



## Kentucky Transportation Cabinet Awards Contract for Repairs to Spence Bridge

Today, Kentucky Transportation Secretary Jim Gray announced the awarding of a contract to Kokosing Construction Co. to repair and reopen the fire-damaged Brent Spence Bridge that connects Northern Kentucky and Cincinnati. Kokosing, headquartered in Westerville, Ohio, submitted a low bid of \$3,127,528 and committed to having the bridge reopened to traffic by Dec. 23. There will be additional costs – the exact amount yet to be determined – for ancillary expenses such as traffic control, construction inspection and additional steel. The bridge, which carries about 160,000 vehicles per day across the Ohio River on Interstates 71 and 75, has been closed since a fiery truck crash in the early hours of Wednesday, Nov. 11. An in-depth inspection of the bridge, supported by laboratory testing, showed that damage was localized and the structural integrity of the bridge was not compromised. “The bridge is safe and sound and sturdy. The damage could have been far worse,” Secretary Gray said. “This has been confirmed through an exhaustive inspection of the bridge, supported by laboratory analysis.” The repair project would have been much more complicated if any of the critical steel support components had been compromised. “Once the lab testing told us the critical supports were still strong and not compromised, the repair job became clear from an engineering and construction standpoint,” Secretary Gray said. Engineers from potential repair contractors examined

the structure over the weekend. The Transportation Cabinet, which employed an emergency bidding process, accepted Kokosing’s bid today. “We are determined to get the repair project underway as soon as safely possible because of the importance of the Brent Spence to the communities it connects and to the nation’s commerce,” Secretary Gray said. “At the same time, we are going to return to the public a safe, sound bridge. There will be no cutting corners.” The U.S. Department of Transportation authorized up to \$12 million in emergency relief reimbursement funding for expenses related to the project.

Needed repairs to the bridge will include replacement of a section of the upper concrete deck, plus steel beams known as stringers that support the deck weight. A section of the lower deck will be milled out and filled with new concrete but does not require complete replacement. Also to be replaced is a lengthy stretch of concrete bridge railing. Beyond those items will be electrical and drainage work and some cosmetic fixes such as restriping the pavement markings. The crash and fire occurred about midway of the lower, northbound traffic deck of the twodeck bridge, which connects Cincinnati and Covington, Kentucky, but also is a critical link in one of the nation’s busiest traffic corridors.

[Click Here to Read More](#) ▶

### About The KYTC

The goal of the DBE Supportive Services Program is to increase the number of DBEs participating on KYTC contracts and facilitate the opportunity for DBEs to obtain contracts. The services are designed to:

- Assist established construction firms to move them from bidding as a subcontractor to bidding as a Prime Contractor to produce sound bids.
- Provide access to training increases DBE expertise in handling of daily business operations.



### About The Program

The Construction Estimating Institute (CEI) works with KYTC as the statewide provider of the federally funded Disadvantaged Business Enterprises (DBE) Supportive Services Program. We want to increase the number of certified DBEs participating in highway and bridge construction, as well as assist DBEs in growing and eventually becoming self-sufficient. Additionally, CEI provides supportive services by assisting prime contractors and consultants with identifying DBEs for subcontracting opportunities on priority projects.

# How You Are Halting Your Company's Progress & How to Fix It

## What to do when you are the boulder in the throat of the hourglass

Organizations can often be characterized by the “Goldilocks principle.” Sometimes, there is too much management, creating a smothering effect or a feeling of micromanagement. In other cases, there is complete autonomy, leading to dysfunction and a lack of control. Leaders wrestle with an ever-changing swing of the pendulum to find a happy medium. Even when that middle ground is found, there is still something amiss. No one is hovering over the team and there appears to be a modicum level of structure. How can something so right still feel so wrong?

The issue is the throat in the communication hourglass. Better yet, it is the boulder clogging up that throat, choking the flow of communication. Put another way, the problem is you.

I’m glad I have your attention. Organizations need to understand the fundamental definition of empowerment. Empowerment is defined as the “authority or power given to someone to do something.” Notice that this definition is about creating action. The definition does not say, “authority to do something but first it has to go through senior management.” Firms wrestle with this daily. In some cases, the team may lack the ability to make knowledgeable decisions as a result of inexperience or lack of training.

It is not uncommon to delegate a task and then have some type of check and balance somewhere in the process to ensure accuracy. However, there is a fine line to walk when everything requires a sign-off or

authorization. Consider the following statements:

- “We are just waiting for them to sign off on that.”
- “We can’t have the meeting without them.”
- “Nothing can happen without them.”

In fairness to the leadership, I’m sure they have the best intentions, and it isn’t like they are sitting in a recliner eating Doritos. However, if you have ever uttered these statements, you might have a boulder problem.

### Process Breakdown

There are most certainly decisions that should require some level of authority. For instance, it is probably prudent to vet large capital expenditures or limit the decision-making to specific personnel. It might be a bit awkward to have every equipment operator deciding when to buy a new front-end loader or every project manager signing off on new software. However, there is no shortage of decisions that create this bottleneck. For instance, consider the following areas where bottlenecks often appear to occur:

- Planning meetings—In many cases, there is a feeling that a meeting cannot occur without a complete quorum or, more importantly, the operations manager or president in attendance. While this sounds excellent in theory, how many meetings are delayed because the operations manager and president are busy?

[Click Here to Read More ▶](#)

### Supportive Services Offered:

- Estimating Training
- Building Capacity
- Mobilization Financing
- Bonding Assistance
- Marketing Plan Development
- Creating a Business Plan
- Building a Website
- Plan Reading



Within the past 3 months,  
CEI assisted DBEs  
in obtaining

**\$6 MILLION  
IN BONDING!!**

Contact CEI for Bonding,  
Financing or Insurance needs!

 (855) 678-9323

 [www.kydbbe.com](http://www.kydbbe.com)

 525 West 5th Street, Suite 214  
Covington, KY 41011



CEI is an educational organization providing the highest quality construction training in the industry. Over 100,000 owners, estimators, project managers, field supervisors, office support staff, foremen, laborers, and key management personnel have attended courses that are offered nationwide. The courses provide students with construction skills training and the critical information needed to be effective within their companies and organizations.