APRIL 2016 | CONSTRUCTIONBUSINESSOWNER.COM

CONSTRUCTION BUSINESS OWNER®

THE LEADING BUSINESS MAGAZINE FOR CONTRACTORS



BID OR BUY?

FORMING YOUR EQUIPMENT ACQUISITION STRATEGY

REAL JOBSITE SOLUTIONS
PAGE 31

IN THE OFFICE
IN THE FIELD

7 WAYS TO AVOID LITIGATION

UNEARTHING ARCHAEOLOGICAL FINDS



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FROM THE EDITOR | Kathy Wells

Once a year, The Work Truck Show brings together over 11,000 truck fleet managers, dealers and equipment distributors. The show, produced by NTEA – The Association for the Work Truck Industry, presents the newest vocational trucks, vans and equipment, a ride-and-drive and networking with industry professionals, as well as a comprehensive educational conference.



At The Work Truck Show 2016, Editor Kathy Wells checks out the Class 8 Western Star 4700, built specifically for the construction and municipal markets.

The Work Truck Show 2016 was held March 1–4 at the Indiana Convention Center in Indianapolis, Indiana, and delivered the largest event in NTEA history. The *CBO* team was in attendance at the show, where a number of OEMs made major announcements. Isuzu Commercial Truck of America Inc. unveiled its 2018 FTR Class 6 medium-duty truck. Mitsubishi Fuso Truck of America Inc. introduced the North American release of its prototype FUSO E-CELL all-electric truck. Check out more from The Work Truck Show at constructionbusinessowner.com/tradeshows. The Work Truck Show 2017 will be held March 14–17, 2017. Visit worktruckshow.com to sign up for next year—registration opens in October.

In this month's issue, be sure to read *CBO's* Real Jobsite Solutions special profile section, beginning on page 31. The suppliers profiled within these pages work to grow businesses and create thriving work environments. This special section includes real jobsite success stories from contractors throughout the industry. The profiles share insight about how the featured products and services have helped their businesses become more efficient and profitable and gain an edge over the competition.

This month's cover series focuses on equipment acquisition. Finding the equipment necessary to get the job done is imperative to keeping your operation running smoothly. On page 80, Ralph Petta, of the Equipment Leasing and Finance Association, explains how financing can play an essential part in creating a smart approach to equipment procurement. On page 82, learn how to determine the best direction for purchasing used equipment. Continuing the series on page 84, discover the role of remanufactured equipment across the industry and how this could be a viable option for your business. Wrapping up the series on page 86, check out different methods for online acquisition and how to make the most of the online marketplace. With the articles in this series, it is our goal to equip your business with the means necessary to make the best decision possible when expanding your fleet.

Stay tuned to constructionbusinessowner.com next month, when *CBO* will release its annual readership survey. Our editorial team would love to hear your opinions about the magazine, our weekly e-newsletter, *CBO* Alert, and the website. We ask you to take some time to share exactly what kind of content you would like to see covered in *Construction Business Owner* magazine and its various digital media outlets. We value your input and look forward to hearing from you!

Kathy Wells

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Construction Business Owner (ISSN 1551-3246) is published monthly by Cahaba Media Group, 1900 28th Avenue South, Suite 200, Birmingham, AL 35209. Periodicals postage paid at Birmingham, AL and additional mailing offices. Subscriptions: Free of charge to qualified construction business owners. Publisher reserves the right to determine qualifications. Annual subscriptions: U.S. and possessions $48, all other countries $125 U.S. funds (via air mail). Single copies: U.S. and possessions $5, all other countries $15 U.S. funds (via air mail). Call 430-739-0900 inside or outside the U.S. Postmaster: Send changes of address and form 3579 to Construction Business Owner, Subscription Dept., P.O. Box 530067, Birmingham, AL 35253. ©2016 Cahaba Media Group, Inc. No part of this publication may be reproduced without the written consent of the publisher. The publisher does not warrant, either expressly or by implication, the factual accuracy of any advertisements, articles or description herein, nor does the publisher warrant the validity of any views or opinions offered by the authors of said articles, descriptions or any advertisements. Submissions: We welcome submissions. Unless otherwise negotiated in writing, by the editors, by sending us your submission, you grant Cahaba Media Group, Inc. permission by an irrevocable license to edit, reproduce, distribute, publish and adapt your submission in any medium on multiple occasions. You are free to publish your submission yourself or to allow others to republish your submission. Submissions will not be returned. VOLUME 13 ISSUE 4

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THE LEADING BUSINESS MAGAZINE FOR CONTRACTORS

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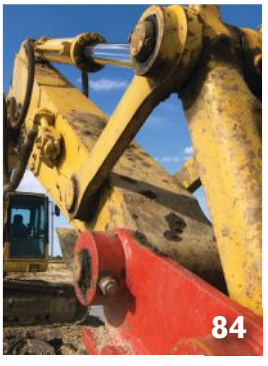
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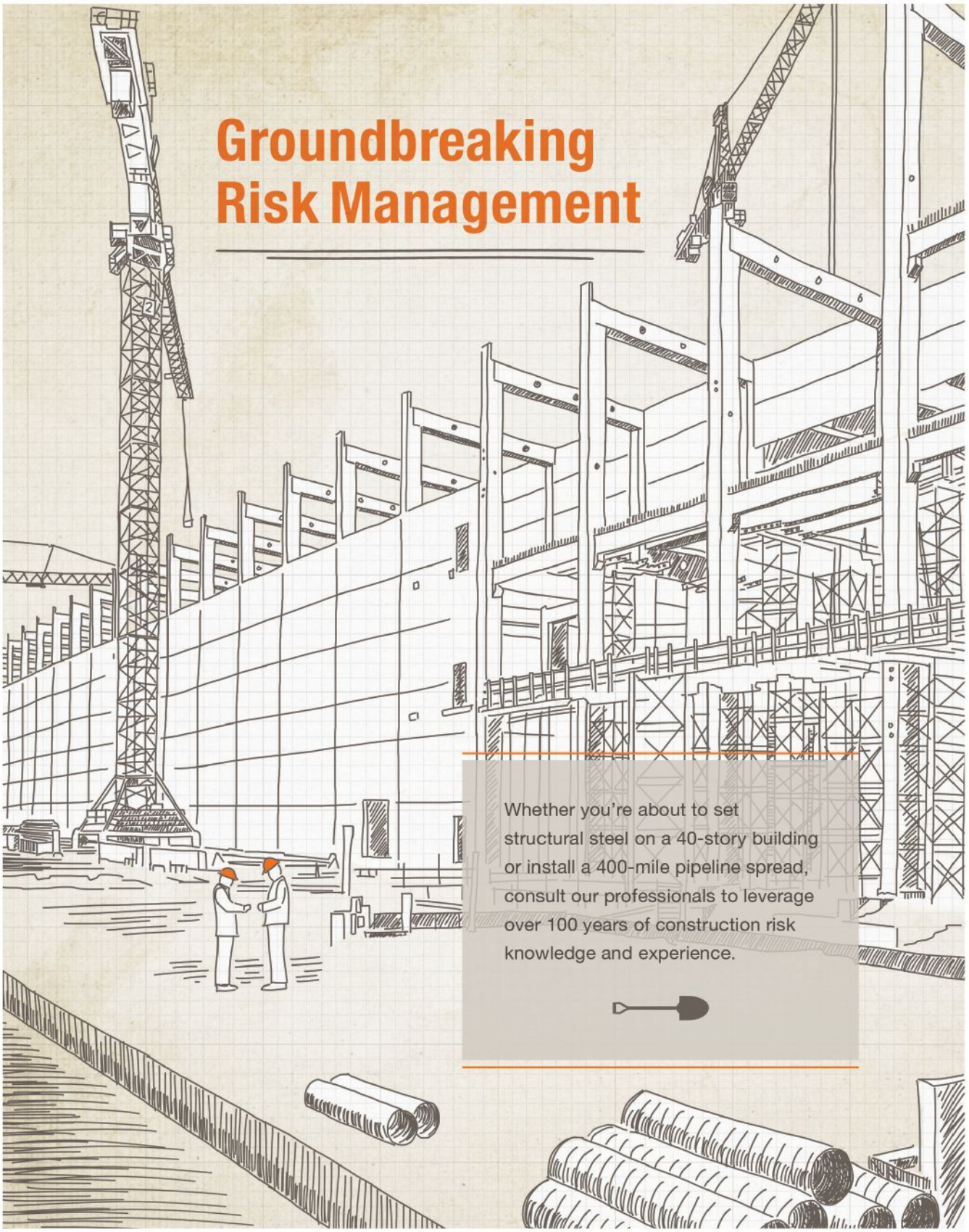












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Dexter + Chaney Announces Technology Partnership with Procore

Dexter + Chaney has partnered with Procore Technologies Inc. to offer integrated project management and accounting. By creating a seamless, bidirectional integration between the two systems, clients can access a complete construction management solution. With this integration, construction operations professionals can complete work in Procore by collaborating on projects and using various interactive documents, including submittals, RFIs, contracts, schedules and drawings. Procore's unlimited user access plan allows the entire project team to access and collaborate on the same project data from any location. As work is completed, the integration with Dexter + Chaney allows data to be entered into Spectrum for real-time job costing and financial reporting. Visit dexterchaney.com.

IRMI Announces New Vice President of Knowledge Resources



Joel Appelbaum

International Risk Management Institute Inc. (IRMI) announced the appointment of Joel A. Appelbaum as vice president of knowledge resources, effective January 29. Appelbaum will serve as a member of the IRMI executive team and is responsible for all strategic and tactical leadership for the development and improvement of knowledge products and services. Appelbaum brings over 25 years of experience in the insurance industry to this role. Before joining IRMI, Appelbaum was the president of the construction division for ProSight Specialty Insurance. Previously, he was the enterprise chief risk officer for Zurich Insurance in North America and the chief underwriting officer at Zurich Direct Underwriters. Prior to that, he was the construction risk officer at CNA Insurance. He has a professional CPCU, ARM and AIS designation from the Insurance Institute of America. Visit irmi.com.

Jones Walker LLP Expands Construction Practice

Jones Walker LLP announced the expansion of its national construction practice with the addition of six new attorneys. Partners Joseph P. Henner, Neal J. Sweeney and Chad V. Theriot together with special counsel attorneys Karen E. Bain, Jennifer S. Lowndes and Tyler P. Scarbrough join the firm's Atlanta, Georgia, office as members of the construction practice team. The attorneys formerly comprised a significant portion of the construction practice at Kilpatrick Townsend & Stockton LLP. They bring broad international, national and local construction experience. The attorneys represent owners, commercial and government contractors, major subcontractors and OEMs. They have experience providing both construction litigation and construction claims avoidance services to clients in the construction industry. Visit joneswalker.com.

Buyers Products Names New Director of Information Services & Business Intelligence

Buyers Products has hired Jim Nerone as its new director of information services and business intelligence. Nerone is responsible for developing and implementing the strategy and infrastructure that will help execute Buyers' strategic objectives. Nerone plans to develop a deep understanding of products, markets and operations in order to leverage technology to improve supply and financial performance. Nerone's hiring is a continuation of Buyers Products' Enterprise Leadership Agenda initiative. Nerone also spent more than a decade developing strategies for the manufacturing, transportation, distribution and materials management industries. Visit buyersproducts.com.

UniCarriers Americas Expands National Accounts Team

UniCarriers Americas Corporation (UCA) expands its national accounts team by hiring Tim Karnitz as senior manager of national accounts, David Brady as national accounts manager and Sean Beaulieu as national accounts technical specialist. As a senior manager of national accounts, Karnitz is responsible for managing direct account responsibilities to increase market share, grow sales revenues and expand profit margins. Karnitz has more than 25 years of national account experience in the capital equipment industry. In his position as national accounts manager, Brady is responsible for national account sales and relationship management. He has more than 25 years of experience in the material handling industry, including 11 years as a national accounts manager for Hyster/Yale. As a national accounts technical specialist, Beaulieu is responsible for working with national account managers to resolve technical issues in the field, managing the implementation of solutions and confirming that those solutions corrected the issue. With more than 10 years of experience in the industry, he has worked as a service manager and a used equipment manager for a UniCarriers dealer. Visit unicarriersamericas.com.

Minnich Manufacturing Announces Key Personnel Changes

Minnich Manufacturing announced three personnel moves that strengthen the company's customer service and support, sales and marketing. Jeff McDaniel has joined Minnich in a business development role. He will lead much of Minnich's strategic growth initiatives by forming new partnerships and working to expand the company's products and services. McDaniel brings 14 years of experience in the heavy equipment industry. Randy Cleland has been promoted to Minnich sales manager for the Southeastern region. Cleland covers Tennessee, North Carolina, South Carolina, Georgia, Mississippi, Alabama and Florida. An 8-year member of the Minnich family, he previously served as shipping manager and Auto Vibe service technician for the company. Rob Minnich, sales manager for the Western region, has added the

135 years

Celebrating 135 years since its inception in 1881, Weil-McLain has become a leading manufacturer of hydronic comfort heating systems. Today, Weil-McLain has 600 employees, manufacturing facilities in Michigan City, Indiana, and Eden, North Carolina, and regional sales offices throughout the U.S. Visit weil-mclain.com.



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role of marketing manager to his duties. Minnich will oversee the organization's marketing efforts. Visit minnich-mfg.com.

National Association of Surety Bond Producers Appoints New Member

Albin, Randall & Bennett (ARB) recently announced that David V. Jean, CPA, CCIFP, has been selected from a national pool of construction professionals to serve on the inaugural Certified Public Accountant Advisory Council to the National Association of Surety Bond Producers (NASBP). The council is a team of eight industry accountants representing CPA firms spanning the nation. Jean is a principal with ARB and specializes primarily in financial accounting and consulting for construction, manufacturing and real estate development. He provides tax, accounting and management advisory services to contractors, manufacturers and developers throughout New England. The NASBP Certified Public Accountant Advisory Council was recently formed to serve as a resource team to NASBP and provides substantive content to NASBP. Visit arbcpa.com.

Kenworth Names 2016 Parts Council

Kenworth Truck Company has named its 2016 Kenworth Parts Council. Leading parts directors and managers from Kenworth dealerships in the U.S. and Canada serve on the council, which focuses on enhancing parts quality and customer support for truck operators and fleets. Kenworth Parts Council members for 2016 are: Chairperson Jo Frost, Edmonton Kenworth, Leduc, Alberta; Cory Anderson, MHC Kenworth, Leawood, Kansas; Paul Baker, Wallwork Kenworth, Fargo, North Dakota; Samuel Letendre, Kenworth Maska, La Presentation, Quebec; Lisa Nichols, Kenworth of Columbus, Hilliard, Ohio; Jeremy Thompson, Kenworth Northwest, SeaTac, Washington; Jeff Weaver, Truckworx Kenworth, Birmingham, Alabama; Clayton Zuchotzki, GreatWest Kenworth, Calgary, Alberta; and Kenworth Dealer Council representative Tim Spurgeon, MHC Kenworth, Leawood, Kansas. Visit kenworth.com.

New Day Underwriting Names Construction Group Account Manager



Alyson Lupinetti

Alyson Lupinetti has been named an account manager within the construction group of New Day Underwriting Managers LLC. She is responsible for supporting the informational and risk management needs of New Day clients based nationwide. Prior to joining New Day, Lupinetti served as a client analyst at ECBM. Visit newdayunderwriting.com.

Asta Powerproject Holds First-Ever US User Conference

Construction project schedulers in the U.S. who have made the switch to Asta Powerproject now have their own user conference. The Feb. 23-24 event at the Omni Interlocken Hotel in Broomfield, Colorado, marked the first time the event has been held in the U.S. User conferences have been an important part of the Asta Powerproject experience in the U.K. and other parts of the world for more than a decade. Conference attendees heard from several speakers, including Rex Snyder from Sage Consulting Group, who provides cost and CPM



scheduling analysis to clients involved in disputes. Visit astapowerproject.com.

Takeuchi Announces Personnel Changes in Regional Service Territories

Takeuchi-US has announced two personnel changes in its regional service territories. Robert Brooks has taken over duties as the Southwest region service manager and Chad Rackley holds the position as the Southeast region service manager. Brooks has been with Takeuchi for the past 3 years, serving as the Southeast region service manager. Brooks has over 12 years of experience in compact equipment repair and has been working in small engine repair for 30 years. As Brooks moved to the Southwest, Rackley was promoted to his previous position as the Southeast region service manager. He has been working with Takeuchi for the past 5 years in the product support department and recently earned a heavy diesel service technician degree. Visit takeuchi-us.com.

National Asphalt Pavement Association Names 2016 Chairman


Kevin Kelly

Kevin Kelly took his position as the 2016 Chairman of the National Asphalt Pavement Association (NAPA) at a ceremony February 8, during the association's 61st Annual Meeting. As chairman, Kelly is responsible for guiding NAPA's efforts to support the asphalt pavement industry. Kelly is president and CEO of Walsh & Kelly, based in Griffith and South Bend, Indiana. The company operates five permanent asphalt plants and offers civil contracting services, including excavation, grading and paving, throughout northern Indiana. Priorities for Kelly's term as NAPA chairman include legislative issues, market-share concerns and pavement performance. "For the first time in a decade, we have a long-term highway bill, but our work in Washington is not over," said Kelly. "We have to watch at the state and federal levels how the FAST Act is implemented, and we still need to secure a stable funding stream for the construction, maintenance and improvement of our nation's infrastructure." Kelly has served on the NAPA Legislative and PAC committees since 2007, and he was vice chairman of the MAP-21 Reauthorization Task Force. More recently, Kelly chaired the NAPA Pavement Performance Task Group. For more information about NAPA events in the asphalt industry, visit asphaltpavement.org.

Tingley Rubber Corporation Expands to Canada

Tingley Rubber Corporation announced its expansion into Canada to provide its range of protective solutions to a new market. Tingley has opened a sales office in Quebec City that will provide bilingual customer service and marketing support. A new distribution center in Brampton, Ontario, will serve as the supply hub for products. Tingley also announced that Defender Sales Agency Limited, an independent sales force, has been selected to drive sales across Canada. Tingley plans to roll out its full line of industrial apparel and non-safety, waterproof footwear. Visit tingleyrubber.com.

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To submit a question, email Managing Editor Elizabeth Manning at emanning@cahabamedia.com.

Jobsite Safety

What is one area business owners can focus on to create a safer jobsite?



ROB SWEENEY
Founder & CEO
WorkplaceAware

"A safe jobsite begins by promoting a culture of safety. Training employees how, why, when and where to report near misses and safety incidents and providing the tools necessary to quickly and comprehensively submit reports throughout the workday is essential. According to the National Safety Council, warning signs, or near-miss incidents, precede most loss-producing events in the workplace. Is your organization paying attention to those warning signs? Are your safety managers adjusting processes and procedures, systems and setups to prevent those narrow escapes from becoming tragic consequences or costly mistakes?

Safety managers cannot fix what they don't know. Awareness is key. Using today's technology to capture details about every mishap allows safety managers to instantly see trends that could become predictive of problem areas. Then swift action can be taken to mitigate risk and engineer out safety hazards. Establishing a safety culture and providing the tools necessary to accomplish safety goals can save thousands of dollars and ensure that employees go home safely.



JOHN SHERIDAN
Owner
Integrity Restoration

"Although roofing fall protection is mandatory, there is no doubt that it slows down the job. With multiple workers on the roof, a lot of time is spent keeping ropes and hoses free and clear of obstruction. I think that business owners should have a separate line item on their bill for the costs associated with following OSHA regulations. This way, the customer will be aware of the costs of safe operation. Once the additional costs are covered, you can let your workers know that they have time to do the job properly and safely.

In 2014, 4,679 workers were killed on the job, averaging almost 90/week or over 13 deaths/day.

- Bureau of Labor Statistics, Census of Fatal Occupational Injuries Summary, 2014



ROBERT KREUZER
Vice President, Risk Control, Construction
Travelers Insurance

"A proactive new-hire orientation and training program is critical in establishing a culture focused on safety in a business. As soon as someone is hired, employers should begin to lay the groundwork about the business's commitment to safety. Orientation on the jobsite doesn't need to occur just once, though. It should be an ongoing process and can adjust to site conditions.

We often recommend that contractors partner new workers with more experienced employees for a specific time period. Other best practices include setting worker accountabilities, reviewing job-specific hazards and procedures for correcting them and implementing wellness programs.

Keep in mind, orientation doesn't only apply to new employees. It can also refer to someone within the company who is moving into a new role or someone who has return-to-work restrictions or new responsibilities directly following an injury.

If You Indirectly Purchased Ductile Iron Pipe Fittings between January 11, 2008, and December 31, 2013, You Could Be Affected by Proposed Class Action Settlements

Please read the entire Notice carefully, as these Settlements may affect your rights.

What Is This Lawsuit About?

The Proposed Settlements are in a class action lawsuit called *In re Ductile Iron Pipe Fittings ("DIPF") Indirect Purchaser Antitrust Litigation*, which is pending in the United States District Court for the District of New Jersey. The lawsuit alleges that (i) Defendants entered into price-fixing agreements for DIPF in the United States in violation of state and federal antitrust laws and state consumer protection laws, (ii) McWane monopolized the alleged market for Domestic DIPF in the United States in violation of federal and state laws, and (iii) SIGMA and McWane conspired to restrain trade and to monopolize the alleged market for Domestic DIPF in the United States in violation of federal and state laws. The lawsuit claims that plaintiffs paid more for DIPF and Domestic DIPF they purchased than they otherwise would have paid. Defendants deny all of plaintiffs' allegations. The Court has not made any decision as to the merits of the plaintiffs' allegations. The Defendants are: SIGMA Corporation, SIGMA Piping Products Corporation, Star Pipe Products, Ltd., McWane, Inc., and its divisions, Clow Water Systems Co., Tyler Pipe Company, and Tyler Union.

Why Are There Proposed Settlements With SIGMA and Star?

Both SIGMA and Star have denied all liability and wrongdoing in this case and have asserted various defenses to the plaintiffs' claims. The Court did not decide in favor of the plaintiffs or SIGMA and Star. Instead, both sides agreed to the SIGMA and Star Settlements to avoid the cost and risk of a trial, and so the class members affected will get compensation. The class representatives and class counsel think the SIGMA and Star Settlements are the best result for all class members. The case is continuing against McWane.

Am I a Class Member?

The **SIGMA Settlement** has two classes: All persons or entities that reside or have a place of business in the 29 affected States (full list available at www.DIPFIndirectSettlement.com): (1) that purchased DIPF indirectly from any defendant at any time from January 11, 2008, through June 30, 2011; or (2) that purchased Domestic DIPF indirectly from McWane or SIGMA at any time from September 17, 2009, through December 31, 2013.

The **Star Settlement** has only one class: All persons or entities that reside or have a place of business in the 29 affected States (full list available at www.DIPFIndirectSettlement.com) that purchased DIPF indirectly from any defendant at any time from January 11, 2008, through June 30, 2011.

What Do The Settlements Provide and How Do I Get a Payment?

Under the respective Settlements, SIGMA has agreed to pay $2,005,000 in cash and Star has agreed to pay $641,250 in cash. If you are a class member and do not exclude yourself from the Settlements, you may be eligible to receive a payment. The SIGMA amount is subject to possible reduction under paragraph 51 of the Settlement Agreement.

To participate in the Settlements, you must send in a valid Claim Form, available at www.DIPFIndirectSettlement.com. Be sure to sign the Claim Form and mail it by first-class mail postmarked no later than June 9, 2016 to DIPF Indirect Purchaser Antitrust Litigation, c/o GCG, P.O. Box 10251, Dublin, OH 43017-5751.

If the Court approves the Settlements, payments from the SIGMA Settlement Fund and Star Settlement Fund will be distributed in the future to members of each class who submit valid and timely claims.

Can I Exclude Myself?

If you want to keep the right to sue or continue to sue SIGMA or Star (or both of them) about the legal issues in this case, then you must exclude yourself from the Settlement Class with SIGMA and Star. **If you exclude yourself from either or both Settlement Classes, you will not get any payment from the Settlement(s) from which you are excluded**.

To exclude yourself, you must send a letter saying that you want to be excluded. Important instructions about how to exclude yourself can be obtained from www.DIPFIndirectSettlement.com. **Your letter must be postmarked by May 3, 2016**.

How Do I Object?

You can object to either or both of the Settlements if you are a class member and have not excluded yourself.

To object, you must send a letter to the Court. Instructions about how to object may be obtained from www.DIPFIndirectSettlement.com. **Your letter must be filed with the Court by May 19, 2016**.

What If I Do Nothing?

If you do nothing, you will remain in the classes for both the SIGMA and Star Settlements. If you remain in the classes, to qualify for a payment you must send in a Claim Form.

Who Represents Me?

The Court has appointed Joseph C. Kohn of Kohn Swift & Graf, P.C.; Robert S. Kitchenoff of Weinstein Kitchenoff & Asher, LLC; and David Kovel of Kirby McInerney, LLP ("Class Counsel") to represent the Settlement Classes for purposes of the SIGMA and Star Settlements. If you want to be represented by your own lawyer concerning the Settlements, you may hire one at your own expense.

These lawyers will ask the Court to approve an award to pay for expenses incurred and that will be incurred in the prosecution of the lawsuit in the amount of $459,250 (approximately twenty percent of the SIGMA and Star Settlements). The request for expenses will be available for viewing on the website below once it is filed with the Court. The lawyers are not currently seeking an award of attorneys' fees or incentive awards for the class representatives. Any request for attorneys' fees will not exceed one-third of the Settlement funds. You will be given notice if a request for an award of attorneys' fees or incentive awards is made.

When Will The Judge Decide?

The Court will hold a fairness hearing at 10:00 a.m. on June 8, 2016, at the United States District Court for the District of New Jersey, 402 East State Street, Trenton, NJ 08608. If there are objections, the Court will consider them at this time. You may appear at the hearing, but you are not required to do so. The hearing may be moved to a different date or time without notice. You should check the Settlement Website below for updates.

This Notice is only a summary. For more information visit the website below.

www.DIPFIndirectSettlement.com

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6 Bad Habits Affecting Your Company's Value

Work to increase value now & set up ownership for a strong finish



As a professional construction BIZCOACH and industry speaker, George Hedley helps contractors increase profits, grow and get their companies to work. He is the best-selling author of "Get Your Construction Business To Grow & Profit!," which is available online at hardhatpresentations.com. Email gh@hardhatpresentations.com to sign up for his free e-newsletter, join a peer mastermind BIZGROUP, implement the BIZ-BUILDER BLUEPRINT, or get a discount for online courses at hardhatbizschool.com.

ASK GEORGE

To submit a question for George Hedley, email Managing Editor Elizabeth Manning at emanning@cahabamedia.com.

Every business owner will exit their company someday. Most owners don't like to think about ending, closing or selling their business until they see their work life coming to a close. And by then, it's generally too late to make the necessary changes to create a valuable company that is strong enough to attract buyers willing to purchase it. A viable construction company that makes a profit, has been in business for many years and is run by a strong owner does not always make a valuable business. A company only has value when buyers or investors are willing to pay money to purchase the company. Buyers are interested in a business that runs itself and spits out a large, positive net profit without the owner's everyday involvement.

To increase value, your business has to be managed well and operate without the owner's hands-on involvement. This will attract buyers for several reasons. Some want to grow or expand into a new area without having to start from scratch. Some want to diversify into another market, project type or service. And others are asked by existing customers to handle work in new cities or areas.

THE BUYER MULTIPLE

Even if you're not ready to sell your company, you ultimately want to make it more valuable. The fair market value of your company is what it is worth based on what someone will pay for it in the open market. If it doesn't have much added value, you will not be able to sell it for more than the cash that would be left over if you closed and sold all of your assets. Companies that are more valuable than just their net cash value or equity sell for a "buyer multiple" of 1 to 10 times the company average annual net profit.

Construction companies sell for an average buyer multiple of 2 to 4 times the annual, pre-tax net profit, depending on many factors. An important factor in determining a buyer multiple is size. The bigger the company, the higher the buyer multiple. Companies with $1 to $3 million in annual revenue generate a below average buyer multiple. Companies with $3 to $10 million generate an average buyer multiple, and companies with over $20 million in revenue generate as much as double the average buyer multiple, since more established companies appear to have less risk. To make your company more valuable and increase the buyer multiple, consider the following value-enhancement factors on page 13.

6 BAD HABITS AFFECTING VALUE

1. Depending on the owner

The owner must stop running the company, managing the company alone, making all the decisions, controlling the direction and continually reminding people what to do. The owner must make it a priority to develop an accountable management team to operate the business. To make this happen, the owner must commit to delegating and hiring professionals



to run the company. The owner must stop getting involved with project management, scheduling, estimating, pricing, sales or purchasing.

2. Making low profit margins

To make your company more valuable, you have to make bigger net profit margins. Industry average low margins are easy to make without written business plans, financial targets, tracking systems, accurate and up-to-date job costs or running the company without a strategy to make higher margins. Go after better people, customers and projects to generate higher profits.

3. Stunting your growth

Growing your company takes guts, strength, innovation, change and improvement. It takes hiring better players, upgrading to new strategies, creating better strategies and more. When you don't grow, you are choosing to continue to do business the same way. You are admitting you don't want to deal with the pressure of new people, priorities, systems or structure. You have settled for mediocrity and are satisfied with what you have been able to accomplish. If your company isn't growing, the value is only going to decrease.

4. Winging it

A key to building a valuable company is to have the proven operational systems, standards and structures to manage people and projects. Your company isn't valuable if all of your processes are buried in your head and not written out, followed, practiced and preached. It's hard to sell a company without people following fully implemented systems, standards of what is expected and a structure where everyone knows and tracks results on an ongoing basis.

5. Selling the same

When you win work based on providing the minimum required per the plans and specifications, you don't have a competitive advantage over your competition, except for a low price. And when you wait for customers to call to ask you to bid or propose on projects, you are at their mercy to determine your potential future revenue. Valuable companies offer a unique service or specialty to differentiate from the competition. They also have a written sales and marketing plan which generates ongoing revenue opportunities, loyal customers and competitive advantages. Plus, they have customer targets and action plans to attack those customer targets that improve their profitability and steady income flow.

6. Spending money

If most of your net profit is plowed back into the company every year in order to buy new equipment, there won't be much left over for the owners. If you continually work for companies or entities that don't pay fast enough to allow you to have enough cash available for payroll or to pay your bills, your company cannot operate comfortably. When cash flow is tight, your company won't be a valuable entity for the owner. Decide how you want to do business based on decisions that will enhance your cash flow.

FACTORS THAT MAKE YOUR COMPANY MORE SELLABLE

1. Not dependent on the owner to run the business
2. Run by a strong, accountable management team
3. Makes an above-market profit margin
4. Offers increasing profit and growth potential
5. Operates by business systems, structure and financial controls
6. Has advantages over competitors
7. Keeps regular, loyal, satisfied customers
8. Produces regular, recurring revenue
9. Maintains a diverse project and customer base
10. Doesn't require large, ongoing investment in equipment

TAKE THE TEST

Profitable companies have traits and factors that make them more valuable and better businesses to own. Often, owners start their companies without thinking about the best way to enhance the value over time. Years later, they are stuck with what they have become and unwilling to do what they need to do to set themselves up for a maximum value exit. By working to increase your company value now, you will set up ownership for a strong finish. CBO

Managing Between the Lines

How to correct the ineffectiveness of organizational charts



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Some have a beautiful, linear fluidity, as if prepared by a genealogist. Others look more like a complicated offensive play, drafted on a chalkboard by some diabolical coach. Organizational charts are one of the most mismanaged items in construction firms. How can a piece of paper create so much controversy? More importantly, why is it essential that an organization maintain such a simple illustration? Organizational charts are a tool to support the firm's strategy and overall structure. However, there are many instances in which this innocuous tool has morphed into a document that undermines a firm's master strategy or a flimsy piece of paper hardly worth the page on which it's printed.

THE DREADFUL DOTTED LINE

One of the biggest mistakes in the development of organizational charts is the use of the dotted line. It is understandable that an individual might have some influence from various departments. For instance, in Figure 1, an estimator might have responsibilities that straddle both business operations and business development.

At first glance, it appears that this project engineer simply operates within two different departments. This is a fairly common practice, especially for new talent learning the inner workings of a firm. However, this has become less a practice to help new associates and more a lazy management tool. The result is a group of individuals with multiple bosses. To test this in your own organization, ask any individual who they report to (short of the president or CEO) and gauge the answer. Common scenarios include:

- Safety directors/managers who report to the operations manager and the president

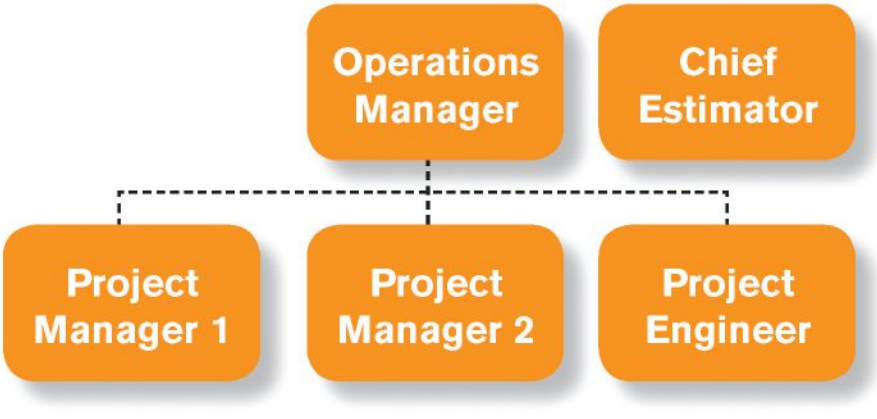


Figure 1. The dotted line sometimes leads to departmental confusion.



- Field supervision who report to managers and executives
- Operational support (equipment, BIM, purchasing, warehouse) with multiple bosses within the firm
- Firms with combined project managers and estimators rather than separate project managers and estimators

How did this structure evolve? The answer may be one of the following:

- *Firm growth*—The firm continues to grow, but its organizational structure doesn't evolve with growth.
- *Personalities*—How often do leaders hear, "I can't work for him or her," which leads to some informal reporting structure? Maybe there is the risk of offending someone if a subordinate is removed or added.
- *Project delivery*—The overarching approach of the firm changes, but the existing structure simply bolts on to the new operational model.
- *Apathy*—If it isn't broken, why fix something as mundane as the organizational chart?

The next question you should ask is, "Why?" Does the dotted line serve a purpose, such as employee development and growth, or is it simply a holdover from a bygone strategy?

STRATEGY

Often, a firm has an organizational structure that mimics an anchor—one that confines and restricts a firm's growth, dragging it down to the seabed. Strategists have long held the mantra, "Strategy first, then structure." Consider how often a firm looks at its strategy and business plan, only to lament, "We would love to look at that market or niche, but we just don't have the capability." While this may be true, in many cases, firms have become slaves to organizational structures and all of the conventions that go along with them. Often, it is the fear of disrupting the status quo. Put another way, the solid lines of the organizational chart have become too rigid, restricting any firm flexibility and growth. A firm should routinely examine its strategic focus. If the firm finds itself saying, "We can't do that because we aren't structured that way," it may be time to realign. This does not mean you have to change just for change's sake, but you must maintain a certain nimbleness to achieve a firm's strategic goals.

CAREER PROGRESSION

For many years, organizations marched toward creating flatness. Horizontal

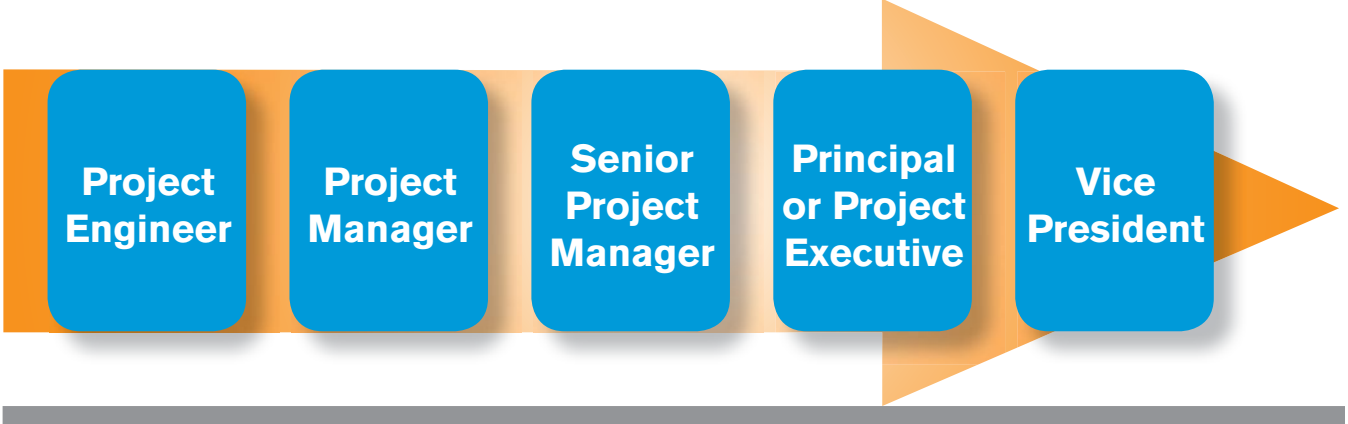


Figure 2. The most important element of career progression is the responsibility that each position demands.



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Organizational charts are not meant to lead the firm & are never a substitute for true management, guidance & strategy.

organizational charts became popular in an effort to appease a generation that viewed a company's hierarchy as cumbersome and restrictive to career progression. "Think about it—you are one step away from the president." These words inspired an entire generation.

Hire on as a project manager and migrate to the position of president. It may be important to reconsider this model. Younger generations may not view this with the same excitement that their predecessors did. In many cases, there is already a "financial hierarchy" in place—senior managers make more money than junior managers. One solution would be to create roles and responsibilities that are commensurate with this salary structure.

Many firms have this structure in title only. For example, countless firms have "project executives." The one caveat to that is this—do they serve as true executives, or is this more of a title in recognition of tenure?

One additional organizational chart mistake is the reliance simply on the hierarchical roles and less concern for the actual responsibilities. As represented in Figure 2, the most important element of this career progression is the responsibility that each of the aforementioned positions demand. A vice president should be a strategic leader within the firm, not just a simple title to denote experience.

THE POSITION, NOT THE PERSON

Within the construction industry, there are high numbers of family-owned enterprises. This will always be an incredibly positive attribute and driving force within the industry. However, there are also unique burdens that family businesses must deal with proactively, and the organizational chart often serves as one such challenge. For example, there are many instances in which positions are created simply because there are few other options. It is easy to sit on the outside of a business and question the intent of a decision, particularly one that involves family. Important considerations that any leader must examine can include:

- *The message today*—What does this say to the rest of the organization? What does this say to the high performers within the firm that may be part of the firm's long-term continuity?
- *The future*—Does a decision today hamstring the firm in the future? Will the organizational structure create a legacy problem for the next generation?

This is not exclusive to family businesses. As stated previously, there may be a passivity when it comes to confronting the brutal facts about a firm's current talent. Are leaders willing to deal with associates that may not have the capabilities, when the alternative is creating a structural nightmare?

Organizational charts are not meant to lead the firm and are never a substitute for true management, guidance and strategy. They simply memorialize the roles and responsibilities and help a true leader run the business well. Charts should be examined routinely to ensure they are serving the right purpose in the short and long term. Leaders must create these charts as dynamic tools that help them drive their businesses forward. A true organizational chart is only the first page in the strategic playbook. CBO



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How to Avoid a Legal Dispute

7 to-do list items to prevent & minimize risk & loss on a project

BY GEORGE E. PALLAS & KATHLEEN M. MORLEY

Any experienced contractor knows that even carefully planned projects can result in devastating losses and unanticipated budget overruns due to a number of factors. That's often when legal disputes often arise. If litigation ensues, the success of your claim or position will depend largely upon key steps taken before, during and after execution of the construction project. Below are seven items that you can do to help prevent and minimize loss on a job.

1 DO YOUR HOMEWORK

Before submitting your bid, be sure to take the time to diligently review all available information, documents, plans and specifications. Understand all the conditions and obligations. Get as much data as you can to inform your company's bid. Failure to do so can doom your project and profit potential. If you notice ambiguities or inconsistencies in the bid documents, or if you have concerns about any of the information provided, be sure to document those issues and raise those concerns before submitting your bid.

2 DO TRY TO NEGOTIATE YOUR CONTRACT

Negotiating or, at a minimum, identifying unfavorable or restrictive contract terms before signing is beneficial to your bottom line. Many contractors mistakenly believe that attempting to negotiate contract terms will result in the loss of a job. The contractor that drives the best bargain always wins, and whomever you are negotiating with will respect you more in the process.

Consider having your attorney assist in the review and negotiation of the contract, as certain provisions may be unenforceable or limited. Keep in mind that your attorney's knowledge of the law is your bargaining tool in negotiations. Even if the party with whom you are contracting refuses to negotiate or alter terms, make it a point to identify restrictive and unfavorable terms. Then tailor your actions during the project. The following are a few critical provisions to look out for in this exercise.

- *Scope of work provisions*—Demand a specific scope of work provisions and be wary of language that may be susceptible to different interpretations and arguments for inclusion of additional work as part of your base scope.
- *Change order provisions*—Make sure there is a provision in the contract that outlines the process by which change orders are issued and approved.
- *Notice provisions*—Be wary of overly restrictive notice provisions and strict compliance requirements that could bar your claim. Try to negotiate less restrictive terms and entitlement in situations where the other party acknowledges the conditions giving rise to a claim.
- *No damages for delay*—Check for such a clause. Try to negotiate limitations on enforcement, such as circumstances in which delays are caused by the other party.
- *Liquidated damages clauses*—Check for a provision allowing an owner or general contractor to assess liquidated damages against you, and understand the circumstances under which such damages can be imposed.
- *Pay-if-paid clauses*—Subcontractors should be wary of clauses that condition their right to payment on the contractor's receipt of payment from the owner. Negotiate the removal or modification of language that shifts the risk of an owner's nonpayment to you.

3 DO BE PROACTIVE & PROLIFIC

Make it routine practice to consistently and promptly notify parties up the chain in writing of any and all conditions and problems that arise during construction. Do this even when there have been verbal discussions or it seems clear that all parties are aware of a situation. In the event that litigation ultimately occurs, the party who has the best documentation usually

prevails. Ensure that your staff is well trained to maintain complete and well-documented project files in the event of a future dispute.

4 DO NOT REMAIN SILENT

Similarly, it is imperative to always respond and document an objection to any correspondence or record that contains information or statements that you believe to be inaccurate. It is crucial that you document your dispute of any of the following assertions or implications by another party:

- An allegation regarding your responsibility for causing a delay
- An allegation that there is a problem with your performance
- An allegation that you have performed deficient work

5 DO CREATE A PAPER TRAIL

With respect to any affirmative claims for additional compensation, it is critical that you document all work and costs giving rise to a claim. Create a comprehensive paper trail to support any future claims. Pay close attention to any contract provisions regarding claims or force-account work. Be sure to submit all necessary backup documentation to support costs and claims in accordance with any contractual requirements.

6 DO NOT MISS DEADLINES OR NEGLECT CLAIMS PROCEDURES

Be diligent about complying with all claim and dispute resolution procedures and deadlines to advance claims for additional work and costs. Even if there are ongoing settlement discussions or efforts to resolve claims or disputes, do not deviate from the contract's deadlines or neglect claims procedures. Regardless of the outcome, these contract terms will remain in force.

7 DO NOT BE AFRAID TO SEEK COUNSEL

Enlist the assistance of legal counsel early on during a project or while construction is ongoing. Often, disputes can be successfully resolved or avoided if addressed early. Counsel can assist by handling issues before they develop into larger problems. An attorney can offer guidance and counsel from behind the scenes. CBO

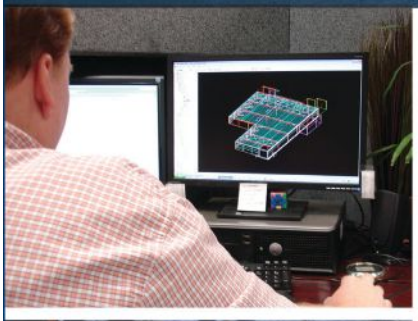
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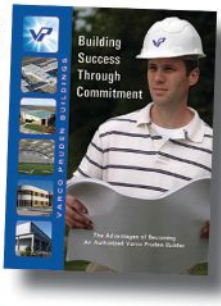


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Make Mobility a Strategy to Improve ROI

Learn what mobile applications best fit your company's needs

BY BARRY FRANGIPANE

Over the past decade, mobile apps have become prevalent in construction. It's important that construction businesses have a mobile strategy that provides a solid return on investment. Doing so requires making sense of the multitude of mobile apps—what processes can leverage mobile applications, what's popular, what's available, what functionality is needed and what to do to leverage the right tool for the right job.



FORAGING FOR DATA IN THE FIELD

Not long ago, a foreman would write timesheet information on a napkin or piece of cardboard at the end of the week (trying to remember what happened 5 days earlier). Then the field payroll clerk would translate it all to a legible format and send it to the main office, where the payroll clerk would organize the mess and rekey it into the accounting system—all before checks could be cut.

A week later, company and project performance could be reviewed. It was typically too late to do anything about errors, oversight or loss, though. In short, this process involved significant guesswork, memory and time.

In the not-so-distant past, construction software companies started using advancements in smartphone and tablet technology to give contractors the ability to collect time electronically in the field. This evolution delivered a better ROI by improving the accuracy of details collected, which allowed better insight of true job costs and profitability on a daily basis. Businesses could review project progress daily and take corrective actions early to avoid cost overruns.

Momentum picked up as software was enhanced to allow the foreman to enter production units and collect field units on a daily basis, which meant the PM could make adjustments before costs got out of control, saving both time and money.

Around 2010, further enhancements to mobile technology spurred improved solutions that allowed field users to see productivity rates compared to budgets on a tablet, enabling foremen and superintendents to see immediately when work is over budget and possible ways to correct it. Forward-thinking contractors that delivered productivity metrics to field personnel saw a further reduction in cost overruns.

A TECHNOLOGY TURNING POINT

The industry is currently experiencing a pivotal point in construction technology history, which can be summed up in one word: mobility. It is worth clarifying a key concept here, though. The historical concept of "mobile" involved buying a mobile app and bolting it on to existing construction software, which adds to the series of workflows a company must manage. In contrast, the concept of "mobility" means being able to work anywhere.

Mobility is put into practice by giving workers—no matter their role, where they are or what they need to do—the right tool, for the right job, in the right place and incorporate it seamlessly. True mobility allows users to continue working and collaborate from anywhere on any device.

THE GREAT DEVICE DEBATE

As you work on your mobility strategy, you must determine what device you are going to use, and if that's a tablet, a smartphone or both. Consider whether the device(s) will be used online only or offline, too. If the software you license is Web-based and only works online, you will need a data plan and consistent internet access, or your field personnel will become frustrated and won't use the device at all.

The newest generation of tools now includes hybrid devices, such as the Windows Surface Pro, which equips PMs with one device that can be both a PC and a tablet. It is extremely convenient, but it's a very large tablet. So while it seems good for a project manager, the big size typically doesn't appeal to foremen who default to just using smartphones as they grow in size.

Again, it comes down to using the right tool for the task at hand—understanding who needs what, where they need it and how the tool's functionality will impact workflow. If using two devices, then there are usually two data plans, two products for IT to manage and so on. Whatever you decide to do, make sure it is well protected. Some contractors purchase safety vests with inside pockets large enough to hold a mini tablet in a ruggedized case.

THE IMPACT OF MOBILITY

At the end of the day, construction business owners are keenly interested in the broad business impacts of having an effective mobility strategy. Some are more immediate and tangible, and others deliver maximum value long term.

- *Better tracking*—Data collection at the point of observation allows better tracking. Notifications and approvals can be done in the field, and approving RFIs and other necessary documents in a timely fashion allows contractors to be paid faster.
- *Clear communication*—Project managers can use smartphones and tablets for punch lists and to capture photos of items. Photos can be annotated to help clearly explain or understand an issue or action needed. Signatures can be collected immediately and stored with all other forms in an electronic repository. Mobility allows clarity between owners and the crew, giving the office a view into field activities.
- *Manage risk*—When in the field, contractors must have visibility and insight into project information, including drawings, specs, schedules, contracts, daily logs, safety, quality and defect management. Furthermore, you can get accurate and actionable information sooner when recording it at the point of observation.
- *Single source of truth*—With the entire ecosystem all working together to feed into a single source of truth, everyone on a project and across the company is always working with the most current and accurate piece of information. It's one convenient and secure source for drawings, RFIs, submittals and photos. So the contractor, subcontractors and the owner are all working with the latest version of documents, whether on a PC in the office or on a tablet or smartphone in the field.
- *Vendor of choice*—Become the vendor of choice by providing accurate and timely information to owners and make it easy to do business with you.

Start your quest for comprehensive mobility by mapping out the workflows of each role involved. Then, address how mobile technology could improve their efficiency. Next, consider where specific activities should take place, and your mobility workflow will take shape. For instance, should a PM need to return to the office to respond to an RFI? Do punch lists need to be sent via email, or is there a more effective way to collaborate? What is the best way to know the status of inspections and daily checklists?

Then, you will need to assess points of collaboration. Can subcontractors submit daily logs directly into your system electronically? Should RFIs be visible in a format other than email? Do you want to know the status of tasks on a central dashboard? It's important that you select software that works with your desired workflows, where and when you want to work with the available information.

Finally, when it comes to evolving technology, it's important to stay tuned into changes with what's happening in the mobility arena—what's available, what's coming next, who is driving innovation and what delivers immediate benefit or takes time to recognize ROI. Your strategy should be solid but can be a living, breathing structure that allows your business to adapt to changes that best benefit your business now. CBO

Barry Frangipane is mobile product manager at Viewpoint. Viewpoint provides construction-specific software addressing all points of the project from preconstruction to building maintenance. Visit viewpoint.com.



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LIEBHERR

Insurance & Surety Bond Basics

Understand requirements & options to protect your company from risk

BY JON GOTTSCHALK

The work that contractors perform carries with it inherent risks that, if unaccounted for, have the potential to result in significant financial and physical harm to both the contractor and the party for whom the contractor is working. Therefore, many regulatory agencies require that contractors obtain both an insurance policy and a surety bond as part of the licensing process. Though these requirements make it clear that applicants must purchase both before becoming licensed, there are often misunderstandings regarding exactly what the two of them are, why they are required and how they differ. A misunderstanding could result in financial disaster.



WHAT IS INSURANCE?

An insurance policy is an agreement between two parties—the insurance company, or insurer, and the insured—in which the insured pays an annual premium to the insurer. In return, the insurer guarantees payment to cover any losses covered by the policy. However, applicants should be familiar with the type of insurance they will need, since there are many unique insurance policies with differing types of coverage. For example, if a contractor is told they need insurance immediately contacts an insurance agent and purchases a $100,000 automotive policy, they will be in serious trouble should a third party incur property damage as a result of an accident, due to the fact that nothing in the automotive insurance policy would cover those damages. Therefore, the contractor without the proper insurance may be liable to cover costs out of pocket. When contractors are told they must obtain insurance, it is typically one of two types of insurance that are being referred to—general liability insurance and workers' compensation insurance.

- *General liability insurance*—As the name implies, liability insurance policies absolve the insured of certain liabilities up to the limits of coverage established in the policy. For example, the policy protects the contractor by guaranteeing that the insurer will cover the cost if a third party suffers any damage. More specifically, general liability insurance covers bodily injury and property damage suffered only by a third party.
- *Compensation insurance*—No matter how diligent a contractor is when ensuring that their employees are safe at work, accidents happen and people get hurt. This is why some regulatory entities mandate that contractors must have workers' compensation in order to become licensed. Unlike general liability insurance policies that benefit third parties who suffer property damage or bodily injury,

workers' compensation is in place to protect those employed by contractors if they are injured during the course of business by covering the employee's medical expenses, lost wages and legal fees if the employee files a lawsuit against the contractor.

WHAT ARE SURETY BONDS?

For contractors seeking licensure in states or counties that require it, purchasing a surety bond is one of the most frequently misunderstood aspects in the licensing process. In short, surety bonds are three-party contractual agreements among the principal, the obligee and the surety. The contractor seeking licensure is the principal, the obligee is the entity that requires the bond in order to issue the license and the surety is the company that writes the bond and gives financial assurance in the event that the contractor fails to meet any requirements established by the bond.

Although there are many different types of surety bonds, those that are required to receive a license are known as "license and permit bonds." However, in order to work on certain projects, contractors may also be required to provide bid bonds, which guarantee the project owner that they are able and qualified to complete the project. There are also performance bonds, which insure that the project is carried out according to the contract.

WHAT'S THE DIFFERENCE?

Contractors must understand the differences between bonds and insurance in order to get the most out of their policies and be aware of what they are actually purchasing. As stated previously, an insurance policy is a contract between the insurer and the insured in which the insurer will financially protect the insured from losses that are covered in the policy. Because a traditional insurance policy is a unilateral contract, the insurer is the only party in the contract that has made legally enforceable promises. Thus, the insurer has a legal obligation to settle claims on behalf of the insured (as long as the insured pays their premiums), but the insurer is not legally bound to pay their premiums. The insured's failure to do so will result in a void insurance agreement.

Unlike an insurance policy that benefits the insured by protecting them from financial loss, surety bonds do not provide any protection for those who purchase them. Should a contractor fail to comply with all rules and regulations determined by the bond, then a claim may be filed against that contractor. If the surety company determines the claim to be valid, payment up to the full amount of the bond must be made to the obligee by the surety.

While the insurer assumes risk and when issuing policies, surety companies write bonds with the assumption that there will never be a claim against the bond. Therefore, the principal pays a premium to the surety in order for the surety to make funds available to the obligee, rather than the principal having to set aside their own money for the duration of the bond's term. In order to help the surety guarantee that they will not suffer a loss resulting from a claim, they typically require principals to sign hold-harmless agreements, also known as "indemnity agreements," that transfer liability from the surety to the principal. These agreements make it so that if a claim is settled by the surety, the principal guarantees to the surety that they will reimburse them for any money paid.

Although it may seem like the bond requirement is making the contractor personally liable, in reality, claims are typically a result of the contractor's deliberate, avoidable actions that violate the terms of the bond. Therefore, contractors who operate in accordance with all pertinent regulations need not worry about claims being made against their bond.

DETERMINING INSURANCE & BOND PREMIUMS

For insurance policies, underwriters take a close look at the amount of coverage being sought, as well as statistical data, such as the frequency with which accidents occur to determine the applicant's premium. The higher the likelihood that an accident will occur, the higher the premium. However, contractors that have not filed claims on their insurance may qualify to pay less when it is time to renew their insurance.

Because surety underwriters assume there will be no loss, they calculate premiums a bit differently. First, they look at the amount of the bond that is being required, as that is the maximum amount they will have to pay in the event of a claim.

Then, they will typically look at the applicant's credit score to determine the likelihood that the applicant can financially handle the cost of a claim. Therefore, applicants with lower credit scores will be assessed higher premiums. As with insurance premiums, underwriters will look to see if credit has improved and there are no claims when it is time for the bond to be renewed. The contractor's premium for the next bond term may be decreased or increased depending on what the underwriters find.

Regardless of who is issuing the license, almost all contractors will be required to be bonded and insured at some point, so it is extremely important to be familiar with what kind of bonds are guaranteed.

To ensure that the bond and insurance will be acceptable to the entity from whom the license is being sought, contractors should contact the state or county to determine their required coverage amounts, as well as other important licensing information. CBO

Jon Gottschalk is the educational outreach director for suretybonds.com and regularly blogs at the Surety Bond Insider to keep consumers informed on new legislation and updates in the commercial surety industry. He is also a licensed property and casualty insurance producer in Missouri.



A New Imperative for Safety

Linking mental health & suicide prevention with a culture of safety

BY CAL BEYER, BOB SWANSON & SALLY SPENCER-THOMAS

Over the past decade, the construction industry has made strong strides in improving safety management. Safety is now broadly defined as a core value throughout the industry. There is an increasing focus on changing safety culture, attaining zero incidents and monitoring key safety performance metrics. An emphasis on the workforce and behavioral safety initiatives challenge business owners to widen what it means to value health and safety. Many companies talk about workers applying safety practices 24/7, going beyond work to include their families at home and during off-hour, recreational activities. Yet the focus on safety at home remains largely concentrated on physical aspects and precautions relating to safety performance. This includes buckling up and driving defensively, wearing protective safety gear and using ladders safely. However, based on industry risk factors and social demographics, the construction workforce and their families need a more holistic safety approach that encompasses mental health and suicide prevention. An industry initiative addressing mental health and suicide prevention is ushering in a new frontier for safety. Starting with the publication of the "*Blueprint for Suicide Prevention in the Construction Industry,*" there is a call to link mental health and suicide prevention with safety culture. It is no longer sufficient to get workers home safe each night. For at-risk workers, it is just as important to get employees back to work safely, too. Likewise, it is important to provide employees with resources and services to



help them provide adequate awareness, advocacy and intervention if family members need help. Unfortunately, too many business owners have faced the tragedy of losing an employee to suicide. The death of a co-worker from suicide often carries a unique burden of grief and trauma that spreads throughout the workplace.

A COMMON STRUGGLE

Because mental health conditions and suicidal thoughts are often invisible to the outside world, many people do not realize how common these challenges are.

- According to the National Institute of Mental Health, about 1 in 5 adults in the United States (approximately 43.6 million people) experiences mental illness in a given year, most often depression or substance abuse.
- Each year, more Americans die by suicide than homicides or vehicle accidents; in 2013, 41,149 people committed suicide. (CDC)
- Suicides result in an estimated $44.6 billion in combined medical and work loss costs. (CDC)
- Suicide is the tenth leading cause of death in the U.S., and the second leading cause of death among 15 to 24 year olds. (CDC)
- While death rates are declining in other wealthy countries, death rates are rising for middle-aged, white Americans, and this rise appears to be driven by suicide and substance abuse. (New York Times)
- The construction industry consistently ranks in the top nine for highest rates of suicide in the U.S. (BLS)

A COMPANY PRESIDENT'S PERSONAL STORY

Bob Swanson had a 45-year career in the construction industry. Twenty-five of those years were spent as a company president. In addition to success in business, Swanson's family and his faith have been his foundation and sources of strength. On March 13, 2009, that foundation was shaken when Swanson's oldest son, Michael, died by suicide at the age of 33. The cause of his death was due to an illness of the brain named bipolar disorder. Even though there had been two earlier suicide attempts, this was a devastating event to the entire family.

THE AFTERMATH

Because of a general lack of understanding regarding all mental illnesses, there is a stigma surrounding suicide. However, there is no shame in the event of death from a physical illness. Michael's death was the result of his mental illness. Swanson said that for the first few years, the grief was overwhelming. He said it was difficult to concentrate and stay focused on a task. Anger and guilt were common thoughts expressed. He repeatedly asked himself, "Why did this happen, and why couldn't this have been prevented?"

"Suddenly, all of life's priorities changed, and many things that previously seemed important soon lost their significance," Swanson said.

HEALING & RECOVERY

Swanson found healing primarily through the loving care and support of family members. In addition, friends, the company's leadership team, employees and industry partners, provided support. That support gave Swanson the ability to move forward. Swanson said that a support group sponsored by Suicide Awareness Voices of Education (SAVE) and resources and support from the National Alliance on Mental Illness (NAMI) also played a critical role in his healing process.

LESSONS LEARNED

Life is precious and fragile. Business success is important, but not nearly as important as nurturing and maintaining strong relationships with family members and friends. As part of Swanson's continued healing and in honor of Michael, he has chosen to help others by focusing on suicide prevention. He speaks at NAMI Minnesota and other construction industry events, and serves as an instructor of various NAMI Minnesota classes. Swanson is beginning to branch out of Minnesota with a willingness to help other company leaders to link mental health awareness and suicide prevention advocacy with their safety and wellness program.

RESPONSE TO SUICIDE: RESILIENCE LEADS TO RECOVERY

According to Dr. Sally Spencer-Thomas, CEO and co-founder of a Denver,

PREVENTION RESOURCES

Suicide Prevention & Mental Health Awareness

- *Carson J. Spencer Foundation*—Suicide prevention training for the workplace carsonjspencer.org
- *Man Therapy*—Using humor to engage men to manage mental health mantherapy.org
- *National Action Alliance for Suicide Prevention* actionallianceforsuicideprevention.org
- *National Alliance on Mental Illness* nami.org
- *Suicide Awareness Voices of Education* save.org
- *Working Minds*—Helping workplaces make suicide prevention a priority workingminds.org

Suicide Crisis Intervention

- *National Suicide Prevention Lifeline* suicidepreventionlifeline.org

Suicide Grief Support

- *Grief after Suicide Blog* personalgriefcoach.info
- *Alliance of Hope* allianceofhope.org
- *Suicide Grief Support Forum* suicidegrief.com

The construction workforce & their families need a more holistic safety approach that encompasses mental health & suicide prevention.

Colorado-based suicide prevention organization called the Carson J. Spencer Foundation, the feelings Swanson experienced in the aftermath of his son's death are common. Spencer-Thomas said that many survivors of suicide equate the initial reaction to "falling into a canyon of 'Why?"'

Bereavement Process

Spencer-Thomas said, "The course of suicide grief is often a complicated bereavement. It does not follow a straightforward trajectory, but rather twists and turns and circles back on itself through mazes of denial, sadness, anger, shame, blame and multiple physical reactions." Described as an oscillating process, bereavement moves between loss and restoration and growth and depreciation. In this process, survivors of suicide loss can move closer to some people and further away from others.

Resiliency

As survivors of suicide loss learn to adjust and redefine life without the physical presence of their loved ones, they can feel like they have lost a part of themselves. Dr. Al Siebert coined the term "phoenix grievers" in his book *"The Resiliency Advantage."* Siebert opens one chapter by saying, "Survivors of extreme trauma are never the same again. Their lives have two parts: before and after. How their new life turns out for them depends on their resiliency."

Recovery

When people suffer the loss of a loved one, they often feel guilty about leading full lives afterwards. In addition, there may be a desire to do penance or the thought, "I do not deserve happiness, because my loved one has died." Dr. Viktor Frankl, a famous Holocaust survivor who helped many others find their way through the grief of losing a loved one, raised these questions to those impacted by a loss:

- "If you were the one who died and your loved one was still alive, what would you wish they would be doing?"
- "What kind of life would you hope your loved one would lead if you were the one who had died?"

Finding Meaning

Like Swanson and his family, many people find inner resilience through their support systems. They build a "new normal" over the years. While that empty chair can never be replaced, they often find ways to make meaning and find a deeper purpose. The topic of mental health and suicide prevention is a thought-provoking gut-check for owners of construction companies. Ask yourself a few quick questions to consider your company's readiness to withstand a tragedy like the one experienced by Swanson:

1. Does my company know the industry and demographic risk factors affecting the construction workforce?
2. Has my company evaluated its workforce and considered the potential for at-risk employees?
3. Does my company share resources and have services available for its employees and their families to help address mental health and suicide prevention in their personal lives?
4. How can my company integrate mental health and suicide prevention into its safety program and safety culture?
5. Has my company trained managers and supervisors on warning signs of mental health and suicide?

If you answered no to any of these questions, you are not alone. This is why the National Action Alliance for Suicide Prevention Workplace Task Force is working to advance this topic in the construction industry. As an owner or leader of a construction company, this is a call to action. Addressing mental health and suicide prevention is imperative to achieving a company culture truly focused on safety. **CBO**

Cal Beyer is the director of risk management at Lakeside Industries in Issaquah, Washington, since 2014. Beyer has over 27 years of professional experience in safety, insurance and risk management serving the construction industry. He serves on the executive committee and workplace task force of the National Action Alliance for Suicide Prevention and is a member of Construction Business Owner's *Editorial Advisory Board. Contact Beyer at 425-313-2611 or cal.beyer@lakesideindustries.com. Bob Swanson retired in 2015 as one of the owners of Swanson & Youngdale, a commercial painting contracting company headquartered in Minneapolis, Minnesota. Contact Swanson at 612-910-9841 or swannybob1@gmail.com. Dr. Sally Spencer-Thomas is the CEO and co-founder of the Carson J Spencer Foundation, an organization leading innovation in suicide prevention, and is the co-lead of the Workplace Task Force with the National Action Alliance for Suicide Prevention. Contact Spencer-Thomas at 303-219-5042 or sally@carsonjspencer.org.*

SPECIAL PROFILE SECTION

REAL JOBSITE SOLUTIONS

Whether you work in the office or out in the field, it is important that you have the solutions to meet your business needs and operate successfully. Vendors throughout the construction industry endeavor to meet those needs and provide the tools necessary to complete your projects on time and on budget. The profiles in this section offer a number of specific jobsite solutions as told through real-life success stories. The contractors and construction businesses in these pages drive project success by partnering with suppliers and manufacturers and using innovative products and services.

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International Truck

In the heart of North Dakota oil country, 6-man crews & a team of International trucks drill deep for black gold

On a square drilling pad packed hard with orange-red scoria, or crushed rock, employees of Wyoming Casing Service have just parked two International® WorkStar trucks parallel and facing away from each other. They are beginning work on a conductor shaft, more commonly known in the oil business as a "rathole"—the pilot hole for the drilling operation that will follow it.

"If you asked them, they probably wouldn't admit that they were competing," said Paul Keck, the rathole supervisor at the company's Dickinson, North Dakota, location. Keck is something of an anomaly in the region containing the Bakken Formation, a massive oil deposit underneath southern Saskatchewan, Manitoba, North Dakota, South Dakota and northeastern Montana.

Over the last 2 years, the area has turned into one gigantic oil boomtown, drawing both experienced oilmen and unskilled laborers, eager for high wages, from all over the country. But Keck, born and raised in Dickinson where Wyoming Casing Service is based, has the telltale accent of a true local and has worked for the company on and off for nearly 20 years. "We're drilling dual wells, which leaves less of a footprint and environmental impact," Keck said. "So, since the crews are working side by side, they each want to be the ones to finish first."

WORKING ON THE FIELDS

On the back of each WorkStar, a derrick holds a Kelly, a 25-foot-long square shaft. Inside it are three more shafts that telescope out at successive depths. The goal today is 80 feet. The bit at the end of the shaft is massive, 26 inches in diameter, with some very serious-looking teeth.

Though the bit spins clockwise with the aid of a Cummins 6.7-liter engine mounted in the center of the truck bed, Keck said the progress through the earth is due mostly to the more than 5,000 pounds of drilling weight pushing the bit downward.

Once the shaft is dug, a 6-foot-deep by 8-foot-diameter cellar is carved out. This cellar will be the foot of the drilling platform that comes later. Next, a 40-foot pipe with a 16-inch diameter is picked up by the derrick and lowered into the shaft. Two additional 20-foot sections are then successively welded on and lowered. When the full 80 feet of pipe is centered



in the hole, cement trucks pull forward and pour concrete around the pipe to set it in place. Perfect placement of the rathole is critical to a successful drilling operation. To get a productive well, the drillers may go 10,000 feet deep and another couple of miles horizontally.

As Keck shouts the steps of the operation above the earsplitting din, it sounds as if the complicated process might take weeks. In reality, the Wyoming Casing Service crew has 2 days to complete the work and move on to the next jobsite. "I have seven trucks running each day, 5 days a week, sometimes 6 days," said Keck, who got his start as a rathole driller. "Demand is very high in the Bakken. You almost can't keep up some days, but you have to because there are a lot of companies vying for these contracts. If you don't show up, someone else might."

EXPANDING OPERATIONS

In its 35 years, Wyoming Casing Service has expanded from modest beginnings in southwest Wyoming to operations in North Dakota, South Dakota, Oklahoma, Pennsylvania, West Virginia and other locales. Since the oil boom started in 2010, the company has increased its employees from fewer than 100 to 750.

The company now keeps the 450+ vehicles in its fleet moving at all times and, according to Wyoming Casing Service CFO Tim Gross, the overwhelming majority of those vehicles are built by International. "International vehicles hold up great in this environment," said Gross, referring to the scorching summers and brutal winters, when temperatures can drop to 40 degrees below, not to mention the rugged, off-road application. "To provide the service needed on the 195 oil rigs we service, we make sure we have the best equipment in the business."

A look around the remote rathole operation tells the full story. In addition to the two WorkStar vehicles parked side by side for the drilling, two additional WorkStar trucks are outfitted with in-transit concrete mixers on their chassis, and one TerraStar is hauling a 40-foot trailer that holds the massive bits and other heavy equipment. To say International is a presence at Wyoming Casing Service's operations would be putting it mildly.

Barry Wegner is the general manager for Nelson International's Bismarck and Dickinson locations. He has been working with Wyoming Casing Service CEO Steve Halvorson since 2008, and has been the company's go-to guy when it comes to finding the right truck. "There are a lot of special circumstances with Wyoming Casing Service that require us to make sure we're rigging the trucks up correctly," he said. "Horsepower, torque, transmission, gear ratio and suspension—some need air rides, some need a spring suspension. It really all comes down to the application."

> Each drill rig unit can take up to 6 months to complete, but the result is a rig that works completely in sync with the WorkStar.

Gus Pech, a drilling equipment manufacturer, builds the drill rigs individually for each International. Each unit can take up to 6 months to complete, but the result is a rig that works completely in sync with the WorkStar.

THE RIGHT EQUIPMENT

There are no complaints from the drivers on the rathole site. Every operator says the power and torque—up to 475 horsepower and 1,700 pounds of torque in the new models—are more than enough for the jobs required. Dustin Butler, who has been with Wyoming Casing Service for over a year, was especially impressed with the WorkStar truck's dual-powered steering gears and large front axle. "We mostly have flat country in North Dakota and Montana, but we also have 'The Breaks,' which are a series of rock outcroppings and steep bluffs that make southwest North Dakota very hilly. Sometimes you feel a little top-heavy with the rig in the back, but the International drives smooth," Butler said.

Another basic job Wyoming Casing Service performs in oil country aside from rathole drilling is called "laydown," when the company delivers large loads of pipe to an oil platform. Individual sections of pipe are hoisted to the rig floor, where they are connected and lowered into the well.

Wegner said the Wyoming Casing Service crews have been nearly ecstatic about the durability of the WorkStar cabs. Their one-piece doorframes and chip-proof, wraparound windshields provide needed strength and protection onsite. In the extended cab configurations there is a built-in bed—a necessity for the laydown drivers, who can spend up to 48 hours on a drilling site.

The midsummer sun is still strong and hot when the two crews finish their holes within just 10 minutes of each other, and the WorkStar cement trucks back in to deliver their loads. The exhausted crews take a few minutes to relax before resuming a long list of tasks to prep the site for the next day. It's a 2-hour drive back to Dickinson. They will reassemble at Wyoming Casing Service by 7 a.m. the next morning for the commute back out to the site, where they'll complete their work. "Then it's off to the next site," said Keck. "These days on the Bakken, there's always another site."

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AIA Contract Documents

Simplify the contract process & streamline business relationships

Contractors across the country are simplifying the contract process and saving countless hours of redundant negotiations using the AIA's Master Agreements to streamline ongoing business relationships with owners. For example, imagine an owner who is responsible for multiple apartment buildings that all require routine maintenance and renovations.

That owner isn't likely to hire a new contractor every time they need work done. Instead, they will hire a contractor they already know and trust. One week, the owner might need the contractor to install new kitchen fixtures in some of the rental units. The next week, it might be the removal of a wall or the replacement of a floor. That's where the AIA's Master Agreements can be extremely beneficial. An owner can have a standing agreement with a contractor they trust so they don't have to renegotiate each time work needs to be done.

"The major benefit is that you can establish a working agreement with an owner and then engage in multiple projects for that client, without the necessity of negotiating a new contract every time. Instead, you can determine what you'll be paid and what has to be done, and then begin the work," said Joshua Ballance, Esq., senior manager and counsel, AIA Contract Documents.

AIA Master Agreements solidify general contract provisions like insurance requirements, waivers of consequential damages, stipulations for working with hazardous materials & more.

The Master Agreement establishes the fundamental terms and conditions of the contract between the owner and the contractor, but does not identify the specific scope of work or services. Contractors can use an AIA Master Agreement to solidify general contract provisions like insurance requirements, waivers of consequential damages, stipulations for working with hazardous materials and more. Whenever a new project arises, the contractor and owner can simply add a work order under the umbrella of the original Master Agreement. The work order specifies the scope of the work, compensation and any provisions unique to that scope of work. Everything else is already covered by the Master Agreement itself.

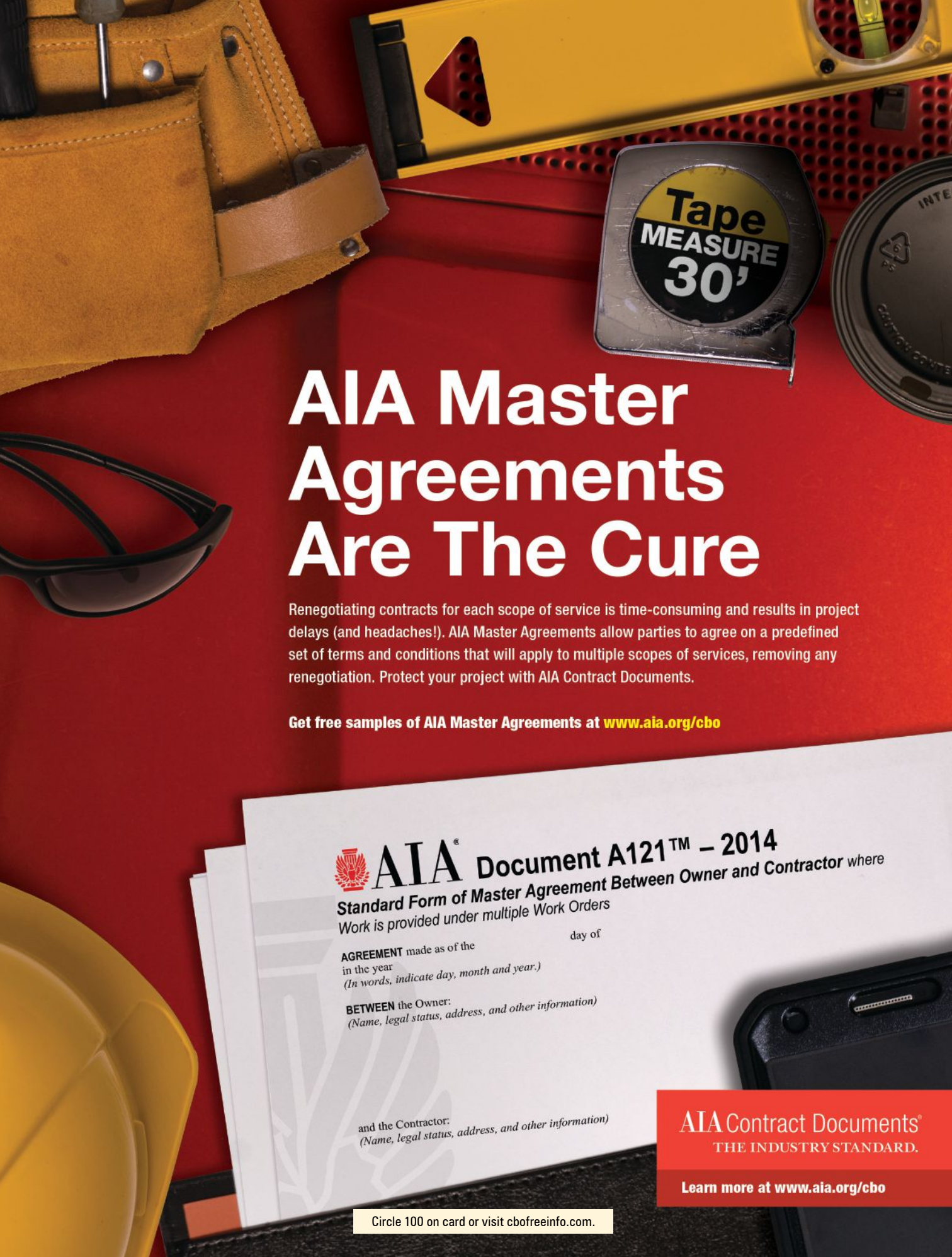


AIA Contract Documents offers the following Master Agreement and work order for use between an owner and a contractor:

- A121–2014, Standard Form of Master Agreement Between Owner and Contractor, where work is provided under Multiple Work Orders
- A221–2014, Work Order for use with Master Agreement Between Owner and Contractor

Using a Master Agreement with an owner you work with repeatedly will save you time and hassle on contract negotiations and let you focus on your work. You can view samples of the Master Agreement and access a free webinar about the documents by visiting aia.org.

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Alliance Tire Americas

New Galaxy Severe-Duty solid tires prevent downtime

As an owner and salesman at Star Tire in Dallas, Texas, Brian Edwards supplies tires for the roughest jobsites in the construction business, with conditions ranging from tire-crushing demo jobs to hazardous scrap yards. Recently, Edwards has recommended solid tires as a dependable and cost-effective choice for his clients.

Edwards said he has seen outstanding performance from the Galaxy Beefy Baby Severe-Duty Solid (SDS), the solid version of Galaxy's iconic pneumatic skid steer tire.

He also said that some of the first Beefy Baby SDSs he sold are still performing well, even after nearly 18 months of daily punishment.

"For one customer in particular, a demolition company, those guys can tear up anything," Edwards said.

"The tires I took off their skid steer to replace with the Beefy Baby SDS looked like they had been through a cheese grater," he said. "But I looked at the Beefy Babies we put on more than a year ago, and, though they have some wear on them, they still look ready to tackle any job."



THE RIGHT TIRE FOR THE JOB

Edwards advises his customers to use solid tires in "target-rich environments." He said many customers also appreciate the benefits of solid tires on pavement.

"Solids can be great on smooth ground, but the harder the ground, the harder the rubber needs to be so you don't scrub it off," said Edwards.

"Typical solid tires wear away on concrete, but Beefy Baby solids are a lot harder," he said.

"And yet, I haven't had any problems with the Beefy Baby SDS chipping or delaminating, either, which can be a problem with hard rubber."

The veteran tire man says some construction business owners even opt for solids when working on softer surfaces like soil. "Some of these guys just don't want to have any flats or downtime at all," he said. "If you're doing dirt work with the Beefy Baby SDS, they should last forever."

"Another option, if you're worried about flats while just doing dirt work, is to mount Galaxy Hulks and foam fill them," Edwards said. "You'll get long tire life. The block tread and huge rubber-to-void ratio helps them resist scrubbing and minimizes the chance of punctures, and you'll get a slightly better ride than you would with a solid tire. That matters when the tire is the only source of suspension."

COST PER HOUR

Edwards encourages his customers to look at more than just the price tag when evaluating a tire. "The way I like to look at it is cost per hour," he said. "Then you're comparing apples to apples." He points out that not only does the Galaxy Beefy Baby SDS help his customers avoid downtime due to flats and punctures, but that it also delivers a more attractive cost per hour than the competition because of its competitive price and the features that allow it to last longer on the job.

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Bobcat Company

3-D grade control system makes huge difference for concrete contractor

For almost 2 decades, Brian Rasmussen built his concrete business by focusing on quality, timeliness and accuracy.

"Starting out, our strategy was to do a floor in one pour, so the customer could frame the building the next day," said the owner of Bigzby's Concrete, based in Grand Island, Nebraska. "Previously, contractors either poured the floor themselves or hired someone who made multiple small pours. That usually took them about 2 weeks to get the job done. We came in and did it in a day or two."

After Rasmussen purchased his first Bobcat compact track loader—he now has five M-Series machines—his grading efficiency immediately improved. "We went from days we couldn't work to getting out there right after it rained," he said.

Another boost in efficiency occurred last year, with the introduction of the first-ever 3-D grade control system for use with Bobcat loaders. Rasmussen, a customer of Central Nebraska Bobcat, was the first contractor to operate the easy-to-install, plug-and-play setup.

He equipped his T870 compact track loader and 108-inch Bobcat heavy-duty grader attachment with the Trimble CGS900 system. "This equipment combination allows me to grade 50,000 to 60,000 square feet a day as long as the dirt guys get it close," he said.

Working fast is one part of the equation. But what about accuracy?

"The first couple of pours, which totaled more than 50,000 square feet, we were shooting for 6 inches of concrete," he said. "I added them all up, and it averaged out to 5.99 inches. That on-target performance saved us days of work and will reduce our labor costs by thousands of dollars a year. In fact, I think the 3-D system already paid for itself, after the first 6 months or so that I used it."



Rasmussen and his crews are able to do several jobs at the same time with this new technology.

"In one example, after I graded a mall parking lot, my guys set forms at that site while I went over to grade a job at a school," he said. "That allowed us to make back-to-back pours, totaling about 2,600 cubic yards in 3 days. That type of schedule would never have been possible before for Rasmussen's company. In the past, we would have been lucky to get one job done in a week. We would have been grading for 2 or 3 days."

The 3-D grade control system works off of elevation coordinates set up around the jobsite, giving operators the ability to grade valleys, ditches and contours. The system can display point data, machine diagnostics and the progress of the project, live from the jobsite straight to an office computer.

"I have owned Bobcat equipment since I started the company," said Rasmussen, "I have seen machines continue to get better and better. Game-changing innovations such as the 3-D grade control system further enhance the entire Bobcat experience."

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Doosan Infracore Construction Equipment America

Doosan excavator plays important role in northeast infrastructure upgrade

Residents of Scituate, Massachusetts, voted in favor of a $22 million project in 2013 to replace a 24-mile portion of an underground pipe system, which was more than 100 years old. One of the contractors working on a $3 million portion of the project was R&D Site Development, a construction company based in Groveland, Massachusetts.

According to co-owners Bill Daley and Steve Reppucci, the R&D Site Development portion of the 2015 project included 30,000 feet of water mains, hydrants and services. Work began in May 2015 and took approximately 18 weeks to complete. Crews left existing water mains in the ground, and R&D Site Development crews laid a new corridor of pipe below the streets.

The town's streets are narrow and do not provide much room for two-way traffic and parking. The town rerouted traffic while R&D Site Development performed the construction tasks.



Daley said they started with a 4-foot-wide trench cut through the asphalt road. A Doosan DX235LCR reduced-tail-swing excavator was especially instrumental in efficiently excavating dirt from the trench.

"Reppucci likes the controls on the Doosan machine, its stability and the Doosan buckets that came with it," Daley said. "We didn't have to beef them up or anything. They were ready to dig."

An area along First Parish Road and Maple Street had mature trees lining both sides of the road. Daley said his crew installed 12-inch pipe in the trench with the help of the Doosan excavator and several buckets. The DX235LCR excavator was the ideal machine for the underground project.

Daley said his company purchased the excavator because of its unique size and agility. It is 10 feet, 5 inches wide and has a tail overhang of just 3 inches over the side.

"Most of our work is in the inner city of Boston and the surrounding areas, so we really need a reduced-tail-swing excavator," he said. "It is easier for the operator to maneuver and it keeps the machine looking better over time, too."

Versatility plays a part in the company's purchasing decisions as well. The ability to switch between buckets is important to best match the digging requirements.

"Earlier in the project, we had two pipe sizes going in the same trench," Daley said. "We connected the 36-inch trenching bucket to the Doosan excavator and we were able to put in two pipes. Then, we went back to one pipe and we switched to the 24-inch trenching bucket, eventually converting to the 18-inch trenching bucket when we were installing smaller pipe."

Once Reppucci removed the soil from the trench, a worker used an upright compactor to compact the soil. Meanwhile, Reppucci rotated the excavator's house to access and lift a pipe, turned the house back to the trench and then placed the 1,000-pound pipe in the open trench.

"Every year, we make changes to become more productive in our pipeline," Daley said. Purchasing a Doosan excavator was another step in the right direction for the company's continued success.

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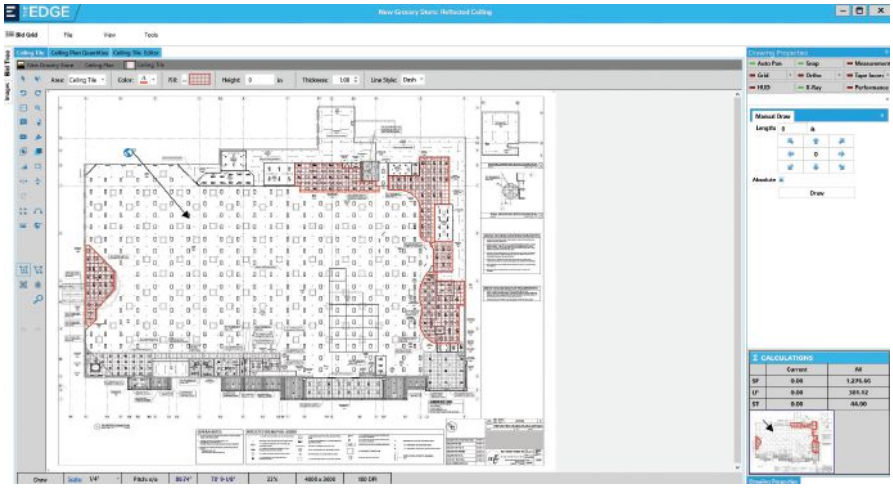
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The Estimating Edge

The Edge Estimator software is redesigned to solve all your jobsite needs



Since 1986, The Estimating Edge has been providing estimating software to America's top interior contractors. Now, they are unveiling the next generation of fully integrated estimating, including a redesigned, best-in-class takeoff package. In one place, you are able to start the project, calculate your labor and material costs and create the reports you need to win the job and run your business well. Those reports facilitate communication between all departments, from estimating and accounting to the field. You save time and money, so you can focus on growing your business, instead of managing problems.

By popular demand, The Edge Estimator now has cloud access. By storing your databases and jobs in the cloud, you can work anywhere, at any time, for maximum flexibility.

Using The Edge Estimator's new takeoff screen greatly improves your efficiency. Your estimators have the ability to quickly and accurately takeoff even the most complex projects. Features, such as hyperlinks, advanced shape search and overlays, allow you to manage details and change orders easier than ever.

The Edge Estimator maximizes your bidding potential by focusing on specific conditions associated with job needs.

The Edge Estimator will help to improve your accuracy by automatically feeding numbers from the measurement to the estimate. Any changes are updated in real time. The Edge Estimator maximizes your bidding potential by focusing on interior-specific conditions associated with your unique job needs. You can easily choose pre-loaded conditions, including interior walls, exterior walls and ceilings. Conditions, including their specific labor requirements, are quickly customized using our exclusive interior database. Its one-on-one training and implementation program will help you to further customize the system to your workflow.

Next, your material and labor costs will need to be marked up to account for things like taxes, overhead, labor burden and profit. With The Edge Estimator, you can save these markups for future use and even set up different labor rates and markups for working in different areas or prevailing wage work. You are able to use The Edge Estimator's report generator to create a variety of standard and customized reports.

Additionally, Edge Estimator's exclusive Smart Labor feature can save you even more time and money. Smart Labor represents a better way of handling production costs. An interior estimator faces the daunting task of trying to quantify labor, when each condition takes a different amount of time to install. Smart Labor will analyze your conditions as you estimate them and automatically adjust your labor production based on heights, stud gauge and stud size. Labor factors and production rates can be customized to fit your needs.

The Estimating Edge has spent 30 years compiling the suggestions of both customers and those who have yet to choose the system to build the most powerful version of its interior software ever. With a more powerful takeoff screen, a modern look, easy navigation and the ability to collaborate on your jobs, now may be the perfect time to consider The Edge Estimator.

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Foundation Software

Accounting software helps Florida contractor increase volume & billings

P&S Paving Inc. is a Florida heavy-highway contractor with over 20 years in the industry. Whether it's asphalt, site prep, excavation, grading, milling or resurfacing, they have northeast Florida covered.

Like most contractors, P&S started small, with a single employee and a used bulldozer in 1993. Over time, P&S grew out of that tractor, grew into a larger staff and began to grow out of its accounting software, too. Off-the-shelf, small-business software worked early on, but within the company's first decade, its limitations started to restrict P&S.

In 2002, P&S hired its first accounting manager. Her first task was to find construction accounting software. "We were manually job costing and doing everything on spreadsheets," she said. That forced job-cost reporting to become an afterthought. "You would have to wait until the job was practically over, then pull up the spreadsheets, have copies of all the invoices and try to pull together the data you needed," she said.

Payroll also presented major problems. As an asphalt contractor that had just been approved for state projects, but with a general-purpose accounting system, they had to do all certified payroll by hand. "We needed to be able to go after DOT jobs, but our system couldn't handle them. It wasn't practical," she said.



Before coming to P&S, the company's accounting manager's experience of construction accounting software wasn't much more positive. Her previous company spent thousands of dollars training on one system, and she didn't want anyone to have to go through that experience again. After she and the owner saw the convenience of Foundation for themselves, they were sold.

What is the biggest perk to the system they have been using for almost 15 years? Job costing, of course. "Any time you want to pull anything up, it's there. Any time someone comes to me and says, 'I want to see this. Can you do it?' I can," she said. The custom report designer also made Foundation a solid choice. "Just being able to drag over what you want to see and add a few formulas—it's incredible."

What is the biggest perk to the system they've been using for almost 15 years? Job costing, of course.

Payroll has been the other payoff. Not only with certified payroll, but, from the ACA to the New Hire Act, the company has been impressed with how Foundation keeps up with the changes.

"The support is [also] awesome. With past companies, you'd be stalled for a couple of days waiting. With Foundation, you can hear back within an hour; they are just wonderful," she said.

Since 2002, revenues grew from $14 million to $80 million. That's the hard work that has always characterized P&S as a company.

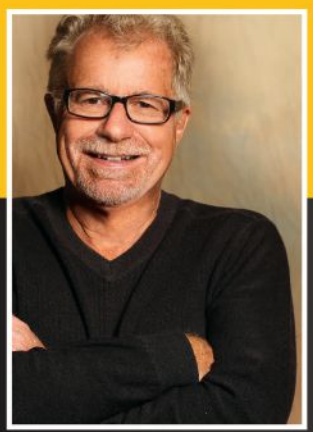
"We're able to do so much more work. We were able to increase our volume without having to increase staff," she said. When a company can increase its projects, increase its billings and increase its reputation, that's true jobsite success.

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GPS Insight

Why Whitton Companies & West Coast Sand & Gravel choose GPS Insight

GPS Insight's Vehicle and Asset Tracking Solutions are used by construction fleets to solve unique business challenges that will reduce costs and risk and increase revenue. GPS Insight believes that no business is the same, which is why the company developed software that can be tailored to each business and each user's needs. GPS Insight is fleet intelligence that makes it possible to manage day-to-day operations like never before.



WHITTON COMPANIES SAVES $100,000 IN LABOR COSTS

Whitton Companies is a residential construction company in Phoenix, Arizona. Whitton Companies has been able to use GPS Insight's integration capabilities to manage all fleet data throughout their organization from one platform. "Finding a GPS tracking solution with quality application program interface (API) integration was critical," said Matt Nielsen, director of information technology for Whitton Companies. "Many other GPS tracking providers we spoke with were claiming to offer APIs for the data we needed, but actually did not."

Integrating GPS Insight's time-stamped location data with its custom enterprise resource planning (ERP) system has allowed Whitton Companies to easily identify and reduce unnecessary labor costs. "Most employees use electronic timecards that integrate straight into our payroll system, but some employees bring their vehicles home and don't punch in and out, which made it difficult to ensure payroll accuracy," said Nielsen. By importing GPS Insight's fleet data into their payroll system, Whitton's accounting team is able to audit timecard accuracy with the click of a button. By using GPS Insight to validate billable hours, Whitton Companies saves at least $100,000 per year on labor costs alone.

WEST COAST SAND & GRAVEL STREAMLINES MOBILE DATA COLLECTION

West Coast Sand & Gravel (WCSG) services the construction industry by delivering a wide array of materials in bulk, as well as hauling off materials from construction sites. One of the reasons WCSG started researching GPS tracking technology was to find a more efficient way to relay information from the field back to the office.

"We needed a method to confirm deliveries and pickups that was more effective and would not take up as much time for the drivers or employees back at the office," said Brad Zimmer, director of environmental and special projects for West Coast Sand & Gravel. GPS Insight took WCSG's feedback to find a solution that would increase their operational efficiency through the creation of Custom Forms.

Custom Forms are assigned to a Garmin navigation device, so drivers can complete them upon job completion and send them straight to the office in real time. Custom forms can be used to expedite invoices to billing and verify deliveries and pickups. The ability to gather real-time data from the point of service and expedite this information back to the office has greatly improved WCSG's efficiency and effectiveness overall.

Contact GPS Insight for more information on how GPS tracking will improve your construction fleet's operations.

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Hyundai Construction Equipment Americas Inc.

Bulk material handler finds affordable reliability in Hyundai

When you need to move material efficiently and productively, whether it is at a construction site, an aggregate operation or a bulk processing facility, machine reliability is crucial to your company's success.

Founded in 1990, Associated Terminals, in Convent, Louisiana, discovered nearly 10 years ago that Hyundai construction equipment is designed to withstand corrosive environments. After switching to Hyundai, the company found its uptime increased and emergency maintenance decreased.

Todd Fuller, Associated Terminals president, explained that, although his business is not construction, it does own more than 60 pieces of Hyundai construction equipment. "Our primary business is handling bulk cargos. While we mainly have a lot of cranes for unloading cargo, we also use wheel loaders, excavators, material handlers and some forklifts," said Fuller.

In 2007, the company extensively evaluated wheel loaders from various manufacturers. "We work in a harsh environment that causes certain parts to corrode or wear out faster," Fuller said. "We were spending more time fixing machines than using them to unload cargo."

"Not only are Hyundai machines competitively priced, but using them has increased our operating time. And we avoided the costly frustration of having a $150,000 or $200,000 machine holding up an $11 million crane," Fuller said.

He said their Hyundai excavators are mostly in the 15- to 25-ton range, and their wheel loaders are in the 3- to 7-cubic-yard range.

"They are all very reliable machines; so reliable that we don't spend a lot of time with maintenance guys on the road trying to get the equipment fixed," Fuller said.



He also appreciates the open communication and responsiveness that Associated Terminals has experienced in working with Hyundai.

"Hyundai listens to us. When we find a certain feature that we would like on a machine, whether it is a backup camera or a change in the way the center pins go in on the bearings, Hyundai has always been responsive to our needs. Manufacturers don't always want to listen to customer feedback about their equipment, but Hyundai has been very receptive to our needs based on what we discover in operating the equipment every day," Fuller said.

During the past 10 years, Associated Terminals has evolved technologically. "For example, we're analyzing machine operating data to predict down time. We've seen Hyundai take that same approach in their Hi-Mate remote management system, which lets us collect and study wheel loader data to schedule maintenance so we are not down at any inconvenient times," Fuller said.

Extended warranty was an important factor in Associated Terminals' choice of machine brands. "Hyundai offering a better extended warranty than any other manufacturer offered—and covering a lot of areas that most manufacturers wouldn't cover—played a huge role in us purchasing Hyundai as well. We've never had any warranty issues with Hyundai," Fuller said.

"Our success today would not be possible without making a change to Hyundai equipment. We have found you can't go wrong with a Hyundai machine," said Fuller.

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The Knapheide Manufacturing Company

Texas-based company relies on Knapheide's work-ready vehicle solutions



Knapheide is an industry leader in work-ready vehicle solutions, and is proud to know that other industry leaders use its products to help them be more efficient and effective. One such leader is Stripe-A-Zone, based in Grand Prairie, Texas.

"Stripe-A-Zone was founded in 1950 by a motorcycle police officer," said David Sargent, vice president at Stripe-A-Zone. "By 1979, Stripe-A-Zone had grown into the largest parking lot striping company in the country."

Today, Stripe-A-Zone remains the largest striping company in the nation, handling everything from roads and highways to parking lots and airfields. That type of work takes Stripe-A-Zone workers to some pretty remote locations in some pretty tough environments, so they need to be sure they have all the tools they need to get the job done right the first time.

Just like Knapheide, Stripe-A-Zone never settles for anything but the best when it comes to its work. That starts with finding the right people. "Finding the right people is the toughest part for any company," said Sargent. "But once you find those people, you've got to set them up for success. And we do that with good equipment—we use Knapheide truck bodies. They allow us to organize the tools and spare parts in a way that makes our people the most efficient."

About once a week, Cris Bullard, general manager at Stripe-A-Zone, meets with Mark Hensley, his Knapheide sales representative.

They discuss the specifications of vehicles and what they need to do to make their trucks more accessible, allowing workers to have what they need available right at their fingertips.

"Leading up to the purchase of a truck, I'll meet with them. Then, once the truck comes in, we'll go through it," said Hensley. "We want to make sure they can have everything they need on the truck and that it's easy to get to."

"The best part of the Knapheide truck body is the way it's designed," said Adam Ross, sales manager at Stripe-A-Zone. "The design is exceptional compared to some of the truck bodies I've used in the past."

"We have a fantastic relationship with Knapheide. We enjoy partnering with somebody that's like minded and family owned. They have a vision for the future and believe in stability," said Sargent. "They're not just about today, but about being here in the future."

This is an example of two industry leaders working together to make each other stronger. That's what makes the relationship between Knapheide and hardworking customers in all kinds of businesses across the country so strong.

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LoJack Corporation

Telematics solution leads to more effective jobsite control

For many construction business owners, investing in telematics has not only led to more effective jobsite control, but it has also uncovered opportunities to increase efficiencies over a broad operational range. The breadth of real-time fleet data, available on demand, can help managers deploy equipment and manpower more efficiently, identify counterproductive trends before they impact deadlines and deter equipment failure or downtime. LoJack® Connect for Equipment offers a broad set of benefits to construction businesses, including the following:



REAL-TIME LOCATION ON DEMAND

If equipment has an unscheduled move—or goes missing entirely—the drain on productivity is often significant. Without access to real-time location data, finding a machine can require diverting manpower for a physical search, which can increase labor costs while reducing worker efficiency and utilization.

When LoJack Connect provides a business owner or credentialed manager with remote insight into their machines' locations, unplanned machine relocations can be made more efficient, as well as planned fleet deployments.

EQUIPMENT MISUSE ALERTS

Without an effective asset management system, construction businesses lose a valuable opportunity to monitor and potentially significantly increase machinery efficiency. For instance, with LoJack Connect's geofencing feature, credentialed managers can use a private login to set undetectable boundaries for any LoJack Connect-equipped machine. If a machine moves outside of that perimeter—day and night, and whether or not there are eyes on the jobsite—they can receive an emailed alert.

Similarly, management can be alerted to equipment misuse—for instance, if a machine is outside of its approved area and into a part of a jobsite it isn't scheduled to be, or, for safety reasons, should not be. Is a machine being used without authorization at any time during downtime or the off-season? Simply check your email.

TRACK HOURS, UTILIZATION REPORTING & MAINTENANCE

Knowing how long a machine has been running—and how long it has actually been working—is valuable information that helps drive informed project plans and potentially increase efficiency and cost savings.

By providing comprehensive data in so many areas of fleet operations, LoJack Connect helps businesses identify areas of under- and over-utilization, and see immediately if a machine is being used outside of hours—perhaps for an unrelated job. Is there an expensive piece of equipment that's being significantly under-used—perhaps well below projections?

That knowledge can help managers rethink future rental use. Do machines in one section of a jobsite take longer to complete tasks than they do in any other section? Is your fleet being run beyond scheduled hours, creating the potential for unbudgeted overtime pay for workers? Are your machines due for routine maintenance? Overdue? By utilizing LoJack Connect for Equipment, construction business owners can gain crucial new insights into developing or existing trends to help them mitigate risks to their profitability and performance.

Installation for basic telematics can be easy on most equipment, and these benefits can be realized in a short amount of time. With nearly no downtime to install telematics, businesses can be up and running and on their way to improved profitability quickly.

LoJack Corporation has helped millions of people protect their vehicles in the event of theft over the past 30 years, and today provides safety, security and protection for an ever-growing range of valuable assets.

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Payroll4Construction.com

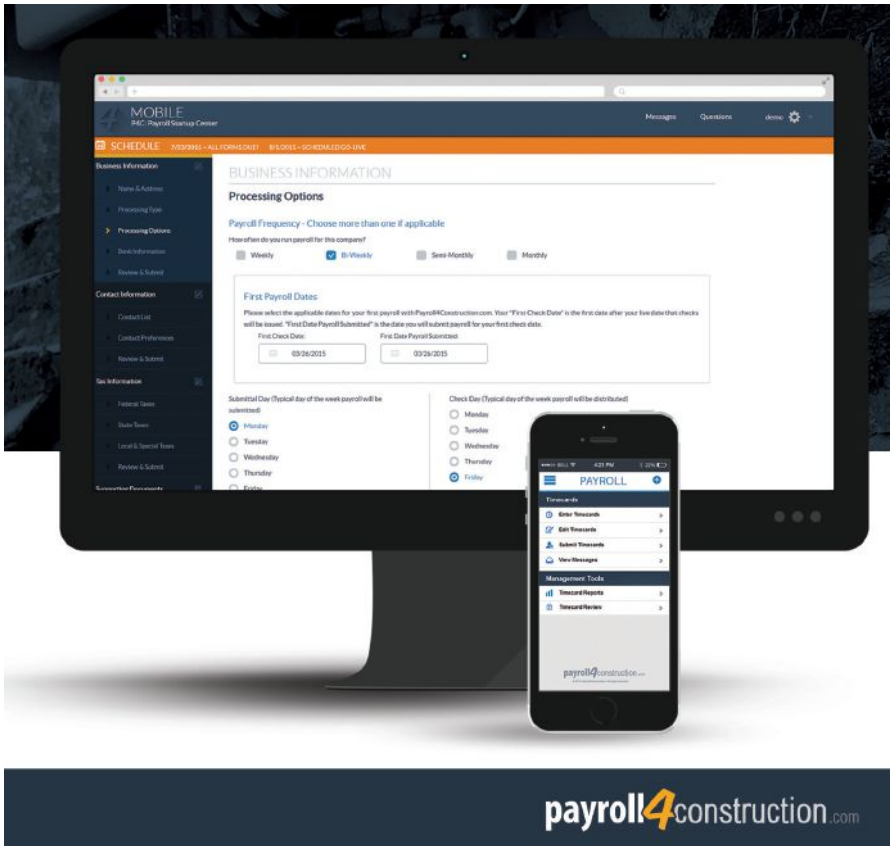
Payroll solution helps Kentucky contractor master timecards & taxes

Envision Contractors LLC is one of the fastest-growing companies in western Kentucky, and they certainly keep busy. Envision specializes in site development, pipeline installation and repair, horizontal directional drilling and more. What they don't specialize in is taxes. And neither do their numerous affiliates, each of which have separate payrolls to be run and taxes to be filed, all out of one office.

They shouldn't have to be tax specialists. But back in 2008, Envision was doing all of its payroll in house, and that burden rested on the office staff, including key employees like Robin Phillips. Between managing deadlines and state reciprocity, communicating with agencies, filings and monthly tie outs, all of those hours were really adding up. The extra hours ended up cutting into the Kentucky construction business's most valuable resource.

According to Phillips, taxes simply ate up time, time that Envision could have spent more usefully elsewhere to keep their business growing. Fortunately, Envision had been using Foundation construction accounting software for years to keep its complex payroll calculations simple and to make job cost and certified payroll reporting fast and convenient. When Phillips heard that Foundation Software had a sister company that was designed specifically to handle payroll processing and tax filing just for contractors, she was sure she had finally found the answer for her company. "It was exactly the fit I was looking for," Phillips said.

By using Payroll4Construction.com, Envision can submit multi-state, multi-locality, multi-job and multi-rate timecards. Prevailing wage rates and fringes automate for each employee with custom defaults, and they can even apply automatic fringe reductions.



The Payroll4Construction mobile app also gives them the power to enter single and group timecards from the field on almost any mobile device and sync them directly to Payroll4Construction.com.

Now, Envision simply enters timecards, and Payroll4Construction.com's construction payroll specialists handle the rest—from processing, printing, ACH payments and mailing to quarterly filings, annual filings, troubleshooting with agencies and end-of-year tax forms. "The staff does a beautiful job," Phillips said. It's a staff that Envision knows personally, because every support call is handled promptly by a Payroll4Construction.com representative, never by an outside, third-party call center and never with an automated menu.

Envision is in control of their payroll. Dozens of payroll reports are available at their fingertips, including custom reports. Employee information and defaults are easy and quick to change. All they need to do is log in.

Envision is just one of a family of thriving affiliate companies, each of which has also made the switch to the Payroll4Construction.com and hasn't looked back. And why would they? They can now look forward to a lot of continued growth.

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800-949-9620
info@payroll4construction.com
payroll4construction.com

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"Construction payroll is tough! You've got prevailing wage rates, union fringes, different trades and tax jurisdictions, reporting requirements, and the list goes on. That's why we created Payroll4Construction – to automate construction payroll and reporting so contractors and their CPAs can focus on the bigger picture."

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FRED ODE
CEO/Founder



Takeuchi-US

Site prep contractor records 25,000 hours operating a Takeuchi compact excavator

There is an old adage, "If it isn't broke, don't fix it." Those are words that Martin Van Der Zwan of Valley Custom Jackhammer in Langley, British Columbia, Canada, lives by, at least with his machines, anyway. Van Der Zwan calls all the shots because his company is a team of one: himself. Once he found out about Takeuchi, he never looked back.

Van Der Zwan started Valley Custom Jackhammer from the ground up. His primary work revolves around jackhammering concrete and digging perimeter drains and septic fields. He is known for getting into difficult areas that were once considered unimaginable.

In the early years, the site preparation contractor was like any new business, with some trials and tribulations. He began jackhammering concrete by hand for a few years, which can be a long, tedious task and is tough on the body. After jackhammering by hand for 6 years, he decided to take a different route.

"Jackhammering by hand is not always the most efficient way to get the job done, so I talked to a dealer who had two Takeuchi excavators in his company's fleet with breakers attached to them," Van Der Zwan said. "I tried them out, and I really cannot say enough about the Takeuchi brand—they are awesome. I have run other brands, too, but those produced results that were [just] not up my standards."

After a demonstration, Van Der Zwan bought his first Takeuchi compact excavator, the TB014, in 1988. Altogether, he has owned 14 excavators since, and has run each of his Takeuchi machines for about 2,500 hours. The contractor keeps diligent records of running his machines, and has spent nearly 25,000 hours operating a Takeuchi over the years, or over 1,000 straight days.



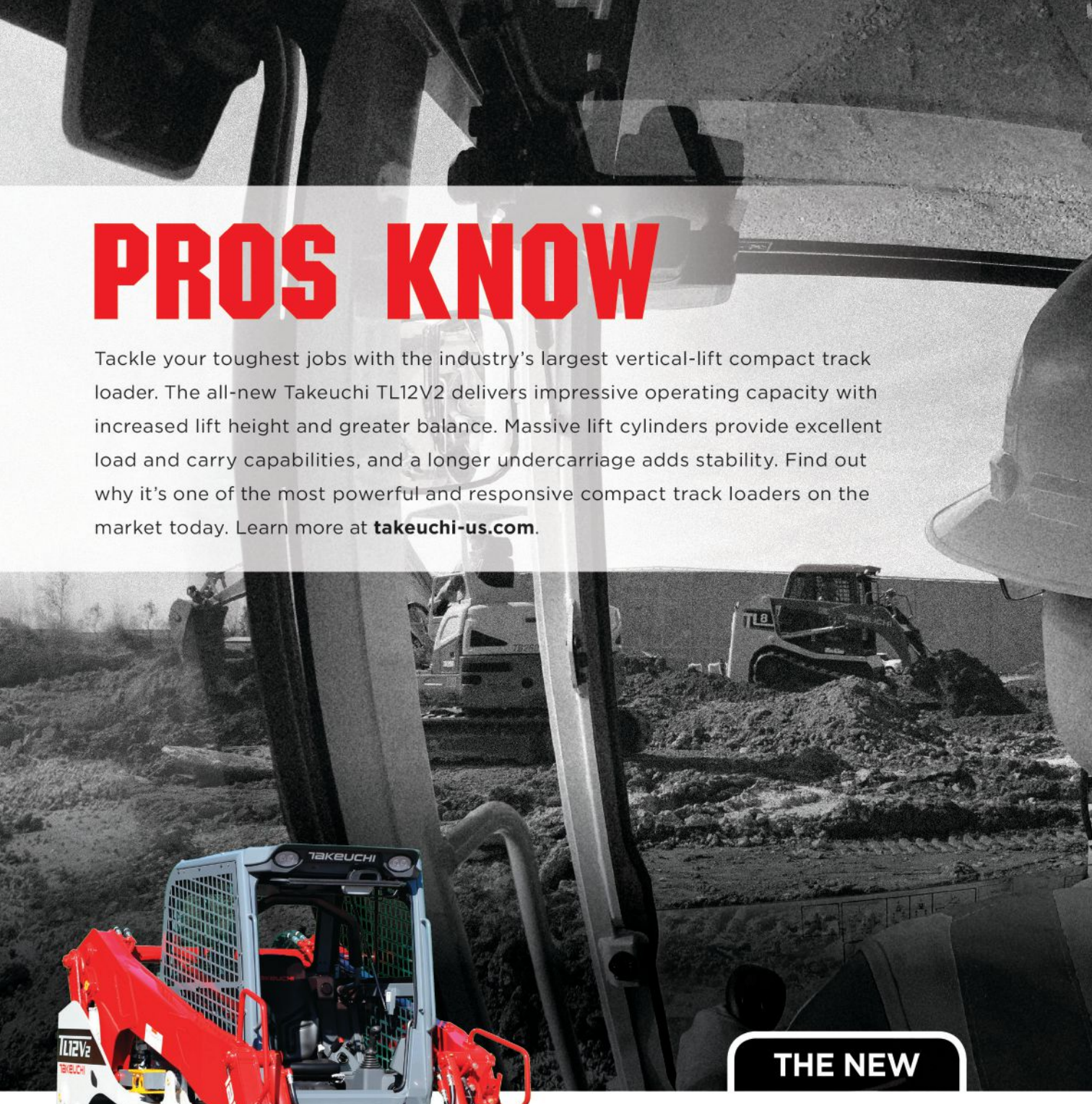
While speed is a big factor in why Van Der Zwan likes his Takeuchi machines, it is not the only thing he appreciates about them. "They have good speed, and there has only been one other brand that I have operated that could compare, but only for speed, nothing else," Van Der Zwan said. "Takeuchi excavators are fast, but they never have any breakdowns whatsoever and they just keep going. I use my excavator every day, but I have never misused it, and that makes a big difference. In all my years operating a Takeuchi, I've only needed to replace one fan belt and one alternator."

Owning your own company has its benefits, but it also means that productivity needs to be at a premium. Downtime is killer to any company's bottom line, but especially a one-man operation. This is why Van Der Zwan found reliable machines with Takeuchi, and has never looked back. For Valley Custom Jackhammer, productivity is high and business is good.

Takeuchi-US
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Asta Powerproject

Contractor seamlessly updates job scheduling software

The Norwood Company is one of the top contracting firms in the Mid-Atlantic region. The 40-year-old company has long been an early adopter of technology to improve processes and project delivery. More than 12 years ago, the company adopted Suretrak to plan and schedule jobs.

However, when Suretrack was no longer supported or maintained, Norwood needed to replace it. Fortunately, that need also presented an opportunity to find a system that could let the company do considerably more. The search committee's list of critical features included:

- Producing logical schedules with a good audit trail
- Importing from Suretrak to access old schedule data
- Customizable templates and menus
- Easy-to-produce, graphic-rich reports
- Easy-to-learn-and-implement interface
- Shareable licenses for part-time schedulers

A yearlong search and vigorous testing proved Asta Powerproject to be the right fit for Norwood's next chapter. They found that Asta Powerproject works the way their team does—with time-saving shortcuts like cut and paste from Excel, mouse drag-and-drop functionality and quick task creation, allowing up to 450 tasks to be made in 15 minutes.



"I'm a huge fan," said project manager Jason Werkeiser. "I think it is a great product—[especially because of] the multiple ways to convey data. We know how a project should go. Asta Powerproject helps us communicate it."

Asta Powerproject
855-553-2782
inquiries@elecosoft.com
astapowerproject.com

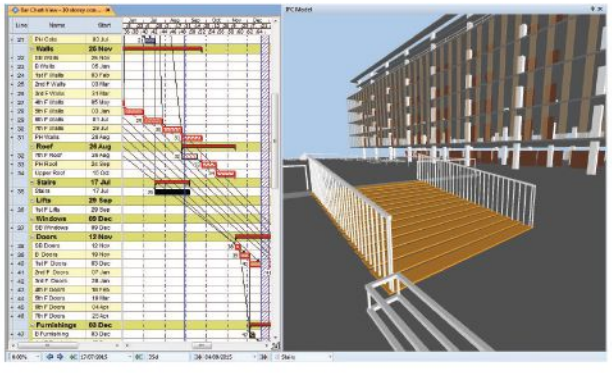
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Asta Powerproject is the choice of more than 100,000 construction project schedulers worldwide. The purpose-built system's ease of use helps them get more done, more quickly.

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Elecosoft Asta

Asta Powerproject: The power behind successful projects

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BluVue LP

Whitaker Construction adopts BluVue for digital plans



BluVue Plans is a cloud-based, digital and mobile collaboration app created as a cost-effective way to keep everyone on the current set of construction plans, improve project communications and cut the cost of project rework.

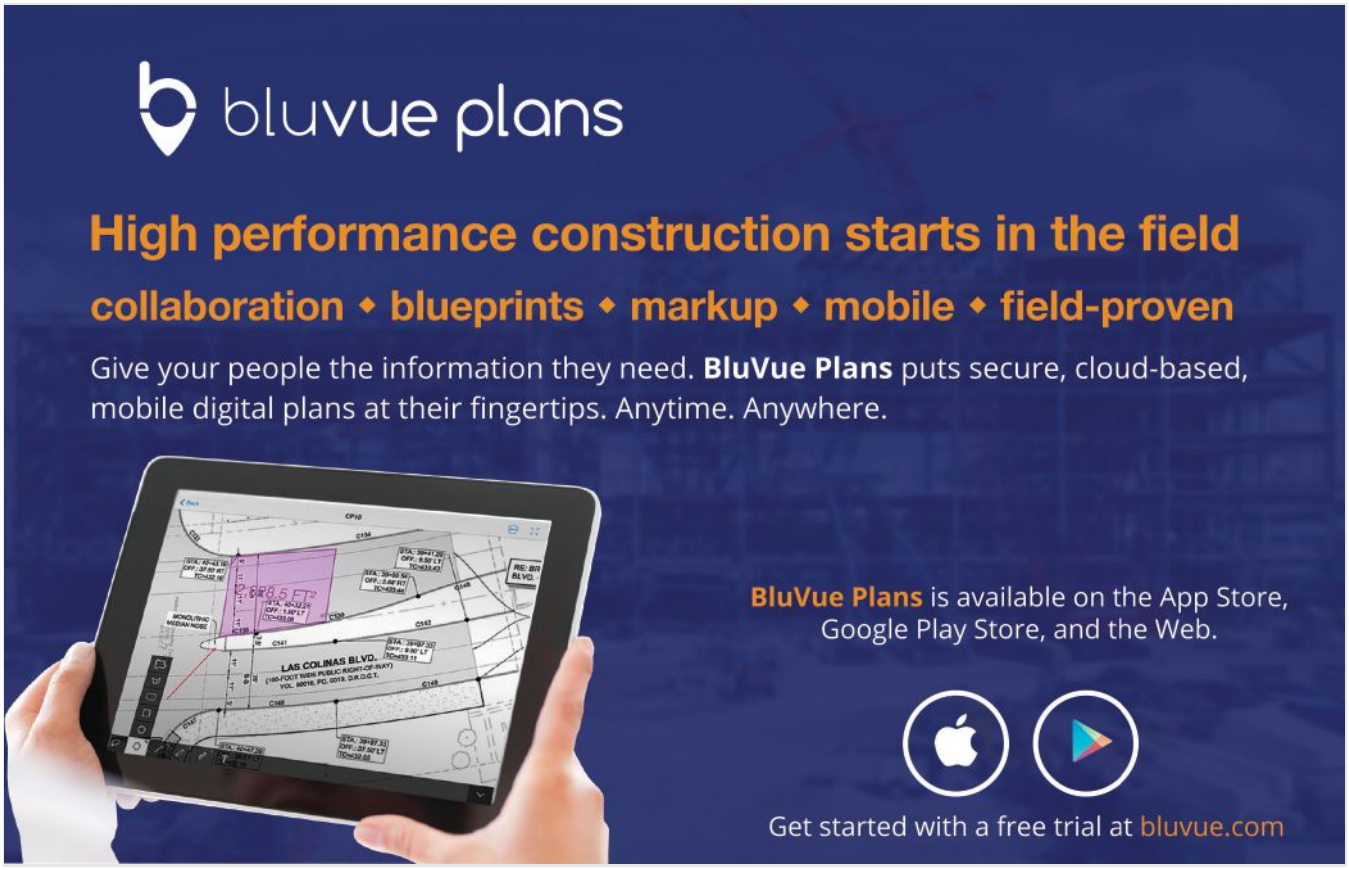
Matt Bousman, president of Whitaker Construction Group in Paso Robles, California, was searching for an easy-to-use, cloud-based tool that would help his employees in the field. He found the perfect digital solution for his company in BluVue Plans.

"The takeoff ability they had is what led me to them—getting accurate measurements right off the plan was huge," he said, adding that using the app has changed how his firm does its daily business in the field.

"I've gone and bought each of my foreman an iPad. Being able to give them the current plan set and have them make notes is really helpful," Bousman said. "What is nice is that as the owner of this company, I can always have all the plans, and their notes, right in front of me."

It took employees just minutes to get comfortable with the app, Bousman said. "One project manager was able to use BluVue to figure out a difficult dimension right from the plans, when there was no other way to do it," he said. BluVue Plans offers a free, 30-day trial of the app at bluvue.com/trial.

BluVue LP
800-251-5928
sales@bluvue.com
bluvue.com



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Chicago Pneumatic Construction Equipment

Ohio GC standardizes equipment to improve performance & production

Complete General Construction, a family-owned business in Columbus, Ohio, found a niche market with weekend overlay jobs and an average 50,000 square yards of overlay every year—more than any competitor in Ohio. The highway closes on Friday evening before Complete General Construction gets to work jackhammering, resurfacing, setting new joints and reframing the concrete to be repoured. All of the work needs to be done on schedule so the concrete can cure before opening Monday morning.

Even with a great deal of experience on their side, if Complete General has ill-equipped tools in their lineup, they will struggle to get the job done on time. For their jackhammer needs, they utilize Chicago Pneumatic CP 1210 breakers year-round.

"Chicago Pneumatic is the standard here at Complete General," said Ann Hobstetter, material manager at Complete General. "I once bought a different brand, which was not accepted out in the field by our crew. After attempting to use the new brand, they told me that they simply do not perform the same. The CP breakers hit harder with much better production."

Experience in the field is a big advantage, but having proficiency to work with the right tools can put a company miles ahead of the competition.



Chicago Pneumatic Construction Equipment
216-643-6814
erin.crowe@cp.com
cp.com



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eMars Inc.

eMars helps Georgia contractor improve payroll workflows

The comments below are from a Georgia-based client and reflect the profound impact of eMars's Compliant Client service on day-to-day operations. eMars has a strong, positive impact on the lives of payroll clerks who previously could not discover the many errors that exist in manual submittal and review. In a certified payroll survey, it was discovered that nearly 20 percent of all payrolls manually prepared have a minimum of one error. The Compliant Client takes that number to zero.

"Benefits have been tremendous, to the point that, in addition to ourselves, we also have approximately 8,000 subcontractors using the system. The system serves to raise the level of compliance and gives us peace of mind that wages paid by us and our subcontractors to their wage earners meet those high standards expected by the agency and are received by the appropriate parties. The system is extremely user friendly for even the smallest contractors. It also interfaces with those companies which have existing automated payroll systems."

"[The system] reduces travel expenses, since payrolls can be viewed from one central location. Subcontractors have come to rely on this system and are completely enamored with the speed and efficiency it provides. One subcontractor was behind by several payroll submittals



and caught up in 15 minutes. We highly endorse this method of meeting our payroll compliance obligations and this system in particular."

eMars Inc.
480-595-0466
woody.chamberlain@wh347.com
emarsinc.com



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Eye Trax

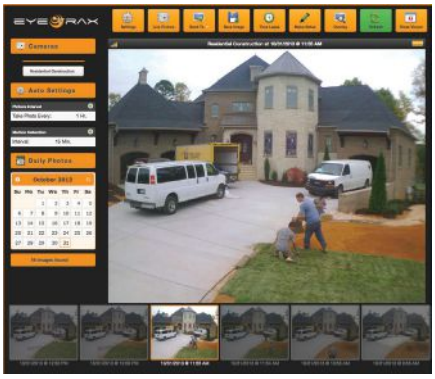
Reduce jobsite theft with security cameras

Construction equipment and material theft has become a national epidemic. The only way to thwart it is to catch the perpetrators in action or pursue them with evidence. Doug Ehmann, owner of North American Lawn & Landscape, based in Charlotte, North Carolina, uses Eye Trax Ranger Series construction cameras to reduce theft on his jobsites.

"We employ multiple cameras to have 24-hour surveillance in key areas," said Ehmann, whose company employs 250 to 350 people each year during peak operating times and maintains more than 100 vehicles in its equipment fleet. "We've strategically placed these cameras to monitor jobsite entrances and exits, the fuel tanks and pumps at our operations facility and our nursery, where we store thousands of plants and other jobsite materials."

According to Ehmann, because the Eye Trax camera system is cellular based and solar powered, his company has the flexibility to use it anywhere crews are working or storing materials. This enables Ehmann to put a camera wherever he thinks theft might be an issue, proactively protecting his employees, equipment and his clients' investments.

"When we first installed these cameras, we uncovered a few instances that we were able to proactively handle, and since that time, we have had no issues—the presence of the cameras is a huge deterrent," Ehmann said.



Eye Trax
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jerry@eyetrax.net
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Felling Trailers Inc.

Custom FT-100-3 MX-L paver trailer solves company's transportation issue

A regional manager at a road building company (and Felling Trailers dealer) recently contacted Gary Knudsen, a Felling Trailers consultant, for assistance in ordering a semi-trailer to transport multiple paving machines and equipment. Pavers and rollers are infamous for being difficult to load due to the low ground clearance of the machines.

The regional manager and Knudsen, along with Felling Trailers' engineering department, worked together to design the end product: a FT-100-3 MX-L semi-trailer that was equipped with an 8-degree, full-width, hydraulic bifold ramp and hydraulic upper-deck ramp systems. The bifold ramp provided the



ideal degree of incline for the variety of low-clearance equipment that the company transported regularly.

The feature of the front hydraulic ramp (8 feet long) further diversified the trailer to be capable of loading rollers, skid steers or other equipment on the upper deck of the semi-trailer.

The next winter, the regional manager contacted Knudsen. He said the trailer was working great and placed an order for a second unit similar to the first. The regional manager referred another manager within his company to Knudsen to order two of his own FT-100-3 MX-L trailers. Over the course of 3 years, the company has purchased multiple units.

Felling Trailers Inc.
888-335-5464
sales@felling.com
felling.com



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Fringe Benefit Group

How The Contractors Plan helped a Rhode Island company improve its bottom line

Founded in 1990, Rhode Island-based William Anthony Excavating Inc. (WAX) performs in-house layouts and value engineering using estimating and accounting technology. WAX provides high-quality service in all phases of earth and site work, building foundation excavation, septic systems and underground utilities.

When WAX president Tony Raposo learned about The Contractors Plan, a prevailing wage benefit plan designed specifically for contractors working on government jobs, he was excited about helping his employees save toward their retirement while further improving his bid costs. Approximately 60 percent of WAX's work is on prevailing wage projects (Davis-Bacon Act jobs), and it had been paying the fringe on those jobs as cash wages. Allocating the fringe amount to a benefit plan results in significant cost savings. When the fringe portion of the prevailing wage is used to provide benefits for hourly workers, this amount is not subject to some payroll costs.

Raposo implemented The Contractors Plan in 2012. "The Contractors Plan provides real savings for companies doing prevailing wage work. We reduced our payroll taxes and workers' compensation costs while helping our employees save for their future. It was easy to implement and the team at Fringe Benefit Group has been there to help us stay compliant with applicable laws," Raposo said.



Fringe Benefit Group
800-328-1519
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MSA Safety Company has been a leading manufacturer of high-quality safety products since 1914, providing sophisticated devices and protective gear with an unwavering commitment to quality that protects thousands of men and women each day.

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Its comprehensive lines of products are used in a broad range of industries, including the energy (oil, gas and petrochemical), construction and contractor, utilities, industrial, mining and fire service markets.

New to the MSA family, Latchways solutions help ensure worker safety on a wide range of buildings, towers, bridges and structures, and can be found in the aerospace, power transmission, utilities and telecommunications sectors.

MSA Safety Company's goal every single day is to provide its customers with dependable, high-quality products, instruments and services to help ensure a safe return home at the end of each workday.

MSA maintains its world headquarters in Pittsburgh, Pennsylvania, and employs more than 5,300 employees worldwide.

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Thunder Creek Equipment

Growing excavation business goes all in one with fuel/DEF/service trailer

McKinney Excavating, based in Urbandale, Iowa, handles grading and underground utility work across central Iowa. Owner Ryan McKinney often finds himself face to face with the challenges associated with managing a diverse equipment fleet across multiple jobsites. This includes coordinating fueling and service and addressing the new challenges created by equipment that requires diesel exhaust fluid (DEF). McKinney had been performing this work with a nurse tank and his pickup truck. The addition of a bulk fuel and fluid trailer has simplified McKinney's daily service. The company chose the FST 990 from Thunder Creek Equipment, which features 990 gallons



of diesel storage, and customized it to include separate storage compartments for DEF, hydraulic oil and engine oil.

"I can haul 990 gallons of fuel with this, as well as 100 gallons of DEF fluid, and hydraulic and engine oil at the same time. I can fuel everybody up in 1 day. Typically, I can get 3 days out of it without having to go back to the bulk plant or having my bulk truck come out and fill me back up, so it saves me a lot of time, effort and energy with the ability to get fuel where I need it," McKinney said.

Thunder Creek Equipment
866-535-7667
connect@thundercreek.com
thundercreek.com



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Towmaster Inc.

America's best-built trailer for professional haulers

When you're a contractor, downtime equals lost revenue. It's easy to understand why contractors make purchasing decisions based on what will give them the most bang for the buck. Sometimes that means buying better quality products. Below, Q3 Contracting shares why they buy Towmaster trailers below.

"Q3 Contracting is a utility contractor located in the Midwest, with operations throughout the United States. We are currently operating over 300 Towmaster trailers in our fleet. The main reason we continue to own and operate Towmaster trailers is the fact they are built to last. With this many units, we cannot afford any downtime due to a broken trailer. Should you need assistance with sales or service, Towmaster will take care of you. We recommend their trailers to anyone looking for a superior piece of equipment," said Keith Y., Q3 Contracting's fleet purchasing manager.

A trailer has to be easy to maintain and give the customer minimal downtime. Towmaster achieves this by designing strong frames and using brand-name components to build their trailers.

With over 55 models and numerous options to customize a trailer, you will find the right trailer for your hauling job.

Professional haulers fully count on Towmaster because the trailer manufacturer has a reputation for high quality and long-term durability that has been earned since 1978.



Towmaster Inc.
320-693-7900
marketing@towmaster.com
towmaster.com



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Valley Industries

Excavating company uses Valley equipment to clean up production

"With custom trailers on a spread of six to eight pieces of equipment, we save about $500 per shift," said Jeff Vivian. Vivian is the operations and maintenance coordinator at Independence Excavating, a Midwest construction company offering site development, crushing and heavy industrial work.

"On a $1 million project, we save at least $30,000, which can be the edge we need to win a bid and make more profit. Many contractors may not realize how inefficient traditional refueling and servicing of equipment in the field is eroding their profit margins," Vivian said. "We used to place a temporary fuel tank on smaller construction sites and have operations track machines to it once per shift. That procedure lost at least 30 minutes of production time waiting to refuel, burn more fuel and put extra wear on our undercarriages."

The traditional field service of lifting containers of oil, grease and other fluids is no longer acceptable, as it increases risks of spills and possible injury to operators. A better alternative is to invest in properly designed lube skids or lube/fuel trailers. These units can quickly and ergonomically dispense fuel, lubricants, DEF and grease and recover used oils.

To further enhance safety, equipment uptime and productivity, Independence Excavating has worked with Valley Industries to customize lube/fuel trailers and skids to improve its operations.



Valley Industries
800-400-0124
valley-industries.com



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Mi-T-M Corporation

Brandco Inc. building crew performs with Mi-T-M air compressor



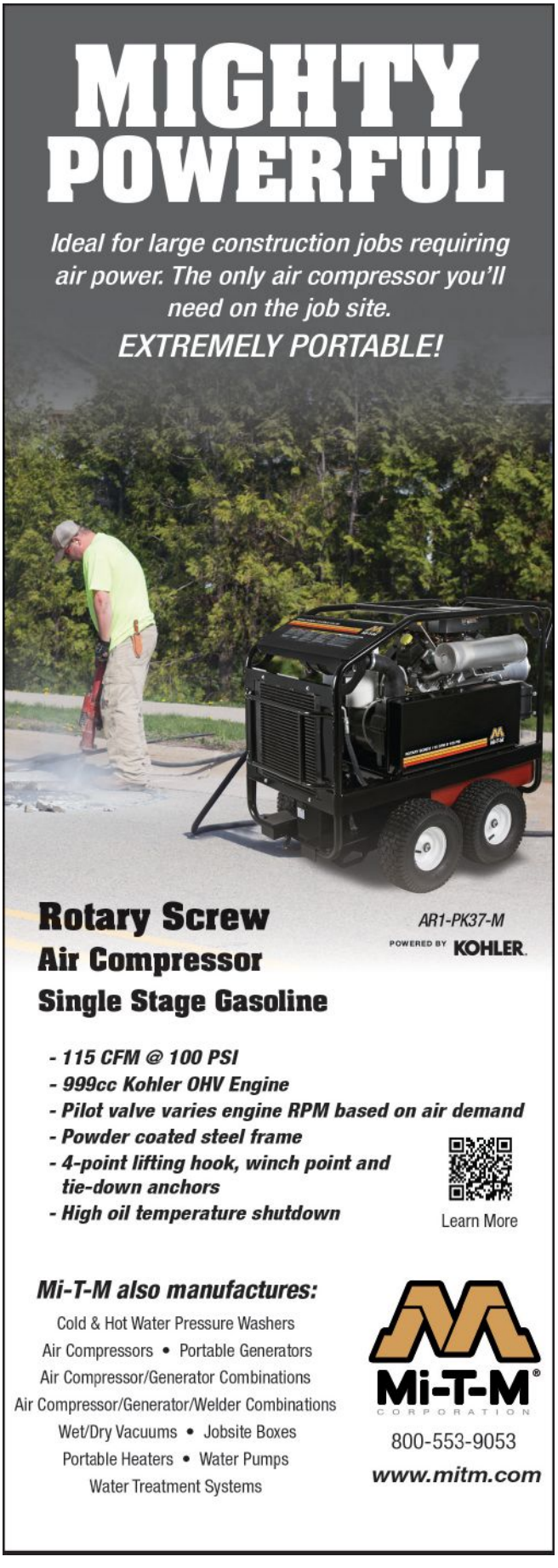
New to the market and the first in the industry to produce 115 CFM at 100 PSI, the powerful Mi-T-M Rotary Screw Portable Air Compressor is the machine of choice for many construction and contractor businesses.

Built for optimum performance and endurance, the single-stage gasoline rotary screw features a Poly Chain belt drive system, ball valve controlled 3/4-inch outlet and high oil temperature shutdown. This engine and pump combination can produce 115 CFM at 100 PSI and includes a powder coated steel frame with a roll cage, lifting hook, winch point, tie-down anchors and 15-inch pneumatic tires for effortless transport. Perfect for a variety of construction applications, this mighty machine can move through construction sites with ease and can handle even the most demanding conditions.

This durable machine stood up to harsh winter weather when used by Brandco Inc.'s building crew. "It performed beyond our expectations. We used eight framing nail guns at once and still had extra power," said Frank Gadek, project coordinator. "It was very easy to move around our construction sites, and we found it was the only air compressor needed on site for 20 carpenters."

The Mi-T-M Rotary Screw Portable Air Compressor is designed for performance and endurance and is essential for applications calling for heavy-duty power.

Mi-T-M Corporation
800-553-9053
mitm.com



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Husqvarna Construction Products Americas

PRIME products take center stage in Florida warehouse project



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When American Concrete Cutting/American Plumbing, a plumbing company based in Jacksonville, Florida, (americanplumbingcontractors.com) took a job cutting different-sized openings for windows and doors, they knew they needed equipment that would be both versatile and powerful. Because the project took place in an enclosed warehouse office building, electric equipment was selected to ensure safety. The project called for cutting the following in 6-inch-thick, tilt-panel walls:

- 77 window openings measuring 4'x4'
- 10 window openings measuring 4'x8'
- 5 door openings at 24'x20', 16'x16', 24'x16', 16'x11' and 8'x8'
- 2 regularly-sided door openings

The cuts made needed to be precise, because if they were slightly off, the glass couldn't be installed properly in the window openings. Randy Miller, president, turned to Husqvarna Construction Products' electric, high-frequency PRIME product range. The company used the WS 220 wall saw, K 6500 power cutter, K 6500 ring saw, DM 650 drill motor and the PP 220 power pack to run all the equipment.

The glass installers told Miller's team that they had never seen cuts as straight and as square as theirs, which made installation a lot easier.

"This was our largest demolition job for cutting out tilt-panel openings. Without our Husqvarna equipment, we would not have made a profit on this job. We are extremely pleased with the project," said Miller.

Husqvarna Construction Products Americas
800-288-5040
husqvarnacp.com

Jenny Products Inc.

Customer feedback: 4 tips for selecting pressure washers

Pressure washers are designed to save time and money, so it's important you choose the right model. If you are in the market for a new pressure washer, you have many options available. Through years of service, Jenny Products has condensed customer feedback into four useful tips that outline how to choose a dependable unit that will offer a higher return on investment.

1. *Hot or cold*—Many customers prefer cold pressure washers, which are compact, economical and suited to handle almost any job. For oil, grease or grime, however, hot pressure washers are preferred.
2. *Pressure and flow*—Customers often favor pressure washers with greater PSI. However, gallons per minute (GPM) are equally important. The PSI rating describes its ability to break the contaminant-surface bond. The more GPM a power washer provides, the faster it can get the job done.
3. *Horsepower*—Just because a pressure washer states that it has a certain PSI and GPM, doesn't mean it will produce. Customers often say they would rather have more power, which makes sense because an engine needs to have enough power to turn the pump. For example, a gas-powered pump putting out 3,000 PSI and 4 GPM needs an engine of at least 11 horsepower.
4. *Features*—Components such as heavy-gauge steel frames, ceramic pumps, thermal pump protection and heavy-duty spray wands and hoses all contribute to a longer service life.

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Allmand

Refurbishing program allows companies to keep up with current operations





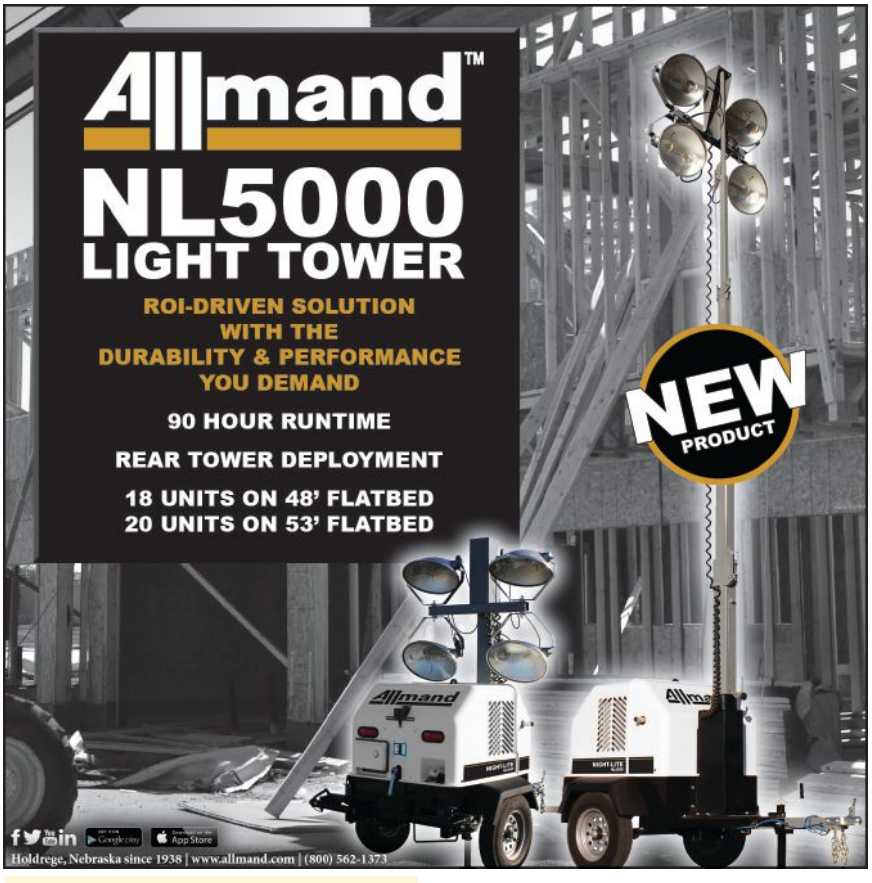
Allmand, a subsidiary of Briggs & Stratton Corporation, is a manufacturer of portable jobsite equipment focused on providing customers with safe, reliable and high-quality products. Located in Holdrege, Nebraska, Allmand manufactures towable light towers, mobile industrial heaters, solar flashing arrow boards and portable light stands for the global construction, mining, oil and gas and rental markets.

Allmand is offering a refurbishing program on their Maxi-Heat MH1000 2010 models and any newer models, allowing customers to upgrade their current MH1000 to the latest technology of the MH500iQ Heating System. The iQ analyzer detects the environmental temperature and pressure, suggests the correct setting of the burner and automatically configures the nozzle, eliminating the need to change the nozzle as the altitude changes. This also requires far less maintenance. Joel Ylinen, from Ziegler Power Systems, has already participated in the program.

"Our initial reaction here is that this is a great looking alternative to new [equipment] in a time when our heating units have reached an age where some significant repairs to the heaters are required. The unit itself has met and really exceeded my expectations, and I will be looking to do some additional units as they come back in from the season's rents," said Ylinen.

The Allmand Maxi-Heat MH1000 refurbishing program is being offered until May 30. Contact your local Allmand representative to learn more about this program.

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Vulcan On-Board Scales

Excavating company relies on Vulcan scales for jobsite success

Pitlik & Wick Inc. started in 1952 as an excavating and aggregate crushing company. Pitlik & Wick is family owned and operated and performs a wide variety of services, including excavating, aggregate crushing, ready-mix concrete, milling and pulverizing, asphalt paving, chip seal and pavement maintenance.

Trucking is an integral part of getting jobs completed on time and on budget. To accomplish this, Pitlik & Wick runs a fleet of approximately 20 dump trucks and utilizes owner/operators for the other half of its trucking needs.

In 2013, Pitlik & Wick Inc. was introduced to Vulcan On-Board Scales. Pitlik & Wick ordered its first scale and installed it in the spring of 2013. The company ran this unit for a year in order to get an idea of the accuracy of the system. The accuracy proved to be very good, and the driver liked the system, so they ordered three more units.

Many of Pitlik & Wick's loads are sold by the cubic yard and come from aggregate sources that do not have permanent scales. The Vulcan scale allows Pitlik & Wick drivers to load with a high degree of confidence within several hundred pounds of their desired weight.

This allows drivers to haul full loads, reduce trucking costs and eliminate overweight tickets. Another benefit of the on-board scale is that it allows drivers to load the trucks to the correct weight at the site, reducing wasted time and ensuring full loads.



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Progressive Commercial

Owner protects new fleet purchase with coverage & claims service

Shan Stanley, owner of Advanced Asphalt, sold his dump truck and purchased a brand-new Kenworth T80 Tractor. The $123,000 price tag was a major business investment for his asphalt-paving company.

He soon discovered his insurance rate for the new business vehicle was going to take an unexpected bite out of his business budget, though, and decided to shop around.

His agent, Don Schilling, offered to review the policy to see if he could help reduce Stanley's insurance costs. "During the policy review, we switched him from a 6-month to a 12-month policy and applied the multi-policy discount. By the time we were done with the quote, we had reduced his rate by several thousand dollars. Stanley was amazed," Schilling said.

Price is important, but getting proper coverage and claims service are too. "My exhaust pipes were stolen," said Stanley. "These were 8-inch custom chrome exhaust pipes worth about $2,500."



When Stanley initially filed the claim, his agent told him the pipes might not be covered because they were considered aftermarket additions.

"Progressive conducted a full investigation," said Schilling. "The claims rep determined the chrome pipes were installed prior to Stanley taking possession. Since they were classified as original equipment, they were covered." Stanley said he was back on the road with new pipes in no time.

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Sedgwick LLP

Women in Construction: A Sedgwick LLP initiative



The 2016 Women in Construction (WIC) West Coast conference will take place April 21-22, in San Diego, California. No one is more excited than Sedgwick partner, Barbara Werther, co-founder of WIC East Coast, which celebrated its 10th anniversary last October in Washington, D.C. WIC brings women in all fields and positions within the construction industry together, providing an opportunity to network, learn and share ideas.

The conference's popularity spread west in 2015. Women on the West Coast are thrilled to be part of such an inspirational conference. Sedgwick partner, Marilyn Klinger, was so moved by the WIC mission that she joined the board of directors to ensure that women on the West Coast were able to share the experience.

"Our mission in founding the conference 10 years ago was to empower fellow women in the construction industry and provide opportunities for professional development that were not otherwise available. It's amazing to see where the journey has taken us since that time," said Werther.

According to the National Association of Women in Construction (NAWIC) and the Bureau of Labor, women comprise less than 10 percent of the construction workforce. To remain competitive, the industry must continually recruit and train women. It is even more important for women in leadership roles to promote and participate in these special opportunities to empower women across the industry.

In attendance are company owners, contractors, subcontractors, architects, engineers and project managers.

Sedgwick's nationally recognized Construction Practices Group has represented the entire spectrum of construction project participants, handling matters of every type and size, and is honored to be affiliated with such an amazing initiative. For more information about the upcoming conference on the West Coast in April, visit womeninconference.com.

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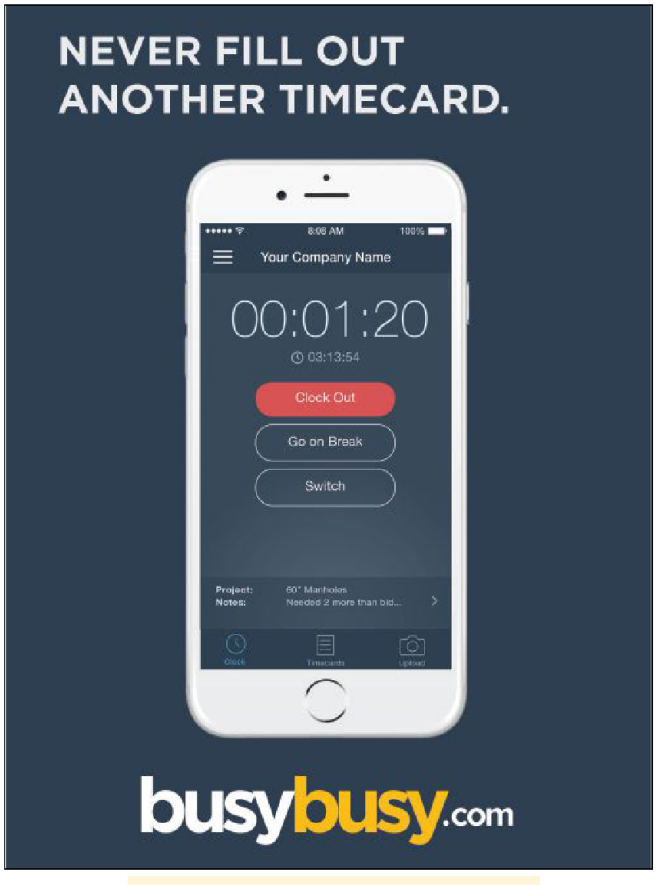
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B2W Software

Software platform delivers unified advantages for Virginia site work specialist

W.C. Spratt Inc. is a strong proponent of B2W Software's ONE Platform. "We see an advantage in a suite covering the full estimating and operations workflow," said Doug Tait, president. Tait said B2W elements for estimating, scheduling, field tracking and maintenance have impressive standalone features. "The fact that they talk to each other and share a common operational database was an added incentive," he said. Read more at b2wsoftware.com/our-clients/case-studies.

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Company uses photo & documentation features to document completed work

Creative Excavation knows that when change orders and extras are not accounted for, it erodes cash flow and profitability. In addition to tracking work hours with busybusy, they use the app to document work that, when accurately invoiced, results in increased cash flow, profits and improved customer satisfaction. Timely and accurate information is the key to making more profitable decisions.

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Joyce Clark, of Atlanta, Georgia, needed new equipment and a financing option that was quick and convenient. Clark financed a floor saw and 12 months worth of diamond blades to keep her business moving without interruption. "I was able to purchase everything I needed without having to dip into my cash reserves," said Clark. "To make it even better, when we needed more blades, I was able to order them quickly using my Husqvarna Diamond line of credit."

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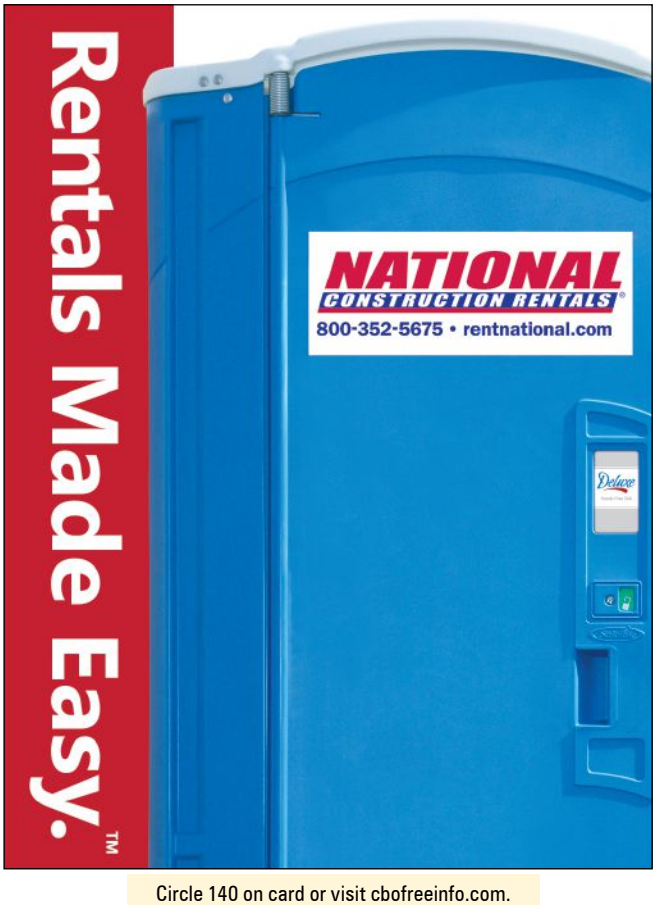
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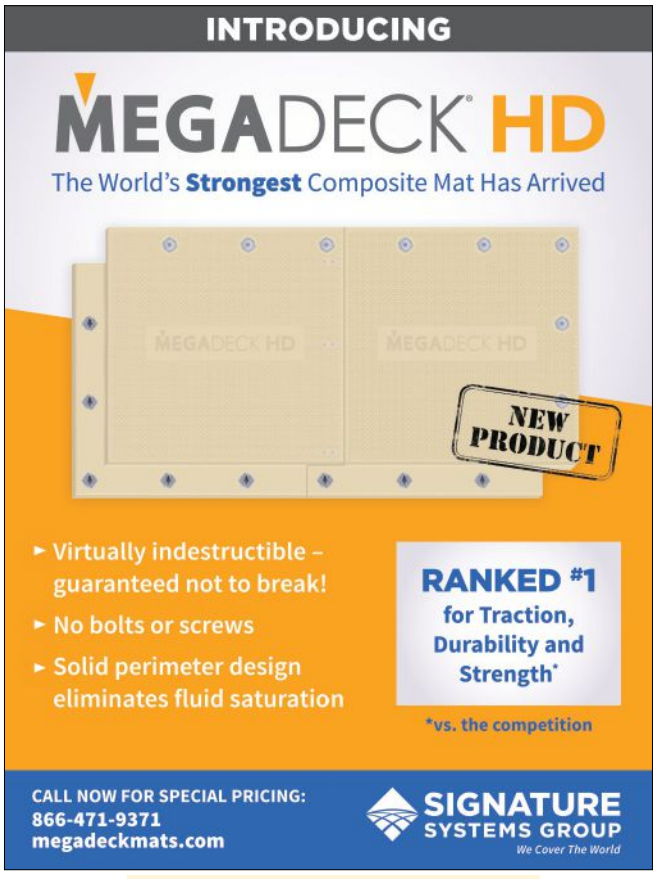
"After a theft at my construction site and vandalism of expensive equipment, I decided to invest in portable storage. National Construction Rentals saved my project by bringing storage containers to my jobsite the very next day. I appreciate National's concern and the speed at which they were able to deliver. I rest easier after a long day's work knowing that my equipment is safe from thieves and vandals," said J. Louderback, of Monrovia, California.

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FUNDING YOUR EQUIPMENT ACQUISITION STRATEGY

How equipment financing plays an essential part in creating a smart approach to procurement

BY RALPH PETTA

The outlook is bright for nonresidential construction in 2016, with a number of economic and regulatory factors contributing to a favorable market environment. After years of spending cuts and budget uncertainty, state and local governments appear to be on more secure financial footing and poised to spend on construction. The Fixing America's Surface Transportation Act was passed, authorizing more than $200 billion for highway projects and $70 billion for public-transportation-related projects. Sustained, low oil prices translate into lower costs for fuel, as well as petroleum-based construction materials, such as asphalt, lubricants, waterproof coatings and PVC pipe. Bonus depreciation of 50 percent on equipment has been extended through 2019 and the cap has been raised from $25,000 to $500,000.

The Associated Builders and Contractors forecasts nonresidential construction spending will grow 7.4 percent this year. Recent research shows contractors will be well equipped to operate and take advantage of opportunities for growth. According to the Wells Fargo 2016 Construction Industry Forecast, which focuses on nonresidential construction, 94 percent of contractors expect to acquire new equipment, and 90 percent of contractors expect to acquire used equipment this year. The decision making that goes into funding acquisitions can have a significant impact on equipment-intensive construction businesses. Contractors deploy a range of equipment acquisition approaches that are influenced by many factors, from the type of equipment and the length of time it's needed to a company's number of years in business and its financial position. A case can be made for implementing a multipronged approach to funding options, and equipment financing should be an integral part of this approach.

EQUIPMENT FINANCE OUTLOOK

A look at recent industry data and research shows an environment in which contractors will find readily available financing options for construction and other equipment. The Equipment Leasing and Finance Association's (ELFA) top 10 equipment acquisition trends for 2016 forecasted that the rate of growth of equipment acquired through financing—while slower—will increase solidly. Of the projected $1.627 trillion that will be invested in plant, equipment and software in the

United States this year, approximately 64 percent ($1.049 trillion) of that investment is expected to be financed through loans, leases and lines of credit. Construction equipment comprises a significant percentage of equipment finance industry business. ELFA's 2015 Survey of Equipment Finance Activity reported that construction equipment represented 11 percent of equipment financing new business volume reported by ELFA member companies in 2014, and as an end user of equipment finance, the construction industry represented 8.1 percent of new business volume. The annual "What's Hot, What's Not" equipment leasing trends survey, conducted by Independent Equipment Company, has ranked construction equipment first in portfolio preference among equipment finance executives for the last 2 years.

According to the Monthly Confidence Index for the Equipment Finance Industry, released in January by the Equipment Leasing & Finance Foundation, 93 percent of equipment finance industry executives surveyed expected more or the same access to capital to fund business. Construction firms looking to finance equipment should be encouraged by ELFA's Monthly Leasing and Finance Index, which shows that credit approvals have remained consistently above 75 percent over the last 3 years.

> The rate of growth for equipment acquired through financing will increase solidly in 2016.

WIDE-RANGING BENEFITS

The implications are more than financial when deciding between buying, leasing or renting equipment. There are operational and strategic benefits with equipment financing that should be carefully considered in order to implement an optimal equipment acquisition program. These include the following:

- *Preserving capital*—Equipment financing enables savvy contractors, regardless of their size, to prioritize preserving their capital. They can then use their cash to enhance their business through such activities as: marketing, guarantee bonding requirements, hiring personnel and even holding onto cash for a down cycle. Often, 100 percent financing with no down payment is available.
- *Consistency in equipment acquisition*—One of the major benefits of equipment financing for contractors is that it enables consistency in managing assets. By establishing a relationship with just a few providers or one primary equipment finance provider, contractors can have consistency and efficiency in negotiating terms and centralized control and management of the financed assets throughout their company. Contractors should also find that leasing on a long-term basis is less expensive than renting.
- *Flexible terms*—Equipment finance companies can offer contractors flexible financing solutions that can be customized to specific accounting, tax or cash flow requirements. Some leases allow for lower monthly payments while a project is gearing up and the equipment is not yet generating revenue. Tailoring lease payments to cash flow also allows for better budget planning.
- *Access to more and better equipment*—Even well-established firms with greater capital reserves should take advantage of the ability to acquire more and better-quality equipment through financing than they would if they were paying out a large lump sum to purchase it outright.
- *Accommodates growth*—Equipment financing enables additional convenience when planning for potential growth with a master lease. A master lease provides the ability to acquire other equipment under the same basic terms and conditions, without negotiating a new lease contract. With a master lease in place, assets can easily be added to a new schedule. Since the finance company can work with many different vendors, a master lease can give contractors access to multiple vendors on different schedules, without having to manage the transactions themselves.
- *Outsource asset managemen*t—Financing companies can provide full asset management services that will track the status of your equipment, know when to upgrade or update it and provide services relating to maintenance and disposal.

TYPES OF FINANCING

When selecting financing, a key question is how, and for how long, the equipment will be used. Long-term equipment types typically used in construction are often suitable for fair market value leases (FMV). Since they generally maintain relatively higher residual values, which the financing company can expect to realize through the sale or re-lease of the asset, FMV leases are usually lower in cost than if the equipment were purchased outright or with borrowed capital. It is also more economically beneficial to enter into an FMV lease for project-based work. If the equipment is still required at lease end, the finance company may provide the option to buy the equipment at a negotiated, fair market rate or use it at a reduced rental rate, depending on the lease terms. Contractors weighing the benefits of equipment financing against their needs will find it should play an essential part of their equipment acquisition strategy. CBO



Ralph Petta is president and CEO of the Equipment Leasing and Finance Association, the trade association that represents companies in the $1 trillion equipment finance sector. Visit elfaonline.org. Follow ELFA on Twitter @elfaonline.



TO BID OR TO BUY?

How to determine the best direction for purchasing used equipment

BY CHRISTOPHER MELLOTT

When it's time to grow your fleet of access equipment, it doesn't always make sense to purchase new equipment. The used equipment market is a viable alternative to buying new, giving companies the opportunity to minimize investments and stretch budget dollars further. It also provides buyers with options. Would you prefer purchasing equipment through an auction, buying from a distributor or dealer network or buying from an original equipment manufacturer (OEM)? Do you want to participate in a bidding process or pay a fixed price?

AUCTION VARIETY

Each avenue to the used equipment market brings with it advantages and disadvantages. Most auctions are well advertised and feature a broad array of equipment, which is typically obtained through a variety of sources, including dealers, distributors, OEMs, rental companies and end users. It facilitates one-stop shopping, which can benefit those in the market for a variety of equipment. And, unless it is an online auction, this particular venue allows buyers to see the equipment firsthand and better judge its condition. This is important, because the equipment available for auction is often older, well-used equipment that might be difficult to sell in a fixed-price environment.

However, auctions operate on a defined timetable, forcing buyers to make decisions quickly, often without allowing them time to comparison shop. Additionally, the equipment available through an auction is often sold as is, which means it probably hasn't been repaired or upgraded—nor is it likely to come with a warranty. Consequently, the price paid at auction does not always represent the best deal. The buyer must consider the total cost of ownership, which includes out-of-pocket expenses associated with future repairs, such as lost time from the fleet, availability and cost of parts, annual inspection and the labor required to make the repairs.

Auctions also require fees for which both the buyer and the seller may be responsible. The buyer may also face expenses associated with transporting purchased equipment from the auction site to the jobsite or rental facility. On the other hand, buyers can often find dealers, distributors and rental companies that sell used equipment within their

Among the most important questions a buyer should ask are those related to the age of the equipment & the number of hours it has been in operation.

local market, making it easier and less costly to move equipment to its new home. Additionally, these sources of used equipment may be able to provide service and parts when needed, which may make the purchase price more attractive.

OEM SALES

OEM purchases of used equipment also provide access to aftermarket service and parts, which may or may not be necessary, depending on the warranty coverage. Like auction houses, OEMs will occasionally sell equipment as is, especially older, well-used equipment received on trade-ins.

However, some manufacturers offer buyers additional options. For example, JLG begins with a limited, 1-year powertrain warranty. If the company corrects deficiencies in the equipment and certifies it, the asset is sold with a 2-year parts and labor warranty. The third option is equipment that has been reconditioned and carries a 3-year parts and labor warranty.

However, it is important to note that the scope of work associated with the reconditioning process can vary from one service provider to another. For some, reconditioning is simply putting new paint and tires on a machine. On the other end of the spectrum, factory reconditioning programs follow strict OEM guidelines, restoring machines to "like new" condition.

SHOPPING OEMS ONLINE

Some OEMs offer four price points—as is, 1-year, 2-year and 3-year warranties—online, allowing buyers to shop from home at a time that suits their busy schedules. These sites provide photos and descriptions of the equipment that is for sale, as well as its location, giving buyers the option to see the machines in person and make purchase decisions under less pressure. Unlike auctions, online shopping gives buyers access to OEM equipment experts, via online chat or a designated toll-free number, to ask questions about the equipment they are considering purchasing.

Among the most important questions a buyer should ask are those related to the age of the equipment and the number of hours it has been in operation. The relevance of these questions depends on the way the machine will be used.

For example, if the machine will be used a limited number of times, then the number of hours it has been used is not as important as it is to a buyer who intends to add the machine to a rental fleet and regularly put it in the field.

As an aside, if a machine is old, but its hours of operation are low, consider the possibility that the hour meter on the machine broke at some point and was replaced by a newer meter. In some cases, an analyzer can be hooked up to the machine to provide the actual engine hours and either erase or support any suspicions regarding the veracity of the meter reading.

MACHINE HISTORY

It is also a good idea to ask to see the maintenance records of a particular piece of equipment. This can provide information regarding fluid changes and the regularity of other preventive maintenance work that was performed, repairs that were made and the seriousness of these repairs. Other questions to ask include:

- How is the tire wear? Tires can be a costly replacement item, so it's a good idea to know how the tires are rated.
- Does the machine meet all applicable industry and regulatory specifications for operation, safety and the environment, including ANSI, OSHA and Tier 4 emissions standards?
- Does the machine carry a warranty, and, if so, what does the warranty cover?
- Does the seller provide after-sales support?
- What work was performed on the machine to prepare it for sale?
- If the machine was reconditioned, what was the scope of the work, and was it performed by an OEM?
- Can you test drive the machine?

The decision to purchase used equipment often makes good economic sense for buyers, depending on budgets, the way machines will be used and the required life expectancy of the equipment. Asking sellers the right questions and understanding the advantages and disadvantages of each sales venue—auctions, dealer and distributer networks, OEM site and online options—will go a long way to ensuring a satisfied buying experience. **CBO**



Christopher Mellott is the vice president of aftermarket sales at JLG Industries Inc. Mellott is responsible for revenues in the Americas, including parts, used equipment and reconditioning. Visit jlg.com.



WHAT'S OLD CAN BECOME NEW AGAIN

The role of remanufactured equipment in the construction industry

BY JOSEPH M. BIANCHI

Any construction manager or planner will tell you that when all is said and done, the most important question is always the same: How much will this cost? The planning and design that goes into a typical large construction project can be mind boggling. Blueprints, computer projections and manpower all go into the mix before a final cost can be assumed.

One of these critical elements is the actual equipment that is needed to get the job done. No doubt, this is a significant element in what the project will cost overall. A construction company often must face the difficult choices of what equipment it needs to properly execute the project and meet contract requirements.

If you are asking yourself the following questions, you might consider the option of remanufactured equipment to be helpful to your company's operations:

- Should I rent the equipment?
- Should I purchase brand new equipment?
- What if equipment I have been using is now failing?
- What kind of investment should I make?

It is for these reasons that there has been an uptick in the interest in remanufactured construction equipment. Remanufactured equipment is the rebuilding of a model to the specifications of the original manufactured model using a combination of new, reused and repaired parts. Remanufactured equipment can give your business a viable alternative to purchasing new equipment or purchasing used equipment with a questionable track record.

Savings realized by the purchase of remanufactured equipment can be quite significant, with discounts sometimes in excess of 60 percent over the cost of new equipment. The tools that are available at these discounts run the gamut—from wrenches and drills to heavy excavating equipment.

Naturally, some reservations immediately come to mind. Long-term reliability is perhaps the most important, with safety being a priority on all jobsites. Certainly, where this equipment is purchased is also of primary importance. Decision makers should be keen to check the credentials of any dealer or company from which they are considering making a purchase.

When you combine cost savings, reliability, guarantees & resale value, remanufactured equipment presents the best way for a construction company to save money. The money saved on equipment purchased can be used to hire more personnel to get the project done quicker.

A list of referrals is helpful in the process. Is the seller meticulous about the remanufacture process? Will he or she stand behind what they sell should something go wrong? The buyer should carefully inspect the product before purchase and upon delivery. In the case of large equipment, a walk-around and a full test of its functionality are essential before it ever hits the jobsite. One of the dilemmas that many builders have to deal with is, for lack of a better term, "one-timers."

Sometimes, a builder needs a certain type of tool or piece of equipment to perform just one task at a jobsite. It may not happen often, but when there is a specific need for an action, the builder is again faced with yet another decision. If they do not have the correct machine or the correct tool to do the job, they must decide if they want to invest the money in something they may only use once.

This is where the value of reconditioned equipment makes the most sense. If the new piece of equipment needed for the one-time job is worth $5,000, but that same equipment can be purchased reconditioned for $2,500, then the decision is obvious.

Of course, the question may be asked, "Why not rent rather than purchase?" Renting may be a reasonable way to go. However, reconditioning used equipment makes the cost of keeping the equipment so attractive that even if it is only hauled out once per year, it still makes economic sense.



If an equipment manager decides it is time to sell the reconditioned equipment, the value will be much higher than if the older, non-reconditioned equipment was sold "as is." Thus, reconditioned equipment can practically pay for itself. Additionally, with the cost of materials rising rapidly, reconditioned tools and equipment may make the most sense for all equipment needs. Proper reconditioning can provide construction companies with extremely cost-effective tools and equipment, no matter the size of the budget.

What's more, most remanufacturers offer full warranties on their products, easing the anxiety of purchase. With a warranty, a remanufactured tool or piece of heavy equipment can provide the same durability and reliability as a piece of brand-new equipment, without the initial high-dollar outlay.

The realities of business are sometimes the mother of invention. Witness the green revolution that has impacted manufacturing—businesses are becoming keenly aware of environmental issues and so is the public. A responsible construction manager will do what he or she can to not only save the company money, but also properly serve the community in which the project is being executed.

Remanufactured construction equipment offers many benefits to the progressive construction manager or equipment purchaser. When you combine cost savings, reliability, guarantees and resale value, remanufactured equipment presents the best way for a construction company to save money.

The money saved on remanufactured equipment purchased can be used to hire more personnel to get the project done quicker, providing employment opportunities where perhaps none existed previously. All in all, this equipment purchasing option can be a win-win situation for manufacturers and business owners alike. **CBO**

Joseph M. Bianchi is vice president of e-commerce for General Equipment & Supply in Simpsonville, South Carolina, a supplier of reconditioned construction equipment in the United States. Contact Bianchi at 800-800-6011 or by email at jbianchi@gequip.com.





MAXIMIZING THE ONLINE MARKETPLACE

3 steps to make the most of your reach when buying or selling equipment

BY SUSAN STILLINGS

Online marketplaces are changing the way fleet operators and asset managers do business globally. Used heavy equipment auctions, both online and on-site, are much more than just equipment disposition or purchase. Rather, the right mix of online marketplaces and asset management tools are making buying and selling used equipment a much easier and more efficient experience.

Sellers can greatly benefit from the global reach of an online marketplace, as it reaches more buyers, increasing demand and the liquidity of the market. The online format allows for faster disposal rates and no transportation costs to physical auction sites. Buyers also have easy access and visibility into a broader group of assets online, when they want them, instead of having to plan for an on-site auction. Below are three steps to master the online marketplace, reach the right audience and secure higher returns for your asset dispositions.

1. MANAGING EQUIPMENT DISPOSITION

You have options when it comes to the time it takes to dispose of your equipment. To maximize returns, select an online marketplace with multiple selling solutions that meet your liquidity and disposition timeline. You want a market that can help you dispose of equipment when you need to, either as a full fleet disposal sold all at one time or in an orderly fashion as equipment comes off of a project. A mix of these options, combined with your selling timeline, can help raise the blended return you receive on the sale of a large fleet. You want to work with marketplace tools to help you manage asset disposition across selling formats. Negotiated and buy-it-now pricing can produce higher returns than auctions alone, and using these tools in combination works to your financial benefit.

2. BROADEN YOUR BUYER BASE

Online marketplaces allow customers to find you conveniently, from anywhere and on their schedules. Working with a marketplace that has a large, qualified buyer base and wide geographic distribution allows you to gain access to buyers around the world. When buyers need equipment, they don't want to wait. Buyers are also attracted to online auctions because they don't require travel, which saves them time.

Buyers are becoming more attracted to purchasing online & on the go, so be sure the marketplace has a robust mobile app.

Today's sophisticated online marketplaces understand buying behavior and efficiently target buyers who are likely to be interested in the specific type of equipment you want to sell. Your equipment is marketed using a variety channels, including emails that feature your equipment, digital and print advertising on key trade websites and publications, digital brochures, equipment inspection reports and videos, among others. Ask questions to determine how your assets will be marketed:

- How many qualified buyers participate in auctions?
- How often are auctions held?
- What will the marketplace do to ensure that you will be able to sell quickly?

Also, choose a marketplace with a well-known Web presence. Since buyers are more and more attracted to purchasing online and on the go, be sure the marketplace has a robust mobile app, too. These buyers are likely to be bidding from a mobile device while working from the field or jobsite. And don't forget social media. Depending on what you are selling, pictures that reach thousands of people help spark demand.

3. MIND THE MARKETPLACE

Online marketplaces offer sellers the many benefits discussed above, but none of that will matter unless buyers have the confidence to bid online. This means it is imperative to use an online marketplace that will handle all aspects of the sale, including inspection reports and tax, title, lien and transportation assistance. Technology has made it such that buyers have access—across their computer, tablet or smartphone—to photos, videos and other data that can be part of good inspection reports. If they cannot "kick the tires" themselves, they need to be able to rely on the marketplace to do it for them. As a seller, you want to ensure that the equipment you are selling online comes with a guaranteed inspection report, which includes plenty of detailed photos and rates the condition of the machine. These reports answer questions about configuration, condition and maintenance performed over the life of the item, so that buyers know that what they bid on online is what will show up on their lot.

As you head into spring and evaluate your equipment needs for the busy summer season, now is a good time to take a look at your current acquisition, management and disposition cycle. Examine how technology and the right combination of marketplaces can help you more efficiently manage your equipment assets and maximize returns on your future heavy equipment investments. An online marketplace is a key addition to that strategy in order to keep your fleet refreshed and productive. **CBO**

Susan Stillings is the chief marketing officer for Iron Planet. Stillings is responsible for leading IronPlanet's customer acquisition activities across all of its marketplaces, as well as all of its global marketing and communication initiatives. She has more than 20 years of experience working with private and public companies, from startups to the Fortune 100, helping them develop their corporate narratives and brands. Visit ironplanet.com.





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Rental in a Good Economy

6 advantages of renting compact equipment in any economic condition

BY JASON ARCHBOLD

Not long ago, the United States economy experienced a severe recession that not only devastated the housing market in many areas, but also heavily impacted construction business owners and their equipment fleets. Because purchasing a compact track loader, skid-steer loader or compact excavator seemed too risky during this time, many contractors turned to rental. Renting equipment was and still is a smart decision in certain situations. Renting allows you to take on short-term projects, access new revenue sources, use the newest and most advanced equipment, reduce operating costs and eliminate storage requirements. Renting also offers a rent-to-purchase option at the end of the rental period. Review these six advantages to consider whether renting is the right option for you.



1. Take on short-term projects

Adding equipment to your fleet is dependent on what type of work you are doing. Rental may be the best option when taking on new projects that take less time. Your operators may be prepping a jobsite one week and installing utilities or moving materials the next week. If a permanent purchase is not required or cannot be justified, rental equipment can provide a temporary solution and supplement an existing fleet without the need for ownership.

2. Expand with new services

If you want to expand your services, renting an attachment may be a good decision. A well-paired loader or excavator attachment may enhance a project, delay purchasing a dedicated piece of equipment and open up new revenue sources. For instance, you may be missing some profitable expansion opportunities if your machine is only used to dig footings for commercial construction. Renting a compact excavator with a clamp could help you add land-clearing projects.

3. Harness the use of specialized equipment & attachments

You can strategically expand your services and maximize a rental contract by adding larger, smaller or more sophisticated equipment. Attachments can also stretch your fleet resources and allow you to easily adjust to changing markets and applications. Some attachments have been designed to vertically integrate with the machine's electronics and hydraulics, providing for more flexibility and convenience while on multiple jobsites. Also, consider renting specialty compact attachments for one-off jobs. Rotary cutters, brush chippers, forestry cutters, soil conditioners and stump grinders are just a few rental attachments that have multifunctional capabilities that can help expand your services.

4. Decrease operating costs

Another advantage of renting is that you can complete projects without the additional

expense of servicing the equipment beyond routine maintenance.

Rental can decrease the cost of maintenance, repairs and equipment downtime because when you rent, it is the rental store or dealership's responsibility. They should be following a routine maintenance schedule for engine oil and filters and hydraulic filter changes to help promote the machine's long-term durability.

5. Reduce the need for storage

Making space to store compact equipment or attachments may not be feasible for some business owners. Once a project is completed, it is easier for some to return the equipment to a rental store or dealership, where it can be properly stored. This means it is important to consider the space needed to properly store equipment that is not out for rent, as that can be an additional incurred cost.

6. Consider a rental purchase option

Some compact equipment and attachments may become permanent additions to your fleet. A rental purchase option (RPO) allocates a portion of a rental fee toward purchasing a machine or attachment, or returning it to a rental center or dealership at the end of the rental period.

If you are considering an machine purchase eventually, it's important to structure an RPO contract and start a conversation with your representative to ensure this type of contract is available. You need to determine and monitor the crossover point at which you have built enough equity in a machine, through a rental contract, that you could effectively lower a rental payment by exercising an RPO.

Purchasing a machine does carry a greater commitment. So, depending on your financial position and your project backlog, you may decide to pay a flat monthly rental rate to deliver a machine to a jobsite, rather than buying outright.

Fleet expansion takes careful consideration and planning. However, renting compact equipment can help you better budget for equipment expenses and reduce your overall cost of ownership on a particular project. The final decision is dependent on what services you want to offer and what projects you are looking to complete in the most efficient and affordable manner. CBO

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Soft Skills Influence Projects

5 interpersonal skills every project manager should possess

BY ANDREW NORMAN

According to a recent report published by project management researchers at Brandeis University, technical skills alone do not determine a project manager's success. In fact, some of the most common reasons for project failure include a lack of clear expectations, poor leadership and misalignment between workers and management. These causes of project failure are not the result of inadequate technical skills. Instead, they are often the result of inadequate "soft skills."

Soft skills are personal attributes that allow project managers to build team morale, motivate workers and manage conflict. They are not "hard skills" that project managers necessarily learn in school or in the field, unless they actively seek to learn them. Many successful project managers naturally possess an array of valuable soft skills. And for those who feel as though they are lacking in the soft skills department, there is good news. Brandeis researchers found that most people can develop these skills with awareness and effort.

A project manager with the right soft skills is essentially skilled at managing people. Without the right interpersonal acumen, a project manager may find that he or she has to scramble to keep teams on track and motivated. On the other hand, with the right soft skills, project managers spend less time worrying about factors like employee morale and motivation and, instead, can focus on planning, risk management, project quality and completion.



There are a few soft skills that are particularly useful for construction project managers to possess. The following skills set the good managers apart from the rest and can significantly influence how efficiently and successfully projects are completed.

1. COMMUNICATION

This skill is probably the most important. Project managers who are good communicators are able to help teams understand the scope of their duties and solve problems as they arise. If a project manager is not able to clearly communicate expectations, a project will be more complicated than necessary from the very start. Project managers who are still developing their communication skills can benefit from taking time each day to think about what their teams need to know and then conversing with them about those subjects. They can also benefit from making an effort to listen to their team members in order to improve any dialogue overall.

2. LEADERSHIP

This is the ability to inspire, motivate and govern when necessary. Highly developed leaders provide positive feedback and constructive criticism. They keep their cool in stressful situations. They commu-

nicate the organization's vision clearly and succinctly, and they provide opportunities for professional development while promoting a healthy, supportive company culture. Project managers who want to refine their leadership skills can begin by finding new ways to provide team members with regular feedback on their progress. Additionally, they can work on managing stress in order to approach difficult situations with a strong, composed attitude.

3. NEGOTIATION

Negotiation skills allow project managers to swiftly and effectively reach agreements with their crew members and find common ground with them, even when disagreements arise. Good negotiators know some situations require some give and take. They are willing to compromise. Project managers who are willing to negotiate earn the reputation of being fair and respectful among those who work for them. Those who wish to sharpen their negotiation skills can do so by striving to be more flexible when it comes to employee relations.

4. ADAPTABILITY

Project managers who can adapt to unforeseen changes and hurdles rise to the top and take their crews with them. Adaptable project managers are quick on their feet and are ready to adjust expectations and plans when necessary. They also anticipate potential pitfalls and plan ahead for ways to adapt to trouble down the road. For the most part, becoming more adaptable is a shift in attitude. Adaptable project managers accept that things may not go according to plan and mentally prepare for snags.

5. DILIGENCE

Project managers set the example for their crew members. If they aren't diligent and conscientious, the people working under them won't be either. Careful attention to detail and a strong work ethic are fundamental to a project manager's success. Diligence can be developed by committing to hard work each and every day, no matter the circumstances or project.

These are just some of the most important soft skills for project managers. Project managers who committed to personal development on the job typically have the best career outcomes. Soft skills matter, so why not cultivate them? **CBO**

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Pilot vs. Manual Controls

Know the benefits & pitfalls of each in-cab control technology

BY RAFAEL NUNEZ

The popular pilot controls commonly offered in hydraulic excavators have not historically been offered on backhoe loaders. However, as technology continues to play a greater role in our day-to-day lives, equipment manufacturers are identifying and catering to new trends. One such trend is the desire for pilot controls in backhoes so operators can easily adapt from operating an excavator to a backhoe, without having to change the way they are accustomed to working on the jobsite.

Until recently, very few manufacturers offered pilot controls in backhoe loaders. Today, most manufacturers have pilot controls as optional equipment in order to meet the demands of the tech-minded, who prefer a joystick-type control similar to those used in video games.

A traditional backhoe with manual controls, or "wobble sticks," as they are commonly referred to, boasts a much simpler design than its equivalent pilot control model. Machines with manual controls have the control levers mechanically connected to the spools in the control valve. When a control lever is moved, the mechanical connection directly shifts the spool, allowing oil from the pump to be directed to a cylinder to perform a given function, such as moving the boom, bucket or swing. On a pilot-control backhoe model, hydraulic lines are run through the pilot-control pods.



When a function is requested by the operator, oil from the pilot controls is redirected through the hydraulic lines to the control valve to shift the control valve spools in order to perform a given function.

Although pilot controls have been a common feature on excavators for some time, switching from a pilot-control excavator to a manual-control backhoe typically resulted in a steep learning curve for the operator. Backhoe manufacturers recognized this and have responded by developing pilot-control models to make the transition between operating excavators and backhoes easier on the operator and more productive for business owners with mixed equipment fleets.

While manual controls may seem like outdated technology, many operators continue to prefer them over pilot controls for various reasons. First, this control type is generally more economical, costing between $2,000 to $5,000 less than pilot-control models. But it's not all about cost. Experienced

operators like the feedback they receive from the hydraulic system when using manual controls. For example, when digging a trench on a manual control machine and a hard object is encountered, the operator can feel the increase in pressure, and, therefore, resistance on the spool, through the mechanical connection. This alerts the operator that they have come in contact with something other than dirt and allows them to quickly react to avoid damage to both the object and the machine.

Pilot controls come with their advantages, too. They allow operators to quickly and easily switch from a backhoe to an excavator operation pattern, essentially swapping the boom and dipper functions through a switch or pedal in the cab. In addition, pilot-control machine operators enjoy less lever/joystick effort, reducing fatigue and improving overall comfort.

The advanced nature of pilot controls allows manufacturers to offer additional, hydraulically linked features beyond the controls themselves. For example, automatic boom lock is available from select manufacturers. This feature unlocks the backhoe boom when the pilot controls are activated. Pilot controls also allow an operator to take advantage of an automatic stabilizer option. This feature automatically raises the stabilizers with the push of a button, similar to automatic windows in a car.

With pilot controls, operators also have a choice in where they would like the controls positioned inside the cab. Most manufacturers have the pilot controls pod-mounted. This means that when an operator is facing the back end of the machine, two pods, one on each side of the operator, would be pulled toward the operator to start manipulating the back end of the machine. An alternative to this traditional design was to mount the pilot controls directly to the seat of the machine, which means the operator does not have to lean forward and reach for either pod.

Designing machines with seat-mounted pilot controls was a challenge. Not



only do hydraulic lines need to be routed up through the seat, similar to those on an excavator, but also, in a backhoe, hydraulic lines need to be positioned so that the operator can spin from the forward position, using the loader, to the rear position in order to use the back end of the machine. While this presents an engineering challenge for many manufacturers, the vast improvement in comfort and ergonomics for operators makes it a design that many strive to adopt.

There are a few key factors that determine whether a customer purchases a machine with manual or pilot controls. The increased complexity of designing and manufacturing a machine with pilot controls results in a higher price tag on machines equipped with this feature. Large fleet owners and rental companies looking to maximize their return on investment tend to buy a larger percentage of machines with manual controls.

However, this is beginning to change. More rental customers are asking for pilot-control backhoes, so rental companies are buying more of these units. They may not necessarily make the rental more profitable, but generally help the rental center attain the business. The ability to offer models with pilot controls allows operators the option to switch from backhoe to excavator controls for customization of the control pattern to their preferences based on the work at hand. Operators spending 10 or more hours a day in their backhoes are usually willing to pay extra for the added comfort that pilot controls deliver.

As manufacturers continue to look for ways to meet the changing demands of end-user customers, additional automation features, more comfortable designs and machines that are more efficient than ever before are expected to enter the equipment space. Features that were once only found on larger, production-class machines will continue to trickle down to midsize equipment, such as the backhoe loader. **CBO**

Rafael Nunez is employed by JCB and has over 8 years industry experience. His experience spans technical and sales training and product marketing across multiple market segments. As a backhoe product manager for JCB, Nunez focuses on machine systems, innovation, technology, applications assistance and industry trends. Visit jcb.com.



5 Steps to Safer UTVs

Enhance productivity & create a safer environment for everyone on the jobsite

BY RAVEN HONSAKER

One common thread on any jobsite is an emphasis on crew safety, no matter the crew size, scope of work or site environment. Many companies strive to foster a safety culture with a zero-accident policy, since even a minor incident could cause a long-term injury and a significant expense. With more utility vehicles (UTVs) on jobsites than ever before, making UTV safety a top priority is critical. Consider the following steps to enhance productivity in your UTV fleet.



1. FOLLOW MAXIMUM WEIGHT GUIDELINES

Properly loading a UTV ensures that the operator and all passengers remain safe in transit and prevents unnecessary damage to the vehicle. But correct loading practices can easily be overlooked as workers hurry to a jobsite, leading to dangerous conditions for both the crew and vehicle. One common mistake occurs when operators overload UTVs by not accounting for passenger weight when calculating total vehicle payload.

For example, a vehicle with a total payload capacity of 1,500 pounds is often filled with as much material in the bed, before the two-person crew even takes a seat. This means the vehicle is operating with a payload above the recommended maximum weight. That extra cargo weight is costly and puts both the workers and vehicles at risk. While many UTVs do not have maximum capacity indicators on the vehicle body, crews need to be aware of each vehicle's recommended capacity.

2. MAINTAIN APPROPRIATE SPEED

Getting the job done quickly may increase productivity, but speed should never come before crew safety. This is especially true when navigating the rough terrain of a construction site. When driving a UTV loaded to maximum capacity, it is important for crew members to drive slowly and turn smoothly to minimize the risk of a vehicle overturn. In addition, driving on steep slopes should be avoided unless absolutely necessary.

Some UTV manufacturers are upping the ante on speeding by providing a factory-installed ground speed governor option. The mechanical device enables site managers to set a maximum flat ground speed for vehicles and prevents the engine from ever exceeding that speed.

A firm understanding of how to use UTVs safely & the responsibilities of the operator will go a long way toward creating a safer environment for everyone on the jobsite.

3. STAY FOCUSED & AVOID DISTRACTIONS

It takes just a moment of distraction to overlook a passerby or a patch of rough terrain. To keep your crew safe at all times, it is important to clamp down on distractions among UTV operators, especially the use of cell phones and two-way radios while driving. UTV operators must be alert and aware of potential hazards at all times, especially while in transit.

4. PERFORM A DAILY INSPECTION

It's also essential that vehicles are in safe working order prior to loading. A walk-around inspection every morning before work takes less than 5 minutes and ensures the vehicle is functioning properly.

To conduct a quick inspection, UTV operators should check that the windshield is clean and clear, the dump bed is in proper working order and the tires are fully inflated. It is also recommended the operator remove any debris from the vehicle's headlights.

5. ENHANCE SAFE PRACTICES WITH OPTIONAL ACCESSORIES

A firm understanding of how to use UTVs safely—and the responsibilities of the operator—will go a long way toward creating a safer environment for everyone on the jobsite. Manufacturers also offer an array of accessories or attachments designed to keep crews safe while on the jobsite.

The most popular add-ons are accessories that alert others when vehicles are in use. Taillights, brake lights, reverse alarms, work lamps and side mirrors are simple, low-cost additions. They go a long way to ensure operator safety, especially during the early morning or on worksites where tall foliage may shield a vehicle from view.

A rollover protection system (ROPS) prevents passengers from injury in the event of a rollover. Additionally, an occupant protection system (OPS) protects operators when a vehicle tips over. These accessories may not come standard on some vehicles, so it can be a worthwhile upgrade for vehicles that work on larger construction sites.

Another option is a full-cabin enclosure, which ensures passengers' arms and legs do not hang out of the vehicle in the event of a roll. If a vehicle starts to tip, it's instinctual to reach an arm out to brace the fall, but this can lead to injury. Similarly, a wind stopper or rear screen creates a barrier between the cab and bed and prevents materials from entering the cab area, which could hinder the driver's vision.



UTVs play an important role in enhancing productivity on construction sites, but they should be operated with care. Promoting safe vehicle usage will go a long way to fostering a culture of safety on the jobsite and ensuring your crew and equipment stay out of harm's way. **CBO**

Raven Honsaker is the director of product strategy for Cushman at Textron Specialized Vehicles. She focuses on Cushman's industrial and commercial products, driving the product roadmap and works closely with research and development. For more information, visit cushman.com.



Unearthing Archaeological Finds

Tips for handling the history that may lie beneath your jobsite

BY CRIS KIMBROUGH

The recent discovery of long-buried crypts during a routine water main replacement project in New York City's Washington Square Park should serve as a reminder to developers and contractors that a review of archaeological records should be an important part of their due diligence prior to beginning construction, according to CBRE Valuation & Advisory Services group.

Another $2.9 million project to improve waterfront access in the Bronx unearthed more than 100 pieces of Native American artifacts, dating back to 200 A.D. Experts called the trove of ceramics, pottery, stone tools and other artifacts found in the southeastern section of Pelham Bay Park one of the most important archaeological finds in New York City history. Tests showed that the rare artifacts date back to between 200 A.D. and 1000 A.D.—centuries before European settlers ever made contact with Native Americans.

The first of the artifacts were dug up in 2012, but more extensive excavation work and testing done in the past year made it clear to city officials that they were sitting on top of history worthy of additional exploration. Some of the artifacts were uncovered just 2 feet below the ground, and city officials said early evidence shows that the site was likely once a meeting place for Native Americans who would go there to harvest clams and other food.

According to the city, the waterfront-access project, which includes removing a deteriorating seawall and adding a walking path, dog run and other amenities, will eventually be completed, but the top priority



currently is ensuring that the artifacts are protected. Construction on the project was formally put on hold. The find may now force the city to redesign the waterfront project to go around the archaeological site. The city may also attempt to protect the historic area from future development by declaring it a landmark, although no decisions have yet been made.

In another example, the cost of the Indianapolis, Indiana, new downtown bus transit center has grown by $5 million due to archaeological finds that halted work on the project for months. Archeological finds during construction are not uncommon, especially in urban settings where over 500 years of American history and thousands of years of Native American relics may lie buried just a few feet below the surface.



In the United States, builders are obligated to report archaeological finds if the project requires a federal, state or occasionally local permit, license or funding that triggers compliance with historic preservation laws. If archaeological resources are identified during construction and development for a project that has gone through the federal, state or local historic preservation process, all work must stop until further preservation measures can be determined and completed.

Because U.S. law is very much focused on the protection of private property, there are few rules governing artifacts that are encountered on private land. As a consequence, artifacts located in areas where no historic preservation rules are in place are at risk. However, this does not apply to human remains. Human remains must always be reported to the local authorities and treated appropriately.

In the case of the Washington Square project, the crypts were reburied and the water main replacement will be re-routed around them. The State Historic Preservation Office (SHPO) maintains records on identified archaeological resources in each state. In addition, museums, colleges and universities may also have records, but these are most often registered with the SHPO or held in lieu of SHPO archaeological files. These files are not accessible to the public and can only be viewed by qualified individuals—usually a qualified archaeologist or another historic preservation specialist.

Most states have a project review process, wherein staff at the SHPO reviews project plans and files to determine if there are any potential direct or indirect impacts to historic and archaeological resources. If there are, SHPO may request archaeological or other studies be completed prior to construction. Native American tribes also maintain archaeological and other Traditional Cultural Properties (TCP) records, but access to these files is almost always restricted. Tribes are consulted regarding their cultural resources as part of the federal historic preservation process and most state preservation processes.

If artifacts are discovered as part of the predevelopment review, then additional archaeological surveys may be required. The federal process dictates that any impacts to historic and archaeological resources should be avoided, minimized or mitigated—in that order.

The overriding message these examples deliver is "get the archaeological consultant on board as soon as possible." The reason for the rush is to allow the experts to assess the degree of risk involved. The impact of archaeology on sites can translate into huge extensions to project cost and time. Archaeologists can make cost estimates and carry out preliminary desktop studies, based on local knowledge and archaeological records, to give some indication of what might be lurking in the subsoil of a jobsite.

Often, the degree of risk is less than clients fear. Experienced, well-informed clients understand that guidelines call not for the preservation of all archaeological remains at all costs, but a representative sample of relevant items. The extent of that sample depends on the location of the project, the amount of previous development and adjacent archaeological assessments or reports. The involvement of archaeologists in the formative stages of a construction contract may allow a risk assessment to ascertain not only the extent, but also the importance of any archaeological finds that may exist on the jobsite.

Archaeological projects now take place only if they address valid research questions, meaning that some sites may be

studied in detail, while others are studied only minimally. Often, the archaeologist's task will be simply to preserve finds in "situ," which means "on-site." The presumption here is that it is better to preserve the artifacts for future generations than to remove them now, given the imperfect knowledge available. One of the first stages of any archaeological involvement on a site is to determine whether historical questions are at stake. This allows the archaeologist to maximize the relevant information within a given time and budget. In many cases, only 10 percent of the site may need to be excavated to gather sufficient information to write the archaeological report. However, there is always the possibility of coming across a significant find.

Without exception, archaeologists encourage clients to plan early and enable any archaeological involvement to be fully integrated into the planning aspects of the project. For example, with telecom projects, carriers are usually asked to move the tower site if artifacts are found. If this is not possible, an additional survey is usually completed to better understand the archaeological resource in question, and suggestions are made for moving forward with the project as is or minimizing the effects of the project on the resource. If significant impacts to the archaeological resource cannot be avoided, then the impact on the resource must be mitigated. The mitigation that will likely have to be employed is often in the form of extensive excavation, data analysis and/or public outreach. Developers often talk about losing a project to SHPO, but often, it is just a matter of working through the process and being creative.

Archaeological due diligence is usually not a part of normal Phase I or Phase II Environmental Site Assessments. Builders should be aware of federal, state and local historic preservation laws and be fully compliant. When required, an initial project review with the SHPO involves hiring qualified environmental and cultural resource management consultants who understand what the applicable historic preservation processes entail. **CBO**

Cris Kimbrough is the managing director of CBRE Telecom Advisory Services. She is an archaeologist and project management professional with more than 20 years of experience in cultural resources management and over 7 years in the telecommunications industry. Kimbrough has a Ph.D. in anthropology from New York University, has acted as principal investigator for hundreds of archaeological assessments for telecommunications sites and has supervised the completion of historic resources surveys in over 40 states.





Get Protection from Cyberthreats

Learn how to defend your company against social engineering attacks

BY ROB RUDLOFF

Recently, a firm owner said, "We aren't a target for cybercriminals. We don't have medical records or credit card numbers. We use a cloud solution for human resources, so we don't even have our employees' social security numbers on-site." When I asked about his pricing structure, proposals, estimates and contact information for his personnel and subcontractors, he confirmed that he considers that private information. I queried further and asked if they had experienced any recent security issues, such as odd emails, unusual requests for wire transfers or trouble with malware. He eyed me suspiciously and then showed me an email he had forwarded to his accountant requesting a wire transfer. Fortunately, his accountant called him to ask about the unusual request, and the company was not financially impacted by the attempt.



While personal information records are highly sought after by cybercriminals, they can monetize almost any piece of information easily compromised by you or your organization. Anything and everything that a cybercriminal can easily compromise can be sold, ranging from real email addresses, personal information and business records to compromised computers and websites. If an attacker specifically targets you, if they have the resources and if they are patient enough to wait for an opening, they dramatically increase the chances of getting what they want. Technical exploits by hackers can have a sense of wonder about them, but most cybercriminals are utilizing simple methods to get you and your employees to willingly provide them what they want.

Cybercriminals use methods that take advantage of our natural tendency to trust. Cybersecurity professionals refer to these as social engineering attacks, but they are really the same confidence scams that are as old as human history. Some of these scams use technology, but they can involve phone calls, fake websites, emails asking you to wire money or even in-person visits to your workplace. So how do you keep you and your organization off of the easy-to-compromise list?

SOCIAL ENGINEERING METHODS

First, it is important to understand the type of attacks and then take measures to protect you and your organization. Most are familiar with phishing emails, designed to get you to launch an attachment, click on a link or make contact with the con artist. Some have even heard of "spear phishing," where a specific person or position within an organization is targeted using social media and public information sources to gather information about the target, customizing the email so it is more believable to the victim. But cybercriminals are

clever and use a variety of methods to get what they want. Other forms of social engineering include:

- *Tailgating*—Used to gain physical access to a building or site, the perpetrator follows close behind an authorized employee or contractor so they never have to use keys, a card or access codes. They just grab the door before it closes to gain physical access. Clever cybercriminals will create a diversion (like having arms too full to open the door) and sway others to hold the door open for them.
- *Shoulder surfing*—Multiple variants exist. One involves using the authorized person to block the view of the guard or receptionist. Another variant involves standing close enough that they can watch someone enter a PIN or a password, so it can be used later.
- *Pretexting*—This involves pretending to have a legitimate need for the target's information. Often performed over the phone, there have also been a number of instances in which pretexting used a combination of email, in-person discussions, websites, faxes or even standard mail. The goal is to pose as a vendor, contractor, a potential client or even a delivery person to get the target's login, passwords or other sensitive information.
- *Business email compromise*—Coined by the FBI, this is a version of spear phishing with the specific goal of getting the victim to wire money to the criminal. The criminal either takes control of the owner's email address, or more often, they create a fake email address closely resembling the original. The email says there is an urgent need to wire money to a specified account as soon as possible. If it works once, they ask for more money or credentials to wire the money themselves so they can completely clean out the accounts. The FBI reported that from October 2013 to August 2015, more than $747 million was defrauded from United States victims alone.
- *Ransomware*—Security professionals around the world have been warning about ransomware for several years. Ransomware is software attached to a phishing email, available from a website link or packaged with some other "free" software. Once the victim runs the executable file, it encrypts all the documents, spreadsheets, presentations and other files connected to the computer (including network drives and external drives) and then displays a notification telling the user to deposit Bitcoins in a specified account to get the decryption code to unlock the computer. There is often a time limit. If the ransom isn't paid, then the encryption keys are destroyed, so your data can never be recovered.

WHAT YOU CAN DO

Most of the major breaches reported in the press during the last 3 years can be traced back to a social engineering attack. If major retailers, entertainment companies, health care organizations and service companies with millions of dollars invested in technology can be compromised, what can you do? Social engineering takes advantage of human trust, and smaller organizations often have an easier time addressing training and trust issues. Here are a few ideas for reducing the risk from social engineering:

- *Knowledge*—Know what you consider sensitive information that your organization creates, processes or stores. Know who should have access and how your information system's environment is protected.
- *Internal controls*—Implement internal controls to protect your financial systems from fraudulent transactions or at least detect them if they occur. For example, many businesses use some form of dual control in their payment systems. One employee might prepare a payment or wire transfer, but the transaction requires the approval of another person inside the company.
- *Training*—Take time to train your team about social engineering and security risks. Cultivate a "trust, but verify" approach and encourage employees to be skeptical about callers asking for information or order confirmations. If the contact is legitimate, they will not mind verifying their identity.
- *Culture*—Encourage a culture in which it is considered good to report attempts to reinforce training and identify issues early.
- *Technology*—Use technology to your advantage. Solutions exist to inspect emails and attachments, protect end-user systems, block connections to known bad sites and log security information. Remember, though, that technology is only part of the solution, not the solution itself.
- *Vigilance*—Evaluate your security, test user knowledge and assess the people, processes and technology you use to protect your environment on a regular basis. Use the information from the assessments to update and improve your environment. Security is an ongoing process.

Technology advances continue to break down geographic barriers, enable new business opportunities and improve efficiency, but they also increase risk.

Social engineering attacks take advantage of the technology while exploiting human weaknesses. The threats are present, and the risks are real, so address them using the appropriate combination of the above recommendations that best fit your environment. CBO

Rob Rudloff, CISSP-ISSMP, MBA, is partner-in-charge of the cybersecurity risk services at RubinBrown, a top 50 accounting and business consulting firm. Visit rubinbrown.com.





Hendrickson Launches Aero Clad Bumper on International HX Series

Hendrickson Bumper and Trim announced the launch of the Aero Clad stainless-steel-clad, aluminum bumper for International HX Series models. Aero Clad is a bright option metal bumper for both set back axle and set forward axle models. Aero Clad bumpers feature a unique material and manufacturing process providing a mirror bright finish to meet the styling, functional design and durability requirements in heavy-duty truck applications. Aero Clad is a lightweight design, saving 52 pounds compared to the standard painted steel bumper also supplied by Hendrickson.

hendricksonbumper.com

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Husqvarna Unveils FS 3500 G Flat Saw

Husqvarna has presented a contemporary work horse—a 37-hp, mid-range flat saw. It has a cutting depth capacity of up to 12-3/8 inches with a 30-inch diamond blade. Updated features include a Poly-V blade shaft belt drive system with an automatic tensioner that helps reduce vibrations and increases production by transferring more power to the blade shaft. The automatic belt tensioner maintains constant pressure on the Poly-V belt to provide stable power levels at the blade shaft and eliminates the need to manually tension the blade-shaft belts.

husqvarna.com

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Viewpoint Announces Field View Cloud & Mobile Solution

Viewpoint Construction Software has debuted Field View, a powerful cloud-based and mobile solution that allows contractors to capture field reports and information from anywhere—even without an Internet connection—helping resolve issues quickly, eliminate paper, reduce risk and deliver higher quality projects. Field View benefits include the ability to capture field information, configurable field forms, team collaboration and the ability to automate drawings and locations.

viewpoint.com

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Werner Introduces the 15-Pound Lanyard

The new 15-pound Tool Lanyard was designed to complement a complete fall protection system and improve safety and productivity in work environments. The lanyard is made up of a stretch cord surrounded by durable webbing that is 30 inches long when retracted and can extend up to 50 inches, making job-related tasks easier than ever. It includes a carabineer and drawstring connection points so the user can attach the lanyard to a work belt or harness. This heavy-duty lanyard can hold a max-working load of 15 pounds, suitable for most handheld tools.

wernerco.com

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Aztec Products Unveils the Refresher

The Refresher, with its dust control capability and sealed planetary drive with positive drive synchronous belt, comes with three sets of driver heads and brushes: one set of three strip brushes for removing old floor finish; one set of three Velcro drivers for resin bond, hybrid and ceramic diamonds; and one set of three Mighty-Lok drivers for 10-inch burnishing or diamond pads. Each set of driver heads and brushes is designed with a lug system for quick-change mounting and dismounting on the job. The four-piece system consists of the Liquidator for strip solution application, the propane-powered Sidewinder for stripping floors, the Guzzler for solution retrieval and the Grand Finale for finish application.

aztecproducts.com

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Gomaco Introduces the GP3

Gomaco introduced the GP3 slipform paver for widths up to 30 feet. The dual-telescoping GP3 is the first in a new family of Gomaco pavers with next generation technology. It features Smart Frame Widening to accommodate multiple width changes, Smart Leg Positioning and Smart Steering with full-steer tracks, all controlled by the Gomaco-exclusive G+ digital control system. The new Gomaco GP3 Smart Paver features a roller frame with dual telescoping capabilities of up to 7 feet on each side of the paver, for a total of 14 feet of automatic frame widening.

gomaco.com

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Kyocera Launches 3 New Mobile Phones

Kyocera launched two new rugged devices for AT&T customers, rounding out its rugged portfolio to offer a flip/feature phone, a smartphone and a "phablet" with its DuraXE, DuraForce and DuraForce XD devices. The DuraXE is an inexpensive option for those that just need talk/text/PTT capability. It doesn't even require a data plan. DuraForce fills the need for a standard Android smartphone experience. And the giant display on the DuraForce XD makes it ideal for jobs with forms, schematics and multimedia that need to be viewed more easily on screen.

kyoceramobile.com

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Oldcastle's Echelon Brand Showcases Kensley Veneer Collection

Oldcastle Architectural has introduced a new product to the Artisan Masonry Stone Veneers line, which is part of the newly launched Echelon brand. Kensley Stone Thin Veneer is available in three color options, which may be field-blended to provide six total color options, and is designed specifically to combine the timeless aesthetics of natural limestone with quick and easy installation. Ideal for both commercial and residential construction, Kensley Stone has a traditional ashlar pattern with a 3/8-inch mortar joint to blend upscale looks with minimal installation time and costs.

echelonmasonry.com

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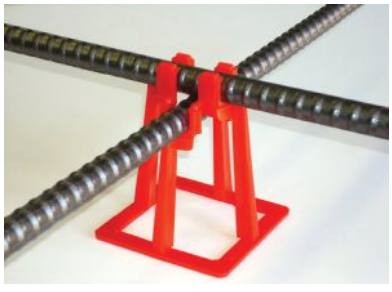


Preco Electronics Announces PreView VideoLink II

PreView VideoLink II provides a new colorful overlay to any existing in-cab camera and monitor system. VideoLink converts an existing monitor into an active safety solution that provides both audible and colorful visual alerts. The result is active driver assistance to mitigate or avoid collisions. Working closely with OEMs and customers across numerous heavy duty industries. Preco developed PreView VideoLink II as a flexible solution that supports all popular camera and monitor vendors.

preco.com

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Hercules Releases Rebar Support Chair

The Hercules Rebar Chair and Footer Stand have changed the way contractors install rebar in slabs, driveways, sidewalks and other concrete applications. Simply snap the rebar into place, no wire tying required. The patented Hercules Chair provides support for projects that require an under-slab, vapor barrier. The design of the Hercules Chair includes bottom-rounded edges with flexible corners to minimize the puncturing of the vapor barrier. The Hercules Footer Stand is designed for two- and three-bar applications using #4 and #5 rebar.

herculeschair.com

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SkyBitz Local Fleets

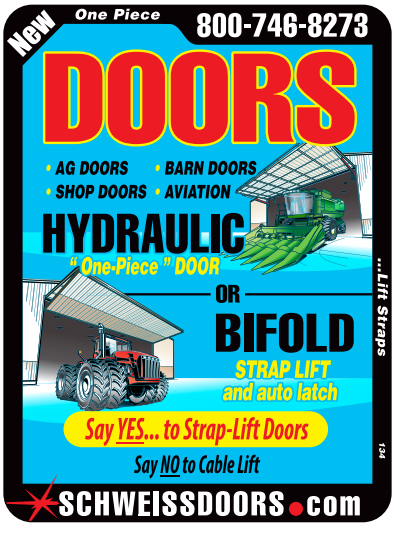
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Annual Value of Construction Put in Place

2014/2015/January 2016 Annual Rate Comparison

This chart compares the two previous years' total value of construction put in place to an annual forecast based on January 2016 figures. (Millions of dollars. Totals may not add up perfectly due to rounding.)

	2014	2015	Jan 16
Total Private Construction	**704,483**	**827,345**	**831,405**
Residential	349,643	433,108	433,164
Nonresidential	354,840	394,237	398,241
Total Public Construction	**280,019**	**296,153**	**309,437**
Residential	5,566	5,909	5,794
Nonresidential	274,453	290,244	303,643
TOTAL Construction	**984,502**	**1,123,497**	**1,140,841**

**Seasonally Adjusted Annual Rate. Source: U.S. Census Bureau*

$1,140,841

JANUARY 2016 TOTAL ANNUAL VALUE OF CONSTRUCTION PUT IN PLACE

"The fundamentals are **mostly sound** in the **nonresidential design** and **construction market**," said AIA Chief Economist Kermit Baker, Ph.D.

AIA Architectural Billings Index (ABI)

	National		*Regional - Billings				*Sectors - Billings			
Month	Billings	Inquiries	Northeast	Midwest	South	West	Multi-family Residential	Commercial/ Industrial	Institutional	Mixed
Aug-15	48.8	61.0	46.1	54.3	54.6	51.3	49.3	51.0	52.7	52.8
Sep-15	52.3	60.1	46.1	52.2	54.5	51.6	50.4	51.2	51.5	52.6
Oct-15	52.3	58.4	46.9	50.3	55.1	53.1	51.4	52.0	51.9	49.9
Nov-15	50.2	59.2	48.2	48.2	53.6	52.6	52.1	49.9	51.9	49.2
Dec-15	51.3	60.5	47.7	48.3	51.7	51.8	51.8	49.9	51.0	46.6
Jan-16	49.6	55.3	50.4	48.9	50.3	50.8	51.9	50.5	49.9	49.0

For more information on the index or to subscribe to the complete historical data going back to 1995 for your internal analysis, **please contact James Chu, director of research at the AIA, at jchu@aia.org or 202-626-8045.** The ABI presents monthly construction billings data, using a base score of 50. A score of more than 50 indicates a growth from the previous month, and a score of less than 50 indicates a contraction from the previous month. A score of 50 indicates no change. Source: The American Institute of Architects (AIA), Architecture Billings Index (ABI).

*Regional and Sectoral indexes are three-month moving averages, due to small sample size. All data is seasonally adjusted.
**Every January the AIA research department updates the seasonal factors used to calculate the ABI, resulting in a revision of recent ABI values.

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