and Technology (NIST) was started in September to investigate the impacts that best practices and work task automation and integration efforts are having on engineering and construction productivity. Also, the Construction Owners Association of Alberta (COAA) extended its contract with CII to provide benchmarking services for the oil sands projects. This study is to be completed by year's end 2008.

Benchmarking is now pursuing opportunities in the healthcare and transportation sectors. In addition, the staff made presentations during 2007 at events such as the CII Annual Conference and the COAA Best Practices Conference.

### ***Benchmarking Awards***

At the Annual Conference in Orlando, the Benchmarking User Awards for 2007 were presented. In the owner category, Abbott was selected. The company has been a tireless promoter of the Benchmarking Program, both internally and externally. Abbott's pioneering efforts involved working with several other organizations to develop specialty metrics for pharmaceutical projects. The result is a landmark model for other specialty metrics groups at CII. In the contractor category, Alstom Power was selected and is well deserving. The company is at the forefront in developing productivity metrics and has provided leadership and dedication to the program for several years. The benchmarking contributions of Abbott and Alstom are recognized and appreciated by CII.

## ***Breakthrough***

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In 2007, the Breakthrough Strategy Committee was instrumental in initiating two new research projects for CII in the areas of sustainability and nanotechnology. The projects are unique in that they are both scheduled for about one-year durations as opposed to the traditional two-year timeframe for most CII research efforts.

In sustainability, the primary purpose of the research is to produce a primer that will be applicable to the planning, design, and construction of capital investment projects in the industrial sector. The primer will provide knowledge on sustainable practices currently being used and why these practices are being implemented. It will also provide information that assists in making decisions on whether to implement sustainable practices.

Nanotechnology is still in its infancy and the enormous technical contribution of the roughly \$1.1 billion in R&D carried out annually will limit this research to some particular application in the construction domain. The CII research will review the existing knowledge and understanding of nanotechnology, explore ideas, needs, and products in various industry fields, and quantify their potential value for construction. The project may help determine a strategy of how CII can carry the idea forward, whether in R&D or product development.

## ***Executive Leadership Program***

The Executive Leadership Program was conducted for the second time in 2007. The program is intended to enhance the executive leadership capabilities and strategic business skills of those who have high potential for being future leaders in the industry. Through a series of lectures from both industry leaders and renowned professors from the UT Austin McCombs School of Business, students gain financial insights into the capital asset business and build collaborative relationships with peers across the industry.

The 2007 program was memorable because of Ice Storm 2007, so dubbed by the local Austin news media, which hit during Week 2 of the program. Despite the storm that dumped more than 10 inches of rain and caused temperatures to remain in the high 20s for almost a week, the students received about 98 percent of the classroom and lecture information. Unable to reach the business school classroom at the UT campus, the students remained at their hotel for more than four days during the week of January 14, when freezing rain, ice, and snow made driving conditions hazardous. City bus service was discontinued and most businesses in Austin, as well as the university, were closed. Driving and even walking outside were discouraged or impossible.

The students didn't seem to mind. At the conclusion of the program, each participant received a certificate that read, "Be it well remembered that during the Great Austin Freeze-out of 2007, each participant in the Executive Leadership Program, through exceptional perseverance and exemplary personal commitment, survived the challenges of freezing rain, sleet, snow, loss of heat, frigid meeting rooms, and freezing showers with unusually good humor and reasonableness." By the final afternoon of the program, temperatures had risen to about 67 degrees. The students were long gone.

## ***Annual Conference***

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The 2007 Annual Conference theme, Bringing Value to a Changing Global Landscape, fit perfectly with the ongoing efforts to add value to being a member of CII. The speakers and the presentations drove home the idea that adding value is key to these efforts, whether it is research, implementation, benchmarking, or another of the myriad challenges that are faced each day.

The Annual Conference site was Orlando, Florida. CII assembled a memorable line-up for this showcase event. Keynote speakers included Lee A. McIntire, President and Chief Operating Officer, CH2M Hill; Michael J. Warmuth, Vice President, Global Engineering Services, Abbott; Patricia Galloway, CEO, The Nielsen-Wurster Group; and Vincent R. Volpe, Jr., President and CEO, Dresser-Rand. Featured speakers were David Wyss, Chief Economist, Standard & Poor's; Dr. Dan Halpin, professor emeritus, Purdue University; Dr. Ray Levitt, professor, Stanford University; and Dr. Jack Bacon, International Space Station Systems Integration Engineer, NASA Johnson Space Center.

At the Annual Conference, CII recognized Dr. William W. Badger with the Richard L. Tucker Leadership and Service Award. Dr. Badger is the director of the Del E. Webb School of Construction at Arizona State University. He has led and managed the school since 1987 and was instrumental in securing a \$4 million endowment for the school to be established. Currently, the Del E. Webb School of Construction has endowments and scholarships totaling over \$12 million. Prior to his work at Arizona State University, he had a distinguished 26-year career in the U.S. Army Corp of Engineers, serving in China, Vietnam, Saudi Arabia, Europe, and the United States. CII salutes Dr. William W. Badger for his outstanding leadership and service.



## ***Process Industry Practices***

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Process Industry Practices (PIP) has clearly established itself as a recognized industry initiative by successfully harmonizing member company internal standards and by making them readily available to the industry. Those Practices, covering eight engineering disciplines, are used for engineering, procurement, construction, and maintenance of process facilities on a global basis. New distribution licenses with IHS and Techstreet have considerably broadened the sale of PIP Practices to many new users. At the end of 2007 PIP has published almost 450 Practices, representing over 90 percent of the total identified for publication.

PIP will begin its 16th year of operation in early 2008. Significant growth in membership, subscription, and licensing areas has continued to accelerate with 97 companies accessing the harmonized Practices at the end of the year. In 2007, six Members and six Subscribers were added.

The participation of numerous member company volunteer resources is the key to increasing awareness, acceptance, and use of PIP Practices. Significant progress continues in updating and revising Practices including important electronic entry data sheets (EEDS). A total of 126 new and revised practices were published during 2007.

Members continue to report considerable savings in development and maintenance of internal standards and in the application of new initiatives related to the use of Practices. The result is less redesign and rework and more efficient interfacing between industry participants. Adoption and implementation metrics for member company continues to show increased utilization.



## **PIP Members**

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### ***Owners***

3M Company  
Aramco Services  
Arkema  
BP  
Celanese  
Chevron  
CITGO  
ConocoPhillips  
CYTEC  
DuPont  
Eastman Chemical  
Evonik Degussa  
Flint Hills Resources  
FMC  
Great Lakes Chemical  
Holly Corporation  
Honeywell  
Huntsman  
Kemira  
Monsanto  
Pasadena Refining  
PPG  
REC Silicon  
Rentech Inc.  
Rohm and Haas  
Shell Oil  
Sinclair Oil  
Solutia  
Sunoco  
Tesoro  
UOP

### ***Contractors***

Aker Kværner  
BE&K  
Bechtel  
Burns & McDonnell  
CB&I  
CDI Engineering  
Chemtex International  
Fluor  
Jacobs  
KBR  
Middough  
S&B E&C  
SNC-Lavalin GDS  
Technip  
URS Corporation  
WorleyParsons

### ***Licenseses***

API  
ASME  
Autodesk  
Bentley Systems  
Codeware  
Conestoga College  
IEEE  
IHS  
Intergraph  
ISA  
National Institute of Building Sciences  
National Insulation Association  
Pi/FlexPlant  
St. Paul Technical College  
Techstreet/Thomson Scientific  
Texas A&M-Corpus Christi  
University of South Dakota

### ***Subscribers***

Affiliated Engineers  
Agrium  
Ambitech Engineering  
Archer Daniels Midland  
Bahrain Petroleum Co. (BAPCO)  
BHPBilliton Nickel West  
Canadian Natural Resources Limited  
Carboline  
Coffeyville Resource Refining and  
Marketing LLC  
Emerson Process Management  
ExxonMobil Development Co.  
Frontier El Dorado Refining  
GE Energy  
Hexion Specialty Chemicals  
HOVENSA  
INVISTA S.à r.l.  
JV Industrial Companies  
Kraton Polymers  
Lloyd Engineering Inc.  
ONEOK  
Petroleum Company of Trinidad &  
Tobago  
Petrologistics Olefin, LLC  
Petro Star Inc.  
Sasol  
Saudi International Petrochemicals  
Co. (SIPCHEM)  
Seadrift Coke  
Sherwin Williams  
Stone & Webster Ltd.  
Sun Chemical Corp.  
Suncor Energy Services  
The Williams Companies  
Valero  
World GTL

## Resources

### Sources and Uses of CII Resources (\$000)

Sources		Net
BEGINNING BALANCE:		
Carried Forward from 2005	1,418	
Reserve	<u>750</u>	<u>2168</u>
Membership Dues		<u>\$3,960</u>
Product Sales:		
Revenue	114	
Production & Sales	<u>(114)</u>	<u>0</u>
Other Sources (PSP, etc.)		<u>876</u>
Total Sources		<u><u>4,836</u></u>
USES		
Programs:		
Research	1,592	
Implementation	240	
Professional Development	146	
Knowledge	72	
Benchmarking & Metrics	581	
Breakthrough	<u>33</u>	
	<u>2,664</u>	
Benchmarking & Metrics Revenue	<u>(294)</u>	
Other Program Revenue	<u>(254)</u>	<u>2,116</u>
Conferences		
Annual Conference	<u>808</u>	
	<u>808</u>	
Attendance Fees	<u>(609)</u>	<u>199</u>
Supporting Activities		
Support of Members & Director's Groups	677	
Academic Committee	5	
Other Activities	<u>78</u>	
	<u>760</u>	
Supp. Activity Revenue	<u>(90)</u>	<u>670</u>
Information Systems	<u>169</u>	<u>169</u>
General Expenses		
Administration	352	
Other Activities	<u>687</u>	
	<u>1,039</u>	<u>1,039</u>
Total Uses		<u>4,193</u>
Net		<u>643</u>
ENDING BALANCE		<u><u>\$2,811</u></u>

## ***Dunn Award***

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### **The Carroll H. Dunn Award of Excellence**

*The Carroll H. Dunn Award of Excellence is the highest recognition bestowed by the Construction Industry Institute. The award, established in 1985, bears the name of the original recipient, the late Lt. Gen. Carroll H. Dunn, U.S. Army. The purpose of the award is to recognize an individual who has had singular and notable responsibility for significant advancements in improving the construction industry.*

### **David J. Nash**

CII is pleased to recognize David J. Nash, president of BE&K Government Group, as the twenty-first recipient of the Carroll H. Dunn Award of Excellence.

Nash was born May 22, 1943, in Mt. Vernon, Ohio. He graduated from Indiana Tech with an electrical engineering degree. He then joined the U.S. Navy and served his country for more than three decades.

Early on, Nash was commanding officer at the Navy Public Works Center in Hawaii, responsible for providing all engineering and facilities support as well as supervision of 1,900 staff. He later was commanding officer of the Naval Construction Battalion Center and its 11,000 military and civilian personnel. Nash eventually became Commander of the Pacific Division of the Naval Facilities Engineering Command (NAVFAC), where he was responsible for over 6,000 professionals and a \$700 million budget. His last military assignment was as both Commander of NAVFAC and Chief of Civil Engineers. As Chief, he was responsible for all support of the Navy's 2,000 uniformed military engineers and an annual \$8 billion workload.

In 1998, Admiral Nash retired from the Navy after a stellar 33-year career. He then joined Parsons Brinkerhoff, where he served clients in the industrial, commercial, and institutional sectors. In early 2003, he accepted an offer from BE&K to head up its new Government Group. That was interrupted, however, when he answered a request by the U.S. Government to serve as Director of the Iraq Program Management Office (PMO).

As PMO Director, he managed \$18.4 billion to support the reconstruction of Iraq. Amazingly, he took on a second role at the same time: as director of the Project and Contracting Office for the U.S. Army. He quickly assembled 10 packages that totaled 5,000 contracts for the work to be done in Iraq. The difficulty and the seeming impossibility of the situation were daunting. Eventually 2,900 of Nash's projects were completed with more ongoing at the time that he left Iraq and returned to his new position as President of BE&K Government Group.

CII takes great pride in honoring Admiral David J. Nash with the Carroll H. Dunn Award of Excellence. His dedicated service to the industry and to his country and his global impact on engineering and construction embody the quality and the spirit of CII's highest honor.



## **2006 CII Staff**

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### **Executive Director**

Wayne Crew, Strategic Planning Committee

### **Associate Directors**

Kim Allen, Knowledge Management, Branding Implementation Committees

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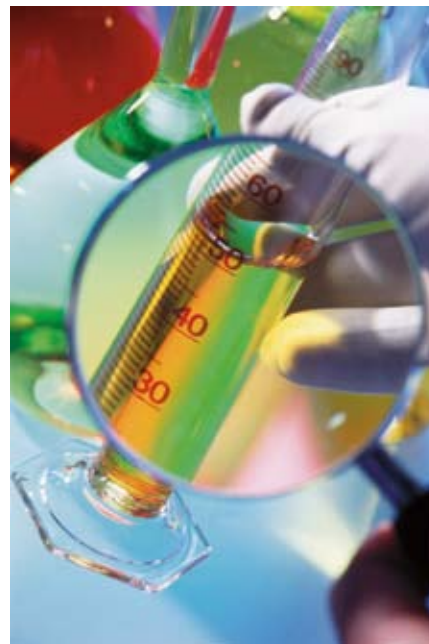
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