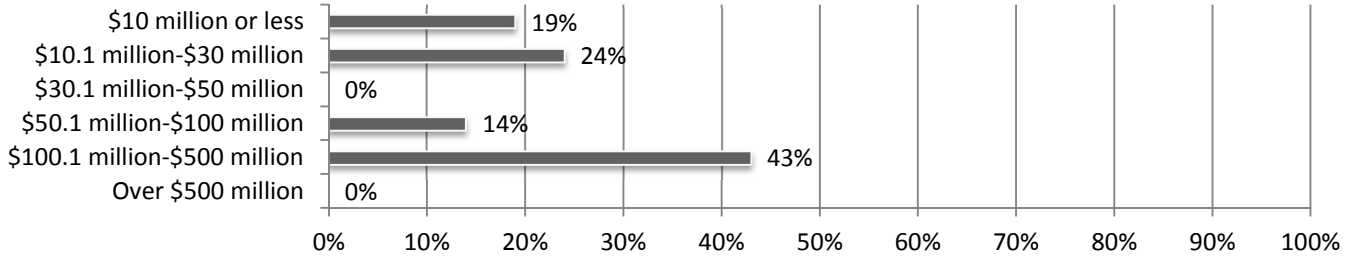




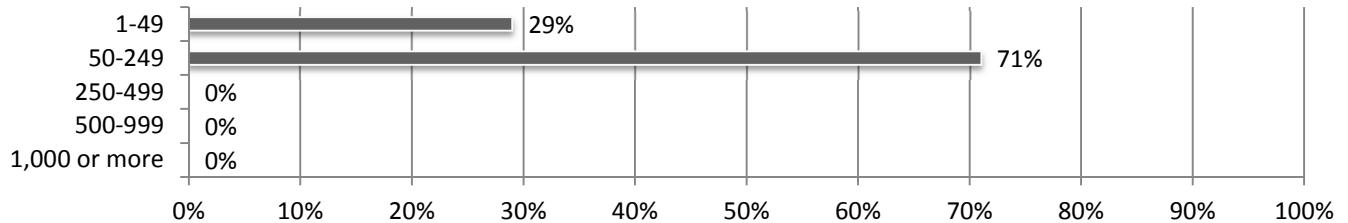
**2016 Construction Outlook Survey Results  
 Massachusetts Results**

*(Results from 25 respondents who listed Massachusetts as the state where their firm performs the largest amount of its work; total differs for some questions)*

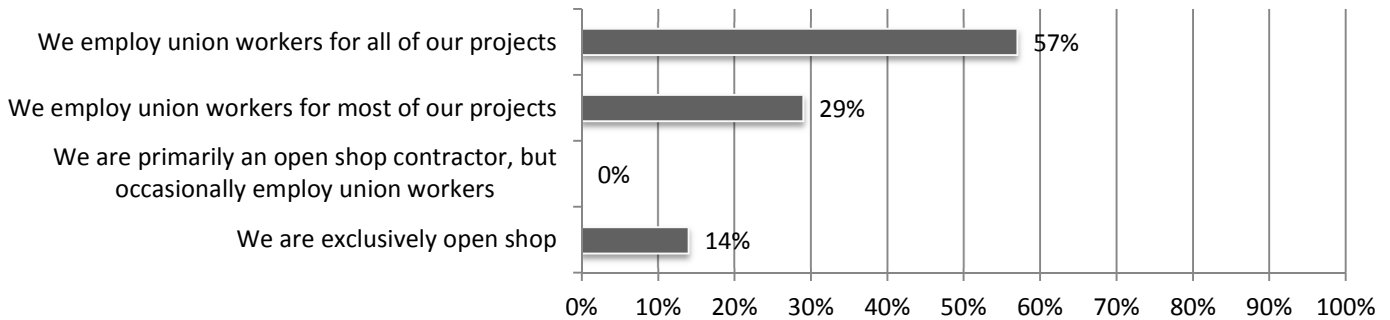
**1. Estimate the total dollar amount of work your firm performed in 2015.**



**2. How many total employees does your organization employ at all of its locations?**



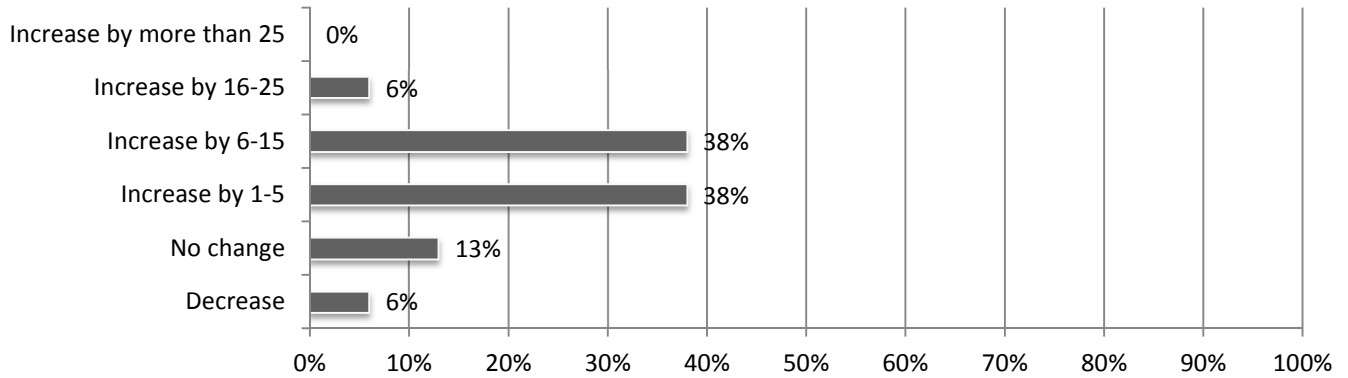
**3. Do you employ union workers, or is your firm primarily open shop?**



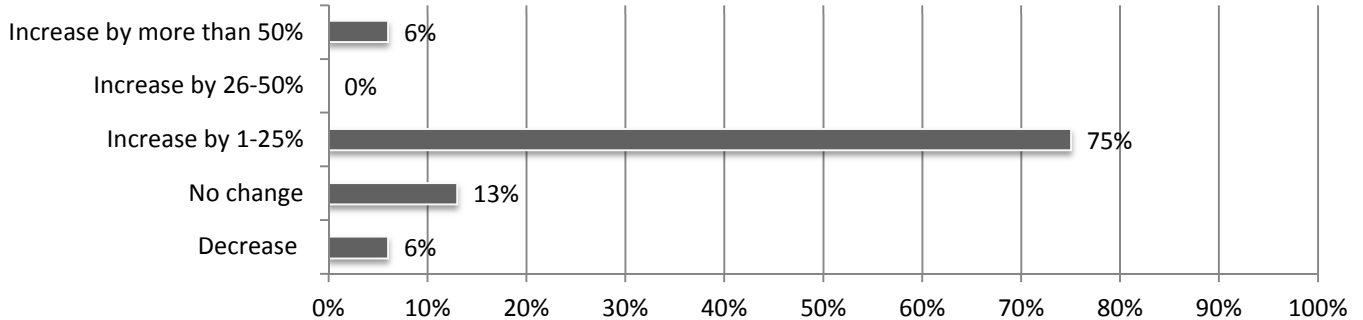
**4. Compared to 2015, do you expect the available dollar volume of projects you compete for in 2016 to be:**

Market	Higher	Lower	Same	Net
All projects	80%	13%	7%	67%
Higher Education	53%	27%	20%	27%
Hospital	50%	30%	20%	20%
Private Office	50%	33%	17%	17%
Multifamily Residential	38%	23%	38%	15%
Federal (e.g., VA, GSA, USACE, NAVFAC)	25%	25%	50%	0%
Retail, Warehouse, Lodging	33%	33%	33%	0%
Public Building	31%	38%	31%	-8%
K-12 School	22%	33%	44%	-11%
Other Transportation (e.g., transit, rail, airport)	14%	43%	43%	-29%
Highway	0%	43%	57%	-43%
Power	0%	43%	57%	-43%
Water/Sewer	0%	43%	57%	-43%
Manufacturing	11%	56%	33%	-44%

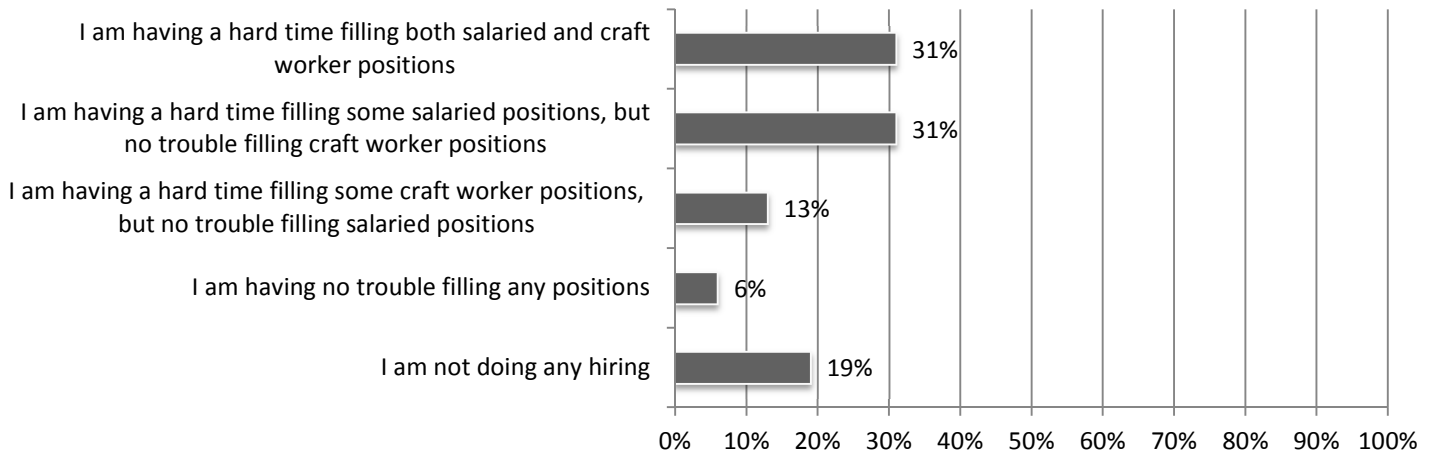
**5. What numerical change do you expect in your headcount in 2016?**



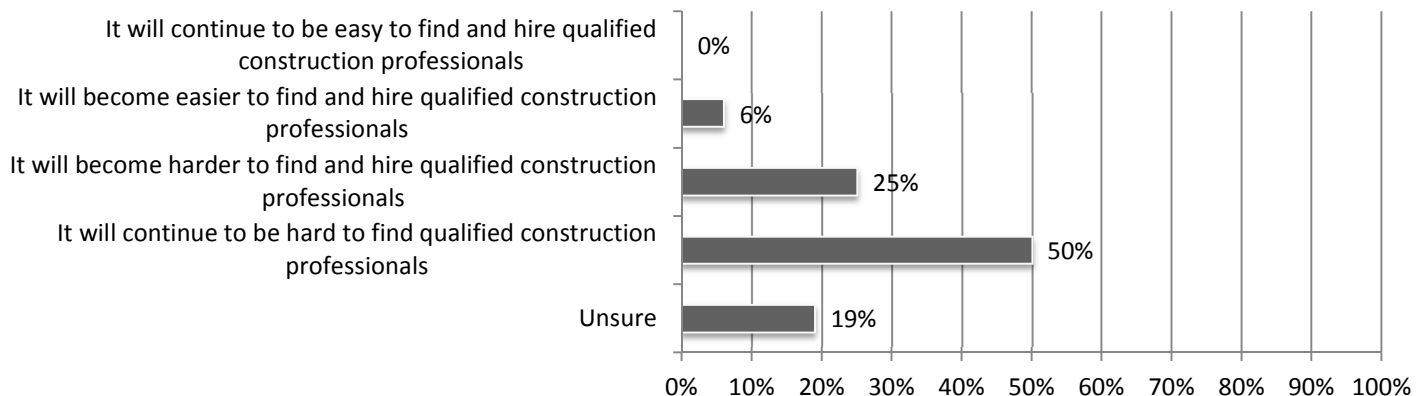
**6. What percentage change do you expect in your headcount in 2016?**



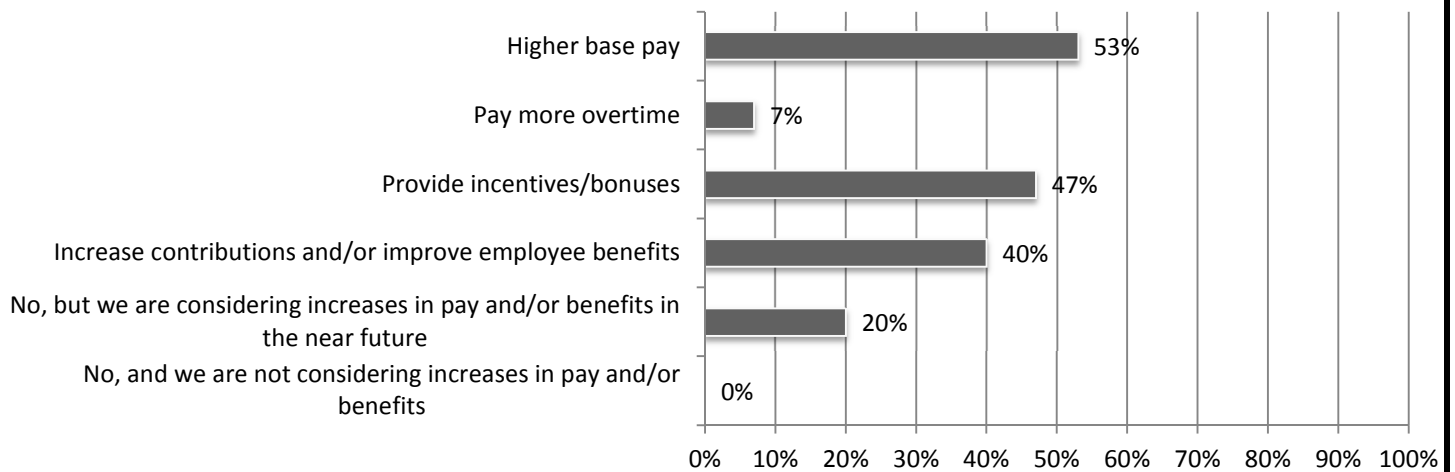
**7. How would you describe your current conditions for filling key salaried positions (project manager/supervisor, estimator, etc.) and hourly craft positions (carpenter, laborer, equipment operator, etc.)?**



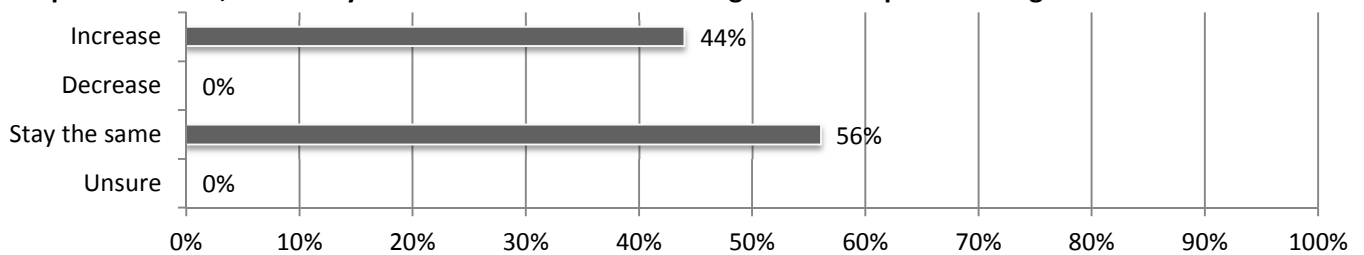
**8. Do you expect any changes in the availability of salaried/hourly craft construction professionals over the coming 12 months?**



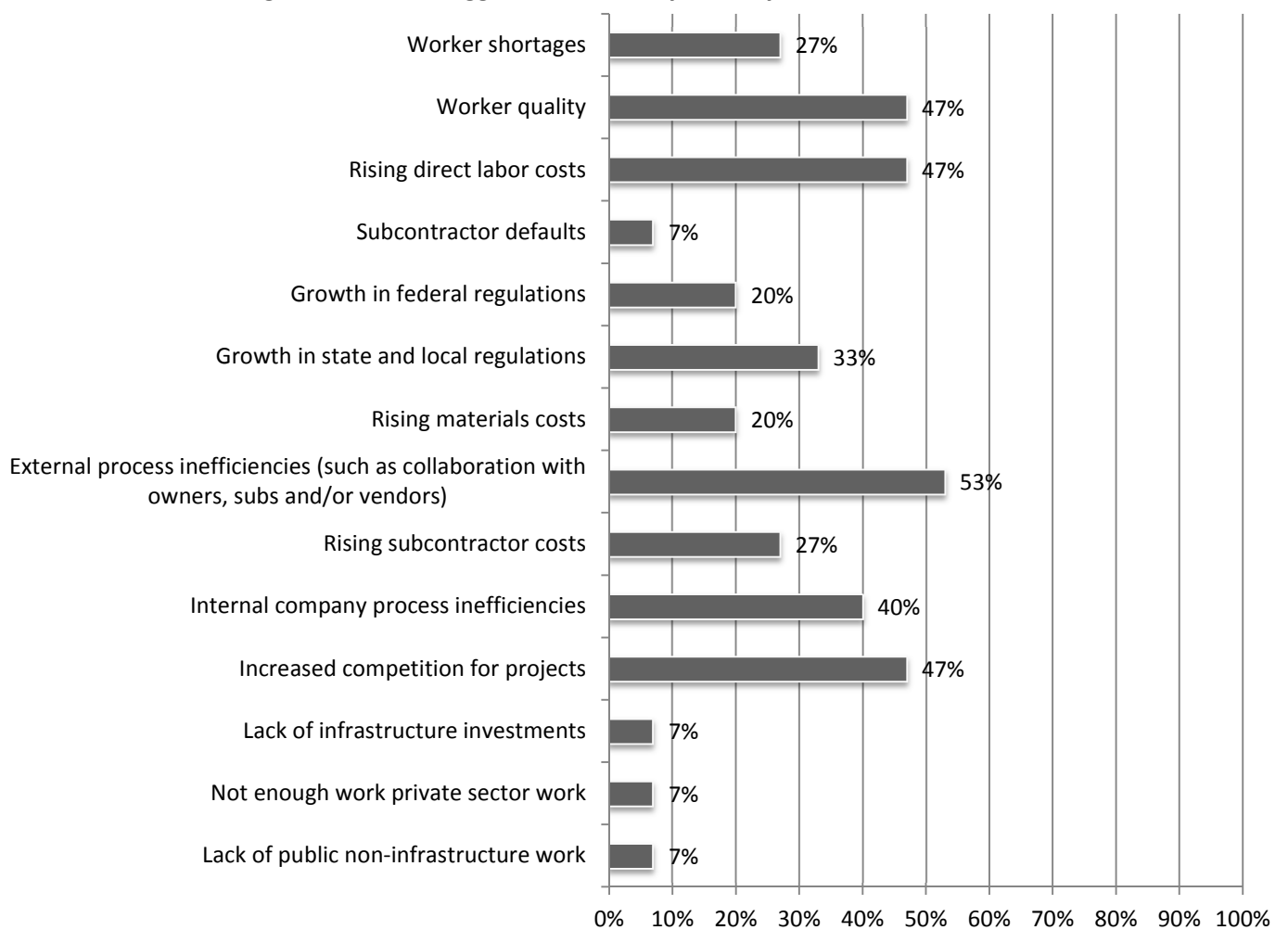
**9. Has your firm increased pay or benefits to retain or recruit salaried/hourly craft professionals?**



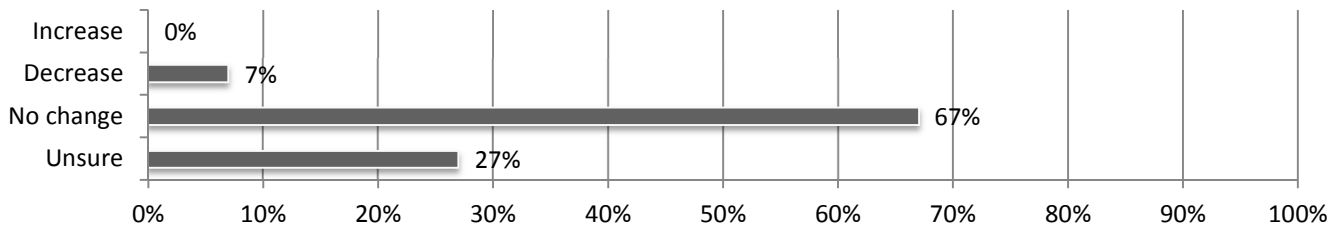
**10. Compared to 2015, how will your 2016 investment in training and development change?**



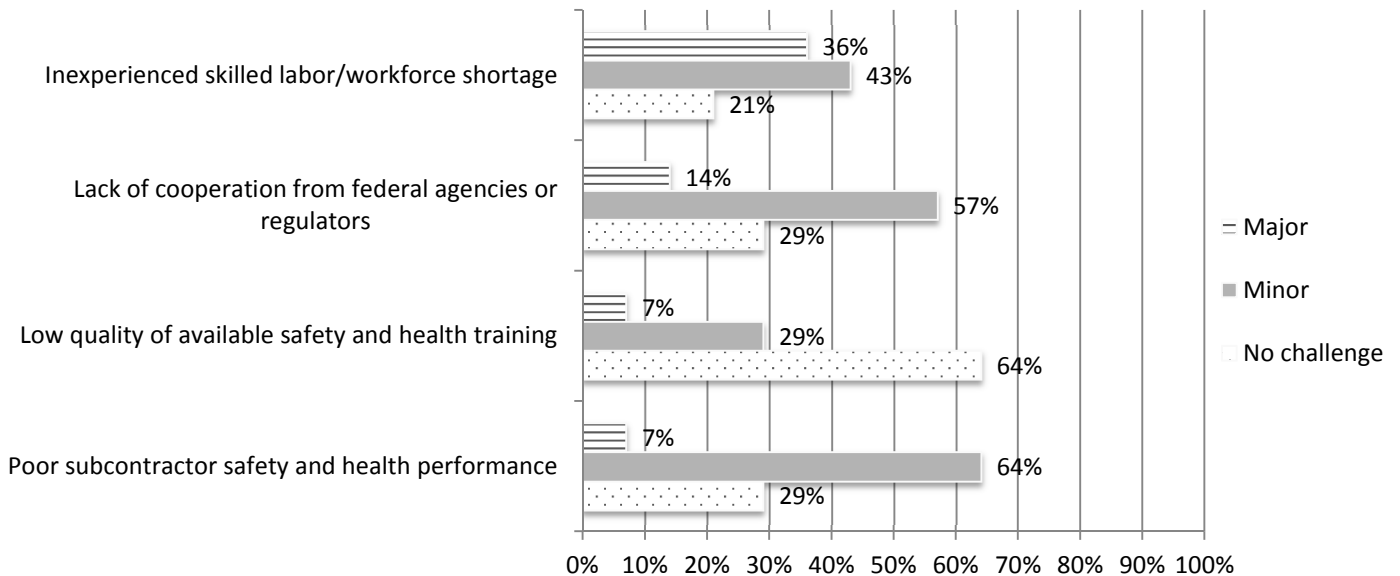
**11. Which of the following issues are the biggest concerns to you and your business?**



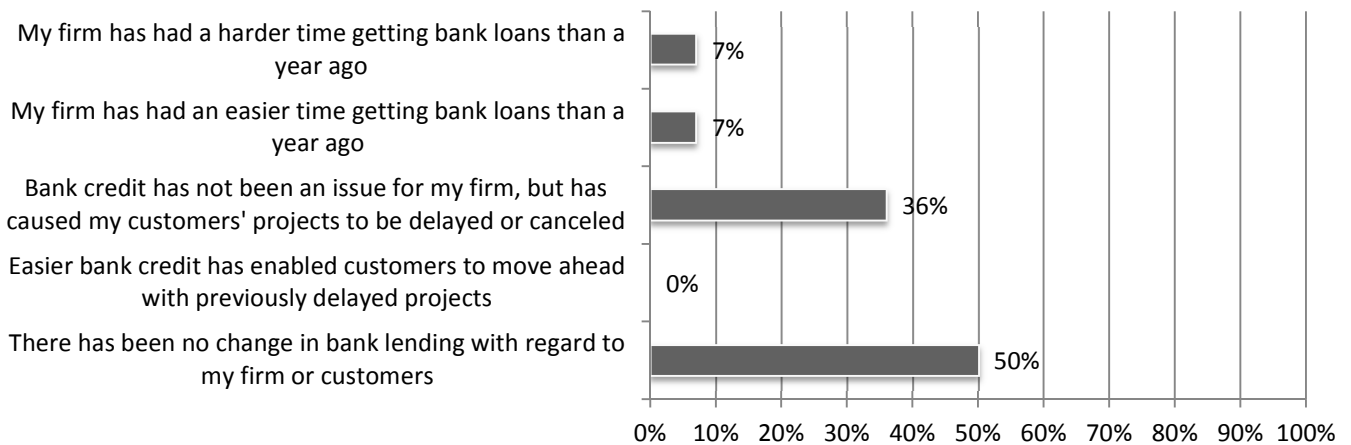
**12. Have you seen an increase, decrease or level amount of subcontractor defaults from 2014 to 2015?**



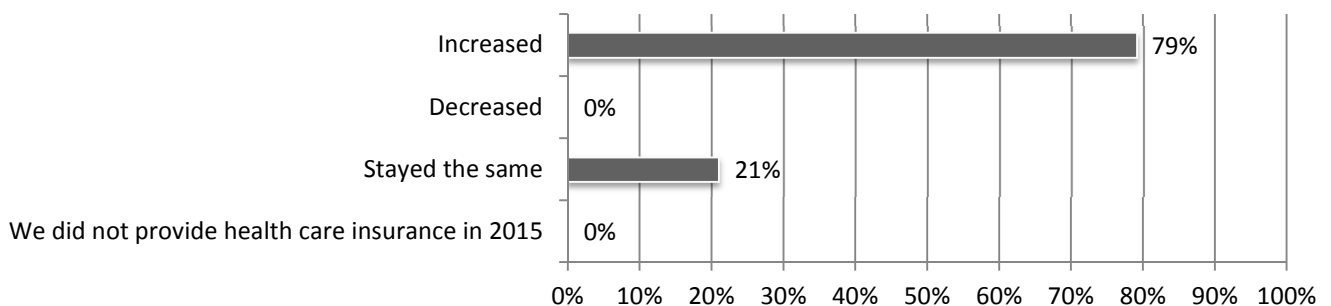
**13. What challenges, if any, do you see regarding the safety and health of your workers?**



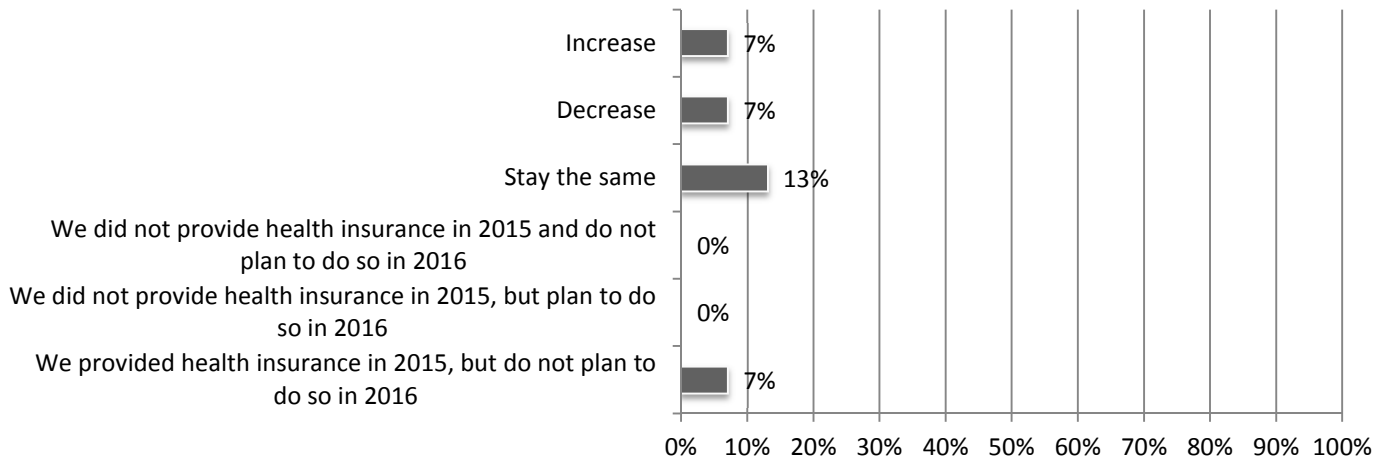
**14. How would you describe credit or lending conditions for your company?**



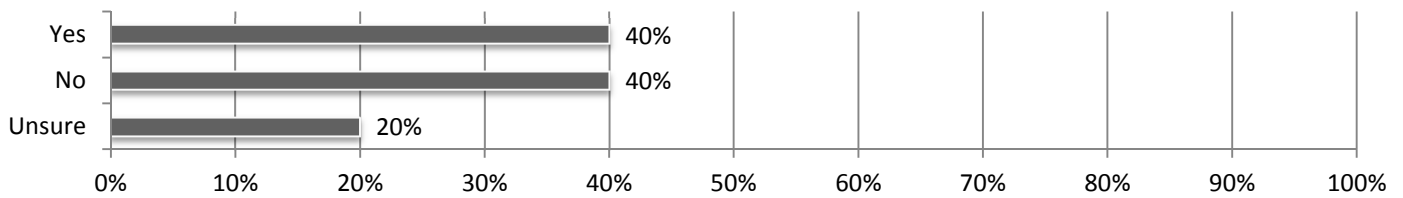
**15. Did the cost of providing health care insurance for your employees increase or decrease in 2015?**



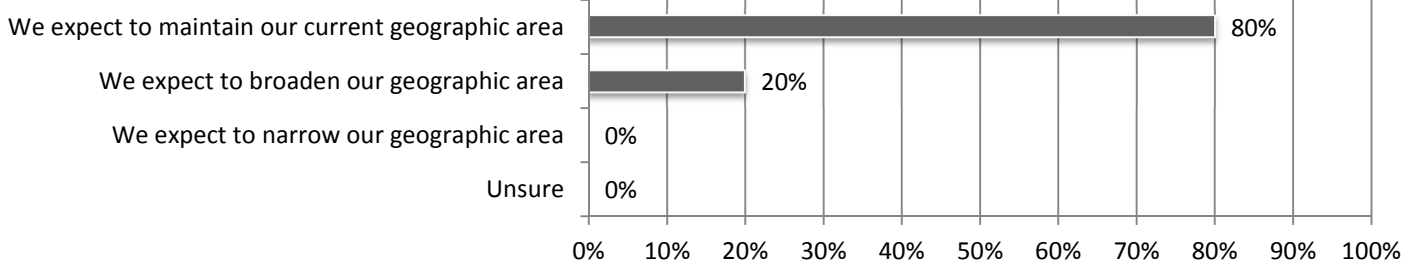
**16. Do you expect the cost of providing health care insurance for your employees to increase or decrease in 2016?**



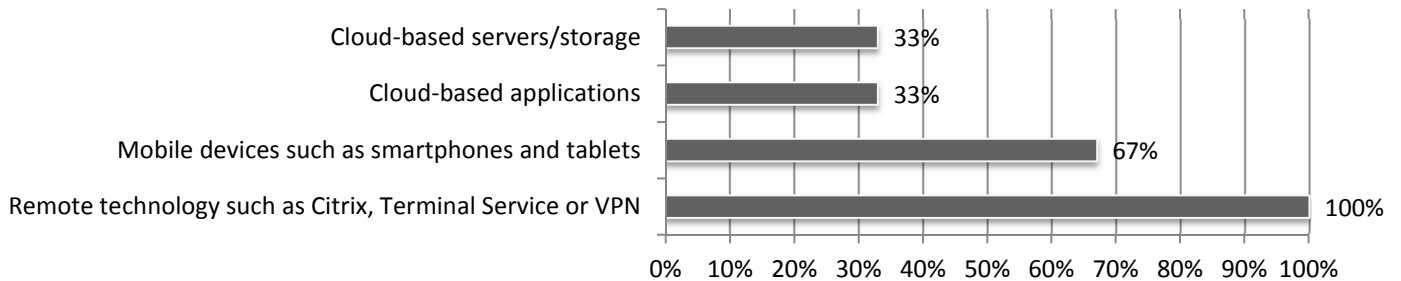
**17. Do you expect your firm will work on a project using modular construction and/or off-site construction/prefabrication in 2016?**



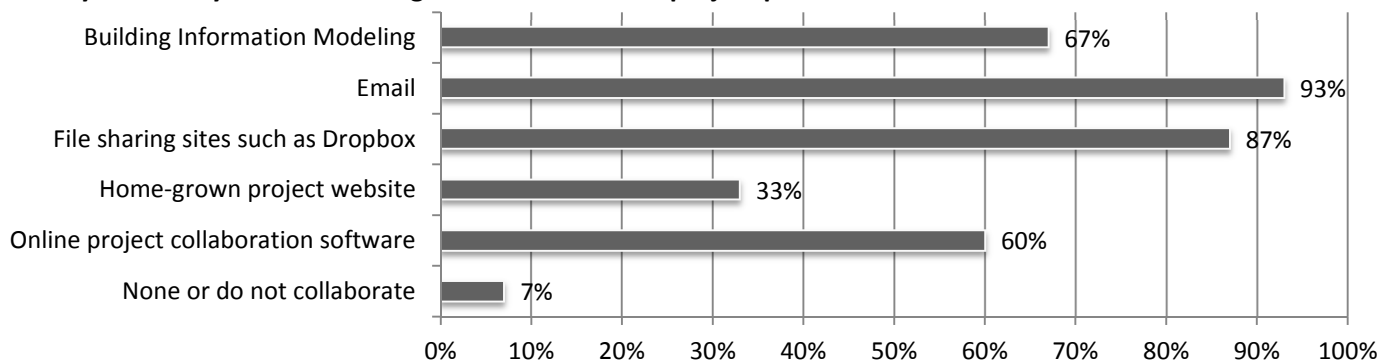
**18. How do you expect your geographic market area will change in 2016?**



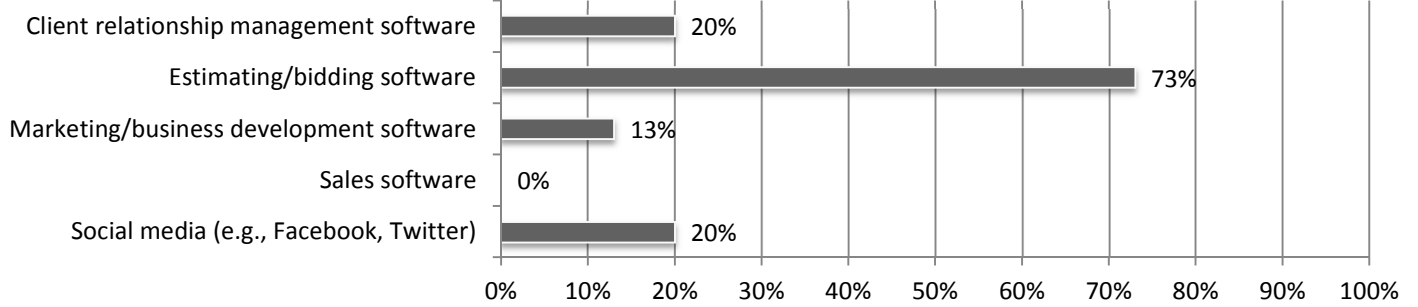
**19. What technology do you use or will you implement to see or manage projects outside your traditional market area?**



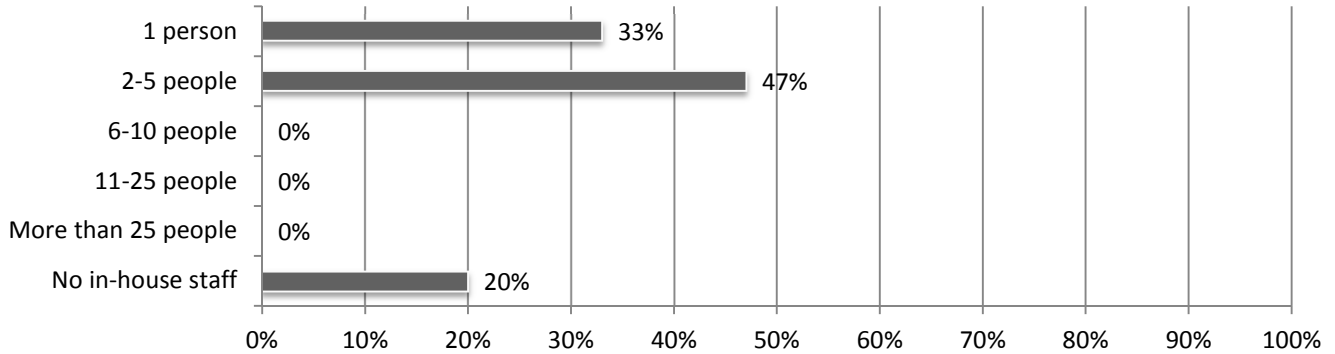
**20. Do you use any of the following to collaborate with project partners?**



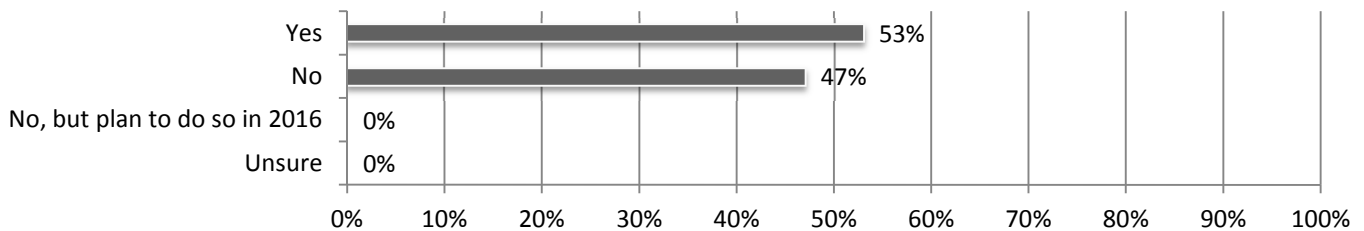
**21. What information technology (IT), if any, do you use to obtain work?**



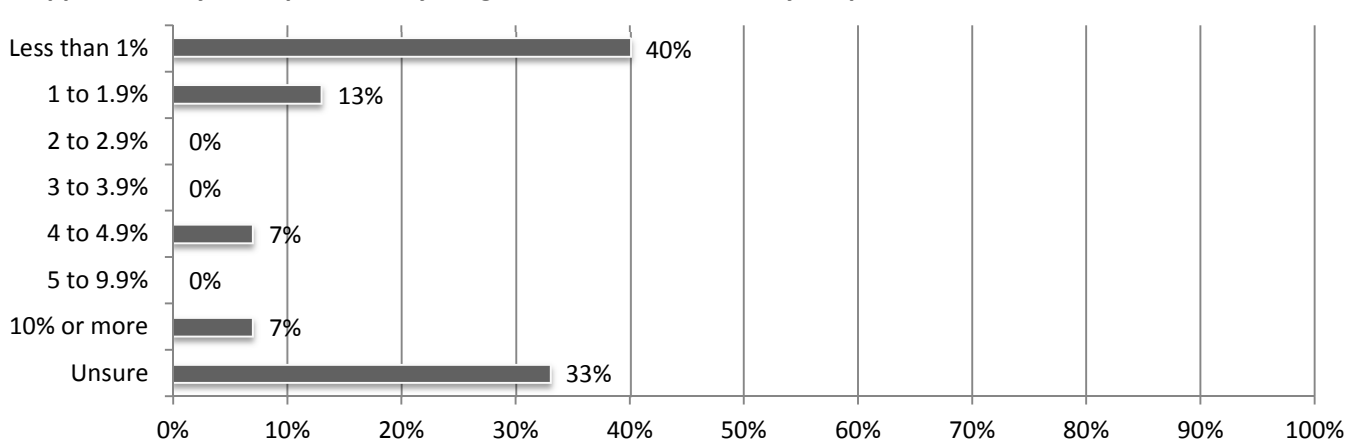
**22. What is the size of your in-house IT staff?**



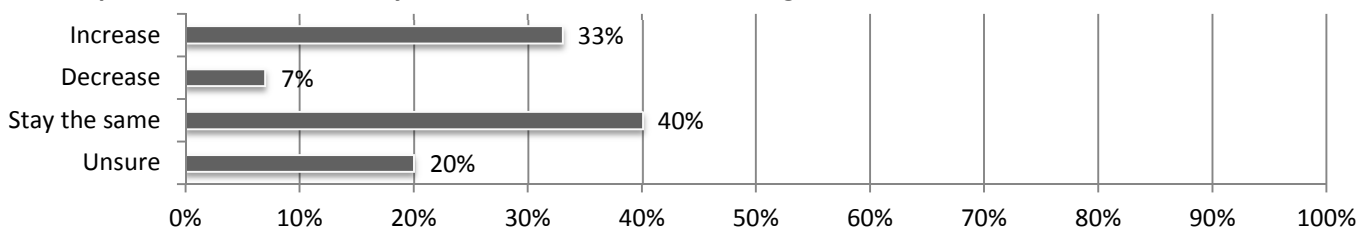
**23. Do you use an outsourced service for IT?**



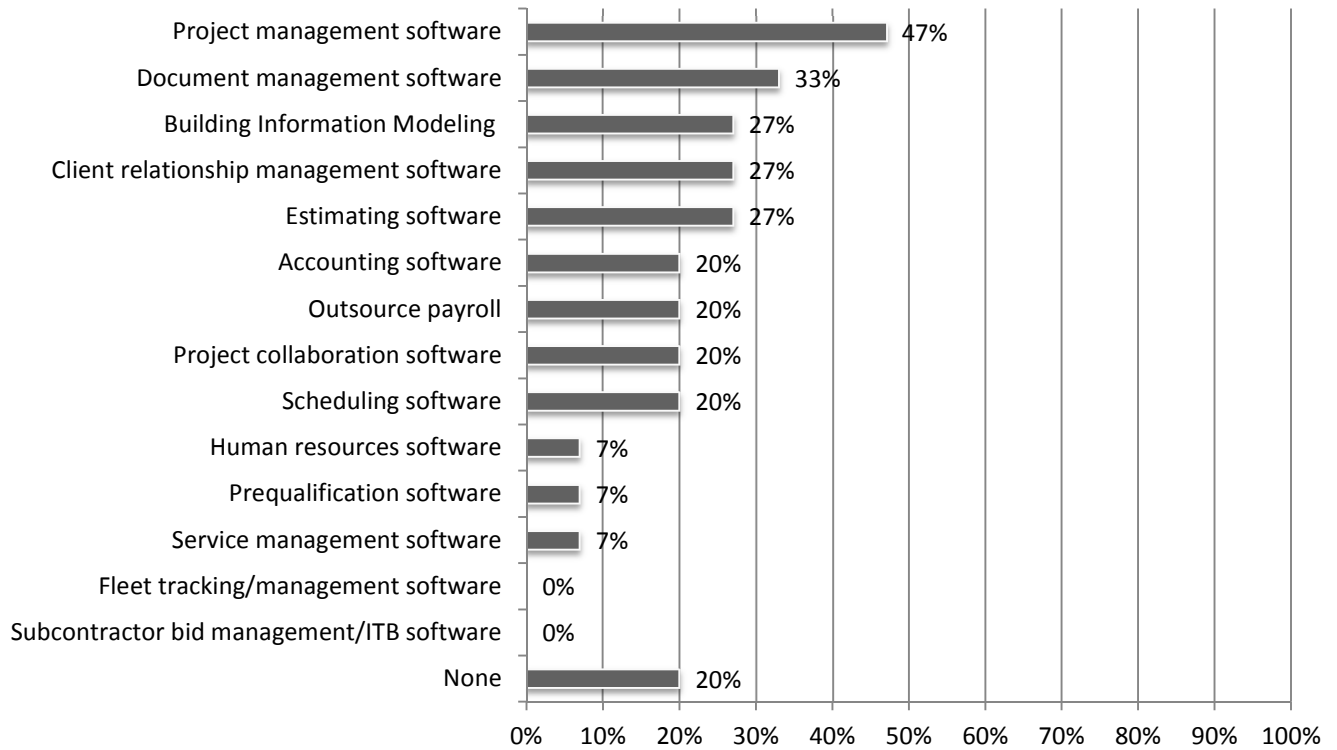
**24. Approximately what percent of your gross annual revenue do you spend on IT?**



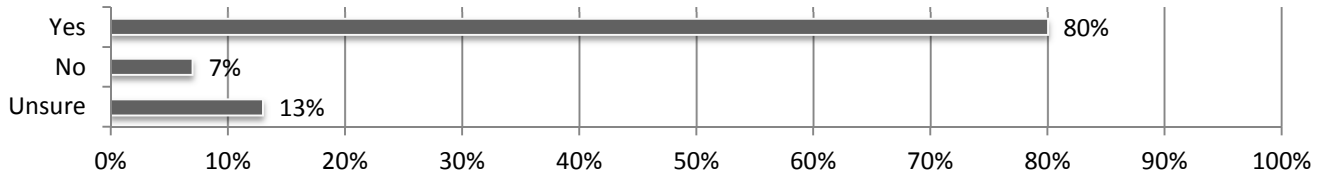
**25. Compared to 2015, how will your 2016 investment in IT change?**



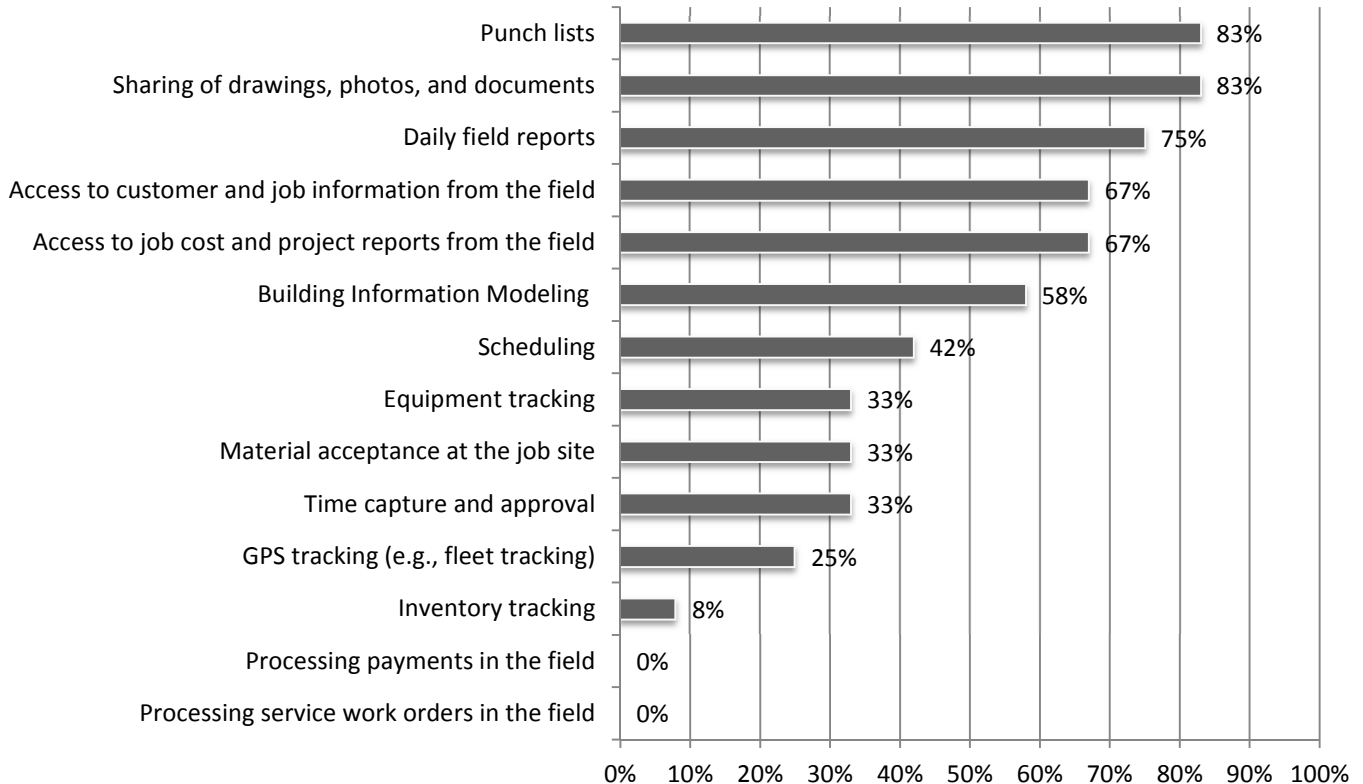
**26. What software technology do you plan to invest in during 2016?**



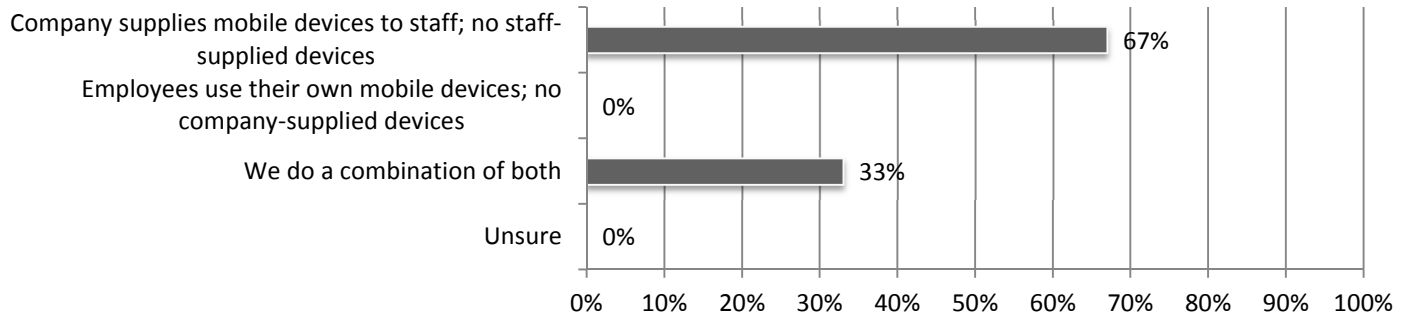
**27. Does your company plan to use mobile software technology in 2016?**



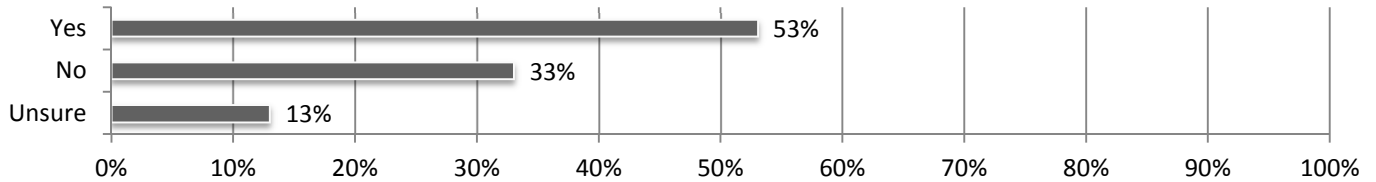
**28. How do you plan to use mobile software technology?**



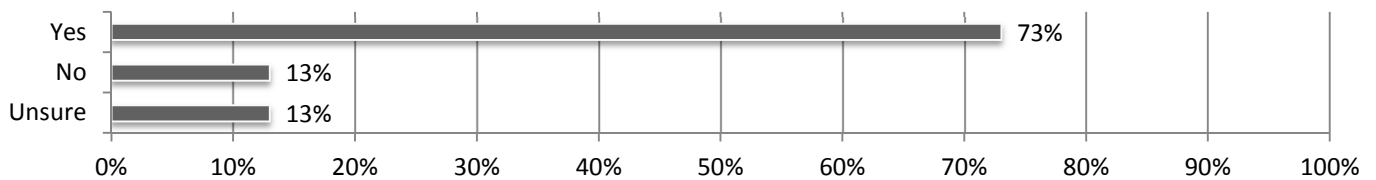
**29. How do you handle the use of mobile devices (e.g., tablets, smartphones) in your company?**



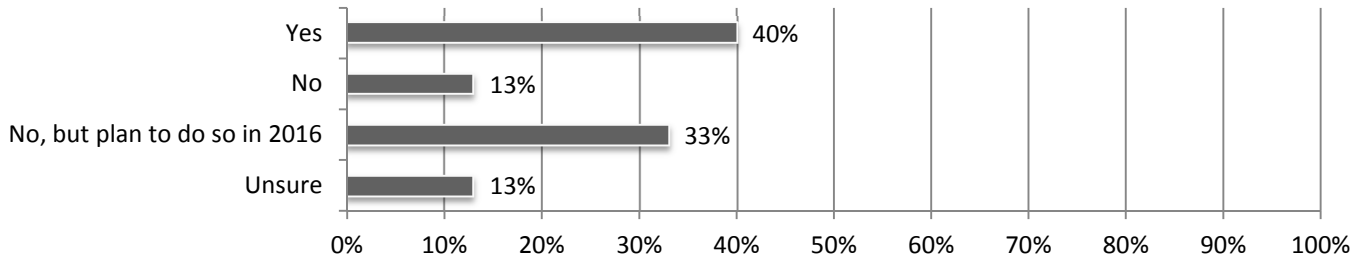
**30. Do you currently have a mobile security policy in place?**



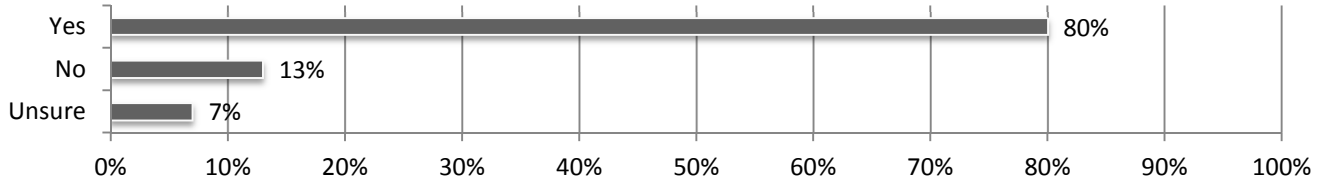
**31. Do you currently have an overall IT security plan in place to protect against hacking?**



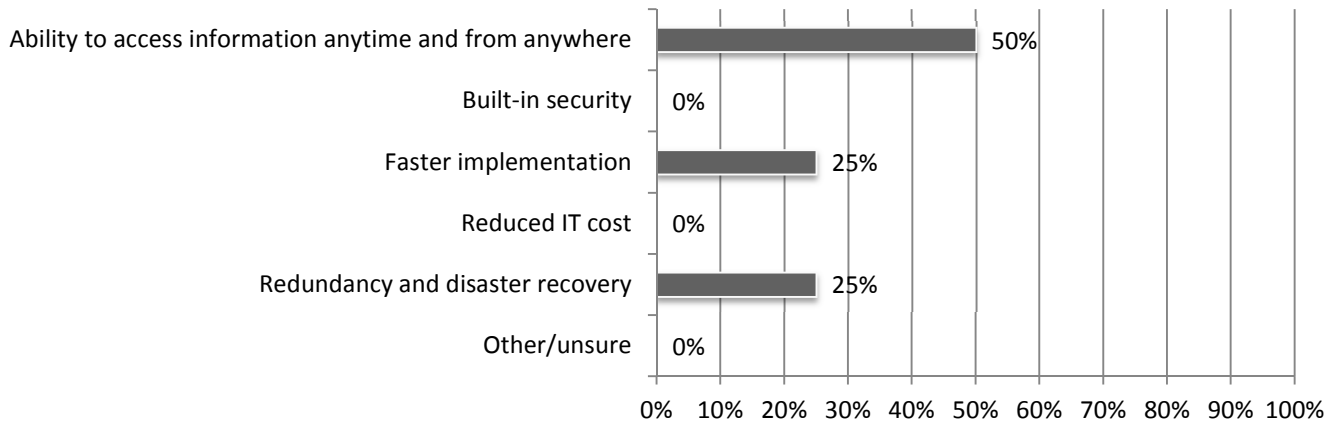
**32. Do you have a formal IT plan that supports your business objectives?**



**33. Do you use or plan to use cloud-based software?**

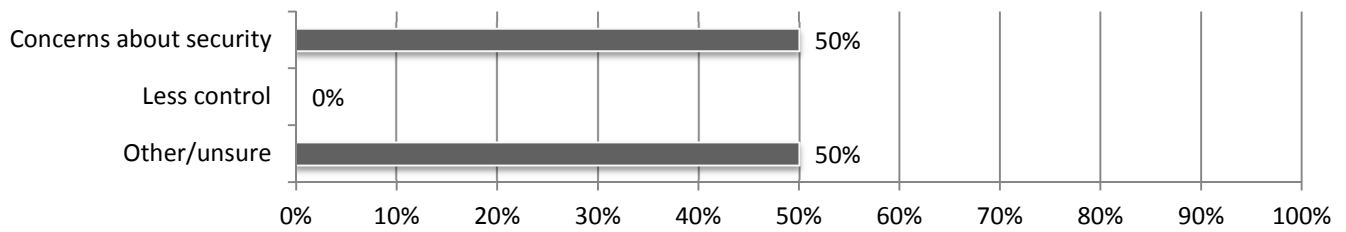


**34. What is the main reason you use or plan to adopt cloud-based software?**





**35. What is the main reason you do not use cloud-based software? Concerns about:**



**36. What are your biggest IT challenges?**

