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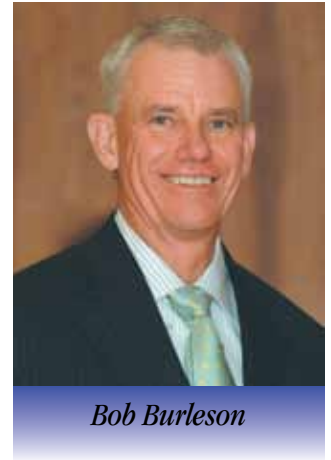
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Let's Put the Broom Back in the Closet



Bob Burlison

I am writing this article with a little over three weeks remaining in the 2011 Legislative Session. By the time you read this in mid-May the legislature will have adjourned. Any predictions I make here could be proven wrong in a matter of a few short weeks. As I began thinking about the outcome of this session and the results for the State Transportation Trust Fund (STTF) there are three possible outcomes:

- 1) The sweep of \$330 million proposed in the House budget will be adopted
- 2) The Senate budget position of no sweep will be adopted
- 3) A "compromise" position sweeping possibly \$100 to \$150 million will be passed

Certainly, it doesn't take a genius to figure this out, if either option No.1 or option No.3 is adopted as the final budget number we will again be dependent on our governor to veto the sweep. Gov. Scott has made it known repeatedly that he opposes a sweep.

The word "stability" has been used a lot this session by Senate President Haridopolis. I applaud the efforts of the legislature to bring stability to state government with all its rules and regulations. What many legislators, particularly on the House side, fail to realize is that those in the transportation industry would like some stability as well.

Let's look at a little history. Following the major transportation legislation passed in 1990, the FDOT five-year work program became a very solid document that provided a dependable list of projects scheduled to be built by FDOT. You could literally "take the FDOT Work Program to the bank." There was never any talk of "sweeping" the Transportation Trust Fund. Contractors planned ahead based on the work program. Equipment was purchased, new plant sites were

established, newly graduated engineers were hired and companies and professionals moved to Florida to work.

In 2003, we saw our first sweep of the STTF. No one was real excited about this \$200 million diversion, however, Gov. Bush had put significant new dollars (mostly non-recurring) into transportation, General Revenue needed some "one-time" help and the economy was good. No one saw this as a problem.

In 2008, we had to fight very hard to avoid another sweep of the STTF. In 2009, the legislature swept \$120 million from the STTF to the General Revenue to help with the budget. Again in 2010, the legislature swept \$160 million from the STTF; but we were ready this time. With hard work, e-mails, petitions and phone calls from thousands of concerned Floridians hitting his desk, Gov. Crist vetoed the 2010 sweep.

Now, here we are in 2011, facing potentially the same thing. I may be "predicting" or "guessing" about a budget outcome, but for all those businesses in the transportation construction

industry the stakes are huge. With no “stability” for the 2011-2012 Work Program it is very difficult to make plans to purchase equipment or retain employees – much less hire any new employees. At this point, more than \$1 billion could be lost from next year’s work program. That result would be disastrous for the industry.

Somehow we must overcome this “sweeping” of the STTF every time General Revenue is in trouble. The troubles in General Revenue stem from growing costs for Medicaid and education primarily. These are recurring costs. We cannot continue to deal with these recurring costs by sweeping trust funds.

I think all of us in the transportation industry are ready for a little stability to return. While we can live with a reduced program due to a decrease in our collections of gas taxes and tag fees, someday I hope we don’t have to

continue dealing with these sweeps. It’s time to put the brooms back in the closet!



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Prasad Named FDOT Secretary

The appointment of long-time FDOT administrator Ananth Prasad P.E. as Florida's Transportation Secretary brought rave reviews from the state's contracting industry.

Calling it a "well-deserved appointment," FTBA President Bob Burleson said, "Florida is facing challenging times, and FDOT plays a significant role in the kind of private-sector job creation that this state desperately needs. Ananth is aware of Florida's long-term and immediate transportation struggles as well as its advantages, and we are certain he will continue to be a positive force within one of the state's most important agencies."

Prasad has 20 years of experience in the transportation industry, including 18 years with FDOT.

Prior to his mid-April appointment as Transportation Secretary, Prasad served FDOT as chief engineer, director of Construction and most recently as assistant secretary for Engineering and Operations. In 2008, Prasad left FDOT to serve as a vice president for HNTB Corp.'s Southeast Division. The past recipient of FDOT's Leader and Manager of the Year rejoined FDOT in July 2010.

As FTBA Secretary, Prasad will be responsible for managing the \$7-billion agency which oversees infrastructure projects vital to Gov. Scott's 7-7-7 Jobs Plan, including port dredging, highway expansion and maintenance projects. The 7-7-7 plan is a seven-step plan to create 700,000 new jobs in seven years. "Florida Transportation Builders' Association also applauds Gov. Rick

Scott for selecting such a highly regarded veteran of Florida's transportation authority to be promoted to this principal position," Burleson added.

Prasad, who received his undergraduate degree at Regional Engineering College in Rourkela, India, and a master's degree in civil engineering from the University of Florida, fills the nearly three-month vacancy of the FTBA Secretary position. His predecessor, Stephanie Kopelousos, resigned from the position earlier this year to accept the Clay County manager's position.

Prasad was one of three finalists chosen to the position by the Florida Transportation Commission. The commission selects the finalists, and the governor decides the appointee.





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By Jerry Marks, TriAd Inc.

Just Like Spring Training, Industry Personnel Prepare for Season

One of the nice things about Florida is that spring comes early. Ask any of the state's estimated 550,000 to 920,000 snowbirds that flock to the Sunshine State to escape winter weather, or any of the 15 Major League Baseball teams that arrive in Florida for their annual rite of Spring Training.

Mid-February, five weeks before the official day of spring, marked not only the time Major League Baseball's hopefuls reported to spring training but also highway contractors and other construction industry professionals arrived in Orlando for the 2011 FTBA Construction Conference.

Just as with baseball players and fans, spring evokes hope eternal for the construction industry – which as of late been in a heck of a slump.

Held February 15-16 at the DoubleTree Hotel at the Entrance to Universal Studios in Orlando, the FDOT Construction Conference – like spring training – hoped to answer a lot of questions about the coming year.

David Hawk, the chief operating officer for the Federal Highway Administration's (FHWA) Florida Division Office, symbolically provided the first pitch of the day-and-a-half conference. As he previewed the year's federal transportation picture, Hawk correlated it to America's pastime. "Being here in Florida, and with



David Hawk

pitchers and catchers reporting, I recall a saying of a former New York Yankee great: 'It's Déjà vu all over again.' From the federal perspective we're in the same place we were," he said.

Hawk's General Session comments were the first of three morning presentations that provided industry and FDOT personnel with what to expect on the federal and state transportation scene. He said that despite all the challenges in 2010, the year was a successful one in that the industry was faced with meeting American Recovery & Reinvestment Act (ARRA) requirements. "The transportation partners stepped up to the plate and got all the funds here in Florida and across the country obligated within the timeframe set forth by the law," said Hawk, who has been with FHWA for 18 years and with the Florida Division since fall 2009.

Florida's \$1.3 billion allotment of ARRA funding has produced 680 transportation projects, of

which half were completed by January. "That was a significant success and a credit to FDOT and the local agencies that prepared those projects and got them out on the streets," said Hawk, who added that there is still much work to be done.

Like Major League Baseball's Grapefruit League games, which are the exhibition games in Florida before the regular season begins, Hawk said many industry officials are looking at the ARRA projects as somewhat of a preseason as talks heat up in U.S. Congress on a federal transportation reauthorization bill. Similar to a Major Leaguer hoping for his best season in the final year of his contract, the nation's transportation program has been performing without a contract since the current Safe Accountable Flexible Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) expired in September 2009.

Knowing that the collective eyes continue to be on the transportation industry and how it handles and performs the stimulus projects as work goes into the next (hopefully) six-year federal transportation bill, FHWA has adopted an Every Day Counts (EDC) philosophy. In challenging both contractors and FDOT personnel, Hawk described EDC as "deploying innovation to en-

sure project delivery, improve safety and enhance the environment ... We want to accelerate the deployment of these technologies and the use of these activities such as design/build and CM@ Risk, and we want to use all the flexibility that we have ... We must continue to innovate if we are to continue to out-build the rest of the world, as the president said in his (January 25) State of the Union address."

As Hawk looked around the crowded assembly, he said, "This is quite a turnout, I'm sure there are plenty of good ideas floating around this room; let's capture them, let's put them to good use."

In regards to putting to good use, Hawk restated FHWA's philosophy on the importance of Disadvantaged Business Enterprise (DBE) participation, and he added that recent research has shown "diversity is directly related to profitability. My sense is that rich diversity of subcontractors on a project is no exception to that."

In closing, Hawk mentioned the previous day's announcement of President Obama's \$3.7 trillion budget proposal for 2012. In the morning's *USA Today* coverage of the plan, transportation was touted as a "winner," as the nation's

roads and mass transit program would receive a proposed \$556 billion over six years. He said there are several intangibles when it comes to transportation projects that make the industry a strong candidate for funding. "You can see progress, you can see people working," Hawk said. "We need to continue to get things done and get them done right. There are still a lot of eyes looking at us. Our successes and failures will likely be reflected in how we fare when it comes to reauthorization."

David Sadler, FDOT director for the Office of Construction, who served as the General Session's moderator, informed the audience that the previous Friday (February 11) was Transportation Secretary Stephanie Kopelousos' last day leading FDOT. However, the legacy of FDOT's 36th direc-



David Sadler

tor remains, which is the pursuit of one DOT. "The pursuit of one DOT, and striving for a more consistent approach in how we conduct business remains," said Sadler, adding that FDOT expects

"responses from districts to be the same across district lines, and that (contractors) shouldn't be receiving the response: 'We don't do it that way in our district.'"

As Sadler prepared his comments for this year's conference, he said he looked back on what has happened since the 2010 conference – which in turn has set the tone for the 2011-2012 construction season. Because the contracting industry provided lower bids on ARRA projects, FDOT was able to take the leftover money it estimated for project costs and put it back into more projects. "The DOT was able to put an additional \$770 million into its adopted work

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FTBA Construction Conference

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program for 2011-2012 as a result (of lower bids) ... that puts our work program for this fiscal year at almost \$2 billion," Sadler noted.

The teamwork between FDOT – which was able to prepare the stimulus projects for bidding – and the contracting industry – which provided lower bids – is hoped to continue with the surplus of projects. Because many of the current projects being let have been “lower risk” and of “shorter duration,” Sadler said FDOT is changing the way it processes payments and making all the items on the project lump sum or planned quantity. “It would be for jobs that are less than \$2 million or 2,000 tons of asphalt and typically are very-short-duration projects,” Sadler said. “... The idea behind it being that there is a fairly short-risk exposure to the bidders.”

Other issues tackled by FDOT in the past year have concerned bearing pad issues related to

bridges; 346 concrete specifications and other concrete issues.

After a year in which FDOT used more design/build procedures because of the number of ARRA-type projects, Sadler said the traditional design-bid-build construction method should return to normal. “The good thing right now,” Sadler said, “is that our numbers for this coming year are getting back to our traditional levels of design/build, and our approach of the selecting process is more back to normal.” Sadler said FDOT’s use of design/build in 2010 means the department has a better understanding of how to use this construction method in the future. Changes going forward concerning design/build will include the objectivity of the short-listing criteria; selection of project types; minimizing of request for proposal (RFP) changes on these projects; and proper crediting of DBE credits for the designers.



Bob Burleson

ship shared between FDOT and Florida’s contracting industry. The January accident, which occurred on Merritt Island, involved a pickup truck, whose driver was texting, and an 8,200-gallon gasoline tanker. The result was a fireball that damaged both bridges beyond repair. The emergency project (featured in an article beginning on page 20) called for the 25-day reconstruction of the bridges – a feat that was accomplished and allowed for the structures to be re-opened to traffic on Day 23 (February 14).

As the audience acknowledged the success of the emergency project, and how it symbolically demonstrated how FDOT and contractors work together for the good of the public, Burleson opened his presentation by saying: “That’s just a great example of what you can accomplish when you work together. We all work in an industry that we can be very, very proud of.

“... As I travel around the country to various industry meetings it’s really nice to see the high regard that our Florida DOT is held and the industry as a whole is held across the country.”

Before he touched upon a number of topics, Burleson commented on the outgoing transportation secretary, calling Kopelousos “an outstanding secretary” and “an outstanding person.” He mentioned her departure and said it is another example how the face of transportation and Florida government is changing, and the importance of building strong relationships with leaders.

During his presentation, Burleson provided insight on a number of issues, ranging from the federal budget, transportation funding, the past year’s successes and where the future is headed.

“From my perspective, we need to get our debt under control,” Burleson said. “I think that it’s

“You can see in this quick list of things – and there are many more in which I could have chosen – that we faced many challenges together in the past year,” Sadler said. “We addressed them head on, and tried not to leave them languishing. I just want to give you my commitment that we will approach any challenges that come up in 2011 with the same commitment of reaching the right answers as we have done in the past.”

In segueing from his “State of the FDOT” to FTBA President Bob Burleson’s “State of the Industry,” Sadler featured an emergency project in the Melbourne-Kennedy Space Center area that spotlighted the professional working relation-

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"I think we all recognize the need for a new highway bill, and I think the majority of the people in Congress recognize the need as well. . . . The real question, though, is how much money will be funded? How big of a bill will we actually have?"

In describing not only President Obama's transportation program proposal but also other options that have been discussed, Burleson said, "Regardless, there are going to be changes to the federal highway program; that much we can be assured."

While there are a lot of question marks at the federal level, Burleson said several good things have occurred lately at the state level. "There have been a lot of accomplishments since last year. I think we're very fortunate down here to have a department that we can really work with; and a department that we can all be proud of. One nice positive that we've got is that we're going to have an increase not only in lettings this year but next year . . . This year's lettings

were predicted to be about \$1.7 billion, it looks like it's going to be \$2.4 billion. That's a pretty dog-gone-good increase. Now granted that is down from where we've been, but \$2.4 (billion) is a heckuva lot better than \$1.7 (billion). Next year had been projected at \$1.5 billion, it's now projected at \$2 billion and it may even be a little higher."

Burleson said there's a possibility for having an even larger work program if Gov. Scott considers indexing tolls. "That's certainly good news, and I don't want anybody to say that we weren't able to bring anybody good news in this down economy."

Burleson hit upon several topics that Sadler mentioned, such as the importance of DBE participation and design/build. "There's no question in my mind that we've led the country in design/build as far as construction goes," he said. ". . . It's a great system if you're shortlisted, but if you aren't, the polite word is that, it stinks." While he hopes that design/build can be implemented in the future, Burleson cautioned against its over-use. "We don't need to make projects design-build simply because it's the easy way to put a contract out for construction."

In closing, Burleson said the reward and penalty of making or losing money on a construction project is something that must be shared equally between FDOT and the contractor. "We must do a better job as an industry in educating the department that for every home run a contractor hits, he hits into at least three double plays. A vital industry is important to all of us. Both contractors and the department must understand and accept the terms of the contracts, and we must all be willing to live with the outcome and not carry that result over to another project . . . I think it's something we all need to work on and I think we can. If we want to change the rules then let's write new rules, but if we don't want to change and write new rules then let's live by the rules that we have."

At the General Session's conclusion, the nearly 1,000 attendees had an opportunity to visit the 60 exhibitors before participating in a number of breakout sessions held the remainder of the day and the following day. The lineup of more than 20 breakout sessions ranged from the topics of asphalt to workers comp. Here is a look at several of those sessions:

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FTBA Construction Conference

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Labor

Having one of the leading attorneys in the areas of Workplace Safety & Health and Labor & Employment as a speaker, attendees left the seminar with an astute understanding of the Occupational Safety & Health Administration (OSHA) in 2011.



David Jones

the Obama Administration and past administrations; key Florida information concerning OSHA; and numerous

other tidbits, which included last but not least insight on how to handle an OSHA investigation.

Jones, a former presidential appointee as a legal counsel and special advisor to the chairman of the OSHA Review Commission, provided photos, comments and backgrounds of Secretary of Labor Hilda Solis, who heads OSHA; Assistant Secretary of Labor David Michaels; Deputy Assistant Secretaries of Labor Jordan Barab and Richard Fairfax; and OSHA Chief of Staff Debbie Berkowitz, to provide a better understanding of the top OSHA administrators and insight on the agency's current mindset. "The hallmark of the current administration and the people in OSHA is the ongoing enforcement crackdown that is going on," Jones said.

According to Jones there is a large contrast between the Obama and Bush administrations. "During the Bush days there was a lot

of compliance assistance and the agency had a lot of outreach programs ... by and large, enforcement was not the hallmark of the Bush Administration, it was compliance assistance – at least in the field of OSHA," he said. "Under the Obama Administration, the worm has turned, because the folks who are there now are really into enforcement. They don't really care too much about compliance assistance. There are some who say that the voluntary protection programs are a thing of the past. The budget has been cut and they aren't as viable as they once were."

In describing the difference between gravity-based and willful violations, and how the current OSHA agency has greatly increased

the monetary penalties and repeat occurrence probation periods for employers, Jones said the past two administrations can be illustrated by a handshake for the Bush Administration and a hammer for the Obama Administration.

"So, OSHA thinks that higher penalties have a deterrent effect on employers," Jones said. "I think basically it penalizes all employers for the misdeeds of some. The employer that has a couple of violations doesn't necessarily have to get racked with heavy fines in order to have incentive to comply going forward. But if you're an employer who has purposely exposed employees to lead or asbestos, or disregarded your obligation to make a trench safe, then maybe that's an appropriate case for larger penalties to be issued."

So, what happens if your company is involved in an OSHA investigation? With 60 percent of all OSHA inspections conducted within the construction industry, Jones suggests the following:

- Be nice and establish a good relationship with OSHA personnel
- Talk about the company's safety culture, not how many cubic yards the company moves each day
- Take good notes, find out what OSHA personnel are hoping to find in their investigation
- If OSHA wants to interview employees have another representative present
- If answering questions, make sure you understand the question and think about your answer before speaking
- If a citation is issued by OSHA, know the process of response

Worker's Comp

Compared to the early 2000s, current conditions of lower worker's compensation rates and high unemployment in the construction industry have businesses such as WorkComp Solutions



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Duke Mills

changing the way they do business.

Duke Mills, of WorkComp Solutions, said his main job priority now is not selling worker's compensation policies, it's going

through the current policy a business owner has and look for mistakes. "Every year, mistakes are happening on worker's comp policies ... 70 to 80 percent of worker's comp premiums are incorrect," Mills said. "The majority of business owners out there are paying more than they have to pay."

Mills used the venue to not only discuss his business services but also discuss ways to cut worker's compensation waste and redirecting savings toward key business objectives.

The seminar covered four topics: Why overcharges occur; what to look for; when to look for it; and tips to getting money back and lowering current and future worker's comp premiums.

The reason for overcharges when it comes to worker's compensation is multi-fold, as Mills pointed out that it's four times more expensive if a person breaks their arm while on the job than if they broke their arm at home. Reasons for this are smaller-sized staffs are asked to do more, and employers are dealing with the insurance agent, carrier underwriters, adjusters, physicians, lawyers and members of their own staff when dealing with on-the-clock injuries. In this type of environment, mistakes happen.

Mills warns that business owners not keeping a handle on worker's comp claims will pay in the long run. "I can tell you that with our base of clients, those clients that are involved in the primary care physicians – the walk-in clinics – they are paying less than those who aren't." Mills said the employer's involvement with the primary care physicians is the key. "At the end of the day, your cost of insurance is claims," he

added. "I don't care what your insurance company is throwing out at you, I don't care what the quote is, it's the cost of the claim; it will make or break your company in today's market."

One way to keep claims low is to take advantage of the aggravated inequity rule to make sure repaid claims in the six months prior to a policy renewal date have been taken into account. He said recent account activity is often overlooked because worker's comp data is filed six months prior to a policy's renewal date.

According to Mills, a common misconception about worker's comp is that it is an insurance policy; it's more like a finance charge. Mills added, "When you have a claim, for every claim dollar the insurance company pays out, it will cost you from \$2.50 to \$3 for that particular claim. Now, if you knew that going in, you might take different steps on the prevention side, but if an accident just happens you're certainly

going to get involved on the secondary side of that case and make sure the carrier is managing this money for you and trying to get this claim closed."

Mills stressed the importance of sitting down and talking with those involved with your policy. He added that a lot of questions and information asked or shared in the past isn't being done today. One area is employee classification; with 600 work classifications Mills said it's important to denote changes, such as if a roofer has moved from working in the field to light duty.

When it comes to worker's compensation, savings can be found inside your company. "Know what to look for and be dogged about it," Mills said.

Following the second breakout seminars, conference attendees had the opportunity to visit the

continued on page 14



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FTBA Construction Conference

continued from page 13

60 exhibits set up in the evening reception's venue. Tuesday's festivities included a reception that allowed attendees to continue to talk business and converse with one another, and for FTBA members to participate in a Political Action Committee auction. At the auction, nearly 40 items with a total value of more than \$140,000 were up to bid, including various pieces of rental equipment and construction services.

Wednesday, the final day of the conference, provided a choice of 12 more breakout sessions, here's a look at two:

CM@Risk & Design/Build

Construction Manager at Risk (CM@Risk) is a method of procurement whereby a construction manager is selected based upon a set list of qualifications. (American Institute of Architects)



(From left) George Denti, E. Gayle Grady and Sid Mailhes

George Denti, director of Special Projects for Cardno TBE Construction Services, E. Gayle Grady, of PCL Civil Constructor, and Sid Mailhes, an FDOT construction project manager, provided insight on the pilot method of CM@Risk. By looking at two projects, the Atlantic Boulevard-A1A Bridge in Pompano Beach and Parker Bridge on U.S. Route 1 in Palm Beach Gardens, the speaker panel discussed the positives and negatives of this innovative tool in the construction toolbox.

CM@Risk utilizes a construction manager (CM), like PCL Civil Constructors, which is selected based on a set list of qualifications by the owner. The CM serves on a team with the owner in the

project's design and construction phases. During construction, and after a Guaranteed Maximum Price is established, the CM's role converts to the legal equivalent of a general contractor throughout the completion of the construction. The Guaranteed Maximum Price is designed to prevent cost overruns for the project owner.

Described by Denti as, "another project delivery method with separate design and construction contracts that clearly separates it from design-build," CM@Risk has thus far been used in five FDOT districts. This project delivery method has several advantages, from identifying costs upfront to expediting the schedule. "I think the simple answer and the big advantage (of CM@Risk) is that the owner can budget the project and be guaranteed that he can build that project for that (amount) and perhaps walk away with some change in their pocket afterwards. The ability to do that is no where else," Denti said.

Denti added that on the two bascule bridge projects CM@Risk processes didn't fit well with the FDOT processes. Calling it "a square peg in a round hole," he said, "... If the department is going to be continuing with CM(@Risk), it needs to either modify its systems to allow for CM(@Risk) or waive some of the processes necessary."

Mailhes agreed. "There's an inherent lag in reimbursement to the CM in the estimate process," he said. "You're not only depending on reimbursement for work that is estimated, you're also reimbursing him for invoices paid out to his subcontractors which may exceed a 30-day window. So the CM is not necessarily getting paid for everything he's due within that previous estimate period."

Grady called the paperwork on the bascule bridge projects "cumbersome." On the bascule bridge projects she was involved in, her staff was talking about decisions – and performing the subsequent paperwork – two or three times. "Hopefully there were lessons learned ... (and) it will make things run smoother the next time around."

Design/Build is a method of project delivery in which one entity – the design-build team – works under a single contract with the project owner to provide design and construction services. (Design Build of America)

The second portion of the seminar discussed the design/build process and featured Alan Autry, the alternative contracting and contract administration specialist in the FDOT Construction Office.

There are two Florida Statutes authorizing design/build: 337.11(7) F.S. for Design/Build Major Projects; and 337.025 F.S. for Design/Build Minor Projects. Major design/build is authorization for projects with an estimated cost exceeding \$10 million, and is typically used on buildings, major bridge, limited-access facilities and rail corridors. Minor design/build have estimated project costs of less than \$10 million and include minor bridge, resurfacing and projects not covered under the Design-Build Major Projects statute.

Autry said Statute 337.025 is also known as the Innovate Contracting Statute and has an annual cap of \$120 million, which FDOT can allocate that amount into those types of contracts – which includes CM@Risk projects.

Types of projects Autry listed as good candidates for design/build are: major and minor bridges; intelligent transportation systems; intersection improvements; office, rest area and welcome center buildings; interstate and rural road widenings; and fencing, landscaping, lighting, signing, signalization and guardrail.

Projects with unknowns and movable parts are not good candidates for design/build, according to Autry. He listed major bridge rehabilitations and urban construction/repairs with unknowns such as major utilities and subsoils, and rehabilitation of movable bridges as bad project types for design/build. "We typically use design/build on projects that demand an expedited construction schedule when we want to complete the project sooner than we would when we use our normal procurement," Autry said. He added

that design/build projects “typically have well-defined scopes” and are “typically low-risk for unforeseen conditions and (have) a lower possibility of significant changes.”

Henry Fuller Task Team

Somewhat like the annual FDOT Construction Conference, the Henry Fuller Task Team allows personnel from various construction areas to meet and collaborate on different industry issues.

Started in the mid-1990s at the direction of then Florida Secretary of Transportation Ben Watts, Henry Fuller, an assistant to secretary Watts, formed a task force of contractors, consultants and FDOT personnel to discuss issues facing the construction program. Prior to this task force, FDOT held separate forums with contractors and consultants, which sometimes led to problems because not everyone was together during the discussions.

Task force members include FTBA past chairmen, consultant members mostly representing engineering and inspection professionals; and FDOT members representing each district and Central Office. Currently 36 people are involved in the Henry Fuller Task Team, including 18 FTBA members. FDOT and FTBA determine who participate on the task team. The group meets once a year for usually one and a half days.

Sadler, who presented the seminar and has served as one of 10 FDOT members on the task team since 2002, listed various issues the Henry Fuller Task Team has discussed over the years as well as dispelled myths and misconceptions about the group.

“This group has shaped and molded the direction of the DOT on a lot of things we deal with now – contractor grading, design-build, value-added specs – a lot of dialogue,” Sadler said. “A lot of discussion about focusing the direction of

the DOT and the contracting industry has been borne out of this team.

“... The discussion and dialogue that takes place at these meetings runs the gamut from what DOT does and how the contracting industry responds and reacts to these issues,” Sadler added.

Over the course of the two-day conference, contractors and FDOT personnel discussed a number of transportation-related issues in hopes that – like the Major League Baseball players that were also convening around Orlando – they were preparing for another pennant-winning year.



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Insulfoam
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ISCO/ Snap-Tite
Kelly Tractor Co.
KTA-Tator Inc.
Lhoist North America/Chemical Lime Co.
Metal Dek Group a unit of CSI
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Mueller Canada
PAW Materials Inc.
PBS&J

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Premier Fabricators LLC
RK&K
Rocal Inc.
ROHN Products LLC
Safety Links Inc & Safety Products Inc.
Siboney Contracting
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The Signal Group Inc.
Trinity Highway Products LLC
Union Metal Corp.
Valmont Industries
Volkert Inc.
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Long-time Event Organizer to Retire from FDOT



If they had started this FTBA Construction Conference tradition her first year, Wynette Williams would have a wardrobe that the Crayola crayon company would envy.

While the number of conference staff shirts Williams has collected doesn't rival Crayola's carton of 120-count crayons, her wardrobe closet features more than just the primary colors of red, yellow and blue.

This year marked the sixth year of the conference that the staff, comprised of individuals from both

FDOT and FTBA, has been adorned in the colorful shirts – providing an easy way for attendees to recognize people who are in the know about scheduled activities.

Williams, who is retiring this fall from FDOT after 37 years of service with the department, has helped organize every FTBA Construction Conference to date – and she has her white, black, eggplant, green, burgundy, turquoise, coral,

red, brown and two denim-colored staff shirts to prove it. Staff members wear different color shirts for each day of the conference.

“She has been involved since the very beginning,” said FDOT Office of Construction Director David Sadler, whom Williams works with as an administrative assistant. “She has kind of seen (the conferences) grow and made the adaptations that we have needed, recognizing what has needed to be changed. So she’s been a key component for this process, and has been succeeding for many years.”

“I’ve pretty much grown up with the people that

attend,” said Williams, who resides in Tallahassee and begins organizing the February construction conference the previous October. “I’ve known many of the attendees ever since we’ve been doing the conference . . . I think the people are what I’m going to miss the most. The different people that you meet and come in contact with, you see them at the conference every year and talk about how their lives have changed.”

In her 22 years of helping organize the construction conference, Williams has seen the event grow from a single general session in Daytona, to a one-and-a-half day conference in Orlando featuring a general session, exhibit area, 22

breakout sessions and reception. And as the event grew so did the number of attendees and exhibitors. Williams remembers early FTBA Construction Conferences attracting approximately 300 attendees and 30 exhibitors, while in recent years more than 1,400 attendees and 60 exhibitors have made the annual trek to the DoubleTree Hotel at the Entrance to Universal Studios.



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Like Home, Except for Being Far From It



Courtney Hoops felt right at home at the 2011 FTBA Construction Conference, except for being more than 9,300 miles from his residence in New South Wales, Australia.

“There are a lot of similarities, a lot of construction techniques are very similar, a lot of the bridge structures and bridge jobs that I’ve seen throughout the conference are similar to what we do back home ... that was refreshing to see,” said Hoops, a senior project manager for Australian-based Abigroup.

While making arrangements for his first trip to the U.S. in order to accept the International Erosion Control Association’s (IECA) Environmental Achievement Award on behalf of his current proj-

ect, the Hume Highway Woomargama Alliance, Hoops researched other nearby construction-related events to attend. “Following discussions with David Sadler from FDOT, I made contact with Bob Burselson (FTBA President) and subsequently made arrangements to attend the conference to help learn about how things are done in Florida.

“I was interested in seeing how things are done in this part of the world,” Hoops added. “Obviously different countries have different ways of doing things and different standards, and I saw this as a good chance to exchange knowledge and share ideas.” Hoops was impressed with the conference’s organization, content and support, saying “the level of attendance and support from the industry was a pleasant surprise to me.”

Commenting on his first impression of Florida, Hoops, who has been involved in the construction industry for 13 years, said, “It’s beautiful, the weather is fantastic – for winter it is very pleasant.” Mid-February in Hoops’ hometown of Albury, New South Wales, is considered to be late summer. Albury is in rural New South Wales, approximately six hours South of Sydney.

Just as there were similarities when it comes to the climates of Florida and New South Wales, Hoops said there is also a similar climate when it comes to transportation Down Under and the states. “Over the past couple of years, the Australian government has allocated funding to infrastructure projects as a way of stimulating the economy, similar to the U.S.,” he said. “We have

seen a number of construction projects that have come on line or been accelerated, which sounds similar to what has happened here ... There has been a significant focus on road and highway projects but there are also a number of rail projects in the pipeline.”

Abigroup, who Hoops has worked with for three years, is the construction partner in the Hume Highway Woomargama Alliance, which received IECA’s top international Environmental Achievement Award for 2010 at its convention at Disney. Abigroup is one of the nation’s largest construction groups. “As a company we self-perform our work, and we have the largest fleets of earthmoving equipment in Australia, and are the largest employer of blue-collar workers in construction in Australia.” When asked if Abigroup is looking to work in the U.S, Hoops laughed and said, “I am not aware of any plans, No.”

Hoops, who spent a couple of days in Los Angeles en route to Florida, planned to visit several FDOT projects in the Miami area and take leave to visit New York City before he returned to Australia. However, he said his notes and contacts from the FTBA Construction Conference would come in handy. “Certainly there were a lot of things that were of interest to me, a lot of good ideas that I could see that will be of interest back home, and a number of the vendor stands were particularly interesting.”





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AROUND--THE-- CLOCK BRIDGE REPAIR

Lane Construction Completes S.R. 528
Emergency Bridge Reconstruction in 22 days

By Lori Murray, TriAd Inc.



Earlier this year, FTBA members demonstrated how the industry comes together to help a community in need.

On January 21, a tragic accident on State Route 528 near Merritt Island left the community in a state of upheaval. That Friday afternoon a tanker truck loaded with approximately 8,000 gallons of gasoline was heading westbound on S.R. 528 when it collided with a pickup truck. The drivers of both vehicles lost control, and the tanker exploded, sending a fireball nearly 200 feet into the air. Both vehicles fell between the two bridges, causing two fatalities and widespread fire damage to the bridges. It meant that two major roadways would be shut down for at least a month.

Officials from the Florida Department of Transportation (FDOT) arrived on the scene while the clean-up was still taking place. It set up a meeting for the next day and selected three contractors to submit bids for the bridges' emergency reconstruction. The Lane Construction Corp. of Maitland surfaced as the low bidder and was awarded the \$2.191 million contract. "We worked all day Saturday until midnight and turned in the bid at 8 a.m. the next day," said Gary Jerabek, district manager for Lane Construction. "We had to name the number of days it would take us to complete the project." According to the contract, Lane Construction would be required to pay \$50,000 per day in penalties if they did not meet the deadline.

In spite of the short, 25-day timeline, the project was no small task. Two of the three spans had to be replaced on both bridges, as well as most of the sub-structure (columns and caps). Only the footings remained in place. Nevertheless, timeliness was a big issue, as S.R. 528, also known as the Beachline Expressway, and S.R. 3 (Courtenay Blvd.), are heavily traveled roads and are depended on daily by thousands of motorists. The routes provide access to the Kennedy Space Center, Port Canaveral, area schools, local retailers and beaches. Approximately 30,000 vehicles travel through the in-

tersection each day. The roadwork would mean traffic hassles and detours for motorists, and news of an impending space shuttle launch further heightened the need to act quickly.

From the beginning, it was clear that this would be an around-the-clock project. "It's pretty well charred. The pavement is pretty much worn away from the heat and from the petroleum product, which pretty much eats away your asphalt," said DOT Spokesman Steve Olson just a few days after the accident. "This will most likely be a 24-hour-a-day, 7-day-a-week project." Initial estimates indicated that the reconstruction would take approximately a month.

Fortunately, the experts at Lane Construction immediately developed strategies to facilitate and expedite the project. Not the least of these was developing a realistic schedule and timeline. Although highway construction is not typically thought of as being vertical construction, bridge work is. Construction had to happen from the bottom up, which meant that a problem with a single item could potentially stall the entire project. Organization was the key to a successful project. "We have a good workforce, and we knew we had to work two shifts around the clock. We needed the right



supervision to manage that operation in order to get the work done,” Jerabek said.

Lane Construction also wasted no time selecting good subcontractors they had worked with in the past. Among others, Finley Engineering was hired to perform beam calculations; Acme Barricades supplied the necessary maintenance of traffic items; and VA Paving provided the asphalt paving for the project. These subcontractors not only played a critical role in the initial stages of the project but throughout the bridge rehabilitation project.

Immediately upon being awarded the contract, two detours were established to provide the public with much-needed direction. This involved re-routing Beachline traffic across the closed S.R. 3. To increase capacity, the ramps were widened with temporary pavement. “This is one of the main roads leading to Kennedy Space Center. Commuters could have been impacted by an extra hour, but the detour was so well constructed that they were only delayed about 10 or 15 minutes,” explained Melissa Stains, president and CEO of the Cocoa Beach Area Chamber of Commerce. “The detour was manned correctly, and it kept us from having back-ups.”

Thanks to an experienced estimating staff, a day-by-day schedule was established, and by Day 3, the demolition process was complete. Clean up and prep continued, and on Day 5 the columns and caps were poured monolithically. “This was something we had never done before, but we came up with it for this project,” said

Project Manager Chris DuBois. “We used 5500 psi concrete for everything. The higher strength has a higher weight of cement per cubic yard, so it reaches strength more quickly. Using 3400 psi would have taken maybe four or five days.”

Another thing that made it possible to finish the project in such a timely manner was the fact that the roads were closed. “Normally we have to use lane closures and work in smaller areas,” DuBois explained. “In this case, the entire intersection was open for us to work on 24 hours a day.” The project continued on schedule. Day 10 was devoted to beam setting, and on Day 13, the overhangs and deck forms were placed. The project moved around the clock at a rapid pace, and early on Day 17, they started the deck pour. By the next day, the decks were in place, edge forms were removed, and the barrier wall steel was also in place. The remaining five days of the project were left for bridge rails, deck grooving, milling, resurfacing roadway approaches and final striping. Lane Construction finished the project ahead of schedule at exactly 21 days and six hours.

When the bridge reconstruction was complete, it seemed there was nothing but goodwill between the workers and the area residents. During the construction process, local Girl Scouts troops baked cookies for the crew members; area church groups made desserts; Domino’s sent pizzas to the night crew; and some people even supplied coffee for the workers. Second graders from the local elementary school shared their drawings of the bridge. When the bridge reopened on a Sunday afternoon, the workers lined the side of the

road, people cheered, and drivers honked their horns as they passed. “I am proud of the public’s response to this project,” Jerabek said.

Several weeks after the project’s completion, representatives from Lane Construction continued to interact with the general public. DuBois and members of his team visited the local elementary school where they presented the kids with toy bulldozers as gifts. And at the recent FTBA Construction Conference, which included contractors, owners and engineers from around the state, Lane Construction was recognized for its exemplary work on the project.

“I am amazed at how quickly the project was completed. The workers were courteous, and they put us back into business mode quickly,” Stains said. “The whole project was incredibly well managed. Businesses north of S.R. 3 felt the impact, but it was short-lived.”

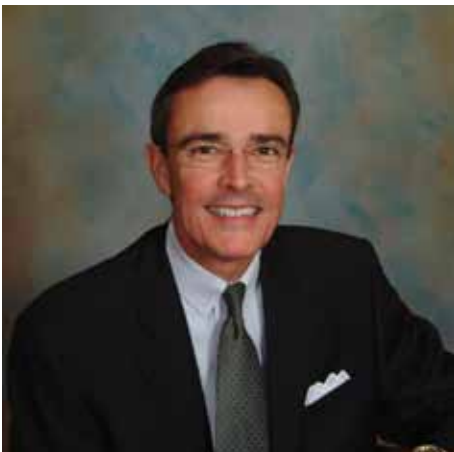
Still, Jerabek is quick to note that the circumstances under which this occurred were obviously tragic, considering that two lives were lost. In the end, it was comforting that the project went as well as it did. “The dedication of our employees and the response from all our subs was amazing,” he said.

The positive reaction from the public made it even better. “It was a tragic accident in our area, but it was an incredible job on the part of the construction company,” Stains said.



By Robert W. Vezina, III & Megan Reynolds,
Vezina, Lawrence & Piscitelli P.A.

CONCLUDE TO NOT COLLUDE



“Bid rigging” and “price fixing” are terms that most contractors are familiar with and recognize as evils. In fact, they are forms of collusion, a type of antitrust violation that can carry stiff criminal and civil penalties. What many contractors do not know, however, is that seemingly harmless action – such as discussing industry-wide pricing with other contractors – can also constitute collusion. The following is an overview on collusion in the transportation construction industry, highlighting the basics that every contractor should know.

Collusion can be defined as an “illegal, secret agreement between two or more parties for a fraudulent or wrongful purpose.”¹ Collusion is a crime because it undermines the purpose of competitive bidding – to ensure that public and

private consumers receive the best goods and services at the best prices.

Bid rigging, price fixing and market division are the most common types of collusion that result in criminal prosecutions in the highway construction industry.² Bid rigging occurs when competitors essentially agree in advance who will submit the winning bid on a competitively bid contract.³ Price fixing involves competitors agreeing to raise, fix, or otherwise maintain the price they offer for the goods and services they sell.⁴ Market division occurs when competitors divide markets, allocating specific customers, products, or regions among themselves.⁵

Various attributes of the transportation construction industry make it particularly susceptible to collusion. There are a limited number of qualified contractors: the product being procured has restrictive specifications; materials generally cannot easily be substituted; and competitors know each other well through legitimate avenues such as trade associations and shifting employment.⁶

Despite the risk of incurring substantial penalties, collusion remains a problem in public contracting. In particular, with the advent and proliferation of public-private partnership projects, normally competing contractors find themselves working together in clusters. Such close relationships frequently require detailed

information exchange. In that process, contractors must be careful not to cross the line into collusion territory and become conspirators.

While some actions are easy to identify as collusive and therefore illegal – such as contractors agreeing which one will submit the winning bid, others are not so obvious – such as contractors agreeing not to bid on the same project. It is also important to note that “agreements” to collude need not be written or expressed. Collusive agreements can be established through a participant’s testimony or by evidence of suspicious bid patterns. Moreover, not all bidders need to participate for collusion to exist. Collusion can involve as few as two people working for separate contractors. Therefore, contractors need to be aware of what types of acts constitute collusion and warn their employees just what to avoid.

Types of Collusion

Essentially, any act that has the effect of restraining competition is collusion and is unlawful. Bid rigging, price fixing and market division are per se, or always, violations of antitrust laws.⁷ This means that once it is established that a contractor committed one of these acts, the contractor cannot defend itself by justifying the act, such as by showing that the act was necessary to prevent price cutting, that the agreed-upon prices were reasonable, or that the conspirators were only trying to ensure that each had a fair share of the market.

Simply submitting an intentionally high bid is not per se illegal, as contractors may legitimately submit high bids for independent business reasons – such as to remain on a bidders’ list when too busy to handle the work on which the contractor is bidding. The key to determining what constitutes collusion is to consider whether competitors are involved and whether the effect of the action is to stifle competition and raise prices.

The following acts are violations of antitrust law.

Bid Rigging

Bid rigging occurs when contractors predetermine who will be the winning bidder on a competitively bid contract. The most frequent types of bid rigging are:

- **Bid Suppression** – One or more competitors that have bid or otherwise would

be expected to bid withdraw their bid or refrain from bidding so that the designated competitor will be awarded the contract.

- **Complementary Bidding** (also called “cover” or “courtesy” bidding) – Certain competitors agree to submit bids that will not be acceptable to the owner, such as bids that are too high or contain unacceptable terms. Complementary bidding is the most common type of bid rigging because it gives the appearance of competitive bidding.
- **Bid Rotation** – Competitors submit bids but take turns being the low bidder. Because strict rotation patterns are obvious signs of collusion, the terms of the rotation typically vary; competitors may rotate according to the size of the contract or may allocate award


amounts equally or relative to the size of each competitor company.

- **Subcontracting** – Big rigging can also occur when competitors that agree to submit the losing bid or not to bid at all receive subcontracts in return from the successful bidder. The subcontract is frequently more lucrative, dividing the illegally obtained higher contract price between the competitors.⁸

Price Fixing

Price fixing occurs when competitors agree to raise, fix, or otherwise maintain the price they offer for the goods and services they sell. This does not necessarily mean that competitors set the same price, but rather that the effect is to restrict pricing competition. Price fixing includes agreements to:


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- Eliminate or reduce pricing discounts
- Adopt a standard price-computing formula
- Maintain certain price differentials between different types, sizes, or quantities of products
- Adhere to a minimum price schedule
- Fix credit terms

Market Division

Market division occurs when competitors divide markets, allocating specific customers, products, or regions among themselves. Competitors may collude by:

- Agreeing that one competitor is permitted to sell to or bid on contracts let by specific customers or specific types of customers but not on those allocated to conspiring competitors
- Agreeing to sell to or bid on contracts let by customers only in certain geographic regions, but refusing to sell to (or quote intentionally high prices to) customers in regions allocated to conspiring competitors⁹

Signs of Possible Collusion

The U.S. Department of Justice Antitrust Division advises state and federal transportation agencies, among others, to detect antitrust violations by watching for certain signs that may indicate collusion. These signs include suspicious bidding patterns, pricing patterns and contractor statements or behaviors.

Suspicious Bids

Bids are suspicious when:

- The same contractor always wins a particular contract (especially if one or more companies continually submit unsuccessful bids)
 - The same contractors submit bids and appear to take turns being the winning bidder
 - Some bids are considerably higher than the engineer's cost estimate or previous bids by the same contractor
- Fewer contractors than normal submit bids
 - A particular contractor bids substantially higher on some projects than others, with no apparent cost or workload differences to account for the disparity
 - Bid prices drop when a new or infrequently bidding contractor submits a bid
 - A winning bidder subcontracts work to a competitor that withdrew its bid or submitted an unsuccessful bid¹¹

Suspicious Price Patterns

Price patterns are suspicious when:

- Prices remain identical for long periods of time
- Identical prices were previously different
- Identical price increases are not supported by increased costs
- Discounts are eliminated where they were historically given
- Contractors charge higher prices to local customers than to distant ones¹¹

Suspicious Statements or Behaviors

Suspicious statements by or behavior of contractors include:

- Bid proposals containing irregularities indicating that the designated low bidder helped prepare the losing bidder's bid, such as identical calculations, math or spelling errors, handwriting, typeface or forms
- One contractor requesting multiple bid packages or submitting both its bid and a competitor's bid
- A contractor submitting a bid when it is incapable of successfully performing the contract (indicating a complementary bid)
- A contractor bringing multiple bids to a bid opening and submitting its bid only after learning which other contractors are bidding
- A contractor referring to industry-wide or association pricing

- A contractor implying that it has advance knowledge of competitors' pricing
- A contractor implying that a particular owner, contract, or region "belongs" to a certain contractor
- A contractor referring to "courtesy," "complementary," "token," or "cover" bids
- A contractor implying that it discussed prices or reached an understanding with competitors¹²

Note that these acts are not proof of collusion, but rather are signs that suggest that collusion may be occurring. Although these acts alone do not violate antitrust laws, a prudent contractor will avoid committing them altogether so as not to even suggest that it is part of a collusion scheme.

Penalties for Collusion

Florida criminal penalties for collusion include up to \$1 million in corporate fines and up to \$300,000 in individual fines and/or up to three years imprisonment.¹³ Florida civil penalties include up to \$1 million in corporate fines and up to \$100,000 in individual fines, plus injunctive relief and liability for treble damages and attorneys' fees.¹⁴ Additionally, conviction of a contract crime such as collusion also is grounds for denial or revocation of a contractor's FDOT certificate of qualification.¹⁵

Federal penalties may also be imposed. Federal criminal penalties range from up to \$100 million in corporate fines and up to \$1 million in individual fines and up to 10 years imprisonment.¹⁶ Federal civil penalties can impose liability for treble damages and attorneys' fees, plus allow injunctive and other equitable relief.¹⁷

Conclusion

The same behavior that constitutes good business practices — keeping your policies and strategies close to the vest — also shields a contractor from collusive behavior. A contractor should never discuss with other contractors its prices, discounts, profit margins, bid calculation methods, or terms and conditions of sale, at least not without the advice of counsel. Additionally, a contractor should not discuss with other contractors divid-

ing or refusing to deal with specific owners, types of owners, suppliers, or geographic regions. None of those discussions passes the smell test. Trust your nose – they should not occur.

¹AASHTO Subcomm. on Constr., *Collusion in Department of Transportation Contracts*, available at <http://www.construction.transportation.org/Documents/2003CollusionPresentati onSOC.ppt> (last visited April. 16, 2011).

²Federal Highway U.S. Dep't of Transp., Fed. Highway Admin., Code of Ethics Model § III.H, available at <http://www.fhwa.dot.gov/construction/cqit/ethcmodl.cfm#s17> (April. 4, 2011).

³Jim H. Crumpacker, *Upholding the Public Trust*, 71 Public Roads, No. 4, Pub. No. FHWA-HRT-08-002 (Jan./Feb. 2008).

⁴*Id.*

⁵Code of Ethics Model, *supra* note 2.

⁶ See U.S. Dep't of Just., *Price Fixing, Bid Rigging, and Market Allocation Schemes: What They Are and What to Look For*, available at <http://www.justice.gov/atr/public/guidelines/211578.pdf> (last visited April. 15, 2011).

⁷ *Id.*

⁸ *Id.*

⁹ *Id.*

¹⁰ *Id.*

¹¹ *Id.*

¹² *Id.*

¹³ § 542.21, Fla. Stat. (2010).

¹⁴ *Id.*; § 542.22, Fla. Stat.

¹⁵ § 337.165, Fla. Stat. (2010).

¹⁶ 15 U.S.C. §§ 1, 2 (2006).

¹⁷ 15 U.S.C. §§ 15, 26.

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INVITATION TO BID

Kiewit/Moss, A Joint Venture, invites all DBE Firms who are certified as a Disadvantaged Business Enterprise to submit proposals for the following Broward County project: U.S. 1 / FEC RR Structures (Design-Build) for the Expansion of Runway 9R-27L at the Fort Lauderdale- Hollywood International Airport (FLL), Bid/Contract No: RFP No. N0840412P1. Bid Date: June 17, 2011. The scopes of work we are soliciting include: Directional Boring, Maintenance of Traffic, Clear & Grub, Pile Driving, Rebar Reinforcement, Substructure Concrete, Beam/Girder F & I, S.I.P., Superstructure Concrete, Expansion Joints, Earthwork, Roadway Grading, Utilities, Drainage, Electrical, Mechanical, ITS, Signage, Signalization, Highway Lighting, Runway Lighting, Striping, MSE Walls, Erosion Control, Landscaping/Sod, Painting/CL 5, Asphalt Milling/Paving, Trucking, Aggregate Supply, Concrete Grinding & Grooving, Fuel Supply, Guardrail/Attenuators and Fire Protection.

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CUTR'S MIERZEJEWSKI RETIRES; REICH NAMED INTERIM DIRECTOR

Ed Mierzejewski recently retired as the director of the **Center for Urban Transportation Research (CUTR)**. **Steve Reich** has been named interim director of CUTR, which provides transportation policy analysis, planning, engineering, economics, geography, safety and communication solutions for the public and private sectors.

Mierzejewski, one of the original people on staff when the center opened in 1988, had served as CUTR's director for nine years. He has been an integral part of the center's growth, which now boasts a staff of more than 50 transportation experts and is recognized nationally.

Prior to joining CUTR, Mierzejewski spent 18 years as a private consultant in transportation engineering and planning. He has accepted a position in Gannett Fleming Inc.'s Tampa office.

Reich has served as CUTR's program director of the Transportation Program Evaluation and Economic Analysis group since 1999. Prior to working with CUTR, Reich was the executive secretary of the Maryland Transportation Authority and assistant deputy secretary of the Maryland DOT. In 2008, he served as interim director of the Tampa-Hillsborough County Expressway Authority.

Operating within the College of Engineering of the University of South Florida in Tampa, CUTR is conducting a national search for a permanent director, which it expects to announce this summer.

FLORIDA-BASED NORTRAX EXPANDS IN NORTHEAST U.S.

Nortrax, the largest John Deere construction, mining and forestry equipment dealer in North America recently opened branches in Maine and New York.

With the openings of branch dealerships in Fort Kent, Maine, and Gouverneur, N.Y., Nortrax now has 52 locations in the U.S. and Canada.

Nortrax's corporate office is located in Tampa and has Florida branch locations in Fort Myers, Lutz, Melbourne, Miami, Orlando, Pompano Beach, Riverview, Sarasota and West Palm Beach. For more information about Nortrax visit www.nortrax.com.

If you are an FTBA member and have news about your business or company regarding in-state staff changes or honors, and would like it to appear in Florida Transportation Builder, you can send the information by fax, to 614-846-8763; e-mail, to editorial@triad-inc.com; or call 800-288-7423.



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