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THE LEADING BUSINESS MAGAZINE FOR CONTRACTORS



CLEARING THE AIR

What happens when your team decides to make safety a top priority

REAL JOBSITE SOLUTIONS
PAGE 28

IN THE OFFICE
IN THE FIELD

NEED TO KNOW **ABOUT CONEXPO**

6 UNDERCARRIAGE MAINTENANCE TIPS

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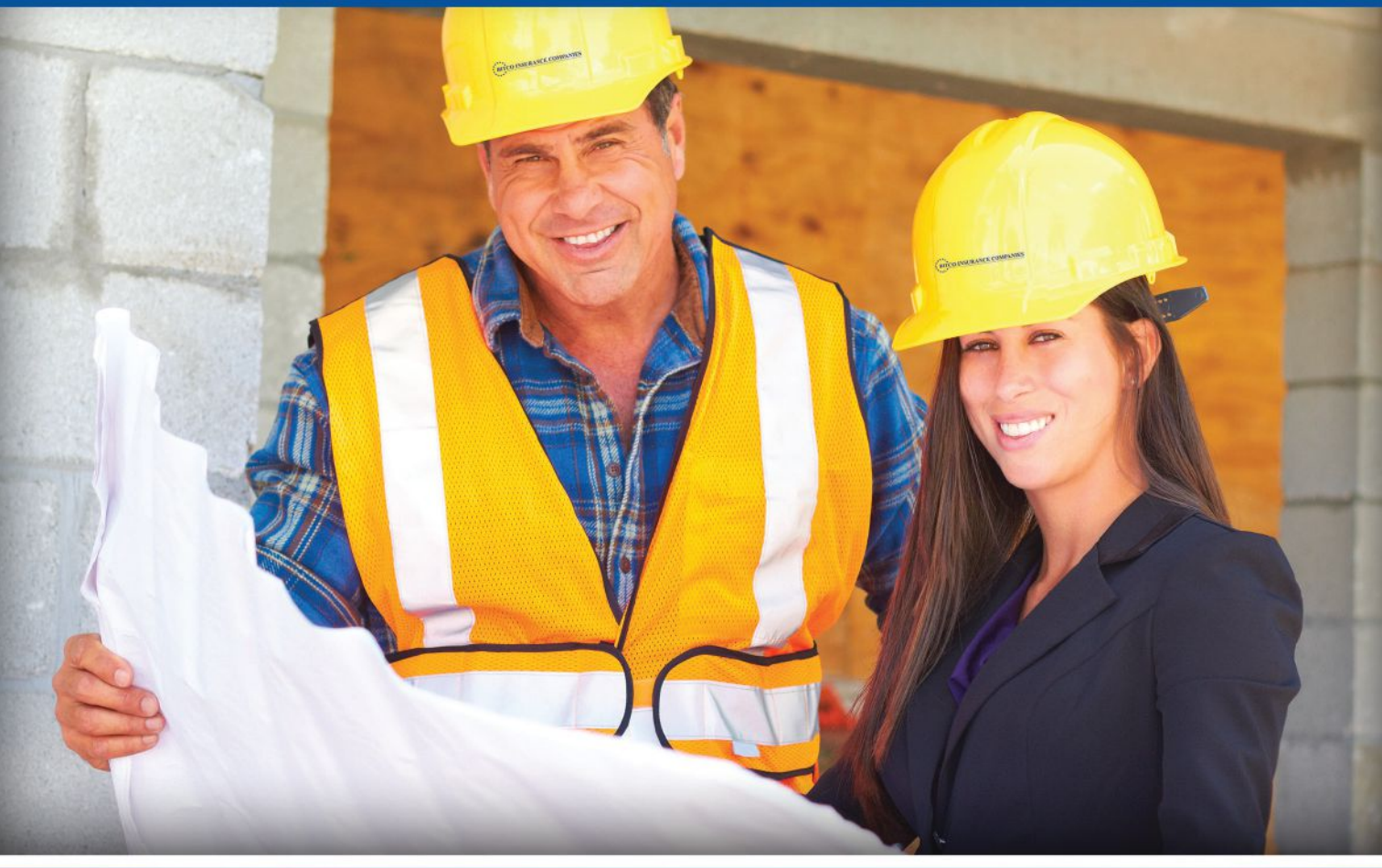

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FROM THE EDITOR | Kathy Wells

One topic that never fades from our focus is jobsite safety. The list of safety concerns on a contractor's jobsite is a growing one, and as it grows longer, the rules for compliance continue to change. Our cover series this month brings into focus some of the recent changes that could have an effect on your business. Featured on our cover this month, and beginning on page 76, "Clearing the Air on the Jobsite" updates readers on the new respirable silica dust standards and how they can improve air quality for workers. Next, on page 80, "Understanding the New Safety Language" shares safety compliance tips that can help your company stay ahead of the curve. On page 82, "Changing the Jobsite Safety Game" reviews environmental health and safety software solutions and how to set safety responsibilities as a part of everyone's job. Wrapping up the section on page 84, "Going the Distance for Jobsite Safety" provides a glance into Western Specialty Contractors, its safety procedures and processes, and how it achieved its best OSHA safety rating in company history. We hope the safety expertise in each of these articles provides you with a new perspective on safety.



In March, the *CBO* team attended CONEXPO-CON/AGG 2017, in Las Vegas, Nevada. The show only takes place every 3 years. Turn to page 22 to check out insights & information you may have missed.

Also in this issue, be sure to read *CBO's* Real Jobsite Solutions special profile section, beginning on page 28. As a business owner, you know that every decision you make directly affects the success of your company. The projects you select, the employees you hire and the partnerships you enter into can drastically impact your company's progress. Ever wonder how things might have gone differently? In this section, explore real-life success stories and jobsite solutions through the experiences of business owners just like you. The contractors and companies in these pages drive project success by partnering with suppliers and manufacturers that provide the industry with innovative products and services.

Looking for more content outside of these pages? Our editorial team is hard at work producing new, exclusive content weekly, only available at constructionbusinessoner.com/onlineexclusive. You can visit the "Online Exclusive" tab to find content from even more of the expert contributors you have come to count on in our print edition. As always, keep up with the *CBO* team by following us on Twitter @CBOMagazine, @KathyWellsCBO and @EManningCBO.

Take good care,

Kathy Wells

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COVER SERIES

SAFETY ON THE JOBSITE

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New respirable silica dust standards aim to improve air quality for workers

80 Understanding the New Safety Language
Why your company should gear up on compliance to stay ahead of the curve

82 Changing the Jobsite Safety Game
EHS software solutions & how to make safety a part of everyone's job

84 Going the Distance for Jobsite Safety
How sustained focus & a top-down approach are the secrets to one company's safety endurance

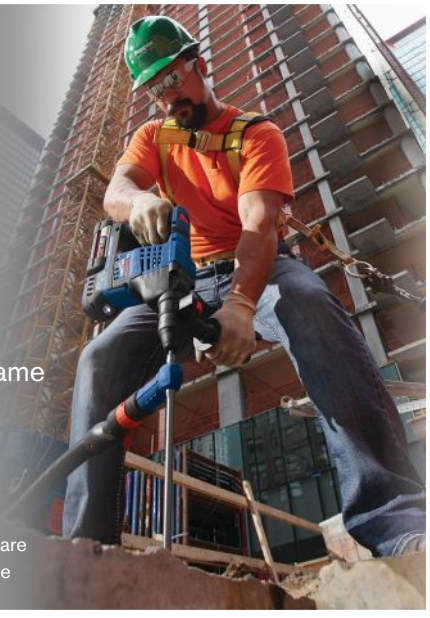

Photo courtesy of Robert Bosch Tool Corporation

REAL JOBSITE SOLUTIONS

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Explore real-life success stories through the experiences of business owners just like you. The companies in these pages drive project success by partnering with suppliers & manufacturers that provide the industry with innovative products & services.

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Avoid Fraud in Your Construction Company

Leaving the door open for fraud can be a costly mistake



Maximize Purchasing Power on Your Next Equipment Acquisition

What to look for when choosing a financing option

Fraud is most prevalent among small & midsize construction companies. Companies of this size often feel they can't afford anything other than just rudimentary checks & balances.

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DID YOU KNOW?

Only 12.5% of survey respondents said their company's accounting software was housed in the cloud. Year after year, accounting remains the least likely department to use cloud solutions, due to its highly sensitive financial data & the illogical perception that data on premise is safer than data in the cloud.

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[3] Protector ply width & cushion gum thickness compared to Bridgestone® M843 & M853, and Goodyear® G751™ MSA Duraseal in size 11R22.5 LRH.

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Enerpac Integrated Solutions Changes Name to Heavy Lifting Technology

Enerpac Integrated Solutions has been in business for 20 years. However, the company felt the name "Integrated Solutions" did not truly represent who and what the company symbolized. Therefore, Enerpac is changing its name to Enerpac Heavy Lifting Technology. Today, Enerpac helps its customers own the challenge of delivering the right equipment for the safe, efficient execution of large, complex lifts and does it all in-house for maximum quality control and accountability. Visit enerpac.com.

Husqvarna Group Acquires HTC

Husqvarna Group's construction division has signed an agreement to acquire the floor grinding solutions division of HTC Group AB. HTC Floor Grinding Solutions, a part of HTC Group AB, headquartered in Söderköping, Sweden, is the global market leader in floor grinding solutions. The approximately 150 employees are mainly located in Sweden and in the fully owned subsidiaries in France, Germany, the United Kingdom and the United States, which also are the biggest markets in terms of sales. HTC is currently owned by Polaris, a leading Nordic private equity company. Further details will be announced closer to the finalization, which is expected by midyear. The acquisition of HTC Floor Grinding Solutions is subject to approval from competition authorities and the impact on Husqvarna Group's earnings in 2017 will be limited. Visit husqvarnagroup.com.

JLG Names Vice President of Engineering for Access Equipment Segment

JLG Industries Inc. has named Guru Bandekar vice president of engineering for Oshkosh Corporation's access equipment segment. In his new role, Bandekar is responsible for all aspects of global engineering and program management. He reports to Frank Nerenhausen, executive vice president, Oshkosh Corporation and president, access equipment segment, and Rob Messina, senior vice president of engineering and technology, Oshkosh Corporation. Bandekar joined Oshkosh Corporation in 2008. Visit jlg.com.

CMAA President & CEO Announces Retirement

After serving association members and the construction industry for 18 years, Bruce D'Agostino, 67, president and CEO of Construction Management Association of America (CMAA), has announced plans to retire in 2017 once a successor has been chosen. The Certified Construction Manager (CCM) certification program has grown from less than 200 certified professionals to more than 3,000 and became ANSI accredited in 2007. D'Agostino has helped CMAA to take a leading role in defining the education of aspiring construction managers through his work with ABET, the lead society for the accreditation of undergraduate and graduate construction management programs. He was instrumental in forming alliances with both the Construction Industry Institute (CII) and the Society of American Military Engineers (SAME), which led to both organizations formally adopting the CCM as the preferred credential. Visit cmaanet.org.

McNeilus & Command Alkon Announce Partnership

McNeilus Truck & Manufacturing Inc. and Command Alkon announced a partnership to further integrate mixer controls and fleet management software in North America. McNeilus' exclusive, patent-pending FLEX Controls system and Command Alkon's premier TrackIt fleet management system together provide an integrated, in-cab telematics solution. The integration will connect TrackIt directly to the FLEX Controls system and body, providing a streamlined user experience and reducing clutter in the cab, directly out of the factory. The integrated solution enables one in-cab display instead of multiple, and the system allows safer driver operation and reduced hardware costs. Visit mcneiluscompanies.com.

Monroe Truck Equipment Acquires Towmaster

Monroe Truck Equipment Inc. announced it has acquired Towmaster Inc., based in Litchfield, Minnesota, a manufacturer of high-quality tag and large fifth-wheel trailers for the construction and rental markets. In addition, Towmaster is a manufacturer, distributor and installer of truck equipment for the municipal and commercial markets specializing in snow and ice-related equipment. Monroe is a designer, manufacturer, distributor and installer of specialized truck equipment. The company upfits heavy, medium and light-duty vehicles for municipal, commercial and fleet customers. Monroe is a portfolio company of Industrial Opportunity Partners, an operations-focused private equity firm based in Evanston, Illinois. The company will remain based in Monroe, Wisconsin. The acquisition of Towmaster will add the Litchfield location to its installation facilities in Marshfield, Wisconsin, DePere, Wisconsin, Flint, Michigan, Joliet, Illinois and Louisville, Kentucky. Visit towmaster.com.

American Concrete Institute Elects President

The American Concrete Institute (ACI) has introduced its 2017-2018 president, vice president and board members. Khaled W. Awad has been elected to serve as president of the institute for 2017-2018, Randall W. Poston has been elected ACI vice president for a 2-year term and David A. Lange is now the institute's senior vice president, which is also a 2-year term. Additionally, four members have been elected to serve on the ACI Board of Direction, each for 3-year terms: H.R. Trey Hamilton, Joe Hug, William M. Klorman and Tracy D. Marcotte. Khaled W. Awad, FACI, is the chairman and founder of ACTS, a material and geotechnical consulting firm based in Beirut, Lebanon, and operating in Qatar, Saudi Arabia, and several other countries of the Middle East. Visit concrete.org.

Mitsubishi Fuso Partners with Telogis

Mitsubishi Fuso Truck of America Inc. (FUSO) and Telogis have announced an exclusive partnership that will lead to installation of Telogis telematics systems as standard equipment on all FUSO medium-duty, diesel cabover trucks. The two firms will work together to integrate Telogis telematics capabilities seamlessly into all of FUSO's future class 3 through 5, turbocharged diesel commercial trucks. Visit mitfuso.com.

Felling Trailers Inc. Adds Product Manager of Utility and Telecom Products

Felling Trailers Inc. has announced that Mark Rapp has joined its organization as product manager for Felling's utility and telecom products. Rapp comes to the company with more than a decade of sales and support experience. Rapp previously worked in the transport industry for a specialized trailer manufacturer, with a strong focus on the utility and telecom markets. Rapp will be responsible for developing and improving the technical and marketing aspects of Felling's existing utility and telecom product lines. Visit felling.com.

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

Your Role in Company Growth

What aspect of your leadership role is most important to the success of your firm?



DAN OWENS, CPA, MBA, CCIFP
Shareholder
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Two of my most important leadership roles are in generating new business and helping ensure the excellence of the services our firm provides. Doing both of these well requires earning and keeping the trust of those with whom I work. Being trustworthy has two components: competence and integrity. Being competent in your profession is a must for others to believe that you can accomplish a certain task. But trusting a leader to do things right does not necessarily mean they will always do the right thing. The people you work with must believe that you will keep your word, you can be trusted to do what you say you will do and that your decisions and actions will be legal, ethical and moral. General Norman Schwarzkopf Jr., who led the 1991 Operation Desert Storm invasion of Iraq, said, "Leadership is a potent combination of strategy and character. But if you must be without one, be without the strategy." The character of a leader makes more of a difference in their ability to motivate, guide and get things done right than being the best in their field. However, the two of those together is a very potent combination, indeed.



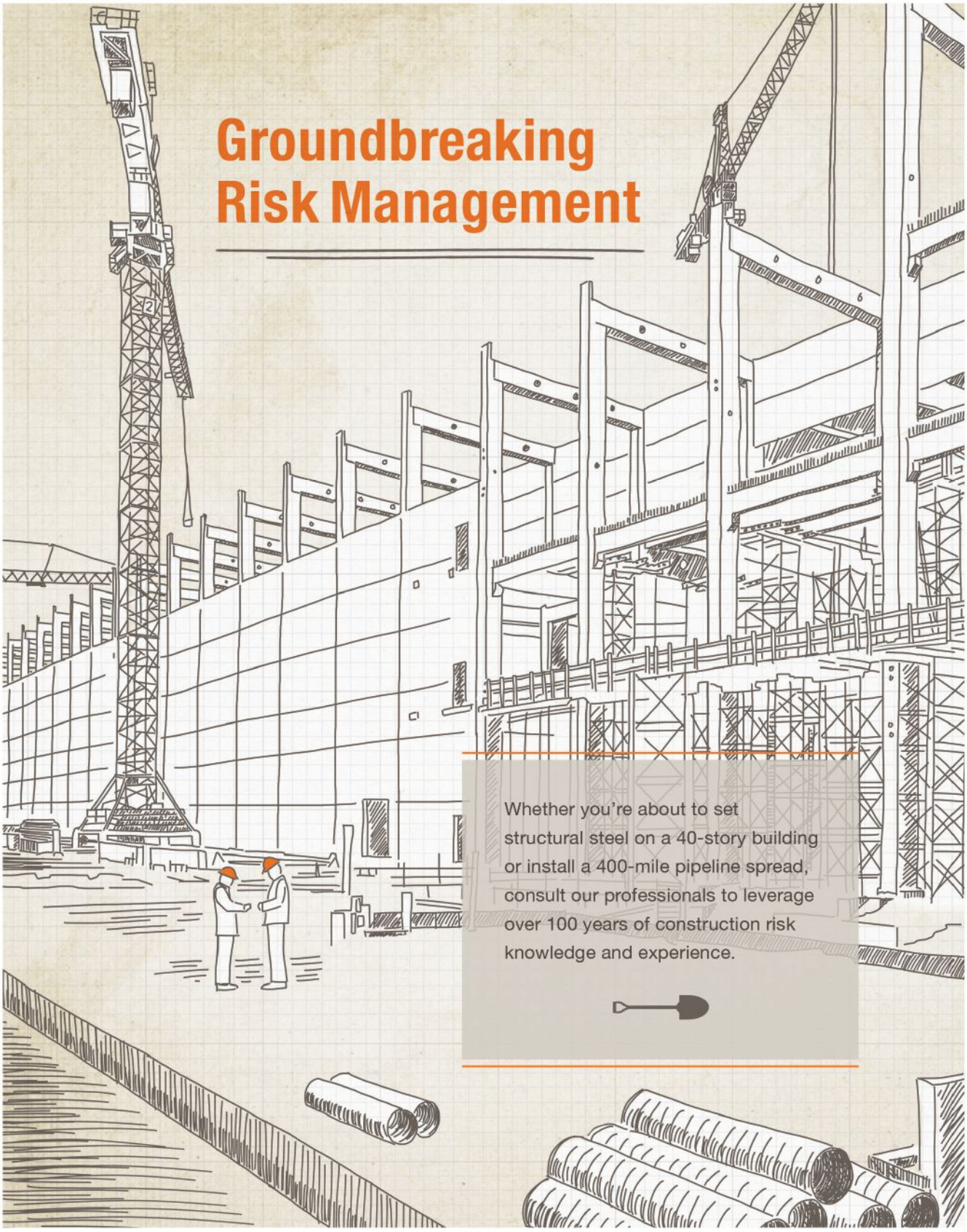
JOSEPH BURKETT
Chief Financial Officer
Cafco Construction Management LLC

Walk the walk; talk the talk. Ideally, a leader needs to be the most experienced and technically competent person in the group, division or company. A truly great leader can communicate the mission, vision and values of the organization. Because he/she lives it every day through his/her actions, that leader is teaching employees how to think, act and represent the company in a fashion that matches the strategic vision of the leader. When there is someone in the room that is more knowledgeable or capable, a great leader is confident in letting the more competent person lead. Often, a leader has to make on-the-spot decisions, and the ability to gather information from those more closely associated with the project is critical to the success of the decision-making process. The bottom line is that communication—good, consistent, two-way communication—provided beforehand is critical to making the best decisions. A leader also has to be engaged. That means investing time in talking with employees, and not talking at them. These characteristics set a leader apart from just any individual with a title.



SAMANTHA HUTCHISON, CCIFP
Chief Financial Officer
Brookstone Construction

For any company leader, being involved in relevant industry associations and organizations is paramount to his/her success. My role as an executive officer of the Construction Financial Management Association (CFMA) provides an opportunity to focus on the development and achievement of the association's strategic plan and the goals that make us successful now and in the future. I also have a chance to learn from fellow leaders, who bring different experiences and alternative ways of thinking about issues, which has broadened my perspective when evaluating new challenges and opportunities. Thinking more strategically about my company's goals and future direction, while having a more open mind to the changes necessary to move us forward, are key aspects in improving my ability to contribute to my company's success in my role as chief financial officer (CFO).



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Mission-Critical Measures

How a good mission statement can define operations & align goals



George Hedley, CSP, CPBC, is a professional construction BIZCOACH and industry speaker. He helps contractors grow, profit and build management teams, and get their businesses to work for them. He is the bestselling author of "Get Your Construction Business To Always Make A Profit!," available on amazon.com. Email gh@hardhatpresentations.com to sign up for his free e-newsletter, start a BIZCOACH program, attend a 2-day BIZ-BUILDER Boot Camp or get a discount at hardhatbizschool.com online university for contractors. Visit hardhatpresentations.com for more information.

ASK GEORGE

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

Going on a mission implies you are fully focused and working toward a significant goal. It also implies that you have the passion and determination needed to reach your destination. Is your company meandering along and only reacting to opportunities as they become available? Or is it on a mission to make a difference and reach its full potential? Without a clear, written and proclaimed mission for your company, it can drift off course, get sidetracked by doing the same tasks repeatedly and never achieve the results you want to accomplish.

As a business consultant and coach, I have worked with many construction businesses that don't have a clear picture of what they do best, how they want to do business, why customers should hire them or what needs they should strive to meet in the marketplace. Contractors without a mission drift along, do their best to win work from anyone who will hire them, try to find some help and hope to make a profit. They are not on a mission to be excellent at what they do, define who they do business with and build a strong team of winning managers and employees.

DEFINE A WINNING MISSION

When you formally draft your company mission statement, you should define what your company does best. Your proclaimed mission creates an opportunity to share with customers, the marketplace, your managers and employees what your company's goals are and what it does for customers, employees, project owners and the surrounding community. The following is an example of the company mission statement my company developed many years ago.

"The mission of Hedley Construction is to be the leading provider of full-service, full-value, open-book commercial and industrial construction for a limited number of loyal and exclusive developers and clients throughout Southern California. We commit to build trusted relationships and proactive teamwork by delivering on-time, on-budget performance via expertise, professionalism, personal service, highest integrity, total project management, cutting-edge technology and impeccable quality. We strive to act as our customer's trusted, in-house project manager, accountable to meeting goals and making projects a success for all parties involved."

Bad mission statements are often full of generic buzzwords strung together in a long, meaningless sentence. Every construction company, large or small, should have a well-written mission statement to tell the world who it is, what it offers and what it does to set the company apart.

A good mission statement will help clarify your company goals, serve your customers and keep you on the right path. Your company's mission statement is a clear, concise written paragraph defining the focus, philosophy and direction of your company. A



good mission statement answers:

- Who is your company?
- What does your company do?
- What business are you in?
- What do you want to accomplish?
- What do you stand for?
- Why do you do what you do?

DRAFT YOUR MISSION STATEMENT

To draft a meaningful company mission statement, gather your management team for a brainstorming session. Together, write down every team member's answers to the following questions.

1. What is your company's primary focus?
2. What type of work, projects or services does the company specialize in?
3. What do you do best or do better than any other competitor in your market? Examples may include providing unique services, expertise in certain project types or specialties, project sizes, contract types, technical methods, engineering techniques, design-build, quality workmanship and more.
4. Who is your ideal target customer?
5. What problems or challenges does your company solve, what benefits do you provide or what needs do you meet for target customers? Examples may include specific solutions or actions you offer that make a significant difference to customers.
6. How do you run and manage your business? This might include personal service, technical competence, detailed project management systems, honesty, take-charge leadership or an open, team approach.
7. How do you value employees? This may include how your company is good for employees, builds teamwork, encourages training and performance, enhances empowerment and personal development, develops accountability and stresses safety first, both in the workplace and on the jobsite.
8. What does the business do for its owners? The mission of most businesses is to deliver the results the stockholders want, including profit, value, growth, stability or reputation.

WRITE YOUR MISSION STATEMENT

After answering all of the questions listed above and brainstorming every idea that makes sense, it is time to consolidate your ideas into a concise, meaningful paragraph. Start by creating a draft mission statement. Post it on the wall for a few days, and review it often. The areas that need revision will become obvious. Then, create a new draft and make sure it is precise, focused and understood by everyone.

REVIEW EXAMPLES

- Our mission is to continue to be a recognized leader in military and public airport concrete construction by delivering high customer satisfaction measured by outstanding quality, service, safety and performance evaluations. We strive to provide superior workmanship using cutting-edge methods, equipment, systems and well-trained professional employees in a safe, ethical, competent, competitive and profitable manner.
- Our company is a leader in providing value-added construction services to customers by creating successful partnerships throughout the construction process. Our mission is to establish lasting customer relationships by exceeding their expectations and gaining trust through exceptional performance by every member of the team based on safety, quality, timely service and anticipating their needs. We treat all employees fairly and involve them in the quality improvement process to ensure responsiveness and cost-effective execution.

REVISE, UPDATE & IMPROVE

Now that you have drafted your mission statement, show it to others, ask for input and then edit it again. Remember, this is a working document, not a final decree. Mission statements evolve and change with time, the economy and market opportunities. Revisit your mission every year to keep it current. Post your mission statement prominently on the first page of your website, your lobby wall, in your brochure, on your business cards, in your employee manual and in your proposals. Writing and defining your mission statement will make a difference in achieving your goals, winning more work and attracting the best employees to work for your company. **CBO**

Thank You Sir, May I Have Another?

How you could be hurting your operations teams without knowing it



Gregg M. Schoppman is a consultant with FMI, management consultants and investment bankers for the construction industry. Schoppman specializes in the areas of productivity and project management. He also leads FMI's project management consulting practice. Prior to joining FMI, Schoppman served as a senior project manager for a general contracting firm in central Florida. He has completed complex construction projects in the medical, pharmaceutical, office, heavy civil, industrial, manufacturing and multifamily markets. He holds a bachelor's degree and master's degree in civil engineering and a master's of business administration. Schoppman has expertise in numerous contract delivery methods, and knowledge of many geographical markets. For more information, visit fminet.com, or contact Schoppman by email at gschoppman@fminet.com.

Sometimes we hurt the ones we love the most. For many construction organizations, project managers often wear targets the size of a barn door, and they don't even realize it. A great project manager can have a big impact on an organization, similar to that of a quarterback on a football team. The team rises and falls with each reception or interception thrown, and the same can be said of a project manager and his/her crew.

The project manager is the nexus of all information, decisions, communication and project success and failure. If this person is so important, why do we often hurt him/her the most? Of course, no one is consciously beating the project quarterback. Like many football programs, firms like to think they protect their assets, like a quarterback wearing the red no-contact jersey. But what is said and what is done are two entirely different things.

NO OFFENSIVE LINE

One of the first critiques of many firms is the lack of resources available to project managers. Seriously examine the team you have and look at how much your employees have on their plate. Firms constantly hear about the new constraints, regulations and procedures that their operations teams have to accomplish, yet they staff them with the same personnel and general conditions that were used 10 to 20 years in the past. Obviously, there is a fine line that separates competitiveness from being "fat." Too often, though, firms err toward being incredibly conservative, breaking their general conditions into fractional components.

While it may work in the estimating war room, managers are suffering through projects that are inappropriately staffed, which leads to project overruns and losses. In the end, the project manager looks like the quarterback who suffered the loss, but in reality, the statistic that was buried on the scorecards was the 10 sacks he/she took during the game.

NO TRAINING

In their haste to avoid squandering a resource, executives constantly shove new resources onto the field long before they are ready. Has your organization ever said one of the following phrases?

- "We tend to throw people to the wolves."
- "We throw new associates right into the fire."
- "New project managers either sink or swim quickly."

It is understandable that management wants to see an immediate return on its investment. However, there are plenty of rookies that could use some time on the farm system, or even ride the bench for a little while in order to learn how to execute the workflow appropriately. Even for a more seasoned veteran, there should be



Many project managers are hurt by a firm's lack of consistency in operations. When every project & every client requires a different set of operational tools, it is impossible to gain traction & drive a project successfully.

nuances that are exclusive to the firm that require training, orientation and education. So many managers are talented but lack an understanding of a firm's specific playbook or operations manual. This does not mean that a new engineer or manager must sit out for two or three building cycles, but it is a strong recommendation that firms inculcate new associates with the semblance of a real training program.

NO PLAYBOOK

As the team rushes onto the field and the quarterback starts calling plays, no one has a clue which play is being called. So many project managers are hurt by a firm's lack of consistency in operations. When every project and every client requires a different set of operational tools, it is impossible to gain traction and drive a project successfully. It is as if the plays are being written as the game is being played, much like a group of kids playing in a sandlot.

Meeting agendas are frantically assembled. Logs of critical data are generated as needed. Closeout happens at a cadence, by someone other than the project manager. Proactive gives way to reactive, which leaves the offense to play defense. Why reinvent the wheel with each new associate? Is your organization hurting itself by leaving operations to chance?

NO STRUCTURE

There have been a few great players in history that were tagged with the moniker of "Slash." They were great passers, runners and receivers. Double- or triple-threat players are outstanding, and some organizations thrive on having that level of ambiguity in the play calling. Construction organizations are somewhat contrarian to that. There are always great project managers that can be tasked with managing incredible workloads, governing the field, estimating with accuracy and cultivating superior client relationships.

On the other hand, there are many position players that do parts and pieces of the above list very well. Some organizations create disjointed organizational charts that segregate talent disproportionately, leading to resource problems, misalignment among customers and managers and workloads that may be off kilter. There will always be those who work like superstars and those who do not. However, organizations should be striving to move toward more consistent structures by establishing the right playbook, standardizing performance and holding personnel accountable. It is great if a quarterback is throwing 500 yards per game, but that is all for not if the rest of the team fumbles frequently and cannot keep up with the pace of the game.

Project managers are not more important than estimators, superintendents or any other associate within a firm. The main difference is in how project managers are positioned and their level of direct impact on costs and overall profitability. For some firms, the quarterback is the superintendent; while at others, it is the project manager. There has to be a primary play-caller for any project. However, just like within the parallels of a football team, coaches and executives can set their play caller up for failure. There are few firms that fall within the realms of being sadists, but in their zeal to "run lean," or "be cost conscious," they forget some of the critical infrastructure that enables even the most pedestrian quarterback to look like Tom Brady. **CBO**

The Dangers of a Toxic Culture

How to detect it & make companywide changes to reverse the problem

BY DR. LINDA SHARKEY

Before becoming Harley Davidson, William Harley offered a supervisor a new idea. The supervisor literally smashed Harley's invention, and told him to get back to work. How did Harley react? He continued his innovative project outside of his workplace, where the iconic brand was born.

This was a loss for his former employer, a gain for the marketplace and a tale of the critical importance of company culture. Whether toxic or healthy, culture is the driver of innovation, employee satisfaction and profitability.

Culture is the unspoken system that guides employees—not the policy manuals or the organizational charts. It is a set of values and beliefs that dictate how people relate to each other. These shared values have a strong influence and define how employees can contribute. The notion of corporate culture is gaining traction. Leaders now realize that even the best strategy cannot work if the culture does not embrace it.



DETECTING A TOXIC CULTURE

Think of toxic culture like you would asbestos in a building—it is harmful and it must be removed if the project is going to move forward. The following are the most common signs of a toxic workplace.

1. *Silo behavior*—Do most people work by themselves, or in their own groups, without coordination and communication with other teams? You can probably spot this behavior among your employees, but are you a silo yourself?
2. *Blame games*—Is there a habit of blaming others when things go wrong?
3. *Bullying and aggression*—Instead of rallying around shared values, leaders and executives fall back on hierarchy and shut down communication.
4. *Drifting*—When no one is willing to make decisions and guidelines are not defined, decisions stall or are sent back up the chain to the next level of authority. This behavior is a sign that people don't feel safe making decisions and dread accountability.
5. *Data*—High employee turnover and low employee engagement scores are warning signs that the culture is toxic.

CLEANING UP A TOXIC SITE

1. *Find the source*—Understand what your current culture is, not just what you hope it is. Hope is not a strategy. Use surveys to capture a snapshot of the company's current culture. Try resources like the "Organization Culture Inventory," by Human Synergistics, and "Cultivate: The Power of Winning Relationships," by Morag Barrett.
2. *Get specific*—Determine a culture that will deliver on your organization's values. Engage your teams in this process. Define a clear vision of the environment you need to succeed.

3. *Fill the gaps*—Once you find the gaps between your vision and reality, make a plan to close those gaps. Define at least two concrete actions that leaders will implement closing the gaps.
4. *Follow up regularly*—When you believe you have made progress, don't assume your employees agree. Measure frequently to see how well you are doing.
5. *Communicate more*—Once your vision is clear and your actions are set, make sure to reinforce your expectations in all messages and communications.

CULTURE IS THE FOUNDATION

Employee recruitment firms cite a 45-percent failure rate of executives because of poor cultural fit. When the new employee tries to do things differently, the "cultural antibodies" take over and push the new employee out. One senior leader in a Fortune 10 company shared how she was struggling in her current position. She wasn't able to move any proposals forward because of constant criticism from other leaders. In exploring this challenge further, it became clear that the environment she was looking for was not available in her current company. She resigned, at great cost to the company. In her job search, she paid close attention to company culture, and was hired by a competitor.

Talented people in unhealthy environments will rarely step forward with an innovative idea. They will leave at the first opportunity—most likely to join a competitor. If you are not intentionally investing in a healthy culture, your business is already declining, whether you realize it or not.

HOW TO CHANGE CULTURE

Look for signs of an unhealthy culture, such as negative engagement surveys and customer complaints. Admit there is a problem, and look for solutions. Discuss how you and your teams have lived your values in the past 6 months, and how you plan to live them in the next 6 months.

Cultural problems often masquerade as tech issues or people problems. Stop rearranging deck chairs on the Titanic. Issues with quality are always the result of unhealthy culture. Crystalize your personal values and embody them at work. Create a peer-culture that will be an example for others. Give colleagues permission to call you out when they see actions that don't reflect company values. **CBO**

Linda Sharkey, Ph.D., is a transformational expert, speaker, global leadership development coach and co-author of "The Future-Proof Workplace." She has worked with Fortune 50 companies, and has held senior human resource positions at Hewlett-Packard and GE Capital.



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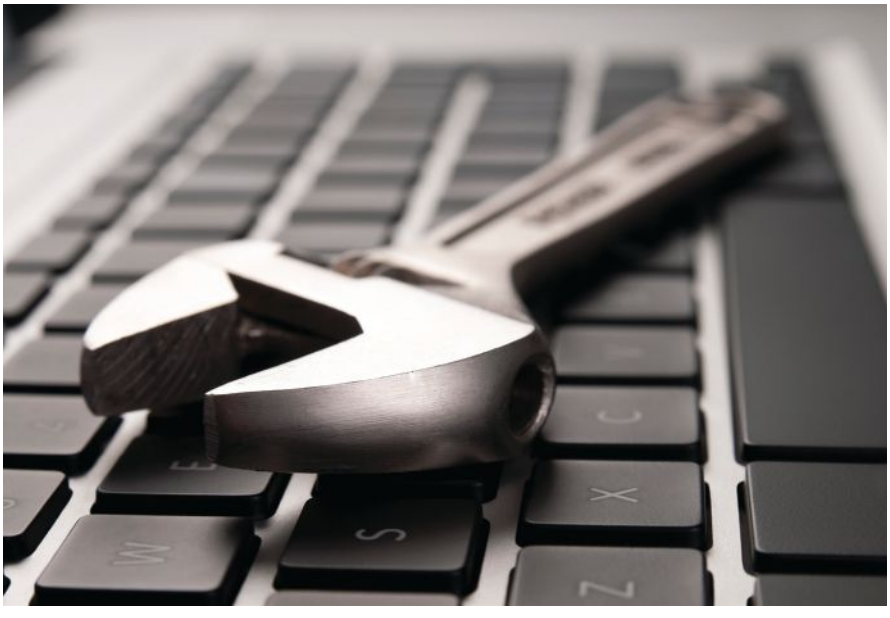
Finding the Fit for Cyber Insurance

8 questions to help your business get a grasp on its level of risk

BY STEVEN D. DAVIS

Cyber insurance generally covers the risks of loss from system breaches, data losses and other wrongful acts of rogue employees or outside hackers. Coverage can be specifically crafted to the specific needs of your business, but common coverages often include:

- *First-party coverage*—Business interruption and extra expenses following a cyber event, such as forensic expenses, data restoration expenses and cyberextortion expenses
- *Payment or reimbursement of data breach response costs*—Legal fees to investigate the event, manage the breach response team and to interpret consumer protection and other laws; forensic investigation fees to determine scope and impact of breach; postage, public relations and other costs to notify third parties of the event; costs to provide credit restoration services to affected parties; and costs for call-center services and websites
- *Third-party coverage*—Legal fees to defend claims, such as class actions, or to manage regulatory investigations seeking potential fines or penalties
- *Payment Card Industry (PCI) fines*—Penalties and assessments, including breach-related fraud charges, card reissuance costs and administrative fees



Take action now to implement a plan for cybersecurity coverage that can protect your company. The following questions serve as a primer to help you get started.

1. How do I determine how much cyber coverage I need?

One common misconception is that only merchants processing credit cards need cyber coverage. There is no single formula you can use to determine your maximum foreseeable or maximum probable loss from a cyber event. Peer-group benchmarking can be useful, as can estimating a per-record amount for each compromised record (nonpublic customer or employee information, such as Social Security number, credit or debit card number, email address, account information, health-care record or other identifying information). Insurance industry breach response calculators can also provide some general guidance for discussions around setting limits. Calculating the potential impact of a business interruption loss is a bit trickier, but you can apply some of the same principles used in physical damage modeling and approximate the financial loss an interruption from a cyberevent might represent. Regardless

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of the means by which you quantify your risks, always be mindful that the threat landscape is very dynamic, and new exposures continue to emerge daily.

2. What key coverage issues should I consider when evaluating potential cyber insurance partners?

As with any insurance policy, risk managers should pay special attention to the precise policy wording. Cyber policies vary widely, and can be complicated because the industry has not settled on a common set of terminology, and because litigation has just started to search out language gaps. For example, you should focus on policy definitions that may narrow coverage to only certain systems or only encrypted devices and policy sublimits that cap available coverage at a lower dollar threshold, increasing your uninsured, out-of-pocket expense.

3. How should an insured evaluate potential markets?

The cyber insurance marketplace continues to be largely competitive with new entrants and new policy forms being introduced regularly. Overall market capacity continues to grow north of $500 million, with more than 30 active markets. Most Lloyd's syndicates (lloyds.com) can offer policies without sublimits, and some United States markets are willing to do so for qualifying accounts. As noted above, you want to first make certain that the coverage is where it needs to be. Consider whether to have inside or outside legal review of the policy forms. Market share and claims experience vary greatly in this space, particularly in terms of primary insurance placements. Carefully evaluate the claims team and specific claims experience of leading candidates, such as whether they handle claims in-house or rely heavily on outside coverage counsel. When possible, meet with potential claim representatives from markets vying for your cyber placements.

4. What does the underwriting & application process entail?

If possible, give yourself a long on-ramp to properly identify your company's cyber exposures. Preparing the application will involve other experts within your company, so budget extra time to get the application properly completed. Once the application is complete, plan for meetings and calls to walk through the options, select a primary market and start negotiating for enhancements and endorsements critical to your business. Also, most cyber quotes will come with binding subjectivities, usually around security protocols like encryption, and disaster recovery plans. It is best to clear all subjectivities prior to binding.

5. What is the process for reporting & managing claims?

Make sure to review your policy thoroughly for reporting requirements for actual or threatened claims, as well as reporting obligations for circumstances that might give rise to a claim. Be aware that your policy may require that you use preselected breach-response vendors or that you secure underwriter approval before engaging any vendors of your own. Make sure relevant stakeholders within your company understand this. Incorporate claims-reporting details into your incident response plan, and periodically verify that you have listed the proper individuals and provided them updated policy information.

6. What lessons can be learned from claims & losses to date?

Wide variations in cyber policy language, philosophies and experiences of various markets, and courts' legal analyses make it difficult to broadly characterize claims expectations. At this stage in the development of the cyber insurance market, claims are unpredictable compared to more established lines of coverage. Coverage for costs associated with breach-related noncompliance with PCI Data Security Standards is a hotly contested topic—particularly potential distinctions between PCI "fines or penalties" and PCI "assessments," as well as the language in the contractual liability exclusion. In addition, courts have begun to weigh in on disputes over coverage for cyber-related losses under other lines of coverage and how those policies interact with pure cyber policies. These opinions will show policyholders how to clarify "other insurance" language across all lines of coverage.

7. What loss prevention services do the insurers provide?

A few insurers offer "turn-key" breach response services. These require the policyholders to report any incident to a designated hotline, which activates the insurer's panel of breach resources. However, many insurers will let the policyholder choose between a preapproved panel or its own vendors, subject to insurer consent. The policy will often have detailed information about what to do and whom to notify when the insured first suspects a breach. Read these provisions carefully and consult with your broker before taking any action.

8. What should we be doing to mitigate cyberrisks?

Have a documented and tested breach response plan that assigns roles to appropriate parties within your organization, lays out the steps that must be followed and includes detailed information about policy obligations and coverage requirements. Incident preparedness planning leads to prompt breach resolution and lower costs. Don't let a lack of planning compromise your insurance recovery. **CBO**

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CONEXPO-CON/AGG 2017

Record-breaking show demonstrates industry commitment to progress

BY KATHY WELLS & ELIZABETH MANNING

The latest installment of CONEXPO-CON/AGG and IFPE took place in Las Vegas, Nevada, March 7-11. The trade show, which showcases the latest innovations in construction equipment and technology solutions, hosted nearly 128,000 attendees, with 26,000 international attendees from 150 countries. The show housed a record 2.8 million-plus net square feet of exhibits featuring 2,800-plus exhibitors from the leading United States and global manufacturers, including everything from multinational giants to small firms with specialized products.

Exhibitors saw strong traffic throughout the show and gathered insights from attendees. "Overall, contractors all seem positive about the economy and increase in work, while technology is becoming more and more important as they look to maximize productivity," said Jason Gerig, ISOCLEAN business development manager at Chevron. At the show, Chevron showcased ISOCLEAN, a solution to fight particle contamination. Chevron offers both lubricants and services independently.

Takeuchi experienced a similar, positive increase in booth attendance and audience engagement. Clay Eubanks, president of Takeuchi-US, said the company saw an almost 15-percent increase in overall booth traffic, compared to CONEXPO 2014.



"We also noticed a larger number of senior-level attendees come through the booth, so there were more decision makers present," Eubanks said. Takeuchi unveiled several new solutions at the show, including the Takeuchi TB216H, the first hybrid, dual-powered compact excavator in the company's lineup, which features both an electric motor and a diesel engine with its own pump group to power the machine's hydraulics.

The show's theme, "Imagine What's Next," truly took center stage, showcasing forward-looking construction and infrastructure innovations, including the unveiling of the world's first 3-D-printed excavator and the new "Tech Experience" pavilion. "Keeping pace with technology is critical for our industries' success, and the 3-D-printed excavator featuring fluid power innovations is a perfect example of the show's future-forward commitment to



explore innovations happening now and the exciting possibilities ahead," said Robert Mortensen, IFPE 2017 chair and president of HUSCO International. "From the new Tech Experience, which highlighted the vital connection between technology and construction to the culmination of AEM's Infrastructure Vision 2050 Challenge, this year's show demonstrated the rapid innovation in our industry," said Rich Goldsbury, 2017 CONEXPO-CON/AGG chair and president and CEO of Doosan Bobcat North America & Oceania.

Exhibitors in every area of the industry embraced the tech focus. JLG, a manufacturer of lift equipment, incorporated the trend into its show setup. "Technology was a hot topic within our exhibit, where we showcased many advanced technologies you will see on JLG access equipment in the coming years. We also developed a visionary worksite of the future and gave visitors the chance to experience our virtual training," said Jennifer Stiansen, JLG director of marketing, Americas.

Attendees purchased a record-breaking 52,000 tickets for education sessions at the show, a 26-percent increase from the 2014 show. The Tech Talks forum at the Tech Experience gave attendees a chance to hear from global innovators and technology leaders to discuss what lies ahead. The forum's content-rich presentations aimed to inspire and inform attendees. "Our CEO Jake Macholtz participated in the series, giving a presentation titled 'Adopt or Die: Kiewit's Winning Technology Strategy,'" said Tad Bungener, executive vice president of marketing at InEight. InEight provides technology solutions that connect owners, operators and contractors to people, information and projects.

> The trade show hosted nearly 128,000 for the week, with 26,000 international attendees from 150 countries.

Tech solutions provider Autodesk hosted three different educational seminars at the show: "The Future of Making Things in Construction," "BIM for Construction," and "Harness the Power of Technology." Autodesk also provided interactive demonstrations of tools, such as the company's BIM 360 platform for vertical construction projects and AutoCAD Civil 3-D and InfraWorks 360 for horizontal construction, at its two booths throughout the week. Autodesk's Construction Sales Enablement Manager Matt DePaolis said attendees were able to try out results of partnerships with industry hardware solutions providers at the two booths. "Several of our hardware partners, like DAQRI, Topcon and 3D-R, demonstrated how our cloud-based software tools put data at the center of the project to connect all of these devices and all teammates across the entire project," DePaolis said.

To continue following the these tech trends and keep up with the latest industry innovations, mark your calendars for CONEXPO-CON/AGG 2020, which will take place March 10-14. **CBO**

Kathy Wells is the editor of Construction Business Owner *magazine. Elizabeth Manning is the managing editor of* Construction Business Owner *magazine.*

5 Reasons Your Team Does Not Exceed Expectations

Why your employees aren't performing & what you can do about it

BY KATE ZABRISKIE

He does the bare minimum. It's extremely difficult to have him on your team. The guy is a real energy drain. Sound familiar? At any given moment, there are legions of employees busy "working," but not doing the work their managers expect them to do, or doing their work in ways that hurt morale and productivity. Perhaps a few of those frustrating employees have a professional death wish, but most don't. In all likelihood, they are as frustrated by their performance as you are. The onus is on you, the owner or manager, to identify and implement a solution to this problem. First, you must come to terms with the five core reasons some members of your team aren't performing to your standard.



1. ***They simply cannot***—If you expect people to do something they cannot do, don't be surprised when they fail. For example, if the receptionist is supposed to greet guests, answer the phone, order office supplies, clean the kitchen and cure infectious diseases all by himself/herself, is there any wonder he/she can't get it done? Take a hard look at what you are asking your team members to accomplish each day. If some of them are not meeting your expectations, be sure that those expectations are reasonable. Assigning tasks to people who, for whatever reason, can't complete them to your standards means you have brought your situation upon yourself. Change the person you task, or change the tasks.

2. ***They don't know how***—Too often, people are thrown into a job with little or no training. They learn on the job, bring what they knew from their last job or teach themselves. In other words, they wing it, and most of the time, it shows. If you are holding people accountable for performing tasks for which they have had no training, you will frustrate employees and hurt morale. Train people often on systems, processes and desired behaviors. Good organizations teach for the future, but also know how to learn from mistakes. Spend some time thinking about what needs to be completed and in what way. For example, if you expect an employee to answer the phone a certain way, you should provide a script: "Good morning, Fitzsimmons and Patrick, this is the receptionist speaking. How may I help you?"

3. ***They don't know they aren't doing it***—People are not telepathic. When you

fail to make your expectations clear and when you fail either to correct substandard performance or praise good performance, you have no cause to complain. Set clear expectations and provide regular feedback. If an employee's unsatisfactory performance is chronic, in spite of training, managerial direction and on-the-spot correction or praise, it is time to schedule a one-on-one meeting to review goals and expectations. Employees should know where they stand within an organization. A failure to tell people when sustained job performance is unsatisfactory is cruel. A failure to document the meeting is derelict. Your direct reports deserve better.

4. ***They don't think it is important***—Sometimes people know the rules, and they ignore them because they don't think the rules are essential. How could someone reach that conclusion? If managers don't model desired behaviors, reward people for demonstrating those actions and coach their team members to preclude deficiencies, they are sending the wrong message. Park in a spot reserved for visitors a couple of times. How long do you think it will take others to start doing the same thing? Lead by example. Next, recognize and reward what you want to see, and address any shortcomings on the spot. This doesn't mean thanking people for doing things they should be doing; rather, it means having standards and sticking to them. If you have talked to the intern about observing the dress code and the next day she shows up looking terrific, acknowledge her effort.

5. ***They don't want to***—On rare occasions, you may encounter someone who is capable, trained and operating in a learning environment, but still fails to meet expectations, despite repeated coaching and counseling. Document, document, document. There are times when employees are simply not a good fit for a job, and you need to either move them somewhere else in the organization or out of the organization altogether. Be kind, firm and quick to act. The better your documentation, the easier the process will proceed.

Nobody ever said managing people was easy. It requires time, thoughtful planning, hard work and moral courage. That said, the payoffs can be huge for the employee, the organization and for you. **CBO**

Kate Zabriskie is the president of Business Training Works Inc., a Maryland-based talent development firm. Zabriskie and her team help businesses establish customer service strategies and train their people to live up to what is promised. Visit businesstrainingworks.com.



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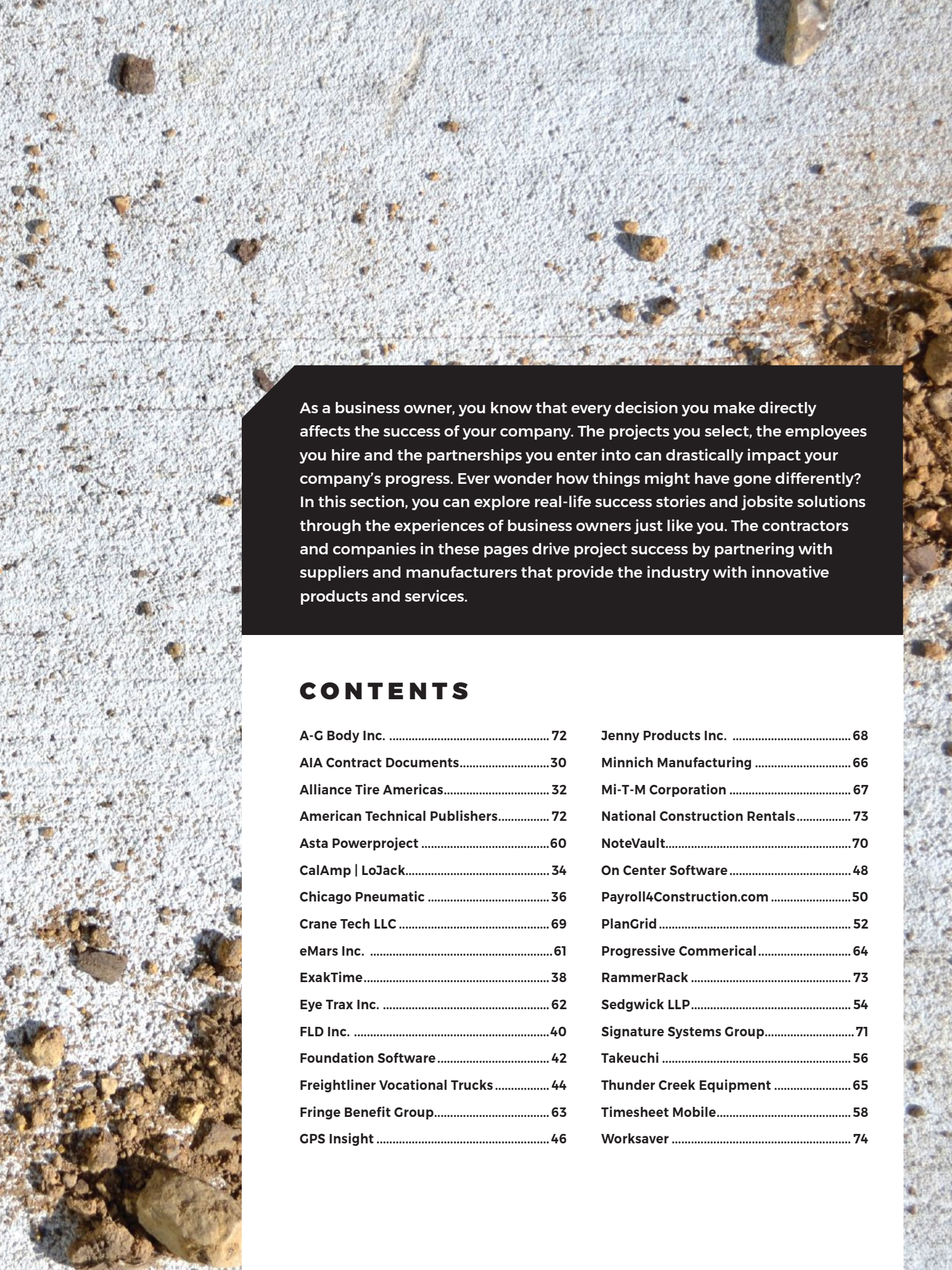

As a business owner, you know that every decision you make directly affects the success of your company. The projects you select, the employees you hire and the partnerships you enter into can drastically impact your company's progress. Ever wonder how things might have gone differently? In this section, you can explore real-life success stories and jobsite solutions through the experiences of business owners just like you. The contractors and companies in these pages drive project success by partnering with suppliers and manufacturers that provide the industry with innovative products and services.

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AIA Contract Documents

How the new 2017 AIA Contract Documents will affect your project

The American Institute of Architects (AIA) has published standard form agreements since 1888. AIA Contract Documents have long been viewed as the industry standard in reflecting current industry practices and fairly balancing the risks and responsibilities of all project participants. To ensure these documents stay current, the AIA reviews and revises its contract documents on a 10-year cycle. The AIA recently released updated versions of its A201 family of documents developed for the design-bid-build delivery model. Revisions made to the A201 General Conditions of the Contract for Construction, and its related owner-contractor, subcontractor, owner-architect and consultant agreements will be of interest to all project participants.

The single most significant 2017 revision to the A201 Family is the creation of an Insurance and Bonds Exhibit to accompany the key, owner-contractor agreements. The new exhibit allows the parties to develop specific insurance requirements for any particular project. For basic insurance and bond coverage, the parties will insert claims and policy limits for certain basic coverages and the penal sum for required bonds. However, the new exhibit also prompts the parties to consider additional insurance coverages that might be warranted, depending on the nature of the project and particular risks that may be encountered. The exhibit can be easily transmitted to each party's insurance and bond advisor(s) or broker(s) for evaluation and completion. Additionally, all insurance and bonds obtained for the project are required to be purchased from companies lawfully authorized to issue insurance or surety bonds in the jurisdiction where the project is located.

The 2017 documents also contain a number of new provisions related to digital information & building information modeling (BIM).

The 2017 documents also contain a number of new provisions related to digital information and building information modeling (BIM). When using BIM on a project, it is crucial that requirements for the various elements of the model be well documented. Accordingly, the key 2017 owner-contractor and owner-architect agreements expressly require the use of AIA Document E203–2013 to establish protocols for the development, use, transmission and exchange of digital data. The 2017 documents further provide that any use of all or a portion of information contained in a BIM model, without establishing and set forth the necessary protocols, is at the using or relying party's own risk and without liability to any other project participant.

Lastly, AIA Contract Documents have long provided that the contractor is solely responsible for, and has control over, construction means, methods, techniques, sequences and procedures. In A201–2017, the contractor remains solely responsible for, and has control over, construction means, methods, techniques, sequences and procedures. If the contractor believes that the contract documents give specific instructions concerning construction means, methods, techniques, sequences and procedures, and if the contractor determines that they might not be safe, the contractor is to give notice to the owner and architect, and propose alternative means, methods, techniques, sequences or procedures. Unless the architect objects to the contractor's proposed alternative, the contractor is to perform the work using the alternative, proposed methods.



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The Announcement of the Decade

AIA Releases 2017 Contract Documents

Like the fog that drifts through the Grand Canyon every ten years, the core set of AIA Contract Documents gets updated every ten years to ensure your design and construction projects are protected against changing industry trends and needs.

Changes affecting contractors include a new insurance exhibit that allows for the selection of insurance coverages specifically tailored to the needs of the project. Other changes to the insurance requirements have been made to keep AIA Documents consistent with legal and practice developments in the insurance industry.

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AIA Contract Documents

Photo by Maci MacPherson / National Park Service

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Alliance Tire Americas

Why solid tires are a solid investment for hospital renovation specialist Prime Time Resources

Todd Evans, owner of Prime Time Resources in Houston, Texas, recalls the day he put a brand-new skid steer to work almost a decade ago.

"I got a piece of bright, new equipment, we rolled it onto the jobsite and within 3 or 4 hours, I had to get a tire man out there," Evans said.

Of course, it wasn't funny at the time. Construction jobsites are full of tire hazards, from the nails, screws and sharp edges that puncture tires to the pavement and broken concrete that wear them down.

Evans, whose company specializes in the construction and renovation of hospitals from Beaumont to San Antonio, wanted to write downtime out of his tight schedules.

At first, he foam-filled his conventional, pneumatic skid steer tires. That eliminated puncture problems, but the treads still only lasted about 3 months after grinding constantly on pavement.



SOLID CHOICE

"I had to find something else," he said. A friend who sold him Case equipment mentioned that David Merritt, of GCR Tires and Service in Houston, was the go-to guy for construction tires. Evans contacted him for advice and switched to solid tires in 2004. Instead of replacing tires every 3 months, his skid steers could run 2 years on a set of tires.

"There's definitely a price difference with the solids, but I have to look at the longevity of the tires," Evans said. "Solids come premolded to the rim, so there's a little added expense that way. But getting the longer life out of them pays off."

HEAD TO HEAD

Now, at Merritt's suggestion, Evans is putting his trusted solids brand to the test on the jobsite against the new Galaxy Beefy Baby SDS, with two Case SR175 skid steers mounted with the Galaxy tires and one outfitted with the old brand on the same day.

The "SDS" that denotes the Galaxy solid tire line stands for "severe duty solid," which is a perfect description of a construction site.

The aggressive bar tread of the Galaxy Beefy Baby SDS—with almost 1-1/2 inches of tread depth (43/32) and sharp shoulders for extra grip—is optimized for traction in dirt and mud, while providing a strong central block of tread for smooth roading and long wear on pavement. That makes for a vital combination for success in Evans' business.

"This particular contract calls for construction debris removal from residential, new-home construction," Evans said. "The skid steers are on the street, on concrete, 85 percent of the time. The other 15 percent, they're up on the yard in the dirt."

Evans figures it will be a couple of years before he knows for sure which brand wins his tire faceoff, but he says early indications are that the Galaxy tires are holding up better than the others.

"If they keep going at this pace, they will surely outlast the competition," he said.

When every job is both a race against time and one of endurance, long-lasting tires are a key tool to staying on time, on task and on budget.

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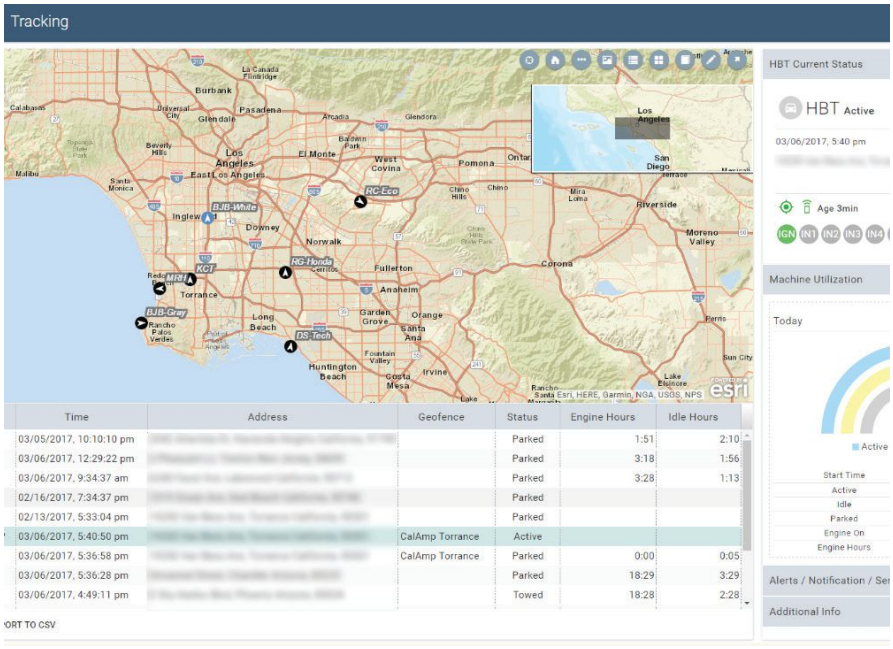
CalAmp | LoJack

How a national contractor improved its jobsite operations with real-time data

A Midwest-based national construction contractor needed a way to streamline its asset management—from monitoring vital utilization information of its heavy equipment to scheduling routine maintenance, including third-party servicing, such as refueling machines. The current process was manual, labor-intensive work that required a staff member to physically locate each piece of equipment and record operating information, including daily cumulative engine hours and how and where the equipment was located. The process proved to be difficult to maintain and provided minimal insight into the health and use of the equipment, including idle time, CAN bus diagnostics, usage for billing and enabling the company to properly allocate the equipment inventory.



THE SOLUTION

The company began to work with CalAmp to set up a fleet technology solution that would help it better manage its mixed fleet. This full-stack, telematics solution enabled the company to access location-based and utilization equipment data on demand from any location or device. This successful solution paired CalAmp telematics devices with AssetOutlook—a next-generation telematics application that optimized construction operations for off-road equipment and on-road vehicles. AssetOutlook streamlined their operations by adapting to unique attribute profiles and key performance indicators (KPIs) for their mixed fleet.

In addition to the initial challenges, the solution enabled them to continuously and remotely monitor equipment and respond to predefined threshold conditions related to motion, location, geozone, inputs and other event combinations. Additionally, by having a web-based application with a companion mobile application, the fleet managers and foreman now have complete mobility with device data literally in the palm of his/her hand. With threshold alerts and real-time, on-demand retrieval of equipment information and basic integration, the contractor could answer the following questions:

1. Where is my equipment located?
2. What are our current and lifetime engine hours?
3. Can I reallocate equipment inventory to increase utilization at other jobs?
4. Is there an unscheduled maintenance issue?
5. Are the machines being used during working hours, or is there unauthorized use?

THE RESULT

Now, the company has clear and immediate insight into the location and utilization of its equipment, which has resulted in better use of resources. Using CalAmp's AssetOutlook telematics solution, the company has been able to pull location on demand for servicing, billing and other needs. This major contractor is no longer wasting man-hours doing what technology can do remotely. The job is now focused on the job, not the administration or tedious, unproductive tasks.

With AssetOutlook, the company has eliminated the daily, on-site need to retrieve equipment data, which has resulted in an improved use of resources and the ability to monitor engine hours, usage and more efficiently redeploy underutilized equipment. This is just the beginning for this company to grow profits, win bids more efficiently, enable intelligence in joint ventures and provide jobs that build the economy more quickly and innovatively.

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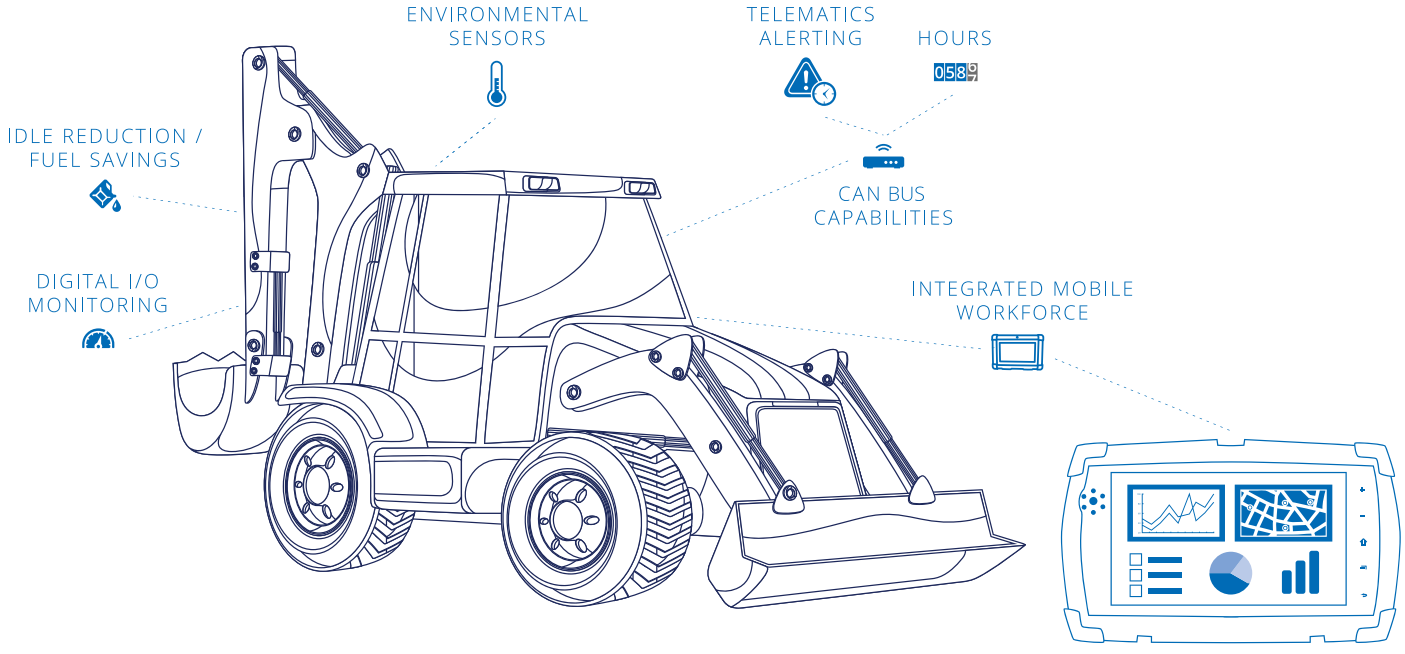

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Chicago Pneumatic

How MikeRentals Inc. takes a proactive approach to business

Chicago Pneumatic (CP) hydraulic breakers are tough. In addition, they offer reliable performance and heavy-hitting power in a wide range of applications. For MikeRentals Inc., of Sikeston, Missouri, those factors influenced the company to buy additional CP equipment.

MikeRentals Inc. is a general tool and equipment rental company. The company opened for business in 2000 with the purpose of providing the highest quality inventory and customer service possible to Sikeston and eight surrounding communities.



There are a couple of key factors to which owner Mike McReynolds credits the company's success. First, he and his team treat their equipment with a healthy dose of TLC after the fleet returns from each job, which keeps the company's inventory in top, working order.

Additionally, the company takes a proactive approach to upgrading its fleet, so that it always has the latest and greatest equipment to offer its customers. Because of the maintenance program and consistent equipment upgrades, the company has a used equipment catalog that is quite successful. Even with a proactive maintenance plan, there is one piece of equipment that has taken care of itself, without requiring a lot of maintenance: the CP breaker. The rental dealer has three CP RX4 breakers and one RX2 breaker. McReynolds purchased the breakers in November 2012, and has only needed to do routine maintenance since purchasing them. According to McReynolds, rental store customers tend to be a little rougher with their equipment, and this is especially true for the CP breakers.

"The RX4 gets rented from us quite frequently," said McReynolds. "We have one customer who has used this breaker on a number of challenging jobs, and the breaker has taken its fair share of abuse. Still, everything is in optimum condition on this unit. It just goes to show you how well these CP breakers are manufactured."

To date, the only maintenance that MikeRentals completed was replacing the bushings that the company ordered in February. Since purchasing the units in 2012, MikeRentals has rented them out nearly 250 times, for anywhere from 2 days to 2 months. McReynolds claims that his customers have had a great deal of success with these CP breakers.

Even with a proactive maintenance plan, there is one piece of equipment that has taken care of itself, without requiring a lot of maintenance: the Chicago Pneumatic breaker.

When you put your customers first, word tends to get around. It takes hard work, but McReynolds is not looking to change his company's philosophy any time soon.

After 16 years in business, McReynolds has plenty of evidence to show he is running a successful business, especially in the satisfaction of the customers he sees daily.

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ExakTime

Advantage Flooring avoids timecard fraud with cloud-based labor tracking solution

Advantage Flooring, of Hanover, Maryland, has the kind of storybook beginning that makes you smile. When Billy Saul's father said he was tired after years of working for flooring companies, Saul said, "Dad, let's open our own company, me and you." This was 1993, and Saul was 18.

Soon, he, his dad and his younger sister were running a commercial flooring business out of the spare bedroom of their home. Within a few years, they were renting a warehouse. The company gradually grew bigger, and today the company owns a warehouse for the materials and equipment of the 10 to 15 commercial flooring jobs that it usually has going on at any specific time, with up to 15 employees on each job.

The warehouse is located in the greater Baltimore area and is only 30 miles away from the nation's capital, which is convenient, since a large number of their jobs are in one of these two municipalities. But for the company's first 23 years in business, Advantage Flooring used paper timecards to track its employees. Given human nature, this didn't always work out as well as planned.

"I had about 20 guys turning in timesheets at different times, and most would turn them in late," said Laurie Saul Inglis, the younger sister who is now second in command to Saul, president and CEO. "Those [employees] on the same jobs copied off of each other. It was awful."

She said the workers often didn't specify which job they had been working on, so she would have to go back to the scheduler and try to figure it out herself for accounting purposes. All of this led to headache-filled days of processing payroll, including printing and signing paper checks. Sometimes, disagreements about the hours worked led to screaming matches. The final straw was related to one of Advantage Flooring's biggest, most recent jobs.



The project involved leveling and polishing the concrete floors of a new middle school in eastern Maryland. The company's workers worked together all day, and then stayed in a hotel for the duration of the project. But their paper timesheets—when they finally turned them in—had discrepancies. "There was a lot of back and forth," Inglis said.

In early 2016, Saul stumbled upon ExakTime at World of Concrete in Las Vegas, Nevada, and decided that a cloud-based time tracking system that allowed workers to punch in and out on their smartphones, with GPS tracking, might be the way to simplify payroll and get everyone's work hours accurately recorded.

ExakTime turned out to be just what Inglis needed to streamline her job. "It's been a huge time-saver for me. Payroll takes me 3 to 4 hours now, when it took days beforehand," she said. "All the data goes from [ExakTime's] web-based software straight to QuickBooks. It automatically tells me when they made overtime—I don't have to do anything. It takes the guesswork out." She said that in the first 12 months, ExakTime had saved Advantage Flooring about $75,000 in timecard fraud. Inglis said she would never think of returning to paper timecards. "It's just not an option."

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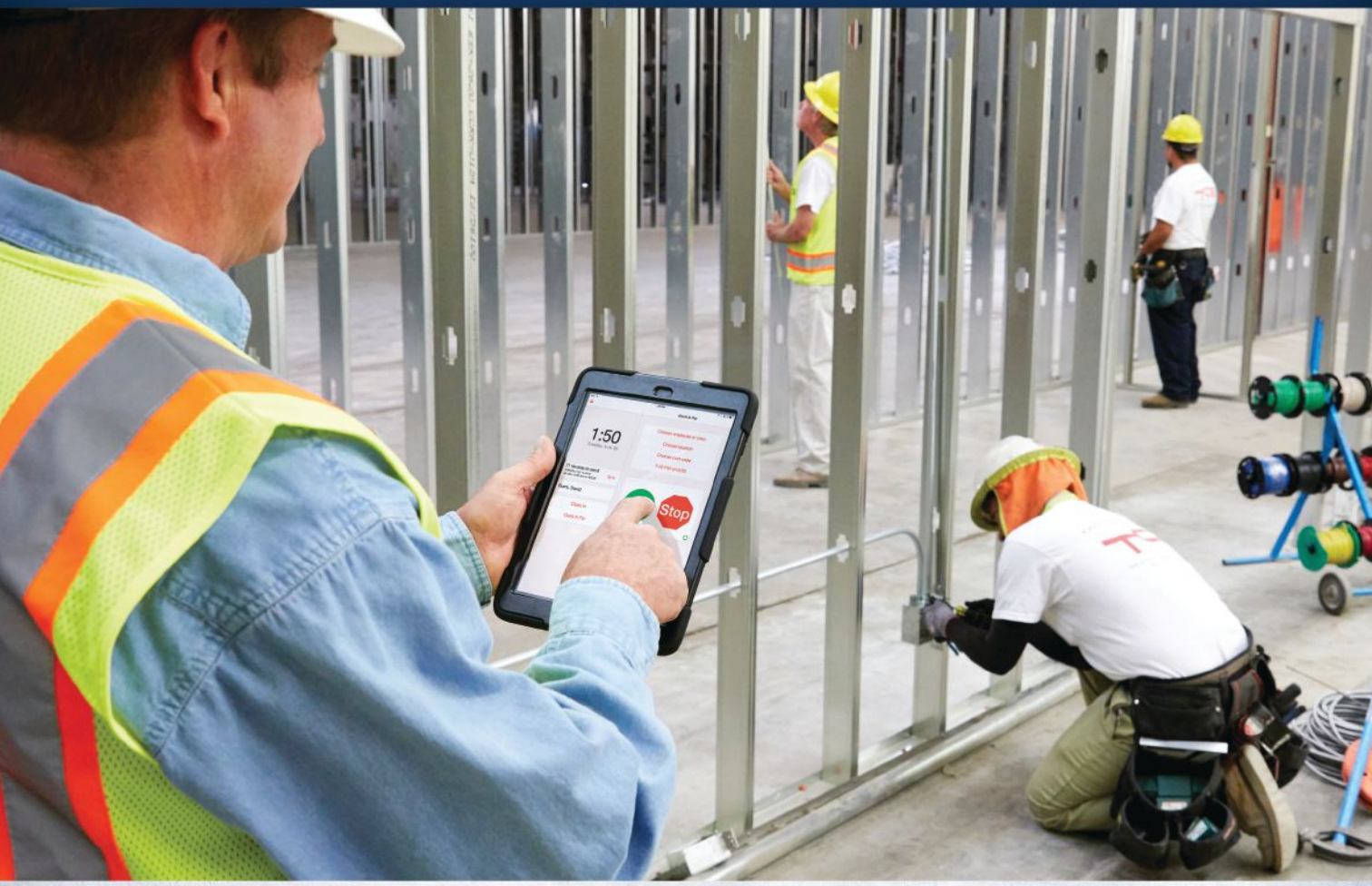

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The technology behind your remarketing strategy can be the difference between whether your program succeeds or fails. As such, it is no surprise that more companies are seeking intelligent solutions to integrate into their workflows. FLD is proud to have been on the front lines of technological innovation since its inception, and it continues to lead the pack in offering comprehensive services to clients that provide cost savings and increased efficiency.

Macroeconomic movement can quickly ripple through the business sphere, and perhaps no industry understands this better than the oil and energy sectors. When the oil industry cooled down, many production companies left idle equipment on empty lots. When it came time that the industry saw a rise in oil prices, there quickly became the need to take those equipment vehicles out of dormancy.

But how would companies know which pieces of equipment could still be utilized and which pieces should be sold? Traditionally, many companies would write off an entire lot of equipment vehicles and transport them directly to the auction. But for an FLD client that had 165 vehicles totaling $8.5 million to inspect, company leaders knew they had the technology to strategically separate which vehicles to sell and which vehicles to keep. With the use of FLD's free mobile app, OnceOVR Pro, FLD was able to provide the speed and accuracy needed for the company to make crucial business decisions.



OnceOVR Pro lets users practice self-service, but FLD is always happy to assist. In this case, FLD's client had a significant time crunch. The company needed to complete condition reporting within 2 days for 165 vehicles. To expedite the process even further, FLD team members traveled to the jobsite and performed the condition report on behalf of the client. The team of two was armed with styluses and heat packs as they worked through all of those vehicles.

Using the inspection templates available through OnceOVR Pro for Class 1 through Class 8 trucks, data points were input for all the vehicles within 16 hours. At the end of each day, the team members simply synced the information gathered through the app to the cloud, saving time typically spent on manually entering each data point. Within a week, vehicle valuation for all 165 pieces of equipment was delivered to the client, providing the client with the knowledge of which vehicles to sell and which vehicles to continue utilizing. For those that needed to be sold, FLD used market and historical data to pinpoint where these vehicles would receive the fairest returns and coordinated shipment and processing to achieve those results.

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Foundation Software

How Civil Constructors Inc. found the SaaS solution it needed

When Central California's Bridgeway Civil Constructors Inc. began planning to launch a new company, one of the first orders of business was to find an enterprise resource planning (ERP) application to manage their accounting. At first, the answer seemed obvious—after all, everyone knows the biggest name in small business accounting software.

Controller Lynn Bailey said he told the company president that was recruiting him personally, "We can't use that software." Bailey had used that big-name software for 25 years in an accounting practice with small businesses. He knew what they were getting into with this new company, he knew how successful Bridgeway had the potential to be and he knew the limitations of even the best off-the-shelf accounting applications.

For a company just starting out, with a few employees and major ambitions, Bailey concluded that cloud—also called software as a service (SaaS)—was the way to go. SaaS keeps initial costs down and lets contractors pay a low monthly subscription. After investigating four systems complete with demos, Bridgeway decided that Foundation SaaS would be the best software for the company. "The sales team really impressed me," said Bailey. "They knew the product really well and answered questions fairly and honestly."



For a company just starting out, with a few employees and major ambitions, Bailey concluded that cloud—also called software as a service (SaaS)—was the way to go.

Even with a complex system and a small company, training was a breeze. Although Bailey's previous experience with a more complicated system helped him pick up Foundation SaaS quickly, it also let Bailey draw the comparison with a top competitor. "I think Foundation is easier and just as strong. You can't ask for a stronger system for what you're paying," Bailey said.

"We did SaaS," he said, "because we are a small company. We don't have an IT department." This meant that IT would fall on the shoulders of the company's limited staff. "That Foundation does all of the updates and backups for us is really nice," Bailey said. Being part of a small business also means often working from home and traveling, and Bailey can log in anywhere and have the full system in front of him.

"With the report designer, we're able to create any specific reports for now and for the future." Bailey said. "With Foundation SaaS, you have the report designer, executive dashboards, drill-downs [and more]. What we got for the price of it, you can't beat the system."

And he is not making any sacrifices, he insists. "It's able to pick up our sophisticated job costing system. I already know that it can handle a million dollar company, and it's going to be able to allow me to grow to 30, 40, 50 million dollars, no problem," Bailey said.

"It's a win-win situation for any small to midsize contractor," Bailey said. "It's a software system that we can grow with. It's definitely a system we can stay with."

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Freightliner Vocational Trucks

Why Alliance Concrete Pumps aligns perfectly with this Freightliner workhorse



Alliance Concrete Pumps has been manufacturing concrete pumps for the United States and Canadian markets for more than a decade. The company was founded shortly after industry veterans Ken Friesen, president, and Mike Enns, national sales manager, discussed the possibility of a new business that would distribute South Korea–based Jun Jin Concrete Pumps in North America. Enns had worked with the company for 2 years prior to the decision to launch Alliance Concrete Pumps. At the time, Friesen was an owner of a large construction business and was excited by the potential of a new business related to the manufacturing of concrete pumps and partnering with Jun Jin.

Fast forward 12 years and 50 employees, and Alliance Concrete Pumps is booming. Specializing in providing concrete trucks for gas plants, bridges and high-rise buildings, the company has a mixed portfolio of residential, commercial and industrial projects. "What I love the most about this job is that no two sites are the same. That can be intimidating at times, but it keeps things interesting," said Enns.

"The Freightliner M2 models are some of my favorite trucks. The M2 106 will fit just about anywhere, and it is versatile. We need our truck to be reliable and to get the job done correctly the first time, and that is what the M2 106 delivers."

Alliances' 47 Meter RZ Boom comes equipped with an extremely user-friendly, split-panel electrical system. The smaller switch panel at the rear of the pump eliminates long wiring looms that deteriorate over time.

Freightliner trucks also come equipped with an adaptive hydraulic system with manual overrides, which provides confidence that it will get the job done, even in challenging situations.

In the event of an electrical malfunction, the entire system can continue to pump in a manual mode. The 47 Meter has a vertical reach of 152 feet, 7 inches and a horizontal reach of 139 feet, 5 inches.

Alliance Concrete has experienced a rapid surge in demand for Freightliner trucks in recent years. Currently, 50 percent of trucks sold by the company are Freightliner, compared to only 10 percent a few years ago.

"In recent times, Freightliner has really changed the game with their maneuverability, longevity and comfort with these specialized trucks," said Enns. "This industry is tough on trucks, and we need a reliable product that is going to withstand anything that is thrown its way. That's why the majority of our trucks are Freightliners."

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GPS Insight

How Whitton Companies saves at least $100,000 per year

Construction fleets can reduce costs, reduce risk and increase revenue when GPS tracking is applied to their operations. Read below to learn how Whitton Companies saves at least $100,000 per year by reducing labor costs alone. Whitton Companies is a residential home construction company located in Phoenix, Arizona, specializing in plumbing, concrete and framing.

The company started researching GPS tracking to obtain a more efficient method of dispatching vehicles to customer sites. Before the company had a solution in place, its main office would receive a call from a customer requesting a service, manually look up the address online and print out a map to navigate the driver to the customer site.

"We wanted to find a solution that would help our service department direct drivers to homes quickly and efficiently," said Matt Nielsen of Whitton Companies.

Whitton Companies also considered GPS tracking an avenue to gain oversight of field supervisors during the workday. Without real-time vehicle location data, managers at the office were unable to confirm whether field supervisors were on the jobsite when they were supposed to be. "Our managers needed the ability to see where field supervisors were at any given time," said Nielsen. Along with solving these challenges, Whitton Companies needed a platform that could integrate with its enterprise resource planning (ERP) software that the company uses to manage all data throughout its organization.



HOW IT WAS SOLVED

Since implementing GPS Insight's vehicle and asset tracking solution, Whitton Companies has increased dispatch efficiency. The company uses the system to ensure drivers arrive at customer sites as quickly as possible by sending routes straight to drivers on the road, including turn-by-turn directions.

GPS Insight makes it possible for Whitton Companies to monitor field employees throughout the workday. "We set up landmarks around customer sites and other unauthorized locations," said Nielsen. "If an employee's vehicle spends a certain amount of time in a landmark other than the customer site, we are notified by an alert and are able to identify if they are off task." Whitton Companies has also been able to utilize GPS Insight's integration capability to send GPS tracking data straight to their internal ERP software. "Finding a GPS tracking solution with quality API integration was critical," said Nielsen. "Many other providers we spoke with were claiming to offer APIs for the data we needed, but actually did not." They use this integration to audit timecard accuracy. "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 beginning and end-of-day report into their payroll system, Whitton Companies' accounting department can determine payroll discrepancies for all employees at the click of a button and fix them right away. "Some cases were blatant and others were just 10 to 15 minutes off billable time reported, but it really adds up over time," said Nielsen. Since Whitton Companies' began utilizing GPS Insight's data to correct payroll discrepancies, they report saving at least $100,000 per year in labor costs alone. Contact GPS Insight to learn more about how GPS tracking will help your business receive true fleet intelligence.

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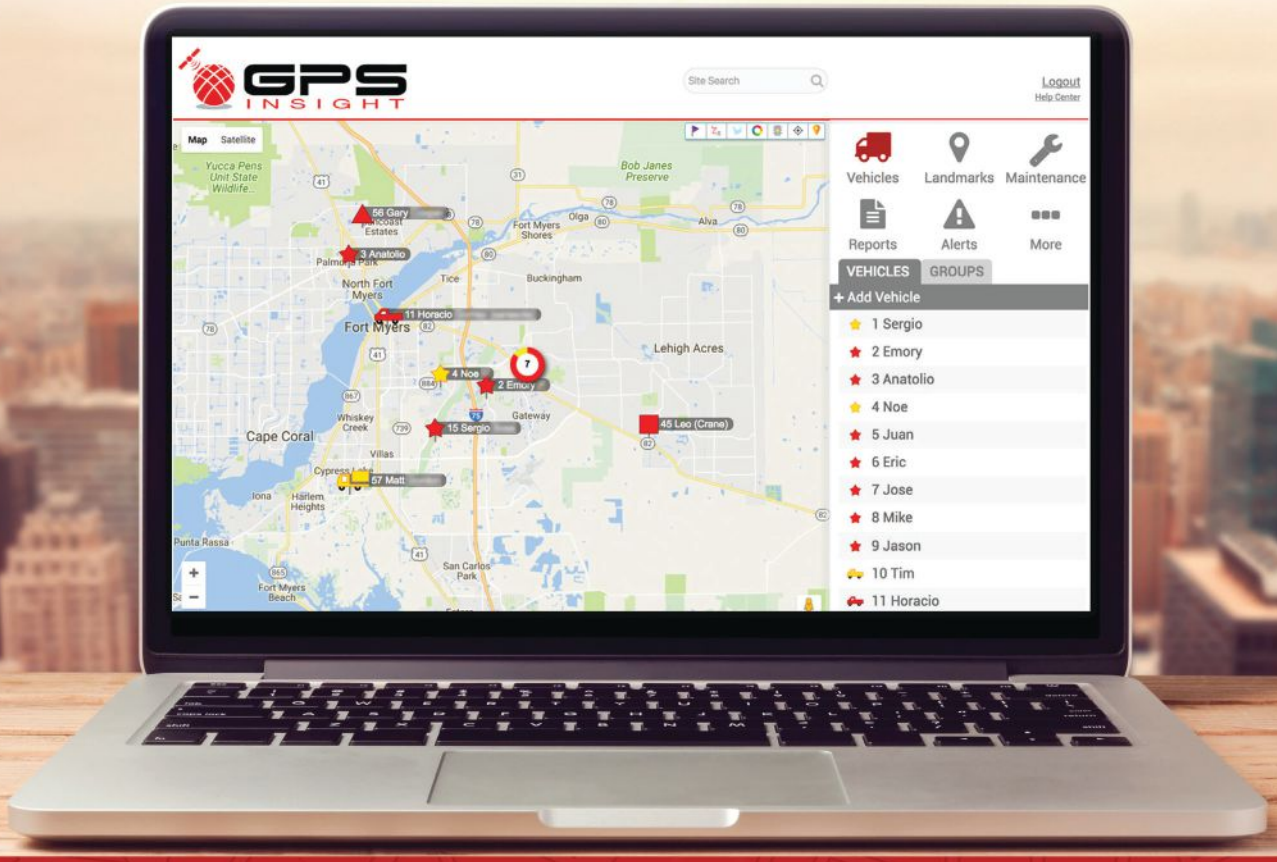

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Construction companies are investing in digital technology for an immediate return on investment (ROI). On paper, the returns are easy to calculate. With software like On-Screen Takeoff and Quick Bid, contractors can create bids in half the time with much more accuracy and win more jobs. The investment more than pays for itself after winning one job. In reality, some companies fail to gain the full value from new software because they simply didn't take into account worker training.

ATTRACT TECH-SAVVY TALENT

Technology and training have another long-term ROI payoff; attracting tech-savvy millennials, ages 34 and younger, for construction estimating and project management positions. On Center Software is part of the curriculum of more than 350 universities and higher education institutions. Graduates from these programs train on the latest software and look forward to applying their technical skills to the job.

These young adults in their 20s to mid-30s are attracted to companies that are up to speed with technology. They use technology to complete tasks using multiscreen computers at the office and smartphones and tablets at the jobsite. They want to apply their newly learned innovations in the real world, and they want to be further trained in technology on the job.

A recent study finds that by 2025, millennials will make up 75 percent of the United States workforce. Makes sense, right? But the survey says only 7 percent of millennials are interested in a job in construction or manufacturing.

Companies with basic technology, little training and manual takeoffs from paper drawings will have difficulty trying to hire from this group.



IMPROVE PROFITABILITY

New software alone is not the answer. One-size-fits-all software packages with little support and do-it-yourself, online training will not do much to improve your company's estimating processes, nor will it impress millennials. Training on software is essential.

Companies that invest at least $1,500 annually in training on each employee have an average of 24-percent higher profit margins than businesses spending less on training. Using only self-instructed PowerPoint training is a small step in the right direction, but employee engagement falls off rapidly and doesn't match the power of classroom, instructor-led training, professional video presentations and live technical support by phone and computer.

Training ensures your team gets the full functionality of the software and builds your employees' expertise and value. Transforming your company to the digital age with software and training will increase profits, job opportunities and employee satisfaction.

The Association for Talent Development's State of the Industry report shows that businesses provide 32.4 learning hours per year, per employee. More than 50 percent are instructor-led classroom training.

Visit oncenter.com/testimonials to watch a short video on how one company, Hoppe Brothers & Sons, set the stage for success for future generations with its investment in On-Screen Takeoff and Quick Bid.

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Where'd the Wall Go?



Missing a Small Detail Can Cost You Big Time

Searching through drawings for revisions is a contractor's version of "Where's Waldo?" Your profit depends on diligently tracking plan revisions or your crew gets walloped with days of rework on your dime, simply because a wall went from 20' x 10' to 10' x 12'.

It's time to go digital with the industry's No. 1 solution, On-Screen Takeoff®. Instantly spot conflicts and details of changes with On-Screen Takeoff's powerful color-coded overlay feature. The digital plans show you exactly what is new in blue and what is old in red. Hours of comparing paper plans are eliminated with this advanced, easy-to-use software.

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Payroll4Construction.com

How Pine Ridge Technologies Inc.'s payroll process changed from good to better

Most people will probably encounter a version of this sentence at some point in his/her career: "It's not personal; it's business."

That was what Massachusetts-based Pine Ridge Technologies Inc. found themselves saying as the business was growing and its office staff realized their big-name payroll service was no longer going to suffice.

"It was great, and we had a great relationship with them," said Michael Rocca, president of Pine Ridge Technologies. "But it wasn't able to help us with construction-oriented tasks."

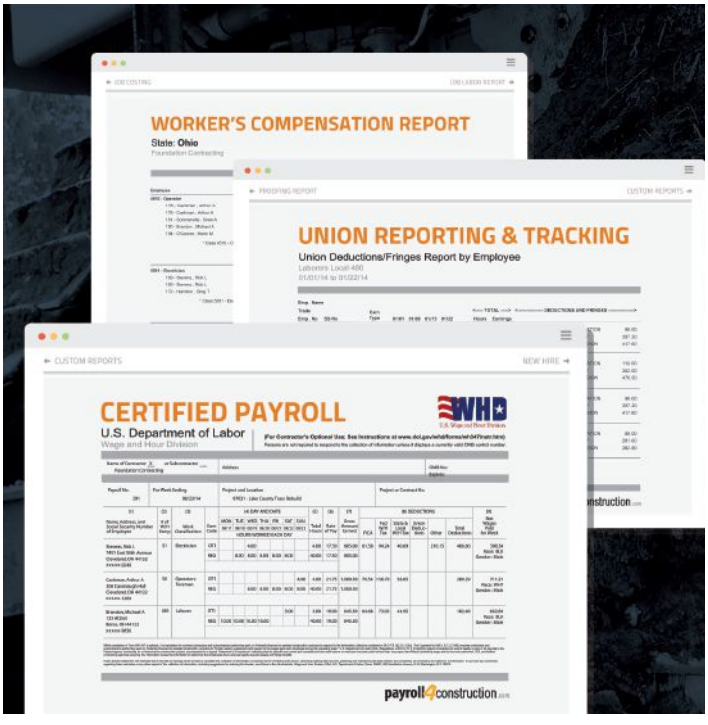
Pine Ridge Technologies, an electrical contractor founded in 2005, is involved with mostly state municipality work, including the Massachusetts Department of Transportation and the Massachusetts Bay Transportation Authority (MBTA). Their typical projects include traffic signal installation and maintenance, rail and transit work, security enhancements and digital advertising screens inside terminals. Two main areas they needed assistance with were union benefits and certified payroll.

So, even though it wasn't the first time Rocca had heard of Payroll4Construction.com, when an advertisement came across his desk, he knew the time was right.

The team at Pine Ridge Technologies researched and evaluated other payroll service options, and after Payroll4Construction.com led them through a demonstration, they knew they had found the solution they needed.

A NOTICEABLE DIFFERENCE

More than 2 years later, Pine Ridge Technologies is extremely satisfied with their decision to switch. "What they advertise to be is really what they are," said Rocca. "They know what affects construction companies as far as payroll, and that is really nice."



Payroll4Construction.com, a payroll service built just for contractors like Pine Ridge Technologies, is designed to handle the intricacies specific to the construction industry. That includes multiple prevailing wage rates, certified payroll, fringes and deductions, different trades and tax jurisdictions and more. Payroll4Construction.com also captures important information with every payroll, so reports like United States Department of Labor, new hire, EEO minority compliance, job costing, workers' compensation and more are available anytime.

"We've saved a lot of time doing certified payroll and job reporting, especially with labor costs," said Rocca. Now they can cost out their fringes and workers compensation to each job. He also mentioned that being able to enter different wage rates and easily edit them is beneficial, especially when union tables change. Used to working with a traditional payroll processor in the past, Pine Ridge Technologies' staff has noticed a big difference in the response time with Payroll4Construction.com's customer service representatives. "They're much more helpful and attentive," said Rocca.

Of course, what also sets the solutions provider apart from the support staff at general payroll providers is Payroll4Construction.com's experienced knowledge of the construction industry and its payroll and reporting requirements.

Having a construction-specific payroll service with construction payroll experts on the team alleviates worries and uncertainty for Pine Ridge Technologies' staff and frees them up to work on bigger tasks—namely, continuing to grow their company's success. Today, with the partnership between Pine Ridge Technologies and Payroll4Construction.com, it's both business and personal.

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FRED ODE
CEO/Founder



PlanGrid

Learn how DeAngelis Diamond nearly doubled its revenue in less than 12 months

DeAngelis Diamond has completed over $2 billion of construction projects since its 1996 inception. In 2009, the company expanded to include DeAngelis Diamond Healthcare Group, focusing on construction projects—from multiphase renovations to projects worth over $100 million—with some of the most respected names in the healthcare industry.

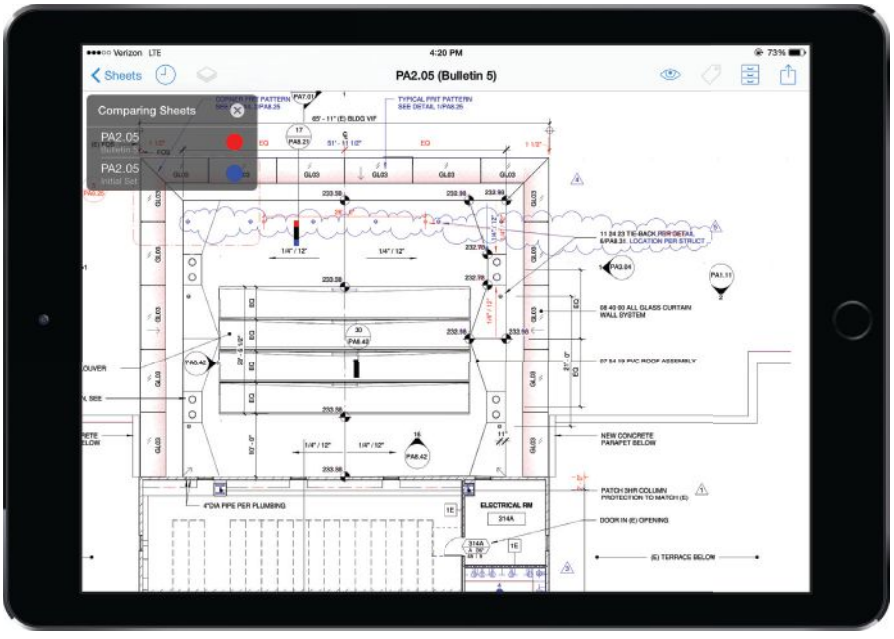
With a thriving business of this size, it is easy to imagine the headaches involved in managing large, complicated construction projects. Like many companies, DeAngelis Diamond struggled with paper blueprints for years before deciding to digitize. But even when they did, the process was difficult, error-prone and hard to navigate.

They found themselves repeatedly working from old sets of plans, resulting in rework and lost time, but that was before they discovered PlanGrid. PlanGrid solves a major problem for a 7,000-year-old industry. Construction data is shackled in legacy, paper and inadequate software solutions, resulting in tens of billions of dollars in annual rework costs for the industry (just in the United States), simply due to working from outdated plans.

Founded in 2011, PlanGrid was built by builders, for builders. The company is spearheading the industry's digitization and transition to the cloud by arming construction workers with industry-leading productivity tools.

Contractors, owners, designers and architects worldwide count on PlanGrid to finish their construction projects on time and under budget. The PlanGrid cloud holds over 50 million blueprints, making it the largest digital blueprint repository in the world.

With PlanGrid, DeAngelis Diamond discovered a productivity boom. Uploading and organizing project blueprints and documents was a breeze, and implementing PlanGrid across the organization was seamless.



According to David Diamond, cofounder and president of DeAngelis Diamond, "PlanGrid was probably one of the simplest things we rolled out. People with no experience or knowledge of PlanGrid—people who had never even heard of PlanGrid when they come and work for us—within days, they were up and running."

Easy to use, fast, reliable and smart, PlanGrid enabled DeAngelis Diamond to update, manage and share plans to entire project teams in seconds, rather than waiting days to mark up, reprint and distribute a paper set.

With simple RFI and issue management, easy report generation and offline mode (for jobsites without reliable 3G or Wi-Fi), PlanGrid supercharged DeAngelis Diamond's operations and helped them nearly double their revenue in less than 12 months.

Today, whenever DeAngelis Diamond needs assistance, PlanGrid's support team is ready to help. With an average live chat response time of 7 seconds, PlanGrid's team of experts are online and ready to help with anything from basic support and setup to advanced feature guidance.

"We've had our people come to us several times and tell us how much easier it is for them to have confidence that they have the most current set of plans and drawings," said Diamond.

Brian Hood, director of field operations said, "With PlanGrid, you cut your time probably by 90 percent, and time is money. Mistakes cost us money."

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Sedgwick LLP

Know the new federal privacy regulations & their impact on your business

The Department of Defense (DOD), the National Aeronautics and Space Administration (NASA) and the General Services Administration (GSA) now require federal government contractors to comply with updated privacy training requirements. For all contracts entered into after January 19, the Federal Acquisition Regulation (FAR) mandates privacy training for contractors' employees with access to a system or records or who handle personally identifiable information (PII), that is "information that can be used to distinguish or trace an individual's identity, either alone or when combined with other information that is linked or linkable to a specific individual." FAR 24.101.

The FAR Subpart 24.301 (Privacy Training) and new standard contract clause (FAR 52.224-3) sets out the initial and annual training requirements for contractors' employees who: (1) have access to a system of records; (2) create, collect, use, process, store, maintain, disseminate, disclose, dispose or otherwise handle personally identifiable information on behalf of the agency; or (3) design, develop, maintain or operate a system of records.

All prime contractors must include FAR 52.224-3 in their subcontracts, thus these requirements are passed down to all subcontractors and lower-tier contractors, too. These training requirements are consistent with the Privacy Act of 1974 (5 U.S.C. 552a) and OMB Circular A-130, "Managing Information as a Strategic Resource." Notably, the training plan is to be customized for each contractor and tailored to its employees' roles. This "role-based" training is intended to offer varying levels of training and offer flexibility in selecting privacy training from various sources. However, at a minimum, the privacy training must cover the following:

- The provisions of the Privacy Act of 1974, including penalties for violations of the act
- The appropriate handling and safeguarding of PII
- The authorized and official use of a system of records or any other PII
- Restrictions on the use of unauthorized equipment to create, collect, use, process, store, maintain, disseminate, disclose, dispose or otherwise access or store PII
- The prohibition against the unauthorized use of a system of records or unauthorized disclosure, access, handling or use of PII or systems of records
- Procedures for a potential or confirmed breach of a system of records or unauthorized disclosure, access, handling or use of PII



No employee may handle PII until they have completed the required training, and contractors are required to put measures in place to test the knowledge of their employees.

The Privacy Act of 1974 includes a substantial amount of information, and it establishes a code of fair information practices that governs the collection, maintenance, use and dissemination of information about individuals that is maintained in systems of records by federal agencies. The Privacy Act prohibits the disclosure of a record about an individual from a system of records absent the written consent of the individual, unless the disclosure is pursuant to one of 12 statutory exceptions.

Contractors must evaluate their employees' roles to identify those employees who handle or may be able to access PII. Further, contractors must maintain records of the privacy training and provide those records to the government contracting agency, if requested.

Sedgwick LLP
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Takeuchi

T&B Trucking and Excavating clears out fully grown trees from riverbed with the TB175

Jack-of-all-trades company T&B Trucking and Excavating (T&B), of Hurdland, Missouri, works on a multitude of jobs, from putting in sidewalks to working on storm sewers, grading and more. Every day is a new experience, and for a company consisting of just two employees, times are busy and business is good.

In 2013, Barry Schrage and his wife Tara officially formed T&B. The couple know they can tackle any type of work thrown at them, especially with Takeuchi on their side. Barry learned the ropes from his father, who owns BRS Construction, also based in Missouri.

When the Schrages decided to open T&B, they needed a machine to assist on upcoming jobs. They turned to Takeuchi after Barry's father bought a skid steer from the company. "We knew we needed an excavator that was powerful, but small," Barry said. "Knowing that my father's skid steer performed well, I was confident that the TB175 would be just as reliable."

Purchasing the TB175 was an easy decision for Barry, and it wasn't long until he was able to test out its abilities. Most recently, T&B was called to a job where their Takeuchi was the only machine for the task.

When a logjam occurred in Nodaway County, the Schrages loaded up and took their TB175 with them, knowing they could be in a tight situation. A pile of brush and several logs needed to be removed, so they relied on their Takeuchi to clear the debris. With the machine's power and compact size, the entire job was completed within a day and half.

"Any machine smaller than the TB175, and it would have taken much longer, but anything bigger than the Takeuchi would not have fit in that space. It was the perfect size for the job, while still maintaining a great deal of power," Barry said.



With the TB175, the job was relatively effortless, and Barry was impressed by the strength it showed. "The work area wasn't that big and only had enough room for me to sit there," he said. "The excavator was small enough to fit in the area and had enough power to pull fully grown trees out."

According to Barry, the most challenging part of the job was getting started. In particular, they had to get a large stump out of the river. But once the stump was removed with the help of a second machine and the logs were cut to a length the TB175 could handle, it was smooth sailing on the river from there. T&B currently has two machines, both of which are Takeuchi TB175 excavators. "They are very smooth to operate. The bucket feels like an extension of your own hand," Barry said. "They are well-balanced with plenty of power, and they dig quickly."

A hardworking company deserves a hardworking machine, and with Takeuchi by his side, Barry has the confidence to take on any job. They may be small, but together, they are mighty.

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Timesheet Mobile

How One Source Building Services saves $5,000 per month with employee time tracking

One Source Building Services (OSBS), a family-owned commercial construction company headquartered in Plano, Texas, employs over 100 people, most of whom report to some 10 to 12 jobsites all over town. While cutting edge in their building methods, the company was anything but modern when it came to managing employee hours and locations.

HOW IT LOOKED ON PAPER

Blueprints are the foundation for every construction project. While putting pencil to paper works well for design, it can often be a nightmare for accounting. For OSBS, keeping track of hours for over 100 employees and some 25 to 30 vendors—all on the honor system—was just that.

Project Manager Christopher Lloyd explains that all employee time tracking was done on paper: manually signing in with the date, time in, time out, job code and hours. And while the company has foremen that run the jobs and superintendents that oversee the sites, these managers travel back and forth between jobsites all day long, making it impossible to keep an eye on everyone.

Lloyd knew buddy punching and ghost employee fraud was an industrywide problem. He concluded, "With little employee accountability, we started wondering, is this more widespread than we think?" Lloyd said. OSBS Vice President Brandon Howell then tasked Lloyd to "find something with a geofence." The resulting search led him to Timesheet Mobile.

"We really liked the ease of use of the Timesheet Mobile platform, and the geofence is what gives us peace of mind; knowing workers are on-site is huge." said Lloyd.

RIGHT ON SCHEDULE

Since every OSBS employee uses a smartphone, this allows the team to take full advantage of everything Timesheet Mobile has to offer. Geofencing is king, and Lloyd loves the accountability it provides. "The fact that we can run reports per customer jobsite to make sure the guys are there at any one time is invaluable," Lloyd said.

With geofencing keeping employee accountability in check, Lloyd is quick to rave about other valuable features. He said, "Scheduling is big for us, too." Unfortunately, the paper trail didn't end with timecards. "We were also paper scheduling everybody every day. Taking a picture of 100 employees at 10 different jobsites, and the foremen having to send those to the office from their phones for approval was very labor intensive," Lloyd said. He appreciates being able to generate reports, letting him know where they are within the job, if they are profitable or not and if they are ahead of schedule or behind. The "tasks" feature, which allows employees to clock in and choose what they are working on, has also become a lifesaver. Lloyd said, "It's very important because it provides a snapshot of where we are on the job."

With an overhauled system that's clearly working—the company estimates they are now saving around $5,000 a month—there is no ceiling on this success story.

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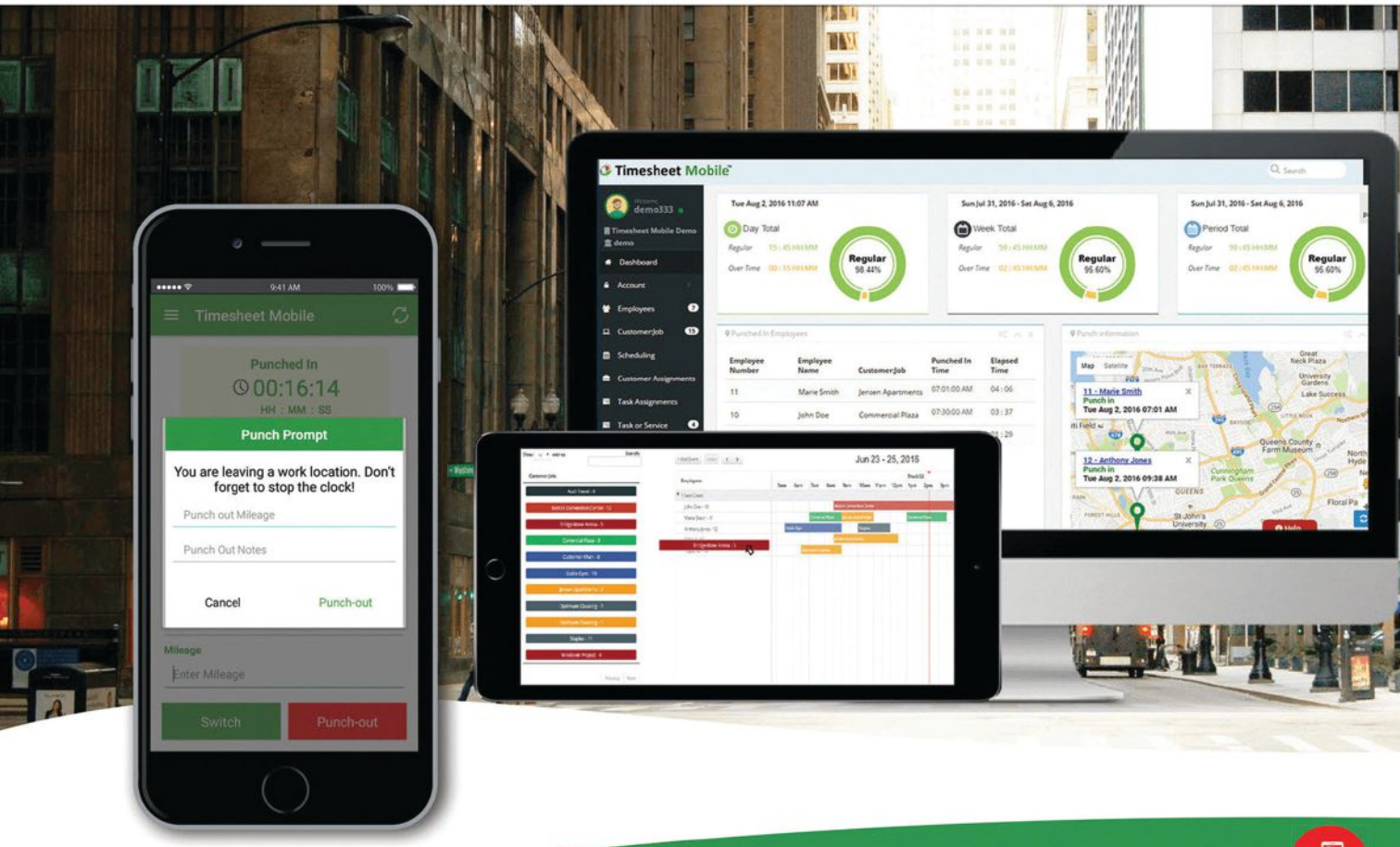

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Asta Powerproject

The right project planning system helps Pepper Construction Group stay in control

Pepper Construction Group, one of the largest contractors in the Midwest, has long used technology to drive efficiency and a better completed product. In 2016, they standardized on Asta Powerproject for project scheduling.

"Construction technology has evolved rapidly in the last 20 years," said Howie Piersma, vice president of IT at Pepper Construction. "That enabled innovation not only in how we deliver services, but also in how we plan. We were looking for software that would be as nimble as our team."

Pepper's selection committee was looking for a fully capable, scalable, easy-to-integrate and simple system with an established track record and user community. After an exhaustive review of nearly a dozen options and an extensive trial of each, Asta Powerproject became the clear choice.

"At Pepper, we believe that investing more time in planning up front actually compresses our overall timeline," said Eric Bullion, Pepper project director. "Asta Powerproject will help us do that even more efficiently. The system is intuitive and customizable—providing our teams the ability to quickly produce a quality schedule in a way that supports the needs of each individual client." More than 100,000 schedulers worldwide rely on Asta Powerproject every day to create



and update precise project schedules, collaborate across the enterprise, manage resources and costs and report progress to owners and clients.

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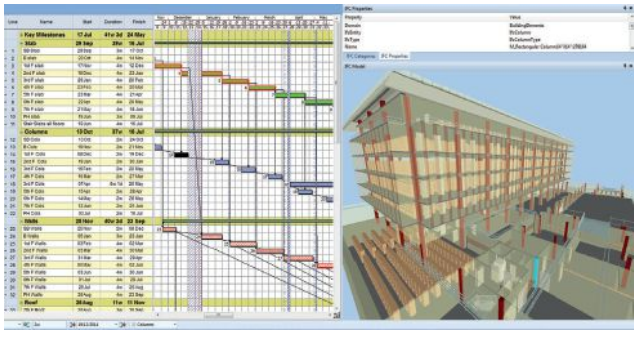

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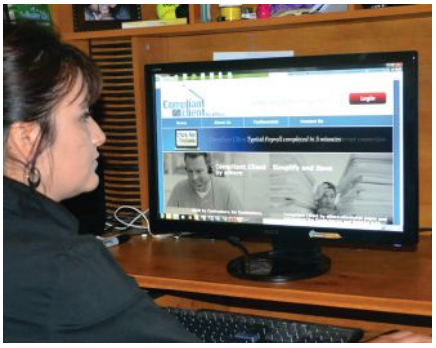

eMars Inc. is a provider of electronic certified payrolls in support of the Davis-Bacon and Related Acts, including unique capabilities required by a number of states. This includes signature sheets, creation of a certified payroll data format (XML) for state reporting and an XML for American Association of State Highway and Transportation Officials (AASHTO) reporting in support of the Department of Transportation (DOT).

The impact on operations has typically been significant. Larger firms have been able to realign responsibilities and free up valuable time so staff can absorb greater duties. Further, the ability to interact with subcontractors is greatly simplified because eMars virtually manages the entire certified payroll process for all of the user's subcontractors. The prime contractor can view at a glance the record of subcontractors with regard to erroneous payrolls, corrective actions and late submissions.

Smaller firms can avoid payment withholds and complete the certified payroll in 4 to 5 minutes, rather than the expected time of 45 minutes. Similar to spell check, eMars easily walks subcontractors through the preparation process. In the words of one eMars user, "We are more than pleased with the eMars service and the quick response provided by your support staff. We had an unusual situation in which you quickly responded and made the implementation possible. Our controller has put out a comment in the employee portal page advising other projects to use eMars."

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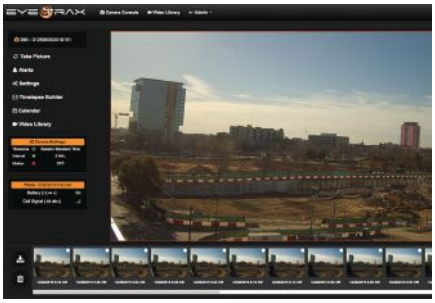
Eye Trax Inc.

How Vander & Clien benefits from solar-powered 4G construction site security cameras

The Vander & Clien construction group builds commercial buildings throughout the United States and maintains office locations in several states. "A major challenge for our growth was the ability to provide viewing of the construction site progress to our global investment group and clients" said Mark Skipple, chief of operations at Vander & Clien. According to Skipple, his task was to research camera systems with cloud-based software that could provide live images and video from the company's constructions sites so that its clients, investors and the company's management team can all view at once. "During my investigations of available camera systems, I identified Eye Trax, which provides a completely wireless solution that did not require power or an internet connection to operate their camera systems," Skipple said. "We initially deployed one camera system to a new construction site to test the performance of the system and to learn its capabilities. During these tests, we received an overwhelmingly positive response from our team by providing the cloud-based viewing software."

"In addition, we captured video of a perpetrator who was stealing equipment and material from the construction site at night," Skipple said. "The perpetrator and vehicle were identified with the video footage captured during the event,



furthering the versatility of the camera system." Based on this success, Vader & Clien now makes it mandatory for the Eye Trax camera systems to be installed on each construction site the same day as the project's ground breaking.

Eye Trax Inc.
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Fringe Benefit Group

Energy Electric & its path to implementing a successful prevailing wage benefit plan



For more than 30 years, Fringe Benefit Group has designed programs that simplify the benefits process for employers with hourly workers. Its flagship product, The Contractors Plan, helps companies bidding on and performing work subject to the Davis-Bacon Act, state prevailing wage laws and living and responsible wage ordinances realize dramatic savings on their payroll expenses by allocating some or all of the required fringe benefit portion of the prevailing wage to bona fide benefit plans. Energy Electric is a commercial and industrial electrical contractor in Massachusetts. Founded in 1987, the company has grown significantly, while upholding its commitment to quality with its range of services and years of experience. Energy Electric turned to The Contractors Plan in 2012 when it wanted to implement a prevailing wage benefit plan. The company was paying the fringe on prevailing wage jobs as cash, and was concerned that its employees weren't putting money away toward retirement.

"Our employees are extremely happy with The Contractors Plan, and so am I. Their retirement accounts grew quickly and as a result, The Contractors Plan has definitely helped us with recruiting and retention," President Bruce Dubeau said. Contractors who bid and work on government-funded projects gain several advantages when they implement a prevailing wage benefit plan.

The Contractors Plan is easy to implement and use. We needed a benefits partner who knows what they are doing, and we found it in Fringe Benefit Group. The Contractors Plan is a great tool and, in my opinion, there's nothing else like it," Dubeau said.

Fringe Benefit Group
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Progressive Commercial

How Advanced Asphalt got back on the road with the right coverage

Shan Stanley, owner of Advanced Asphalt, sold his dump truck and purchased a 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, 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 multipolicy 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, and the pipes were covered," said Schilling. For cases like this, with aftermarket permanently attached modifications, Progressive will provide insurance



coverage for the aftermarket parts, as long as the insured included them in their stated amount. Stanley said he was back on the road with new pipes in no time.

Progressive Commercial
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Thunder Creek Equipment

Norris Asphalt Paving Company & Douds Stone save time on-site with jobsite fuel flexibility

Norris Asphalt Paving Company and Douds Stone relied on two older, 2,500-gallon fuel trucks to bring diesel to equipment in the field.

Maintaining the trucks was always a challenge. But finding truck drivers with a commercial driver's license (CDL) or HAZMAT endorsement was an even bigger headache for the company to deal with on a routine basis.

"Every time we jumped locations, I would have to find a person to bring out fuel from our old truck," said Greg Baker, road foreman for Norris. "If the guy with the hazmat endorsement wasn't around, you were handicapped."

In 2015, the two companies replaced their old trucks with three, 920-gallon Thunder Creek Multi Tank trailers. Each trailer contains eight, 115-gallon, DOT-compliant, non-bulk tanks that are joined by a manifold to a common pump, creating complete isolation during transport and controlled dispensing of fuel at the jobsite.

"Anyone with a driver's license can hook onto the trailer and move it," said Baker. "That gives me a lot more flexibility. If something breaks down, I can help the mechanic rather than haul fuel. Someone else can grab a pickup and take the trailer out. Now that I don't have to make fuel runs, I can save an hour at the end of every day."



Thunder Creek Equipment
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Minnich A-2C Dowel Drill with Dust Collection System

The Minnich A-2C dowel pin drill features automatic shut off valves to elimate dry-firing and prolongs hammer drill life. The dust collection system meets OSHA's respirable crystalline silica (Table 1) requirements.

1-419-903-0010

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Minnich Manufacturing

Dowel pin drilling system plays integral part in Florida runway expansion



The Broward County Aviation Department chose Archer Western to handle the expansion of the Fort Lauderdale-Hollywood International Airport (FLL) runway system in Fort Lauderdale, Florida. An integral part in the concrete paving process is reinforcing and aligning the concrete slabs with dowel pins. "We needed a speedy solution to completing this part of the process as quickly and as efficiently as possible," said Archer Western Project Superintendent Stephen Gardner.

Archer Western chose the Minnich A-4SCW (four-gang, self-propelled and wireless) dowel pin drill, equipped with the optional dust-collection system.

"This thing flat-out speeds through the dowel pin drilling process," Gardner said. And Gardner should know—the project required approximately 172,000 dowel pin holes to be drilled. As dowel pin drilling is a crucial component of the concrete paving process, efficiency was key. The Minnich A-4SCW proved to be a trusted companion throughout the process, drilling four holes at a time. By attaching the A-4SCW to a 750-cfm portable air compressor, the crew enjoyed a fully contained, fully powered unit to drive down the slab with the operators at a safe distance, thanks to the remote control. The project was completed on time and on budget.

"Efficiency and safety are key to any large-scale dowel pin drilling operation, and I would go with a Minnich [product] every time," Gardner said. "Again, it's all about having the right people and the right tools for the job."

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Mi-T-M Corporation

Brandco Inc. finds power & performance with 1 air compressor for 20 carpenters



The Mi-T-M Corporation was the first in the industry to produce a rotary screw portable air compressor with 115 cfm at 100 psi. It has quickly become the machine of choice for 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 three-fourths-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 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.

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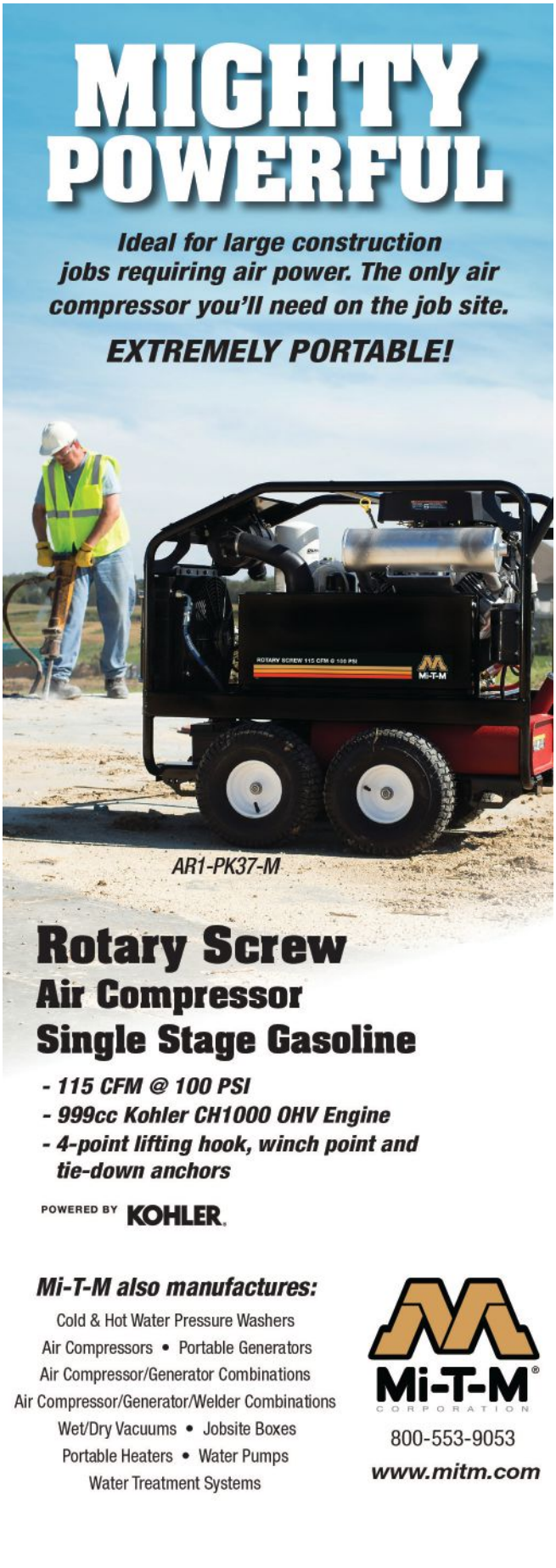

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Jenny Products Inc.

3 ways your business can benefit from the advancement of air



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While the functionality of portable air compressors hasn't changed much in 50 years, improvements continue to surface, enhancing durability and ease of use.

1. *Uptime upgrades*—Compressor pumps have seen upgrades contributing to longevity and better performance. Modern machining processes have played a crucial role. A pump's cylinder wall can now be machined to achieve bore tolerances that were almost considered unachievable, making compressor failure based on a machining error virtually nonexistent. Specially designed rod inserts on the connecting rod-crankshaft interface help prevent damage to the pump's components. The introduction of rugged, oversize crankshaft bearings maximizes durability. Some compressors are constructed with directional air shrouds or an airfoil blade on the flywheel to promote additional airflow.
2. *Minimal maintenance*—Today's compressors offer features to help avoid damage and to simplify maintenance. Oil sight glasses allow operators to check pump oil levels in seconds. Furthermore, it serves as a handy reminder to check oil levels in the first place. Another update is the introduction of easy-access unloader pins that can be lubricated or replaced in less than 10 minutes. Without this advance, replacing pins could take well over an hour.
3. *Compressor commitment*—In recent years, the portable air compressor market has been shrinking, with several manufacturers exiting the business. Now more than ever, buyers need to do their research. Look for companies that continue to innovate as part of a strategy to help you in the long haul.

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Crane Tech LLC

Training transforms Johnson Bros. Corporation's compliance & reduces incidents



The concept of using not only qualified, but also certified, mobile crane operators has been around for many years. But, as of November 10, 2017, all crane operators working under the OSHA construction standard will have to have a national-level certification. For some companies, like Johnson Bros. Corporation, a Southland Company, a policy that all crane operators must be certified has been in place for many years. According to John Hogan, vice president of safety, "In 2008, Johnson Bros. made a commitment to prevent crane accidents and incidents. We chose Crane Tech to educate our operators through their National Commission for the Certification of Crane Operators (NCCCO) preparatory programs. This ensured that our crane operators were not only knowledgeable in the subject matter required for certification, but also able to apply the operational skills necessary to pass practical exams."

"During the past 9 years, having NCCCO-certified operators has reduced our accidents, incidents and equipment damage significantly," said Hogan. "But the commitment to safety hasn't stopped. Johnson Bros. still hires noncertified operators and partners with Crane Tech for training and the certification exams. Crane Tech also provides support as a subject matter expert for all types of situations pertaining to heavy lifting, rigging and operational tasks."

READY YOUR WORKFORCE FOR SAFETY & CERTIFICATION

As a leader in material handling training for over 40 years, Crane Tech has found that even experienced, qualified operators need a review course prior to taking certification exams. Operators may have the skills to pass the practical portion of the exams, but they usually have knowledge gaps regarding operating standards, federal requirements of their responsibilities, how to interpret load charts correctly and more.

Crane Tech's long-standing involvement with the NCCCO means it is ready to assist in your compliance needs. For contractors who have not yet begun the operator certification process, do not to wait until the deadline approaches.

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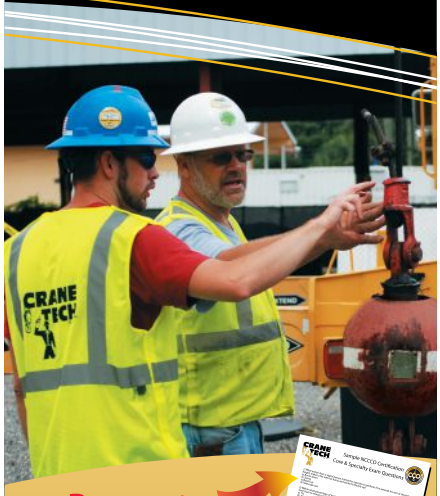

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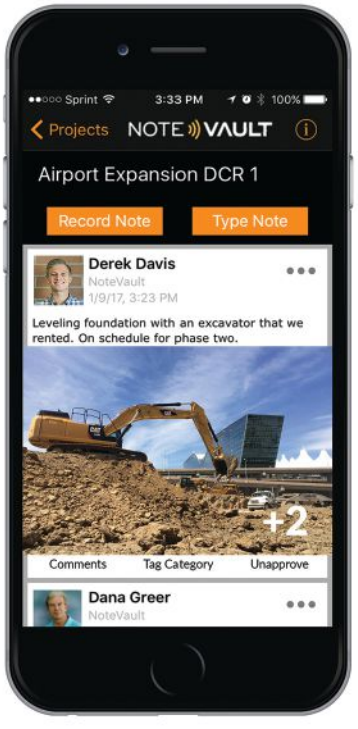

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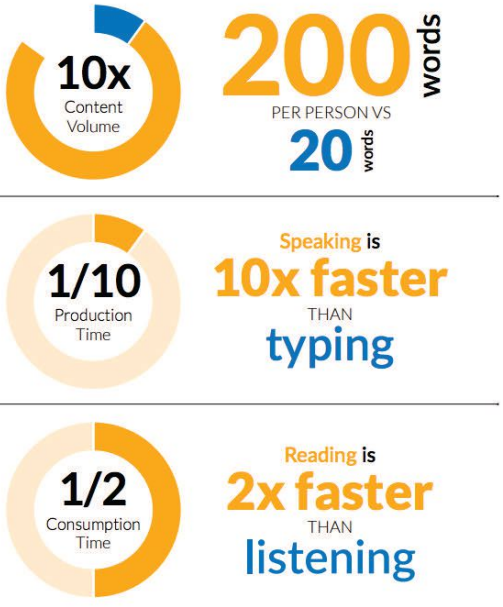
NoteVault

3 reasons to harness voice-driven technology on your jobsite

Often, employees are too exhausted at the end of the workday to complete project notes. And when they do remember, hours, days or weeks later, are the notes they remember actually accurate?



DOCUMENTATION IS IMPORTANT

Unfortunately, litigation is common. It generally takes place long after the project work is performed. It is a tough lesson to learn, but you never know what documentation you may need until you realize you don't have it. Recollection of events by participants can fade over time.

A company is best positioned to protect itself if it can provide evidence that safety, cost and regulations were taken into account. How do you do this? Through in-depth, accurate, timely documentation. And the easiest, most efficient way to document everything? Through voice-driven technology solutions like NoteVault. The following are three reasons to harness voice-driven technology.

1. *Get more information with spoken notes versus written notes*—With voice-driven technology, teams simply record audio files using their mobile phones. Since speaking is faster than typing, teams provide 10 times the content volume, with richer, more detailed documentation than they would by writing. Moreover, speaking content as it happens creates an actual record of events as they occur.

2. *Detailed notes decrease risk*—A more comprehensive account of what happened is your best asset for winning or avoiding costly disputes or litigation. Voice notes that are time, date and location stamped create an irrefutable record with multifactor authentication. Furthermore, notes recorded by voice, like fingerprints, are unique to the person who recorded them and undisputable in a court of law.

3. *Voice notes can be recorded in any language*—Allowing workers the ability to report in their native tongue means more comfortable communication, which translates to more thorough documentation. NoteVault's patented technology provides human transcription services where notes can be translated and typed into numerous languages. Plus, using transcribers who are AEC professionals means terms, acronyms and customer names will be spelled correctly.

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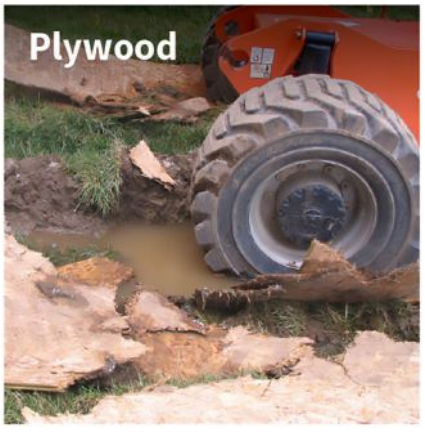
Signature Systems Group

Atlanta contractor minimizes delays & increases productivity with HDPE mat





Plywood for access roads and surface or lawn protection is seen and used everywhere. But as every contractor knows, plywood is problematic. It absorbs liquids easily and gets heavier when wet, transferring contaminants and pests to other jobsites. Plywood also splinters, rots and cracks after a few uses.

The modern alternative to plywood—composite matting—is gaining popularity and can be seen on all kinds of jobsites, including commercial and industrial construction. Composite or high-density polyethylene (HDPE) mats offer many benefits over plywood. They last longer (7 to 10 years versus plywood's 1 to 2 years) and offer a better ROI long term. Composite mats are nonabsorbent and will not transfer contaminants to your next jobsite. They clean up easily with a pressure washer. Because they are made of durable and strong HDPE, these mats do not degrade or deform over time.

Composite mats are comparable in size to plywood (4 feet by 8 feet) and offer traction tread for both vehicles and pedestrian. HDPE mats can fit easily in most pickups and are designed to be handled by two people (weighing 86 pounds). They can be loosely laid or linked together. Recently, a commercial contractor in Atlanta, Georgia, switched from plywood to a widely-used HDPE mat, DuraDeck, manufactured by Dallas, Texas-based Signature Systems Group. This contractor faced several challenges with using plywood on its jobsites—especially during the rainy season—often experiencing costly delays due to unstable ground conditions. Since they moved to DuraDeck, their access issues and project delays have been minimized, crew productivity has increased and post-project site remediation efforts have been reduced.

HDPE composite mats will keep your vehicles moving over soft and muddy surfaces and will protect sensitive surfaces, such as lawns, stone and concrete, during construction. These mats offer reliable and consistent portable roads and surface protection for years. Say goodbye to your jobsite vehicles getting stuck in the mud.

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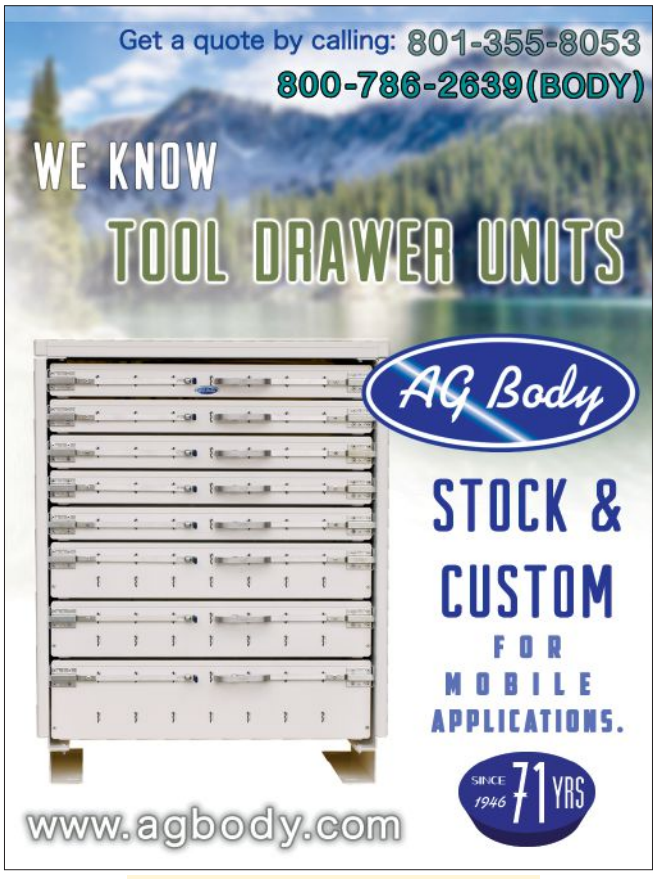

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Illinois-based Wayne Davis Excavating-Trucking has been a customer of Worksaver Inc. for over 30 years, and has bought multiple attachments from Worksaver to help its residential and commercial customers with grading applications, general excavation, sewers and septic tanks. Several of the attachments include the SSGB-8B skid steer grader, the SARG-84 (sweep action rock grapple) and a power landscape rake, all of which allow Wayne Davis Excavating-Trucking to elevate its daily productivity.

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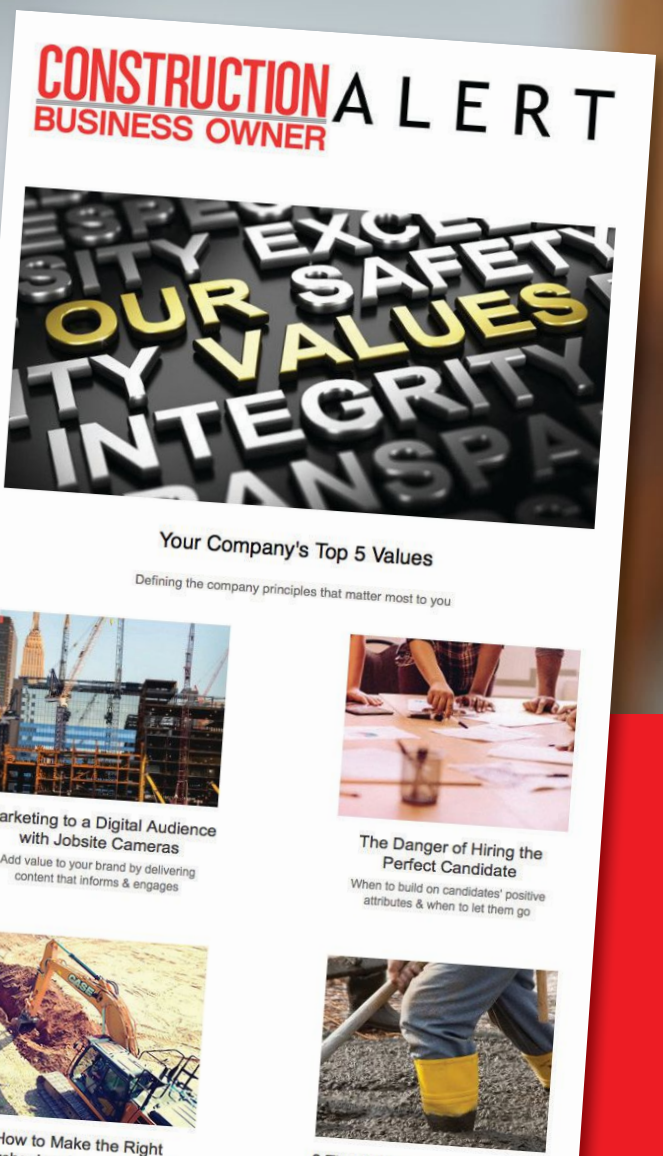

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CLEARING THE AIR
ON THE JOBSITE

New respirable silica dust standards aim to improve air quality for workers

BY JOE NASVIK

When the United States Department of Labor (DOL) issued its ruling aimed at better protecting workers from respirable silica dust, few industry veterans were surprised. The new rule is currently in effect and substantially reduces the permissible exposure limits (PEL) for workers in the construction industry. The DOL's Occupational Safety and Health Administration (OSHA) will enforce a reduction in the amount of silica that workers can be exposed to over an 8-hour day from 250 micrograms per cubic meter of air to 50 micrograms (OSHA rule 1926.1153 Table 1). That enforcement begins June 23.

WHAT IT MEANS

Silica, often referred to as quartz, is found in many materials that are common on construction sites. Crystalline silica is a component of concrete that becomes breathable when drilling, sawing, polishing, cutting or crushing concrete, brick, block, rock or stone. These dust particles are invisible to the naked eye, but can cause serious health hazards. Each exposure to silica can add to lung damage unless the worker is using appropriate protection to avoid the exposure.

OSHA claims that respirable crystalline silica is capable of crippling or killing workers by causing a range of lung diseases, from silicosis and lung cancer to emphysema and kidney disease. In addition, silica exposure has been linked to other illnesses, including renal disease and other cancers. According to OSHA, it is estimated that 2.3 million U.S. workers are exposed to respirable silica dust at work each year.

The new standard establishes a PEL to limit employee exposure to respirable silica. The new PEL for silica exposure is 50 micrograms per cubic meter (μg/m3) of air (8-hour weighted average). A micron is about the size of a particle of fine, milled flour, so 50 microns fused together is about the size of a grain of salt. The daily PEL is approximately the equivalent of a grain of salt.

WORKING TOWARD COMPLIANCE

There are several methods to achieving effective silica dust management. One is water flow controls, which can be employed in stone cutting and milling, brick and block cutting and stone engraving. Water spray systems are often seen on crushers, material recycling systems, conveyors, gravel operations and in some demolition work. But not every application can be addressed by adding a water component.

In most instances, jobsite dust control demands that air flow be managed. In the best-case scenario, there would be no dust present in work environments. The optimum way to control respirable crystalline silica dust is to remove it as it is created.

OSHA's Table 1 (OSHA 1926.1153 Table 1, available for review at http://bit.ly/2ovGM8X) matches common construction tasks with effective dust-control methods for those tasks. The table has three columns; the task or equipment being used, a column describing the method for controlling dust and a third column stating whether respiratory protection is needed when performing the task.

By finding the work activity on Table 1, users can quickly see what steps are required to ensure proper dust management. In order to move toward compliance and protection, it is critical that every component in a power tool system be designed to effectively remove dust. Here are some guidelines:

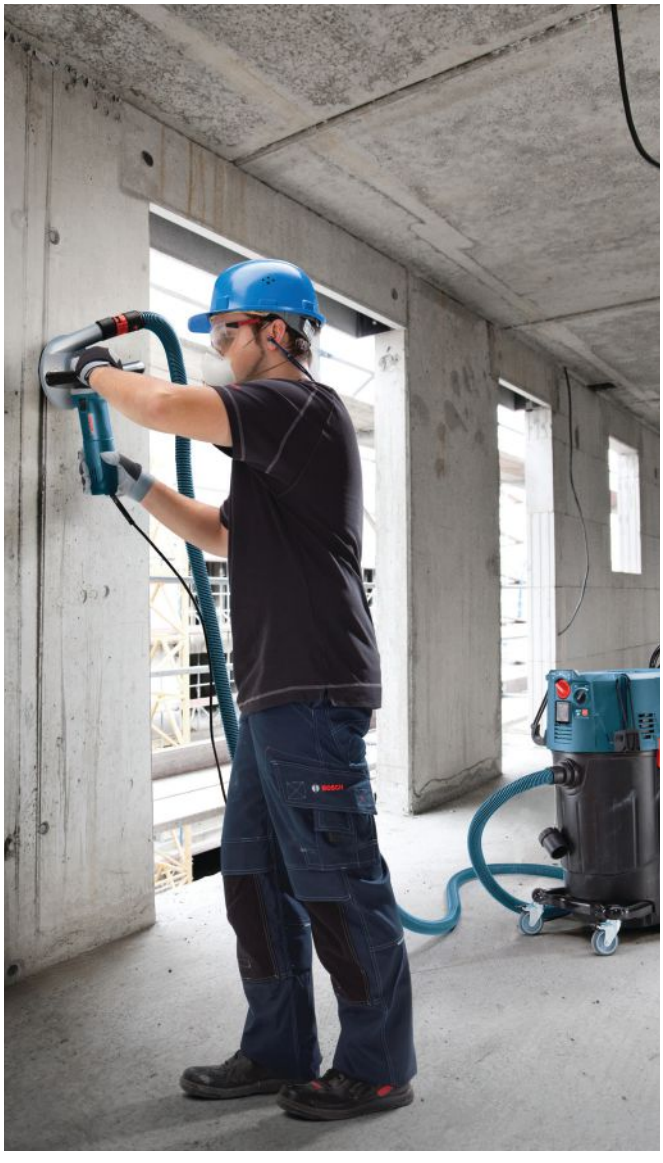
- *Choose the tool that best fits your needs*—Dust-collection systems are available for all power tools that are used with concrete, including grinders, tuck pointers, hammer drills, rotary hammers and demolition hammers.
- *Identify the correct attachment that fits your tool*—Look for dust-collection attachments that are engineered to provide maximum performance while preserving the full functionality of the tool.
- *Choose a HEPA-rated (high efficiency particulate air) dust extractor with the highest cubic feet per minute (cfm) that meets EPA guidelines*—A professional dust extractor can be rated at 150 cfm with HEPA filtration. Less powerful vacuums provide much lower airflow that is further decreased when a HEPA filter is placed in it. All dust extractors need to have automatic or semi-automatic filter cleaning.
- *Determine the respirator for the application*—Respirators protect workers by filtering contaminants. If needed for the application being performed, respirator options include particulate respirators that filter out airborne particles and air-purifying respirators with cartridges/canisters that filter out chemicals and gases.

A key focus is on the vacuum system (dust extractor) and specific tool attachments. These components can capture dust as the tool creates it. Look for automatic filter cleaning in the dust extractor, which does just that—every 15 seconds—to ensure maximum suction power. High-suction airflow delivers excellent dust extraction.

ADDITIONAL CONSIDERATIONS

Another component in concrete drilling that can reduce airborne silica dust is the drill bit. For example, one power tool manufacturer's bits are built around an internal dust channel that is milled to deliver dust reduction in a lightweight concrete bit. The manufacturer worked with an engineering consulting firm to perform industry-standard tests for airborne dust and silica exposure in concrete drilling to test the dust collection effectiveness of the bits.

The tests, performed by a certified, industrial hygienist, compare airborne dust concentrations in the personal breathing zone of a worker using the bits versus conventional solid-core bits. Four tests were conducted, and in each test, the hollow-core bit rendered undetectable



amounts of silica dust. For conventional concrete drill bits, silica dust was detected in all four tests.

A well-thought-out, silica dust-management plan takes into consideration the nature of the work being done. Training is important to ensure that workers understand silica risks and how to limit exposures. It is important to establish and implement a written exposure control plan to formally identify tasks that involve exposure and the methods recommended to protect workers, including procedures to restrict access to work areas where high exposures may occur. **CBO**

Joe Nasvik has been involved in the concrete industry for more than 40 years. He owned a concrete construction company in the Chicago, Illinois, area for 19 years. In 2000, he started a 12-year tenure with Concrete Construction *magazine as senior editor. In 2012 he started writing articles for construction media on a freelance basis. Visit boschtools.com.*





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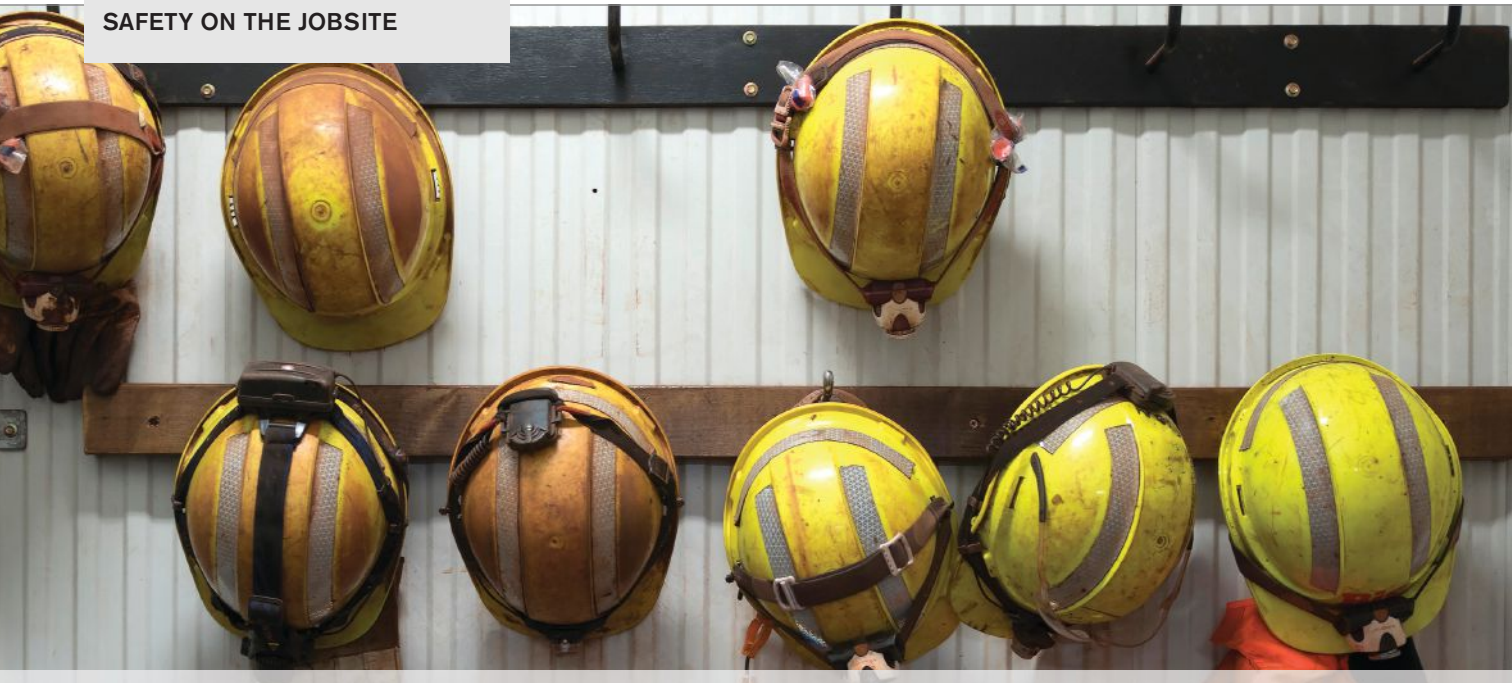

UNDERSTANDING THE NEW SAFETY LANGUAGE

Why your company should gear up on compliance to stay ahead of the curve

BY JOHN J. MEOLA

"Vetting" is a word we hear often. This term can be instructive as it applies to your business, such as when you are heading into a mandatory, pre-bid meeting. Basically, the client wants to know exactly who the people are who are bidding on a job. Conversely, if you aspire to be at the top of the bidders list in the request for proposal (RFP) screening, then your safety program should have neon around it. It is just one way to demonstrate due diligence when selecting your business partners. The lenders will appreciate the effort. The vetting process of your safety program is not complicated, but it can be laborious. The concept of "corporate governance," which is relatively new to United States business, is the operative term driving the increasing emphasis on safety in practically all new RFPs. This is because large clients want their projects built with no adverse baggage, such as accidents or environmental issues, like a fuel spill or an uncontrolled hydraulic leak. And the RFP safety language is only becoming more prescriptive. Gone are the old days when the line item simply asks, "Do you have a safety program?" Present-day RFP language typically contains several pages of questions or requirements addressing the minutiae of your operations. Be prepared to step up and affirmatively answer questions. Your company's resume should reflect its achievements. The days are gone of just being able to say, "We have been in business for over 40 years," and let that speak for itself. You need to have proof of your longevity. The following is a brief summary of some of the main elements you should be prepared to address.

- Show evidence of leadership and commitment to safety, such as in a policy statement and on your company website. Be sensitive to what will show up on a Google search of your company name.
- Show a written safety manual with all the bells and whistles.
  - Be ready to produce an electronic table of contents, and possibly share the entire manual when asked.
  - Having your safety data sheets (SDS) in a binder is now a requirement.
- Written procedures should be current for specific, high-risk activity, such as foundation and deep-trench excavation, steel erection and heavy lifting.
- You should be conversant with well-structured job hazard

analyses (or activity hazard analyses for any USG-related jobs)

- You will invariably be asked to produce your workers' compensation insurance experience modification factors (EMF) or MOD for the last 3 years. This helps illustrate your historical claim track record for project owners.
- These should be accompanied by the last 3 years of OSHA records; 300 and 300A forms.
- You should have trained and credentialed staff in whatever specialty discipline you claim. Practically every industry has some form of skills credentialing process. Call your trade association if you are not familiar with it already.
- Make a big deal of your employee safety committee. This heading used to be an asterisk in a lot of programs. Now, it is one of the top five safety program drivers. Show evidence of committee activity, such as conducting regular jobsite inspections and the authority to stop unsafe work, with follow-up communications.
- Have proof that you hold regular safety meetings, and you routinely extend invitations to site management and other trades. Most large projects will hold mandatory, weekly progress and safety meetings, at which you will need to have a representative. That's fine, but you should also be holding your own company meeting, however brief it may be.
- Institute OSHA 10- and 30-hour or other safety training. Put pictures of the credentials in the bid package to avoid the client having to ask for it.
- Highlight your competent safety person certifications for specific high risk activity, such as fall protection, confined space and staging and scaffolding.
- Have a credentialed safety director on staff and trained field supervision and managers. Include your quality assurance (QA) or quality control (QC) representative on the safety committee.
- Make plans for regular safety communications and publications, such as newsletters, training announcements and new personal protective equipment (PPE). These all qualify as evidence of your commitment.
- Show evidence of inclusion and diversity, such as, "We offer courses to our non-English speaking employees in ESL; we promote from within; and we are Equal Employment Opportunity Commission (EEOC) compliant."
- Take a picture of your emergency spill kit and post it in your safety manual. Describe the precautions you take to prevent fuel, hydraulic oil and more from dripping or spilling on the site.

To validate this obsession over safety, look no further than OSHA, which has recently goosed its compliance accountability process with a massive, upward revision in the violation fine structure. When coupled with OSHA's "Multi-Employer Worksite" policy, safety noncompliance can become downright costly. Thus, general contractors (GCs) and owners conclude it is not worth the headache of making excuses over who is to blame. Contract language will aim for true safety accountability up front. If you were or are them, you would probably do the same thing. For a bit of clarity, the policy categorizes the entities on a project into four groups:

- A "creating" employer is the person who created the hazard, whether unwittingly or not. For example, whichever trade took the barricade down and left the fall hazard unprotected created the hazard.
- The "exposing" employer allowed its employees to be exposed to the hazard. This could be you, if your people were working anywhere near a fall hazard.
- The "correcting" employer is responsible for correcting the hazard. For example, this happens when everyone on the job feigns ignorance and the GC has to hire someone to abate the hazard or do it themselves.
- The "controlling" employer has authority to manage the exposing, creating or correcting employer. This is usually the GC or the owner's representative.

Does this sound complicated? It is. But this is the formula that OSHA will use when they try to parcel out blame for whatever hazards they find during an inspection or after an accident. Either way, it is not going to be pretty, nor will it end well. Using this simple exercise, we can envision the panic among owners and GCs over having to stand accused of safety violations not of their making. As an alternative to vetting contractors one by one, a cottage industry of third-party practitioners has arisen, to enable GCs and owners to keep their hands off and sanitize the process. These companies include ISNetworld (isnetworld.com), Browz (browz.com/en/) and PIC/S (picscheme.org). These are essentially screening agencies, hired by the owners, to vet the details and the substance of your safety and insurance programs. The more specialized the industry, the greater the likelihood of finding a specialty clearinghouse.

Ask yourself, do you plan on being in this business 5 years from now? If so, you should be looking at the future and planning your development with this in mind, because these issues are not going away anytime soon. The client base is increasingly being driven by forces that have less to do with safety compliance, and more to do with owners and bankers sleeping soundly at night and not listening to activist shareholders or distraught family members. The smart move is to gear up and lean forward to stay ahead of this curve. **CBO**

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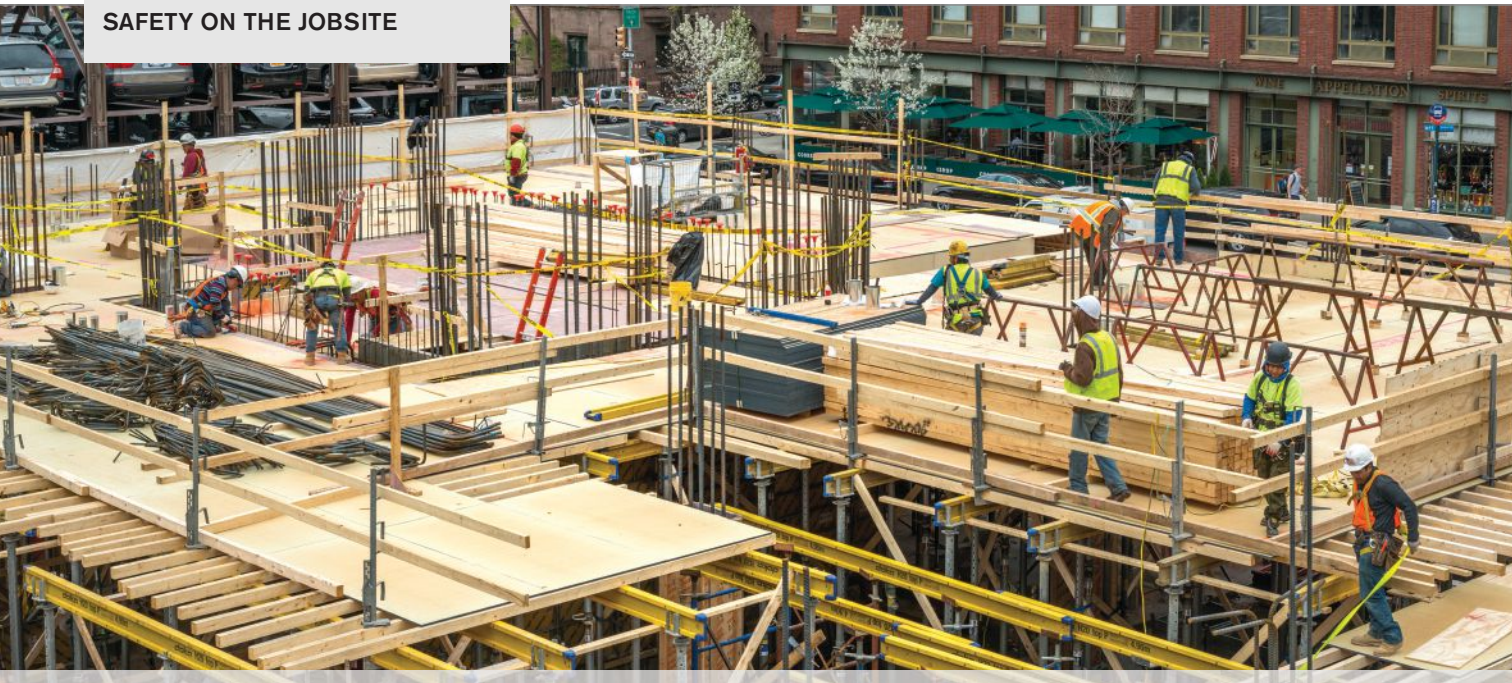


CHANGING THE JOBSITE SAFETY GAME

EHS software solutions & how to make safety a part of everyone's job

BY GREG DUNCAN

Significant advancements in environmental, health and safety (EHS) software are helping employers in the construction industry save time and money and work with greater efficiency by streamlining EHS management activities. By eliminating many of the manual tasks and processes associated with safety management, today's EHS solutions offer greater control of operational risk. They also help make safety a part of everyone's job by giving workers the ability to receive and report safety information through their mobile devices. Technology is changing the game by delivering site-specific functionality to workers in the field and providing enhanced visibility of EHS performance. Some of the areas across the company where this is happening are listed below.

INCIDENT MANAGEMENT

The ultimate goal of incident management is to prevent incidents altogether, which is why the most effective incident management programs take a proactive, rather than reactive, approach that emphasizes identification and mitigation of risks. However, safety managers are responsible for numerous tasks, including recording and tracking incidents, ensuring corrective actions are completed and maintaining compliance with a long list of standards and regulations. Factor in a large workforce spread out over multiple jobsites, and it is easy to see how that proactive approach can fall by the wayside as safety managers try to keep up with daily operations.

A well-designed, EHS software solution reduces that burden by making safety a part of everyone's job. Mobile access allows crew members to easily report incidents and near misses, perform hazard IDs and schedule corrective actions, directly from the jobsite. Today's systems help users take a more proactive approach to safety by simplifying the collection of data and centralizing the recording, tracking and reporting of EHS information. Employers can quickly and easily access real-time data and metrics to meet a wide range of regulatory reporting requirements, without the difficulty of tracking down information from across various jobsites. A good EHS software system can even automatically generate required regulatory documents (OSHA 300, 300A, 301) to help streamline compliance.

Today's mobile-optimized, incident management software and downloadable apps make it easier for workers to report incidents, hazards and near misses as they happen, when the information is most accurate, rather than having to wait to submit information.

CHEMICAL MANAGEMENT

Under OSHA's Hazard Communication Standard (HazCom), employers must provide immediate and unhindered access to safety data sheet (SDS) chemical safety information for the hazardous materials present in the workplace. Unfortunately, this information is frequently stored in three-ring binders, and documents can easily go missing after being used by workers, or are not regularly replaced with the most accurate versions available. Adding to this difficulty are the changes that occurred as a result of OSHA's adoption of the Globally Harmonized System of Classification and Labelling of Chemicals (GHS), which called for the revision of all SDSs in circulation. It is easy to see how under the new requirements, a paper-based SDS management system can quickly become unmanageable.

A good EHS software solution will help simplify complex chemical management tasks, and provide the ability to account for every chemical, at every location. Some systems can automatically notify safety managers when the reporting threshold for EPCRA and other hazardous substance control lists has been reached. With a better view of the organization's chemical footprint, companies can make more informed decisions about compliance, worker safety and safer chemical alternatives. Mobile technologies have also drastically improved chemical management, making it easier for workers to not only access SDSs on demand, but also track chemical inventories using their smartphone or tablet to scan container barcodes, QR codes and UPC codes.

TRAINING MANAGEMENT

Safety training is a particularly daunting task for employers in the construction industry, who must meet the complex training needs of a large, diverse workforce spread across numerous locations. The distributed nature of the construction workforce, high number of temporary workers and contractors, diversity of languages, broad range of topics and job functions that must be covered, and the time and resources required to track compliance all create significant obstacles to developing and implementing safety training programs.

Training management software simplifies the scheduling, delivery and evaluation of worker safety training, helping ensure compliance with company policies and regulatory requirements. It also promotes greater accountability for training completion, with automatic email notifications when sessions are due or past due. The best systems even allow you to develop individualized employee training programs, and offer the ability to define training requirements for every job and work function, deliver tailored training content based on individual roles and requirements and track each individual's training completion and performance. This level of detail means that training requirements will be met and employers can more effectively chart employee progress and skill development.

SAFETY MEETINGS

Regular safety meetings are a trusted and invaluable resource for communicating and addressing workplace hazards. They have been shown to directly reduce the number of severe incidents and injuries in the workplace, and are required by law in a number of jurisdictions throughout the United States, Canada, Europe, Asia and Australia. However, coordinating and managing safety meetings can be a major pain point. Finding time for everyone to come together, especially when trying to coordinate multiple contractors working on tight schedules, is a real challenge. All too often, meetings are rushed and fail to provide workers with necessary safety information. Safety meeting management is another area where technology has removed the clutter around a complicated task. A good EHS software solution provides the tools necessary to efficiently record, track, distribute and report important safety meeting information across the entire organization. By making it easier to coordinate and conduct safety meetings, EHS software helps employers promote a stronger safety culture.

AUDIT & INSPECTION

Managing an effective audit, inspection or behavior-based safety (BBS) program across a large number of jobsites can be overwhelming. In addition, the process of evaluating safety performance against a growing number of regulations, internal policies and industry standards requires time and resources that are often in short supply. EHS software solutions provide users with the tools to coordinate audits and inspections across the entire organization. Many systems offer custom checklists that can be instantly distributed across jobsites to help pinpoint nonconformances and standardize safety performance, as well as the ability to instantly initiate corrective actions in order to maintain compliance. The best solutions offer mobile functionality that allows you to coordinate and perform audits and inspections anywhere, anytime. You can then upload your audit and inspection data into a single, centralized database, and quickly communicate findings from individual jobsites throughout your organization.

Today's EHS software solutions provide companies with a holistic, connected approach that engages stakeholders throughout the entire organization to ensure job safety is being monitored and managed at all levels. **CBO**

Greg Duncan, BS, MELP, is an EHS and sustainability expert at VelocityEHS, a cloud software company that helps companies manage SDS/chemical inventories, audits, inspections, incidents, corrective actions, compliance issues and reporting and safety meetings management. Call 888-362-2007 or visit ehs.com.





GOING THE DISTANCE FOR JOBSITE SAFETY

How sustained focus & a top-down approach are the secrets to one company's safety endurance

BY ELIZABETH MANNING

Often, the best sources of advice come not from industry analysts and consultants, but from the contractors and supervisors on the jobsite every day. In January, Western Specialty Contractors, headquartered in St. Louis, Missouri, earned the company's lowest OSHA safety rating in its 100-year history. After hard work and increased attention to safety practices on the company's various jobsites, it finished 2016 with a rating of 1.95, improving on its previous best rating of 2.73 in 2014.

The OSHA Recordable Rate is based on injury and illness rates per 100 workers and is used to evaluate a company's safety measures. This number is used by the Bureau of Labor Statistics to determine the rate of accidents and illnesses by category, such as industry, company size and region. According to Western Specialty Contractors' safety director, Eric Olson, the industry average for the company's work classification is 3.8. This means Western Specialty Contractors scored a rating that was almost two full points better than many of its competitors. However, attaining a rating of 1.95 involved years of work and an intensified focus on improving jobsite safety across the entire company.

Founded in 1915 and family-owned and operated for over 100 years, Western Specialty Contractors is a specialty contractor in masonry, concrete and facade restoration, waterproofing and specialty roofing. Western Specialty Contractors has more than 30 branches nationwide and employs more than 1,200 salaried and hourly professionals. *CBO* spoke with Olson about the processes and strategy that helped Western attain its best safety rating yet. Read Olson's advice below.

CBO: **What safety policies & innovations did Western implement to achieve an improved OSHA safety rating?**

EO: In the last few years, an increased focus on the details of claims brought to life a renewed push to not only have a quality safety program, but to ensure that the results garnered the same level of attention as the policies and procedures. Western has always had a strong program, but we have recently started to focus on the hard-to-prevent injuries. One program that has had an impact is a 24-hour safety hotline for field employees to contact a member of the safety department with questions, issues and incident reporting. Others

include the implementation of an on-call doctor program for minor, first-aid incidents, the introduction of a 100-percent glove policy and a full, soft-tissue prevention program. Each of these initiatives has had a significant impact on our OSHA Recordable Rate and, by extension, on insurance claims.

CBO: **What major safety issues did you experience prior to achieving the improved lower safety rating?**
EO: Prior to the improved results, Western saw a large number of hand and soft-tissue injuries. In the construction industry, employees work exclusively with their hands in all manner of functions. They are required to reach, pull, lift, use tools and knives and handle sharp objects. There is no way to engineer these hazards out of the project workflow. We have always had a glove policy, but it was mainly used to provide gloves and empower employees to decide when to use the gloves. This worked to some degree, but we have found that by taking the decision of when to wear gloves out of our employees' hands, we can greatly reduce the hand injuries experienced on our jobsites. We have seen a 90-percent reduction in hand injuries since the policy has been introduced. As for soft-tissue injuries, the standard mindset is that we are in construction, and there is nothing you can do about soft-tissue injuries. Workers have to lift material, climb ladders and use power tools. There is nothing that can be done to reduce injuries where someone lifts a 5-gallon bucket and hurts his/her back. At Western, we disagree with that mindset. We wanted to develop a program that addresses these hazards. The program was set up as a holistic approach to soft-tissue injuries. We started by including a soft-tissue issues review in the pre-bid phase, and worked to include material handling devices and planning in the bid process. After accounting for these changes, we then implemented site-specific plans that included providing equipment, phasing work and ordering and staging materials in such a manner that strains and sprains were considered. We followed these activities with training and policy enforcement. The result was an 80-percent decrease in both injuries and costs associated with these claims.

CBO: **Can you speak to Western's push for a better "climate of safety?" What does that mean for daily operations?**
EO: Since the beginning, Western has worked diligently to provide a safe workplace for our team. We believe that our strongest asset is our people, and to treat your biggest asset as a disposable commodity is crazy. There are so many reasons to be safe and provide for our people. First, it is the right thing to do. Of course we want everyone to go home to their families safely, but there are also other benefits. Having a great safety culture has helped Western land work in some of the best facilities around the country. It is a great marketing tool, and it helps Western differentiate itself from the competition. It also helps reduce insurance costs. At the end of the day, we understand that great employees show up and work hard because they know that they are not risking their health and safety to be on the jobsite. The average employee is trying to make a good living and provide for his/her family. We want to ensure that they get the chance to have long, rewarding careers.

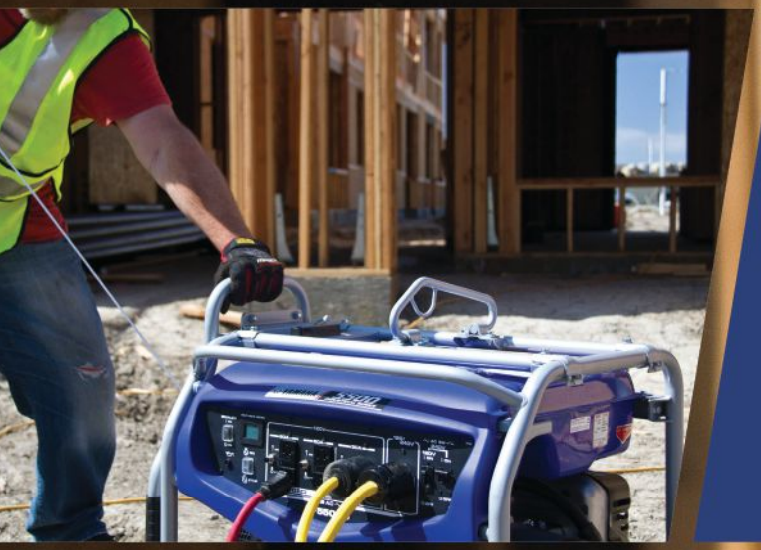
FIND THE STARTING LINE

- Start with an employee survey focused on safety culture and compliance.
- Assess the senior management team's commitment to safety. Does management truly stress the importance in safety at all times?
- Build a solid training program that begins at hiring and continues throughout each employee's career.
- Publish effective policies, and enforce those policies at all times, for all employees, regardless of the seniority or position of the employee.
- Incidents happen. Having an effective, hands-on mangement process can have a huge, positive impact.

CBO: **What specific technology has Western implemented to improve jobsite safety for the company**?
EO: Western recently rolled out an online portal to foremen that allows for the daily creation and tracking of safety inspections. The portal gives operations the opportunity to ensure that timely inspections are completed, and that any issues are promptly addressed and documented. The portal has been successful to the point that a second phase is being developed, which will further jobsite tracking to include daily huddles, weekly toolbox talks and new employee mentor assignments.

CBO: **What advice do you have for contractors who struggle to prioritize a culture of safety within their companies?**
EO: The biggest piece of advice I could provide for contractors is to ensure that safety is truly a top priority of executive management. If safety is just a side issue, and not a core belief, then line management and field employees will never buy in to improving your company's safety culture. I have found that when the owners, president and the board of directors make the decision that they will not accept anything less than the absolute best when it comes to safety, then success will follow. Safety has to be a part of the overall jobsite plan, and not an afterthought. Safety implementation costs money and time, but these things must be considered when pricing a job. If they aren't, there are too many excuses for why safety won't be implemented. The upfront money and time will pay huge dividends in retaining your employees, landing more work and ensuring the overall success of the company. **CBO**

Elizabeth Manning is the managing editor of Construction Business Owner *magazine.*



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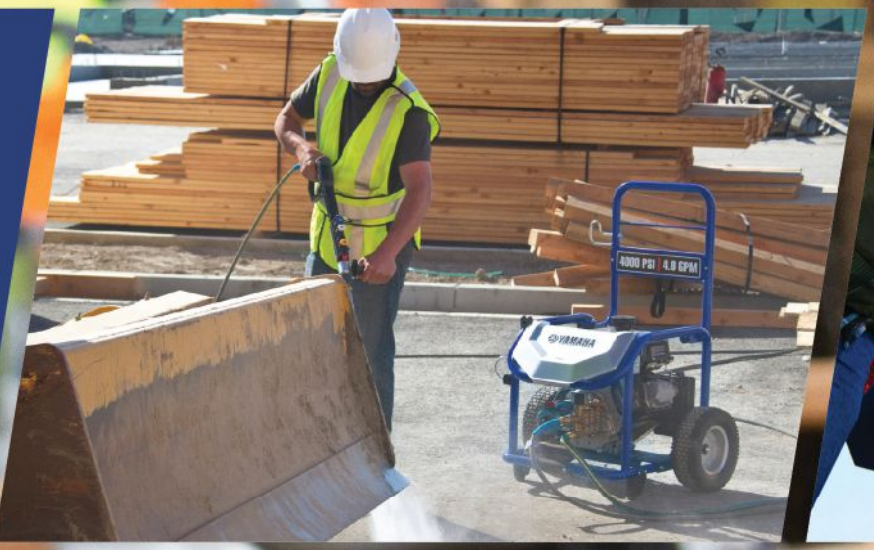



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6 Tips for Maintaining Your Excavator Undercarriage

Extend the life of this expensive component with consistent maintenance

BY AARON KLEINGARTNER

As the busy season approaches, it is important that you and your operators maintain a productive fleet of tracked heavy equipment, particularly crawler excavators, to ensure you stay on schedule. The most effective way to do this is by training your equipment operators on the proper operation and maintenance of the excavator undercarriage and its components as outlined in the manufacturer's operation and maintenance manual. Reviewing the following undercarriage maintenance tips and operational best practices with your equipment operators may help you get better performance and life out of your crawler excavator's steel track undercarriage.



FOLLOW BASIC PRACTICES

The excavator's undercarriage can represent a significant portion of your operating costs. It's important to adhere to the manufacturer's recommended operating procedures to minimize wear to the equipment. Some general operating tips you or your operators can follow to help minimize track and undercarriage wear include:

- *Make wider turns*—Sharp turns or pivoting the machine can lead to accelerated wear and increase the potential for detracking.
- *Minimize time on slopes*—Constant operation on a slope or hill in one direction can accelerate wear. However, many applications require slope or hillside work, so when moving the machine up or down a hill, make sure that the drive motor is in the correct position to reduce track wear. The drive motor should be facing the back of the machine for easy maneuverability up a slope or a hill.
- *Avoid harsh environments*—Rough asphalt or concrete and other abrasive materials can cause damage to tracks.
- *Reduce unnecessary spinning*—Train your operators to make wide, less-aggressive turns. Track spinning can lead to wear and decrease productivity.

KEEP IT CLEAN

Maintaining a clean undercarriage is critical to efficient operation. At the end of each day, excavator operators should clean out dirt and other debris that may lead to undercarriage buildup. If the undercarriage is not routinely cleaned, it will lead to premature wear on components. Debris can also add weight to the undercarriage, which reduces fuel economy.

Unplanned maintenance can result in a loss of production, higher costs for parts & increased service time, so work with equipment operators to create a planned maintenance schedule.

Many excavator manufacturers offer undercarriages that are designed for easier track carriage cleanout, helping mud, dirt and debris fall to the ground, rather than become packed in the undercarriage. However, if there is an excess of dirt and debris, excavator operators can use shovels and pressure washers to clean out the undercarriage. Companies that specialize in mobile equipment cleaning can clear dirt and debris from not only your crawler excavator, but also all your tracked machines on a jobsite.

COMPLETE A FULL INSPECTION

Neglecting your excavator's undercarriage can be costly. The best way to reduce unwarranted expenses is to complete a full undercarriage inspection for excessive or uneven wear, as well as look for damaged or missing components. The following jobsite mainstays should be inspected on a routine basis:

- Drive motor
- Drive sprockets
- Main idlers
- Rock guards
- Rollers
- Track bolts
- Track chains
- Track shoes
- Track tension

Check the tracks to see if any components look out of place. If so, this could indicate a loose track pad or a broken track pin. Rollers, idlers and drive motors and sprockets should be inspected for oil leakage. A failed seal could lead to major failure. Make repairs immediately, or contact your dealer's service department for assistance.

FOLLOW PROPER TRACK TENSION

An overlooked maintenance item on many tracked undercarriages is maintaining proper track tension. For instance, if steel tracks are too tight, they can quickly accelerate wear. If they are too loose, they could detrack and lead to unnecessary downtime. Generally, when operators are working in soft, muddy conditions, it is recommended to run the tracks slightly looser. In more abrasive conditions, tighter tracks are preferred. Always consult the manufacturer's operation and maintenance manual for proper tension levels.

WHERE IS MY OPERATION & MAINTENANCE MANUAL?

Your operation and maintenance manual is one of the best sources of information you have. You should have received one from your dealer when you purchased your machine. It can be big and bulky, and you may have filed it away in your office or in storage. Now is the time to get it out and review it with your operators. If you have lost your copy, contact your local dealer for a replacement. An electronic copy may be available, if you prefer that option.

USE RUBBER TRACKS FOR SENSITIVE SURFACES

When working on soft ground conditions, it may be advantageous to use rubber tracks, which are available as an option on some smaller crawler excavators. The rubber tracks provide good flotation and have minimal ground disturbance on finished surfaces, such as concrete, grass and asphalt.

PARTNER WITH YOUR DEALERSHIP

Unplanned maintenance can result in a loss of production, higher costs for parts and increased service time, so work with equipment operators to create a planned maintenance schedule.

A schedule that is easy to follow helps control your cost of ownership by guarding against unexpected downtime that can often lead to costly repairs. You also may decide to develop a proactive, planned maintenance program with your dealership on a periodic basis. They have trained service technicians who can identify minor fixes before they become major repairs.

Plus, prearranged maintenance intervals make it possible to conveniently schedule machine service at a time and location that doesn't disrupt your operators' productivity. Some equipment dealers provide road-service technicians and truck drivers who travel to your jobsite to complete routine maintenance and diagnostics.

Your excavator undercarriage consists of many expensive components that need to be maintained by you or your operators on a consistent basis. If they adhere to proper operation and track maintenance, it can help extend the life of these components, keep your cost of ownership down and minimize machine downtime. CBO

Aaron Kleingartner is the marketing manager for Doosan Construction Equipment. Kleingartner has nearly 15 years of product development, analytics and strategic marketing experience with Doosan in North America. Visit doosanequipment.com.



5 Questions for Excavator Rental

Get the right plan in place & evaluate your options to find the best fit

BY JASON ARCHBOLD

Demand for compact excavators has grown tremendously over the 30 years since some of the first models made their debut in North America. In fact, according to data from the Association of Equipment Manufacturers (AEM), the compact excavator market has grown by 218 percent within the past 6 years. Because of this upward trajectory, many contractors realize that renting compact excavators can provide a versatile solution and a viable alternative to larger tractor loader backhoes on a variety of jobsites. Compact excavators, specifically in the 3- to 4-metric ton size, provide features different from larger machines, while boasting machine performance, versatility and visibility. By considering jobsite conditions, excavator arm and tail-swing configurations, attachment versatility and trailering considerations, you can make a better decision on whether renting is the right option for your jobsite.



1. WHAT ARE THE JOBSITE CONDITIONS & LIMITATIONS?

Two of the most important factors to consider are the type of work and the type of jobsite where the work is being done. You or your operators may be clearing and prepping a jobsite one week, installing utilities another week and performing demolition the next week. For this reason, contractors gravitate toward compact excavators that deliver performance and attachment versatility on every jobsite. Also consider space limitations, especially regarding width and operating weight. Some manufacturers offer compact excavator models with retractable undercarriages if you are working in confined areas, such as established, residential areas. This feature allows you or your operators to retract the excavator's undercarriage, pass through a gate or fence and then expend the undercarriage before working.

2. DO YOU NEED ADDITIONAL REACH, HEIGHT OR DEPTH?

Manufacturers know that you don't want to sacrifice performance for size, so they



are packing their smaller excavator models with the power and options necessary to be more productive. In addition to standard arm configurations, some compact excavators are available in long-arm and extendable-arm options for added reach, dump height and digging depth. Both configurations can be valuable timesavers for your operators because you do not need to reposition the machine as often. The extendable-arm option is especially useful in utility installation and preparation because the arm has a long-enough reach to remove spoil away from the trench. This excavator arm option also works well in truck-loading applications to improve jobsite productivity.

3. HOW CLOSE WILL YOU BE WORKING NEXT TO OBJECTS?

If you and your operators work in confined residential areas, you may need a compact excavator with minimal tail swing or zero tail swing. Minimal tail swing and zero tail swing can give you and your operators more unrestricted rotation and flexibility when working close to objects or against a wall. The zero-tail-swing feature virtually eliminates the chance of the excavator's tail inadvertently contacting surrounding objects. The minimal-tail-swing feature significantly reduces the chance of hitting the front corners, and the frame stays within the width of the tracks to avoid damage to nearby objects or structures.

Generally speaking, a zero- or minimal-tail-swing compact excavator of a given size will be wider than its conventional-tail-swing counterpart. If you anticipate routine work where your operators must pass through narrow property lines, gates

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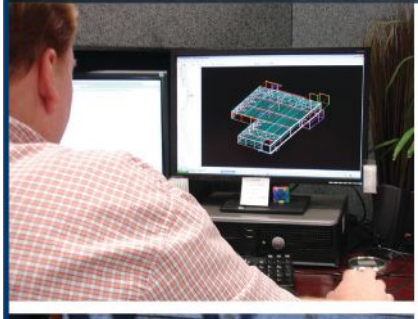



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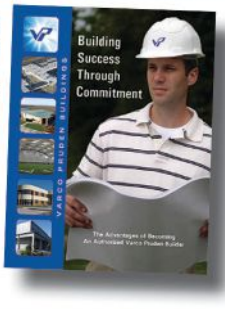

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or fences, a conventional tail swing may be a better fit. The typical width of a conventional tail swing, 3- to 4-metric ton compact excavator will be about 60 inches, whereas zero- and minimal-tail-swing excavators with similar performance will have a width of about 70 inches.

In addition to tail-swing types, other compact excavator features include independent boom swing and slew function. Independent boom swing enables excavator operators to dig parallel and immediately adjacent to an existing structure. Your operators can dig on either side of an obstacle without repositioning the excavator. A compact excavator's slew function gives operators the ability to rotate and place the spoil in the most convenient location.

4. WHAT ATTACHMENTS DO YOU NEED TO ADD?

In addition to renting a compact excavator, think beyond buckets and consider what other attachments may increase your productivity and bring in more revenue. One of the advantages of renting compact excavator attachments is the ability to increase excavator utilization without purchasing a machine until you are ready or have enough work lined up to support buying a machine. Plus, attachments allow you to easily adjust to changing markets and applications.

Some excavator manufacturers' attachments have been vertically integrated with the machine's electronics and hydraulics, providing for more flexibility, uptime protection and convenience while on multiple jobsites. Other common compact excavator attachments include augers, buckets, hydraulic clamps and grapples. For one-off jobs, you may decide to utilize specialty attachments, such as flail mowers, packer wheels, plate compactors, rippers and trenchers, which have multifunctional capabilities that can help expand your services. Renting specialty attachments for seasonal work gives you the flexibility to take on additional opportunities, without the commitment of buying attachments until you are ready.

5. ARE YOU PROPERLY SECURING YOUR EXCAVATOR?

When you or your operators transport a compact excavator, it is important to use good, consistent hauling techniques as outlined in the manufacturer's operation and maintenance manual. Proper hauling practices, such as using the right size of transport and towing vehicles and correctly loading, positioning and securing equipment and attachments, will help minimize loading issues that may be out of compliance and slow your productivity.

All states and local municipalities have regulations based on gross vehicle weight rating, or the maximum operating weight or mass of a piece of equipment as specified by the manufacturer. Load ratings will vary from state to state, so check federal, state and local laws and regulations regarding weight, width, length and height of a load before preparing to transport your equipment on public roads, bridges, highways and interstates.

With the growing popularity of compact excavators comes increased machine choices. Before determining which is the right fit, make sure to take into consideration jobsite conditions, machine size, attachment versatility and trailering needs. By having the right plan in place and evaluating your options, you can find the right machine to fit your application. CBO

Jason Archbold is the marketing manager for Bobcat Company, a Doosan Company. Archbold has nearly 20 years of marketing and analytics experience in several industries, including construction, engineering and electrical/industrial supply. Visit bobcat.com.





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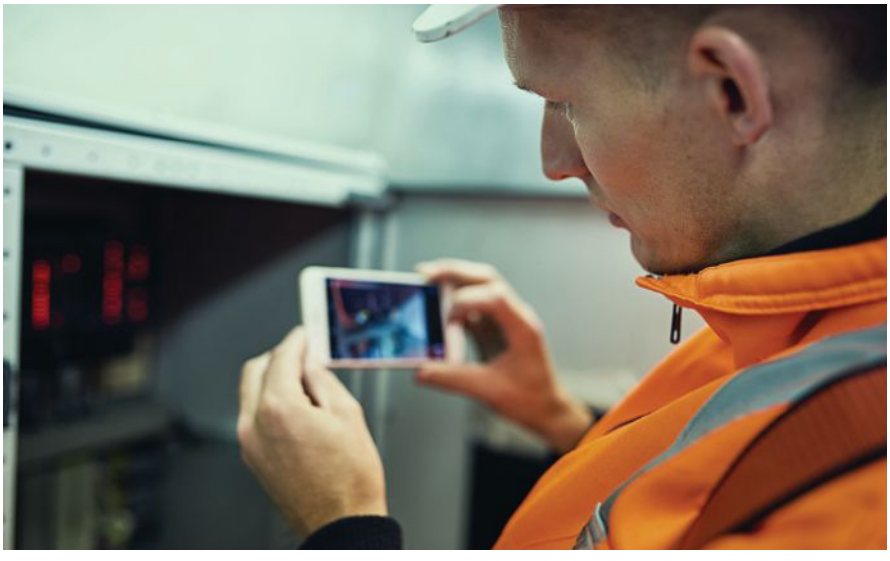
Merging the Generational Gap

Look to team strengths to find the best way to implement new tech

BY JOHN ROSHALA

Ask any business owner, executive or manager about his/her company's most powerful asset. The answer will likely be: "Our people." Although construction has a unique set of challenges in the face of the rapidly changing technological aspect of our society, communication and collaboration make a big difference when it comes to bridging generational gaps.



2017 CONSTRUCTION MANAGEMENT STATISTICS

A recent construction management report revealed a few statistics that focus more on technology adoption and entering a new era on the jobsite. Highlights include:

- There is a big movement towards embracing technology to help with project management and efficiency. Yet, concerns around staff issues were common throughout the report, falling directly behind large issues, such as new business and safety.
- The trend toward adopting technology to improve efficiency is evident, with the majority of respondents, 56 percent, saying they were using more than three technology products.
- Sixty-seven percent of respondents selected "collaboration within your team" as a top business priority for 2017, and while technology can help this, it can also wedge a gap with your less tech-savvy employees.

MIND THE GAP

Your people are your strongest asset. On a construction site, you will likely hear about the camaraderie that exists between every person working on that project. And just like the people themselves, these close relationships, which have always been at the core of construction, are the key to getting our industry to embrace new technologies and ways of thinking that can benefit the individual worker and the project.

Let's consider the makeup of your current workforce. Your longest-serving employees are baby boomers, who display specialized skill sets and dedication to management and professionalism, but are also slower than other generations to adopt new technology. On the other end of the spectrum, millennials are coming into play. They grew up on computers and technology, and are enthusiastic with innovation and visions of the future. And in the middle, you have Generation X. Gen Xers tend to be revenue generators and relationship builders.

It seems at odds, doesn't it? Three unique skill sets held by generations decades apart, existing within a single jobsite. But boomers can benefit with the adoption of technology, and younger generations can

certainly learn about professionalism and work ethic from their older colleagues.

RECIPE FOR SUCCESS

Companies must invest in people to create a winning culture in which all generations have an understanding of the strengths and weaknesses of all generations and support generational cross-training and leadership to leverage generational differences. Below are a few simple tactics to implement within your team.

- *Form generational cross-training mentorships*—This may be the easiest tip to implement that is too often overlooked. Form mentor-type partnerships between entry-level millennials and relationship-building Gen Xers. The tech-savvy employee teaches the other how to utilize the software, while the more senior employee teaches the other about leadership and skills acquired through years on the jobsite.
- *Create innovation teams*—Again, this is another tactic you have seen a million times, but have you actually implemented this with your team? Don't wait for multimillion-dollar software needs or a chief information officer (CIO) position to get this group of employees involved. Giving an employee the opportunity to take initiative and use it to research the best technology and train team members gives him/her visibility to potential leadership opportunities and a stronger understanding of what the business needs.
- *Select easy-to-use technology*—Decisions have been made and now you have the best software solution for your team, except you have noticed your teams aren't using the software. Nine times out of 10, they will say it is too hard or takes too much time. The key to technology adoption is to start simple, train and reinforce use of the technology.

As technology becomes a part of everyday industry life, leveraging the generational synergies by implementing collaboration will be of unparalleled importance for successful technology implementation. Success is defined by investing in your people and by giving your coworker bankable assets and talents they can use throughout their lives. **CBO**

John Roshala is chief revenue officer for NoteVault. As a 20-year veteran of information and communication technology, he spearheads vision and revenue strategies and leads by example. Prior to NoteVault, Roshala served as executive vice president for National Powersport Auctions. Roshala may be reached at john.roshala@notevault.com. Visit notevault.com.



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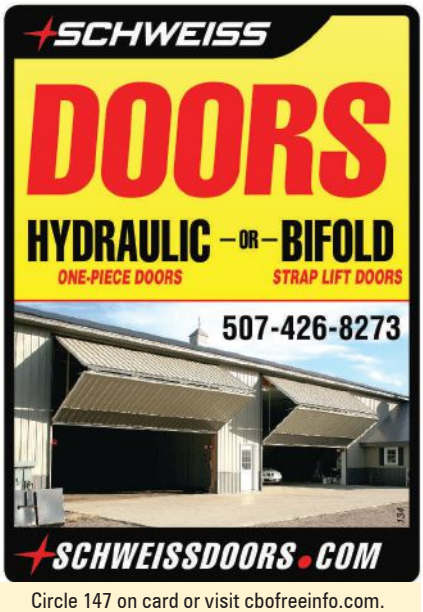

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Annual Value of Construction Put in Place

2015/2016/February 2017 Annual Rate Comparison

This chart compares the two previous years' total value of construction put in place to an annual forecast based on February 2017 figures. (Millions of dollars. Totals may not add up perfectly due to rounding.)

	2015	2016**	Feb 17
Total Private Construction	**827,345**	**909,664**	**917,319**
Residential	433,108	475,167	484,665
Nonresidential	394,237	434,496	432,654
Total Public Construction	**296,153**	**279,277**	**275,503**
Residential	5,909	6,592	6,304
Nonresidential	290,244	272,685	269,199
TOTAL Construction	**1,123,497**	**1,188,941**	**1,192,822**

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

***2016 numbers revised for annual report*

$1,192,822

FEBRUARY 2017 TOTAL ANNUAL VALUE OF CONSTRUCTION PUT IN PLACE

"New project inquiries have been very strong through the first 2 months of the year. In February, new design contracts at architecture firms posted their **largest monthly gain in over 2 years**," said AIA Chief Economist Kermit Baker, Hon. AIA, Ph.D.

AIA Architectural Billings Index (ABI)

National			*Regional - Billings				*Sectors - Billings			
Month	Billings	Inquiries	Northeast	Midwest	South	West	Multifamily Residential	Commercial/ Industrial	Institutional	Mixed
Sep-16	48.4	59.4	44.0	50.1	53.4	49.5	48.8	50.4	49.0	49.8
Oct-16	50.8	55.4	47.3	46.8	53.7	49.7	51.2	49.8	49.1	49.5
Nov-16	50.6	59.5	50.8	50.9	51.3	48.6	51.7	50.4	49.5	51.3
Dec-16	55.6	57.6	54.0	54.4	53.8	48.8	50.6	54.3	53.3	51.9
Jan-17	49.5	60.0	53.0	52.4	54.2	48.8	48.1	53.4	54.6	48.1
Feb-17	50.7	61.5	50.0	52.4	50.5	47.5	49.3	48.9	51.8	49.2

For more information on the index or to subscribe to the complete historical data going back to 1995 for your internal analysis, **please contact economics@aia.org.** 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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