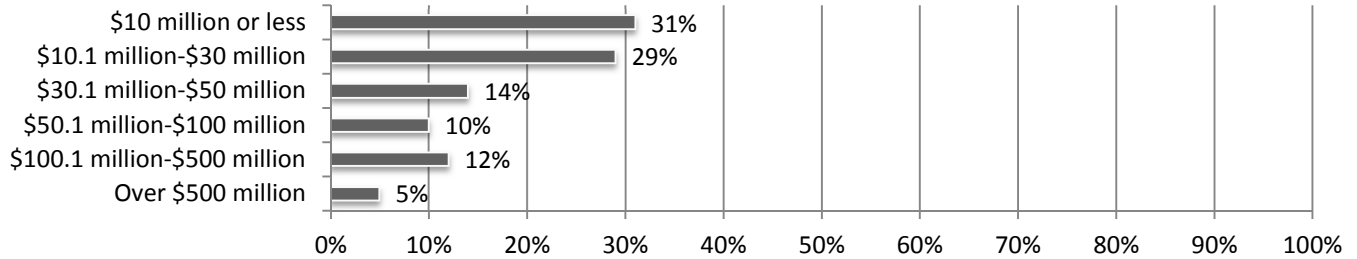




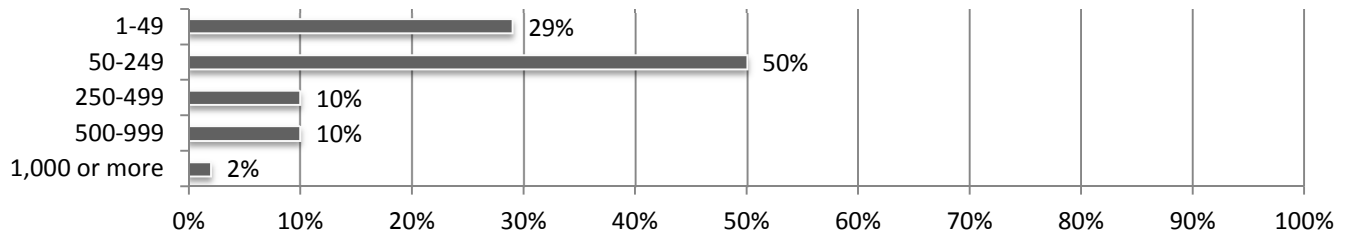
2016 Construction Outlook Survey Results Michigan Results

(Results from 65 respondents who listed Michigan as the state where their firm performs the largest amount of its work; total differs for some questions)

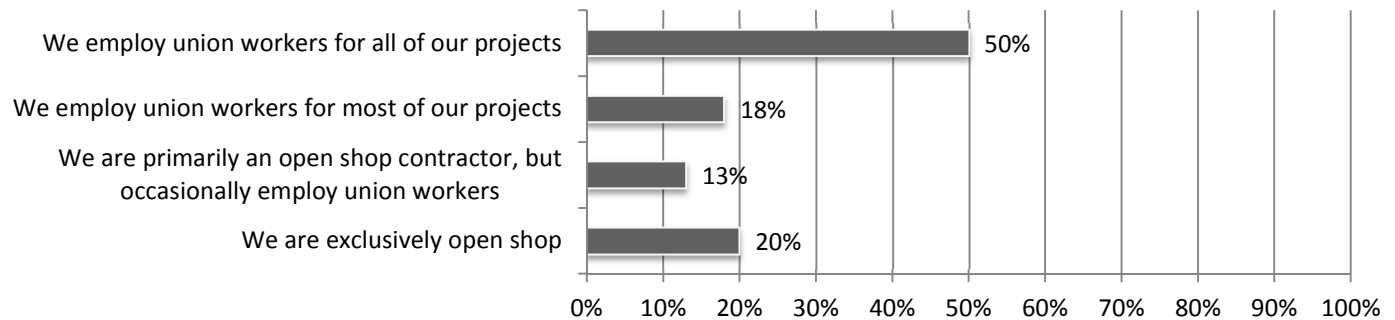
1. Estimate the total dollar amount of work your firm performed in 2015.



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



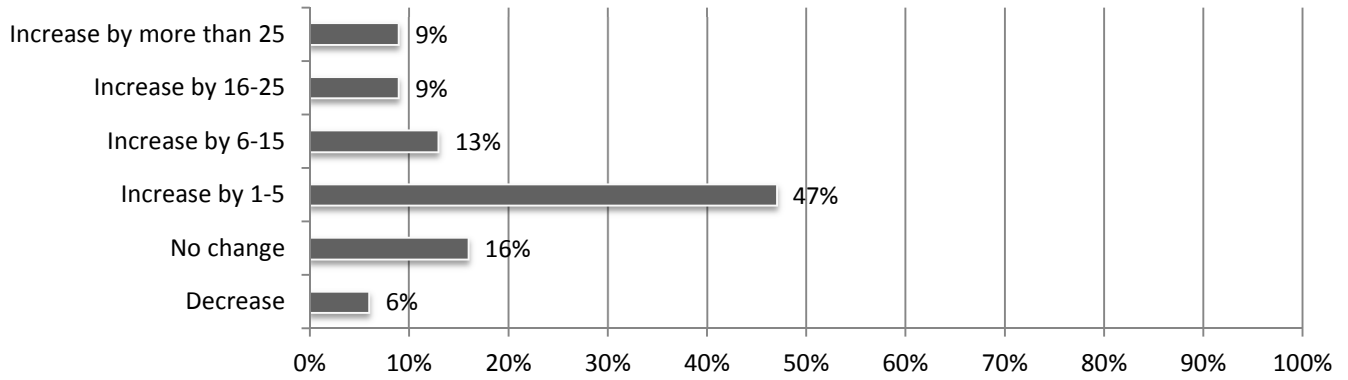
3. Do you employ union workers, or is your firm primarily open shop?



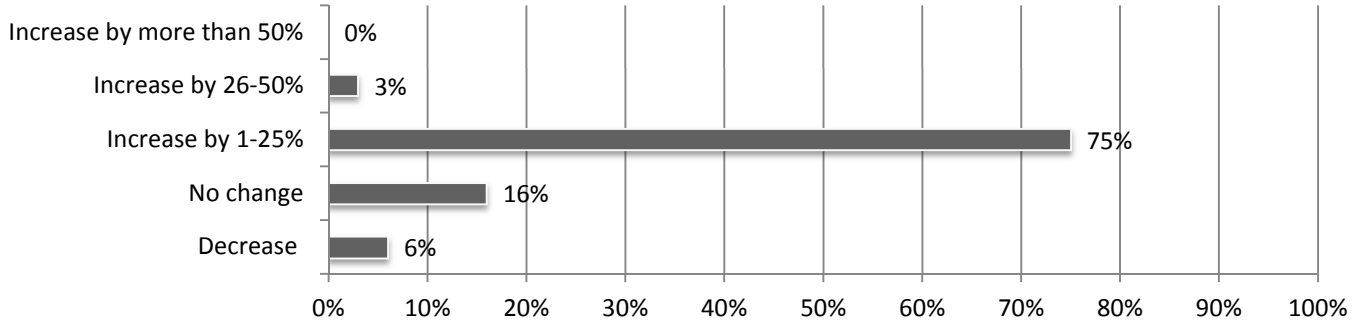
4. Compared to 2015, do you expect the available dollar volume of projects you compete for in 2016 to be:

Market	Higher	Lower	Same	Net
Hospital	43%	5%	52%	38%
Public Building	32%	11%	58%	21%
All projects	35%	15%	50%	19%
Retail, Warehouse, Lodging	30%	15%	55%	15%
Manufacturing	23%	9%	68%	14%
Multifamily Residential	27%	13%	60%	13%
Highway	33%	22%	44%	11%
K-12 School	21%	11%	68%	11%
Private Office	24%	14%	62%	10%
Water/Sewer	25%	19%	56%	6%
Higher Education	18%	18%	65%	0%
Other Transportation (e.g., transit, rail, airport)	7%	7%	86%	0%
Power	16%	26%	58%	-11%
Federal (e.g., VA, GSA, USACE, NAVFAC)	7%	33%	60%	-27%

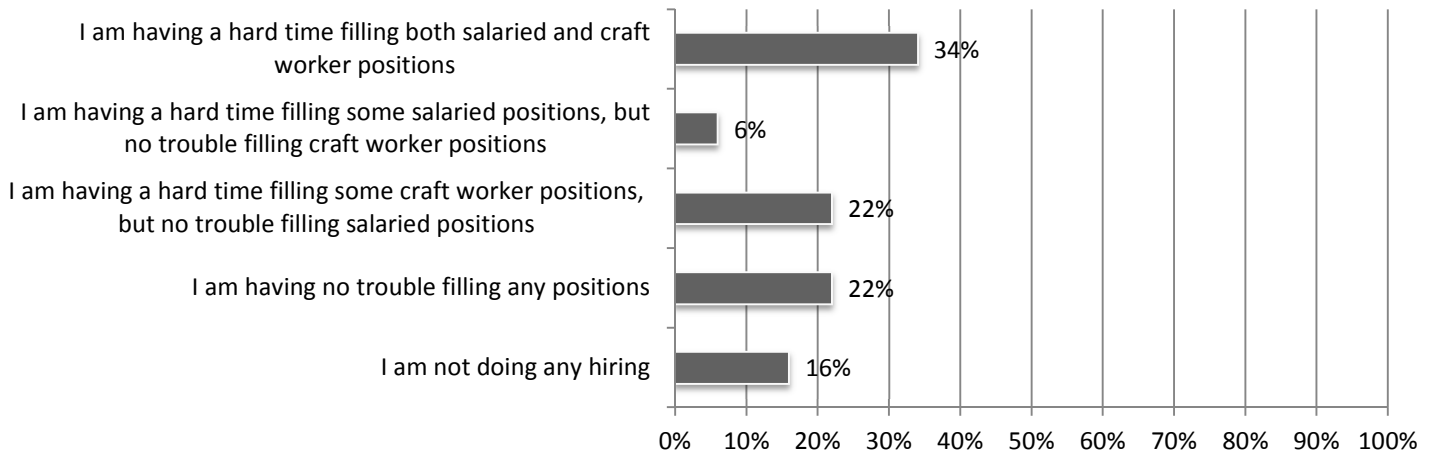
5. What numerical change do you expect in your headcount in 2016?



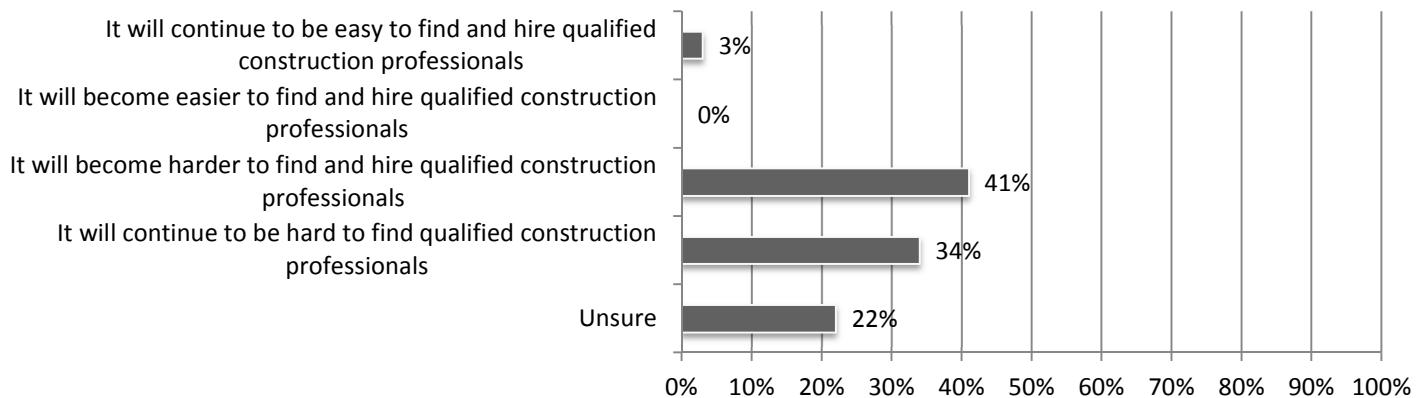
6. What percentage change do you expect in your headcount in 2016?



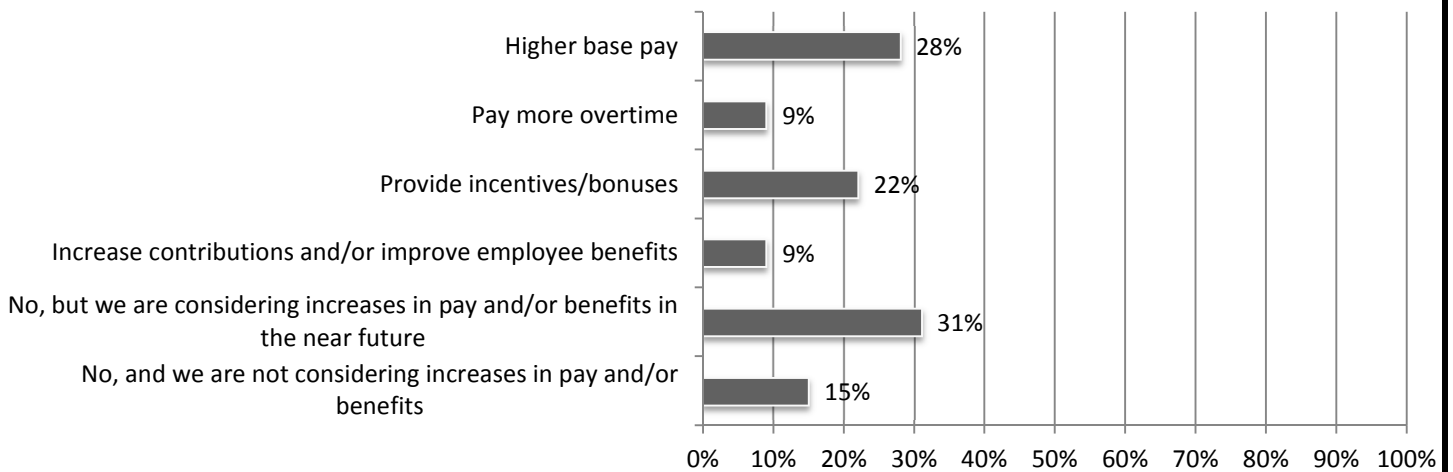
7. How would you describe your current conditions for filling key salaried positions (project manager/supervisor, estimator, etc.) and hourly craft positions (carpenter, laborer, equipment operator, etc.)?



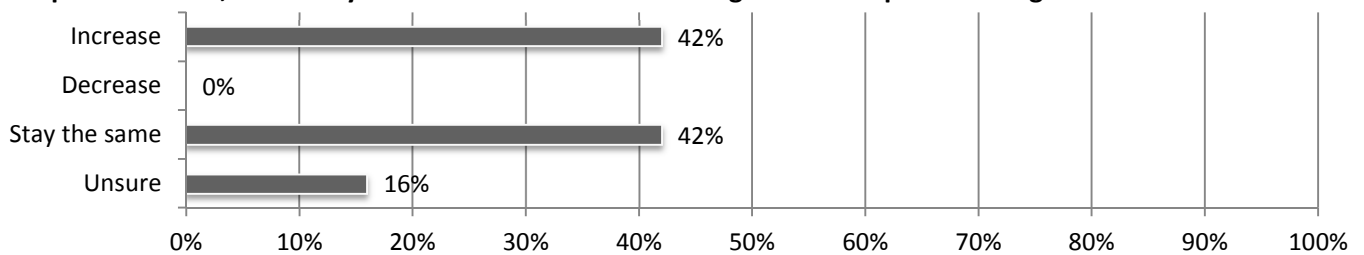
8. Do you expect any changes in the availability of salaried/hourly craft construction professionals over the coming 12 months?



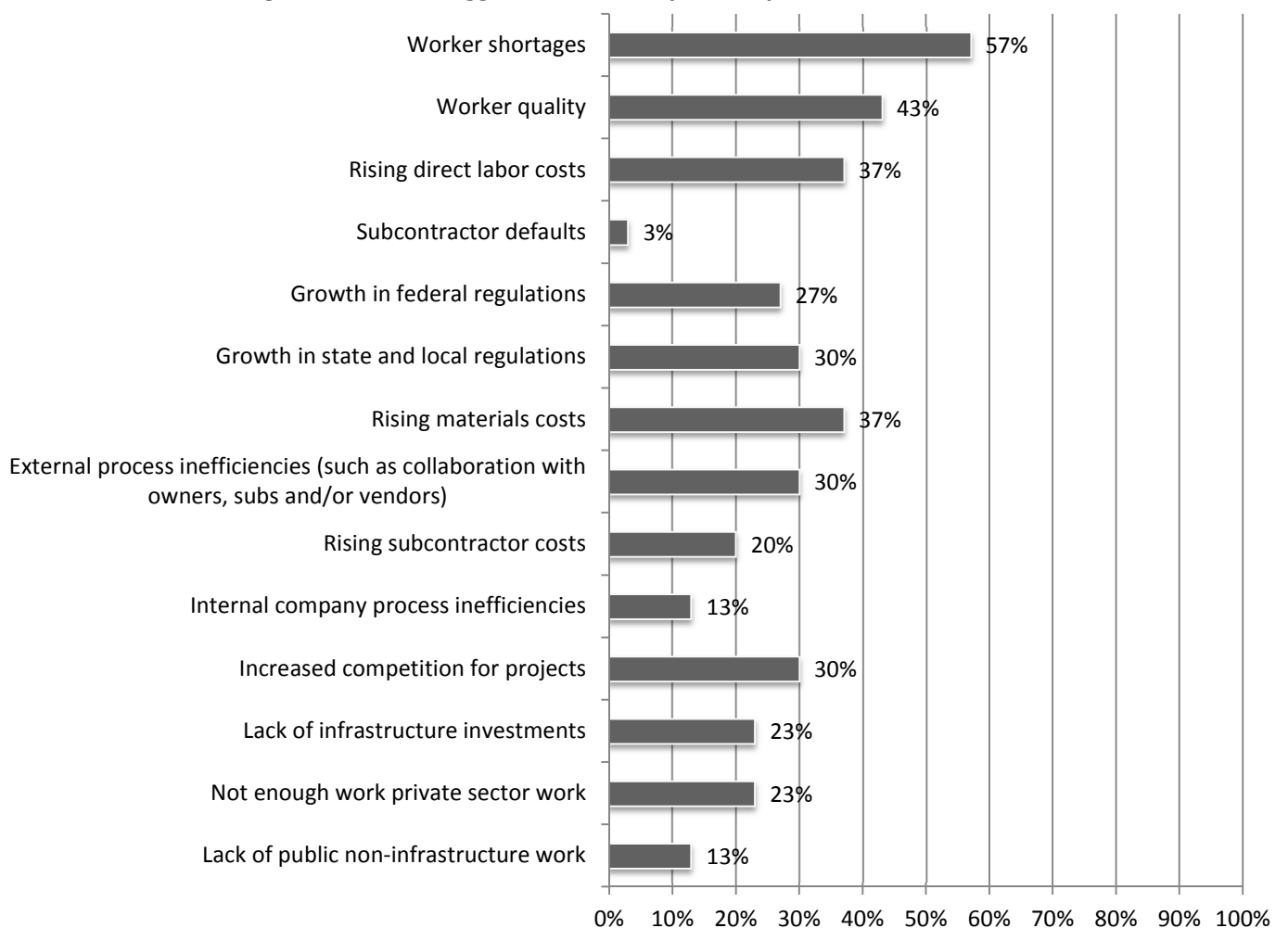
9. Has your firm increased pay or benefits to retain or recruit salaried/hourly craft professionals?



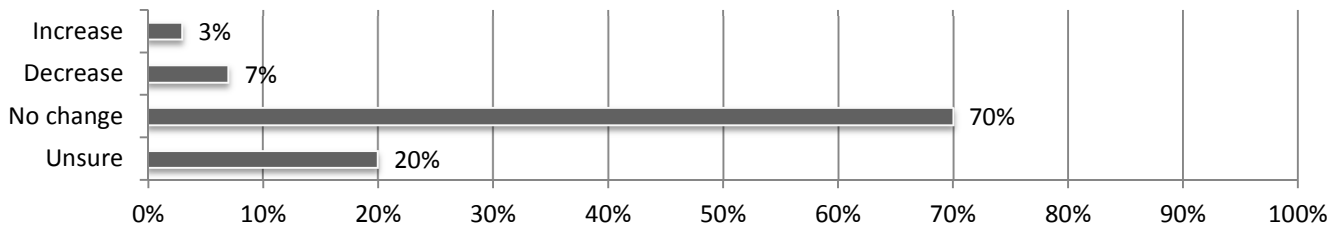
10. Compared to 2015, how will your 2016 investment in training and development change?



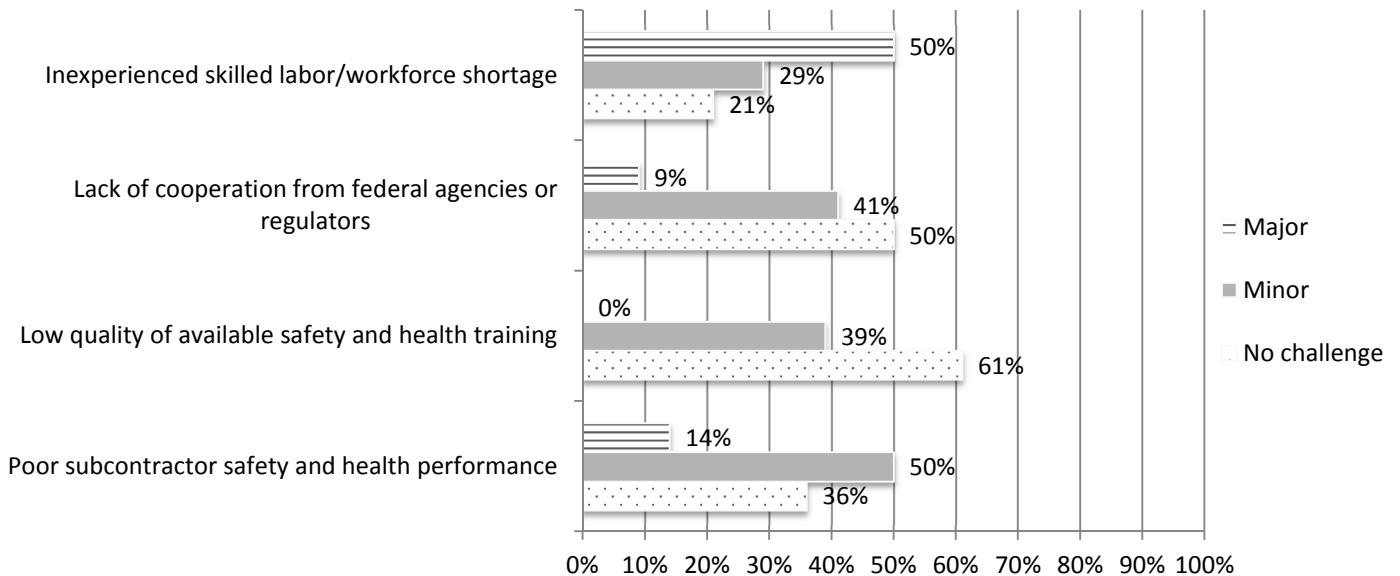
11. Which of the following issues are the biggest concerns to you and your business?



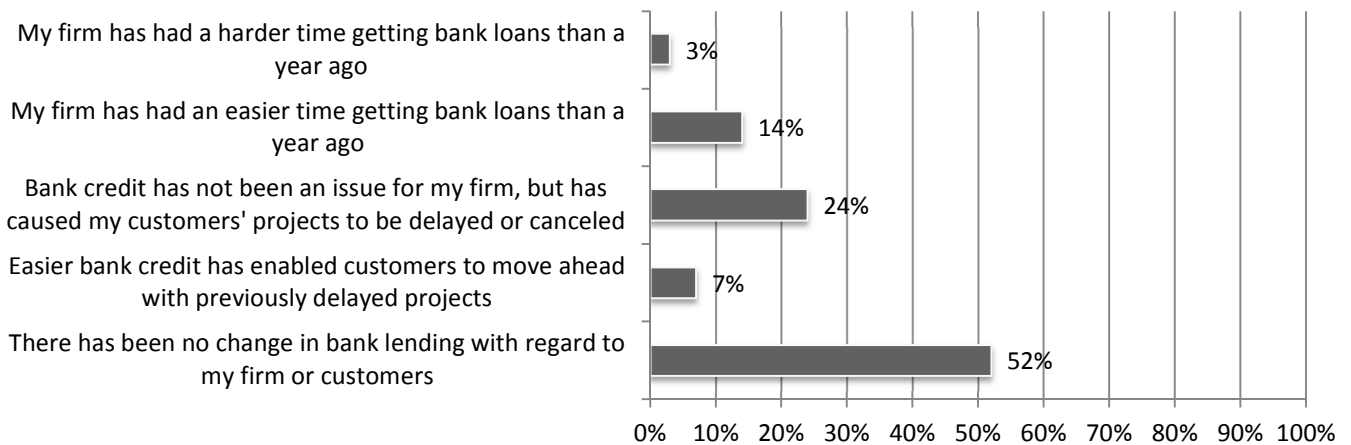
12. Have you seen an increase, decrease or level amount of subcontractor defaults from 2014 to 2015?



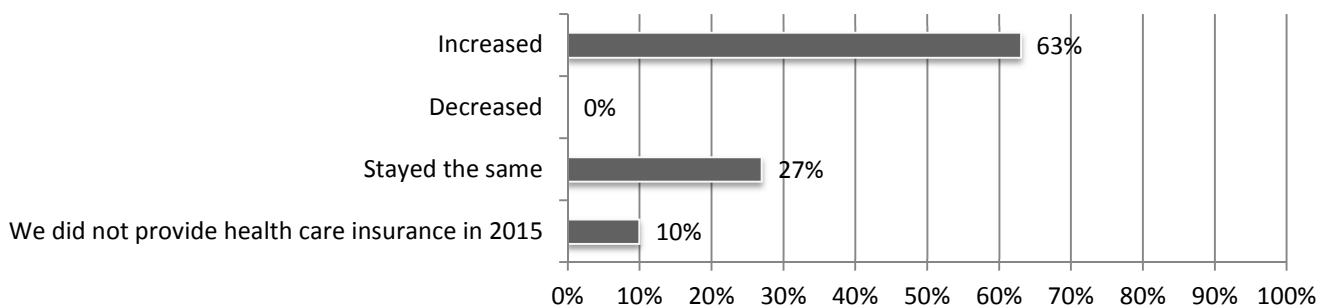
13. What challenges, if any, do you see regarding the safety and health of your workers?



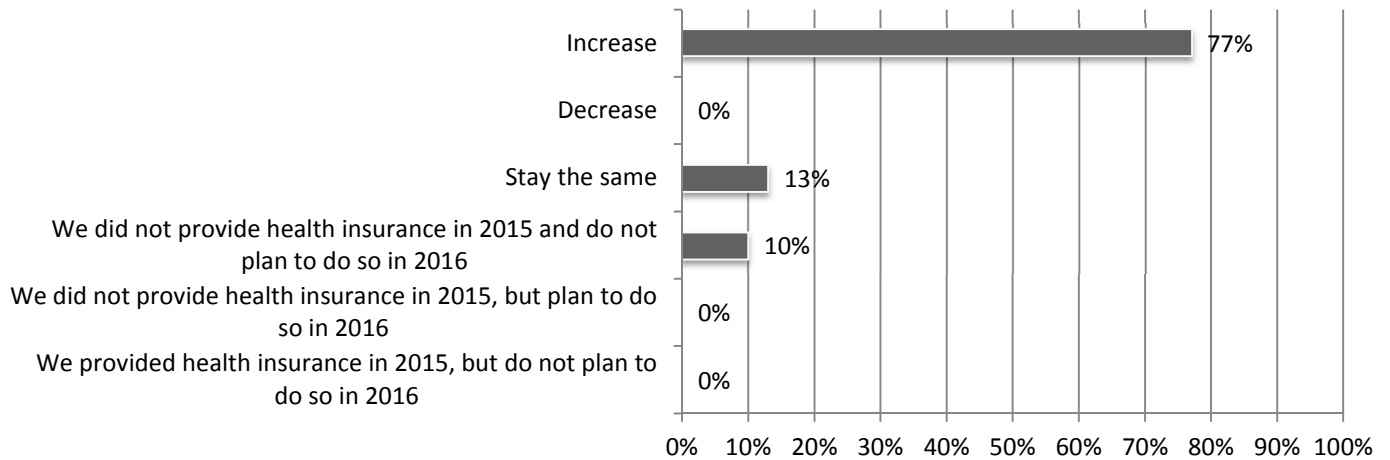
14. How would you describe credit or lending conditions for your company?



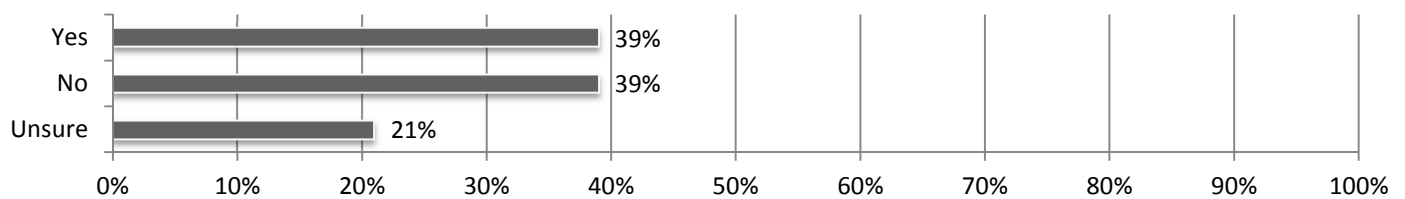
15. Did the cost of providing health care insurance for your employees increase or decrease in 2015?



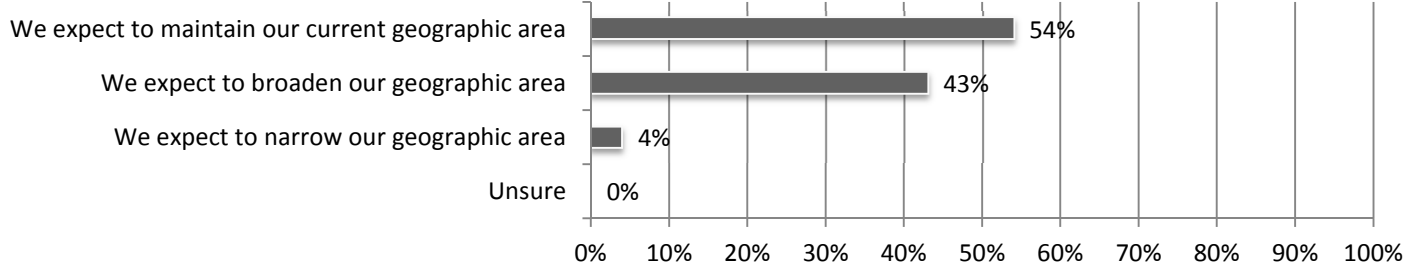
16. Do you expect the cost of providing health care insurance for your employees to increase or decrease in 2016?



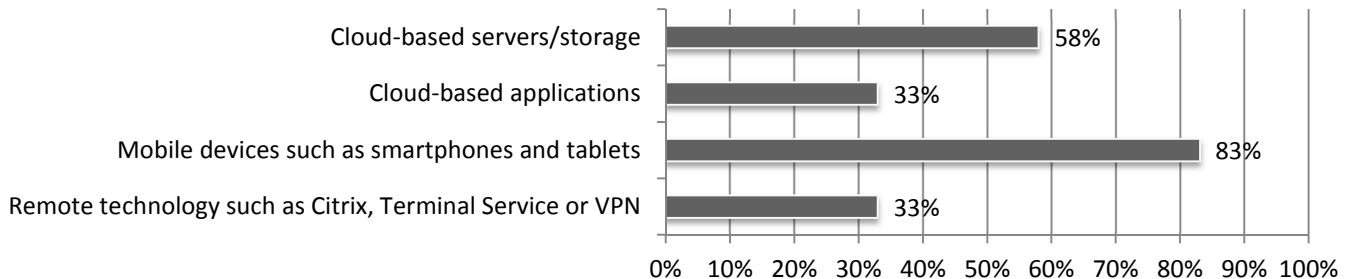
17. Do you expect your firm will work on a project using modular construction and/or off-site construction/prefabrication in 2016?



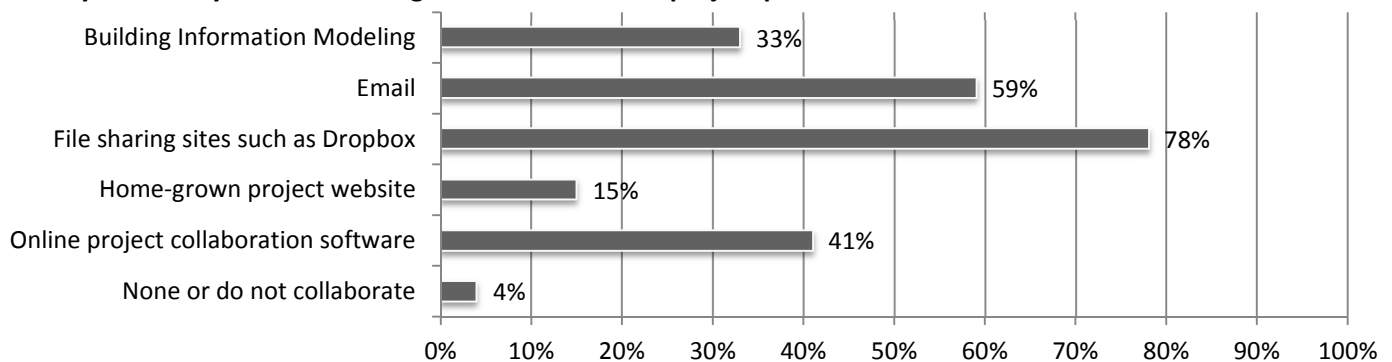
18. How do you expect your geographic market area will change in 2016?



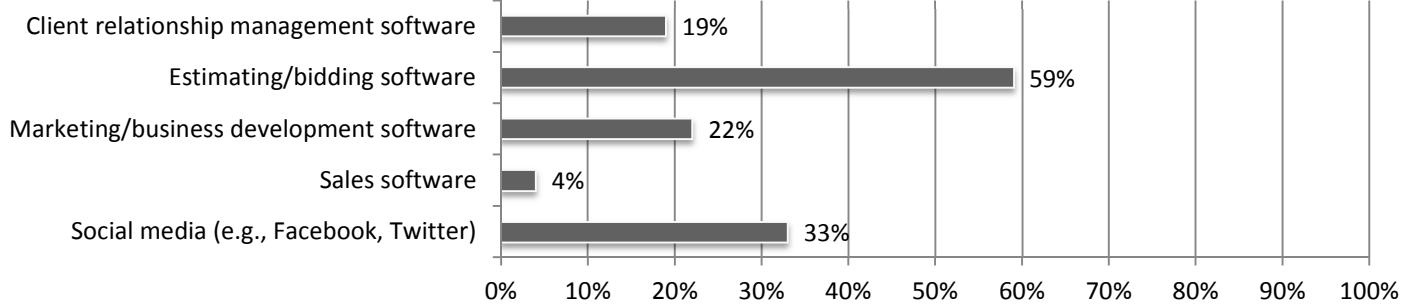
19. What technology do you use or will you implement to see or manage projects outside your traditional market area?



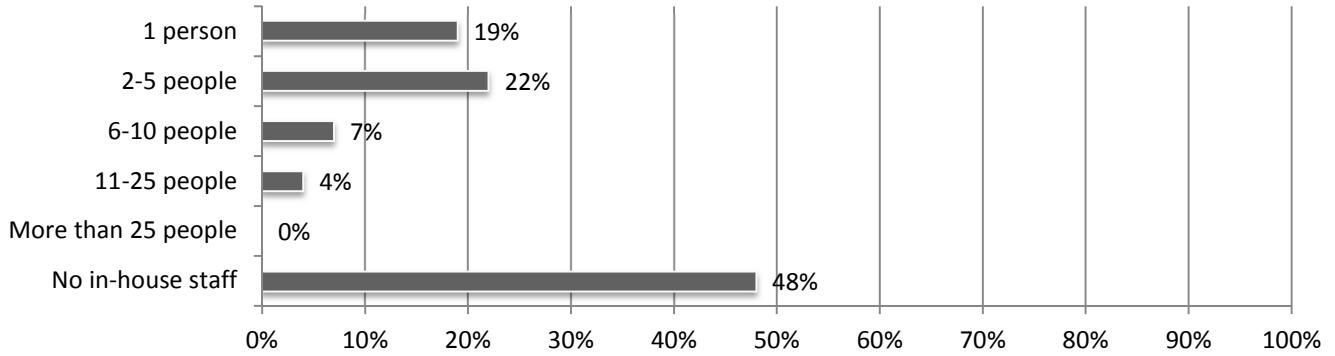
20. Do you use any of the following to collaborate with project partners?



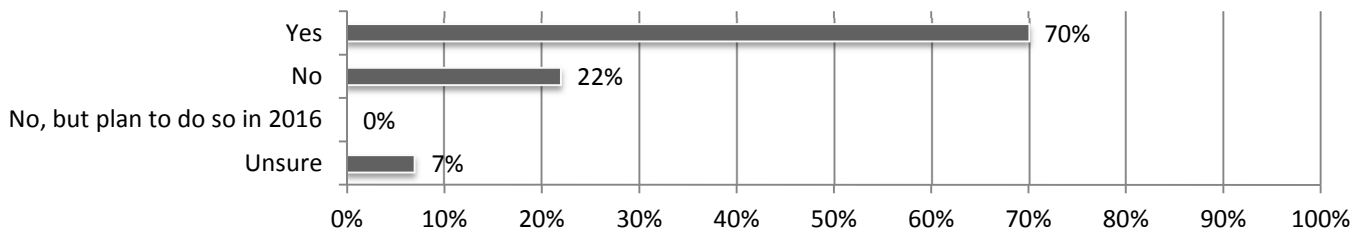
21. What information technology (IT), if any, do you use to obtain work?



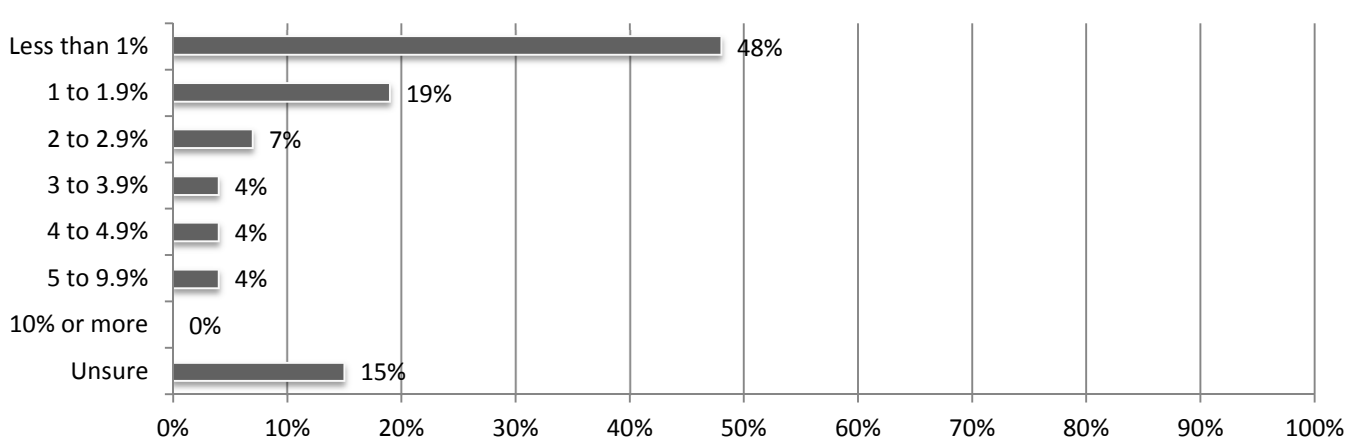
22. What is the size of your in-house IT staff?



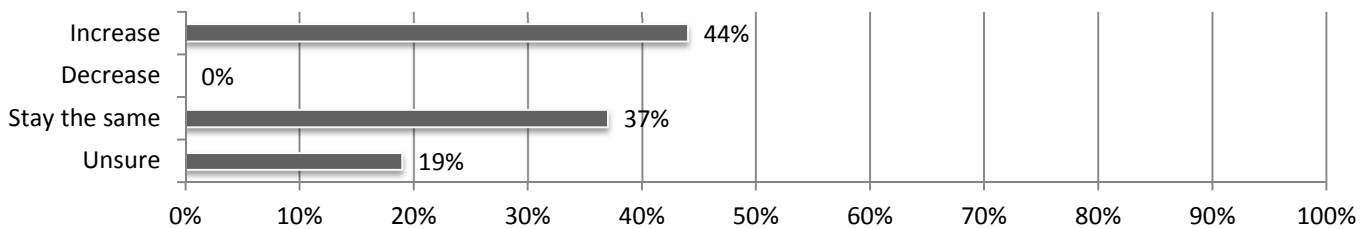
23. Do you use an outsourced service for IT?



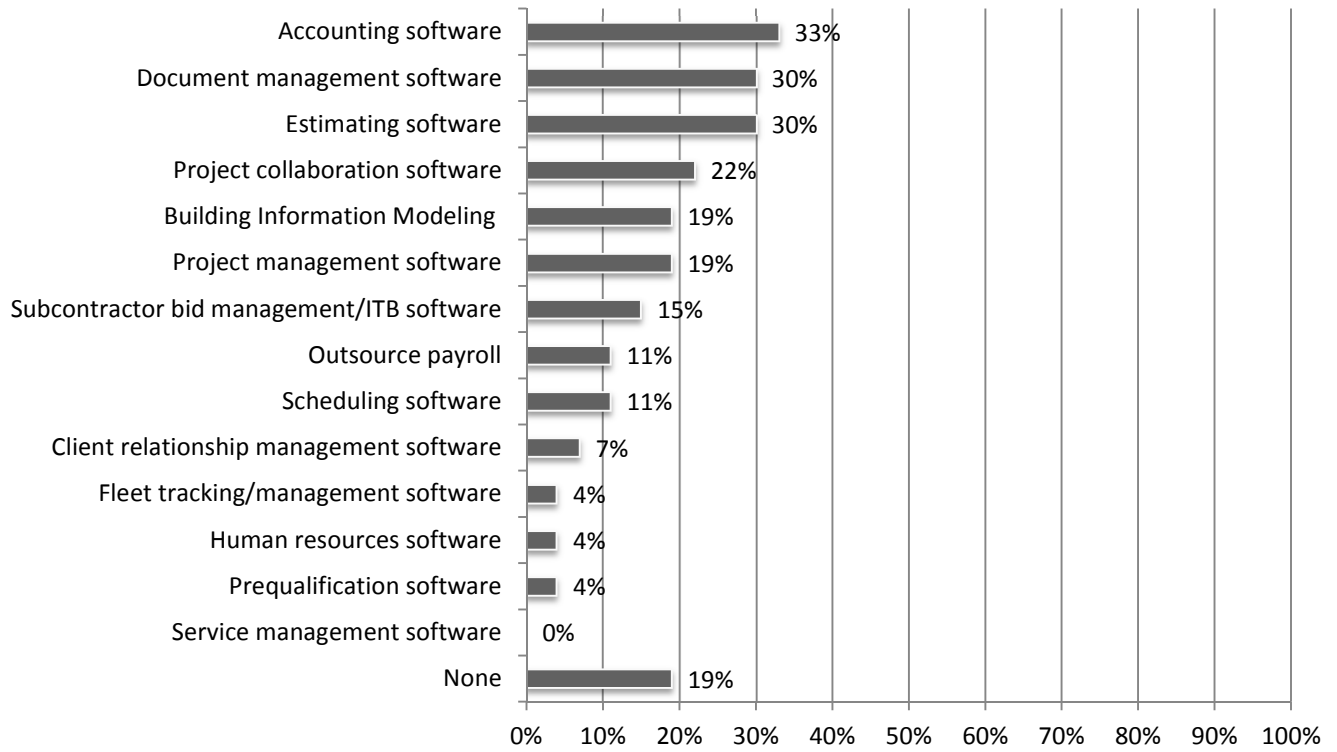
24. Approximately what percent of your gross annual revenue do you spend on IT?



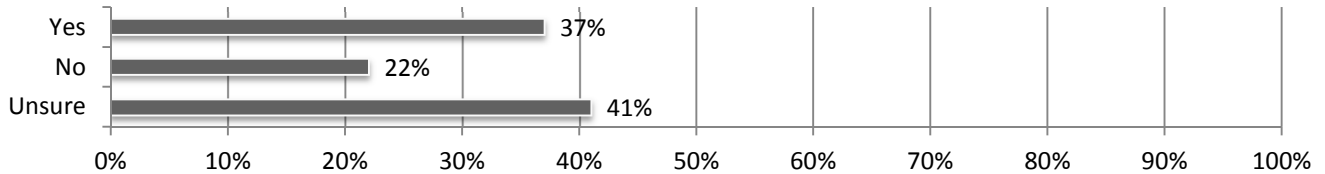
25. Compared to 2015, how will your 2016 investment in IT change?



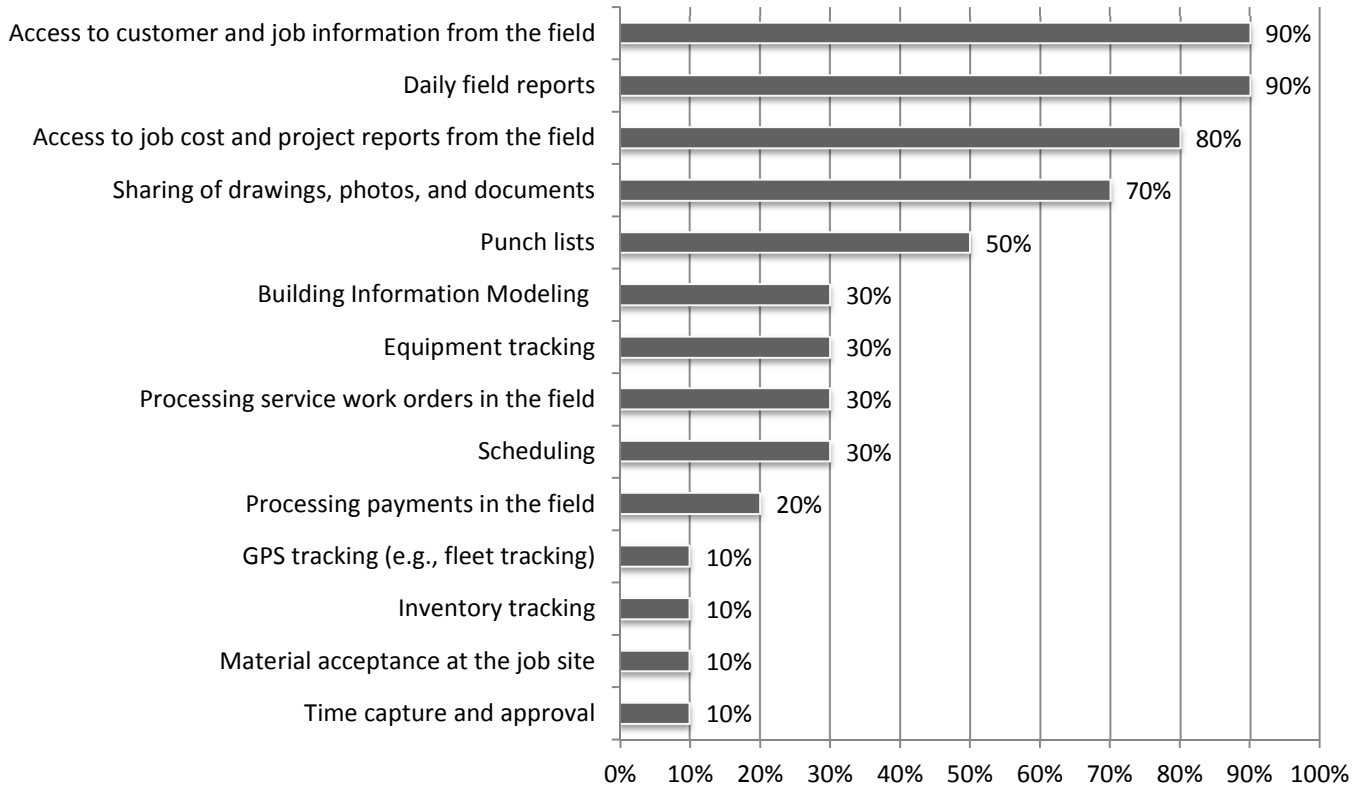
26. What software technology do you plan to invest in during 2016?



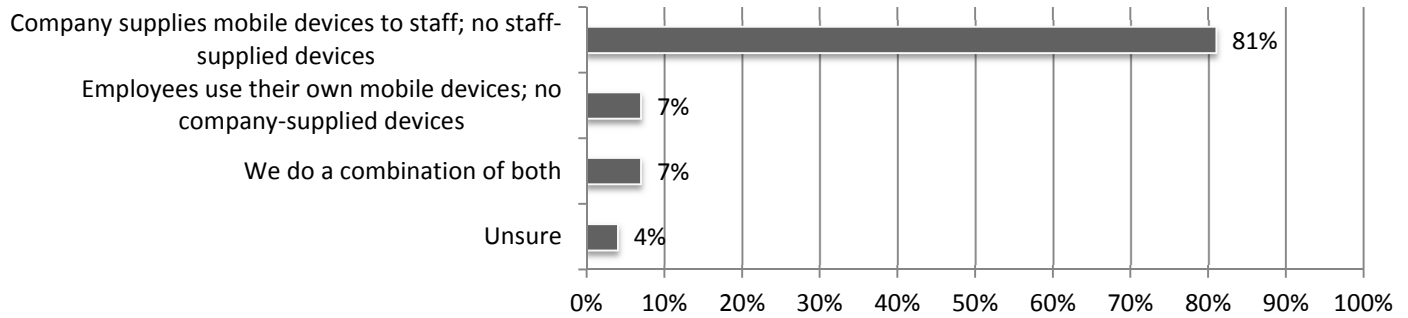
27. Does your company plan to use mobile software technology in 2016?



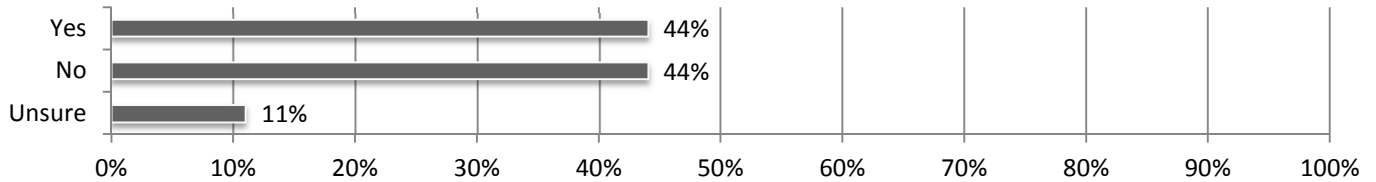
28. How do you plan to use mobile software technology?



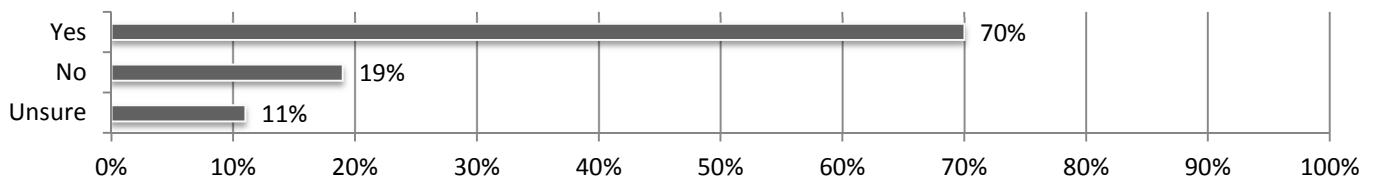
29. How do you handle the use of mobile devices (e.g., tablets, smartphones) in your company?



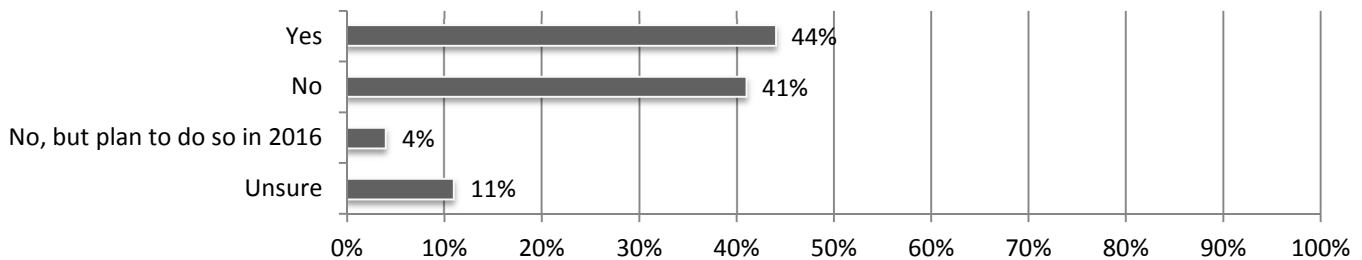
30. Do you currently have a mobile security policy in place?



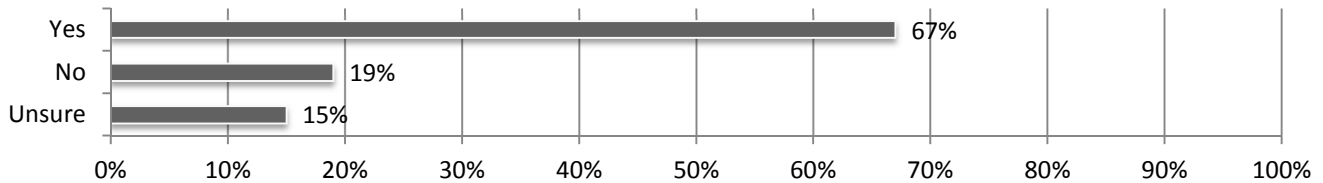
31. Do you currently have an overall IT security plan in place to protect against hacking?



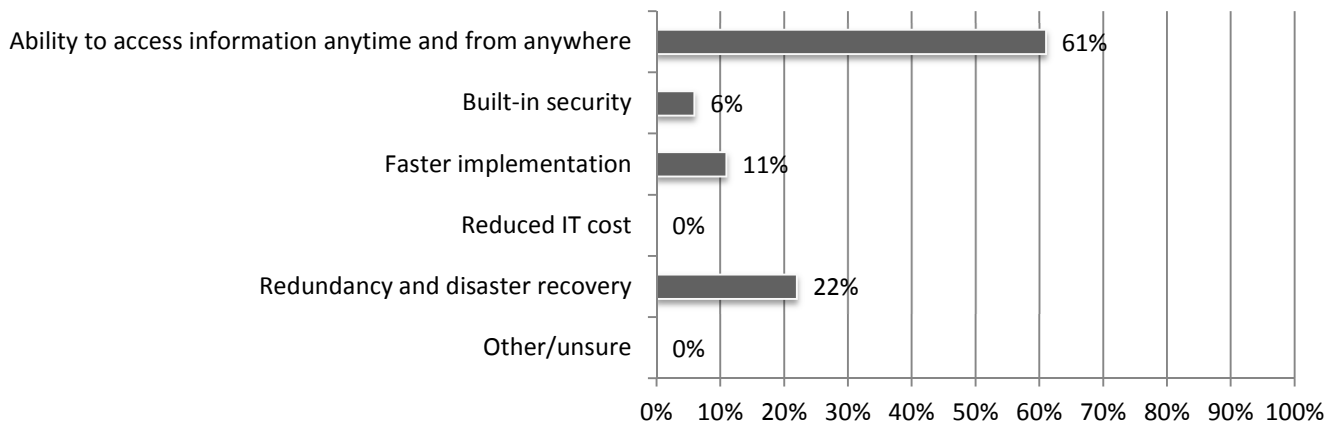
32. Do you have a formal IT plan that supports your business objectives?



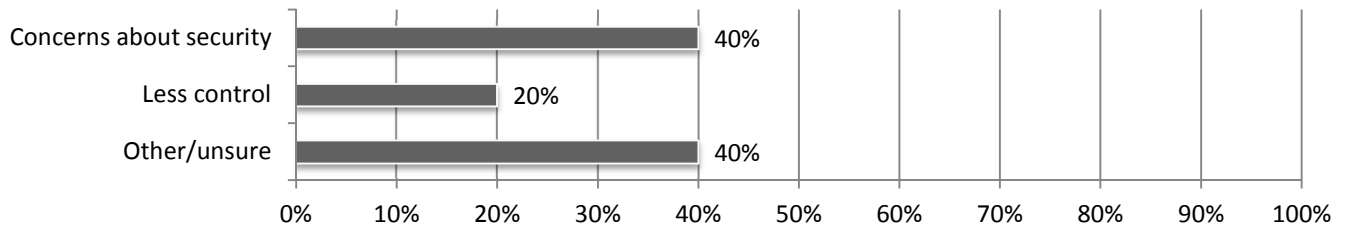
33. Do you use or plan to use cloud-based software?



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?

