



Spring/Summer 2017

# The Monitor

RAISING THE BAR BY MONITORING THE CONSTRUCTION INDUSTRY

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# The Monitor

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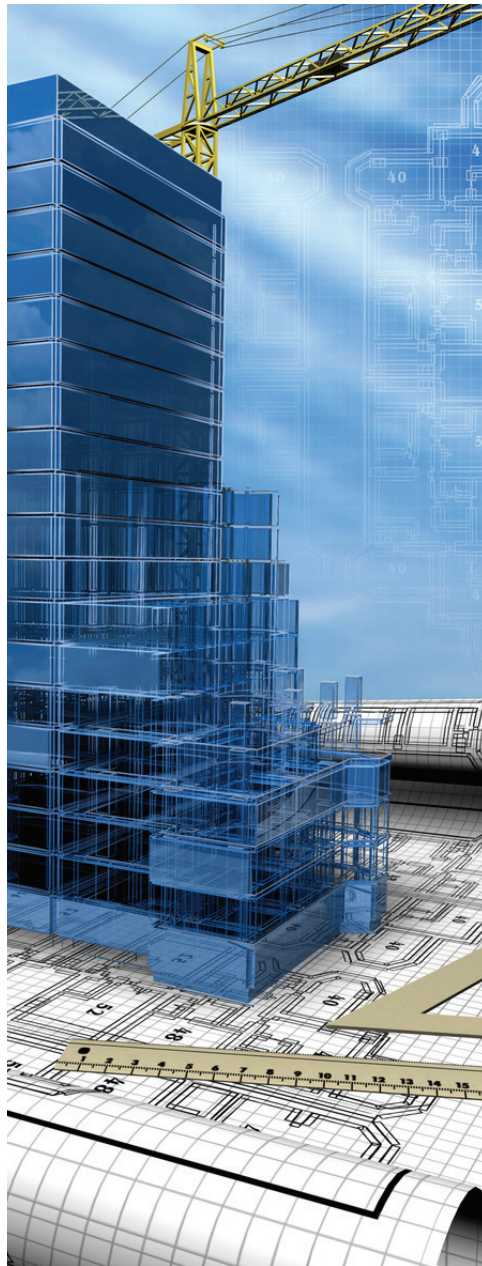
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## Illinois Budget Crisis Resolved

**A**fter a historic budget standoff that lasted a total of 769 days, Illinois passed its first full-year budget since 2015.<sup>1</sup> Governor Bruce Rauner vetoed the \$36 billion fiscal 2017 spending plan because of a \$5 billion income tax increase and Illinois legislators voted to override the veto with the required 71 votes.<sup>2</sup>

Ending the record budget impasse was critical for the state to move forward, which had been getting by with court orders and other appropriations to keep the government from shutting down. At the time the budget was passed, Illinois had a current operating deficit of around \$6 billion dollars and was on the brink of losing its investment-grade status, Powerball and Mega Million games due to the state's inability to pass a budget.<sup>3</sup>

The Illinois Department of Transportation ("IDOT") had told road contractors that the state would be unable to pay them after June 30, 2017 and contractors were advised to secure work zones to ensure pedestrian safety during a government shut-down. IDOT had estimated the cost of shutting down 700 projects across Illinois and maintaining job sites during a work stoppage would have cost more than \$30 million. The budget impasse had halted projects valued at around

\$2.3 billion such as work on the Jane Byrne Interchange and the construction of new ramps between Interstate 55

and Lake Shore Drive. With the release of the American Society of Civil Engineer's 2017 infrastructure report card showing that our nation's infrastructure remains a D+, continuing IDOT's road and bridge projects is essential to growing the Illinois economy.

While IDOT can continue its roadwork projects for the 2017 fiscal year, the budget impasse still stopped Illinois roadwork for a few days, leaving thousands of construction workers unable to do their jobs during the government shut-down.

**IDOT estimated the cost of shutting down 700 projects across Illinois and maintaining job sites during a work stoppage would have cost more than \$30 million.**

1. Reuters. "Illinois House Passes First Budget Since 2015, Ending Record Impasse." The Huffington Post. July 06, 2017. Accessed July 11, 2017. [http://www.huffingtonpost.com/entry/illinois-house-passes-first-budget-since-2015-ending-record-impasse\\_us\\_595ebc65e4b0d5b458e9600f](http://www.huffingtonpost.com/entry/illinois-house-passes-first-budget-since-2015-ending-record-impasse_us_595ebc65e4b0d5b458e9600f).

2. "Illinois Governor Vetoes Budget Plan That Includes \$5 Billion Tax Increase." Yahoo! Finance. July 04, 2017. Accessed July 12, 2017. <https://finance.yahoo.com/news/illinois-governor-vetoes-budget-plan-194444622.html>.

3. Campbell, Elizabeth. "Illinois Budget Crisis Is About to Get Even Harder to Solve." Bloomberg.com. May 31, 2017. Accessed June 19, 2017. <https://www.bloomberg.com/politics/articles/2017-05-31/illinois-budget-crisis-is-about-to-get-even-harder-to-resolve>.





LETTER  
FROM THE  
**Executive  
Director**  
Marc R. Poulos

The ASCE  
gives the  
condition of  
America's  
infrastructure  
a D+  
grade and  
estimates that  
\$4.6 trillion  
in investments  
to the system  
are needed  
over the next  
10 years.



## Fate of Federal Infrastructure Funding Davis-Bacon Law Remains Uncertain

The American Society of Civil Engineers gives the condition of America's infrastructure a D+ grade and estimates that \$4.6 trillion in investments are needed over the next 10 years. President Donald Trump has repeatedly stated his desire to invest in infrastructure, and advocates have anxiously awaited the President's first budget with optimism.

On May 23, President Trump's fiscal year 2018 federal budget proposal was delivered to Congress. The 52 page document calls for sweeping reductions to all areas of the federal government except national defense and veterans affairs. The good news is the President's budget fully funds the Highway Trust Fund consistent with the last multiyear transportation bill. The bad news is the rest of the President's budget contains a massive reduction in infrastructure spending from previous levels. In total, President Trump has proposed a 13% reduction of \$2.5 billion from the U.S. Department of Transportation budget.<sup>1</sup>

The blueprint the White House sent to Capitol Hill eliminates funding for the Transportation Investment Generating Economic Recovery (TIGER) grant program, which provides \$500 million annually to local transportation projects around the country.<sup>2</sup> The Trump administration's budget also calls for eliminating the Community Development Block Grant (CDBG) program, which allocates \$3 billion a year to local infrastructure improvements in low-income rural and urban areas.

The centerpiece of the President's infrastructure agenda is a controversial idea to offer up \$200 billion in federal funding as a way to leverage another \$800 billion in private investment.<sup>3</sup> The administration has provided very little detail on the plan to date. Presumably it would be similar to other public-private partnership models, with investors receiving an ownership stake or revenue rights (or both) from any infrastructure built in part due to their private investment. White House budget director Mick

Mulvaney argues that this is an innovative idea and has the ability to fulfill President Trump's campaign promise that his administration would deliver a \$1 trillion investment in the nation's infrastructure.

Nowhere in the President's spending plan is there any mention of the Davis-Bacon prevailing wage law, which sets minimum wage rates for construction workers on federally funded projects. This came as quite a surprise to trade unions and high-road contractors, considering that in an April 5th New York Times interview President Trump stated that he would make an announcement "in two weeks" regarding his position on the Davis-Bacon Act. No such announcement has been made to date.

The President has a responsibility to initiate the annual budget-making process by proposing a blueprint. Congress then takes over, crafting the budget line by line. Historically, the most controversial measures proposed by the President have not survived congressional review. The massive cuts proposed by the President should give everyone in the construction world serious concern. On the other hand, the President's ideas to leverage private investment in infrastructure have potential. Hopefully a coherent, detailed plan will come together in the weeks ahead. Time will tell if the President can deliver the level of investment desperately needed to rebuild America's crumbling infrastructure.

1. "<http://thehill.com/policy/transportation/334807-transportation-department-faces-cuts-under-trump-budget>"

2. "[https://www.washingtonpost.com/graphics/politics/trump-presidential-budget-2018-proposal/?utm\\_term=.elf6c6b70f17](https://www.washingtonpost.com/graphics/politics/trump-presidential-budget-2018-proposal/?utm_term=.elf6c6b70f17)"

3. "<https://www.whitehouse.gov/taxpayers-first>"



# LEGAL CORNER

## Apprenticeships as a Pathway to a More Diverse Union

**A**pprenticeship programs have long been the most effective mechanism for training the construction workforce of tomorrow. The classroom and on-the-job training afforded to apprentices allows them to gain first-hand experience in their desired trade and prepares them for not just a job, but a career in the trades. Aside from training the workforce of tomorrow, Local 150's Apprenticeship & Skill Improvement Program (ASIP) has taken important steps to expand the opportunity to achieve a career as an Operating Engineer to a larger pool of individuals from diverse backgrounds. To that end, Local 150 has formed effective partnerships with the Illinois Department of Transportation (IDOT), the Illinois Community College Board, the Construction Industry Service Corporation, the Illinois Tollway, and the Lawndale Christian Legal Center, among others, in order to better connect those who come from diverse backgrounds or underprivileged communities with a career in the building trades.

In addition to traditional outreach, advertising, and attending and hosting career-orientated events, Local 150 has crafted strategic partnerships aimed at encouraging a more diverse union to better reflect our jurisdiction. Since its inception in 2013, Local 150 has been an active participant in the Transportation Construction Apprenticeship Readiness Training (TCART) program. By way of background, TCART aims to provide traditionally underrepresented groups, such as minorities, the economically disadvantaged, and women, with the training needed to work in the transportation and construction trades. TCART is a collaboration between IDOT, the Illinois Tollway, and the Chicago Urban League, in partnership with community-based organizations and construction trades unions. In particular, the program aims to increase access to highway construction jobs by teaching individuals the life skills and technical training necessary to succeed at union training facilities like Local 150's training center in Wilmington, IL. Additionally, for program graduates, the Chicago Urban League offers job referral and placement services in order to help guide graduates through the interview and

application processes to ensure their success.

In addition to the TCART Program, Local 150 also participates in IDOT's Highway Construction Careers Training Program (HCCTP). The HCCTP is comprised of twelve community colleges that hold numerous pre-apprenticeship training sessions annually in which participants receive 450 hours of intensive training in highway construction-related skills, such as mathematics for the trades, carpentry, concrete work, and blueprint reading, among others. Additionally, the program offers construction courses specializing in aerial lift, forklift, mobile crane, crane signaling,

**TCART aims to provide traditionally underrepresented groups, such as minorities, the economically disadvantaged, and women, with the training needed to work in the transportation and construction trades.**

and skid steer training, and allows individuals to become OSHA 10 Safety certified. In particular, Local 150 participates in training programs through Kennedy-King College, South Suburban College, Kankakee Community College, and Rock Valley College. Further, each Community College participant provides its program graduates with assistance in obtaining placement in trade unions, apprenticeship programs, or

with IDOT construction contractors directly.

We are also focusing on the high school level by connecting with local schools and vocational academies, such as Chicago Vocational Career Academy (CVCA). Specifically, we are encouraging students who complete the Academies' Diesel Technology program to apply for apprenticeship with Local 150 and other union trades. Through the CVCA, Diesel Tech students receive hands-on training and learn the fundamentals of diesel engine maintenance, repair, and other valuable skills that adequately prepare students for entry into the apprenticeship program, and a future career in the trades.

Although there is much work to be done, we strive to ensure that our efforts make a difference in the lives of young people who come from underprivileged communities with diverse backgrounds.



Melissa Binetti  
*Counsel for the III FFC*



Kara Principe  
*Counsel for the III FFC*



Joseph Sweeney  
*Counsel for the III FFC*



# The Illinois Tollway Board Approves I-294 Central Tri-State Project



Michael Lingl  
Regional Director

## FOCUS ON Illinois



In addition to creating thousands of middle class jobs, the I-294 project will also save \$330 million annually from reduced travel delays.

The recently approved I-294 Central Tri-State Tollway Project is a 22-mile expansion of I-294 between 95<sup>th</sup> Street and Balmoral Avenue. The project will bring many benefits to the Chicago region including economic development, job creation, and an increased ability to stay competitive. It will give the public greater access to services such as jobs, hospitals, and schools. In addition to creating thousands of middle-class jobs, the project will also save \$330 million annually from reduced travel

delays. The expansion will improve congestion at the I-294 and I-290, I-88, and I-55 interchanges, as well as create flex lanes for public transportation and emergency vehicles. The Central Tri-State project is a \$4-billion-dollar plan, with no new tolls created to pay for it. The III FFC and the Illinois Economic Policy Institute (ILEPI) support the Illinois Tollway Board's decision to advance the project.

**The expansion will improve congestion at the I-294 and I-290, I-88, and I-55 interchanges, as well as create flex lanes for public transportation.**

Additionally, the III FFC and ILEPI support the Illinois Tollway Board's decision (8-0 vote) to move forward with the proposed Route 53/120 Extension project through an Environmental Impact Statement (EIS). Traffic congestion is already a tremendous problem for commuters in regions such as Lake and McHenry Counties because they have limited access to north-south corridors. With the Route 53/120 Extension project, commute times could be cut down by between 21 and 31 percent. ILEPI estimates that this would save the average commuter more than \$2,300 in annual benefits. The project will also add 5,000 middle-class jobs and \$1.6 billion to Lake County's GDP, and daily regional congested vehicle hours would be reduced by over 64,000 hours by the year 2040. The Route 53/120 Extension project would cost an estimated \$2.5 billion, which would be funded through tolls, local fuel and non-residential real estate taxes, and existing Tollway funding.







## Starke County, Indiana

**S**tarke County, Indiana is known for its small-town charm. Nestled just below LaPorte County, Starke has a population of 23,363 and is home to many rivers and Bass Lake.

Starke County Commissioner Kathy Norem is currently in her third term. She has continuously supported the Union Building Trades men and women who reside in Starke County by ensuring they have an opportunity to work and bid on public works projects. Commissioner Norem has extensive knowledge on fair wage policies. Commissioner Norem's family background may explain this support since her father was a journeyman tool and die maker for several union shops in the Chicagoland area, her brother was a journeyman millwright at U.S. Steel, and her son-in-law is President of the Teacher's Union at the Knox Community Schools.

Donnie Binkley, a Commissioner in his first term, also believes in supporting and promoting residents. Commissioner Binkley's background is with Ozinga Concrete, where he is Plant Manager for the company's Wheatfield location. He echoes Commissioner Norem's support of the building trades.

Newly elected to the Commission is Charles Chesak, a lifelong resident of Starke County and full-time farmer. Commissioner Chesak feels his service to Starke County has been rewarding and he supports the building trades as he has family who are members of IUOE, Local 150.

Starke County recently embarked on two large public works projects. The new Starke County Jail was built in 2013. The facility was designed and built for safety, efficiency, and effective rehabilitation by construction manager Skillman Corp. and general contractor Larson Danielson. The finished product was built by local building tradesmen and women.

The most recent project was a renovation of the Starke County Courthouse and once again Skillman was selected to be the construction manager. Ziolkowski Construction was selected as the general contractor which put local skilled building trades men and women to work.

Starke County also recently passed a Truck Route Ordinance with the guidance of Highway Superintendent Rik Ritzler. Their hope is to preserve the county roadways by recording and identifying the heaviest used roads in the county. The commissioners also passed a Responsible Bidder Ordinance to ensure only credible, quality contractors bid on the County's public works projects.

III FFC Construction Analysts are pleased to work with responsible community leaders such as the Starke County Commission and look forward to seeing them thrive and have continued success.



*From left to right: Starke County Commissioner Kathy Norem, Donnie Binkley & Charles Chesak.*





Mary Craighead, ILEPI  
Transportation Analyst

## FOCUS ON Indiana

**In passing  
SB 1002,  
Indiana has  
become a  
leader in  
transportation  
funding  
strategies  
that other  
states should  
emulate.**



**W**ith the recent passage of an infrastructure funding plan signed into law on April 27, 2017, Hoosiers can expect an additional \$1.2 billion annually by the year 2024 to support crucial transportation projects throughout the state. Indiana can already boast a prosperous economy, a pro-growth environment with a balanced budget, reduced regulations, and low taxes. This bill will provide further investment in the transportation network that supports business growth and a thriving economy.

Economic growth is dependent on adequate infrastructure, yet across the United States lawmakers are letting infrastructure deteriorate due to insufficient funding. In Indiana alone, over half of all bridges owned by the state are in their last 25 years of life, and over 10 percent were declared structurally deficient in 2014. Indiana is in dire need of additional funding to address poor pavement quality, congestion, and safety. As estimated by Cambridge Systematics for an Indiana Department of Transportation (INDOT) infrastructure funding study, the state's transportation needs range between \$1.5 to \$3.2 billion annually for the next 20 years.<sup>1</sup> The new law takes the needed steps to begin to address these issues and help maintain Indiana's economic success by laying out a long-term transportation funding strategy for the state.

This additional funding is partially covered by increasing the motor fuel tax by \$0.10 starting in July 2017 to \$0.28; the rate will be subsequently increased on an annual basis by no more than \$0.01 until 2024. Fuel taxes are the principal source of transportation funding throughout the United States and account for 57 percent of INDOT's revenue. They serve as a transportation

user fee, generating revenue from those who directly utilize the transportation system; those who travel more, pay more. Because fuel taxes are a tax per unit, vehicle fuel efficiency and inflation reduce its purchasing power and fuel tax revenues decrease over time.

Indiana's motor fuel tax was last increased in 2003. The fuel tax rate of \$0.18 per gallon was at a ratio of 11.3 percent of the national average price of a gallon of gas at that time (\$1.59). If that ratio remained constant over time, the state motor fuel tax would have been \$0.28 per gallon in 2015. Therefore, the increase is not only fitting, but entirely necessary to create sustainable transportation funding in Indiana. The increase puts Indiana directly in-line with its Midwestern neighbors and the nation as a whole. The new rate is only \$0.017 above the national average, ranking 20<sup>th</sup> in the nation, and with the exception of Illinois, within \$0.02 of its neighbor's gasoline prices.

In passing an infrastructure funding plan, Indiana has become a leader in transportation funding strategies that other states should emulate. The additional funding will allow the state to invest in vital roads, bridges, transit, and other transportation systems to support the needs of its residents and workers, and secure the state's economy. Indiana lawmakers should be commended for their commitment to a prosperous future for the state.

1. This article summarizes a full report on Indiana's Infrastructure Plan available at: Mary Craighead, "HB 1002: Investing in Indiana's Future," Midwest Economic Policy Institute (2017), accessed May 12, 2017, <https://illinoisepi.files.wordpress.com/2017/03/in-hb-1002-report-final.pdf>.



## Don Parker

### In Memorium

It is with great sadness that we report the passing of Don Parker on May 4, 2017.

Don joined the III FFC as a Construction Analyst in 2007. During his tenure, Don was always dependable and productive, and often explored new and innovative approaches to difficult issues. The complaints he filed with state and federal agencies resulted in the collection of hundreds of thousands of dollars of wages for workers on public works projects. With a unique ability to gain cooperation from workers in the field, his success can be attributed to his genuine sincerity and willingness to help people.

Besides being a great co-worker, Don wore numerous hats including that of husband, father, friend and mentor. He also served in the United State Marine Corps, had a career in law enforcement as Chief of Police for the Schererville and Dyer Police Departments, served with the Lake County Sherriff's Department, and worked as an operating engineer. He also worked tirelessly as a volunteer at Ground Zero in



**Besides being a great co-worker, Don wore numerous hats including that of a husband, father, friend, and mentor.**

Manhattan after 9/11, in New Orleans after Hurricane Katrina, and participated in the Toys for Tots program each year.

During the past few years, Don went above and beyond regular work responsibilities to help train and mentor new staff at the III FFC. He enjoyed this role, which came naturally to someone always willing to help out, to share stories as well as listen, and to work on projects to benefit the greater good.

We will miss Don and our thoughts are with his family during this difficult time.

*In Memory of Don Parker*  
*February 24, 1953-May 4, 2017*







### III FFC Counsel Attends Annual AFL-CIO Lawyers Conference

**T**his past May, the III FFC attended the 36<sup>th</sup> Annual AFL-CIO Lawyers Coordinating Committee Conference in Denver, Colorado. The theme of this year's conference was "Don't Mourn, Organize!" Topics covered at the conference ranged from organizing and the law, countering attempts to block access to certified payroll and even the North American Free Trade Agreement (NAFTA).

NAFTA is a treaty between the United States, Canada and Mexico. It is the world's largest free trade agreement. Throughout the past year, American workers have demonstrated that they want a different direction on trade. The AFL-CIO has supported redrafting NAFTA's rules in order to enhance the agreement, and provide more stable outcomes for working families. By changing the rules, NAFTA could raise wages and working conditions for families in all three countries, rather than lowering them.

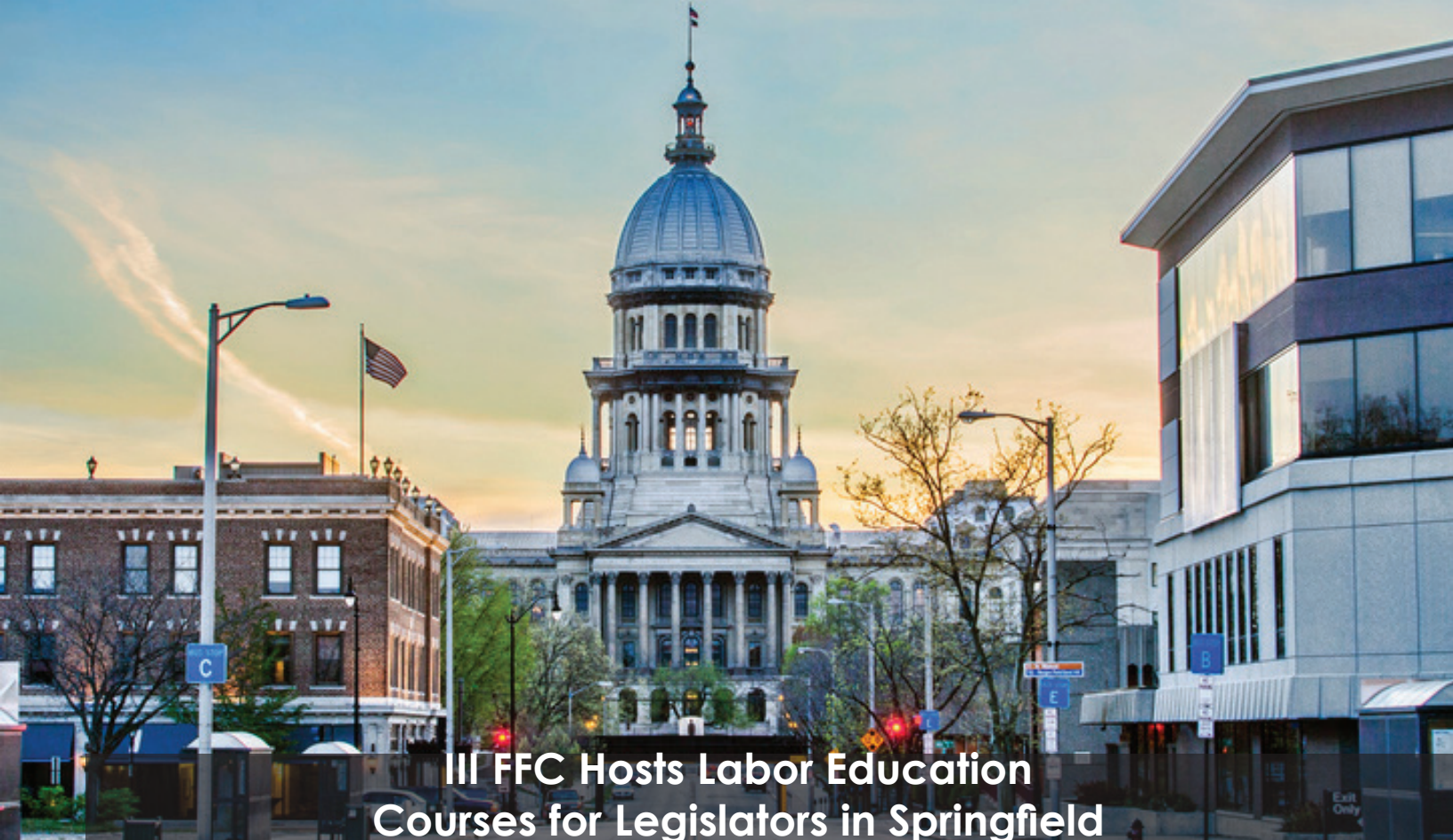
The AFL-CIO wants to eliminate the private justice system known as the investor-state dispute settlement, or ISDS. The ISDS allows foreign investors to challenge local, state, and federal laws before private panels of corporate lawyers, and award millions of dollars to corporations. The ISDS also gives foreign investors immense leverage to control democratically chosen public policies. By eliminating this system, it would help even the playing field for small domestic producers and

their employees. Not only does the AFL-CIO want to eliminate ISDS, it wants to eliminate Chapter 10 of the treaty, which undermines "Buy American" laws. NAFTA requires the U.S. government to treat Canadian and Mexican goods and services as "American." This means that efforts to create American jobs by investing in infrastructure or other deals could be ineffective.

The AFL-CIO also wants to improve NAFTA's labor and environment provisions (the North American Agreement on Labor Cooperation and the North American Agreement on Environmental Cooperation) by replacing them with provisions to adequately protect international labor and environmental standards. This will help check environmental abuses and worker exploitation. In addition to this, countries should not use currency policies to gain trade advantages. In order to prevent this, the AFL-CIO wants to address currency manipulation by creating binding rules, subject to trade sanctions, for all U.S. trade agreements, including NAFTA.

Lastly, the AFL-CIO wants to upgrade the automobile rule of origin (62.5% of automobiles must be "made in North America" to qualify for duty-free treatment under NAFTA) to eliminate any loopholes and provide incentives to produce in North America, as well as upgrade trade enforcement oversight.





## III FFC Hosts Labor Education Courses for Legislators in Springfield

**T**his past spring, the III FFC and the Chicagoland Operators Joint Labor-Management PAC collaborated to provide Illinois legislators, their staff, and lobbyists with twelve free labor education seminars and Minimum Continuing Legal Education (MCLE) courses.

The purpose of these courses was to provide attendees with a labor and labor-management perspective on legal issues they will surely face. With the changing political climate of the past election, it is important for our legislators to understand key issues that help sustain the middle class and lead to job creation. Topics included the Illinois Prevailing Wage Act, right to work legislation, the economic and social impacts of apprenticeship programs, labor history, and many more key issues for the labor movement.

III FFC Executive Director Marc Poulos taught a course on “Decoding the Illinois Prevailing Wage Act.” This presentation gave an in-depth analysis of how prevailing wage allows workers to be paid a livable wage and prevents contractors from undercutting workers’ wages. State prevailing wage laws, including the Illinois Prevailing Wage Act, ensure contracting agencies and

public bodies follow local wage rates and labor standards. According to the Illinois Economic Policy Institute (ILEPI), there is no evidence that prevailing wage rates inflate construction worker wages.<sup>1</sup> Based on the data

ILEPI collected on the 32 counties along the Illinois state line, the evidence shows prevailing wage is the local market rate in Illinois.<sup>2</sup>

The III FFC plans to run labor education courses in Springfield again next year to ensure that our legislators have all the information they need to make informed decisions that have a positive impact on the middle class.

**With the changing political climate of the past election, it’s important for our legislators to understand key issues that help sustain the middle class and lead to job creation.**



Laura Byrne  
*Communications  
Director*

1. Manzo, Frank, IV. "The Prevailing Wage is the Local Market Rate." <https://illinoisepi.org/countrysidenonprofit/wp-content/uploads/2013/10/ilepi-the-prevailing-wage-is-the-local-market-rate-final1.pdf>. August 29, 2016.

2. Ibid.



# III FFC Contractor Appreciation Dinner



Joshua Schipp  
Construction Analyst

## FOCUS ON Iowa



**Thank you  
to the  
responsible  
contractors that  
support the  
men and  
women  
of the  
construction  
industry.**



*Pictured left to right: III FFC Constuction Analysts, Michael Siciliano and Joshua Schipp*

**O**n Thursday March 30, 2017, the Indiana, Illinois, Iowa Foundation for Fair Contracting (III FFC) hosted its Annual Construction Industry Appreciation Dinner at Jumer's Casino & Hotel in Rock Island, Illinois. With over one hundred guests in attendance, this was our highest turnout yet!

The purpose of the III FFC's Annual Contractor Appreciation Dinner is to give appreciation to the responsible contractors and elected officials who support the hard-working men and women of the construction industry. Contractors who support collective bargaining agreements, apprenticeship programs, OSHA safety programs, to name a few, set a high standard for the industry and provide a fair playing field for competitive bidding on publicly funded projects.

We were fortunate to have so many elected officials in attendance such as local village board members, city and county leaders, and leaders of the Illinois and Iowa State Legislatures. These elected officials help both contractors and the workers succeed by ensuring common sense laws are maintained and enforced to keep non-responsible contractors out of the public bidding process.

Senator Neil Anderson (R-IL), spoke about

how he believes unions and companies can work together to benefit the whole community. Senator Liz Mathis (D-IA), addressed the challenges of trying to attack one group for the benefit of the other and how we all need to work together to grow our economy and increase development opportunities. Senator Nate Boulton (D-IA) highlighted the benefits of a high-road economy, making clear that cooperation and respect fosters the best kind of growth and increases the quality of life for communities. There was a true showing of bipartisan comradery at this event, which is what we had hoped to foster.

Executive Director, Marc Poulos, informed the audience that on behalf of the III FFC, we could not do our jobs without the help of the people in the room and are grateful for their support and friendship. He concluded by honoring Construction Analyst, Michael Siciliano, for a successful twelve-year career with the III FFC and wished him the best with his upcoming retirement. The announcement was matched with a standing ovation. We hope to see many more familiar and new faces at next year's Annual Contractor Appreciation Dinner!



# CONTRACTOR SPOTLIGHT

**W**oodruff and Sons Inc., a family owned and operated business now spanning four generations, is pleased to celebrate 70 years in business. From its humble beginnings in Michigan City, Indiana, the company has grown into a major utility, road construction, and site development contractor serving communities within three states, and is known for its quality work to successfully complete extremely complex projects.

Woodruff and Sons, Inc. is one of the area's oldest construction companies founded in 1946 by Roy Woodruff after he completed his tour of duty in World War II. Roy used his army savings to purchase a bulldozer and start the family business with his brother, Louis, and father, William. Within the first few years, Roy bought out the others and worked to grow the company into the multi-million-dollar corporation it is today. The company's success has hinged on its unwavering commitment to quality work, integrity, and ingenuity.

Initially, the company's work consisted of moving and hauling dirt, but it later expanded to underground utility work, road construction, construction management, and design/building projects. As complex projects arose, Roy utilized creative problem solving techniques and built his team's expertise to handle projects well beyond the standard road and utilities construction. Known as a pioneer in the industry, Roy designed and patented numerous products that have improved the overall quality of construction on a national level. Examples of Woodruff and Sons, Inc.'s complex projects include remediating a lead contaminated wetland, building infrastructure for major developments, and important highway improvements including large deep sewer and storm drains.

Roy Woodruff passed away in 2012. Today the company led by his children Don Woodruff, Bruce Woodruff, and Linda Wakeman, who are third generation Woodruffs. The company is headquartered out of Bradenton, Florida. Woodruff and Sons, Inc. serves markets in northwest Indiana, southwest Michigan, Tampa, Bradenton, and southwest Florida and employs over 200 people.

The company is guided by Roy Woodruff's motto: Take pride in your work, do it right the first time, and respect the other person and his property. "I am most proud of Dad's legacy of honesty, hard work, and innovation



*Pictured left to right: Don Woodruff, Linda Wakeman & Bruce Woodruff*



*In Memory of Michael Edinger  
September 17, 1975-December 13, 2016  
A true friend to the construction industry*

that has earned Woodruff and Sons its highly respected reputation for doing the job right and finishing on time, and on budget," said Don Woodruff. He stated, "We now have a fourth generation of family working in the business, and that continuity and respect for what Dad began so many years ago is key to the success we have experienced."

Woodruff and Sons, Inc. has completed many projects within the Michigan City and LaPorte area, most notably Wabash Street's Green Infrastructure, Elston Grove Improvements, Sheridan Beach Sewer Separation Project, and Thomas Rose Industrial Park Expansion. For details on current and past projects or for more information, visit [www.woodruffandsons.com](http://www.woodruffandsons.com) or call 941-756-1871.





## An Introduction to Responsible Bidder Ordinances

**A** Responsible Bidder Ordinance (“RBO”) is a policy that sets minimal requirements for contractors bidding on publicly-funded projects. RBOs are like an “insurance policy” for taxpayers, due to the fact that these local ordinances establish objective standards that contractors must meet, in order to win bids and construct projects using taxpayer dollars.

Some of these standards include proof of participation in an apprenticeship training program, certified payroll records, proof of required licenses, and compliance with all local, state, and federal laws. RBOs protect taxpayers by assuring that bids are not awarded to cheating contractors, and are being awarded to the lowest, most responsible bidder. By doing this, proficient contractors will provide the highest-quality work in the most safely, timely manner.

At the same time, these reliable contractors will efficiently work within a budget that is funded by taxpayers without any need for re-construction later on. Contractors that violate workplace laws are five times more likely to have a low performance rating, compared to contractors who have a clean record and are not costly to a city.



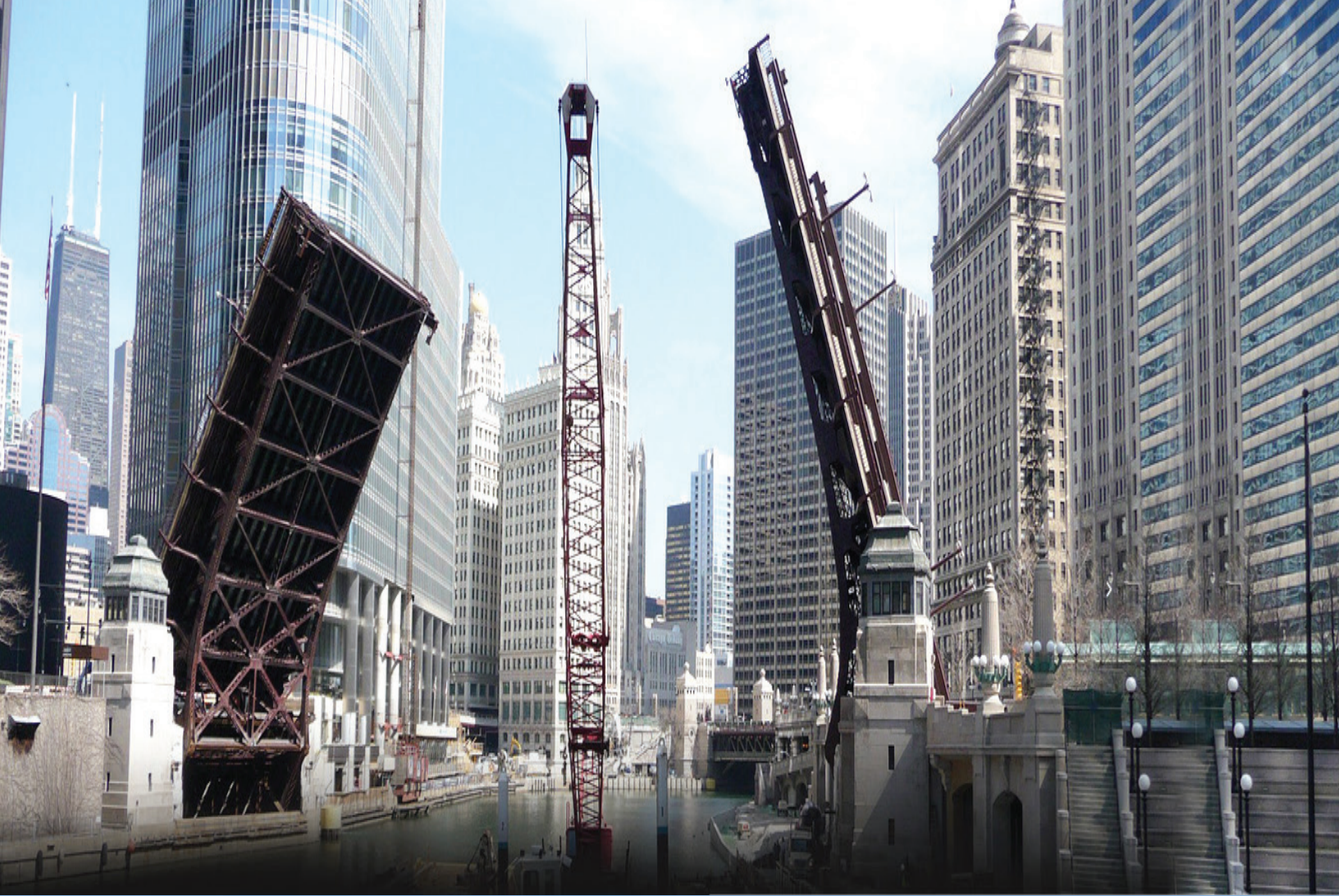
As a matter of fact, case studies from across the country have proven that RBOs promote higher quality services and increase competition among responsible contractors. Furthermore, evidence suggests that 98% of construction owners that use qualifications-based procurement models, such as RBOs, are more satisfied with the quality of the projects being done.<sup>1</sup>

Overall, RBOs help local contractors win bids, ensure that public works projects are done effectively and within budget, and are the best value for taxpayers with no additional costs.

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1. "A Responsible Bidder Ordinance is a Protection Plan for Taxpayers." The Illinois Update. May 10, 2017. Accessed June 02, 2017. <https://illinoisupdate.com/2017/05/10/a-responsible-bidder-ordinance-is-a-protection-plan-for-taxpayers/>.





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## It's really quite simple.

Successful projects happen when Labor and Management share the same priorities. And when the highest priority is having a team of safe, well-trained workers on the jobsite, those projects are completed on time and on budget.

## We're the Indiana, Illinois, Iowa Foundation for Fair Contracting.

We bring Labor and Management together to assist public bodies and contractors with OSHA, contract compliance and other contracting matters, while striving to secure work for responsible contractors.



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