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Visit us: transportationbuilder.org
ARTBA’s 6th Annual Bridge Conditions Report (artbabridgereport.org) once again is generating significant national and local media attention since its April 1 release.

By unfortunate coincidence, a concrete beam on a highway overpass bridge in Chattanooga, Tenn., collapsed the same day. It wasn’t an April Fool’s Joke. And thankfully, no one was seriously injured. In a story about ARTBA’s report, CNN wrote: “Officials have dubbed (the) bridge collapse in Tennessee a freak accident, but that might be turning a blind eye to a larger issue.” It was a spot-on observation.

The incident helped amplify attention to the more than 47,000 structurally deficient U.S. bridges highlighted in the analysis of 2018 federal data by ARTBA Chief Economist Dr. Alison Premo Black. (See page 16.)

The overpass was not among the listed structures. The collapse was likely caused when a vehicle carrying an oversized load hit the bottom of the bridge, a state transportation official said.

But, it was hardly an isolated event. Earlier this year, we documented a roundup of “infrastructure incidents,” including chunks of concrete dropping from a highway overpass outside Boston, the closure of Lake Shore Drive in Chicago for emergency repairs, and falling concrete from the Richmond-San Rafael Bridge in northern California, among others.


The House Transportation & Infrastructure Committee, American Society of Civil Engineers (ASCE), American Public Works Association (APWA), American Association of State Highway & Transportation Officials (AASHTO) and other industry allies also widely shared the report’s key findings with their social media followers.

The last word that puts the report in its proper context goes to ARTBA President Dave Bauer: “The best way to ‘bridge’ the infrastructure investment gap is for Congress and Trump administration to provide a permanent revenue solution for the federal Highway Trust Fund.”
ARTBA's top legislative goal remains clear: passage of legislation to provide a permanent revenue solution for the Highway Trust Fund (HTF). The nearly three-decade-old Transportation Makes America Work (TMAW) advocacy program is a key tool to advance this industry priority in the Nation’s Capital.

TMAW is focused exclusively on building and protecting the transportation construction market. It operates like a political campaign, utilizing tactics to support our industry’s legislative and regulatory priorities, legal activities, research and advertising, and grassroots lobbying efforts, particularly inside the D.C. Beltway.

In a coordinated strategy that involves many of our allies, TMAW this year has initiated several activities to create pressure on Congress and the Trump administration to fix the HTF as part of the FAST Act reauthorization, due in 2020, or a broader infrastructure bill. Among them:

**Bridge Report:** Since its April 1 release, ARTBA’s annual bridge conditions report has garnered nearly non-stop media coverage for its analysis of 47,000 U.S. structurally deficient bridges. In addition to conventional media such as CNN, CNBC, USA Today, and PBS’s Nightly Business Report, the report has received additional exposure through the social media feeds of members of Congress, the House Transportation & Infrastructure Committee, and labor unions. The report also led one of the Democratic presidential candidates to issue a statement about the need to boost investments.

**Public Opinion Research:** ARTBA joined forces with long-time ally, the American Public Transportation Association (APTA), to commission a public opinion survey about infrastructure. In January, Rasmussen Reports found that while only 43 percent of likely voters support using federal dollars to build a wall or physical barrier along the southern border, almost 90 percent believe “the Democratic leadership and President Trump should work together during 2019 to pass legislation that would improve other infrastructure.” We continue to use these poll findings in ongoing messaging on Capitol Hill, in newspaper opinion pieces, and broader advertising campaigns.

**Television & Digital Ad Campaign:** The ARTBA co-chaired Transportation Construction Coalition (TCC) and U.S. Chamber of Commerce-led Americans for Transportation Mobility (ATM) coalition in March began targeting Capitol Hill and the White House with this campaign message: “Congress: Fix Our Infrastructure Problem Now.” It included an opinion piece in Politico and digital ads that connect to the TCC’s newly redesigned website. The campaign culminates in a 30-second television spot (“Stuck”) that begins airing in Washington, D.C., in the run up to the Federal Issues Program and TCC’s Fly-In, May 13-15, and concurrent National Infrastructure Week.

This ad campaign is a six-figure financial investment. The polling, bridge report, and other activities also cost money. If you’ve already made your TMAW investment again this year, we say “thank you.” If you have not, we ask your company or organization to make a major financial contribution soon. The House and Senate are holding infrastructure-related hearings and are scheduling time this summer for additional legislative action. Our industry needs your financial support to help ensure we have the necessary resources to battle our opponents and get the job done.

Working together, and through TMAW, we can secure the Highway Trust Fund fix that is critical to building the transportation construction market and the 21st century infrastructure network that all Americans deserve!
We build large, complex infrastructure

Lane’s infrastructure connects cities—the roads we drive on and the bridges we cross—and improves lives of millions of people in their journey through life. Learn more about how we reduce distances between people and places.

LaneConstruct.com
Building transportation infrastructure—particularly projects financed by public agencies—demands complex leadership, management, specialized safety training, and other business skills not required by general construction managers.

That’s why the ARTBA Foundation’s Transportation Builder Institute (TBI) was created more than a decade ago, and it’s why it continues to this day to provide programs aimed at enhancing those skills sets for industry executives.

The newest is the TBI’s “Transportation Construction Professional Development Week,” which takes place June 4-6 at ARTBA’s Washington, D.C. offices.

The schedule is divided into two parts: Safety Training, Certification Preparation & Project Management Academy (June 4-5) and the Annual Law & Regulatory Forum (June 5-6). You can participate in one or both sections.

The safety program focuses on identifying and addressing the top five hazards—struck-by, falls, trenching, night work and temporary traffic control—in roadway construction sites. It’s also a primer for the American National Standards Institute-accredited Safety Certification for Transportation Project Professionals™ program and will include a practice exam and explanation of the correct answers.

The Project Management Academy covers construction documentation, client relations, ethics and compliance programs. And the Law & Regulatory Forum features presentations from top industry lawyers on such topics as compliance, design risk, liquidated damages, risk management and public-private partnerships.

Professional Development Hours (PDHs) are available. Space is limited to 40 people. The full program is on the opposite page.

By combining the events, the ARTBA Foundation aims to significantly reduce your costs and more effectively deliver the educational content from our presenters, thereby resulting in better bang for your buck. Please consider sending one or two people from your firm or organization. It just might be one of the best investments you make in your employees this year.
JUNE 4

• 8:30-9 a.m. Breakfast & Welcome: ARTBA President & CEO Dave Bauer

Putting Safety First

• 9 a.m.-2 p.m. This interactive session identifies and addresses the top five hazards—struck-by, falls, trenching, night work, and temporary traffic control—in roadway construction sites. It also provides a comprehensive overview of the American National Standards Institute (ANSI)-accredited Safety Certification for Transportation Project Professionals™ (SCTPP) program. Includes lunch and networking breaks.

Project Management Academy

• 2:30-5 p.m. Construction Documentation: Successfully Managing Risk & Preserving Claims, Presenter: Chris Brasco, senior partner, Watt, Tieder Hoffar & Fitzgerald

JUNE 5

• 9-9:30 a.m. Breakfast.

• 9:30-10:30 a.m. Client Relations, Presenter: Ananth Prasad, president, Florida Transportation Builders’ Association, and former Florida DOT secretary

• 10:30 a.m.-12 p.m. Ethics & Compliance Programs, Presenter: Lorraine D’Angelo, president, LDA Compliance Consulting

11th Annual Law & Regulatory Forum

• 12-1 p.m. Opening Lunch Keynote: ARTBA President & CEO Dave Bauer

• 1-2 p.m. Damages Without A Cause: Liquidated Damages Are A Penalty When Contractors Are Not Allowed to Raise Concurrent Delay as A Defense, Presenter: Chris Brasco, senior partner, Watt, Tieder, Hoffar & Fitzgerald

• 2-3 p.m. The Evolution of Design Risk on Transportation Projects, Presenter: Brian Vella, member, Smith, Pachter, McWhorter

• 3-4 p.m. Guidance & Compliance with Buy America, Presenter: Joe McGowan, shareholder, Rogers, Joseph & O’Donnell

• 4-5 p.m. Prevailing Wages/Davis-Bacon Compliance Challenges, Presenters: Chris Caron, regional compliance manager, Kiewit; Aliicia Taormina, director of client services, LCPTracker

• 5-6:30 p.m. Networking & Business Development Reception

JUNE 6

• 8-8:30 a.m. Breakfast

• 8:30-9:30 a.m. Compliance Trends & Best Practices, Presenter: Mark Berry, partner, Peckar & Abramson

• 9:30-10:30 a.m. Reducing Project Risk Through Effective Use of Risk Transfer, Performance Guarantees, Surety and Insurance, Presenters: Tricia de la Peña, partner, Nossaman; Dan Knise, president & CEO, Ames & Gough Insurance/Risk Mgmt., Inc

• 10:30-11:30 a.m. P3 Projects: Strategies for Creating the Concessionaire Team, Presenters: Lakshmi N. Williams, general counsel, Transurban North America; Jennifer A. Mahar, partner, Smith, Pachter, McWhorter PLC

• 11:30 a.m.-12:30 p.m. Managing the Use and Abuse of Prescription Drugs and Medical and Recreational Marijuana in Your Workplace, Presenters: Dena Calo, Partner, Saul Ewing Arnstein & Lehr, Garry Boehlert, Partner, Saul Ewing Arnstein & Lehr

Register: the EVENTS section of artba.org.

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It was a balmy 80 degrees April 9 as the wheels of my Denver-bound flight touched down for ARTBA’s Project 2019 Reauthorization Task Force meeting the next day. Less than 24 hours later, temperatures plummeted 60 degrees, winds howled near hurricane force, and the snow swirled sideways.

The so-called “bomb cyclone” had become the most intense ever recorded in Colorado.

Nevertheless, ARTBA and its volunteer leaders “weathered on.” Nearly a dozen of them were there in person and another dozen on the phone for discussions aimed at shaping a brighter industry future.

Back in 1995, ARTBA hosted a two-day meeting at Georgetown University to develop the industry’s legislative goals for the scheduled 1997 reauthorization of ISTEA. It led to a 60-page report approved by the board of directors two months later. Many of ARTBA’s proposals were included in 1998’s landmark TEA-21 law.

During my more than 22 years at ARTBA, I’ve been heavily involved in similar exercises for the reauthorizations of multiple highway, public transit and aviation bills, including: AIR-21 (2000), Vision 100—Century of Aviation Act (2003), SAFETEA-LU (2005), MAP-21 (2012) and now the 2015 FAST Act, which is scheduled for renewal next year. ARTBA recommendations helped shape all those respective laws.

The Project 2019 Reauthorization Task Force is chaired by two distinguished leaders, Paula Hammond, a WSP USA senior vice president and national transportation market leader based in Seattle, and Tim Duit, president of Oklahoma-based Duit Construction Co. They have been supported by a group of industry leaders from all eight membership divisions. See the roster of task force members on the facing page.

The April 10 meeting was comprehensive and lively. I was impressed by the diversity of viewpoints articulated by several generations, including long-time ARTBA leaders, new members, and executives representing the Industry Leader Development Council. Their contributions were incisive, well-reasoned and forward-looking with the industry’s best interests in mind. By the end of the four-hour gathering, I was reminded about the unique benefits of ARTBA’s federation structure and how forging consensus among sometimes divergent perspectives leads to a more lasting and high-quality product.

We will be circulating the group’s final recommendations to ARTBA’s membership divisions for review and feedback. The final report will be presented for the Board’s consideration and approval at our May 13-15 Federal Issues Program in Washington, D.C.

A storm like the “bomb cyclone” might have understandably knocked some off course. But, not ARTBA’s volunteer leaders or D.C. based staff. Why? Because ARTBA will never yield in its commitments to framing the policy debate in the Nation’s Capital and growing the transportation construction market.

Bomb Cyclone No Obstacle for ARTBA’s FAST Act Reauthorization Task Force
Co-chairs:
- Paula Hammond, WSP USA
- Tim Duit, Duit Construction Co., Inc.

Co-chair appointments:
- Steve McGough, HCSS
- Shant Boyagian, Nossaman, LLP
- Andrew Dohrmann, T.Y. Lin International Group

Planning & Design Division:
- Tom O’Grady, HNTB
- Sofia Berger, Louis Berger

Materials & Services Division:
- John Hay, CRH Americas Materials
- Janet Kavinoky, Vulcan Materials

Transportation Officials Division:
- Paul Gruner, Montgomery County (Ohio) Engineer’s Office
- Scott Bennett, Arkansas Department of Transportation

Contractors Division:
- Dave Zanetell, Kraemer North America
- Joe Cutillo, Sterling Construction

Public Private Partnerships Division:
- Jennifer Aument, Transurban
- Joe Wingerter, Kiewit

State Contractor Chapters:
- Ananth Prasad, Florida Transportation Builders’ Association
- Denise Richardson, General Contractors Association of New York
- Bobby Stem, Association of Oklahoma General Contractors
- Chuck Niederriter, Associated Pennsylvania Constructors
- Amy Hall, Ohio Contractors Association

Research & Education Division:
- Hilary Nixon, Mineta Transportation Institute

Traffic Safety Industry Division:
- Dan Hickey, 3M
- Gregg Mitchell, Trinity Industries

Manufacturers Division:
- Stacy Carlson, Caterpillar Inc.
- Chris Myers, Caterpillar Inc.
- Miles Chiotti, Deere & Company
- Kate Fox Wood, Association of Equipment Manufacturers
In a variety of key roles over 34 years, retiring ARTBA senior executive Bill Toohey has been like a starting point guard in basketball, effectively running the offense and seeing how the next play will develop.

He believes much of ARTBA's success in Washington is the result of "framing the debate on our issues—making our ideas a focal point of discussion." That's been true, he says, "since Horatio Earle founded the association in 1902 to push for a federal-state partnership to build a modern interstate highway network."

ARTBA leads by setting goals, building a persuasive intellectual case, and then pursuing its goals doggedly, Toohey says.

"When it comes to running the offense, Bill knows how to distribute the ball to a group of individually successful people in a manner that makes them cohesive, effective, and a productive team all contributing to a common goal," says HNTB Executive Vice President Paul Yarossi.

Toohey was hired in 1985 as ARTBA's director of public relations to expand the association's communications program. As a first step, he asked a widely-respected past ARTBA chairman, Jim Caywood, the president of the De Leuw, Cather design firm and general manager of the Washington, D.C., Metrorail construction project, to chair a committee to move a plan.

"It was really a blank canvas," Toohey remembers. "It was fun building a program to support ARTBA's advocacy agenda. I wanted to use political campaign tools. Jim was a great supporter and got leadership buy in." It led to the creation of the "Building a Better America Through Transportation (BABATT) campaign and what's known today as the "Transportation Makes America Work" (TMAW) advocacy program.

Ruane-Toohey Partnership

But it's the partnership that emerged during his fourth year that really set the stage for Toohey's tenure and ARTBA's success. That's when ARTBA hired Pete Ruane as its chief executive.

"Pete and I have a similar outlook on family, life and work," Toohey says. "We're both mission-driven, goal-oriented and competitive. He proved to be a fantastic mentor, always supported me and allowed me to be creative and expand my professional horizons. I think we made a good team." Ruane, who retired in October after 30 years as president and CEO of ARTBA, agrees.
Bill Toohey’s ARTBA Leadership Roles

1985: Director of Public Relations
1990: Vice President of Communications
1997: Senior Vice President
2004: Executive Vice President & Chief Operating Officer
2018: Acting President & CEO

“Bill was a dependable, loyal colleague and team member that I counted on for everything,” Ruane says. “He was always there when you needed him, and more than just being there, he was there with answers, with ideas, and with help that was really on the mark.”

Toohey also found commonality with the association’s membership. “ARTBA members—in every division—are problem solvers. Who doesn’t want to help solve big problems? They are also creators. I like working with people who create tangible products and make a difference.”

Many Accomplishments

During his tenure, Toohey worked on nearly a dozen federal surface transportation and other infrastructure investment acts, plus numerous innovative policies and programs.

As examples, he points to Highway Trust Fund (HTF) reforms enacted in the late-1990’s, which ended the longtime impoundment of this important revenue source and, more recently, progress toward creating—and providing dedicated funding for—a program to modernize the nation’s critical commerce corridors (3C).

In the former, Toohey helped organize and manage the Alliance for Truth in Transportation Budgeting, a coalition of more than 100 national organizations. The Alliance teamed with then House Transportation & Infrastructure Committee Chairman Bud Shuster (R-Pa.) to pass the “Truth in Budgeting Act,” in the House. That ultimately led, in the 1998 TEA-21 law, to freeing over $40 billion held captive in the trust fund for surface transportation investments.

“The way we positioned the issue, it became untenable for politicians to defend their past budget practices,” he says.

“We’ve been pushing the Critical Commerce Corridors proposal for almost a decade,” Toohey notes of the latter effort. “The last two authorizations have put the statutory framework in place for a National Highway Freight Network program. All that is needed now is the money necessary to start modernizing those critical 66,000 miles. I think we will get there in the relative near future.”

Industry veteran Bob Burleson, who retired in December after 30 years as president of the Florida Transportation Builders’ Association, Inc., praised Toohey as a “quick study” on policy issues who could help a group such as the AASHTO-AGC-ARTBA Joint Committee reach consensus.

“He would sit through our caucuses and boil it down to a position,” Burleson says. “He always nailed it.”

Constant Communications

Toohey, who earned a degree in journalism at the University of Maryland and has put those skills to work over his career, has seen and managed a sea change in how information is used to influence public policy. Over the past three decades, ARTBA has adapted to and capitalized on new communication technology to advance its agenda—through the now near obsolete fax machine in the 1980s, the electronic bulletin boards and internet start-ups in the 1990s, to today’s digital tools.

But the rapid evolution and adoption of this technology has also created “an environment of white noise—information overload,” Toohey thinks.

“Technology is great, but the communications environment we have today reinforces in my mind the importance of personal communication and relationships to cut through the noise. That’s what associations are all about. Nothing is as effective as talking face-to-face with your elected officials. It’s communicating person-to-person. It has become too easy to hide behind digital in so many facets of life.”

continues on page 14
**Hoop Lessons**

An avid Maryland Terrapins basketball fan—he and his wife, Mary, have attended most home games for years—Toohey says coaching youth league basketball taught him a lot about managing people and teamwork.

"Nobody wants to fail. Everyone wants to play," he says. "I think it’s about trying to put people in positions to succeed and contribute. It’s about maximizing strengths and minimizing weaknesses. It’s about getting people on the same page and then understanding and embracing their role within the group. It takes a team to win. No one does it by themselves."

And it helps to have some fun along the way.

“Never in my wildest imagination would I have thought in 1985 that I would stay at ARTBA for more than 34 years,” Toohey says. “There were several reasons that happened—mission, mentor, membership and because I have enjoyed it. It hasn’t been just a job. It’s felt like it was what I was meant to do.”

“I truly believe in ARTBA’s mission of driving investment in transportation infrastructure,” Toohey says. “If we are successful for our members, the nation benefits too. Our children and grandchildren benefit. You can make a difference working at, or supporting, ARTBA. I’ve found it immensely rewarding.”

**Family First**

Asked what he is most proud of, Toohey has a quick answer—his family. “I have been blessed with a great wife and three exceptional children, Bridget, Bill and Mike, who are now successful adults. Mary, who has been by my side for 42 years, has been the key to it all.”

In retirement, Bill says he is going to use some of the three-hours-per-day he’ll save no longer commuting to work, with his family—particularly grandson, Drew, 7. And he’s going to work on improving his golf game, starting with a trip to Ireland to attend a short game school. Ever the journalist and communicator, Toohey said he is also “toying with the idea of doing some writing.”

As for ARTBA, he thinks the future is bright for two reasons.

“First, ARTBA has exceptional executives in its volunteer leadership—individuals who are true industry leaders. That makes all the difference.

“Second, I’ve had the good fortune to work with the new ARTBA president and CEO, Dave Bauer, and new COO, Matt Jeanneret, for over 20 years. They’ve earned those positions and are extremely capable. And they have a very deep bench of mission-driven, talented and experienced people on staff. It’s not just a team, it’s like a family. They are going to continue doing a great job for the membership.”

Mark Holan is ARTBA’s editorial director.
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If placed end-to-end, the length of structurally deficient bridges would stretch nearly 1,100 miles, from Chicago to Houston.

By the Numbers:

- 235,000 (38 percent) U.S. bridges need repair, replacement or major rehabilitation.
- 47,052 of America’s 616,087 bridges are “structurally deficient” and in poor condition.
- 18,842 (1 of 3) Interstate highway bridges have identifiable repair needs.
- 62 years is the average age of a structurally deficient bridge, compared to 40 years for non-deficient bridges.
- 1 percent of bridges with structural deficiencies were reduced from the U.S. inventory last year, the slowest pace in a half-decade.

By Mark Holan
mholan@artba.org

ARTBA’s sixth annual analysis of U.S. Department of Transportation 2018 National Bridge Inventory (NBI) data reveals that 47,052 bridges are classified as structurally deficient and in poor condition.

Cars, trucks and school buses cross these compromised structures 178 million times every day. Nearly 1,775 are on the Interstate Highway System.

Although the number of structurally deficient bridges is down slightly compared to 2017, the pace of improvement has slowed to the lowest point since ARTBA began compiling this report five years ago.

“At the current pace, it would take more than 80 years to replace or repair the nation’s structurally deficient bridges,” says ARTBA Chief Economist Dr. Alison Premo Black, who conducted the analysis. “America’s bridge network is outdated, underfunded and in urgent need of modernization. State and local government just haven’t been given the necessary resources to get the job done.”

The report, released in early April, comes amid ongoing discussions between Congress and the Trump administration about how to address the nation’s transportation infrastructure challenges.

“The best way to ‘bridge’ the infrastructure investment gap is for Congress and Trump administration to provide a permanent revenue solution for the federal Highway Trust Fund,” ARTBA President Dave Bauer says.

The Highway Trust Fund (HTF) is the source, on average, of more than 50 percent of highway and bridge capital investments made annually by state transportation departments. The HTF is facing major financial difficulties. Absent congressional action, states could see a 40 percent cut in federal investment beginning in 2021.

“Since the 2016 election, leaders on both sides of the aisle have regularly cited upgrading America’s infrastructure as an area for common ground,” Bauer adds. “This report makes clear that it’s about time Congress and the Trump administration stop talking and start solving this national problem.”

Including structurally deficient bridges, there are nearly 235,000 bridges—or about 38 percent—in need of some sort of structural repair, rehabilitation or replacement, according to ARTBA’s analysis of the NBI data. Black estimates the cost to make the identified repairs is nearly $171 billion.

Black notes the Federal Highway Administration (FHWA) changed the definition of “structurally deficient” in January 2018 as part of a final rule on highway and bridge performance measures required by the 2012 MAP-21 federal surface transportation law.

Two measures FHWA previously used to classify bridges as structurally deficient are no longer used. This includes bridges where the overall structural evaluation was rated in poor or worse condition, or where the adequacy of waterway...
openings was insufficient. The new definition limits the classification to bridges where one of the key structural elements—the deck, superstructure, substructure or culverts—are rated in poor or worse condition.

States with the largest number of structurally deficient bridges are: Iowa (4,675 bridges); Pennsylvania (3,770); Oklahoma (2,540); Illinois (2,273); Missouri (2,116); North Carolina (1,871); California (1,812); New York (1,757); Louisiana (1,678); and Mississippi (1,603).

Those with the most structurally deficient bridges as a percent of their total bridge inventory are: Rhode Island (23 percent); West Virginia (19.8 percent); Iowa (19.3 percent); South Dakota (16.7 percent); Pennsylvania (16.5 percent); Maine (13.1 percent); Louisiana (13 percent), Puerto Rico (11.7 percent), Oklahoma (10.9 percent) and North Dakota (10.7 percent).

State—and congressional district—specific information from the analysis—including rankings and the locations of the 250 most heavily travelled structurally deficient bridges in the nation and top 25 most heavily traveled in each state—is available on the report website. See another bridge map and chart on page 38.

Mark Holan is ARTBA’s editorial director.
Bridge Construction on the Rebound; Investment Needs Remain

By Dr. Alison Premo Black
ablack@artba.org

Bridge construction activity is off to a strong start in 2019 after declining last year, but the need for more investment remains critical. Nearly two of every five U.S. bridges require repair, replacement, or major rehabilitation, according to ARTBA’s analysis of the latest National Bridge Inventory (NBI) from the Federal Highway Administration (FHWA).

The real value of bridge construction, adjusted for changes in project costs and inflation, increased 10.4 percent in January and February 2019, compared to the same time last year. Total U.S. bridge work slowed in 2018 for the third consecutive year as major projects reached substantial completion and states shifted spending to highway and street construction.

Despite this decline, the bridge construction market has grown at an average annual rate of 4.1 percent over the last 20 years, from $13.4 billion in 1998, to $30.1 billion in 2018.

State and local government bridge contract awards increased in 27 states and Washington, D.C., last year compared to 2017, led by growth in Michigan, Colorado, South Dakota, Rhode Island, Arkansas, Alaska, Hawaii and South Carolina. The value of bridge contract awards declined in Virginia, Alabama, New Mexico, New Jersey, Delaware, Nebraska, Iowa and Vermont.

The number of bridge contracts awarded fell in 2018 to 5,521 projects from 5,578 projects in 2017. This compares to an annual average of 6,200 project awards between 2014 and 2016. This means that states have let larger bridge contracts, with the average award increasing to $3.7 million in 2018 compared to $2.9 million between 2014 and 2016.

States that let the most bridge projects in 2018: Pennsylvania (427); Illinois (327); Ohio (304); Texas (256); North Carolina (251); New York (240); Oklahoma (224); and California (223). State average contract sizes ranged from $1 million in Vermont to $245 million in Washington, D.C.

The value of state and local government bridge contracts represented at least one-third of the value of all highway and bridge contract awards in 2018 in Washington, D.C. (63 percent) and 10 states: Connecticut (62 percent); New York (60 percent); Rhode Island (59 percent); Michigan (52 percent); Maryland (50 percent); Massachusetts (45 percent); Oklahoma (42 percent); Missouri (37 percent); New Jersey (34 percent); and Pennsylvania (33 percent).

The work focus of many states is the repair, reconstruction, and replacement of aging bridges, which total 235,000 nationwide. This includes major reconstruction work, bridge replacement, deck replacement and other structural work.

ARTBA has created a series of proprietary indices to analyze the number of bridges, deck area, and travel on these structures, based on the characteristics of the bridge and its location, to identify states that may be of interest to bridge contractors, planning and design firms, and material suppliers. ARTBA’s index simultaneously evaluates different relative factors. For example, one state may have many bridges that need to be rehabilitated, but they may be smaller structures; while another may have fewer needed repairs, but the bridges are larger or more heavily traveled. States may also have more work that needs to be done on local bridges, in rural areas or congested cities.

At the current rate, it would take 80 years to fix all of the nation’s structurally deficient bridges.
Although most states do not have enough resources to fund all their identified projects, ARTBA has identified the top 10 with the highest index values of significant needs. These may provide significant market opportunities. The states are:

- New Hampshire
- Oklahoma
- Idaho
- Louisiana
- Wisconsin
- Nevada
- Arizona
- Mississippi
- Montana
- Arkansas

Other significant market segments include:

- States with small bridge repair needs: North Dakota, Iowa, South Dakota, Nebraska, Alaska, Wyoming, Oklahoma, Mississippi, New Hampshire, and North Carolina.

- States with repair needs on rural bridges of all sizes: Alabama, Oklahoma, Vermont, Iowa, South Dakota, Wyoming, Montana, Mississippi, North Dakota, and West Virginia.

- States with opportunities for urban bridge work: Rhode Island, Massachusetts, New York, Hawaii, Washington, New Jersey, New Hampshire, Delaware, Maryland, and Georgia.


- Nevada, Connecticut, and South Carolina also rank among the top states that need repair work on bridges on the Interstate Highway System.

Source: ARTBA analysis of Federal Highway Administration’s 2018 National Bridge Inventory, released March 2019. Identified needs based on work proposed in NBI. Overall rankings include bridges that need work as a share of state inventory for total deck area, number of bridges and average daily travel.

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Looking Forward

Despite the market slowdown in 2018, there are many opportunities for bridge transportation contractors, designers, and suppliers across the country.

Historically, one of the best leading indicators of a ramp up in real bridge investment is the passage of a multi-year federal-aid highway bill. This is because bridge projects are often multi-year, multi-million-dollar investments that require federal, state, and local resources.

In the long-term, the best market development would be to find a permanent solution to fully fund the federal Highway Trust Fund and increase resources for state and local governments. This would provide states with the additional resources they need to tackle so many identified projects.

Dr. Alison Premo Black is ARTBA’s chief economist.
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Jennifer Aument is president, North America, of ARTBA member firm Transurban, an international toll road investor and operator managing the development, delivery and operations of successful transportation public-private partnerships (P3s). Aument also is president of ARTBA’s P3 Division, which hosts its annual conference July 17-19 in Washington, D.C.

TB: What do you see as some of the latest trends or challenges in transportation P3s?

AUMENT: We have seen real momentum in the U.S. P3 market over the last decade, with more than $145 billion in transportation infrastructure projects moving forward and an increasing number of state and local leaders embracing partnerships with the private sector. ARTBA members have been instrumental in helping achieve this progress, but there are dynamics underway in the market that could hinder future progress.

Over time, we have seen project sponsors and their advisors shift greater risk to the private sector, which can unnecessarily increase project costs or reduce scope. Successful and sustainable P3s take a more balanced approach, with specific risks assigned to the partner best positioned to manage them. For example, governments protect taxpayers when they shift traffic risk on toll roads to a private partner with the expertise and technology required to predict trends over decades. In contrast, public sector professionals often have far better experience and leverage than their private counterparts in securing certain regulatory or environmental approvals. Shifting these kinds of risks to the private sector can work against the interest of taxpayers by unnecessarily increasing costs, delaying improvements or reducing scope.

Also of concern, a few recent high-profile P3 projects have faced challenges during the permitting and construction phases, resulting in claims and delays. While studies in mature P3 markets such as the U.K. and Australia consistently find that P3 projects are delivered on time and on budget at rates higher than traditional projects, it is inevitable that some large, complex projects will face unique obstacles – no matter what delivery method is used. It is critical that ARTBA and its members continue to educate government decision-makers on the growing list of successful P3s to ensure project-specific issues do not reflect poorly on a now proven and successful model.

TB: As an established woman leader in transportation construction and the P3 sector, what are some of the remaining challenges—and opportunities—that you see for women?

AUMENT: Women hold only 13 percent of transportation jobs. With half of our colleagues expected to retire over the next decade, the industry cannot continue to leave great talent sitting on the sidelines.

At Transurban, women are 43 percent of the global workforce and nearly half of top executives. We embrace training and education; ensure diverse recruitment pools from which hiring managers select the best candidate; conduct regular reviews to ensure equal pay; and track and report results in this area just as we do other key performance metrics like safety and revenue.

These kinds of practices help link companies to talent and create opportunities for women. It is equally important to promote cultures and tools that help women achieve long-term success. I know from personal experience that it takes extra energy to be the only woman in the room – managing complex issues, while also dealing with micro-aggressions that many of us still experience daily. Until the transportation workforce is in greater balance, it is important that managers are conscious of this potential dynamic, educate all team members on the impacts of often-subconscious bias, and provide female colleagues with resiliency skills to ensure they do not burn out.

TB: What are your thoughts on transportation construction recruitment and retention challenges in general, regardless of gender, including labor at the project site, and in engineering, design, and management positions?

AUMENT: This is the challenge that most keeps me up at night. ARTBA does a great job of advocating on Capitol Hill and in state legislatures for new and sustainable funding to build and modernize American infrastructure. My fear is that when we finally solve the funding crisis, we will discover the real crisis is that we have no one there to do the building.

Modern transportation projects require greater technology, commercial and financial skills than bridges and highways of the past. We continue to fall short in attracting women and minorities. All of us in the industry have an obligation to educate young people on the exciting opportunities awaiting continued on page 24
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them in transportation; support training, scholarship and mentoring programs; and help break down barriers to entry for minority and female professionals.

There are great programs underway that are making a difference, including work with ARTBA’s Women Leaders Council to upskill and mentor. At Transurban, we are tackling this issue through internship programs targeting underrepresented minorities and our Females Excelling in Engineering Technology (FEET) initiative.

**TB:** How have you been able to collaborate with the industry in the local areas where you have projects?

**AUMENT:** Local talent and expertise are among the most critical elements of any successful transportation project, especially large and complex P3 projects. With decades of experience in the market, local partners are often best positioned to understand and deliver on the needs of our client, customers and communities.

In Virginia, for example, Transurban and our partners have put hundreds of local contractors to work to design, build and operate our Express Lanes network. We have generated more than $850 million in contract opportunities for small, women and minority-owned businesses – the majority of which are local.

At ARTBA, we have a role to help foster new relationships and encourage government decision makers to maximize opportunities. As a concessionaire, Transurban is committed to creating more opportunities for local industry and pleased to join our local partners in sharing best practices as other new P3 markets emerge across the country.

**TB:** We’ve read that Transurban has helped save commuters an average of 56 minutes on the 95 Express Lanes and 24 minutes on the 495 Express Lanes projects in metro Washington, reducing congestion and providing more travel options. What were some keys to this success; some lessons learned that you can share with others?

**AUMENT:** The Virginia Department of Transportation (VDOT) and its leaders have been the key factor in the success of the Express Lanes network. VDOT has put in place a smart and modern mix of traditional revenue sources and delivery models, tolling and public-private partnerships to meet their transportation needs. The agency is courageous enough to try new and innovative solutions. It has dedicated professionals who are highly skilled at removing obstacles to ensure these solutions can be delivered. Transurban and VDOT share a commitment to customers, which is another reason the Express Lanes network has been a success.

**TB:** What other projects are you and Transurban excited about?

**AUMENT:** We remain optimistic about the U.S. market and look forward to growing our business here. I think the most exciting, long-term opportunity in the U.S. lies within the existing public toll road market. There are opportunities across the country where governments could put new P3s in place on existing toll roads that would result in substantially lower tolls, reduced congestion, and improved travel for customers. These partnerships could also accelerate and guarantee future revenue to deliver billions of dollars for the construction of new infrastructure. Transurban estimates that the top 10 U.S. toll road networks alone could generate $180 billion in funding for new construction through such partnerships.

**TB:** As ARTBA’s P3 Division president this year, what do you see as the value for being involved in its activities?

**AUMENT:** ARTBA and its members can take much credit for the expansion of P3s in the U.S. It is a privilege to be part of the leadership that has secured critical legislation over the last three decades – from the use of federal funds for new toll highways to preserving Private Activity Bonds, which were at risk recently.

Still, we know the U.S. market is lagging. Of $120 billion spent on transportation infrastructure globally in 2017, only 13 percent of that investment was put to work in North America. We need to do better and must continually educate Washington decision makers about our experiences of P3s working for governments, taxpayers, and businesses.

ARTBA is bringing together the best of the industry, including contractors, designers, public officials, and P3 professionals – all working to tackle challenges and achieve allied goals. It has been energizing to join these advocates to drive our industry forward.
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Playbook Offers Tips for Winning Highway Construction Workforce Recruitment

By Mark Holan
mholan@artba.org

A government and private industry effort to bolster highway construction employment is pivoting from a dozen pilot projects to a Highway Construction Workforce Partnership (HCWP) network aided by a “playbook” of best practices.

The #RoadsToYourFuture program has been developed by ARTBA, the American Association of State Highway and Transportation Officials (AASHTO), and the Associated General Contractors of America (AGC), along with the U.S. Department of Labor’s Employment and Training Administration (ETA), and the U.S. Department of Transportation’s Federal Highway Administration (FHWA). It was introduced to ARTBA members during an April webinar.

“This partnership has been very helpful in sharing successful workforce development approaches from around the country,” said ARTBA’s General Counsel Rich Juliano, who moderated the webinar. The program’s expansion will help the industry address its continuing workforce challenges.”

The first play in the playbook is “Let Industry Quarterback Your Team.” The 12 pilot programs (six states and six cities) were not intended to be government prescription to identify, train, and place construction workers. Instead, “the most successful pilot locations put industry and trade groups in the lead to explain the needs of the highway construction industry at ground level—job positions, required skills, and core competencies,” the playbook says. That way, existing government programs could be tailored to meet those needs or, if that was not possible, new programs or partnerships could be formed.

Another key play is to “Communicate the Value of Highway Construction Careers.” The pilot programs found two major challenges to attracting people to highway construction jobs:

- Poor understanding of the true opportunities in the field. Too many young people believe the construction trades in general require nothing more than manual laborers. But 21st century highway building involves many cutting-edge technologies—including LIDAR, GIS, and joystick-operated heavy machinery—that can be leveraged to attract this critical demographic.

- A social perception that a college degree is always preferable to a highway construction internship. The push for college attendance by many school systems adds to the challenge. But highway construction is a viable option, with workers earning good wages from the start and plenty of opportunities for upward mobility. Motivated workers can be well on their way to a successful career in the same time it takes to earn a degree.

Finally, private sector workforce recruitment and retention managers and their government partners need to “plan for the long game.” The effort requires lasting management and communication ties among all players, including succession planning to maintain momentum year after year.

ARTBA members consider workforce needs a top priority. As the industry and government partners push for continued and expanded investment in highway and bridge projects, the demands for qualified highway construction workers will only continue to grow.

ARTBA encourages all its members to review the HCWP Playbook and share these ideas with your state and local partners. The playbook and other workforce development issues will be discussed at ARTBA’s National Convention, Sept. 22-25, in Savannah, Ga., and the association’s four regional meetings in October and November.

Get the Playbook

The 20-page “Identify, Train, Place” playbook to build tomorrow’s highway construction workforce, plus additional information and materials, are available at FHWA’s Center for Transportation Workforce Development website, www.fhwa.dot.gov. Or just type FHWA and “Roads to Your Future” into your search browser.

Mark Holan is editorial director at ARTBA.
Project Profiles

ARTBA is always interested in hearing about transportation construction projects, and we appreciate your great site photos. Please email Mark Holan at mholan@artba.org.

Wekiva Parkway
Pile driving for bridge work on the final $253 million segment of the Wekiva Parkway project about 20 miles northwest of Orlando, Florida, began this spring. The overall $1.6 billion project is scheduled for completion in 2022.

Nearly two dozen (22) bridges are required for the final segment. The work also includes design and construction of 2.63 miles of limited access toll road; 2 miles of reconstruction on Interstate 4; and drainage, lighting, paving, utilities and other roadway work. The project is designed to accommodate future express lanes down the median of I-4.

The last leg of the 25-mile tolled Wekiva project will complete the beltway around Central Florida that has been in planning and construction for over 30 years. Through last year, 13 miles of the parkway had opened to motorists.

The project is a cooperative effort between the Central Florida Expressway Authority and the Florida Department of Transportation. Several ARTBA member firms have been involved in the design, construction, and management of the Wekiva Parkway project.

Move Illinois
Construction on the full-access interchange that will connect the new I-490 Tollway to the Jane Addams Memorial Tollway (I-90) in Des Plaines, Illinois, about 18 miles northwest of the Chicago Loop began in April.

The I-490 Tollway, coupled with the Illinois Route 390 Tollway, which was completed in 2017, will connect businesses and communities with O’Hare International Airport, transit facilities, major freight transportation hubs, distribution centers, and multiple interstate highways including the Jane Addams Memorial Tollway (I-90) and the Central Tri-State Tollway (I-294).

The I-490/I-90 Interchange is being built as part of the Illinois Tollway’s 15-year, $14 billion Move Illinois capital program, now in its eighth year. The 2019 capital program calls for investing $1.4 billion. By year end, the Tollway will have spent half the Move Illinois budget.

The interchange project is expected to be completed in 2023.
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States Take Bipartisan Action to Increase Infrastructure Investment

By Quintin McClellan
qmcclellan@artba.org

Four states this spring approved more than $1.55 billion total in new annually recurring revenue for transportation construction projects. Republican-controlled statehouses in Alabama, Arkansas, Ohio, and Virginia passed measures that will begin producing the added funding this year.

“The need was compelling regardless of party,” said Chris Runyan, president of the Ohio Contractors Association (OCA), an ARTBA chapter.

Alabama, Arkansas, and Ohio raised their state gas taxes, bringing to 30 the number of states that have taken such action since 2013. New registration fees on electric and hybrid vehicles were also part of the mix. Virginia raised truck registration fees, its statewide diesel tax, and a local average fuel wholesale price along a highway corridor targeted for work.

Overall, 43 states introduced 231 bills related to increasing transportation investment in the first three months of 2019. Many of those efforts remained in play as Transportation Builder went to press.

Here’s a quick look at what happened in the four states:

**Alabama**
The new law will generate more than $300 million per year in additional transportation infrastructure investment. Gov. Kay Ivey (R) convened a special legislative session for the sole purpose of finding a transportation funding solution.

**Arkansas**
The law is expected to provide an additional $95 million annually to the state transportation department and $13 million annually to cities and counties. A second measure puts a half-cent sales tax increase renewal on the state's 2020 ballot. If approved, it will generate approximately $205 million more per year for state highways and $44 million annually for localities.

**Ohio**
Warned of a transportation funding crisis, the Ohio legislature reached a deal to generate $865 million in new annual funding for maintenance projects and safety improvements. The added revenue, however, does not close the state’s transportation funding shortfall, estimated at more than $1 billion.

**Virginia**
About 54 percent of the $280 million in new revenue will help support $2 billion in critical projects along Interstate 81 identified by the Virginia Department of Transportation. A 2018 ARTBA study estimated that such investment would generate more than twice as much economic activity along the corridor and support over 15,240 jobs. The balance of new revenue will be spread among other Virginia projects, including I-95 and I-64.

In these four states, as in others, the new revenue is welcome but still falls short of what is needed to maintain existing infrastructure and fund new projects. In Ohio, Runyan said he expects the state lawmakers to tackle another revenue increase in a few years. Arkansas voters will have their say next year.

Such outcomes also underline the continued importance of federal transportation investment. On average, state DOTs rely on federal funds to provide more than 50 percent of annual transportation department capital outlays for highway and bridge projects.

ARTBA is urging Congress and the Trump administration to fix the Highway Trust Fund so that it not only is sustainable, but also supports investment growth. The effort comes as states monitor the progress of reauthorization for the federal surface transportation programs, which comes due next year.

Quintin McClellan is an ARTBA research specialist.
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Editor’s Note: ARTBA is highlighting state transportation department leaders through this ongoing Question & Answer feature. These columns are additions to our other ongoing information-sharing tools for the public and private sectors, including regional conference calls; the Planning & Design Division’s “Engineering Issues” events at the AASHTO summer regional meetings; and ARTBA’s four regional meetings in the fall.

Arkansas Department of Transportation Department (ARDOT) Director Scott Bennett joined the agency in 1989 after earning his bachelor’s in civil engineering from the University of Arkansas at Fayetteville. He became director in 2011. ARDOT has a $1 billion annual budget and about 3,700 employees. Bennett is a member of the AASHTO-AGC-ARTBA Joint Committee. He also is a member of ARTBA’s “Project 2019 Reauthorization Task Force.”

TB: What are the major trends at ARDOT that the industry should be positioning for? For instance, do you see an increase in alternative delivery, such as design-build, P3, CMGC, etc.? How do you see the approach to risk evolving regarding procurement?

BENNETT: ARDOT’s first design-build and construction manager/general contractor projects are well underway. The benefits of these delivery methods have already been realized, especially in the areas of innovative construction and reducing the project schedule, which both have a positive impact on the traveling public. Looking forward, while P3s may not always be a viable option for rural states such as Arkansas, alternative delivery will continue to be an important tool in our project delivery toolbox as we consider how to best address the pressing needs of our transportation system and the goal of minimizing the impacts to the motorists during construction.

The early identification of project risk is a key component to controlling project costs and schedule. The preconstruction interaction that is fostered in these alternative delivery methods is helping us to better understand how to mitigate project risk, or at a minimum to better balance the risk between ARDOT and the contractor. This understanding can also be translated into mitigating risk in the traditional design-bid-build project delivery option.

TB: What are some of the new technologies that ARDOT is implementing and the impacts they could have on safety, project delivery, or other areas of potential benefit in the future?

BENNETT: ARDOT’s goal is to continually improve our efficiency and to stay abreast of the latest available technologies. We are using eCrash, which combined with a Crash Manager/Summary tool can provide a safety performance overview at a location within minutes. This allows a timely identification of safety issues, and therefore timelier implementation of needed countermeasures.

Our internally-developed mobile app iDriveArkansas is extremely popular with the traveling public for road closure and traffic condition information. We are also using it for incident reporting, and the archived data is helping to better develop our incident management strategies.

We are using DocExpress, our paperless contracting program, for quick and efficient execution of contracts and agreement. We save weeks now in issuing a Notice to Proceed on construction projects. It is also being used for record keeping throughout the duration of the construction project to save time and provide additional transparency and accountability with submittals by the contractors.

TB: What is currently the largest or most interesting transportation infrastructure project in Arkansas?

BENNETT: Our “30 Crossing” project is around $630 million and will replace aging infrastructure and resolve safety and congestion issues on Interstates 30 and 40 within the Little Rock and North Little Rock urbanized area. This location has the highest traffic volume in the state and has just about every traffic engineering issue you can imagine with closely-spaced interchanges, short ramps, and weaving issues between major facilities. It also includes a structurally deficient, functionally obsolete, fracture critical bridge over the Arkansas River, with a pier in the middle of the navigation channel. The first phase of the improvements to this corridor is being delivered under a fixed budget, design-build project that is centered on the replacement Arkansas River Bridge. More information on this
project is available on the project website at 30crossing.com.

TB: ARDOT is implementing some innovative workforce development strategies. Tell us about a few.

BENNETT: We have proclaimed 2019 to be the “Year of the Employee” at ARDOT. At the core of this effort is our Achieving Career Excellence, or ACE, program. ACE was introduced about three years ago and we are entering our second year of performance-based pay raises. Employees and supervisors can establish performance goals and reaching those goals can elevate pay. Also, part of ACE is the ARDOT University, an online training site where employees can receive job- or task-specific training. In addition, later this summer we’re kicking off a program to help eligible employees obtain their GED, and we are developing in-house Leadership and Maintenance training academies.

TB: In March, Arkansas passed a $300 million highway funding plan, with state voters getting to decide in November 2020 whether to extend a 2012 half-cent sales tax, which would provide another $205 million annually. What were the keys to this immediate funding boost? What will ARDOT have to accomplish over the next 19 months to be sure state residents agree to extend the other funding?

BENNETT: The main key to the success of this revenue package was a concerted effort by the governor, the legislature, a strong coalition group of stakeholders, and ARDOT to find consensus and unity on how to achieve the goal of having adequate and sustainable funding Arkansas’ transportation system.

Over the next 19 months, ARDOT will make every effort to educate the public on what the additional investment for highways will mean to the state’s economy and quality of life. We will also provide support and information to the stakeholders, who are committed to launching a campaign to inform the public about the merits of making the temporary 0.5 percent sales tax permanent and continue its dedication to improving Arkansas’ highways and bridges. With a successful vote on the sales tax, we will be fortunate to have increase our highway revenue by about 67 percent over today’s revenue.

TB: From the perspective of a state DOT leader, how important is it for Congress and President Trump to fix to the Highway Trust Fund (HTF) revenue shortfall as part of the 2020 reauthorization of the federal surface transportation programs (FAST Act)?

BENNETT: From my perspective, restoring the viability of the Highway Trust Fund to fund federal surface transportation programs is of extreme importance to the nation. The most logical and sustainable source of funds to finance transportation improvements is through user fees dedicated exclusively for that purpose. This method has been proven both stable and reliable through the years.

The lack of political will to find and agree upon a long-term solution to fix the trust fund and provide this stable source of revenue has created an environment of uncertainty. This uncertainty has been and continues to be detrimental to the states’ ability to plan for the long-term health and vitality of the nation’s transportation system.

Got a question you’d like us to ask a state DOT leader? Send it to ARTBA’s Mark Holan at mholan@artba.org.
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Three Secrets to Successful Leadership Development

Many companies want to develop the leaders of tomorrow. However, a significant percentage of employees are promoted to supervisory roles without any formal leadership training.

People are a company’s most valuable asset, Terry Tennant of Attainment, Inc., reminded attendees at the last CONEXPO-CON/AGG exhibition. “Often, we find there’s much better systemized training for people on all sorts of technical things, but not leadership,” he said.

Tennant shared three secrets to understand about fostering organizational leadership.

1. Leaders Aren’t Born, They’re Developed

Without proper training, employees working in supervisory roles tend to rely on technical acumen in day-to-day activities, rather than leadership skills.

Even worse, they often end up doing the work of their subordinates, instead of zeroing in on their own responsibilities. Ultimately, they end up feeling overwhelmed and organizational productivity decreases over time.

“The role of a leader requires him or her to avoid managing by crises,” said Tennant. “All too often, leaders fail to realize their job is to get work done through others, and so they don’t communicate clear expectations, hold employees accountable, provide feedback and training, or consider what motivates others to be productive.”

2. It's All About the Team

In ensuring his or her team is performing to the best of its abilities, a leader must be willing and able to ask if poor performance is being caused by the employee.

For example, is it not knowing what to do or why a task or responsibility is important, not possessing the requisite knowledge or ability, or just not wanting to do it?

“As a leader, you need to be able to find the real cause of poor performance,” said Tennant. “Those who can’t shouldn’t be in a leadership role without formal leadership development. The cost is simply too high.”

3. Managing Others Begins with Managing Yourself

Wasted leadership productivity is a problem of great significance for many companies. To be successful, leaders need to block off the time to focus on high-payoff tasks and activities. These include:

- Achieving business financial goals
- Communicating company values, vision and goals
- Identifying high payoff activities, key performance indicators and scorecards
- Providing employee performance feedback/coaching
- Helping employees develop motivation, career plans and training plans
- Developing, documenting and improving processes

“Provide positive feedback, as well as coaching for improvement. This is the mindset we want to have, that we’re going to win together,” says Tennant.

“Listen and value employees’ ideas and concerns. Develop others and bring out their best. Follow through on commitments. And last, but certainly not least, hold people accountable.”

The next CONEXPO-CON/AGG, which is owned and produced by the Association of Equipment Manufacturers (AEM), is March 10-14, 2020, in Las Vegas. Learn more at conexpoconagg.com.
Employer Alert: New Government Regulations Impact Workplace

By Nick Goldstein
ngoldstein@artba.org

Nearly 289,000 people worked in the highway and bridge construction in February, the most recent month of available data. The contractors and other transportation construction employers who employ them should monitor these three recent regulatory developments in Washington, D.C.:

**Reporting Requirements**
The U.S. District Court for the District of Columbia ordered the Office of Management and Budget (OMB) to move forward with reporting requirements for many employers, including larger contractors working on federal-aid construction projects. OMB in 2017 halted Equal Employment Opportunity Commission (EEOC) regulation from the Obama administration.

The D.C. court found OMB had not sufficiently justified its decision to halt the regulation. The court ruled the agency failed to show any “potentially disruptive consequences.” Once implemented, the regulation will require all private contractors with 100 or more employees working on federal-aid projects to report data reflecting salary and number of hours worked for employees via the “EEO-1” form. Currently, employers are only required to report on ethnicity, race, and gender of their employees via the form.

ARTBA remains wary of the new collection of proprietary salary information, which raise significant security and privacy concerns, especially considering recent large-scale breaches of confidential data entrusted to the federal government.

The government has not indicated whether it will appeal the decision. The implementation date for the new EEO-1 requirements has not been announced. ARTBA will continue to monitor this situation.

**Overtime Pay**
The U.S. Department of Labor (DOL) issued a regulation changing how workers qualify for overtime pay. The new rule raises the threshold that an employee can be exempted from overtime pay from $23,660 per year to $35,308 per year.

In 2016, the Obama administration attempted to raise the threshold to $47,476, but it was blocked in federal court. The new rule does not address several concerns. Notably, the new minimum salary level for overtime exemption does not reflect geographic differences in average salary levels. The minimum salary in New York City, for example, is very likely to be much higher than it would be in Cheyenne, Wyoming.

Comments on the proposed rule are due May 21.

**Project Labor Agreements**
ARTBA and 11 other trade associations in March wrote to President Donald Trump in opposition to the mandatory use of Project Labor Agreements (PLAs) in federal aid construction projects.

ARTBA opposes mandatory PLAs, which require the use of union labor, on federal and federal-aid projects. Among other shortcomings, these agreements can undermine existing collective bargaining agreements and create union jurisdiction issues. PLAs also limit competition among contractors, which can drive up costs.

In 2009, President Barack Obama signed an executive order that encouraged federal agencies, on a case-by-case basis, to require PLAs on federal construction projects exceeding $25 million in total value and permits states and localities to mandate PLAs on federally assisted projects.

“The Trump administration can create the conditions to make America great again by rescinding President Obama’s failed policy and replacing it with a common-sense approach that encourages fair and robust competition and benefits all Americans,” the coalition letter states.

As always, you can keep track of these and other issues online with ARTBA's Regulatory Scorecard, which is updated monthly.

Nick Goldstein is ARTBA's vice president of regulatory and legal issues.
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### Top 10 Most Traveled U.S. Structurally Deficient Bridges

<table>
<thead>
<tr>
<th>2018 Rank</th>
<th>State</th>
<th>County</th>
<th>Year Built</th>
<th>Avg. Daily Travel</th>
<th>Type</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>California</td>
<td>Los Angeles</td>
<td>1959</td>
<td>289,000</td>
<td>Urban freeway/expressway</td>
<td>US Route 101 over Kester Ave</td>
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<tr>
<td>2</td>
<td>California</td>
<td>Los Angeles</td>
<td>1961</td>
<td>283,000</td>
<td>Urban Interstate</td>
<td>Interstate 405 over 213th Street</td>
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<tr>
<td>3</td>
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<td>1992</td>
<td>279,000</td>
<td>Urban Interstate</td>
<td>Interstate 5 over State Route 261</td>
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<td>4</td>
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<td>1979</td>
<td>279,000</td>
<td>Urban Interstate</td>
<td>Interstate 5 over Culver Dr</td>
</tr>
<tr>
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<td>Los Angeles</td>
<td>1963</td>
<td>272,600</td>
<td>Urban Interstate</td>
<td>Interstate 405 over Imperial Highway</td>
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<tr>
<td>6</td>
<td>Puerto Rico</td>
<td>San Juan</td>
<td>1972</td>
<td>246,900</td>
<td>Urban Interstate</td>
<td>Pr 18 over Chardon Street</td>
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<td>San Juan</td>
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<td>Urban Interstate</td>
<td>Pr 18 over Pr 23 (Roosevelt Av.)</td>
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<td>8</td>
<td>Illinois</td>
<td>Cook</td>
<td>1962</td>
<td>246,500</td>
<td>Urban Interstate</td>
<td>I-90,94 Elev Exp over Stewart Ave to 28 Pl</td>
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<td>2000</td>
<td>241,000</td>
<td>Urban Interstate</td>
<td>Interstate 5 over Anaheim Blvd</td>
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<tr>
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<td>2000</td>
<td>241,000</td>
<td>Urban Interstate</td>
<td>Interstate 5 over Orangewood Ave</td>
</tr>
</tbody>
</table>

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