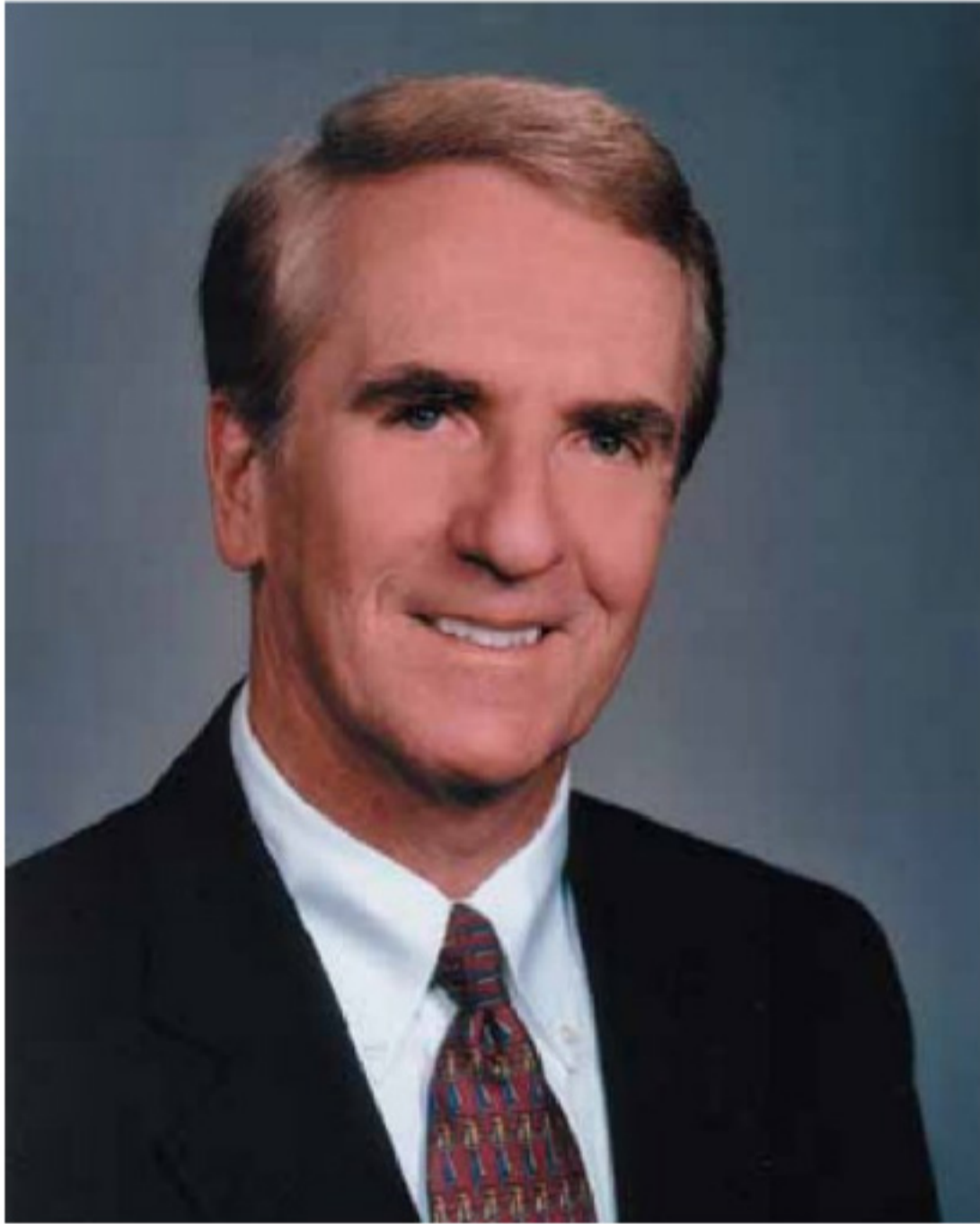


Wagman: ARTBA Leadership Experience Has Yielded "Greatest Rewards"



2004 ARTBA Chairman Rich Wagman, chairman & CEO, G.A. & F.C. Wagman, Inc., received the Moles award January 25 in New York City.

Before nearly 2,000 attendees in the grand ballroom of the Hilton New York January 25, the Moles, a fraternal organization of the heavy construction industry, bestowed its prestigious annual awards on two long-time ARTBA leaders. Tom Iovino of Judlau Contracting, College Point, New York, received the Moles Member Award. Iovino is immediate past president of ARTBA's Contractors Division and also served as president of the General Contractors Association of New York, ARTBA's chapter. Rich Wagman of G.A. & F.C. Wagman, York, Pennsylvania, received the Moles Non-member Award. Wagman served as 2004 ARTBA chairman, and also held the top elected positions at TRIP and ARTBA's chapters in Pennsylvania and Maryland.

The following are excerpts from Rich Wagman's acceptance remarks, including comments he made about the business value of his involvement in ARTBA.

I have been asked to say a few words about my company, my career and how I got here. They say behind every great man there is a great woman. For me, I have a great wife, a family, a hunting dog and a small army who helped me get to where I am today...

Our business was started by my grandfather, George A. Wagman, back in 1902 as a producer of precast concrete products. He built his first bridge in 1908. My father, Francis C. "Bud" Wagman, bought into the business and incorporated it as G.A. & F.C. Wagman, Inc. in 1948. Bud had a civil engineering degree from Lehigh University and grew the business, taking on larger more complicated bridges and expanding into neighboring states...

I took over as president in 1977, shortly before my father passed away. I focused on growing the company by getting into commercial construction, latex-modified concrete overlays, excavation, grading, and drainage... However, our core competency remains in large and complex bridge projects. The company excels in this and other areas because of

our people. We have been able to attract and retain good people by adhering to and constantly promoting our core values. We are a value-driven company. We have many people with 30 to 45 years of employment and several families with two and three generations of Wagman employees...

In addition to instilling values in me, my father also taught me the importance of being involved in industry associations. They not only improve industry conditions, but it is also a way of giving back to an industry that has been so good to us...

The ARTBA involvement took the greatest time commitment, but also had the greatest rewards. Pete Ruane had been after me for several years to take on the chairmanship. I viewed it primarily as an honor and a way of giving back to the industry. Although initially altruistically motivated, that turned out to be one of the best strategic business decisions I ever made. For at that time, we were just getting into the emerging mega-projects and were not sure which way the market was going and what direction in which to take the company.

In 2004, Pete offered me the opportunity to go on a FHWA/AASHTO "scan tour" to Canada and several European countries to study construction management and alternative contract delivery methods, two topics I was keenly interested in at the time. I was truly impressed with how advanced some of the transport authorities were in the use of alternative contract delivery methods such as design-build, design-build-finance-operate, early contractor involvement, and P3s, and how much construction management responsibility the owners were passing on to the contractors. I also observed from the comments by the FHWA and AASHTO officials, and from understanding the driving forces for these changes in Canada and Europe, that this was the way things were going to go in the U.S.

Based on that experience, and our position in the market, we decided to focus on the larger projects where these alternative delivery methods were starting to be used. The wholesale change we had to make to our business model was very challenging and extensive, but was also very successful because of our people, our reputation and

our contacts. Most of these contacts were a result of our participation in industry organizations. From 2004 through 2010, our volume and profits grew steadily on the heavy civil side. In 2010, over 90 percent of our revenue came from participation in large joint ventures. In two of those, we were managing partner.

I can't overemphasize the importance of relationships, as our market has been moving from hard bid toward best value and other alternative delivery methods. There is no better way to network and develop relationships with the contractors and engineers you need as partners to be successful in these changing markets than by industry participation...

In conclusion, I am extremely proud and grateful to be recognized by this prestigious Moles organization... And as our company celebrates its 110th anniversary this year, I am particularly proud of my family and the fact that the family business will go on to the fourth generation. My sincere thanks to all of you and may God bless all of you.

In his remarks, Rich Wagman cited the following joint venture projects as having grown out of relationships made through his involvement in ARTBA:

- Pennsylvania's first precast segmental bridge on the Pennsylvania Turnpike across the Susquehanna River.
- Several interchanges on the Maryland approach to the Woodrow Wilson Bridge, making Wagman the largest single contract holder for that mega-project.
- Intercounty Connector (ICC) Contracts A and B in Maryland.
- The I-95/I-695 interchange on the north side of Baltimore.