

THE LICA CONTRACTOR

Volume 13, Number 4

Fall 2020



A Family Tradition

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National Construction Survey



The Official Publication of the Land Improvement Contractors of America



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THE LICA CONTRACTOR

The Land Improvement Contractors of America

The LICA Contractor is the official publication of the Land Improvement Contractors of America, dedicated to the professional conservation of soil and water. LICA was founded in 1951 and is today comprised of twenty-four chapters across the continental United States.

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The LICA Contractor welcomes letters, subject to editing for accuracy and brevity. The LICA Contractor also welcomes articles relevant to the land improvement industry. Include your name and daytime phone number for verification purposes. Deadlines are the twenty-first of the month preceding issue date. All unsolicited material must be accompanied by a self-addressed stamped envelope.

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A Message from the President



Hello LICA Members,

I hope this addition of the LICA Contractor Magazine finds you all in good health with plenty of work to do! With that said, what extraordinary times these are! Never have I witnessed a pandemic and hope this will all be in the rear-view mirror ASAP! I know that the executive committee and the national staff all hope and pray that this pandemic passes quickly and does not harm any of your family or friends.

It was with a heavy heart that we decided to cancel the 2020 summer meeting in Niagara Falls. We remain optimistic that we can hold our winter 2021 meeting in San Antonio as planned.

Please remember that the work we all do, at times, can be dangerous and its important to work safely on very job site. Weekly and daily safety talks help our employees stay focused, productive and injury free.

Last thing I want to mention is the new and much improved, in my opinion, national LICA web site. Please take a few minutes out of your busy schedules to browse the site. I have found the Fleet Evaluator (FE) to be extremely helpful.

Until we can all meet again please, be safe, keep your distance, wear your mask accordingly, and wash those hands!

God Bless,

Bob Clark II, National LICA President

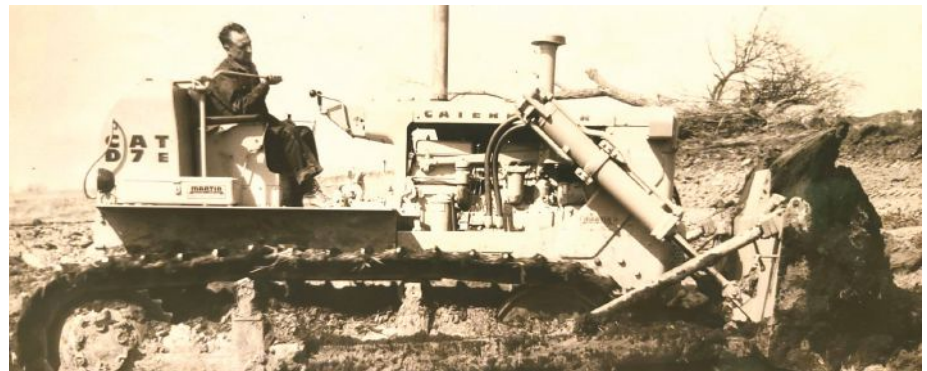


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A Family Tradition

I never wanted the headache of growing too large.

By DEBBIE DICKENS

In 1862, when President Lincoln signed the Homestead Act, Major Colonel Henry Schell and his wife, Amanda, took advantage of the Act and claimed a 160-acre homestead in the recently established town of Marysville, KS. In addition, he received a 20-acre timber allotment, along with 40 acres of pasture. Today, Jeff Schell of Schell Farm & Construction, Inc. is the fifth generation to farm that homestead. Over the years, the family has increased its holdings, adapted to changes in both the agricultural markets and soil conservation practices, and today farms about 1,500 acres, raising corn and beans.

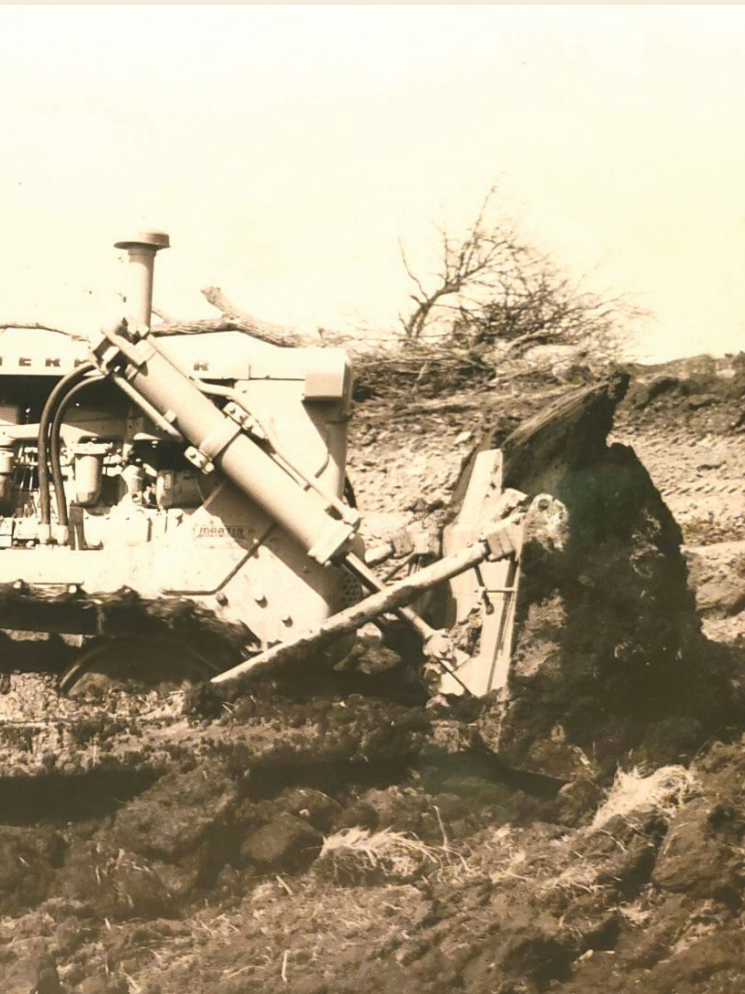
Jeff's father, Lorane, was always open to new ideas so, when terracing was introduced to the region in the early 50s, he jumped on board. As Jeff says, Lorane was not only innovative, he was also a fine operator. In fact, in 1952, he won the Marshall County Terracing Building contest, using a tractor and plow. That talent, along with his innate ability to adjust to changing times, resulted in Lorane opening Schell Construction in 1953. He bought a bulldozer and began building terraces for his neighbors, one of which was the Koepf family who owned several farms scattered across the county. It wasn't long before Lorane realized he would also need to buy a lowboy to haul his equipment from farm to farm.

By the mid 60s, the Schell family had grown to nine children with Jeff being the eighth and youngest of three boys. The business was also booming. Lorane had bought six bulldozers and hired three or four local farmers to work in the construction business when their farming operations were slow. The company continued to build terraces and, as with most farm families, the kids supplemented the work force. Jeff remembers plowing terrace channels with the tractor at the

In 1961, Lorane bought the first power-shift D7E that Martin Tractor Company sold and is seen here putting it through its paces.



“He enjoyed life by working.”



Lorane Schell is seen here competing in and winning the 1952 Marshall County Terrace Building Contest near Beattie, KS.

age of six and says that he was a definite beneficiary of his dad's progressive traits because, by the time Jeff was 12 and working weekends and summers, the tractor had an air conditioned cab, a tremendous bonus during the Kansas summers when temperatures hover around 90 degrees.

About a year after graduating high school in 1977, Jeff decided to try his hand at another trade, driving truck. He hauled loads to and from what he called "more or less" the Midwest, but after a few months, Jeff decided that driving truck wasn't the future he wanted and returned to the family farm and construction business. Although we don't doubt Jeff's word, we think there might have been another reason for Jeff's return - Marsha. She and Jeff will be celebrating their 40th wedding anniversary this October with their



After Schell Construction excavated and leveled the area, the concrete was able to be poured for this 190-foot long, five-foot deep and 45-foot wide manure pit.



This demolition was a little tricky because Jeff had to salvage the brick for re-use in a parking lot, while separating it from the wooden roof.

two children, Jocelyn and Justin, granddaughter Isabel and grandson Barrett. And, they're expecting another grandchild in December.

Change often comes hard for many people, but not for the Schell family. In fact, adjusting to change over the years has become a family tradition for both the farm and the construction company. Whether it's stopping wheat production in response to changes in the market, dropping corn production after a severe drought in 1980 or planting corn again in the early 90s with the advent of new drought-resistant corn hybrids, the Schells have always risen to the challenge. The construction business is no different. As an example, Jeff knew that it would be a benefit to be able to fly over his projects to get a lay of the land. As he says, "I've always had a passion for flying, and I wasn't getting any younger, so this was a great way to justify getting my license," which he did in 2010. Today, a drone has replaced that need, but Jeff still enjoys taking to the skies whenever he can. When Lorane decided to retire in 2001, Jeff bought the homestead and began purchasing the construction side of the business. It's actually a misnomer to say that Lorane retired. As Jeff says, "He enjoyed life by working." Lorane continued to operate the excavator at the age of 80 and at 85, was extremely interested in trying out the new GPS system.

Schell Construction, under Jeff's leadership, continued to build terraces and waterways but as the world of agriculture changed over the years, so too did his business. The standard terraces which were built in the 50s and 60s are no longer compatible with today's 16-24 row planters, so Schell Construction's current business model includes re-working those old terraces by installing tile outlet terraces and removing waterways. In about 2008, Jeff recognized that the construction company needed to diversify in order to adjust to a volatile ag market. He says, "I didn't know what ag was going to do, so we started house demolition and land leveling for commercial jobs." His ability to recognize an uncertain market and diversify his business has brought Jeff a number of new jobs, using his same talents, while protecting his business from having "too many eggs in one basket."

Over the years, the definition of a large livestock operation has certainly changed. Although the number of producers has declined across the country, the size of the operations has grown immensely. Jeff says that northeastern Kansas does not have the large livestock operations that western Kansas can boast, but last summer, he worked on a 700-head dairy farm on what turned out to be a large job for Schell Construction, handling all the dirt work for 11 different pieces of the project.

A free-stall dairy barn uses sand for bedding material and must be flushed twice a day. In order to do that, you have to use a lot of water and sand, recycling both to control costs. Basically, water is flushed through the barn, washing the sand into a concrete sand separator. The sand settles out, while the water and solids move into a concrete pit where the solids settle out, after which the remaining water flows into a lagoon. Eventually, the sand is pushed to the side of the sand separator for drying and re-use, while the solids are collected and spread across the fields for fertilizer, and the water is pumped back up to the barn for another flushing. While this may sound relatively simple, the complexity of the project is amazing. The pad for the barn had to be on a two percent slope; the area for the sand separator required 3/10 of a percent slope and had to accommodate a v-shape; the 190-foot long, five-foot deep and 45-foot wide concrete pit had to be flat with an access ramp; and the 139 acre-foot lagoon had to be packed securely in order to remain sustainable. Like his father, Jeff has never wanted to expand the business to a point where he loses contact with his customers. As he says, "I never wanted the headache of growing too large." So perhaps, what's most remarkable about this project is that Jeff and his three full-time and one part-time employees, including his son, Justin, got all this done in just two and a half months!

The Schell's family tradition extends beyond their farm and construction company. LICA has been a significant part of that tradition and continues today. In 1962, Lorane joined the Kansas Conservation Contractors Association which later merged with the Kansas LICA chapter and Jeff

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Replacing a grass waterway from the 1960's and installing underground outlet terraces

was honored to receive the company's 55-Year Plaque in 2017. Lorane and Jeff's mom, Vida Mae, were very active in LICA, at both the state and national levels, attending almost every Annual Convention. Their active participation in LICA was rewarded when, in 1986, Lorane was honored as KLICA's Contractor of the Year, the same year he served as President of the KS Chapter. And, in 1988, Vida Mae was named KLICA Contractor's Wife of the Year, followed by the National LICA Contractor's Wife award in 1989.

Jeff confesses that he didn't attend many LICA Conventions until he began taking his mom to them after his dad died in 2006. By 2008, he was hooked and started getting involved in the state chapter; first serving as KLICA District 3 Director, then KLICA Vice President (2012-13), President Elect (2014-15), President (2016-17), and Immediate Past President (2018-19). His involvement, like his father's didn't stop there. This spring, Jeff was elected to serve as National LICA's Region VI Vice President, representing Kansas, Nebraska, South Dakota, North Dakota, and Colorado, just as Lorane had been many years ago. For Lorane and Vida Mae, the rewards reaped from LICA were from the friendships and information gained through meeting other like-minded folks from across the state and nation who were addressing and defining solutions to shared problems. For Jeff, those same rewards hold true today, but are even more enhanced by the contractor benefit package. He says, "It's a no-brainer to belong. The dues are nothing compared to the benefits of LICA."

Near the end of every interview I conduct for these articles, I ask the contractor if there's anything in particular he or she wants to make sure I include in the article. When I asked Jeff that question, his immediate response was ... Marsha! As their almost 40 years of marriage can attest, Jeff and Marsha are truly a supportive couple. She has worked for the USDA's Farm Service Agency (FSA) for the last 41 years, currently serving as a program technician, as well as a member of the national Integrity and Accountability Task Force. In addition



The 18-inch outlet pipe for one of two sediment ponds installed on the free-stall dairy barn project

tion to her normal job functions, the coronavirus pandemic has added an extra set of challenges in terms of being able to service producers while the office is closed or has severely limited access, as well as managing the new Coronavirus Food Assistance Program (CFAP) which provides financial assistance to producers who have suffered a decline or loss due to market prices and/or supply chain disruptions. In addition, for the past two years, Marsha managed two Market Facilitation Programs (MFP 1 & 2) addressing payments to

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Pictured from left: Justin, his wife Micala and their son Barrett; Jeff and Marsha; and their daughter, Jocelyn Sharp, with her husband Dustin and their daughter Isabel



Jeff and Marsha get ready to take flight.



Right: Jeff and Marsha are poised for another great bike adventure.

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producers to compensate for a drop in the crop market. To say she has been busy is a gross understatement and yet, she and Jeff have made time to enjoy life. In particular, they love their motorcycle rides. Last year, they logged over 3,000 miles in just nine days, traveling with three friends. This year, they are planning a trip at the end of August to, as Marsha puts it, "a non-Covid destination!"

Helping his community is another tradition for Jeff. As he says, "I've served on so many boards, they call me 'varnish!'" He is a member of the Knights of Columbus and served as the youngest-ever local Grand Knight in 1984-86. In addition, he's served on the Fair Board, 4-H Council and Parish Council which just completed building a new \$8.2 million church to serve its 400-500 families. You can guess how Jeff helped ... demolition and dirt work!

Jeff Schell is truly living his family's tradition, from adapting to new challenges in farming and construction to echoing his father's involvement in LICA. And, he expects the tradition to carry on for many years to come as he proudly boasts that his grandson, Barrett, who could name all the parts of an excavator at the age of two and a half, will be the seventh generation to work the homestead settled by Henry and Amanda Schell over 150 years ago. And, just as the Schell family homestead tradition is alive and well, we are looking forward to great things from Justin because LICA is also ... a family tradition! ■



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The First National Construction Survey Released

Respondents' Outlook for Industry Remains Positive Despite COVID-19 Pandemic

Marcum LLP released the first annual Marcum National Construction Survey. Overall, the survey reflects a positive outlook by respondents about the current and future state of the industry, despite the COVID-19 pandemic.

Influencing their optimism were the ability to secure financing for new projects and to find new sources for building materials, the respondents said. In addition, while job backlogs remain strong, they anticipate the need for diversified supply chains, new worksite safety protocols, and strategic planning to secure new contracts.

The survey was conducted in the first quarter of 2020 by Marcum's national Construction Services group, a premier provider of accounting, tax, and advisory services to the construction industry. To account for the influence of the coronavirus crisis, responses were separated into pre- and post-March 15 periods.

Selected Findings

- 90% of respondents reported that their ability to receive project financing has increased or stayed the same as compared to last year.
- 47% of respondents reported banks required bonding on less than 20% of their jobs.
- 82% of *pre-pandemic* respondents projected either the same or higher backlogs for 2020.
- 67% of *post-pandemic* respondents projected either the same or higher backlogs.
- Just over a third of respondents (36%) predicted they will increase expenditures in the next year.
- 41% of *pre-pandemic* respondents chose "securing skilled labor" as the No. 1 threat to their businesses.
- 29% of post-pandemic respondents chose "lack of work" as the No.1 threat.
- 51% of respondents are increasing compensation to address the shortage of skilled labor.
- 85% of respondents said they were applying for loans under the Paycheck Protection Program (PPP) to mitigate the impact of the virus on their businesses.
- 56% of respondents said their top priority going forward is strategic planning.
- 37% of respondents have realized tax savings in the past year, from the Tax Cuts and Jobs Act of 2017.

Joseph Natarelli, Marcum's national construction industry leader, said, "The industry was well-positioned prior to the pandemic, even with a potential recession looming.



Those going into COVID-19 with weaker balance sheets will be negatively impacted. We believe that as long as firms work with their internal teams and professional advisors to address labor safety issues and material sourcing, and have a pandemic plan in place, they will come out of this in good shape."

Marcum Partner **Roger T. Gingerich**, regional construction leader for Ohio and survey project manager, said, "When we distributed the survey in early February, the epicenter of the novel coronavirus was in China, an important hub for steel production and general manufacturing, and that country's subsequent economic shutdown had an immediate ripple effect on the U.S. construction industry that still persists. With the exception of several regional markets hardest hit by the pandemic, where job sites were closed, most U.S. construction workers were deemed essential and have continued to work. In alignment with these developments, positivity among survey respondents began to dip by mid-March."

"The pre-COVID-19 economy was blissful for many contractors. A combination of strong job growth, technology-induced transformation, and healthier state and local government finances, rising incomes, consumer confidence, low inflation, and minuscule interest rates propelled construction spending higher. The post-COVID-19 economy is the mirror opposite," wrote Marcum's chief construction economist, **Anirban Basu**.

“The second quarter of 2020 is likely to prove the worst quarter of our economic lives. By February, the nation was already in recession. U.S. GDP declined 4.8% for the quarter... Often, construction is spared during the early stages of a broader economic downturn due to a combination of ongoing work and backlog. That didn’t happen this time... Construction’s recovery will be far more rapid if two things occur: 1) federal stimulus directed toward state and local governments to help them balance their budgets; and 2) a federal infrastructure investment package,” he said.

About the 2020 Marcum National Construction Survey

The 2020 Marcum National Construction Survey polled 400 construction companies and service providers in various sectors of the industry. Forty percent had more than 100 employees, and 50% had annual revenues in excess of \$20 million. The survey is the newest addition to Marcum’s robust construction curriculum for construction contractors and industry observers.

About the Marcum Construction Group

One of the leading construction accounting firms in the U.S., Marcum LLP’s Construction Services group provides audit, consulting, and taxation services to clients ranging from start-ups to multi-billion-dollar enterprises. The group’s professionals, among the country’s foremost experts in construction accounting, are frequent industry authors

and speakers and serve as technical reviewers for the AICPA’s construction audit and taxation guides. In addition to the new national construction survey, Marcum’s Construction Services group publishes the quarterly Marcum Commercial Construction Index, the Marcum PAS Contractor Compensation Quarterly, and the annual Marcum JOLTS Analysis of construction employment trends. The group also presents an ongoing series of industry summits and technical webinars focused on the unique needs of construction contractors.

For more information, visit www.marcumllp.com.

About Marcum

Marcum LLP is one of the largest independent public accounting and advisory services firms in the nation, with offices in major business markets throughout the U.S., as well as select international locations. Headquartered in New York City, Marcum provides a full spectrum of traditional tax, accounting, and assurance services; advisory, valuation, and litigation support; managed accounting services; and an extensive portfolio of specialty and niche industry practices. The Firm serves both privately held and publicly registered companies, as well as nonprofit and social sector entities, high net worth individuals, private equity funds, and hedge funds, with a focus on middle-market companies and closely held family businesses. Marcum is a member of the Marcum Group, an organization providing a comprehensive array of professional services. For more information, visit www.marcumllp.com. ■



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To Be an Effective Advocate... You Gotta Be in the Zoom When It Happens!

By NICK YAKISCH, LICA Director of Government Relations

How we work, shop, go to school, socialize..... you name it and there is no doubt our world has been turned upside down by the pandemic crisis. From a different era, Lin-Manuel Miranda captured the story of Alexander Hamilton's world turned upside down as he worked his relationships and navigated his way to a position of influence. In Hamilton's day the key to make deals and influence a process was to be in the room where it happens. Today, supporters of land improvement and conservation must be educated on the issues important to the industry and build relationships at the local, state and federal government levels. But it's no longer going to Washington DC to get in the room where it happens but being on the zoom where decisions are discussed that may impact your business. Now more than ever in our history effectively sharing your views and experience with elected and government officials will help grow the economy, improve the environment and strengthen the land improvement industry.



To make 2020 even more tumultuous we have a presidential election and an expected closely contested fight for majority control of Congress. Control over the Senate with its current majority split of 53-45-2 is very much in play as both parties pour millions of dollars into hotly contested seats. Business leaders need to engage with candidates to get their views on key issues. No one knows the issues better than you, the voter, and your affiliated groups!

The Transportation Construction Coalition

The Transportation Construction Coalition, a group of leading construction associations and labor unions, is

calling on Congress to approve H.R. 2, The Moving Forward Act, as a necessary step toward reauthorizing federal surface transportation programs before the expiration of the Fixing America's Surface Transportation (FAST) Act on September 30. The legislation's unparalleled highway and public transportation investment would allow for significant improvements to the nation's surface transportation system. The bill's five-year duration and temporary Highway Trust Fund solvency solution would also offer needed certainty to states and the transportation construction industry during the current economic challenge. Infrastructure bills have a long history of bipartisan support but recent efforts to pass major bills incite partisan divide when the time comes to pay for an infrastructure bill. The major funding source for road and bridge improvements – the federal gas tax - has not been raised since 1993.

Airport Terminals

Airport terminal infrastructure and runways project improvements and other capital investment projects are funded through government grants, the Passenger Facility Charge (PFC) local user fee, and other methods. Much like the federal gas tax, the PFC mechanism has not been updated since 2001. Future investment in airport infrastructure maintenance and upgrades faces a \$4.2 billion gap if steps are not taken to bolster federal investment programs

Navigable Water Systems

The U.S. navigable water system infrastructure provides critical benefits to a variety of industries important to the business commerce, such as in the movement of whole products to customers overseas, and the efficient movement of agricultural products from farm to market. This vast infrastructure network includes the ports operating on both coasts, the

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Condit Hydroelectric Project was a development on the White Salmon River in the U.S. state of Washington. It was completed in 1913 to provide electrical power for local industry and is listed in the National Register of Historic Places as an engineering and architecture landmark. Source: Wikipedia

inland waterways found throughout the country, and the locks and dams responsible for helping barges and boats navigate rivers and canal waterways. All continue to deal with congestion and aging facilities despite being vital to a healthy U.S. economy.

Rural Broadband Deployment

Right now, rural broadband deployment across croplands does not meet the needs of production agriculture, in particular farm and construction machinery. This issue will continue to grow in importance as farming becomes ever more sophisticated. To address this issue, industry calls on the Federal Communications Commission to implement the Precision Agriculture Connectivity Act as soon as possible to develop policy recommendations to fill the gaps in cropland coverage.

Rural communication is also facing another important issue. On April 19, the FCC adopted an Order allowing Ligado to repurpose spectrum adjacent to Global Positioning System (GPS) and satellite communications

frequencies for a terrestrial cellular network—which threatens to cause interference with GPS and satellite communications that support military, aviation, farming, transportation construction, maritime, weather, and many other public and private sector activities and operations.

This puts GPS-dependent equipment at risk of disruption, and unfairly places the burden of “fixing” interference that occurs on the farm or on the job site on the shoulders of equipment users. Industry has been pushing back hard on the decision, urging the FCC to reconsider through a formal petition and setting up legislative remedies to ensure that GPS users are protected. In 2011 LightSquared (now Ligado) submitted a similar proposal that received significant public pushback that halted the expansion.

Farm Bills

Similar to infrastructure bills, farm bills generally see bipartisan support and expand their scope with each new authorization. No one buys insurance for the good times, and simi-

larly, farm bill programs provide critical tools to help farmers and ranchers manage risk. Farm programs are written to provide a basic level of protection to help offset bad economic times and severe weather. The 2018 farm bill brought a level of certainty to farm and ranch families through crop insurance, improved risk management programs and support for beginning farmers and ranchers, while also bringing much-needed funding to trade development, ag research and conservation programs critical to ensuring the productivity and sustainability of our nation’s farms and food supply.

Major bills like infrastructure and farm programs will also see heated debates on the role of climate change. Earlier this year, the majority staff of the Select Committee on Climate Change released an extensive report on current research and recommendations to address climate change. The report calls for American leadership and ingenuity as central to solving the climate crisis. With the devastating health and economic consequences of climate change growing at home and abroad the report summarizes, the United States must act urgently, guided by science, and in concert with the international community to provide a livable climate for today’s youth and future generations.

Become an Industry Advocate

It is time to put your newly developed zoom skills to work and reach out to your elected officials and have a talk about your business and current issues such as infrastructure, farm and conservation programs. In addition, watch for LICA to produce some simple straightforward ways you can become an industry advocate or let’s set up a zoom meeting by contacting me directly at nyaksich58@gmail.com. Do it for yourself, the future of your family and your business! Now is the time to get in the zoom and make it happen. ■

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Planning for Success— The Critical Importance of Buy-Sell Agreements

Submitted by CRAIG MARTIN, Construction Attorney with Lamson Dugan and Murray

Few things provide us with greater professional fulfillment than planning for the success of our clients. As members of the Johnson Team, we work with companies of all sizes to ensure that they are prepared to handle both the expected and unexpected events of life. One of the most important steps a company can take is to adopt a Buy-Sell Agreement to deal with these life events.

This article will go through a typical scenario to show the importance of a buy-sell agreement, explain common provisions in a buy-sell agreement and best practices in adopting a buy-sell agreement.

Typical Scenario

Bob and Tom were friends since high school. After working in the construction industry for years, they decided to start their own business. After a few lean years, the company became a success. They decided to celebrate their success and took a joint vacation with their families. Tom went deep sea fishing one morning and the boat never returned.

Tom's wife is now a 50% owner of the company. Bob and Tom's wife meet to discuss the future of the company and Tom's wife explains that she needs to continue to receive Tom's salary to pay the mortgage and keep the kids in private school. Bob explains that he needs to hire a new employee to take on Tom's workload and the company cannot afford to pay the new employee and Tom's salary.

Bob and Tom's widow try to continue operations, but it just doesn't work. Bob decides to leave the company and start his own venture. Tom's widow then sues Bob claiming Bob stole the company's business.

This entire scenario could have been avoided with a Buy-Sell Agreement and an Estate Plan that dovetails with the Buy-Sell Agreement.

What Is a Buy-Sell Agreement?

A buy-sell agreement provides for an orderly business succession should an owner decide to transfer his interests in the company due to a voluntary event, like retirement, or an involuntary event, such as divorce or disability. The buy-sell agreement will provide a method for determining when purchase and sale rights arise, a valuation of the company's ownership interests, and how that amount will be paid.

When Should You Get a Buy-Sell Agreement?

The short answer is before you need it. Ideally, a buy-sell agreement is completed at the beginning of the relationship. This is when everyone is getting along and the parties can rationally discuss what will happen if someone leaves the company. At this point in time, no one knows who will be experiencing a triggering event, so the parties will usually be fair and even-handed.

What Are the Triggering Events?

Triggering events are either voluntary or involuntary occurrences which give rise to a purchase and sale of an owner's interest in the company. Typical voluntary triggering events are retirement or voluntary resignation. But, if an owner voluntarily resigns, we recommend protections limiting how the departing owner can compete against the old company. Involuntary triggers include death, divorce, disability, or an owner's breach of his or her obligations to the other owners or company. Triggering events may give rise to a mandatory purchase and sale (e.g., a company repurchase upon an owner's death), or an optional purchase and sale (e.g., a company's option to repurchase upon an owner's retirement).

How Is the Company Valued in a Buy-Sell Agreement?

One of the most important provisions in a buy-sell agreement is how the exiting owner's interest will be valued upon a triggering event. There is no "right" answer to how a company should be valued and it is limited only by the parties' imagination. It can be an agreed upon amount, an asset-based calculation (book value), or a multiple of revenues or EBITA. It can also be discounted or adjusted based upon the type of triggering event.

How Is the Buy-Out funded?

The triggering event will likely drive the funding source. If death or disability is the triggering event, life or disability insurance may fund the buy-out. If retirement is the triggering event, the buy-out may be funded through a promissory note that allows payment over the next several years.

Here are some Best Practices to consider.

Get it Done. As noted above, we recommend that the owners of a company discuss a buy-sell agreement when they start their operation. Make it a priority to reach agreement on how you will deal with departures from the company, put it in writing and sign it. But, don't forget to pull it out every year or two to review all terms, but particularly the valuation provision. Circumstances may have changed which require a change in the method of valuation.

Work with a Team. We also recommend working with a team of specialists. It is crucial that all of your advisors are working together to achieve the common goal of your company's success. Your accountants, attorneys and insurance providers must all be working together to make sure all pieces of the buy-sell agreement work together and coordinate with each owner's Estate Plan objectives. Be sure to be mindful of the continuing operational needs of the company – e.g., cash flow, lending, and bonding requirements.

Avoiding Bob and Tom's Mistake

If Bob and Tom had a buy-sell agreement, Bob or the company could have purchased Tom's interest in the company and Tom's widow would have been paid for Tom's interest in the company. Bob would own the

company 100%, and Tom's widow would be satisfied with the cash payment for Tom's stock. The emotion of losing a friend, business partner and husband would have still been there, but the future of the company would not have been in jeopardy. ■

The Johnson Team consists of a small collaborative group of specialists serving LICA members on matters of significance – planning, protection, and preservation of their businesses and families. Craig Martin, the author of this article, is a member of the Johnson Team, and is a construction attorney at Lamson Dugan & Murray, LLP, cmartin@ldmlaw.com.



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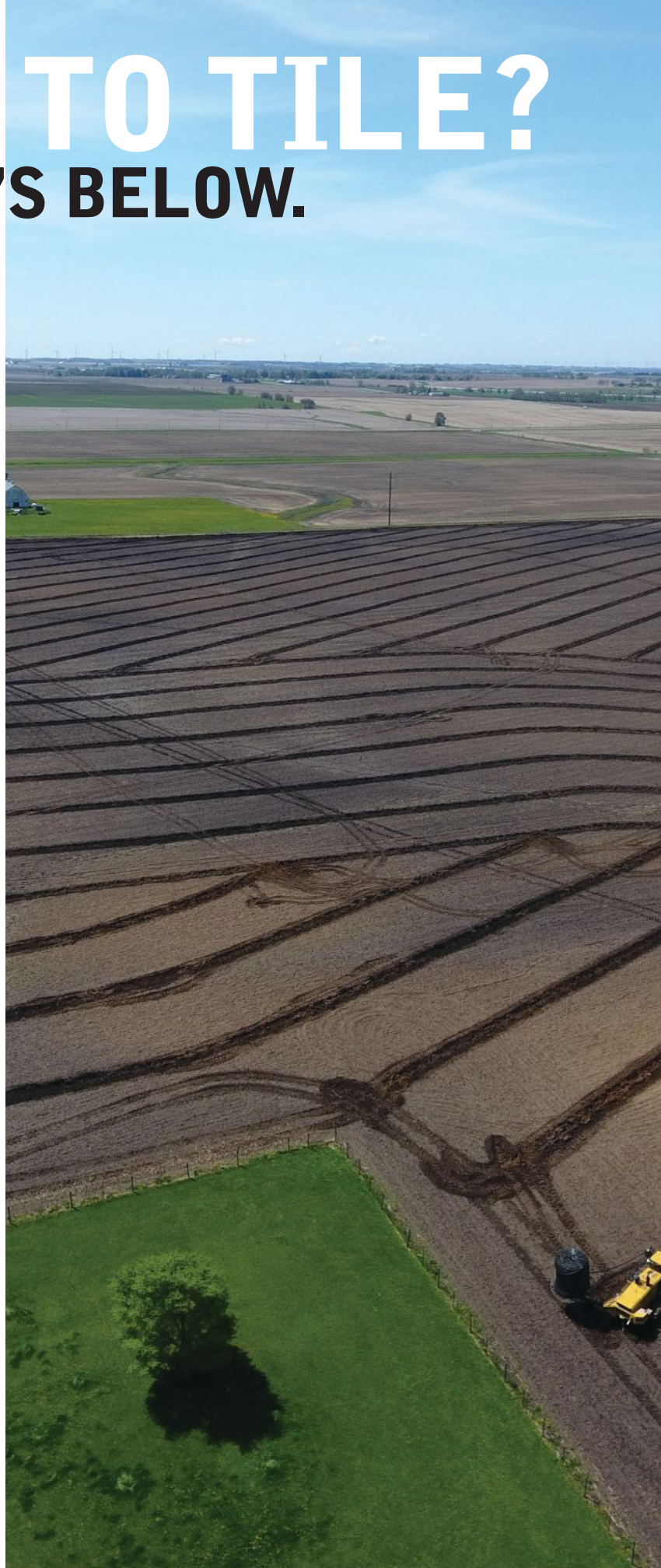
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FARM DRAIN TILES, UNDERGROUND UTILITIES AND PIPELINES ARE INSTALLED AT SIMILAR DEPTHS, INCREASING THE RISKS OF ACCIDENTS.

Advanced planning is critical for a safe and successful drain tile project.

Call 811 or visit www.clickbeforeyoudig.com in the planning process to identify the location of underground pipelines. It's a **free service** and only takes about **three days**.



PLANNING Tips

Drain Tile Planning Tips from the Drain Tile Safety Coalition

Don't take chances, rely on second-hand information or make assumptions regarding the location of underground infrastructure. Place the call to 811 during the planning phase for a safe install.

Request a "Meet Ticket" or "Design Ticket"

You are encouraged to call 811 and request a "Meet Ticket" or a "Design Ticket" when you are starting to **plan** a drain tile project.

A "Meet Ticket" initiates a meeting request. When you call 811 and request a "Meet Ticket" the One-Call Center in your area notifies pipeline and utility operators with facilities near your project that you are requesting a meeting to discuss project details and determine how their facilities may impact your project.

A "Design Ticket" or "Planning Ticket" initiates a request for maps or other preliminary information regarding the location of underground pipelines and utility lines near your project. When you request a "Design Ticket" or a "Planning Ticket" the One-Call Center will provide a list of pipeline and utility operators with underground facilities near your project.

Individual practices may vary between One-Call Centers and not all One-Call Centers regularly process "Design Tickets" or "Planning Tickets." When you call 811 during the planning phase, ask the One-Call agent if they can process both a "Meet Ticket" and a "Design Ticket."

Share Project Details

It is important for you to provide accurate and detailed information regarding the location of your planned drainage project and details regarding the size and scope of the project. Location information can be provided as GPS coordinates. You should also provide details about the tile you plan to install and the depth of installation.

Operators may ask general questions about your project. For example, larger diameter drainage pipe will require different clearance allowances than smaller diameter drainage pipe, and a new installation project will be different from a maintenance or repair project.



About the Drain Tile Safety Coalition

Founded in 2018, the Drain Tile Safety Coalition is a non-profit dedicated to sharing best practices in safety to reduce the number of accidents resulting from drain tile installation on farms. Learn more at www.draintilesafety.org.

Photo courtesy of Clark Farm Drainage



Transforming Drainage Project and the Michigan LICA Field Day

By BOB CLARK

While the Transforming Drainage Project is officially winding down the project's vision and drive to improve rural water quality outcomes continues to evolve. As of this writing, the evolution will continue September 1st and 2nd at the MI LICA field day. The 100 plus acre site will be one of the largest sites in the Midwest to construct one of the newest best management practices (BMP), drainage water recycling.

Drainage water recycling was initially conceived by the Transforming Drainage team of researchers. The concept, for clarification, simply keeps as much of the subsurface drainage water as possible on site to be used later during the growing season as weather and cropping demands dictate. There have been other sites to construct the practice in other states, but to my knowledge, this will be one of the largest to use the

BMP without a center pivot irrigation. The tile drainage system will be used as the irrigation system as well. The drainage water will be lifted (pumped) to the pond where the potential energy (higher elevation) will be the only energy required to sub irrigate the crops. This should provide one of the lowest costs per acre for a practice of this type.

Another first, to my knowledge, is the pond will be big enough to hold all the drained water from the site, making it a closed loop system. One of the big potential water quality improvements from a system like this is there will not be any nutrient loss from the farm's sub surface water to the local watershed. There will not be any soluble phosphates or nitrates leaving the field. This is an important fact when you couple it with the field's location.

The site is located just 16 miles west of the Lake Erie. This site-specific geography really enhances the importance

of the water quality improvements that at scale could help mitigate algae blooms in western Lake Erie. FYI the waters of the western Lake Erie basin are some of the shallowest and furthest south of any of the Great Lakes waters and therefore they are some of the warmest waters the Great Lakes.

Being so shallow and relatively warm, much of Western Lake Erie's water quality can deteriorate rapidly and have significant impacts. With the help from many sources particularly, Dr. Eshan Ghane, and so many others, including the stewardship minded landowner and the army of MI LICA volunteers and equipment suppliers working together, they can demonstrate the benefits to both the grower and the local watershed of drainage water recycling and thereby help propel the evolution this important new BMP! I am excited to see the research results from the site over the coming years. ■

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Bob Clark, President Clark Farm Drainage, Inc. and represents LICA on the following boards and committees:

Agricultural Drainage Management Coalition (ADMC) - This coalition exists as a resource of the latest technologies in drainage water management systems. They assist the agricultural and environmental communities in improving water quality and increasing yields for food and energy producers.

Transforming Drainage Study - The multistate project "Managing Water for Increased Resiliency of Drained Agricultural Landscapes", also known as "Transforming Drainage", a collaborative effort addressing land management questions through the assessment and development of new agricultural drainage technologies.

The U.S. Environmental Protection Agency (EPA) Ag Training - It is an independent committee that advises EPA on a wide range of environmental issues that are important to agriculture and rural communities. The committee provides thoughtful and substantive insights on agricultural and environmental issues.



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Safety in the Small Business

“Safety is the most important part of any of our jobs.”

By BOB CLARK III

We all understand the importance of safety. The work we do in land improvement, whether in excavating or earthmoving, involves a tremendous amount of risk. From trench collapses to heavy equipment operation, there is one risk to health and safety after another waiting for the unsuspecting operator or laborer. Yet, there is sometimes a perception that land improvement is a “risky” job and a false equivalence is too often drawn between risk and danger. Contractors and employees often accept this “danger” as part of doing business or doing their job.

In my opinion, this belief—that danger is just a part of the job—and the complacent behavior that results from it, is more dangerous than the job itself. The real danger comes from a lack of training, policies, and protective measures to mitigate or eliminate risks on the job. The fact that the construction industry is full of risks, does not mean that those risks cannot be identified and mitigated, making any job site and company a safe place to work. So, which is it, a safe job, or a risky job?

To make the issue of safety more complex, even if owners and managers hold the belief that risk is something that can be effectively identified and mitigated at all times to create a safe work environment, owners and managers must be aware that the belief that construction is an inherently dangerous job and that accepting risk is a part of working in the industry is often held by people on the front lines. The very people that the owner may be most focused on protecting, may be the most relaxed about identifying and mitigating risks during their workday.

On top of this, there is a legitimate book of knowledge on safety practices in construction, and it takes the form of state and federal OSHA requirements and other industry best management practices. For a small business, the work to stay abreast of customer needs, job site challenges, and basic business management is a lot to keep up with. On top of all that, we must ensure that all of our business processes and employees are champions of safety in the workplace. Many of us, who built our businesses from the ground up are left wondering, how do I become an expert in that too?

I believe that safety is the most important part of any of our jobs in the land improvement industry. I also understand that staying on top of all the responsibilities of running a


business is a real challenge. That is why our team decided to rely on the services of a third-party safety consulting and training company. We sat down with a team of safety professionals and discussed our plans, business operations, and current policies and practices. An inventory and assessment of the current state of our end-to-end safety practices was performed. Together with the help of the third-party we created a GAP Analysis and a roadmap to implement all of the training, safety management processes and policies that aligned with our vision of creating the safest workplace possible. Our focus has moved beyond compliance and into best management practices.

Now, not only do we have a comprehensive set of trainings, policies and procedures in place, we also have a process and third-party partner to review and update them, as well as provide third-party audits of our jobs sites, ensuring that our safety practices are continuously improving. I know that our team could not have accomplished such an undertaking without the support and guidance of a third-party safety company. Making the investment to identify and work with a third-party safety company has been one of the best investments our company has made.

If you own or manage a small business and believe that you have the opportunity to improve your safety practices, then consider working together with a third-party safety company in your area. ■



Bob Clark II of Indiana receiving the CNA National Contractor Safety Award for 2019 a “Gold Hardhat” from Past National President Harry Hauschild at the 2020 National Convention.



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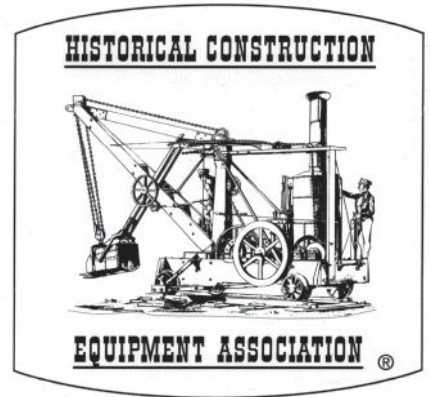
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The Historical Construction Equipment Association



Many of LICA members enjoy the history of construction equipment and are members of the Historical Construction Equipment Association. The Historical Construction Equipment Association (HCEA) is a 501(c)3 non-profit organization dedicated to preserving for public education, the history of the construction, dredging and surface mining equipment industries.

Background on the Historical Construction Equipment Association

In 1992, the HCEA rented a parcel of land near Bowling Green, Ohio for use as an equipment museum. Later designated the National Construction Equipment Museum, this facility was established to obtain, preserve and display for public viewing machines, exhibits and artifacts that represent the development and history of construction machinery

from the 1800s to the present day. Its collection includes over ninety machines, dating from the late 1800s through the mid-1960s.

The Museum is divided into an indoor exhibit hall for restored machines and a fully-equipped restoration shop, in which volunteers restore machines in the museum's collection to operating condition and original appearance. The volunteers, who come from all walks of life and share a common passion for dirt, grease, hard work and old iron, meet on Wednesday evenings and one Sunday a month.

Historically significant machines are restored, exhibited and interpreted for the education and enjoyment of the general public. Sales and service literature, photographs, and other documentation of these industries are preserved and made available for research. It is the only museum and archives of its kind in the world!



The National Construction Equipment Museum
Bowling Green, Ohio

Why are a museum and archives needed for construction and mining machinery?

At the end of its useful life, construction equipment is typically scrapped, broken down for parts, or simply abandoned to the elements. Outdated literature, films, photographs and other equipment records of manufacturers, dealers and owners are normally discarded or held privately so as to not be available to researchers or the general public.

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The Historical Construction Equipment Association Complex, Bowling Green, Ohio

Although there are many collections of construction, dredging and surface mining equipment and of archival records for these industries, these collections tend to be fragmented, incom-

plete and specialized on certain makes or types of machines, and public access is often limited.

Many public entities such as local historical societies and archives have

collections that encompass construction, dredging and mining machinery and its history. But although their collections are as a rule open for public use and viewing, they usually focus solely on subjects of local interest.

While the numerous private collections are often quite broad in what they encompass, they tend to focus only on what is of interest to the collectors themselves. Further, private collections are usually, at best, accessible only under restricted conditions owing to location and the collectors' obligations of career, family and so forth.

Until now, there has never been a central museum and archives that reaches and surpasses the scope of the private collections by encompassing the histories of the construction, surface mining and dredging industries and their associated history as a whole while making that history accessible for public viewing and education on a par with the access offered by historical societies and local museums and archives. The HCEA is honored to fulfill that need.



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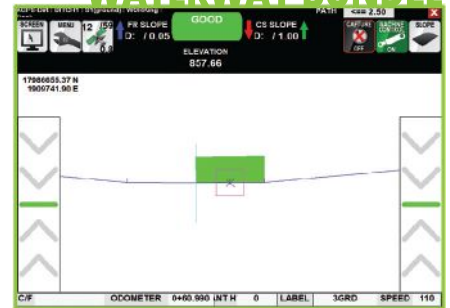
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Western Patrol Grader No. 2, from 1925 Austin-Western Road Machinery Company catalog, HCEA Archives.

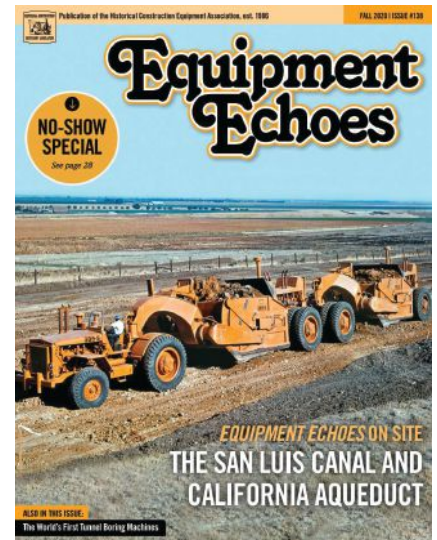


International TD24 with Bucyrus Erie cable blade pushing another TD24 and Bucyrus Erie B250 scraper. Working near Hunter, NY for I. & O. A. Slutzky, early 1950s.



Lodover overshot type loader on International tractor working near Boiceville, NY for I. & O. A. Slutzky, early 1950s.

Equipment Echoes Magazine



The Equipment Echoes magazine is published four times a year for our members. Membership to the HCEA goes to support the efforts at the National Equipment Museum to preserve the machines and the history of the equipment that shaped our world.

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Historical Construction Equipment Association

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Insurance	1	Website	3		Virginia	
Kansas		ConExpo/Biuso	1	Case	2	
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Website	1	ConExpo/Dibble	2	Wisconsin		
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Bakken	1	North Carolina		Insurance	1	
Insurance	1	Mack	1	Unidentified	1	
Website	2	Ohio		TOTAL	119	
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Each year the Education Committee awards several scholarships. To be eligible an applicant must be related to an active member. This includes members, spouse, child, or grandparent. Through the years LICA has awarded tens of thousands of dollars in scholarship money. The deadline is March 15th and the application can be found on the LICA website.

National LICA Contractor Magazine



The LICA Contractor was launched in 2007 and the response has been overwhelmingly positive. This quarterly publication is being used to keep LICA members up-to-date in their industry, as well as to highlight our members' unique and challenging projects.

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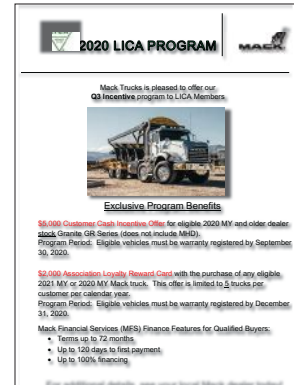
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- Receive email confirmations

Petrocon Cooper Tire Program



Petrocon now can offer a special discount program with the Cooper Tire & Rubber Company. They are an American company that specializes in the design, manufacture, marketing and sales of replacement commercial truck tires. Cooper "Roadmaster" Tires are now being offered for Heavy Truck and this program is very competitive. With headquarters in Findlay, Ohio, Cooper Tire has 60 manufacturing, sales, distribution, technical and design facilities within its worldwide family of subsidiary companies.

New Benefits from SDG Site Development Group

NEW! National Single Source Vendor



- LICA Members receive a 10% discount

SDG is a full service rental company where "One Call Does It All" to source aerial, power and heavy equipment anywhere in the United States when you need it. SDG is confident that their single source solution will be the most effective and efficient way to manage all your projects.

NEW! Multi Fuel Card Like No Other



Huge savings for LICA Members up to \$.50 per gallon.

- On-Site
- On-Road
- Nationwide

You can use this Multi Use card for all your personnel on and off site. Over the road, local fleets and construction sites.

NEW! National Fuel Delivery



- LICA Members Receive No Delivery Fee
- Free Tank Rental
- 10% Off Lubricants

FleetFuelz has the ability to have a single source vendor for every one of your jobsites, fleet locations or power generators nationally. Anywhere, anytime! With their direct terminal supply as a P66 and Valero dealer. FleetFuelz supplies through a national network of over 3,000 partners.

NEW! National Fuel Solutions



- Members Receive a 15% discount off MSRP

SDG Energy is a full service, national fuel company with their main purpose is to help members become more efficient through storage and fuel management products. From small cube tanks to full terminals SDG Energy has the product for every member. Full Fuel Delivery services on-site or to the tank.

National LICA Benefits

The New LICA Benefits Platform

To access the LICA Platform go to WWW.LICA.BENEFITHUB.COM
Enter Referral Code: Q63W9J and complete the registration form.

NEW! LegalShield Small Business Programs

Unexpected legal matters come up every day. You know your business needs legal protection, but you want to make sure you get the right amount. LegalShield has the answer. We offer three levels of legal protection for different sizes of small businesses. That way, you only pay for what you need. Whichever you choose, we help your business with any legal matter, from legal consultation and contract reviews to debt collection and more. And since your dedicated law firm is prepaid, its sole focus is on serving you, rather than billing you.

NEW! Home and Auto Insurance

You have the opportunity to save money on your home and auto insurance. InsurChoice is a voluntary home and auto insurance program with multiple discounts which gives you access to different insurance products. In fact, program participants saved an average of more than \$600 per year in 2019.

NEW! Identity Theft Protection benefit with IDShield

Every year millions of people have their identity stolen. Now more than ever you need to protect and restore your Identity with the new LICA benefit IDShield from Legal Shield.

Only \$ 8.95 per month an individual (\$16.95 per month a family)

NEW! LegalShield Family Protection

LegalShield provides you and your family the legal protection you not only need but deserves

Only \$ 16.50 per month

NEW! MetLife TakeAlong Dental

Introducing MetLife TakeAlong Dental. TakeAlong Dental offers an individual dental policy or a non-insurance discount dental program. In either case, you can take these benefits along with you through every life event you experience. So this could be the last time you'll have to enroll for dental. Now there's something to make you smile! You will have three great programs to choose from.

NEW! Pet Best Insurance

Pet insurance reimburses you for vet bills when your pet is sick or injured, to help take the financial worry out of vet visits.

- Fast claims processing and payment
- Optional direct deposit and direct vet pay options
- Use any veterinarian in the U.S. - including specialty and emergency clinics
- Exclusive member discount on a BestBenefit plan*
- Optional coverage for routine care
- Access to a 24/7 pet helpline powered by whiskerDocs

National LICA Benefits

Service Small Group Limited Health Plans

Lead Improvement Contractors of America is pleased to offer three unique limited health plans through Bridgewell Health that cover all the bases for Minimum Essential Coverage but at a lower cost. Offering a broad spectrum of optional medical benefits, LICA members can enjoy the best of both worlds: the flexibility of a self-funded plan and the security of a fully insured plan. All plans are subject to underwriting.

YOUR SOLUTION FOR SAVINGS:

- Guaranteed issue rates
- Available for full-time and part-time employees
- ACA-compliant Minimum Essential Coverage
- Additional optional medical coverage beyond an essential plan
- Includes primary care and specialist office visit benefits
- Other benefits include coverage for accident and emergency services, hospitalization, surgery and hospitalization
- Minimal participation requirements (2 or more enrolled)

Learn More GET A QUOTE TODAY!

The national health advisory program team will work with your organization to identify a custom-tailored ACA-compliant group health benefits solution that delivers real value over a multi-year period of time. Learn more about our affordable, flexible health insurance solutions designed to provide LICA members with maximum flexibility in choosing group health benefits and cost solutions that will work within your budget. Get a quote today by calling 800-222-6495.

WWW.BRIDGELLHEALTH.NET | 800-222-6495
4774 THE BRIDGELLHEALTH.NET

We are pleased to offer three unique limited plans through Bridgewell Health. They cover all bases for minimum essential coverage also limited out patient.

Special features:

- Guaranteed-issues rates
- Full or Part-time Employees
- Primary Care and Specialist Office Visits
- Minimum participation (2 or more enrolled)
- 24/7 Telephone doctor consultation

NEW! MASA Medical Transport Solutions

What is Covered?

Service	Covered
Emergency medical transport	Yes
Emergency medical transport to hospital	Yes
Emergency medical transport to medical facility	Yes
Emergency medical transport to home	Yes
Emergency medical transport to funeral home	Yes
Emergency medical transport to crematorium	Yes
Emergency medical transport to cemetery	Yes
Emergency medical transport to other facility	Yes
Emergency medical transport to other location	Yes
Emergency medical transport to other country	Yes
Emergency medical transport to other state	Yes
Emergency medical transport to other city	Yes
Emergency medical transport to other town	Yes
Emergency medical transport to other village	Yes
Emergency medical transport to other hamlet	Yes
Emergency medical transport to other settlement	Yes
Emergency medical transport to other place	Yes
Emergency medical transport to other location	Yes
Emergency medical transport to other area	Yes
Emergency medical transport to other region	Yes
Emergency medical transport to other country	Yes
Emergency medical transport to other continent	Yes
Emergency medical transport to other world	Yes

The LICA/MTS

Members can take full advantage of quality care from a national emergency medical transport company. The LICA/MTS program is a comprehensive, cost-effective solution for emergency medical transport. The LICA/MTS program is a comprehensive, cost-effective solution for emergency medical transport. The LICA/MTS program is a comprehensive, cost-effective solution for emergency medical transport.

For information or enrollment contact:
Andrew Dink
(848) 547-1278
409@masa98.com

MASA Medical Transport Solutions (MASA MTS) may be a new name to many of our members; the global company has been a leader in the pre-paid medical transportation industry since 1974. At a significant savings for LICA Members MASA MTS supports employers and individuals with one comprehensive membership that covers out-of-pocket costs for emergency air and emergency ground medical transportation, regardless of the company providing the emergency medical transport.

The LICA Portal

The LICA Portal
Safety material at your fingertips.

Each LICA Contractor member has access to the Zywave Resource Library. Log-in to your personalized LICA Portal. You can search for safety materials as well as a newsletter tailored to your business.

The LICA Portal Offers:

- OSHA Requirements
- Risk Mitig. Materials
- Property & Casualty Info. and so much more

Visit www.LICANational.org and click on Zywave
Ready to download, print and customize for your needs!

Each LICA Contractor member has access to the Zywave Resource Library. Log-in to your personalized LICA Portal & you can search for safety materials as well as a news feed tailored to your business.

Petrocon CAT Replacement Parts Program

OUR COMMITMENT: We are committed to providing the highest quality replacement parts for your Caterpillar equipment. We are committed to providing the highest quality replacement parts for your Caterpillar equipment. We are committed to providing the highest quality replacement parts for your Caterpillar equipment.

OUR PROGRAM: We are committed to providing the highest quality replacement parts for your Caterpillar equipment. We are committed to providing the highest quality replacement parts for your Caterpillar equipment. We are committed to providing the highest quality replacement parts for your Caterpillar equipment.

Part Number	Part Description	Product	Member Price	MSRP
134-10000	SKIRT KIT	SKIRT KIT	\$ 1,100.00	\$ 1,100.00
134-10001	SKIRT KIT	SKIRT KIT	\$ 1,100.00	\$ 1,100.00
134-10002	SKIRT KIT	SKIRT KIT	\$ 1,100.00	\$ 1,100.00
134-10003	SKIRT KIT	SKIRT KIT	\$ 1,100.00	\$ 1,100.00
134-10004	SKIRT KIT	SKIRT KIT	\$ 1,100.00	\$ 1,100.00
134-10005	SKIRT KIT	SKIRT KIT	\$ 1,100.00	\$ 1,100.00
134-10006	SKIRT KIT	SKIRT KIT	\$ 1,100.00	\$ 1,100.00
134-10007	SKIRT KIT	SKIRT KIT	\$ 1,100.00	\$ 1,100.00
134-10008	SKIRT KIT	SKIRT KIT	\$ 1,100.00	\$ 1,100.00
134-10009	SKIRT KIT	SKIRT KIT	\$ 1,100.00	\$ 1,100.00
134-10010	SKIRT KIT	SKIRT KIT	\$ 1,100.00	\$ 1,100.00

Petrocon has launched this new CAT replacement part. This national offering will be a full comprehensive program to replace OEM Caterpillar parts at substantial savings to our contractors.

Petrocon Piston & Piston Kits



Now available from Petrocon. The pistons are the hardest working components CTP Crowns & Skirts - Now sold separately inside a diesel engine.

C2C Business Succession

Secure the future for your family ... your business ... your dreams

Every job needs the right people, the right resources, and the right plan. It's not a matter of "if" but "when" your business will be sold. C2C is a national network of financial professionals that have advisors in every LICA region. They provide planning for: business succession, estate and wealth transfer strategies, buy/sell arrangements, insurance and risk management reviews and brokerage, key employee retention strategies and much more. C2C is offering LICA members a no-fee initial consultation.

For more information or to begin the planning process, contact: www.c2c2c.com

Coast 2 Coast is a national network of independent financial professionals that have advisors in every LICA region. They provide planning for: business succession, estate and wealth transfer strategies, buy/sell arrangements, insurance and risk management reviews and brokerage, key employee retention strategies and much more. Coast 2 Coast is offering LICA members a no-fee initial consultation.

LICA Contractor Safety Management Plan

J & A EXCAVATING CO., LLC
(Company Name)

The LICA Contractor Safety Management Plan

We recognize the value of our employees and the responsibility we provide a safe and healthy workplace. We are committed to take the necessary steps to ensure the safety of our employees, including the implementation of occupational and environmental, the maintenance of equipment, and compliance with local, state and federal safety regulations as well as appropriate industry standards.

John Adams
May 31, 2018
Date

The purpose of this comprehensive safety manual is to provide LICA members with recommended safe operating procedures and to outline techniques that are essential for the protection of the industry's greatest asset "its people and equipment." It is designed to be your individual company safety program or supplement to your existing program. It contains toolbox talks, equipment and jobsite inspection forms and much more. For your convenience a complete CD of the manual is included. This manual is worth thousands of dollars and is FREE to every contractor member.

Membership Application

Company Name _____

Member Name _____ Spouse's Name _____

Street Address _____

City _____ State _____ Zip _____

Phone (_____) _____ Cell Phone (_____) _____

Fax (_____) _____ Email: _____

LICA Sponsor _____

Contractor (Type of Business)

- | | | | |
|------------------------------|----------------------------------------------------------------------|------------------------------|-----------------------------------|
| <input type="checkbox"/> CR | Crane Service | <input type="checkbox"/> OSW | On Site Waste Treatment |
| <input type="checkbox"/> DI | Drainage/Irrigation | <input type="checkbox"/> PA | Paving |
| <input type="checkbox"/> EC | Erosion Control | <input type="checkbox"/> PD | Ponds or Dams |
| <input type="checkbox"/> EMC | Earthmoving/Land Cleaning | <input type="checkbox"/> R | Reclamation |
| <input type="checkbox"/> EXG | Excavating/Grading | <input type="checkbox"/> SEP | Septic Systems |
| <input type="checkbox"/> GR | Gravel/Rock Production | <input type="checkbox"/> SP | Site Preparation/Development |
| <input type="checkbox"/> HD | Hardscaping | <input type="checkbox"/> SWU | Sewer/Water/Underground Utilities |
| <input type="checkbox"/> LL | Land Leveling | <input type="checkbox"/> TH | Trucking or Hauling |
| <input type="checkbox"/> LS | Landscaping | <input type="checkbox"/> TW | Terraces or Waterways |
| <input type="checkbox"/> ODW | Open Ditch Work | <input type="checkbox"/> WM | Water Management |
| <input type="checkbox"/> SA | Dealer, Service Co., Government Agency, Consultant, Insurance Agency | | |

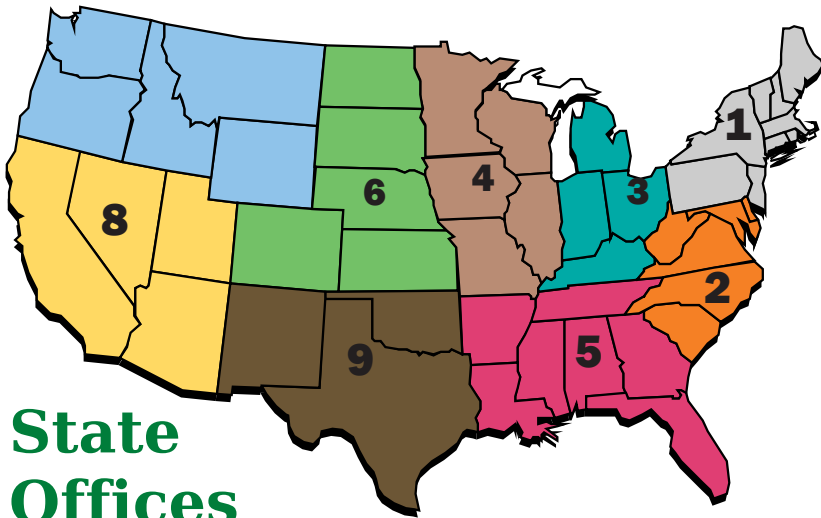
Application is for (Check One)

- Active Contractor Member (Annual Dues)..... Vary by State Chapter
Active Land Improvement Contractor.
- Company Associate Member (Annual Dues)..... Vary by State Chapter
Person or companies manufacturing or selling materials, equipment or services to active contractor members.
- Supporting Member (Annual Dues)..... Vary by State Chapter
Person(s) or associations interested in LICA.
- National Associate Member..... \$300.00
- Member-At-Large \$195.00
Contractors in state without chapters

Signature _____ Date _____

Please contact your state chapter for annual dues and additional information. See page 38.

**To become a national associate please contact:
National LICA, 3080 Ogden Avenue, Suite 300, Lisle, IL 60532
Phone 630-548-1984 • Fax: 630-548-9189
Email: nlica@aol.com • Website: LICANational.org**



State Offices

■ NORTH DAKOTA
National LICA
 3080 Ogden Avenue
 Suite 300
 Lisle, IL 60532
 Phone: 630-548-1984
 Email: nlica@aol.com



■ OHIO LICA
Amy Gerten
 8603 Road 5
 Leipsic, OH 45856
 Phone: 419-943-2965
 Email: ohiofica@gmail.com



■ PENNSYLVANIA LICA
Joanie Micsky
 775 Mercer Road
 Greenville, PA 16125
 Phone: 724-866-1082
 Email: pennsylvanialica@gmail.com



■ SOUTH DAKOTA LICA
Toby Crow
 300 E. Capitol
 Pierre, SD 57501
 Phone: 605-224-8689
 Email: toby@sdagc.org



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 Marysville, KS 66508
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 Email: jungerer@kansaslica.com



■ NEW YORK LICA
Maura Dibble
 3330 Pratt Road
 Batavia, NY 14020
 Phone: 585-219-4802
 Email: nylica@rochester.rr.com

STATES WITH MEMBERS-AT-LARGE

<ul style="list-style-type: none"> ■ California ■ Colorado ■ Massachusetts ■ North Carolina ■ Oklahoma 	<ul style="list-style-type: none"> ■ Oregon ■ Texas ■ Vermont ■ Wyoming ■ Washington
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BRON
POWER TO PERFORM

www.rwfbron.com

- Five Core Cooling System exceeds cooling for Tier 4 engine standards
- Quieter Reconfigured Cab Interior for Operator comfort
- Standard DL 850 Drainage Plow increased strength & durability
- LED Light Package for increased visibility for those long days in the field
- Improved swing mechanism for the Onboard Reel for smoother reel speeds & consistent torque
- Optional hydraulic rear step raises out of the way when plowing and lowers when required.
- Standard oscillating track frames.

BRON 585

SELF-PROPELLED DRAINAGE PLOW

AUTO STEER READY | LOW GROUND PRESSURE
CAT OR CUMMINS ENGINE



 **CERTIFIED
USED EQUIPMENT**

- Fluid Samples for All Fluids
- 150 Point Machine Inspection
- Internal Inspection All Drivetrain Components
- Required Factory Repairs

- New Paint
- Factory Tested
- New Certified Serial Number Assigned
- 6 Month Warranty Assigned

 **THE BRON
TOTAL PACKAGE**

- New & Used Equipment Sales
- Parts & Service all BRON Products
- Selected All Makes Parts for Construction Equipment
- Certified Rebuilds on BRON Products
- Custom Fabrication

- Repairs on all Drainage Plows & selected Construction Equipment
- Parts Facility in Marine City Michigan
- Road Service for all BRON Products & other selected Equipment
- Parts Facilities in Woodstock ON and Marine City MI.

DEALERS THROUGHOUT CANADA & USA

1.800.263.1060 | 519.421.0036 | www.rwfbron.com

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Achieve Maximum Vertical Accuracy



Trimble VerticalPoint RTK grade control

Why move dirt twice when you could move it once. Be on-grade with Trimble® VerticalPoint RTK™, the world's-first system to achieve minimum vertical error and maximum system efficiency in any environment, anytime of year.

Learn more at <http://trimble-precisionag.com/lica-verticalpointrtk>



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