

Traffic Control Sector Spotlight

Spring 2026





Dinan is a premier global investment bank, with proficiency in mergers and acquisitions, capital markets, financial restructuring, and financial and valuation advisory.

We are the trusted advisor to hundreds of middle-market partners.

Contact Us

Please reach out to us to schedule a call to discuss this quarter’s market update or to explore how we can serve your business needs.

[Request a meeting](#)

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About Dinan

Dinan & Company was founded with the singular purpose of providing the highest standards of professionalism, sophistication, and execution expertise in merger and acquisition and capital raising transactions for middle market companies comparable to that afforded to the Fortune 500 at full-service Wall Street investment banks.

The Dinan brand, representing both Dinan & Company and its subsidiary, Dinan Capital Advisors, unites deep institutional knowledge and collaborative resources to deliver a tailored, client-focused experience.

Creating \$70B+ in value through 900+ transactions closed since 1988, we would like to say thank you for your trust along the way.

Sector Coverage

Understanding a client’s industry, growth opportunities, value drivers, and challenges is paramount to obtaining a successful engagement outcome. We provide our clients with senior-level industry expertise through our dedicated industry groups in the following sectors:

- | | |
|--|---|
| <ul style="list-style-type: none"> Building Products & Services <ul style="list-style-type: none"> ▪ Subcontractors Business Services <ul style="list-style-type: none"> ▪ Financial Services ▪ Professional Services Consumer <ul style="list-style-type: none"> ▪ B2C Services ▪ Consumer Products ▪ Food & Beverage Healthcare <ul style="list-style-type: none"> ▪ Healthcare Products ▪ Physician Practice Management ▪ Post-Acute Care ▪ Provider & Payor Services | <ul style="list-style-type: none"> Industrials <ul style="list-style-type: none"> ▪ Aerospace & Defense ▪ Distribution ▪ Energy & Infrastructure ▪ Industrial Services ▪ Manufacturing Technology <ul style="list-style-type: none"> ▪ IT & Managed Services ▪ Software ▪ Tech-enabled Services Transportation & Logistics |
|--|---|

Our clients benefit from our local presence and global reach.



AMERICAS
 Atlanta
 Chicago
 Nashville
 New York City
 Phoenix
 San Francisco

EUROPE AND MIDDLE EAST
 Amsterdam
 Antwerp
 Brussels
 Copenhagen
 Helsinki
 London
 Madrid

Manchester
 Milan
 Munich
 Paris
 Stockholm
 Berlin
 Zurich

ASIA-PACIFIC
 Beijing
 New Delhi
 Singapore
 Sydney
 Tokyo

Fully Integrated Mergers and Acquisitions Specialists

30+

Senior officers dedicated to financial advisory services globally

900+

Successful transactions⁽¹⁾

\$70B+

Total transaction value⁽¹⁾

300+

M&A professionals globally⁽²⁾

⁽¹⁾ Buy-side and Sell-side figure

⁽²⁾ Includes Translink, Dinan's exclusive international transaction partner

Client Case Study:

W3E Traffic Control

The Situation:

W3E Traffic Control was a rapidly growing company and had developed a strong reputation for reliability and service quality. W3E’s owner was ready to take some chips off the table and find a strong capital partner to continue funding the Company’s growth.

Our Services:

Based on W3E Traffic Control’s objectives, Dinan suggested a broad marketing process including industry participants and financial buyers. Dinan worked hand-in-hand with W3E to create bespoke marketing materials, highlighting the Company’s differentiated market position and key strengths. Dinan supported W3E throughout the full process, identifying potential buyers, soliciting and negotiating offers, efficiently navigating due diligence, and achieving the best possible result for the seller.

Our Result:

Dinan’s process uncovered a strategic buyer that was drawn to W3E’s resilience, strong cash flows, excellent employee relations, and close connections with utility providers in a new geographic market. Dinan and W3E were able to get this buyer comfortable with the sustainability of what W3E’s owner had built, ultimately resulting in a full-value multiple. Post-close, while W3E’s owner began a transition away from the Company, it did not miss a step and outperformed the original projections. The seller reinvested equity into the transaction and is continuing to ride the growth as an owner in a much larger entity.



“




I would like to thank the Dinan Capital team for helping us navigate this process. Rob Ullman and Mike Reister did an excellent job preparing us, finding us an ideal partner in Right Traffic, and supporting us through close. They were a critical resource to us, and I would recommend them to anyone considering a transaction.


Charity Cornet-Barnhart

President & Owner | W3E Traffic Control

”



has been acquired by



Dinan Capital Advisors acted as the exclusive financial advisor to W3E Traffic Control in this transaction



a portfolio company of



has acquired



Dinan & Company initiated this transaction



Lodi, CA

a portfolio company of




Boston, MA

has partnered with




Fremont, CA

Dinan & Company initiated this transaction




Lake Forest, IL

through their portfolio company




Omaha, NE

has acquired




Phoenix, AZ

Dinan & Company initiated this transaction




Lake Forest, IL

through their portfolio company




Omaha, NE

has acquired




Culpeper, VA

Dinan & Company initiated this transaction




Lake Forest, IL

through their portfolio company



Omaha, NE

has acquired



Riverside, MO

Dinan & Company initiated this transaction



a portfolio company of



has acquired



Dinan & Company initiated this transaction



a portfolio company of



has acquired



Dinan & Company initiated this transaction



a portfolio company of



has acquired



Oakland Park, FL

Dinan & Company initiated this transaction



a portfolio company of



has acquired



Fort Worth, TX

Dinan & Company initiated this transaction

Private Equity Firm

through their portfolio has acquired

Provider of Traffic Services

Dinan & Company initiated this transaction

Private Equity Firm

through their portfolio has acquired

Provider of Pavement Marking Services

Dinan & Company initiated this transaction

Private Equity Firm

through their portfolio has acquired

Provider of Striping Services

Dinan & Company initiated this transaction

Sector Dynamics

- Traffic Control Services are a fundamental component of construction operations, ensuring that work zones are safe, efficient, and compliant with regulatory standards
- Traffic Control Services involve designing, implementing, and maintaining traffic plans that guide vehicles, pedestrians, and construction crews through or around active work areas with minimal disruption
 - These plans, which incorporate lane closures, detours, signage, and speed regulations, are tailored to existing traffic conditions and aligned with standards such as the Manual on Uniform Traffic Control Devices (MUTCD) to reduce confusion and congestion in and around the site
- Utility companies and the Department of Transportation (DOT) are the biggest customers for Traffic Control Services, with maintenance that must not be deferred, and construction crews that are required to have Traffic Control Services present

Essential for Construction and Utility Roadside Projects

- Without properly planned and executed traffic control measures, work crews cannot operate safely, as unmanaged traffic flow significantly increases hazards and the likelihood of operational interruptions
- Because of this, Traffic Control Services are required for virtually all roadway construction and maintenance projects as a non-discretionary spend tied to public safety and regulatory compliance
- With direct impact on project timelines and contractor productivity, Traffic Control Service crews must be present for construction to take place
- By clearly delineating safe pathways and deploying properly placed warning devices, temporary traffic control reduces the risk of accidents, protects construction workers and the public, and preserves the steady movement of equipment and materials

Key Demand Drivers

- Federal and state infrastructure funding (Infrastructure Investment and Jobs Act)
- Aging roadway infrastructure and ongoing maintenance cycles
- Utility expansion (telecom, broadband, power grid upgrades)
- Urban development and population growth
- Increasing regulatory and safety enforcement requirements



Dinan's Relevant Transactions

 has been acquired by  Dinan Capital Advisors acted as the exclusive financial advisor to W3E Traffic Control in this transaction	 a portfolio company of  has acquired  Dinan & Company initiated this transaction	 a portfolio company of  has partnered with  Fremont, CA Dinan & Company initiated this transaction	 through their portfolio company  has acquired  Dinan & Company initiated this transaction
 through their portfolio company  has acquired  Culpeper, VA Dinan & Company initiated this transaction	 a portfolio company of  has acquired  Dinan & Company initiated this transaction	 through their portfolio company  has acquired  Riversdale, MD Dinan & Company initiated this transaction	 a portfolio company of  has acquired  Dinan & Company initiated this transaction

The traffic control sector is a diverse and essential component of transportation infrastructure, encompassing traffic control services and traffic control products and systems.

Traffic Control Services

During construction, maintenance, or utility projects, traffic patterns must be safely modified to protect workers and the traveling public. This includes the deployment of cones, barricades, temporary signage, portable message boards, flaggers, temporary striping, high-visibility pavement markings, and lane shifts. Properly designed traffic control plans, often engineered to comply with MUTCD or local DOT standard, are essential to maintaining safe vehicle movement while allowing construction crews to operate efficiently.

Traffic Control Products & Systems

This segment includes traffic signals, intersection controls, roadway signage, pavement markings, and increasingly, intelligent transportation systems (ITS) such as adaptive signal timing, traffic cameras, vehicle detection sensors, and centralized traffic management software. These systems are designed to optimize traffic flow, reduce congestion, and enhance safety. Municipalities and transportation agencies rely on this infrastructure to regulate daily traffic patterns, respond to incidents in real time, and improve overall roadway efficiency.

Competitors

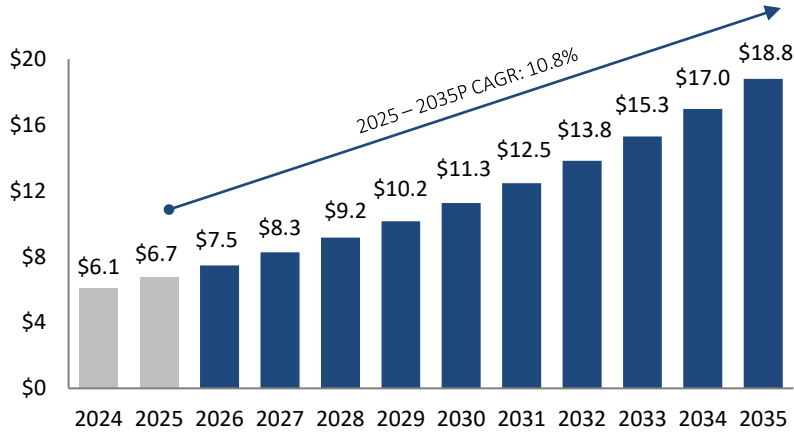


Competitors



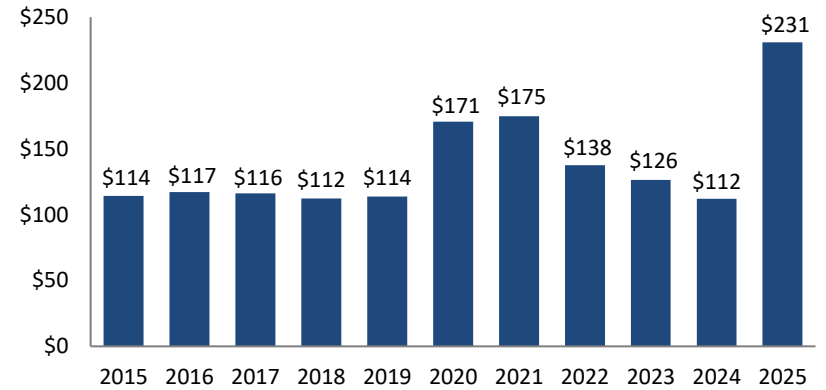
US Traffic Management Market Size and Forecast (USD \$B)¹

The US Traffic Control Services market growth is driven by smart traffic systems, sustainability initiatives, public-private initiatives, technological advancements and government investment.



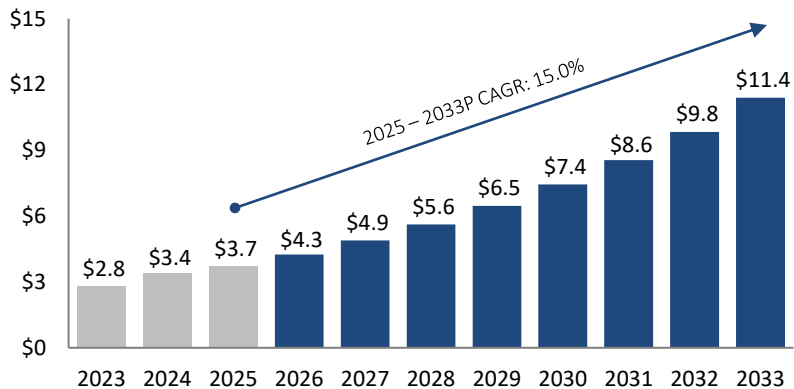
Federal Infrastructure Spending in the US (USD \$B)²

Increased federal investment in American infrastructure will drive new construction building, requiring a form of mandatory Traffic Control throughout each project.



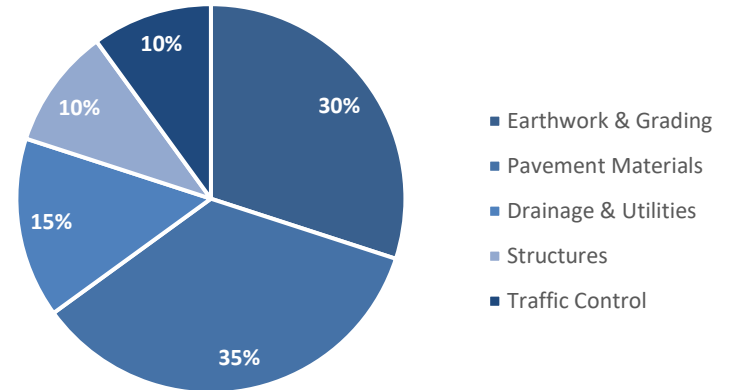
US Intelligent Traffic Management Systems Market (USD \$B)³

The US Intelligent Traffic Management Systems Market was estimated at \$3.7 billion in 2024, and is projected to reach \$11.4 billion by 2033, growing at CAGR of 15.0%.



Traffic Control Services as a % of Road Construction Costs⁴

Temporary traffic control is a **mandatory** component of roadway construction projects, typically representing 5–10% of total project costs on average depending on project size and complexity.



(1) Market Research Future

(2) USAFacts

(3) Grand View Research

(4) Work Zone Safety Media; Department of Transportation

Resilient growth drives steady Traffic Control M&A activity in the last twelve months. Expanding worldwide infrastructure budgets provide a foundation for sustained sector growth.

Date	Target	Acquirer	Transaction Type
01/23/2026			Majority
01/08/2026			Majority
12/04/2025			Majority
11/20/2025			Majority
11/19/2025			Majority
09/23/2025			Majority
08/29/2025			Majority
08/04/2025			Majority
03/05/2025			Majority
01/03/2025			Majority

KEY TRENDS

Number of Transactions (TTM January) 30

- While Traffic Control does not have a high number of deals per year, there are several serial acquirers building platforms in the space. Right Traffic, Helix Traffic Solutions, AWP Safety, and Frontline Road Safety stand out as aggregators with multiple acquisitions each in the last twelve months
- As private equity gets more involved in traffic control, we will continue to see more frequent aggregation in the sector as sponsor-backed platforms execute add-ons to expand geographic density, add skilled laborers, and deepen customer relationships
- Overall, Traffic Control M&A remains driven by high density consolidation, service-line expansion, and the need for scalable, compliant operations

VIEW MORE TRANSACTIONS 

Source: Capital IQ as of Feb. 2026



Precedent M&A Transactions

TTM January 2026

Closed Date	Acquirer	Target	Target Description	Transaction Type
1/23/26	Frontline Road Safety Group, LLC	American Roadway Logistics, LLC	American Roadway Logistics, LLC provides maintenance of traffic, pavement markings, and signing services.	Majority
1/15/26	TRP Infrastructure Services, LLC	Striping Technology, L.P.	Striping Technology, L.P. provides road striping, pavement marking, and traffic safety services.	Majority
1/8/26	Radial Equity Partners LP	The Cortina Companies, Inc.	The Cortina Companies, Inc. manufactures traffic and work zone safety products.	Majority
1/5/26	Frontline Road Safety Group, LLC	Surface Preparation Technologies LLC	Surface Preparation Technologies LLC provides surface preparation services.	Majority
12/9/25	Polaris Software Ltd	Sitestream LLC	Sitestream LLC develops a road-safety enforcement software designed to enhance traffic compliance and protect pedestrians.	Majority
12/4/25	TRP Infrastructure Services, LLC	Highway Barricades And Services, LLC	Highway Barricades And Services, LLC operates as a pavement marking and traffic control company.	Majority
11/24/25	Vehicle Management Solutions LLC	Autobase Inc.	Autobase Inc. Provides provides safety service patrol and traffic incident management services.	Majority
11/20/25	Right Traffic	West Texas Barricades, LLC	West Texas Barricades, LLC offers traffic control, pavement marking, and guardrail installation services.	Majority
11/19/25	Right Traffic	FC Traffic Control, Inc.	FC Traffic Control offers traffic control engineering design, planning, and work zone equipment and services.	Majority
10/1/25	Smith Seckman Reid, Inc.	George F. Young, Inc.	George F. Young, Inc. offers architectural, engineering, planning, landscape architectural, and traffic engineering operations.	Majority
9/23/25	Right Traffic	Southwest Barricades, LLC	Southwest Barricades, LLC provides construction safety and traffic control services in Arizona.	Majority
9/23/25	ArchKey Solutions LLC	Bruce & Merrilees Electric Co., Inc.	Bruce & Merrilees Electric Co., Inc., operates as a project management and service contracting company.	Majority
8/29/25	Frontline Road Safety Group, LLC	Peek Pavement Marking, LLC	Peek Pavement Marking, LLC, a pavement marking company, provides road, pavement, and airfield marking services.	Majority
8/25/25	Traffic and Parking Control Co., LLC	Logix ITS Inc.	Logix ITS Inc. manufactures and markets Intelligent Transportation Systems (ITS) traffic calming solutions.	Majority

Source: Capital IQ as of Feb. 2026

Closed Date	Acquirer	Target	Target Description	Transaction Type
8/4/25	Helix Traffic Solutions, LLC	Highway Safety Services, Inc.	Highway Safety Services, Inc. provides traffic safety and control services based in Lafayette, United States.	Majority
7/31/25	Frontline Road Safety Group, LLC	Cardinal/International Grooving And Grinding, LLC	Cardinal/International Grooving And Grinding, LLC offers highway and runway grooving.	Majority
6/30/25	Frontline Road Safety Group, LLC	Superior Pavement Markings, Inc.	Superior Pavement Markings, Inc. operates as a striping company that offers various pavement marking and removal operations.	Majority
6/12/25	The Universal Group	D&H Flagging, Inc.	D&H Flagging, Inc. operates as a traffic control service provider, offering equipment rentals and traffic management plans.	Majority
5/13/25	Right Traffic	P.D. Brooks Co., Inc.	P.D. Brooks Co., Inc. provides full-service traffic control solutions, as well as sales and rental of traffic control equipment.	Majority
4/25/25	Frontline Road Safety Group, LLC	P L P, Ltd	P L P, Ltd is a pavement marking installation company, including grooved-in markings, reflective tape, and more.	Majority
4/23/25	Conciergerie McKinnon Inc.	Teltech Signalisation inc	Teltech Signalisation inc offers traffic signaling services, including engineering, project management, and signage.	Majority
4/9/25	Frontline Road Safety Group, LLC	InfraStripe Holdings, LLC	InfraStripe Holdings, LLC provides line striping and pavement marking services for highways, roadways, and airports.	Majority
4/1/25	Stratify Aerospace, LLC	Metron Aviation, Inc.	Metron Aviation, Inc. provides air traffic management products and services for the aviation industry.	Majority
3/6/25	KTA-Tator, Inc.	Future Labs, LLC	Future Labs, LLC offers customized testing solutions for highway safety products, coatings, and polymeric products.	Majority
3/5/25	Barricades and Signs Ltd.	Airmaster Sales Ltd	Airmaster Sales Ltd manufactures and supplies traffic control signs and custom products.	Majority
3/5/25	Bain Capital, LP	Frontline Road Safety Group, LLC	Frontline Road Safety Group, LLC offers pavement marking services, traffic control, and safety products.	Majority
3/3/25	LJA Engineering, Inc.	Peters and Yaffee, Inc.	Peters and Yaffee, Inc. provides transportation engineering, traffic design & operations, and traffic & safety studies.	Majority
2/5/25	Spivey Service Corp.	APX Traffic Management, LLC	APX Traffic Management, LLC provides temporary traffic safety services in Virginia markets.	Majority

Source: Capital IQ as of Feb. 2026

LTM Traffic Control M&A Activity (3 of 3)

Spring 2026

Closed Date	Acquirer	Target	Target Description	Transaction Type
2/3/25	Helix Traffic Solutions, LLC	Mels Electric, LLC	Mels Electric, LLC engages in the installation, maintenance, and repair of critical traffic safety infrastructure.	Majority
1/3/25	Right Traffic	W3E Traffic Control, LLC	W3E Traffic Control, LLC provides traffic control services for utility construction and infrastructure projects.	Majority

Source: Capital IQ as of Feb. 2026



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