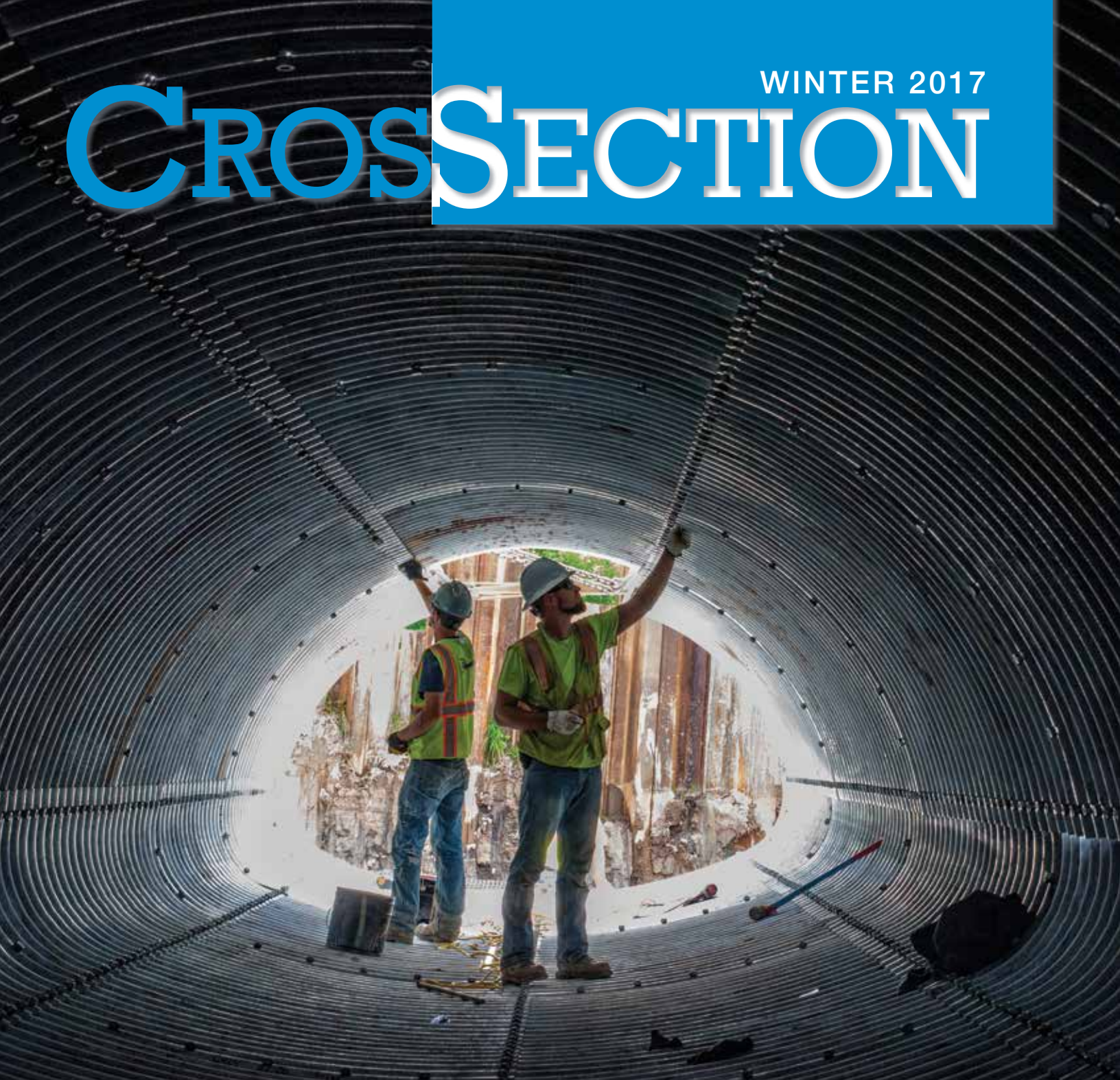


CROSS SECTION

WINTER 2017



Page 8: Member Profile: Elmer's Crane & Dozer, Inc.

Page 10: Associate Member Profile: HUB International

Page 20: Outreach Spotlight: FixMIState

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Cover Photo: Courtesy of Elmer's Crane & Dozer, Inc., from a project on I-75 in Dafer, Mich.



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Crews from Ric-Man Construction, Inc. and DLZ were busy in January at the site of a major sinkhole in Fraser, Mich. Their underground project began on Dec. 24, 2016, when a homeowner heard strange noises caused by the collapse of the sewer. For other photos, see pages 25, 34 and 56.

COMMENT

EXECUTIVE VICE PRESIDENT



Mike Nystrom

We are off to a running start in 2017 at MITA, with a continuing emphasis on the FixMIState campaign. Between now and 2020, fixing our state's infrastructure will be a major issue for study, debate and focus. Learn more about how you can get involved in the campaign by reading the Outreach Spotlight on page 20.

In 2017, the MITA Future Leaders program will celebrate its ninth birthday and continue to train the up and coming generation of industry leaders. See the Vice President of Membership Services Comment on page 15 for details about this program, which is limited to 20 participants per year.

Speaking of industry leaders, Donald Anderson, the founder and former owner of Anlaan Corporation, was recently inducted into the Michigan Construction Hall of Fame. Anderson left quite a legacy of work on Michigan's bridges behind when he sold the company to three long-standing employees. Check out the article on page 16 for more details about his work history.

The leader of the Michigan House of Representatives, House Speaker Tom Leonard, discusses his legislative priorities on page 19. He believes that increased underground infrastructure investment is "an important issue that has been long-neglected by many communities in our state." MITA will continue to work with Speaker Leonard and others in the Legislature to advocate on behalf of the entire industry, as a follow-up to the Governor's 21st Century Infrastructure Commission recommendations. Details about those recommendations are discussed in the Underground Spotlight on page 25.

As you know, MITA also believes in the benefit of face to face relationship building. We look forward to seeing you at our networking events this year, which are outlined on page 60. Also, be sure to mark your calendars for the 2017 MITA Summer Conference, which is right around the corner, July 27-30, at the Grand Hotel on Mackinac Island. Hope to see you there! 📍



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MEMBER PROFILE



Elmer's Crane & Dozer, Inc.

THE PAST

Elmer Schaub, the Elmer part of Team Elmer's, and his wife, Edna, began digging conservation ponds with a dragline crane in 1956. Soon after, Elmer noticed that he needed to level off the spoil piles created by the pond digging, and he bought a D-4 CAT bulldozer. His wife named the company, Elmer's Crane and Dozer, and they ran the business until 1977 when he decided to retire.

Elmer spotted his replacement, Russell "Butch" Broad, on a local jobsite. Butch had acquired plenty of construction and business experience and was working as a foreman on a project for Peninsula Asphalt in Traverse City. Elmer convinced Butch to look at the business, and eventually he bought it. The company at the time included just 7 employees, 4 tandems, 1

loader, 3 dozers, 2 cranes, and 1 lowboy. Butch was a passionate and energetic entrepreneur who steadily expanded Team Elmer's for decades.

In 2009, Butch decided it was time to move on to other adventures. So his three children, who grew up in the family business and spent their professional careers at Team Elmer's, had the opportunity to purchase the company, carrying on the Team legacy.

THE PRESENT

Today, the name Team Elmer's encompasses Elmer's Crane & Dozer, Inc., Elmer's Asphalt™, and Elmer's Concrete, among others. The company is comprised of four divisions: asphalt, excavation, concrete, and crane/rigging services, and operates out of more than

13 Michigan locations.

Troy Broad, Todd Broad, and Tonya [Broad] Wildfong are all married with families of their own and couldn't see life without their extended Team Elmer's "family". Troy, who serves as company president, said: "We want people to know that they matter, and that what we do every day can leave a legacy and impact the world around us. We tell our crew that they can save the world."

Today there are more than 400 skilled professionals hard at work at Team Elmer's. "We see them impact the community," Troy added. "People matter. It is great to be part of a TEAM that interacts not only on our jobsites but with the community as well, with special focus on taking care of each other. They help in ways as simple as helping a woman carry her

Elmer's Crane & Dozer, Inc. (Team Elmer's)

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tonya@teamelmers.com

Member of MITA Since 2012



Team Elmer's employees enjoy the 2016 company picnic.

groceries on a road outside her house we have under construction, to stopping alongside the road and helping someone dig out of a snow bank. We help build the community by constructing new roads and infrastructure and our employees also build "community" by taking care of the people within it."

Part of that service mentality continued when the company hired a corporate chaplain. His simple task was to go out, build relationships, and love on people, and be there for them. For example, recently a Team member's son was killed in an accident, and the chaplain helped tremendously by providing much needed grief support to the family. "When we considered bringing the chaplain onboard, it just made sense," Troy said. "It's what we believe in and who we are."

Tonya, who serves as the Communications & Marketing Director, went on to explain that the chaplain helps with stresses that can impact an employee's safety on a jobsite. "If an employee is struggling, a child is terminally sick, or they are taking care of an aging parent, or experiencing other personal pressures, they don't want to bring it to work, but it is there," Tonya said. "Work can

be stressful, and we want everyone to be safe on the job. We try to support them in whatever they may be going through with the guidance of our chaplain."

Todd, who serves as the Vice President, said the company employees carry on the "serve thy neighbor" attitude. "It's not a management book," he said. "It's just who we are. It's who our leaders are internally and it all works together. Recently, 30 employees helped finish the yard of a house an employee was building before he died of cancer. The employees also did a fundraiser and it wasn't us asking them to do so. They did it on their own. We got to help and support. It's a wonderful thing to get to be a part of. I'm so proud to get to be a part of Team Elmer's."

Those same dedicated employees work hard every day on hundreds of jobs throughout Michigan, with a footprint that extends from Grand Rapids to Marquette. Many of those jobs are featured in videos on the company website.

THE FUTURE

MITA helps the company as issues arise on the jobsite, such as challenges regarding new regulations. "Our future depends on strong advocates that can

tell our side of the story, our frustrations and real world experiences," Troy stated. "We get involved with industry issues, giving feedback on new or existing policies. MITA is a great organization that brings competitors together. MITA and its members work as a TEAM to make things better for all of us involved. MITA is an influential advocate for the industry, and is in contact with MIOSHA, MDOT, communities, and the Legislature. By being an advocate with a unified voice, MITA can communicate to those both inside and outside the industry bringing them together to represent our industry in a positive light."

Todd stated that another future challenge in the industry relates to finding qualified workers. "We are constantly trying to find young adults interested in working for us. MITA is continually promoting our industry as well, in our schools and communities, for new talent."

He added: "We are looking for the next generation of service minded people. We have the best crew this side of the Florida Keys! When customers come through the door, everyone wants them to be a repeat customer, whether they are buying a \$5 bucket of topsoil or a \$5 million project. They all matter to us!" 🏠

ASSOCIATE MEMBER PROFILE



Penny Kirk, HUB International Senior Account Executive, and Brad Poggi, HUB International Vice President Account Executive.

HUB recently developed a Safety Group Dividend Program in conjunction with BITCO Insurance Company and endorsed by MITA. There are many services that HUB has included in the program.

“The program is accessible to all MITA members through any BITCO agent,” said Penny Kirk, Senior Account Executive at HUB International and a MITA member since 2004. “The dividend applies to all lines of coverage, except umbrella policies. Those lines of coverage include property, inland marine, general liability, auto and workers’ compensation. The coverage can be bound on whatever effective date works best for the customer.”

If a potential client is interested in the program, Kirk said, “I would be happy to meet with anyone to provide details on the program and

the value HUB adds. One reason to consider moving to HUB is that we can offer more risk management services (OSHA Training, Mock OSHA Job Site Audits, OSHA 10 Hour Certification, etc.) included in the premium.” HUB President/CEO, Carol Hofstee, explained that HUB has access to experts in Michigan and nationwide for loss control, safety training, OSHA compliance and certification, ergonomics, HR compliance and much more. HUB’s risk services experts can provide assistance with workplace practices that ensure safety, minimize losses, help our customers increase revenue and keep our clients out of trouble. You manage your business, HUB manages your risk.

“When OSHA claims or liability issues arise, HUB stands with their clients and advocates for them,” Hofstee said. “In addition, HUB’s

Workers’ Compensation Practice Group is available to our clients.”

HUB can project experience modifications, look at details and trends to assist customers in eliminating or reducing losses, which ultimately affects their bottom line price and Experience Modification Rate, reported Kirk. In the workers’ compensation area, construction clients are well aware of and concerned with their Experience Modification Rate (EMR). The rate has a strong impact on businesses and is used by insurance companies to gauge both the past cost of injuries and risk of future losses. The lower the EMR, the lower the workers’ compensation insurance premiums will be.

“If the rate is over 1.00,” Penny explained, “a contractor may be unable to bid certain projects. Businesses need to be sensitive

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about their EMR to stay viable and competitive. The safety services we provide are aimed at helping them keep that rate low."

"In addition to access to a significant number of people with special expertise across the country, in Michigan," Hofstee stated, "HUB has one of the largest agencies in the state and makes decisions and investments that are unique in Michigan. Everything we need is here in Michigan, and we have a deeper and wider span of resources available as needed throughout the country. We can also drive initiatives that are unique to this state and, as MITA members have new needs, we can respond to those as well."

For example, Kirk said, "Some MITA members have Florida operations. HUB has Florida offices that we can quickly access that

know the territory, which is a definite bonus for our customers with that exposure."

HUB is the 8th largest broker in the country. Although a large organization, HUB very much acts locally within their communities. "We manage our own HUB here in Michigan," Kirk said. "Yes, we are big, but we have a local presence and feel, and we are involved in our communities. I love the freedom that HUB gives us to take care of our customers. We also have departments that specialize in:

- Bonding (bid bonds, performance & payment bonds, license & permit bonds, and miscellaneous bonds)
- Employee Benefits
- Private Client Group (Personal Lines for our business executives)." 🏠

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Letters to MITA

Dear Mike:

Thank you so much for bringing your team to help out at Sexton High School for Junior Achievement. I really appreciate it and the school did, too. Wonderful comments were made on the impact you made on the kids. Thanks again!

Debbie Smith

Junior Achievement

Dear Mike:

Thank you for making the trip to Chicago in November. We enjoyed your remarks as always. Thanks also for your sponsorship. It was greatly appreciated. See you again soon.

Rich A. Juliano, CAE

American Road & Transportation Builders Association (ARTBA)

Dear Mike:

Just wanted to reach out and say great job on the radio with Mark Bashore of Current State. I just happened to be tuned in and was so glad to have caught it. I am going to add some of your points to how I talk about it. It really was good, and just wanted to let you know someone heard it!

Helen Taylor

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A Future Without Leaders?

Some leaders are born and some need to be trained into it! The MITA Future Leaders Program will be starting its ninth year this spring. To date the program has had 130 young professionals and one old one (you know who you are, Jim) participate. A graduate of our first class, Brandie Meisner, of M & M Excavating, is currently serving on the MITA Board of Directors.

The purpose of the program is multifaceted. First and foremost the program is designed to expose young professionals to areas of the industry that they might not deal with on a regular basis or deal with and could use a deeper understanding. The goal is to make them better employees for member organizations. The topics also provide the participants with insight that helps them to understand the decisions that management is currently making and why.

A secondary purpose is to engage these young professionals to be active in MITA. Over the course of the program the participants will meet all of the MITA staff via presentations, lunches or post activity conversations. They will also meet numerous professionals that support our industry and assist

in teaching classes that cover topics such as: Legal job related issues, health care issues, bonding and insurance, human resource law, MIOSHA, legislative, MDOT, private markets, succession planning, etc. The heavy construction industry is still dependent on relationship building even in this electronic era. It is my belief the more relationships you have in this industry the better chance you have at being successful in it.

The program consists of six classes, most of which take place at the MITA building with the exception of the last, which is a private session with our keynote speaker at the MITA Annual Conference. Legislative Day has always been a class favorite! On this program day we provide our young professionals with talking points and appointments with their local legislators and send them off to the state Capitol. Later in the day we reconvene to discuss the fruits of this labor. This day in particular takes people out of their comfort zones. The hope is that as they build careers in our industry they will become more inclined to jump in when needed on the important legislative issues that face us. The only additional activity is to attend one MITA Board of Directors meeting throughout the year.

So, as spring approaches, I'm asking you to think of yourself and your organization and determine if you are building a future. Could you be fostering your future by sending a key employee to an ever changing program that deals with current issues? If this interests you, act fast. The MITA program is limited to 20 participants per year. 🚀



Rob Coppersmith

To contact Rob Coppersmith email him at roboppersmith@mi-ita.com or call the MITA office at 517-347-8336.

Hall of Fame Inducts Donald Anderson

The Michigan Construction Hall of Fame welcomed four inductees during a formal ceremony on Thursday, October 27, 2016 at Ferris State University's University Center on its Big Rapids campus, including Donald Anderson, the founder and former owner of Anlaan Corporation.

For Donald Anderson, school was not easy. He attended Harper Woods High School, near Detroit, where he was born and raised. Persuaded by his father to apply to Michigan Technological University, Anderson went on to study civil engineering. He took many lessons away from his experience at Michigan Tech, but none so important as the understanding of how to work – and how to work hard.

After graduation, Anderson received an offer from the Michigan State Highway Department to work as a bridge field engineer, in the highway industry. His first assignment was on the Davison I-75 highway interchange near Detroit. During the two years he worked with the Michigan Department of Transportation, Anderson served as the head of the survey crew on his project, then went into inspection and finally, became the lead inspector on the project.

Following his stint at MDOT, Anderson went to work at Midwest



Donald Anderson



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Continued on page 50

MASH

The New Safety Hardware Crash Testing Criteria

Are you aware that the federal government has recently implemented a schedule to meet new crash-testing standards for the use of roadside safety hardware devices? The new safety requirements for roadside safety hardware devices (such as guardrails, concrete barriers, impact attenuators, etc.) are based on the American Association of State Highway and Transportation Officials (AASHTO)/Federal Highway Administration (FHWA) Joint Implementation Agreement for the AASHTO Manual for Assessing Safety Hardware (MASH) and will impact projects on the National Highway System (NHS). The goal of the agreement is to implement

MASH (2016 edition) over the next few years. MASH 2016 updates and replaces the National Cooperative Highway Research Program Report 350 (NCHRP 350) criteria that had previously been the standard since 1993, as well as the 2009 edition of MASH.

According to information released by FHWA, the crash testing criteria needed to be updated primarily due to changes in the vehicle fleet on our nation's highways. They have based the need on the fact that vehicles have increased in size, and light truck bumper heights have risen since the NCHRP 350 criteria was adopted. A source from FHWA cites that crash testing has shown that some products tested under NCHRP 350 criteria will fail the MASH criteria because passenger vehicles on our roads in general have become larger and heavier than those used for testing in the 1990's. The FHWA has stated that they believe these improvements are justified to improve safety for

the traveling public.

So what are the new requirements that will impact Michigan projects? For contracts on NHS routes with letting dates after the dates below, only safety hardware evaluated using the 2016 edition of MASH criteria will be allowed for new permanent installations and full replacements:

- **December 31, 2017:** guardrail and cast-in-place concrete barriers
- **June 30, 2018:** guardrail terminals
- **December 31, 2018:** cable barriers, cable barrier terminals and impact attenuators
- **December 31, 2019:** bridge rails, transitions, all other longitudinal barriers, all other terminals, sign supports and all other breakaway hardware

In addition to permanent installation devices, temporary



Rachelle VanDeventer

To contact Rachelle VanDeventer, email her at rachellevandeventer@mi-ita.com or call the MITA office at 517-347-8336.

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work zone devices (including portable barriers) manufactured after December 31, 2019 must have been successfully tested to the 2016 edition of MASH. Such devices that are manufactured on or before this date (and successfully tested to NCHRP 350 or the 2009 edition of MASH) may continue to be used throughout their normal service lives. This requirement imposes great economical and logistical challenges, due to the fact that it will require the re-testing of hundreds of already approved

devices in order for those devices to continue to be manufactured and used past December 31, 2019. It is up to the individual states to define what a “normal service life” would be for a given product that had been manufactured prior to the deadline and how they will enforce compliance. The Michigan Department of Transportation (MDOT) has yet to determine their answers to some of the unresolved questions, but they have stated that they are willing to work with the industry as they continue to define

their requirements.

Please keep in mind that the sunset dates listed are the deadline dates, but some projects may require updated hardware prior to the deadlines, so bidders need to pay careful attention to the items impacted. There are still many questions concerning MASH 2016 implementation that have yet to be answered, so MITA will continue to be engaged on this topic and will notify members of details as they become available. ⚠️



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Rep. Tom Leonard

HOUSE SPEAKER

Q: How has your work as an Assistant Attorney General for the State of Michigan and as a local prosecutor helped you as a State Representative?

A: Those positions gave me an opportunity to experience the challenges many people face every day and the way public servants can make a difference in people's lives. I saw firsthand the impact our failed mental health system has on local families. I saw innocent people hurt by someone who fell through the cracks in this system and couldn't get the assistance they desperately needed. And I saw the grief when families watched helplessly as their loved ones' journey led to a prison cell without hope or treatment. These stark memories have impacted me and my career by guiding my work on mental health reform over the past few years. This is why I am so committed to closing the book on these sad stories and writing a new chapter of hope that can offer people a clear path to a better future.

Q: What legislative priorities do you have for the 2017–2018 legislative cycle?

A: Jobs are my top priority for the people of Michigan. We have done a lot to improve our economy, but we need to create more good-paying jobs. We need to reward risk and entrepreneurship. We need to help small business. We need to promote and provide more access to the important skilled trades jobs that are often the door to the middle class. Michigan has made great progress since the 2008 recession. Almost 500,000 new jobs have been created. Personal income growth is among the fastest in the nation. But I won't rest until every person who is looking for a job can find a job.

I want our caucus to take the priorities they bring with them to the Capitol from the constituents in their local communities and make them the engine that drives most of our policy work over the next two years. We are still in the process of developing that plan, and we will release a public agenda soon that charts the direction we are headed. Personally, I hope to continue my work on mental health reform. I want to find a long-term solution to the debt crisis facing so many of our local governments. And I remain hopeful we can forge an agreement on a plan to reduce Michigan's out of control auto insurance rates.

Q: As Speaker, what do you feel is the next step towards adequately funding our infrastructure in Michigan?

A: We made great strides in the most recent budget when we brought road funding, in particular, to an all-time high. We also made smart reforms that guarantee quality with new warranties and encourage better planning. Accountability matters, and Michigan needs roads that will last.

It is important to note, too, that President Trump and Congress will be working on a major infrastructure plan for the country. We need to be prepared to take advantage of any funding that will impact Michigan. We must also be smarter with our strategic planning so we reduce repeat projects and do a better job working with our local officials to coordinate our long-term plans.

Q: What has been your reaction to the public's calls for increased underground infrastructure investment in Michigan?

A: This is an important issue that has been long-neglected by many communities in our state. Again, it is important to note that a major infrastructure program from the Trump administration may very well target these infrastructure needs. At the

continued page 28



House Speaker Rep. Tom Leonard (R-DeWitt)

Outreach Spotlight



Mariam Robinson
Director of Strategic Affairs

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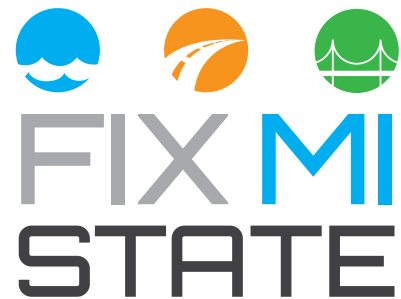
By Mariam Robinson

In December of 2016, MITA officially launched FixMIState, a public relations campaign to raise awareness of the state's massive unmet infrastructure needs. The goal of the long-term campaign is to educate the public and to draw statewide attention to the numerous infrastructure problems that exist across every county in Michigan. Eventually, it is the hope that the campaign will help encourage the legislature to figure out a public policy solution to the problems our great state faces.

To help you understand how we got to this point, you should know that we spent the majority of 2016 quietly and efficiently gathering updated data and information regarding public opinion through surveys and polls. Why, you ask? In order to launch a successful campaign, we had to take the time to conduct thoughtful research and analysis of where the issue stands in the public's eyes to effectively tackle it moving forward. Having a firm grasp on the public's level of comprehension is key to helping Michigan citizens understand the infrastructure needs of the entire state.

FixMIState is now live, which means that all MITA members, as well as friends, family, co-workers and community members, need to do their part to share the information and to get the ball rolling on letting the public know that it exists. In today's technologically advanced world, this is pretty easy to do with the click of a button or two. Information regarding the issues, as well as facts, statistics, and news articles are all available at www.fixmistate.org.

In addition, we want everyone to join the social media conversations surrounding the issue of infrastructure. Social media is one of the most effective ways in which we can engage the public on an on-going basis. From the convenience of their phones,



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Bob	Adcock	Angelo lafrate Construction Company	\$4,000.00
Dave	Sturuss	Grand Valley Concrete Products	\$750.00
Mike	Malloure	C.A. Hull Co., Inc.	\$5,000.00
Dale	Klett	Klett Recycle, Inc.	\$2,000.00
Ron	Measel	Ace Cutting Equipment & Supply, Inc.	\$1,000.00
Brent	Gerken	Gerken Paving, Inc.	\$400.00
Brandie	Meisner	M&M Excavating Co., Inc.	\$500.00
Ken	Nowicki	M&M Excavating Co., Inc.	\$500.00
John	Landrie	M&M Excavating Co., Inc.	\$500.00
Dave	Pytlowany	AIS Construction Equipment Corporation	\$1,200.00
Darrell	Kaltz	Kaltz Excavating Co., Inc.	\$1,000.00
Ron	Acciavatti	Pamar Enterprises, Inc.	\$2,500.00
Angie	Greenslade	Old Republic Surety Group, Inc.	\$100.00
Mark	Campbell	GM & Sons, Inc.	\$500.00
Karl	Schweitzer	GM & Sons, Inc.	\$1,000.00
Tom	Larabel	Ferris State University	\$300.00
Frank	DiPonio	DiPonio Contracting, Inc.	\$2,500.00
Pete	Scodeller	Scodeller Construction, Inc.	
		& Fonson Companies, Inc.	\$1,000.00
Heather	Cunningham	Lounsbury Excavating, Inc.	\$450.00
Jeff	Stover	Toebe Construction LLC	\$1,000.00
Brian	Olesky	Pamar Enterprises, Inc.	\$250.00
Chad	Listerman	CL Trucking & Excavating	\$2,000.00
Mike	Kavanagh	Cardinal Fabricating, Inc.	\$500.00
Anne	Coursey	Champagne & Marx Excavating, Inc.	\$2,000.00
Christine	Davis	Champagne & Marx Excavating, Inc.	\$1,000.00
Fred	Meram	F.D.M. Contracting, Inc.	\$2,500.00
Brian	Dodds	D & R Earthmoving, L.L.C.	\$500.00
Derrick	Arens	Anlaan Corporation	\$100.00
Nate	Wagenmaker	Anlaan Corporation	\$100.00
Bruce	Morren	Nagel Construction	\$400.00
Tom	Wagenmaker	Anlaan Corporation	\$2,000.00
Irene	Zannis	Seaway Painting, L.L.C.	\$100.00
Donn	Ellis	CSI/Geoturf	\$150.00
Ryan	O'Donnell	Anlaan Corporation	\$2,000.00
Jim	Urban	Butzel Long	\$250.00
Eric	Morris	HNTB Michigan, Inc.	\$200.00
Robert	Hentkowski	Dan's Excavating, Inc.	\$500.00
Jim	Doescher	Dan's Excavating, Inc.	\$1,000.00
Malcolm	Chartier	M. L. Chartier, Inc.	\$2,500.00
Irvin	Rupersburg	Dan's Excavating, Inc.	\$500.00
Dennis	Rozanski	Dan's Excavating, Inc.	\$500.00
Jason	McLelland	VTC Insurance Group	\$250.00
Terry	Griffin	VTC Insurance Group	\$250.00
Mike	Miller	VTC Insurance Group	\$500.00

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Joe	Goodall	Dan's Excavating, Inc.	\$500.00
Brad	Poggi	HUB International	\$500.00
Amy	Hall	Ebony Construction Co., Inc.	\$500.00
Denny	Scully	Mapes Insurance Agency	\$250.00
John	Zito	Zito Construction Co.	\$250.00
Lee	Johnston	Johnston Contracting, Inc.	\$1,000.00
Jack	Dykstra	Jack Dykstra Excavating, Inc.	\$1,000.00
Nick	Baker	Anlaan Corporation	\$2,000.00
Doug	Walls	Eagle Excavation, Inc.	\$10,000.00
Bob	Nobbs	Edw. C. Levy Co.	\$500.00
Paul	Navetta	Dan's Excavating, Inc.	\$1,000.00
Virgil	Klebba	Dan's Excavating, Inc.	\$1,000.00
Jacque	Katterman	Katterman Trucking, Inc.	\$300.00
Brian	Schember	Dan's Excavating, Inc.	\$1,000.00
Paul	Hurley	Guy Hurley, LLC	\$1,000.00
Lynn	McGregor	Guy Hurley, LLC	\$1,000.00
Leslie	Lofus	Veritas Benefits Group, LLC—	
		Div. of Guy Hurley, LLC	\$100.00
Ron	Wey	Pro-Tec Equipment	\$500.00
Dan	Fredendall	OHM Advisors	\$250.00
Chris	Peyerck	Dan's Excavating, Inc.	\$6,000.00
Kurt	Shea	P.K. Contracting, Inc.	\$500.00
Mark	Madden	Guy Hurley, LLC	\$1,000.00
John	Kloet	Upper Peninsula Concrete Pipe Co.	\$750.00
Katie	Darrow	Darrow Bros. Excavating, Inc.	\$150.00
Kevin	McNeilly	Spartan Barricading & Traffic Control	\$500.00
Kenneth	McNeilly	Spartan Barricading & Traffic Control	\$500.00
Tom	Pratt	Milbocker & Sons, Inc.	\$1,000.00
J.W.	Fisher	Fisher Contracting Company	\$1,000.00
Rod	Mersino	Mersino Dewatering, Inc.	\$2,000.00
John	MacInnis	JRM Consulting, LLC	\$100.00
David	Maas	Diversco Construction Co., Inc.	\$1,500.00
Troy	Broad	Elmer's Crane & Dozer, Inc.	\$5,000.00
Paul	Marsh	Peninsula Prestress Co.	\$300.00
David	Marsh	Peninsula Prestress Co.	\$300.00
Keith	Rose	Rieth-Riley Construction Co., Inc.	\$5,000.00
Brent	Sandborn	Sandborn Construction, Inc.	\$2,500.00
Ron	Lammy	Modern Concrete	\$500.00
Dan	Cortis	Cortis Brothers	\$200.00
Edward	Levy	Edw. C. Levy Co.	\$1,000.00
Robert	Wilson	Mid Michigan Materials, Inc.	\$500.00
Blake	Zapczynski	Z Contractors, Inc.	\$500.00
Brooke	Zapczynski	Z Contractors, Inc.	\$500.00
Melvin	Stein	BCT Benefits LLC	\$500.00
Bob	Brannan	HYMMCO, LLC	\$1,000.00
Jeffrey	Sment	ISC, Inc.	\$1,000.00
Doug	Kaltz	M.U.E. Incorporated	\$1,000.00

WINTER 2017: MITA PAC UPDATE

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First Name	Last Name	Company	Donation
Rachel	Snyder	BCT Benefits LLC	\$500.00
Toni	Vandenbos	Pete's Contracting, Inc.	\$200.00
B. Thomas	Stover	Toebe Construction LLC	\$1,000.00
Scott	Bazinet	Lowe Construction Company	\$2,000.00
Michael	Davis	Davis Construction, Inc.	\$1,000.00
Jason	McLelland	VTC Insurance Group	\$250.00
David	Marx	Champagne & Marx Excavating, Inc.	\$1,000.00
James	Zalud	The Isabella Corporation	\$1,000.00
Jim	Canham	Alfred Benesch & Company	\$200.00
Kevin	Brenner	Brenner Exc., Inc.	\$500.00
Linda	Schuring	J.L. Milling, Inc.	\$200.00
Steve	Maranowski	Spartan Specialties, LTD.	\$2,000.00
Joan	Shaffer	E.J.D. Transport, Inc.	\$500.00
Jeremy	Lemke	Give 'Em A Brake Safety	\$1,000.00
Marc	Van Til	Give 'Em A Brake Safety	\$500.00
Kathleen	Day	K. Day Excavating, Inc.	\$200.00
Lee	Johnston	Johnston Contracting, Inc.	\$500.00
Lisa	DiLisio-Lia	DiLisio Contracting, Inc.	\$1,000.00
Patrick	Dunigan	Dunigan Bros., Inc.	\$2,500.00

First Name	Last Name	Company	Donation
Jim	Kloote	J.E. Kloote Contracting, Inc.	\$1,000.00
Lynn	Harmala	Lawrence M. Clarke, Inc.	\$1,500.00
Mike	Pittiglio	Florence Cement Company, Inc.	\$2,000.00
Scott	Bazinet	Lowe Construction Company	\$800.00
Anthony	Rau	Rauhorn Electric, Inc.	\$1,000.00
Fernando	Casasanta	C & P Construction Co., Inc.	\$500.00
Darrell	Kaltz	Kaltz Excavating Co., Inc.	\$1,000.00
Doug	Kaltz	M.U.E. Incorporated	\$5,000.00
Tom	Wagenmaker	Anlaan Corporation	\$5,000.00
Gary	Merkey	Jackson-Merkey Contractors, Inc.	\$750.00
Steve	Jackson	Jackson-Merkey Contractors, Inc.	\$750.00
Aden	Shea	P.K. Contracting, Inc.	\$500.00
Joe	Cook	Pro-Tec Equipment	\$250.00
Dan	Eriksson	Hoffman Bros., Inc.	\$7,500.00
Michael	Peake	Action Traffic Maintenance	\$500.00
Timothy "Mike"	Peake	Action Traffic Maintenance	\$1,500.00
Tom	Peake	Action Traffic Maintenance	\$1,500.00
Chris	Shea	P.K. Contracting, Inc.	\$2,000.00



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Enterprise is a full-service fleet management business that helps MITA members streamline their fleet, improve cash flow and optimize operations every step of the way. From acquisition and risk management, to maintenance and remarketing, Enterprise provides MITA members with quick, easy and personal access to a local account team who will handle all of the day-to-day fleet needs.

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Erik Diana

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Underground Spotlight:

21st Century Infrastructure Commission Recommendations

As mentioned in previous Cross-Section articles, Governor Rick Snyder commissioned a new 21st Century Infrastructure Commission and appointed our very own Mike Nystrom to be a part of it. In addition, the Governor named long standing MITA member Evan Weiner chairman of the Commission. The final outcome of six grueling months of meetings and subgroups was a 189 page report detailing all types of infrastructure in Michigan, where the state stands in each particular area of infrastructure, and also what Michigan should be looking towards in the future.

A heavy focus was put on our underground infrastructure, as it has been ignored for decades. The Flint Water Crisis is just one example of failed underground infrastructure, but because of its severity, it has opened a lot of eyes to our failing systems in other areas of the state. The commission report established several recommendations, which, if adopted, will help improve our underground infrastructure systems moving into the future.

Asset Management

One of the over-arching themes throughout the commission report is the idea of utilizing asset management for all forms of infrastructure. Michigan is a leader in its transportation asset management program and is looked upon as an example throughout the country. The commission recommends that there

should be an infrastructure asset management council that assesses all types of infrastructure. When it comes to underground infrastructure, the report specifically states that "The lack of information about existing water infrastructure conditions and long-term



A 100-foot-wide, 250-foot-long sinkhole caused the house in the background in Fraser to buckle on Christmas Eve. The family had to be evacuated, along with the residents of 21 homes. The Governor declared a state of emergency and three homes were eventually condemned. Crews have been working around the clock to repair the sewer, and all but three families were able to return to their homes January 9.

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same time, we need to recognize some municipal governments are ahead of the curve, while others lag behind. Everyone with a responsibility to ensure sound infrastructure needs to assess their current situation and begin planning for the future before it's too late.

Q: What lessons, if any, can we learn from the Flint water crisis?

A: This was a tragedy that did not need to happen. Too many people made too many mistakes and the innocent, especially the children, had to live with these painful decisions. As a Legislature, we needed to step in and help wherever we could. That is why we spent hundreds of millions of dollars delivering water, replacing pipes, securing safe water in schools, testing children's health, and buying filters for people's homes. There was a great need, and we stepped up to fill it within days. We increased that commitment with further funding on healthcare needs and safe drinking water again this past year.

But the problem persists and will take more time to solve in a long-lasting way. That is why we also formed a joint committee with the Senate last year to review everything that happened, take testimony from the experts and put together a list of long-term legislative changes that can hopefully prevent something like this from ever happening again. There are many ideas out there, and we will review them to find the best way forward for the people of Flint and for water policies statewide.

Q: What are your thoughts or comments on your relationship with MITA and the heavy construction industry?

A: MITA has been a great partner on the state budget every year and a wonderful partner in providing important information and counsel when other regulatory and policy reforms arise. Our partnership has been built on helping each other succeed and finding the best policy solution for Michigan's communities.

That's exactly what it should be. We are all here advocating for these causes for the same reason, and that is to work together and find solutions that will continue to build an even stronger Michigan.

Q: How can our MITA members better advocate for their industry and encourage the Legislature to act on increased investment for our infrastructure?

A: One of our biggest challenges with technical issues like infrastructure in the state Legislature is our members often lack good information and reliable data upon which to make decisions. Local officials and industry experts who provide unbiased information and experiences are invaluable to state representatives. We need partners who are willing to educate and share their personal stories as we try to build the best policies to meet Michigan's needs. MITA does a great job of this, and I would encourage you to keep it going in the new year. 🏗️

House Speaker Rep. Tom Leonard

DISTRICT

State Representative Tom Leonard was first elected to serve the 93rd District in the Michigan House of Representatives in November 2012. The 93rd District encompasses Clinton County and portions of Gratiot County, including the city of Ithaca and the townships of Sumner, Arcada, New Haven, North Shade, Newark, Fulton, Washington, North Star, Elba, Hamilton, Lafayette and Wheeler. He was re-elected to a second term in November 2014 and a third term in November 2016. In his third term, his colleagues elected him to serve as the Speaker of the House.

EDUCATION

Leonard graduated with a bachelor's degree in History and Spanish from the University of Michigan and then went on to earn his law degree at Michigan State University.

PROFESSIONAL

Prior to being a state representative, Tom served as an Assistant

Attorney General for the State of Michigan and was a prosecutor for Genesee County, where he was assigned to the Special Crimes Division.

PUBLIC OFFICES AND AFFILIATIONS

Rep. Leonard is the former chair of the DeWitt Township Public Safety Committee and is an associate member of the Clinton County Farm Bureau. He is also an active member of the DeWitt Lion's Club and the St. John's Kiwanis Club.

PERSONAL

Tom, his wife Jenell, and their new daughter, Hannah, live in DeWitt Township.

CONTACT

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Toll Free: 877-859-8086

Email: TomLeonard@house.mi.gov



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2017 MITA Annual Conference

The 2017 MITA Annual Conference was amazing on numerous levels. Amazing attendance. Amazing keynotes. Amazing breakout sessions. This has been verified by the feedback of dozens of members who attended the event, as well as vendor feedback.

MITA would like to thank all of our sponsors, vendors and participants for helping make the annual conference a success. We ask that you please help support those who supported the industry throughout

their sponsorship of these event, or through being an exhibitor. Without their support, this event would not be possible.

We are already starting to prepare for next year's event. As always, we will try to top this year's success. If you have never attended a MITA Annual Conference, you are missing out. Do yourself a huge favor and plan to come to the 2018 MITA Annual Conference, the heavy construction's industry's largest educational and networking event. 🚧





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UNDERGROUND SPOTLIGHT

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investment needs compromises both service quality and reliability.”

Fortunately, the state has already begun collecting information for an asset management system to be in place. A huge MITA initiative from several years ago established grants and low interest loans to communities to develop asset management strategies for some of their underground systems. In 2017, the fourth round of these grants will be utilized in various communities throughout the state, with an average of \$80 - \$100 million being spent out of the state’s general fund each year. It is estimated that the vast majority of communities will be working on or finishing their asset management strategies within a few years. MITA has successfully pushed to require these programs to be accessible for a future underground asset management council to use in assessing our state’s unmet needs. With this being a top priority for the Governor and the commission overall, it is expected that an asset management council will be established very soon.

Continued on page 56



Neglecting to properly invest in our underground infrastructure can result in situations such as what happened on Christmas Eve 2016 in Fraser, Mich. Numerous homes buckled, and some homes were condemned. Crews from Ric-Man Construction, Inc. and DLZ were busy in January 2017 doing what could be done until a bypass sewer could be installed.



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The Liebherr Rough Terrain Crane 1090-2.1

News in Brief: The ALL Family of Companies, which includes Jeffers Crane, has pre-ordered new Liebherr rough-terrain cranes, which are packed with safety features and will debut at CONEXPO.

The respected German crane manufacturer Liebherr has re-entered the rough-terrain market. Knowing their reputation for quality, and impressed by the new line's capabilities and robust safety features, the ALL Family of Companies has pre-ordered 15 machines. The LRT 1090-2.1 is a 100-UST full power boom crane, set to debut at the 2017 CONEXPO-CON/AGG show (March 7-11 in Las Vegas).

The LRT 1090-2.1 blends the latest in safety with the reliability and innovation for which Liebherr is known. The manufacturer's exclusive VarioBase® outrigger monitoring system enables each support to be extended to a different length while automatically delivering support status information to the operator. It's ideal for maintaining safety and flexibility in the tight spaces often encountered in today's urban and industrial jobsites. It also allows for great capacity when lifting over the supports.

"With VarioBase, ALL can do what used to be impossible," said Hutton Strader, business development specialist for ALL. "Imagine having the outriggers fully retracted on one side and fully extended on the other, while still having the crane allow for full capacity when it swings to the extended side. The LRT 1090-2.1 can do that."

The crane seamlessly incorporates forward-thinking safety features into a sleek, modern package. The flat deck, electrically extendable cab platform, and multiple ladders minimize the risk of fall injuries. Controls are intuitive and easy to understand. The attachment of the counterweight and installation of the jib are fully monitored by the crane during setup.

"Safety will always be our number one priority and these features help the customer get the safest and strongest machine available in its class," said Strader.

About ALL

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G2 Consulting Group

g2consultinggroup.com

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Citing strong business growth and anticipated continuing gains, especially in its growing environmental services business, Troy-based G2 Consulting Group called 2016 a year of steady expansion that kept pace with its recent phenomenal performance. By strengthening its competitive advantage, 2017 is poised to be even better.

"We grew our employee ranks by more than 20 percent, enhanced the services of our Troy, Ann Arbor, and Chicagoland offices, significantly diversified our expertise in the environmental services business, and completed a number of significant projects throughout the country," said G2 Consulting Principal Mark Smolinski. "We're on a good roll and in a great position to build on the momentum of 2016."

Continued on page 36



G2 Consulting Group performed geotechnical services and slope stabilization for the I-96 / US 23 Interchange project with Toebe Construction.

Smolinski said that in 2016 G2 Consulting was named one of America's top 100 "Hot Firms" in the architecture, engineering and construction services industry by Zweig Group for the second consecutive year. The Zweig Group award is based on the percentage and actual dollar growth of measured companies from previous years.

G2 was increasingly active in the renewable energy industry in 2016. The firm deepened its relationship with First Solar, Inc., participating in several installations across the country. G2 provides geotechnical expertise on foundation design in a wide variety of subsurface conditions. Efficient design for these foundations quickly multiplies financial benefits as hundreds of panels are constructed.

G2 was also at work at the Pinnebog Wind Park in Michigan's thumb area where it is expected to produce 50 MWs of energy when it's operational in 2017. G2 provided services including soil erosion and sedimentation control inspections, environmental consulting, and cultural/historical resources consulting.

G2 listed its role in the 2016 renovation of the Country Club of Detroit as one of its more noteworthy projects. The company set a wing of the historic building on stilts surrounded by concrete retention walls to provide stability while significant underground and interior renovation and repair took place. The club had directed that its architectural character and footprint not be changed in any way during the major renovation project.

G2 participated in more than 2,500 projects in 2016, including initial geotechnical development work on the Port of Monroe (Michigan) project, a critical transportation and material handling location on Lake Erie that provides access to all the Great Lakes and Canada. The port is a deep draft commercial harbor. Design work has begun on the cofferdams and reconstruction will begin in 2017.

G2's primary business, road and infrastructure improvements continued to be the company's mainstay in 2016 with major projects including bridge replacements and major highway interchanges and reconstruction throughout southeast Michigan. The company was awarded two MDOT indefinite services contracts, one for the Detroit metro region and another statewide, making G2 eligible to work on one of the biggest, most complex construction projects in

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Michigan. At the local level, G2 provided consulting services for hundreds of local agency municipal engineering projects. The Michigan Concrete Association recognized G2 for three such projects in 2016.

“Like many states, Michigan has underinvested in roads and infrastructure for years,” said Smolinski. “As funds from Governor Snyder’s \$1.2 billion road funding bill become available, the state is doing everything possible to update its infrastructure, and with the new road planning technologies now available we’re able to be more efficient than ever. At the same time, reconstruction will be better and longer lasting.

“With our existing infrastructure business and wind and solar projects becoming a more important niche business for G2, we’re very bullish about the future, and we look forward to helping our clients solve their toughest geotechnical and environmental problems.”

Southeastern Equipment Co., Inc.

www.southeasternequip.com

Promotions: Heath Watton and Mickey Gourley to vice president. As vice presidents, they will be responsible for all Southeastern Equipment Company locations, and will oversee daily operations, including sales, service, parts and customer service.

Rieth-Riley Construction Co., Inc.

www.rieth-riley.com

Rieth-Riley is pleased to announce the promotion of Mike Weber to CFO/Treasurer.

Weber joined Rieth-Riley in 2001 as controller, directing the accounting, IT and systems functions, as well as integrating acquisitions as the company continues to grow in volume and lines of work.

Prior to joining Rieth-Riley, he obtained his accounting degree from Indiana University and CPA certification and gained accounting experience at Crowe Horwath, and the Summit Group. He and his

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Productivity in Construction

Implemented in 2012; the Michigan Laborers' Training and Apprenticeship Institute has developed a Laborers' Productivity Training Course. In today's competitive environment it is critical that the highest level of productivity be achieved in all aspects of a project. The Michigan Construction Laborers' Union recognizes this need and is leading the way to a more productive workforce by including this training in our Apprenticeship Program and offering the class to our Journeymen as a skills enhancement course.



Kimberly Dohn completed the course recently and commented:

"I was fortunate to be among the first to participate in the Laborers' Productivity Training Course. I am very passionate about the training that was

offered and I feel that ALL laborers will benefit from participating in this course. The skills developed during training will aid them in their daily and future endeavors. I believe that the skills taught throughout this course are invaluable to a person with aspirations of bettering themselves and/or their position in life and it provides real tools to make those things happen.

I am currently employed in a management support position in the construction industry and I feel confident that the skills I learned from the Laborers' Productivity Training Course have prepared me to successfully deal with the challenges that occur on a daily basis. Since completing the course I feel more prepared and I know that the knowledge I acquired has improved my performance and ability to make a positive contribution on any job site."



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ASCE Michigan Section Elects New President and Officers

The president of the ASCE Michigan Section for 2016-2017 is Steve Waalkes, PE, of the Michigan Concrete Association.

Waalkes received his bachelor's of science degree in engineering from Calvin College and a master's degree in civil engineering from the University of Texas (Austin). He has worked for the concrete industry since 2000 and in Michigan since 2006. His primary role with the Michigan Concrete Association is to assist owners, engineers, inspectors and contractors with the design, specification and construction of concrete pavements and other concrete-related products. Steve also assists contractors and other members with troubleshooting and technical issues regarding concrete design, construction and rehabilitation. He has also given workshops and presentations around North America on concrete pavement practices, technology and research.

ASCE also announced its entire 2016-2017 Michigan Section officers.

- **President:** Steven Waalkes, PE, Grand Rapids
- **President-Elect:** Melinda Bacon, PE, Kalamazoo
- **Vice President:** Christopher Owen, PE, Canton
- **Treasurer:** Jacob Rushlow, PE, Plymouth
- **Secretary:** Tim Bradshaw, PE, Grand Rapids
- **Past President:** Therese Kline, PE, Lansing

Continued on page 42



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Outreach Spotlight

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individuals can follow the updates, read the stories and be a part of the campaign from beginning to end. We strongly encourage you to follow FixMIState on Facebook, Twitter and Instagram, as well. If you're not a big social media user, maybe someone you know is, and you can do your part by sharing the information with them instead.

Facebook and Twitter metrics from 2016 indicated that the public is upset with the current state of Michigan's infrastructure, particularly given the problems associated with the Flint Water Crisis, as well as the crumbling roads and bridges, and the looming sewer problems that continue to expand and occur with alarming frequency. The public also blames state government for the problems, as well as the lack of workable solutions.

We will have our work cut out for us as the campaign moves forward. Educating the entire Michigan public is a huge undertaking, but if we all do our part to share the

information and to spread the word, we will discover that people are eager to learn what exactly the problem is and what needs to be done to fix it and make it better.

So, with that said, it's time to raise our voices and to do everything we can as an industry to show the public and the legislature just how important infrastructure is to Michigan families, Michigan businesses and Michigan's future.

If you have any questions about the FixMIState my campaign, please don't hesitate to reach out to Mariam Robinson, Director of Strategic Affairs, at mariamrobinson@mi-ita.com. She can also be reached at 517-347-8336. 📞

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Steven Waalkes, PE

Founded in 1852, the American Society of Civil Engineers (ASCE) represents more than 150,000 members of the civil engineering profession worldwide and is America's oldest national engineering society. ASCE is the preeminent organization representing the civil engineering profession. ASCE facilitates the advancement of technology, provides the tools for lifelong learning, promotes professionalism, and advocates infrastructure and environmental stewardship. For more information about ASCE Michigan Section, contact the ASCE Michigan office at 517-332-2066. To learn more about the condition of Michigan's infrastructure, view the ASCE Michigan Infrastructure Report Card at: www.michiganreportcard.com 🏠



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Dispute Review Board

Free Cheese or Good Whiskey?

In a world of instant feedback, I sure got a bunch when I spoke with two acquaintances about starting to do some Dispute Review Board (DRB) work with MDOT and MITA members. One, with a snort and a contemptuous look stated “Man, that’s nothing but free cheese!” The second listened to me describe the concept, gave a thoughtful shrug and said “That might be good whiskey.” So, what is it and which is it....free cheese or good whiskey?

The Dispute Resolution Board (DRB) Foundation defines a DRB as “a board of impartial professionals formed at the beginning of the project to follow construction progress, encourage dispute avoidance, and assist in the resolution of disputes for the duration of the project”. Michigan Department of Transportation (MDOT) contracts utilize a DRB composed of three members. One each is nominated by the contractor and MDOT and those two jointly nominate a third member who chairs the proceedings. The DRB team along with MDOT and the contractor enter into a three party agreement which lists the roles and responsibilities of each party. I’ll not restate the multiple components of the three party agreement, but I would encourage all who have an interest in the subject to read it as I think it is very well written. In a nutshell, I think it fair to state that the DRB is the step after the engineer issues a decision that is in dispute and before that dispute ends up in court. The process replaces the old Region Office Review and Central Office Review processes, if you will. Decisions rendered by the DRB are non-binding and the DRB members are freed of any associated liability. Two project specific documents drive the process. A standard “Special Provision for Dispute Review Board (SP)” establishes the broad contractual parameters with a cross referenced “MDOT Dispute Review Board (DRB) Procedures” document providing defined operating norms and procedures. Again, both documents are very well written and a must read for those contemplating the use of a DRB.

Specific to dispute resolution, two principle tools are utilized by a DRB. One being the issuance of an “advisory opinion,” if so requested by the contractor and engineer, and the other being the timely issuance of a “claim decision” should the contractor dispute a decision rendered. In my experience, the advisory opinion option plays out as follows. As a project progresses, DRB members are attending roughly monthly progress meetings and reading ProjectWise documents seeking to maintain a rough understanding of project events. A situation arises where the engineer and contractor are not in agreement on contractual language but possibly no formal claim has been filed. They ask the DRB for an unofficial and non-binding opinion. The DRB hears them out, convenes privately for about thirty minutes and delivers a verbal “advisory opinion”. If that sounds like shooting from the hip a little bit, it is exactly that. The strength of it, though, is that it provides the parties with impartial and timely information which can possibly mitigate claims – an early warning shot, if you will. For those concerned with DRB costs, an advisory opinion is built into the cost of a progress meeting. The holding of an official claim hearing and deliverance of a claim decision is the second principle task of the DRB. While the format of the hearing and decision document remain relatively unchanged from prior MDOT standards, the speed of the decision has been ramped up significantly. A DRB chair has 10 business days to schedule a claim hearing after receiving the claim package from the engineer and seven business days after the hearing to issue the formal decision. That’s scooting right along. A DRB claim hearing and issuance of a claim decision runs \$7,500 split between the two parties.

The free cheese or good whiskey question needs to address the question, “Does the DRB provide project value added?” This isn’t a policy article about whether or not MDOT and MITA should broaden the concept or send the special provision to the island of forgotten

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specifications. In fact, DRB members should stay out that debate. I will, however, describe my grassroots experience after serving on half a dozen panels as both a member and chair, and to forthrightly offer perspectives on how DRB can add value to serving the public's infrastructure needs.

I start with the free cheese. There certainly are both MDOT and contractor staff who view the DRB process as a gravy, overpriced side gig for retired folks, and either through deleting the SP, ignoring scheduling requests from the DRB chair or passive-aggressive silence effectively shut down DRB from the project. Truthfully, I get some of that. I've been engaged on projects where the MDOT staff/MITA contractor working relationship was excellent, and I'd drive home after a progress meeting feeling guilty about sending out the bill. But, there is a flip side. I've also been involved in DRB advisory opinions and claim hearings that required lengthy prep time and careful hours of authoring to issue a rational and professional level claim decision. I'd suggest to those that negatively view DRB as not cost effective, give the overall program some time before making that judgement. The policy makers will figure out what projects are best suited to DRB and what compensation is just. I know of no DRB member who is out to pillage the system.

A second obstacle to DRB added value is front line MDOT and contractor staff experiencing DRB members overstepping their role and offering unsolicited project management advice. I get some of that too. The worst mistake that DRB members can make is to act outside their scope. I advocate that DRB members should prep for the progress meeting by studying ProjectWise documents, listen attentively, and ask clarification questions if needed. Most importantly, if no advisory opinion is requested, DRB members should keep their opinions to themselves. Nobody wants to hear what DRB members did over a 30 plus year career nor does anybody want unsolicited advice. DRB members should view the progress meeting as an opportunity to understand in greater detail what is taking place on the project and then go home.

There are also those that have long experience in project management and feel completely capable of resolving issues without DRB assistance. I only offer that DRB isn't intended to replace effective project

management. After all, advisory opinions and claim decisions are non-binding to either party. If you don't like what the DRB has to say, you can choose not to accept it. I do offer, though, that no matter how experienced one is, a certain subset of projects will go south. It might be bad plans, bad weather, bad working relationships or simply bad luck. DRB can help in providing timely review and advice which might be helpful and add value to the project.

And now, the good whiskey. I've had the honor of serving on DRB boards with some really smart men and women who wanted nothing more than to provide high level and unbiased added value to a project. When you review the resumes of DRB members, it might be easy to conclude that he/she is pro-contractor or pro-MDOT. My experience has been three individuals striving to understand the contractual language or intent and trying to formalize a rational and well thought out position. We all understand that we have some form of bias based on our background. The challenge is to mitigate that bias through training, collective decision making and awareness. I've listened to DRB members outline really good points and positions in preparation for issuing

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MDOT Makes Staff Changes

MDOT recently made the following staff changes: Kimberly Avery has been named the director of the MDOT Bureau of Field Services. She most recently was the deputy Metro Region engineer. She will be responsible for overseeing MDOT's statewide maintenance, construction, bridge management, pavement, research program, and safety and security operations. A professional engineer, Avery has 25 years experience at MDOT.

Demetrius "Dee" Parker is the new MDOT Southwest Region engineer. He most recently was the manager of the Jackson Transportation Service Center. Parker will be responsible for more than 1,200 miles of state trunkline in seven southwest Michigan counties. A professional engineer, Parker has 23 years of experience at MDOT.

Aaron Johnson has been tapped to lead the MDOT Superior Region. Previously he served as manager of the Ishpeming Transportation Service Center. Johnson will be responsible for more than 1,900 miles of state trunkline in all 15 Upper Peninsula counties, 187 employees, a capital improvement program of approximately \$50 million, and an annual maintenance budget of more than \$33 million. Johnson has 18 years of experience, most recently as manager of the Ishpeming Transportation Service Center. 🚧



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Fort Wayne Contracting, Inc.

Patty Hopkins of Fort Wayne Contracting, Inc., answered a few questions about her company, which is located in Detroit.

1. What is a brief history of your company?

Fort Wayne Contracting is a minority owned business that was established in April 2003. We are a Michigan Department of Transportation DBE covered in the following work classifications:

- BA (Concrete Pavement Patching, Widening, Concrete Sawing, Joint or Crack Fill)
- EA (Grading, Drainage, Structures, Edge Drain, Erosion Control Structures)
- J (Concrete, Curb & Gutter, Driveways, Sidewalks)

We are certified in the City of Detroit as a Detroit-Based Business, Detroit Small Business and Detroit Minority Owned Business. Fort Wayne Contracting is also MBE certified by the Michigan Minority Supplier Development Council.

2. What do you specialize in?

Fort Wayne Contracting specializes in the adjustment and new installation of drainage structures, utility storm and sanitary structures and all types of manhole repair. In addition, we handle the following:

- Temporarily lower structures, abandon existing structures and all associated work to allow for milling and establishing new grades prior to resurfacing the road.
- Miscellaneous Concrete Work: Pavement patches, curb and gutter, sidewalks, drive approaches, and sidewalk ramps meeting the American Disability Act's specifications.
- Miscellaneous Concrete Site Work: Foots, generator pads and interior floors.

3. Where in Michigan do you perform work?

We perform work in the tri-county area for

MDOT, AT&T, DTE, county agencies and Michigan cities including the City of Detroit, Wayne, Inkster, Westland, Lincoln Park, Birmingham, Ferndale, Royal Oak, Warren, Sterling Heights, Clinton Township and Romeo.

4. Can you share examples of past projects?

Some of the past projects that we are most proud of include:

- Lincoln Park Lofts, where we installed the entire parking deck, interior floors, and capped existing floors. We also did the exterior work, which included removing and replacing curb & gutter, sidewalks, driveway approaches – all to meet the City of Lincoln Park's specifications.
- City of Detroit Project PW6971: Fort Wayne Contracting worked as a partner in a joint venture as the prime contractor on this 4.1 miles of HMA resurfacing and miscellaneous construction work, in which we self-performed all drainage structure work, such as adjusting, reconstructing and new installation of all structures. In addition, with the joint venture partner we managed every aspect of the project, including milling, concrete and asphalt from conception to completion.
- MDOT Resurfacing Project-6 locations within the City of Detroit. Fort Wayne Contracting adjusted and reconstructed all manholes on this project, including DTE and AT&T structures.
- Detroit Land Bank Authority Project: The Detroit Land Bank demolished dilapidated homes and Fort Wayne Contracting was contracted to restore thousands of feet of sidewalk in front of demolished locations and are very proud to be part of this revitalization project in Detroit.

5. What current projects are you working on?

We are currently working on several City of Detroit MDOT and other municipality projects including City of Detroit PW6968 bituminous pavement resurfacing

of 71 residential streets. Fort Wayne Contracting is self performing the adjustment, reconstruct and new installation of manholes throughout the project and with the joint venture we are managing every aspect of the construction. This is the first of its kind green infrastructure on four specific streets, which includes new storm sewer, permeable block, porous asphalt, concrete spillways, and bioswales with associated landscaping. Other projects include:

- City of Detroit PW6974 3.81 miles of HMA Resurfacing and Water Main Installation. Fort Wayne Contracting is a partner in a joint venture as the prime contractor. We are self performing the adjustment, reconstruct and new installation of manholes throughout this project. With the joint venture partner we are managing every aspect of the project, from milling, concrete, to asphalt pavement and the water main installation.
- City of Ferndale 2016 Pavement Improvement Program: This involves over 25 streets throughout the City of Ferndale. Fort Wayne Contracting was contracted to adjust and reconstruct manholes for the entire project.

- Prime Contractor for MDOT Project – U.S. 12 (Michigan Avenue) & M-5 (Grand River) in the cities of Livonia, Inkster, Westland, Dearborn Heights and Detroit. Fort Wayne Contracting is self performing all the reconstruction and adjustment of manholes on the project, along with the installation of curb & gutter and pavement and asphalt patching on the entire project.

6. What do you like about the industry?

We can make a difference in our community. The roads that we help build matter to the people that live in the community and create the infrastructure that is critical to keeping the country moving forward.

7. How does being a MITA member help you?

MITA has been a tremendous help in training with safety issues by providing safety literature, materials, legal advice, and keeping us up to date on legislation concerning our industry. Rob Coppersmith has taken time out of his busy schedule to attend our annual safety meetings and provide our staff with invaluable safety procedures and precautions. 🚧



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advisory opinions and claim decisions. I've enjoyed the challenge in trying to run with that bunch.

Lastly, there is something else I've had the honor of seeing. I've witnessed world class project management by MITA contractors and MDOT personnel. I'm talking about really smart folks who work hard to deliver first class public infrastructure project value. Can we all be a little cocky? You bet. There is nothing wrong with that. The system has always required strong individuals with strong opinions. I've heard MDOT staff acknowledge plan imperfections and contractor positions, and I've heard MITA members acknowledge that they don't want to be part of the problem but part of the solution. Today's group of project managers from MDOT and MITA are out there swinging the bat and delivering value. I think we are still on the learning curve, but I think DRB can help them do exactly that. ⚠️

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Bruce Langridge • Assistant Branch Manager

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Bridge from 1968-76. During this period, he worked in the field as an engineer or assistant for the project superintendent. He then transferred to the company's main office in Williamston, Mich., and began working with signage. In this role, Anderson often traveled to

Illinois, Indiana, Ohio and Kentucky for bidding and, over time, started to find less enjoyment in these responsibilities.

At that time, he heard that another company, C-Way Construction, was growing and looking for an engineer. He

successfully interviewed and returned to working on bridges. One of his major projects was a concrete segmental bridge across the Muskegon River on US-131. It was originally bid as a structural steel bridge, but Anderson pursued the change to concrete segmental with excellent results.

During his time at C-Way, the company began expansion into Florida as construction declined in Michigan. Anderson was initially responsible for maintaining operations in the state of Michigan, but the company eventually opted to move its entire operation to Florida. Timing and his children would keep Anderson in Michigan. In 1986, Anderson and a colleague from C-Way, Gerrit Terlaan, decided it was time to pursue their long-time desire of building their own business and founded the Anlaan Corporation.

Borrowing money from family and friends, Anderson and Terlaan each put in \$20,000. A friend and mentor, Al Hardman, of Hardman Construction, allowed them to operate under his company's name and rented out his company's machinery to them. After about a year, Anlaan was up and running. The company's initial job was in Shepherd, Mich., addressing damage caused by flooding. The project, initially quoted at \$40,000, doubled, and Anlaan was able to put its first \$40,000 in the bank.

Over the years, Anlaan grew and became competitive in the bridge industry. Anderson and Terlaan eventually sold the company to three long-standing

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employees – two of whom worked with them from the start of their careers and a third who had much industry experience before joining Anlaan. However, as a father of three, Anderson still has family ties in the company. While his sons, Christopher and Ryan both live out of state, his daughter, Hilary, works at Anlaan, handling receivables and payables.

In addition to his commitment to his company, Anderson and his wife, who have lived in Grand Haven, Mich., for more than 40 years, understand the importance of supporting the community. Anderson served on the Grand Haven Community Foundation for six years, one of those as the president, and separately helped to develop the Little Red House, an adult daycare, with his church.

Inductee's to the Michigan Construction Hall of Fame are selected by a committee of professionals representing Associated Builders and Contractors, Associated General Contractors of Michigan, the Construction Association of Michigan, the Michigan Association of Home Builders, the Michigan Infrastructure and Transportation Association, and Ferris State University's Construction Technology and Management programs. The Michigan Construction Hall of Fame is located in Ferris State University's Granger Center and serves as a permanent

place for leaders of the Michigan construction industry to be recognized and appreciated. For more information, visit www.ferris.edu/mchof.

Editor's Note: In recognition of Don Anderson's induction into the Michigan Construction Hall of Fame at Ferris State University, Dennis Doan, of Doan

Companies, has made a donation to the MITA Scholarship Fund in Don's name. The purpose of the fund is to offer financial support to individuals hoping to pursue a career in the heavy/highway construction industry. The fund accepts new applications from college or trade school bound applicants annually. 🚧



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New Safety Certification Aims to Protect Industry's Most Valuable Assets

Several human resource websites offer checklists and other guidance for what to do when an employee dies on the job. Most are guilty of one key oversight.

Such lists usually begin with calling 911 and contacting the Occupational Safety & Health Administration (OSHA), dealing with the media, keeping the business operating, and even suggesting tips on establishing scholarship funds and remembering anniversaries.

What's missing is any guide about what to say to the family who has lost someone in a workplace incident.

During our careers in the transportation

construction industry, we've been to the funerals of company employees or industry colleagues. We have listened to moms and dads, grandparents and siblings share stories about their loved ones. Sometimes there is just not much you can say to console them, but we come away from these events with a steely resolve and renewed commitment that such incidents should never happen again.

That's why we are proud to have helped launched the new "Safety Certification for Transportation Project Professionals™" (SCTPP) program.

Anchored by a comprehensive website (www.puttingsafetyfirst.org), the SCTPP's program

Continued on page 54

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goal is clear: to significantly boost the hazard awareness and risk management skills of all transportation project professionals who are in positions of influence through day-to-day oversight—from project inception through completion—to cause a decline in safety incidents.

What's driving the program's creation? Transportation construction is a dangerous business. According to Federal Highway Administration data, nearly 50,000 people die or are injured in and around U.S. transportation infrastructure projects annually. More than 125 of these fatalities are workers, while 15,000 workers are injured. In addition to the human toll, the economic costs of worker fatalities and injuries are billions of dollars annually. We want to reverse these trends.

The American Road & Transportation Builders Association's (ARTBA) Foundation, which is administering the SCTPP program, engaged Professional Testing Inc. (PTI)—an internationally recognized consulting firm specializing in helping industries and government agencies develop and manage effective, fair, valid, reliable and legally defensible assessment and evaluation services.

The SCTPP program is not a “certificate course” or “self-certification” program. With PTI's help, it has been designed to meet the rigorous protocols required for accreditation by the American National Standards Institute (ANSI) and the International Organization for Standardization's ISO/IEC 17024: *Conformity Assessment: General Requirements for Bodies Operating Certification of Persons*.

A crew of top safety professionals—known as Subject Matter Experts—from leading industry firms, public agencies and academia devoted months of time shaping the program's scope and crafting the questions for the certification exam.

The 2.5-hour test has up to 120 multiple-choice questions, which probe knowledge in assessing project risks, creating project safety plans, implementing and conducting ongoing evaluations of site-specific operational safety plans, and conducting incident investigations.

One of the most unique benefits is the program's

Continued on page 55

Big changes are coming ...



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New revenue recognition standards take effect in December 2017, superseding current standards. The impact on construction companies will be significant.

The multi-stage process required to adopt the new standard is complex — making any delay potentially costly. Make sure you're ready by learning more today.

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broad reach. The exam is open to all transportation project workers, supervisors, foremen, managers, designers, planners, owners, equipment operators, manufacturers and materials suppliers who meet the eligibility requirements.

ARTBA's Foundation has also established an Online Learning Center ("Prep Courses" at www.puttingsafetyfirst.org) with six initial courses to help prepare industry professionals for the exam, while simultaneously providing Professional Development Hours.

Earning the SCTPP credential shows employers and peers that certified individuals have the professional core competencies necessary to identify common hazards found on transportation projects and correct them—whether during planning, design or onsite personnel management—and thus prevent incidents that could result in deaths or injuries.

In the end, the more trained eyes we have on transportation project sites, the safer those sites will be.

It can mean fewer fatalities and injuries; fewer insurance claims and lower insurance premiums; and increased productivity.

We invite you to join us by enrolling at least 20 key people at your firm to take the certification exam and earn the SCTPP designation in 2017, and every year after. Protecting the safety of the industry's important asset—its employees—and the motoring public, is our collective responsibility. Together, let's strive to make transportation project sites zero-fatality and zero-injury zones.

The SCTPP certification exam is being offered in 2017 during three 30-day windows at Pearson VUE Test Centers throughout the U.S.: Jan. 16–Feb. 17, March 13–April 14 and Oct. 16–Nov. 17.

Ross Myers is chairman & CEO of Allan Myers. David Walls is president & CEO of Austin Industries. They co-chair the ARTBA Foundation's Safety Certification for Transportation Project Professionals™ Program Commission. ▲

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Increased Investment

As we all know, repairing, replacing and maintaining our underground infrastructure requires more investment. The state has invested nothing in underground infrastructure for decades. And, because of falling revenues for local communities, very few have invested more into their systems. The majority of communities in Michigan have not invested properly in their aging underground infrastructure systems and do not even understand the scope of their problems. It is difficult to ask taxpayers in a community for rate increases without providing the necessary information on where the investment is actually needed.

This is precisely why an infrastructure asset management council needs to be established in Michigan for all forms of infrastructure. Recent research commissioned by MITA has shown that if the public understands the needs of increased revenues and can see exactly what their hard earned dollars are going towards, they are generally supportive of paying more to improve their systems. Understanding that this becomes a quality of life issue, improving the health of our citizens with clean water, avoiding safety hazards like sinkholes and helping

drive our economy forward are all benefits to increasing our investments in our individual systems.

The final commission report estimates that the overall need for underground infrastructure investment is approximately \$1 billion more annually for the next 20 years. Like the road funding debate, this will be an extremely heavy lift, and it will likely have its ups and downs while the discussion gets underway. MITA staff and members will be front and center during these discussions, advocating for proper investment throughout Michigan.

If you would like to read the full report, it can be found at: www.miinfrastructurecommission.com 🚧

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Did You Know?

Mark Your Calendars for the 2017 MITA Summer Conference

It is not too early to start planning ahead to attend MITA's premier family event, the 2017 Summer Conference. The conference will be held July 27-30 at the Grand Hotel on Mackinac Island. Mark your calendars and enjoy with us the many pleasures the island offers, including golf, fine dining, shopping and more. Stay tuned to your MITA bulletins for more information. 🚧







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2017 Calendar of Events

For more information and to register for these events, log on to www.mi-ita.com/events

March 31

MITA European Hunt
Crooked Foot Hunt Club, Perry

April 13

MITA Board Meeting
MITA Office, Okemos
1 p.m.

June 7

MITA Western Golf Outing
Boulder Creek, Grand Rapids

July 12

MITA Metro Golf Outing
Twin Lakes Golf Course, Oakland

July 27

MITA Board Meeting
Grand Hotel, Mackinac Island
9 a.m.

July 27-30

MITA Summer Conference
Grand Hotel, Mackinac Island

August 17

MITA Central Golf Outing
Eagle Eye Golf Club, East Lansing

September 14

MITA Board Meeting
Country Club of Lansing
8 a.m.

September 21

Wild Game Dinner
Palazzo Grande, Shelby Township
5:30 p.m.

December 8

MITA Board Meeting
Country Club of Lansing
9 a.m.

December 8

MITA Central Holiday Party
Country Club of Lansing
11:30 a.m.

December 12

MITA Western Holiday Party
The Waldron Public House, Grand Rapids
11:30 a.m.

December 14

MITA Metro Holiday Party
Somerset Inn, Troy
11:30 a.m.



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wife, Stephanie, have three children and reside in the Goshen, Indiana area.

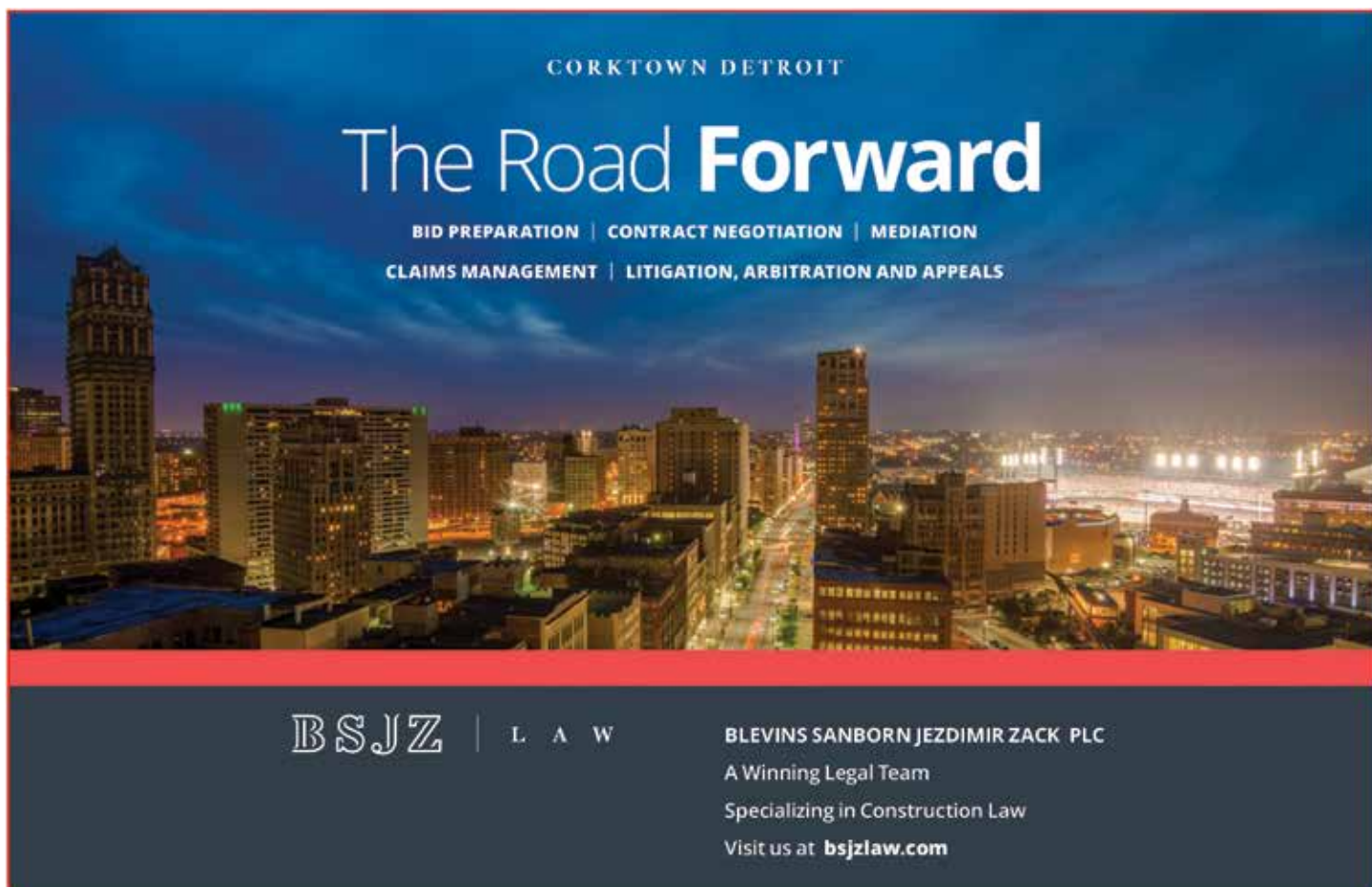
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MITA Members Giving Back: Give 'Em A Brake Safety

I was excited to learn of the quarterly philanthropy articles to be featured in Cross-Section! I would love to share our company's experience with regards to giving back. Give 'Em A Brake Safety employees recently partnered with Hand2Hand Ministries, a charitable organization that helps students at risk of hunger after school and on weekends. Please visit <http://hand2handbackpack.org> for more information on how Hand2Hand pairs churches with schools throughout the state of Michigan to ensure that no student goes hungry.

During November and December of 2016, my co-workers and I raised funds through a GoFundMe campaign. With that money, we purchased breakfast and snack items for Hand2Hand's backpack program (this food is supplemental to the full meals Hand2Hand provides). During our team-building event that followed, we then filled more than 2,000 snack and breakfast packs while strengthening employee relationships in a non-typical setting. We dedicated our packs to students in the Grandville, Jenison, and Hudsonville school districts, as that is where a significant number of our employees reside.

I am so proud to be part of a company that promotes community service projects like our event. We hope to make this event bigger in 2017! I look forward to reading about what others in our industry do to encourage a positive image, and use their resources to better the community.

Jen Brendahl
Give 'Em A Brake Safety
Grandville, Mich.



If you have stories and photos to share about a community service project, please send them to MITA's Director of Communications and Editor of Cross-Section Magazine, Nancy Brown, nancybrown@mi-ita.com.

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