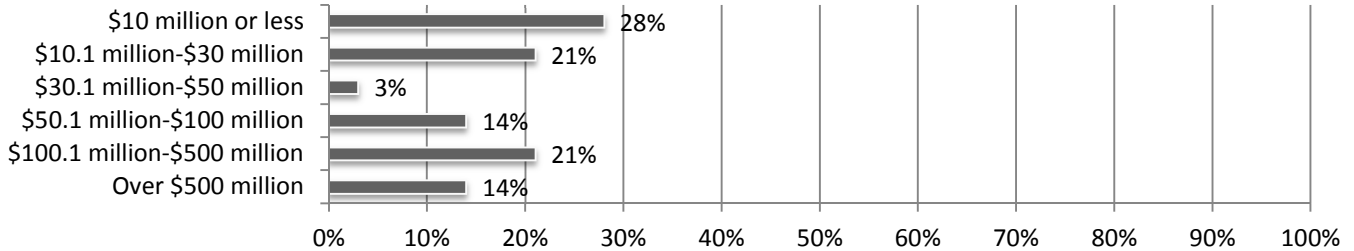




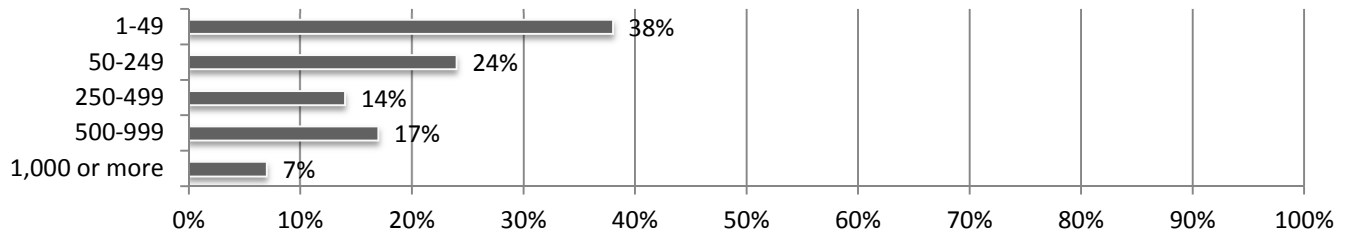
## 2016 Construction Outlook Survey Results Minnesota Results

*(Results from 42 respondents who listed Minnesota as the state where their firm performs the largest amount of its work; total differs for some questions)*

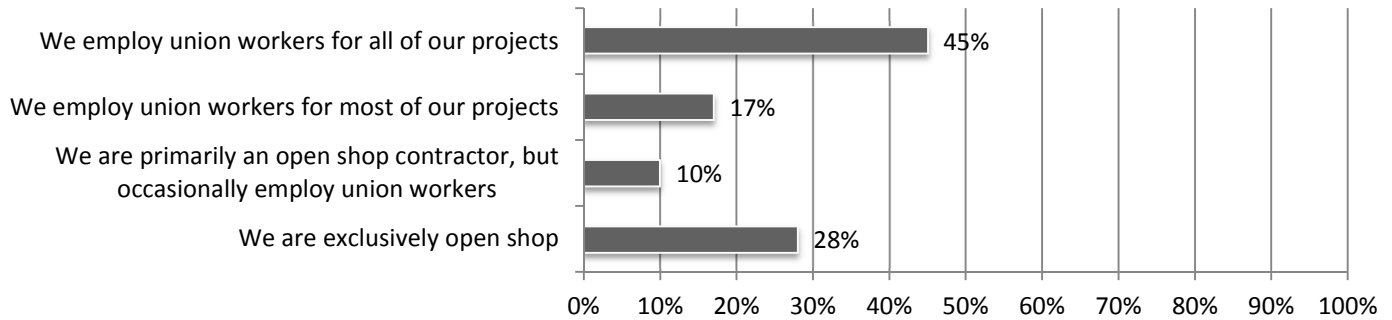
### 1. Estimate the total dollar amount of work your firm performed in 2015.



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



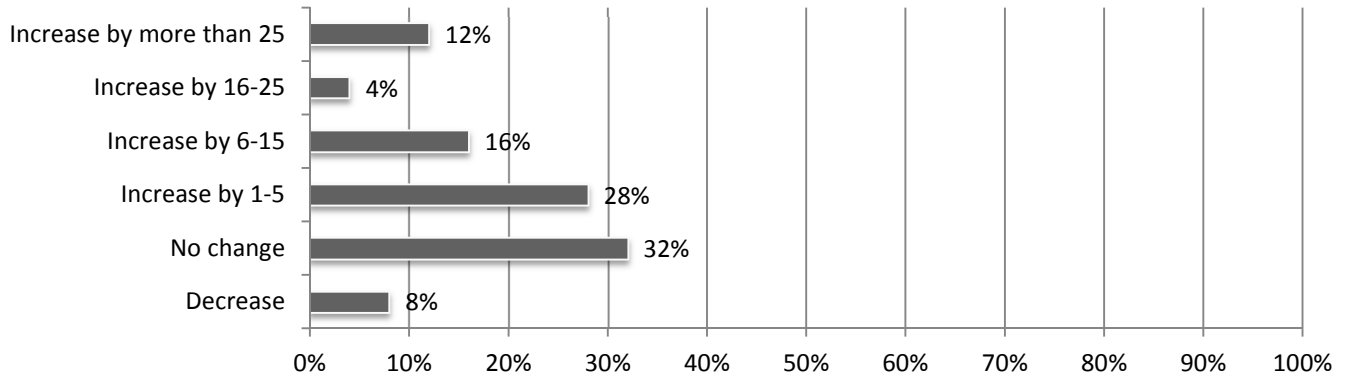
### 3. Do you employ union workers, or is your firm primarily open shop?



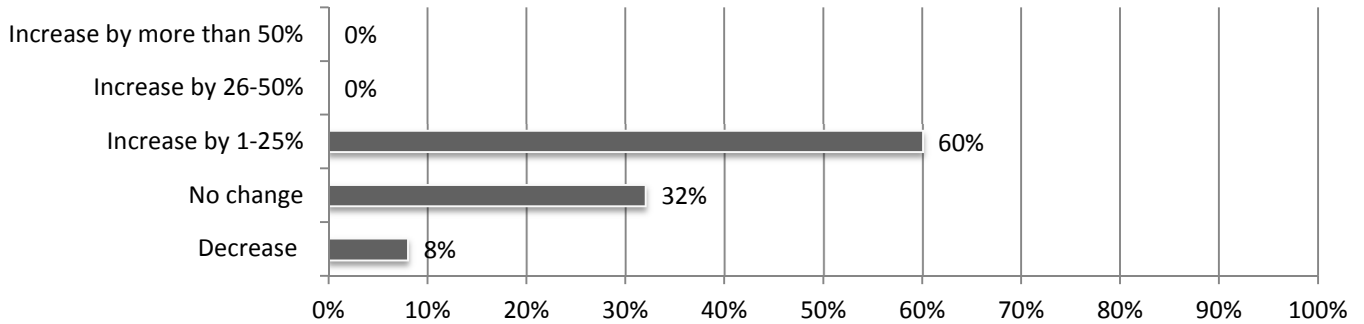
### 4. Compared to 2015, do you expect the available dollar volume of projects you compete for in 2016 to be:

Market	Higher	Lower	Same	Net
Multifamily Residential	38%	8%	54%	31%
Private Office	24%	0%	76%	24%
Manufacturing	25%	6%	69%	19%
All projects	32%	16%	53%	16%
Higher Education	20%	7%	73%	13%
K-12 School	27%	13%	60%	13%
Retail, Warehouse, Lodging	13%	0%	88%	13%
Hospital	28%	17%	56%	11%
Other Transportation (e.g., transit, rail, airport)	17%	8%	75%	8%
Public Building	17%	11%	72%	6%
Power	0%	0%	100%	0%
Water/Sewer	7%	13%	80%	-7%
Highway	0%	12%	88%	-12%
Federal (e.g., VA, GSA, USACE, NAVFAC)	5%	32%	63%	-26%

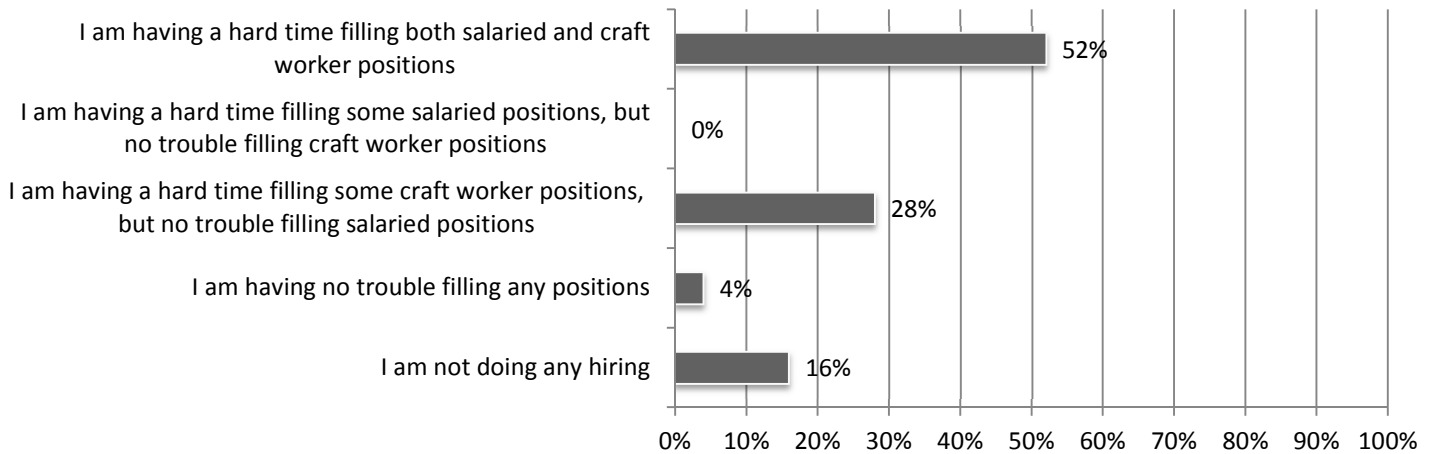
**5. What numerical change do you expect in your headcount in 2016?**



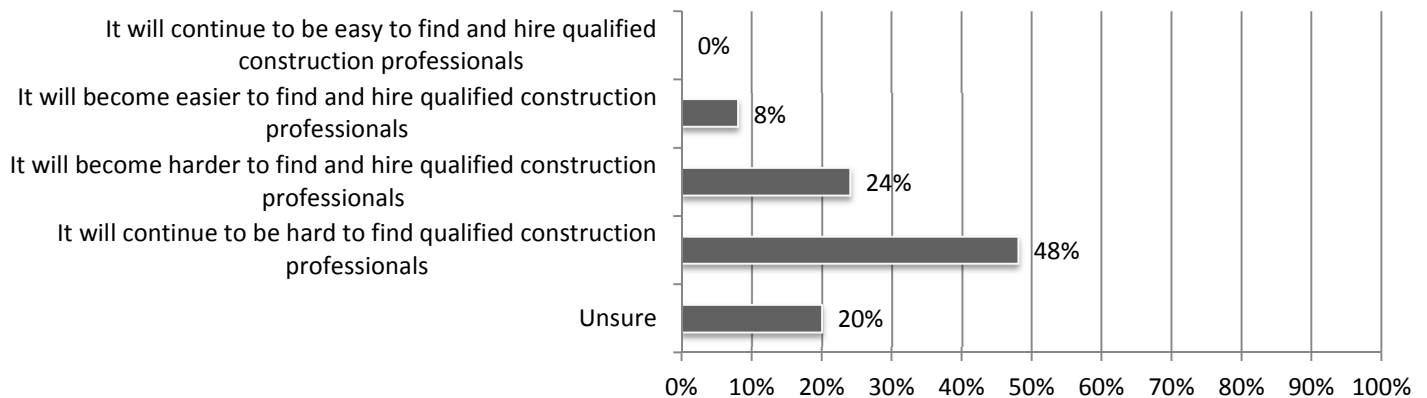
**6. What percentage change do you expect in your headcount in 2016?**



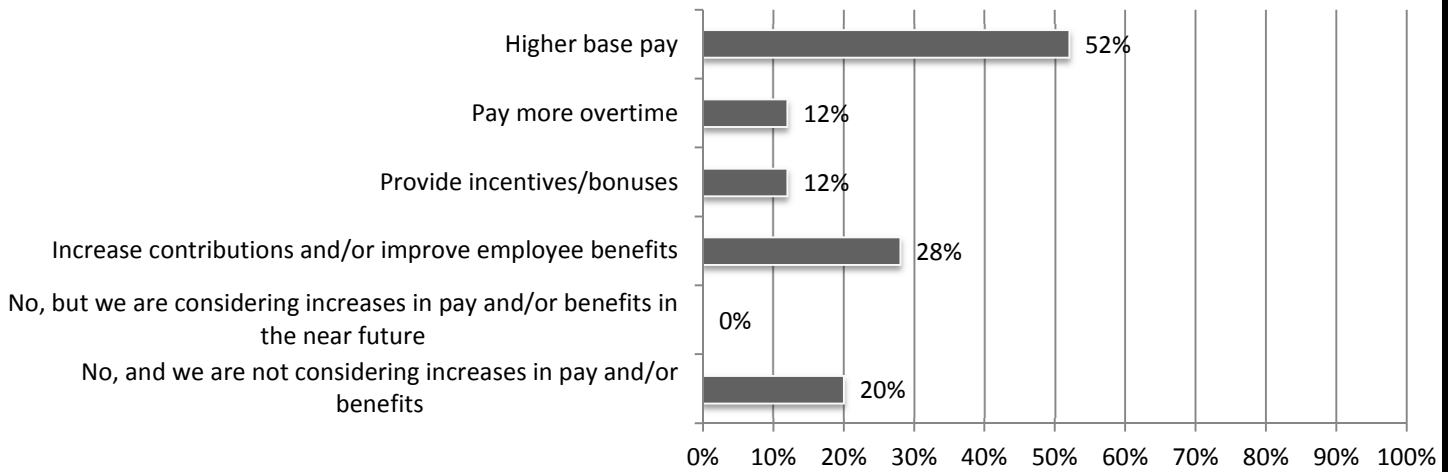
**7. How would you describe your current conditions for filling key salaried positions (project manager/supervisor, estimator, etc.) and hourly craft positions (carpenter, laborer, equipment operator, etc.)?**



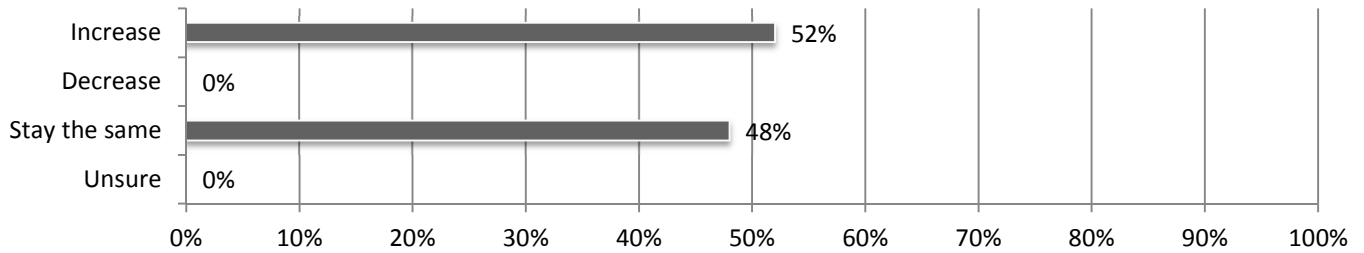
**8. Do you expect any changes in the availability of salaried/hourly craft construction professionals over the coming 12 months?**



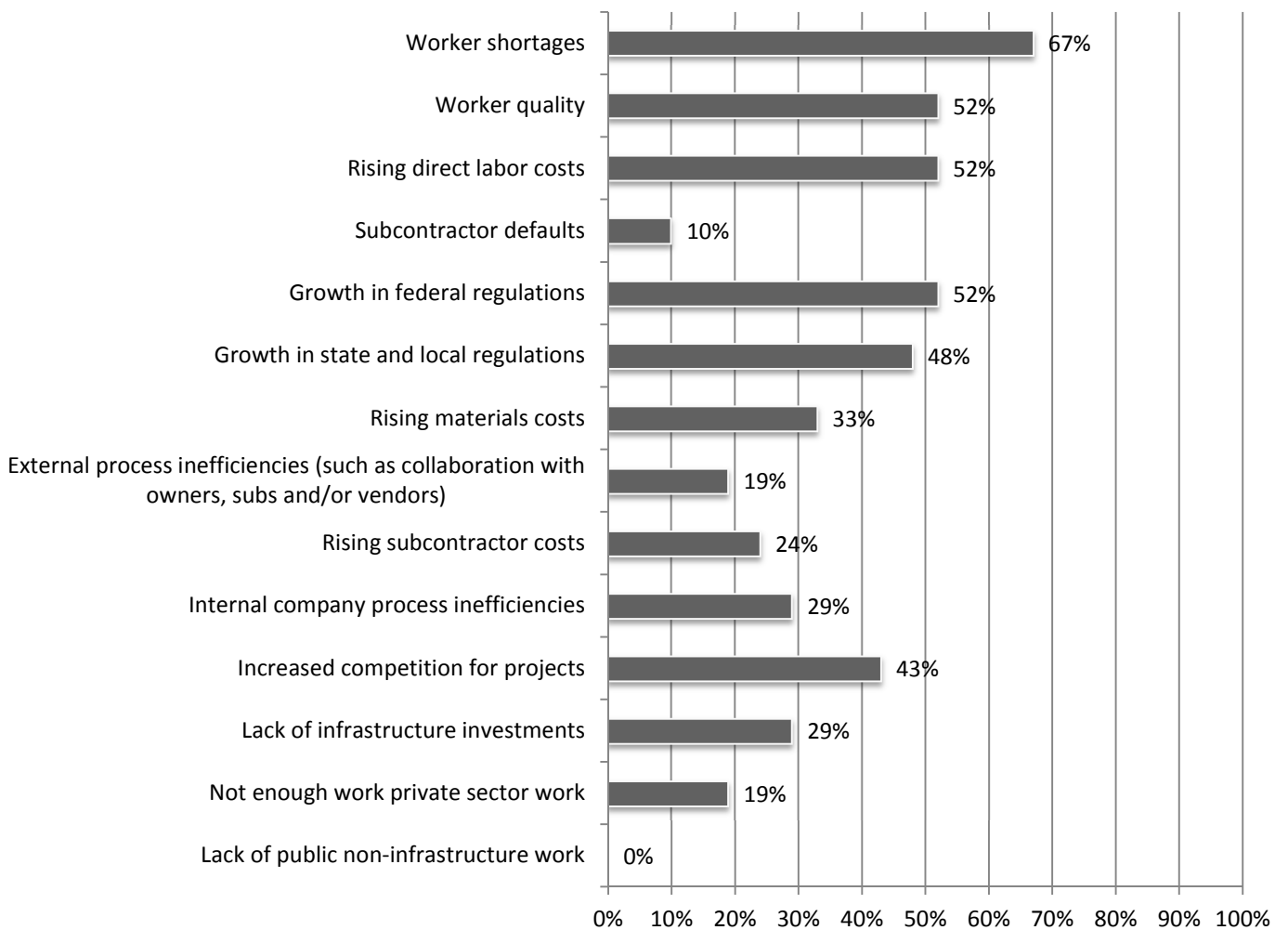
**9. Has your firm increased pay or benefits to retain or recruit salaried/hourly craft professionals?**



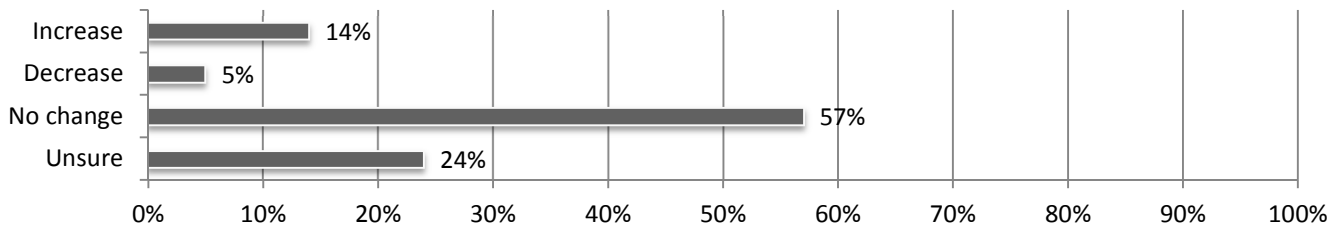
**10. Compared to 2015, how will your 2016 investment in training and development change?**



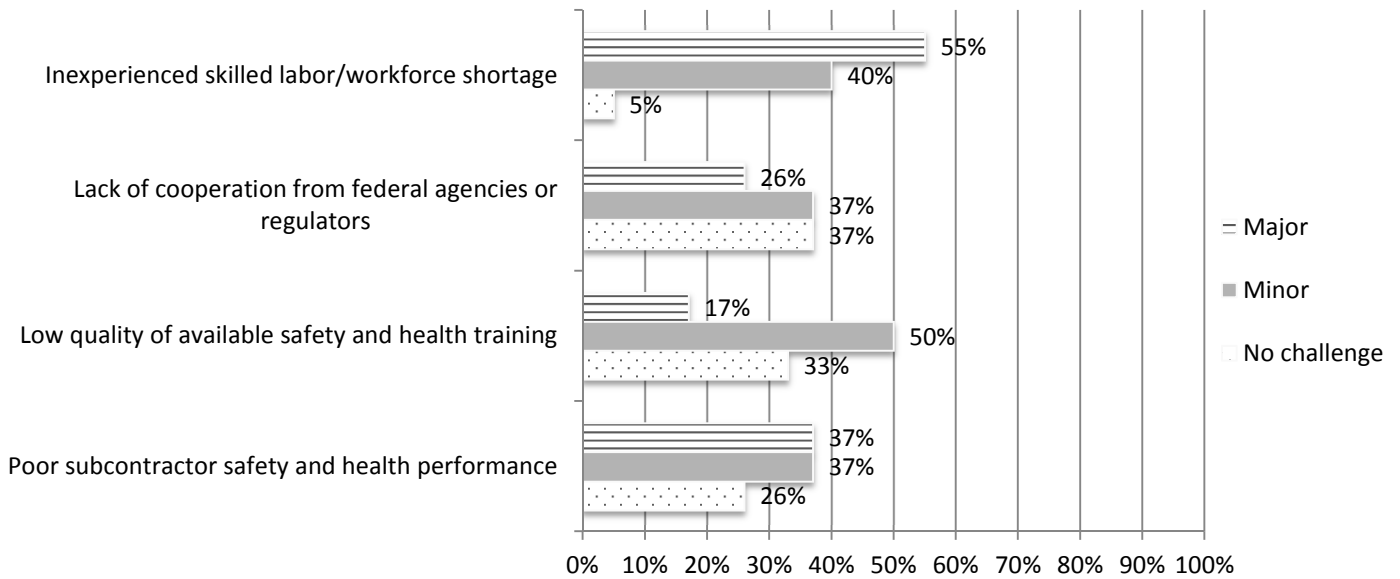
**11. Which of the following issues are the biggest concerns to you and your business?**



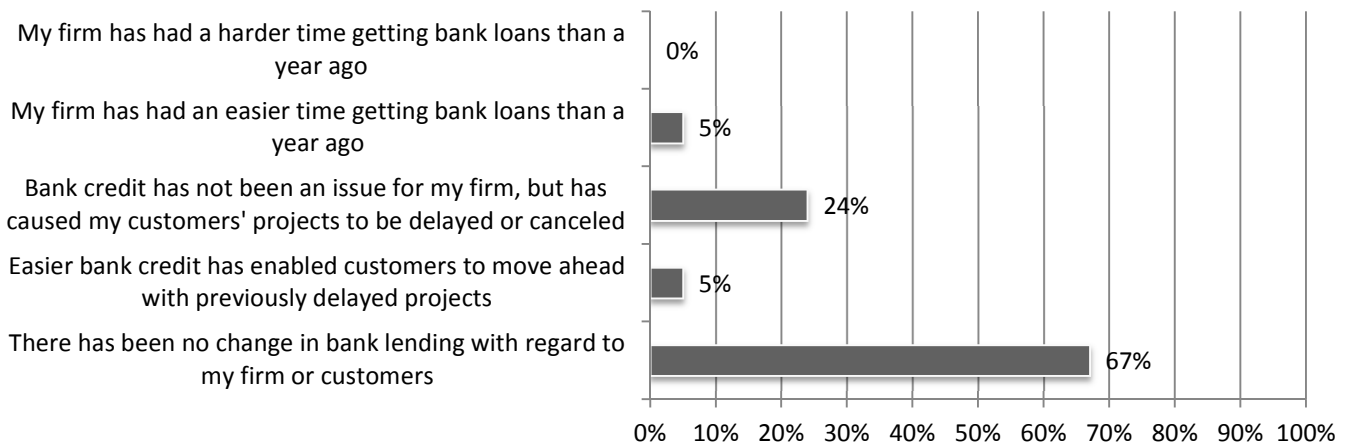
**12. Have you seen an increase, decrease or level amount of subcontractor defaults from 2014 to 2015?**



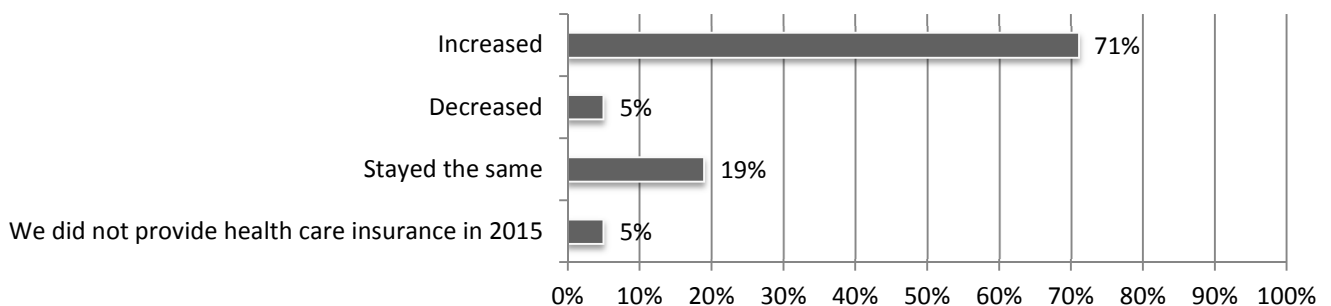
**13. What challenges, if any, do you see regarding the safety and health of your workers?**



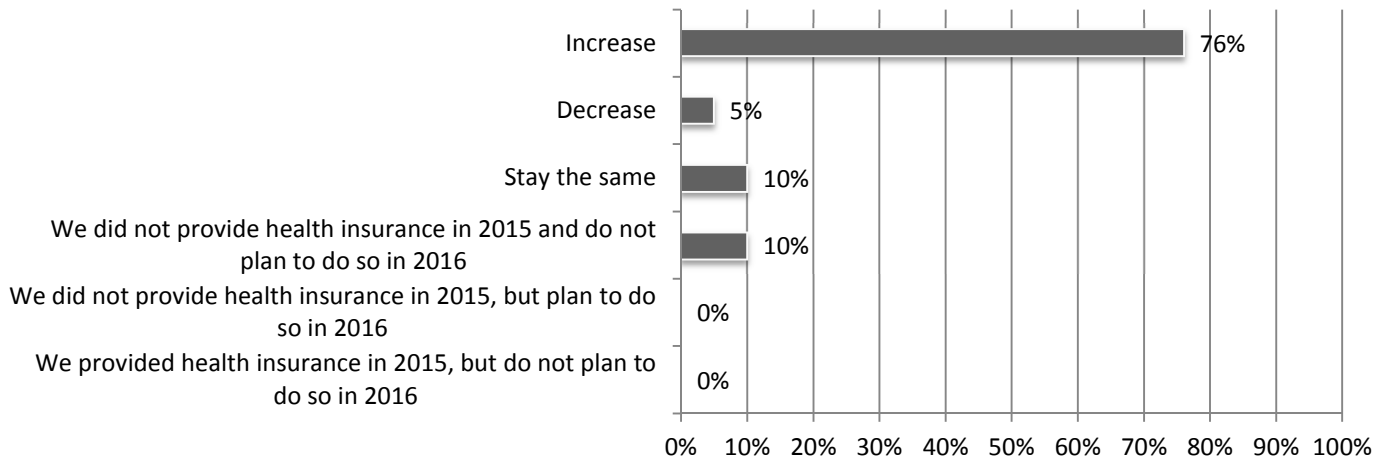
**14. How would you describe credit or lending conditions for your company?**



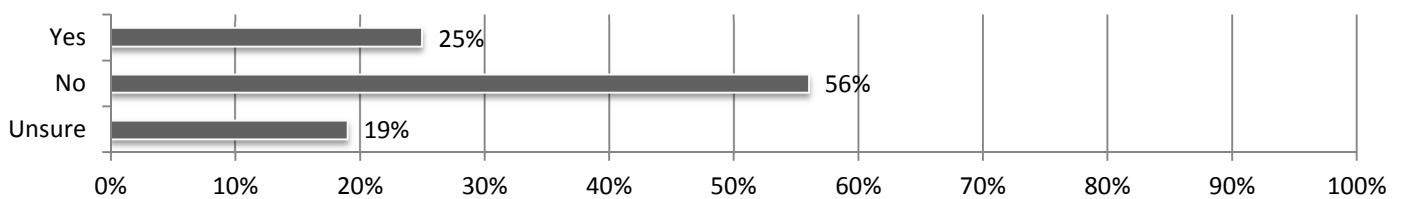
**15. Did the cost of providing health care insurance for your employees increase or decrease in 2015?**



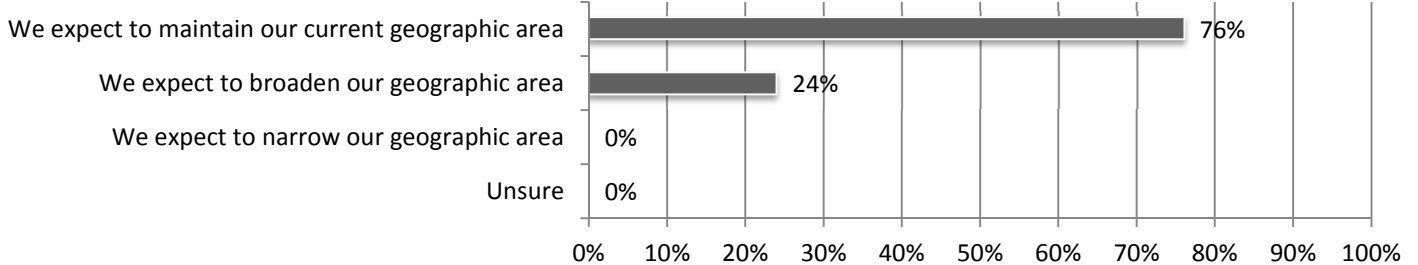
**16. Do you expect the cost of providing health care insurance for your employees to increase or decrease in 2016?**



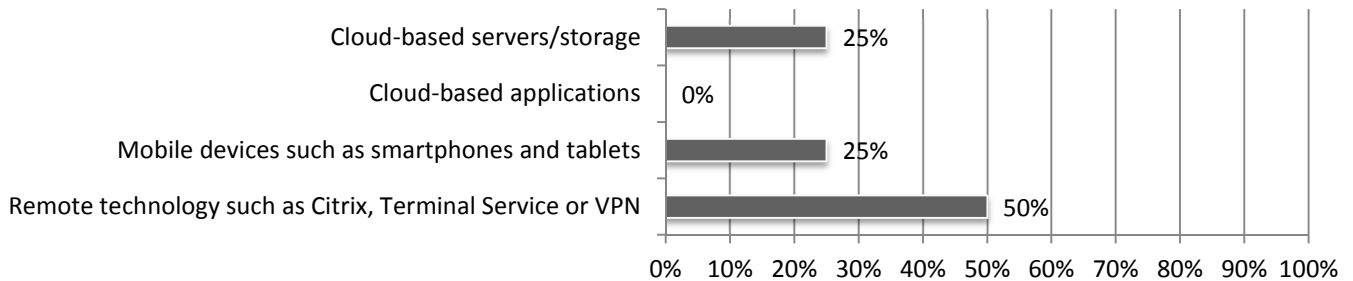
**17. Do you expect your firm will work on a project using modular construction and/or off-site construction/prefabrication in 2016?**



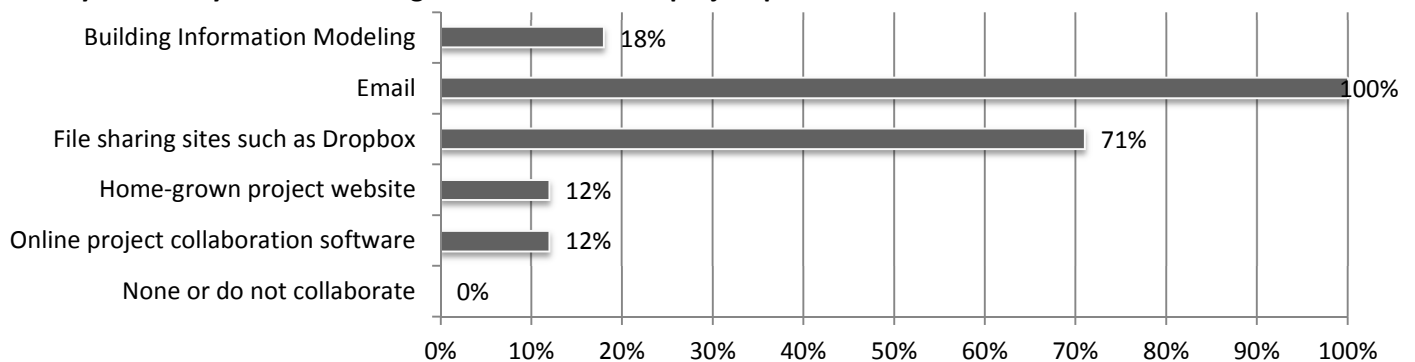
**18. How do you expect your geographic market area will change in 2016?**



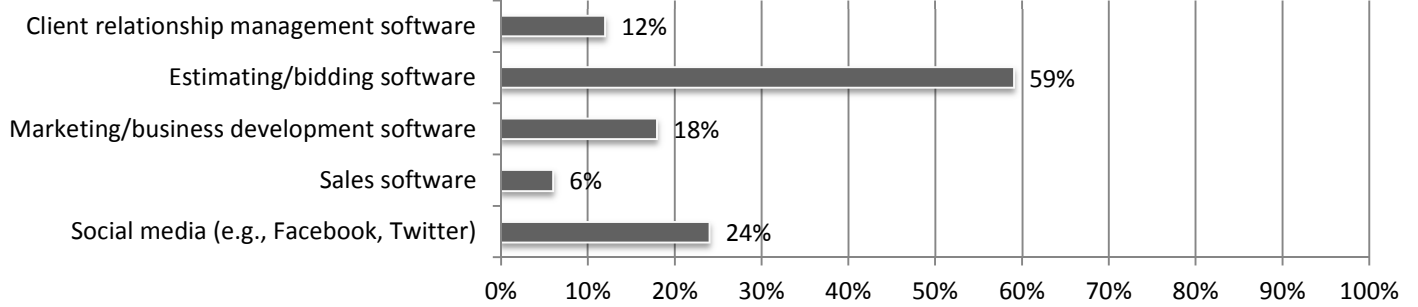
**19. What technology do you use or will you implement to see or manage projects outside your traditional market area?**



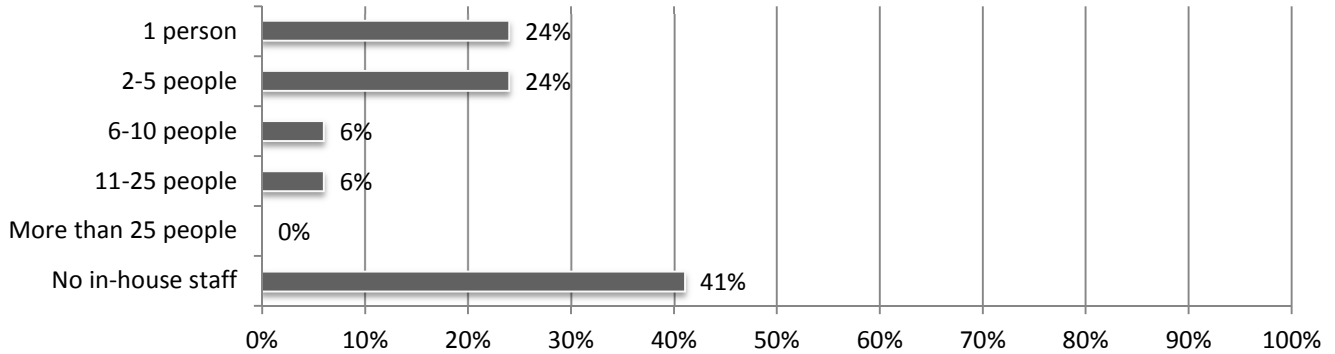
**20. Do you use any of the following to collaborate with project partners?**



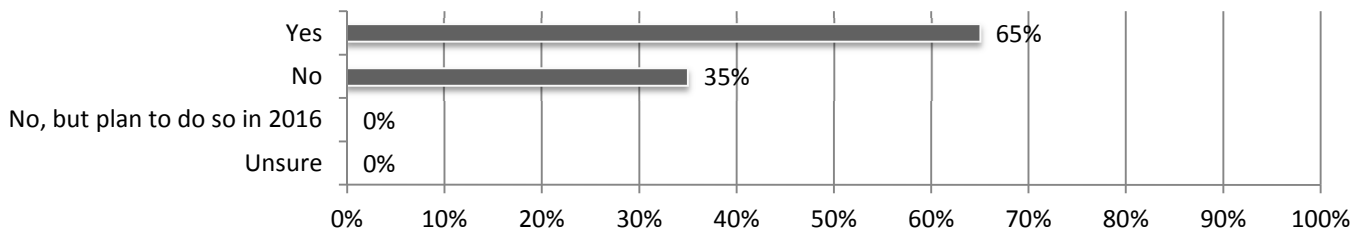
**21. What information technology (IT), if any, do you use to obtain work?**



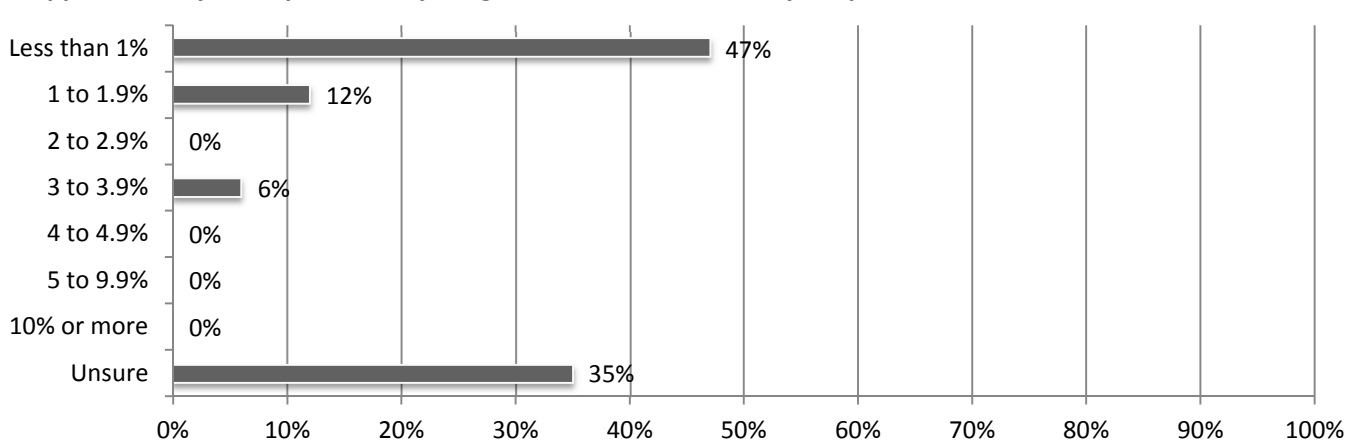
**22. What is the size of your in-house IT staff?**



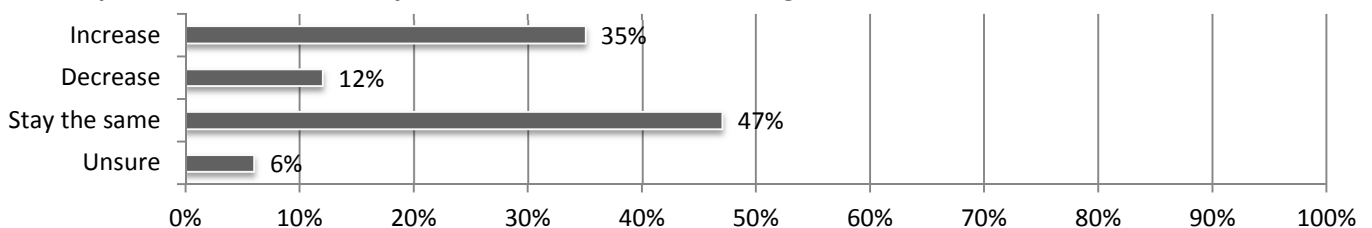
**23. Do you use an outsourced service for IT?**



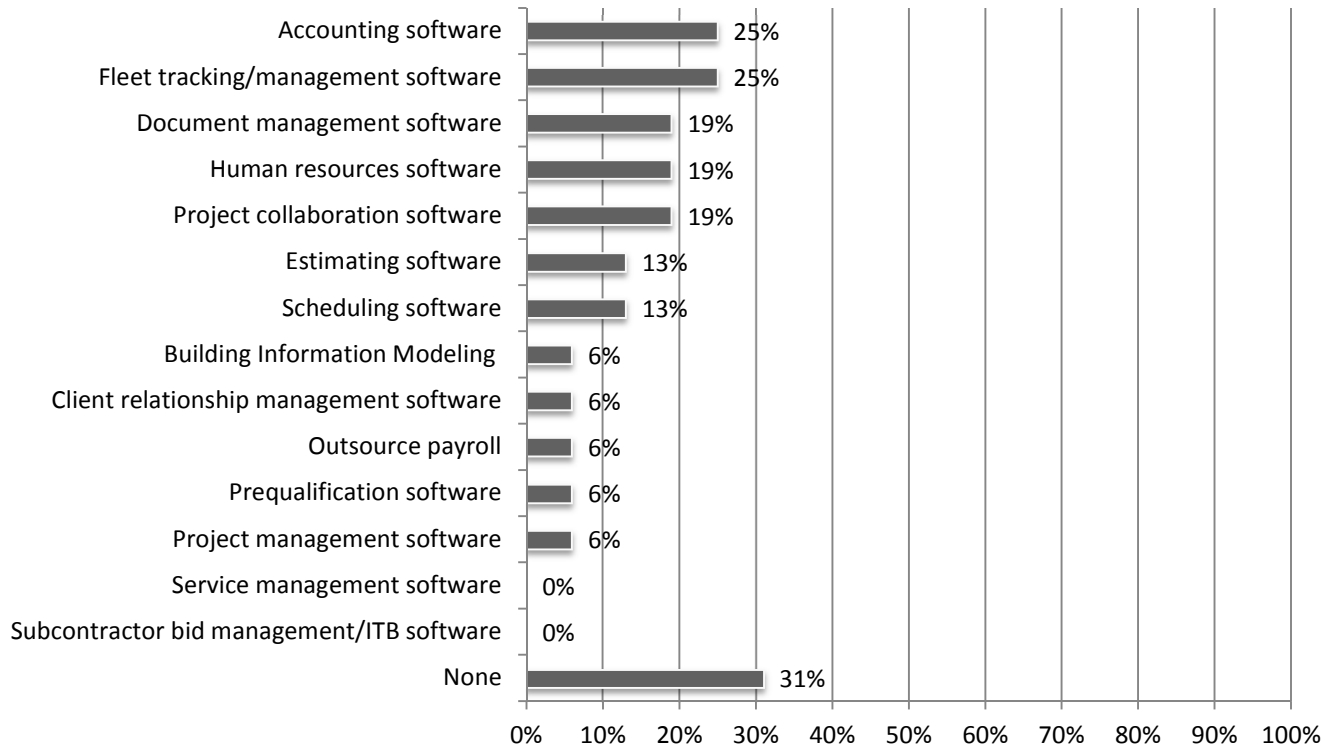
**24. Approximately what percent of your gross annual revenue do you spend on IT?**



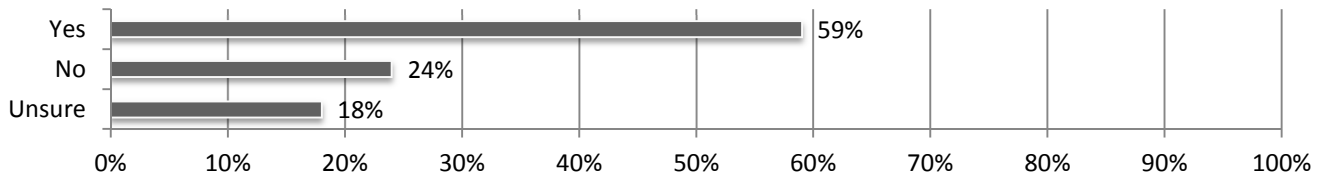
**25. Compared to 2015, how will your 2016 investment in IT change?**



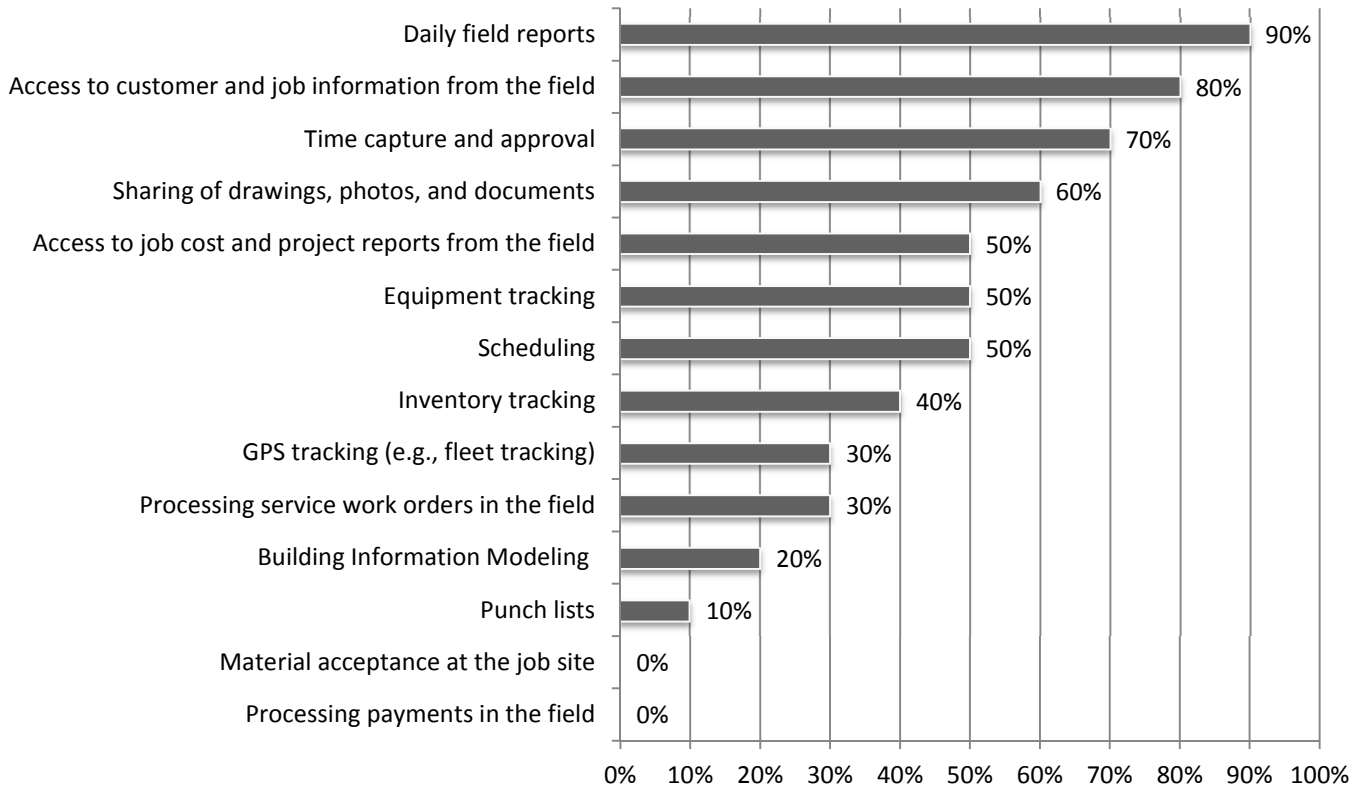
**26. What software technology do you plan to invest in during 2016?**



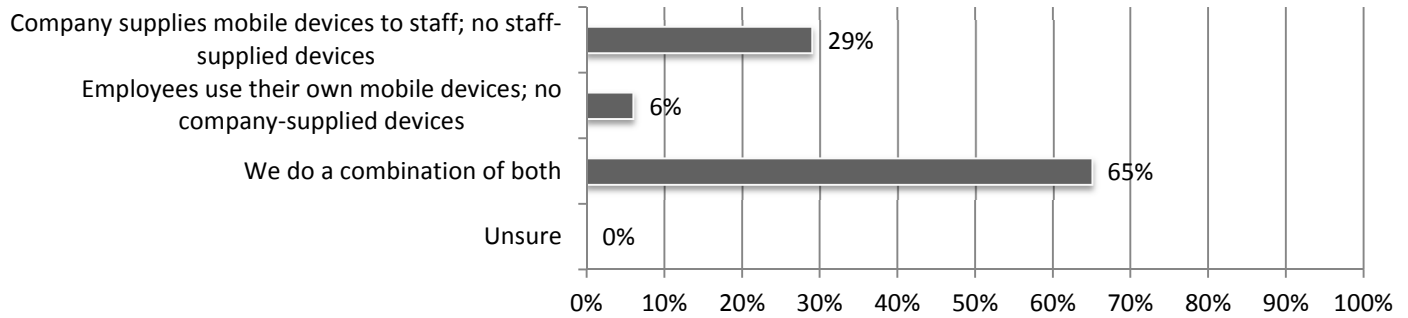
**27. Does your company plan to use mobile software technology in 2016?**



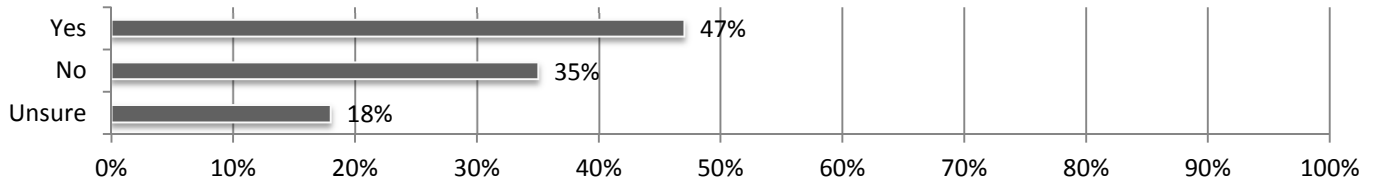
**28. How do you plan to use mobile software technology?**



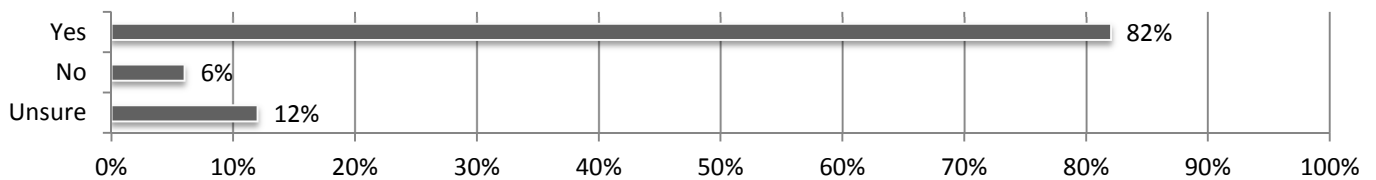
### 29. How do you handle the use of mobile devices (e.g., tablets, smartphones) in your company?



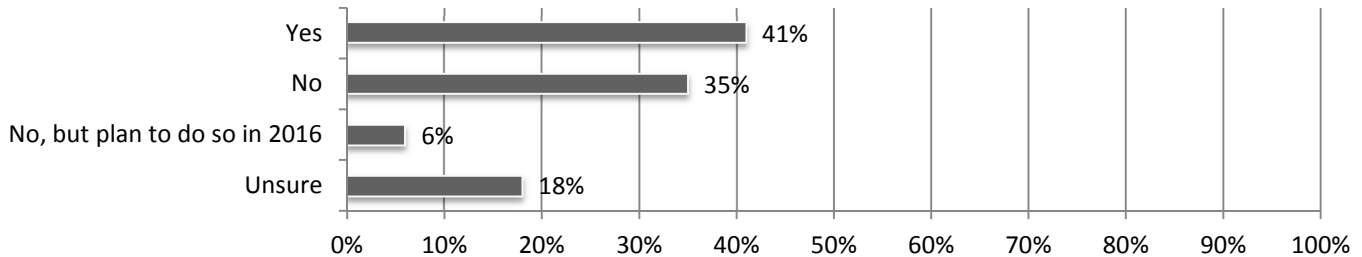
### 30. Do you currently have a mobile security policy in place?



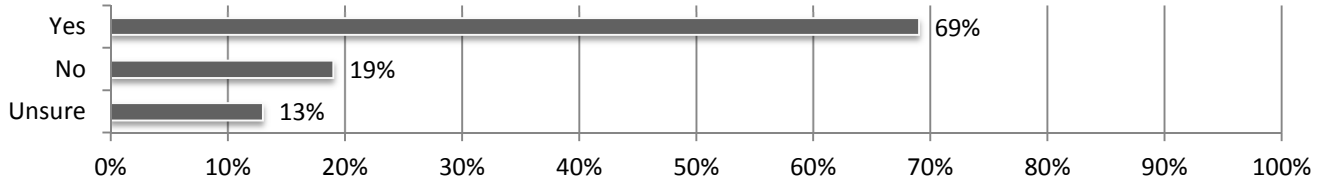
### 31. Do you currently have an overall IT security plan in place to protect against hacking?



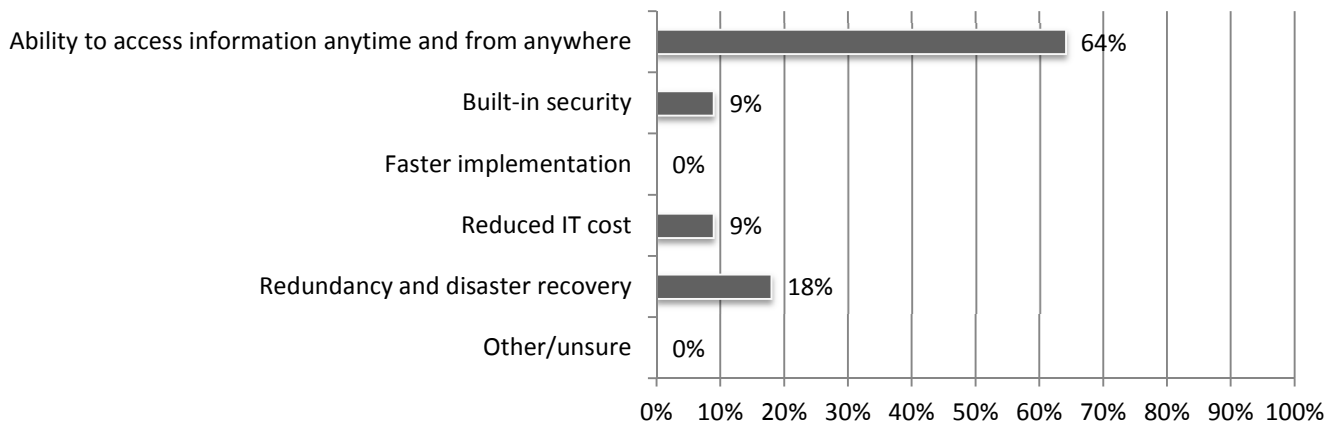
### 32. Do you have a formal IT plan that supports your business objectives?



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

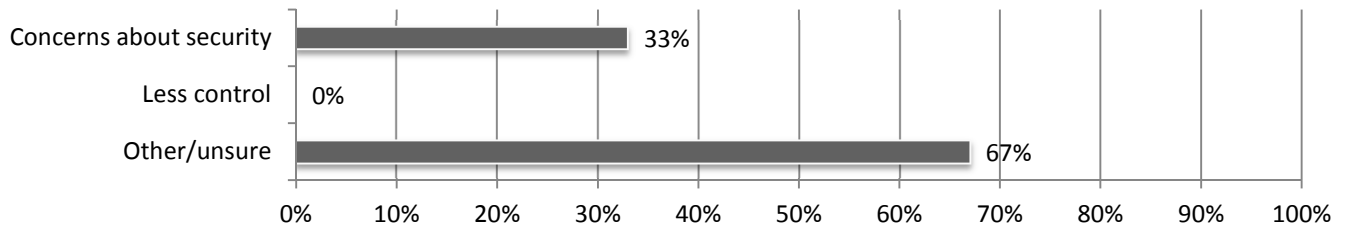


### 34. What is the main reason you use or plan to adopt cloud-based software?





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



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

