

THE LEADING BUSINESS MAGAZINE FOR CONTRACTORS

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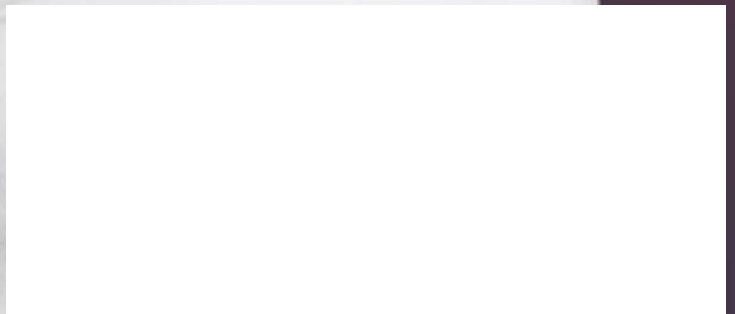
NOV/DEC 2026

THE 2026 OUTSTANDING WOMEN IN CONSTRUCTION

Meet 8 women
redefining what's
possible in
the industry

IN THE OFFICE
The value of experiential
education for
construction students

IN THE FIELD
How to stop jobsite
break-ins



ISUZU

A TRUCKLOAD OF THANKS



This Thanksgiving, we're grateful for the people who keep business moving—our customers, our dealers, and everyone who gets behind the wheel of an Isuzu truck.

Here's to full plates, full loads and plenty to be thankful for.

Happy
thanksgiving





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MEGAN BEAM



Editor-in-Chief
Megan Beam

As we close out another year, conversations about the future of construction inevitably turn to innovation — new equipment, materials and technologies that promise to change the way work gets done. Better tools and better information can create remarkable opportunities, even when adopting them means reconsidering practices that have served the industry for decades.

Construction is also an industry built on experience. And for good reason. There's no substitute for the knowledge that comes from years spent on jobsites, solving problems, learning from mistakes and understanding what works.

But experience, for all its value, can also reinforce our assumptions about what expertise looks like and where we're likely to find it.

Over the past several years of putting together this issue, I've had the opportunity to hear from women whose careers span nearly every corner of construction. Their experiences are varied, but certain themes emerge again and again: the importance of being taken seriously, the challenge of having their expertise recognized and the opportunities that open when someone is willing to see beyond convention. These are dynamics I've recognized in my own professional life, too, and I suspect they're familiar to people working in any number of industries.

In this final issue of 2026, we're celebrating our Outstanding Women in Construction, recognizing the women whose leadership, expertise and determination are helping shape the future of the industry. Women aren't new to construction, of course. They've been building, designing, managing and leading for generations, often without the recognition afforded to their male counterparts. What's changing, however gradually, is the visibility of their contributions and the breadth of opportunities available to them.

The women in these pages have earned their places through skill, hard work and the contributions they've made to their companies, colleagues and communities. Their accomplishments are worth celebrating in their own right. But taken together, their stories also offer a broader perspective on progress, and one worth carrying into the coming new year — The future of construction will be shaped not only by the tools the industry adopts, but also by the experience and expertise it recognizes along the way.

Wishing you a restful and rewarding season, and as always, thanks for reading.

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5 WIP Mistakes That Are Quietly Costing You Bonding Capacity

FREE | NOVEMBER 12 | 1 P.M. CENTRAL

Most work-in-progress (WIP) problems aren't diligence failures — they're what happens when billing, job costing and reporting cycles run unchecked. This webinar walks through the five most common WIP mistakes, the fix for each and a simple monthly habit to catch issues before they hit your bonding capacity or bank review.

You'll see it applied live on a real WIP report in Deltek ComputerEase — plus a checklist to run in your own company today.

SPEAKER



John Meibers
Vice President and General Manager
Deltek ComputerEase

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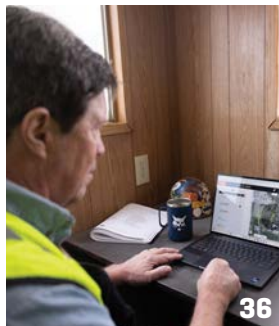
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**Lien on Me: Quirks That Make
Virginia's Mechanic's Lien Law
One of a Kind**

ON THE COVER



Photo Credit: Erica Alexis, Bridgeline Construction



Beam AI could become **your fastest estimator**

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But when the plansets get larger or your team simply doesn't have the bandwidth, there's the **Done For You (DFY)** workflow. Send us your plans and get QA-checked, bid-ready takeoffs and estimates across 15+ trades within 24-72 hours.

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PARTNERSHIPS

HD Construction Equipment Signs Compact Equipment Partnership With Manitou Group

HD Construction Equipment recently signed an agreement on mutual sales partnership for compact construction equipment with global equipment manufacturer Manitou Group, which will help expand its compact equipment portfolio. Under this agreement, HD Construction Equipment will source compact equipment product lines from Manitou Group and sell them on a global scale. In return, Manitou Group will integrate HD Construction Equipment's compact solutions into its own lineup, expanding the product offerings for both the Manitou and Gehl brands. Through this partnership, HD Construction Equipment plans to accelerate its market expansion by enhancing its compact construction equipment lineup. The company aims to scale up compact equipment production and improve product quality and cost competitiveness. Visit na.hd-hyundaice.com and manitou-group.com/en.

Trackunit & DEWALT Partner to Bring Tool Location Intelligence to Jobsites

Trackunit and DEWALT have entered a strategic partnership to deliver tool location intelligence across construction jobsites. DEWALT Tool Connect technology will integrate with the Trackunit Network, a Bluetooth network in construction. Contractors will now be able to locate DEWALT tools through equipment already connected on-site. Through the collaboration, tool location data surfaces through Trackunit, giving site managers a single consolidated view across their operations. The partnership launches with an initial phase focused on tool location across contractor operations worldwide. Both companies are building toward deeper data capability as the DEWALT Tool Connect platform expands. Visit trackunit.com and dewalt.com.

NEW HIRES



Kris Dahl

CNH Construction

Kris Dahl will succeed Terry Dolan in leading CNH's Construction's North America Commercial business as Dolan prepares for his planned retirement at the end of 2026. Dahl brings 25 years of global experience spanning commercial leadership, operations, technology and product development in the heavy equipment industry. He joins CNH and the CASE Construction Equipment and New Holland Construction brands from Caterpillar, where his career included leadership roles in the U.S. and Asia and extensive work with customers, dealers and teams across global construction and mining markets. Dahl brings a combination of commercial, operational and technical experience to CNH, with a career that has included leadership assignments across multiple markets and geographies. His background gives him a broad perspective on both the machines contractors depend on and the evolving needs of the businesses that operate them. Visit cnh.com.



Jon Carroll

Poettker Construction

Poettker Construction Company has appointed Jon Carroll to executive vice president and chief innovation officer. Carroll will lead Poettker's initiatives to identify and implement new technologies, systems and processes that support future business. Working alongside leaders across the organization, he will help align innovation initiatives, increase operational efficiency and equip teams with the tools and resources needed to support client success. His leadership will help Poettker build on existing strengths while improving the way teams plan, communicate and deliver work. Carroll joined Poettker 18 years ago as a project engineer and has since held a series of leadership roles supporting project delivery, operations and client relationships, most recently serving as executive vice president and chief operations officer. Visit poettkerconstruction.com.



Kevin D. Watkins

CMAA

The Construction Management Association of America (CMAA) announced the appointment of Kevin D. Watkins, SPHR, CAE, as CMAA's next president and CEO, effective Nov. 16. Watkins is an association executive with experience leading large, complex membership organizations. He currently serves as chief operating officer of the American Institute of Architects, where he oversees a \$45 million-plus portfolio serving more than 101,000 members and 200-plus chapters. His leadership has contributed to record membership growth, a 90% renewal rate, and stronger alignment between national priorities and chapter investment. As president and CEO, Watkins will lead CMAA's work to complete and implement its new strategic plan, strengthen chapters as the center of member engagement, expand recognition of credentials, and elevate CMAA's voice. Visit cmaanet.org.



James A. Bilella

Urban Engineers

Urban Engineers Inc. (Urban) announced that James A. Bilella II, PE, the firm's president and CEO, has been elected to the firm's board of directors. Bilella, who has been with Urban for more than 30 years, joins the board as Urban celebrates its 65th anniversary and continues to build on its longstanding commitment to clients, employees and the communities it serves. From his start as a construction inspector on the New Jersey Turnpike, Bilella moved into traffic, intelligent transportation systems and streetscape design, including significant services to the city of Philadelphia. Most recently, he served as vice president and market leader for rail and transit, leading complex infrastructure and facilities projects across light rail, heavy rail, subway and other public transportation systems. Urban is a multidisciplinary planning, design, environmental and construction support services consulting firm with more than 375 employees across 13 regional offices in the U.S. Visit urbanengineers.com.

Built to Last:

What Separates the Strongest Construction Businesses

ON DEMAND

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webinar

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In February 2026, Rightworks surveyed 733 small and mid-sized business decision-makers to find out what separates stable, resilient companies from the ones just getting by. The construction findings tell a specific story: The industry values technology as much as any sector but trails on the practices that turn that belief into results.

Join us for a look at where construction businesses stand across technology, security and business management — and what the

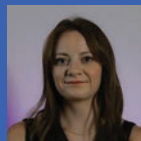
highest-performing firms do differently. We'll cover the security confidence gap, why only half of construction firms have moved most of their data to the cloud and the planning practices that connect directly to what owners say they want most: growing revenue, attracting better clients and getting paid faster.

You'll leave knowing where your business stands and what to prioritize first.

SPEAKERS



Tiffany Caponigro
Product Marketing Manager
Rightworks



Alexis Palmer
Sales Engineering Manager
Rightworks



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Iceberg, Dead Ahead

An examination of treating the symptom vs. the root cause



GREGG M. SCHOPPMAN

is a partner with FMI Corporation, management consultants and investment bankers for the construction industry. Schoppman specializes in the areas of productivity and project management. He also leads FMI's project management consulting practice. Prior to joining FMI, Schoppman served as a senior project manager for a general contracting firm in central Florida. He has completed complex construction projects in the medical, pharmaceutical, office, heavy civil, industrial, manufacturing and multifamily markets. He holds a bachelor's degree and master's degree in civil engineering, as well as a Master of Business Administration. Schoppman has expertise in numerous contract delivery methods, as well as knowledge of many geographical markets. Contact Schoppman by email at gregg.schoppman@fmicorp.com. Visit fmicorp.com.

You go to your doctor with a nagging complaint about pain in your knee, one that you've brought to their attention during the previous five visits. After a series of X-rays, MRIs, CT scans and lab tests, the medical professional's recommendation simply sends you on your way with an ice pack and compression sleeve (and a sizable bill). You can barely walk, yet the entire visit is summarized with ice.

"But Doc, what's the problem? Will the ice get me healthy?" To which the doctor responds, "I don't know, but the ice will make you feel better this evening." While ice may have some magical properties, your confidence in this doctor will quickly erode, causing you to find a second opinion. It is likely that the solution is deeper and will require more than superficial treatment.

Construction organizations that are facing challenges are similar to the patient with the knee issue. Sure, there may be a magical spreadsheet or AI solution that you can pull off the shelf. However, it is more likely that situations within a business resemble an iceberg, manifesting themselves as a small sliver of ice bobbing at the surface, with deep, ship-destroying shards just below the surface. Harkening back to an old commercial, there are not as many "easy" buttons that are available to "quick fix" an organization.

'We have low morale & poor internal communication — let's move the needle on our morale, quickly.'

No one likes hearing they have an ugly boat.

We quickly want to right the ship and do some quick, superficial "cleaning" to show everyone, "See! Look at our nice, clean ship!" Just do not open that door, knowing full well that closet is jammed with all the horrible skeletons that will come tumbling out.

An organization needs to realize that morale is probably low for any number of reasons, with a lack of proactive communication serving as the top detractor on morale. Increase communication and chatter — along with a litany of other characteristics of the business — help. More importantly, negative morale likely comes back to trust. Do your people trust your leadership team to make the right changes that better the organization, or are you just telling them what they want to hear in the short term? Trust is the linchpin, and everyone knows that trusts takes time to develop but just minutes to erode.

'We don't have time to create a set of processes, tools or spreadsheets — we're way too busy to work on the business.'

Imagine yourself as a driver in a major NASCAR race. You're the pack leader, looking at the competition in your rearview mirror. You also take a glimpse at your fuel gauge, which is dangerously close to empty. You also know you are running on tires that are going bald. (Yes, I realize they are bald already, but humor me.) You begrudgingly pull into the pits and allow the team to wrench on the car. Undoubtedly, everyone else has the same constraints impacting



their car too, with empty tanks and bald tires. You can “run on vapors” and hope for the best, but that is a weak strategy — especially with 80 laps to go.

Contractors have a tendency to leave a lot to chance, hoping their systems are up to the challenge of meeting the performance demands of a long project and theoretically infinite backlog. “Pulling over” to make sure the right tools are in place and, more importantly, being utilized effectively (versus running on empty), is critical. There is no question that this takes time, but you cannot fast-track change. More on that in a moment.

‘Let’s just buy an off-the-shelf ops manual so we limit the downtime.’

There are plenty of books that can be plagiarized. In the era of artificial intelligence, you could have your intern named Claude or Chat jam out an ops manual quicker than you can say “Claude” or “Chat” or hit the print button. Try this,

and it is a safe bet you will end up with a useless ream of paper that no one uses or even believes in.

You cannot fast-track buy-in. An off-the-shelf tool is an excellent start, but your team needs to get their fingerprints all over that ops manual. Once again, it takes time, but there is a return on that time invested. By having say in the genesis of a process or tool, the team will ultimately be more committed to the process or tool.

‘We need to train our people, but there is no way we can pull them out of the field.’

A dull knife will never get sharper without a whetstone. Arguments can be made that “on-the-job training” might be some of the best training available for put-in-place construction. However, most of the training that is needed is more than likely soft skill related — management, leadership, conflict resolution, time management, etc. — that can be derived

through both classroom-style training and one-on-one coaching/development.

‘We have a lot on the books with our current clients/sectors/etc., but we also know this trend will slow down. However, there is no way we can peel off a team to look at something new.’

Think of a new sector as an expeditionary force. They are deployed in advance to poke around in a market, free of the encumbrances of the legacy business. Dabbling with a new client will expose some potential market opportunities, but once that project ends, who will champion growth?

For instance, you land a medical clinic project that is the origin. You see the market opportunity as one of growth but also realize it will take a lot more than one project to develop a sound resume, so you quickly go back to the traditional core business. Would the right play have been to commit to chasing a portfolio of small projects, serving as an incubator for the medical sector, betting on potential growth? No one has a crystal ball, but riding the current backlog off a cliff that you plainly see is also a fool’s errand.

The common theme that runs through these examples is time. There is no silver bullet; there is no “red pill.” Real strategic efforts take time to implement and, more importantly, they take action, effort, discipline and rigor. Sure, you can ice your knee, but the most effective treatment for a torn ACL will likely involve surgery, therapy, prayers and vitamins to get you back on the track.

Or you can just pop your knee on the ice berg and hope that “dime store” doctor didn’t just stay in a Holiday Inn last night. ■

Putting People First: Building a Culture That Endures

How Shilling Construction Company Inc. is taking care of business & people



CAL BEYER, CWP, is senior director of SAFE Workplaces for SAFE Project. Beyer is a longtime national advocate for workplace mental health, substance misuse, suicide prevention, and opioid risk reduction and overdose prevention. This grew out of his work on human capital risk management and worker well-being. SAFE Project is a national 501(c)(3) nonprofit committed to overcoming the addiction epidemic in the U.S. Established in 2017 by Admiral James and Mary Winnefeld after the tragic loss of their 19-year-old son Jonathan due to an opioid overdose, SAFE Project aims to save lives impacted by substance use and mental health challenges through overdose prevention and response, education on stigma, and development of prevention and recovery programs. SAFE Project also provides tailored guidance and programming for workplaces and organizations; within college and university campuses; for veterans, service members and their families; and within communities. Since 2016, Beyer has served as a member of the editorial advisory board for Construction Business Owner. Reach Beyer at cal@safeproject.us or 651-307-7883. Visit safeproject.us.

Shilling Construction Company Inc., based in Manhattan, Kansas, was founded in 1965 as Shilling & Aubel Asphalt and adopted its current name in 1985. A related company, Shilling Asphalt Inc., was established in 2006 to operate its asphalt production facilities.

Today, Shilling Construction provides highway construction and paving services for municipal and public works infrastructure, residential development and commercial construction. During construction season, the company typically employs about 100 people.

Shilling Construction is a third-generation, family-owned business. Travis Shilling is an owner and vice president of operations, Doug Shilling serves as secretary and retired President Mike Shilling represents the previous generation. Steve Altobello is an owner and serves as treasurer and chief financial officer. He is also an industry friend and collaborator of mine. Our relationship deepened during the pandemic and continues today.

What I appreciate about Shilling Construction is how systematically its leaders have expanded their knowledge of mental health in the construction industry. The more they learned, the stronger their commitment became to protecting employees and their families. That concern grew naturally from the company's values.

Altobello describes the company's primary goal this way: "To enrich the lives of our employees. We want them to feel that their time at Shilling made their lives better because we are transformational in our

actions." He highlighted three guiding values and how the company puts each into practice.

- **Family first** — Family values are the company's foundation. Employees become part of the Shilling family and are cared for accordingly. When an employee or family member needs help, leaders look for something meaningful the company can do rather than simply saying they care. Shilling allows emergency use of paid time off and encourages employees to support their families, even when doing so conflicts with work schedules.
- **Whole-person health** — Shilling supports employees' physical, mental and financial well-being through mental health benefits, 988 Suicide & Crisis Lifeline resources, a paid mental health day, access to naloxone, financial wellness programs and flexible workplace accommodations.
- **Community-focused** — Shilling's business purpose is to improve the roads people rely on every day, critical infrastructure that touches nearly every aspect of life. The company also invests in the community through sponsorships, donations and support for organizations ranging from Big Brothers Big Sisters of America and local mental health facilities to youth sports teams. Shilling remains active in the Kansas Asphalt Pavement Association, Kansas Contractors Association, chambers of commerce and economic development organizations.

As is more common than typically expressed, adoption of workplace mental

health initiatives is not always an easy, quick or linear process. It can be a circuitous journey with many paths.

Altobello attended the initial mental health and suicide prevention presentation offered at the 2016 Construction Financial Management Conference (CFMA). His humility and honesty were refreshing as he recalled, “Initially, I did nothing at the time. I was insecure in how I would be perceived on the issues and probably didn’t fully believe in it. I can still remember my anxiety pushing against the idea. Looking back, I was in denial.”

Altobello described a gradual process of becoming educated and developing a better understanding that mental health was a real workplace issue. “It took several years of attending different CFMA sessions and some other mental health initiatives for me to see where there is no shame in embracing mental health in the workplace.”

He continued, “It really started to hit for me in early 2022 when I attended a session that our insurance broker sponsored. I attended the National Construction Mental Health and Wellbeing Summit in 2023 and then took our safety foreman with me to the same summit in 2024.”

What he took away from those conferences was more than information. He said he gained “confidence to support the initiatives, a clearer vision of the problem and a better understanding of the impact mental health can have on employees.”

Altobello also came to recognize something he had never previously considered: “Never did I imagine that mental health would be a safety topic. In reality, it is probably one of the largest factors in preventing safety incidents in the construction world. Mental health directly affects focus, judgment and safety. When employees feel supported and know where to turn for help, they are better equipped to work safely around traffic, heavy equipment, extreme heat and asphalt approaching 250 degrees.”

Photo Credit: Shilling Construction Company Inc.



That evolution in thinking is reflected in the company’s actions. Since 2022, Shilling has designated the business day after the Fourth of July as a companywide mental health day.

Altobello explained, “The Fourth of July falls during the hottest and most demanding part of our construction season. In 2022, leadership saw an opportunity to give employees additional time to rest, spend time with their families and focus on whatever supports their mental health. We made it a paid companywide day so every employee could benefit.”

Shilling has also been instituting many of the policies and practices associated with a recovery-friendly workplace, including signing the SAFE Project #NoShame Pledge, promoting understanding and use of employee assistance program (EAP) services, offering flexible leave and accommodations for treatment and recovery, and placing naloxone in first-aid kits at workplaces and worksites.

Altobello sees a direct connection between these efforts and safety. “Supporting the mental health of our employees is adding to our safety environment. It aligns well with our family-founded values, because we can’t say we care about our employees if we don’t care

about all aspects of their health.”

Justin Bayes, vice president of contracts and safety, describes the company’s commitment to mental health and well-being: “At Shilling Construction, mental health is an established part of safety. We reinforce that commitment through training and safety meetings, 988 Suicide & Crisis Lifeline information on every company vehicle, mental health benefits through Pawnee Mental Health Services and a paid companywide mental health day. These efforts help employees recognize concerns early and understand that asking for help is part of working safely.”

Altobello says supervisors and employees have been surprisingly receptive. “Several superintendents and employees have approached me individually expressing their appreciation for Shilling’s stance on mental health. It has also opened communication, and our employees are talking about it and recognizing when an employee might be struggling. Everyone seems to be much more compassionate and providing room to our employees to address any mental health issues for themselves or their families.”

Safety and Training Foreman Michael “Dino” Cardella agrees: “In the field, looking out for the crew means more than watching for physical hazards. It also means noticing when someone may be struggling, taking time to check on them and helping connect them with support. I’ve seen employees become more willing to speak up and supervisors respond with greater understanding. Supporting someone personally is part of keeping the crew safe.”

Altobello summarized how it feels knowing the company is focused on caring for employees and their family members: “The feeling is one of peace. We know that when we help, we can be transformational in the employee’s life. When we feel like we didn’t help enough and something happens, that emptiness feeling is unrecoverable.” ■

Your Checklist for Selecting the Right Accounting Methods for Income Tax Reporting Purposes

Navigating IRC 460, tax accounting methods & deferral opportunities



Joseph Natarelli is the CBIZ national construction leader. He has more than 35 years of experience, including advising on mergers, acquisitions and divestitures. He has served as a technical reviewer for the American Institute of Certified Public Accountants' (AICPA) construction audit and taxation guides for more than two decades and chaired the AICPA National Construction Program Conference Committee from 2012-14.



Barry A. Fischman is a managing director in CBIZ's tax department. Fischman contributes to the national construction, real estate, business enterprise tax services, high-net-worth individuals, tax compliance, family wealth services, and trusts and estates practice groups. He has more than 31 years of tax and consulting experience serving closely held businesses and a wide range of industry experience. Visit cbiz.com.

When financial statements are required for a contractor, the statements must be based on generally accepted accounting principles in the U.S. (GAAP). However, the Internal Revenue Service (IRS) allows for different methods of accounting when reporting for income tax purposes for the revenues and costs associated with construction contracts.

Learn construction firms and contractors can identify the appropriate accounting and tax method for reporting each project.

IRC 460

The Tax Reform Act of 1986 introduced Internal Revenue Code section 460 (IRC 460), Special Rules for Long-Term Contracts, which is used primarily by one industry: construction.

Contracts that qualify as long-term must use the percentage-of-completion method (PCM) to report income tax unless they qualify for exceptions. Exceptions are available for home construction contracts as well as taxpayers qualifying for the small contractor exception.

Here's how to determine a contract's eligibility for a PCM exception, which may allow the use of another method of accounting for income tax reporting.

Home Construction Exemption

Do any of your contracts entered into in 2026 for calendar-year taxpayers qualify for the home construction contract exception (in which 80% or more of the estimated total contract costs are expected to be attributable to the building, construction, reconstruction or rehabilitation of



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dwelling units in apartment buildings, condominiums, student housing, long-term care facilities and other properties with multiple residential units)? If so, you may be eligible to use an alternative to PCM for income tax reporting purposes associated with that contract.

Additionally, recent changes introduced by the One Big Beautiful Bill Act (OBBBA) expanded the types of projects eligible for the home construction exemption. Contracts entered into in tax years beginning before July 4, 2025, should assess their eligibility based on the provisions available under prior tax code, which limited the home construction exception to buildings with four or fewer dwelling units.

Small Contractor Exception

To determine your eligibility for a small contractor exception, ask: "Are both of the following true?"

- At the time the contract was entered into,

it was estimated that the contract would be completed within a two-year period beginning on the commencement date of the contract.

- The contractor's average annual gross receipts for the three taxable years preceding the year in which the contract was entered does not exceed \$31 million. For the tax year 2026, the inflation adjusted average annual gross receipts threshold for the IRC Section 460 small contractor exception is \$32 million.

If both of the above are true of your contract and business, you may qualify for the small contractor exception. Note that annual gross receipts are measured on revenue reported for income tax purposes, so proper tax reporting must be applied to exempt and nonexempt IRC 460 contractors to avoid overstating gross receipts. In addition, the three-year period is looked at on a current and going forward basis, and, in a year that the small contractor exception is not met, only contracts that start in subsequent years are required to be reported using PCM.

Tax Planning Opportunities Available to Large Contractors

Additional income tax reporting opportunities may exist for large contractors under IRC 460. If you qualify as a large contractor, consider your eligibility and the potential advantages of:

- **10% elective deferral** — The 10% elective deferral that allows for the deferral of gross profit recognition until the job is at least 10% complete and applies to all long-term contracts entered into during and after the electing year. This deferral is not an alternative minimum tax (AMT) preference item.
- **Residential contracts** — Contracts that qualify as residential contracts allow taxpayers to report 70% of the contract on PCM and 30% on the contractors' exempt method of accounting for income tax purposes. If the exempt method is

the completed contract method (CCM), 30% of the associated profit is deferred, for income tax reporting purposes, until the job is complete. Crucially, this deferral is an AMT preference and will impact the contractor's tax liability. The definition of a residential project is similar to the home construction exemption described above, except that "dwelling unit" is broadly defined as a house or apartment providing living accommodations. This provision applies to residential contracts entered into in tax years beginning before July 4, 2025.

- **Retainage receivable and payable** — Retainage constitutes the percentage of billings withheld by the customer until the project's completion. Large contractors electing accrual less retainage method may benefit on short-term contracts when retainage receivables and/or retainage payables are outstanding at year-end. Those not currently deferring retainages, but interested in electing for this provision, must file Form 3115 to change accounting methods in accordance with Revenue Ruling 69-314.
- **Methodologies to allocate G&A in accordance with IRC 460** — Additional costs (general, administrative and overhead [G&A]) need to be allocated to contract costs for tax reporting purposes. The formula for calculating PCM for income tax purposes dictates that allocating current G&A costs to date also requires the consideration of estimated future G&A costs to be incurred on that contract in progress. Therefore, complying with IRC 460 requires developing a methodology to estimate future G&A costs to be incurred and will result in a different gross profit on contracts for income tax.

Closing the Reporting GAAP

While alternatives to PCM reporting are available for income tax purposes, GAAP standards are a near universal

requirement based on their utility to banks and sureties. Financial statements should be based on PCM for all long-term contracts and disclosures should include:

- Detailed notes to the financial statements
- Contracts receivable aging
- A breakout of contracts and retention receivables by contracts in progress, jobs completed and unbilled receivables
- Earnings from contracts schedule that reconcile the contracts in progress and contracts completed during the year to the statement of income
- A contract in progress schedule and completed contracts schedule that illustrate the contract revenues, costs and gross profits by project for the accounting period
- Explanation of significant contract gross profit changes
- Collections on accounts receivable subsequent to the reporting period (not required by GAAP but a best practice)
- Disclosure of retention accounts payable
- Contract backlog disclosure

Because applicable methods of accounting for income tax purposes are determined on a contract-by-contract basis, contractors can report revenue from construction contracts under several methods of accounting. Determining the most efficient method of accounting requires an understanding of IRC 460, GAAP and the language within contracts that lend themselves to deferral opportunities.

Work-in-progress (WIP) schedules for open and closed jobs represent a great starting point. Consulting with an experienced CPA to review WIP and contracts is an important first step to designing a strategy that best meets the contractor's financial and income tax reporting needs. ■

The Job Is the Outcome. The Experience Is the Differentiator.

A construction education professional highlights the value of experiential learning for students & their future workplaces

BY BEN FARROW

For decades, construction management education was judged by a fairly straightforward standard: Did construction management (CM) graduates possess the technical knowledge and practical skills necessary to succeed in the industry? That remains important. In fact, it is more important than ever.

Yet something has changed in higher education, and construction programs would be wise to recognize it. Today's students are not simply shopping for a degree. They are searching for an experience. In CM education, we have been witnessing a fundamental evolution. Students still expect strong academics and career preparation. They still want internships, industry connections and job opportunities. Increasingly, they also want meaningful experiences that help define their college years and shape their professional identities.

The evidence is visible on campuses across the country. At Auburn University, enrollment in construction programs has sustained double-digit growth over several years. Prospective students and their families ask questions that go beyond curriculum and career placement. They want to know where they can travel, what they can build, how they can serve and what opportunities exist beyond the classroom.

Construction education is uniquely positioned to answer that challenge. Unlike many academic disciplines, construction is inherently experiential. We build things.

We solve problems. We work in teams. We serve communities. We travel to projects. We engage with owners, designers, subcontractors and end users. The most effective construction programs are leveraging those strengths.

One example is the rapid growth of study abroad participation. At Auburn's McWhorter School of Building Science, students can participate in semester-long programs in Australia and Italy, as well as summer programs throughout Europe and Japan and short-term programs in South America. These experiences expose students to different construction methods, cultural perspectives, project delivery systems and approaches to the built environment. More importantly, they help students develop adaptability, cultural awareness and problem-solving skills that have become essential in a global economy.

The same principle applies to service learning. Construction students are often drawn to the industry because they enjoy creating tangible results. Service projects allow them to apply those skills for a greater purpose. At Auburn, every building science student participates in a service-learning project before graduation. Students learn project planning, teamwork, communication, leadership and accountability. They also discover that construction is ultimately a people business. The wall, ramp, pavilion or renovation may be the visible result, but the real lesson is understanding how construction can improve lives.

The impact of experiential learning becomes even clearer when students build and test their knowledge in a real setting. Auburn's Robins & Morton Field Lab, a 2-acre outdoor learning facility, functions as a hands-on laboratory for construction education. Instead of merely discussing construction methods in a lecture, students put those methods into practice.

A student estimates the labor hours and material quantities required to build a small retaining-wall form, assembles the materials, builds the formwork and then reflects on the accuracy of their original assumptions. That feedback loop transforms abstract concepts into durable learning. The lesson is not simply how to build a form; it is understanding the relationship between planning and execution and developing the judgment to improve future decisions. Construction is learned with both the mind and the hands.

Competition is another key component. Construction programs across the country participate in student competitions that simulate real industry challenges. Teams prepare estimates, develop schedules, create proposals and present to industry professionals, often dedicating evenings and weekends over several months. Ask participants why they do it, and their answers rarely focus on trophies. They talk about teamwork, pressure and problem-solving. They talk about meeting industry leaders who later become internship supervisors, mentors and employers. The competition is valuable, but the relationships formed are often what produce the greatest long-term impact.

Perhaps no experience more directly reveals a student's professional commitment than how they invest their discretionary time. At Auburn, more than 90% of building science students complete at least one internship before graduation without it being required. Many complete two or three. A growing number complete four or more before their final semester. For construction employers,



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From Blind Spot to Competitive Edge: Equipment Job Costing for Executives

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Job cost is essential for getting contract revenue and future estimating bids correct. Equipment job cost is oftentimes the smoking gun that breaks estimating feedback loops. The result is compounding, silent margin erosion across your backlog. Job cost accuracy comes down to how much effort a process takes and whether it holds up at scale, and equipment is the cost type most exposed on both counts. Manual allocation sacrifices accuracy for speed, creating margin leaks that quietly threaten your growth. Closing this gap requires a different approach.

This webinar will show you how to restore data integrity, close gaps in job costing and build the equipment P&L view your organization needs to compete and grow.

Key Takeaways:

- Understand why equipment cost is a unique challenge and how contractors are solving it
- Assess the true financial risk hidden in your current billing and costing mechanisms
- Build a scalable equipment costing framework that improves accuracy without straining resources

SPEAKERS



William Hipp
Senior Product Marketing
Manager
Tenna



Chris Sisk
CFO
United Infrastructure Group



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this is not simply a statistic: It is a signal. When a candidate arrives with multiple internships, competition experience, a service project and time spent studying construction abroad, they are demonstrating something important about the choices they made with their college years. That is not just a resume line. It is evidence of professional intention and among the most reliable indicators of how they will invest themselves as employees.

Construction firms that engage meaningfully with CM programs already understand this dynamic. Auburn's dedicated construction career fair draws more than 120 companies each semester, and the landscape has shifted considerably. Firms that once focused exclusively on graduating seniors are now actively building relationships with sophomores and juniors, recognizing that early engagement is a genuine competitive advantage in recruiting top talent. The candidates most likely to say yes to your firm at graduation are often those who already know your people, your projects and your culture, because you were present long before they started their job search.

That kind of visibility is built through intentional investment. The Robins & Morton Field Lab did not materialize by accident. It required industry partnership and long-term institutional commitment. Construction firms that sponsor hands-on facilities, fund competition teams, endow scholarships or commit leadership time to mentoring students are not making charitable contributions. They are building their own workforce. The return is measured in graduates who arrive with confidence, field context, and professional commitment rather than requiring months to acclimate to jobsite culture. Investing in a construction management program is among the most direct and measurable workforce development strategies available to a firm.



All these experiences — study abroad, service learning, field laboratories, competitions and internships — serve two purposes simultaneously. They improve learning outcomes, and they enhance the student experience. Students learn more when they are engaged. They retain more when they apply concepts in authentic settings. They develop stronger professional identities when they can see themselves practicing the profession, and they are more likely to persist, succeed and contribute to the industry when they feel connected to something larger than a collection of courses.

For construction educators, this presents both an opportunity and a challenge. The opportunity is clear in that construction education naturally lends itself to experiential learning. The challenge is ensuring those experiences remain intentional and connected to meaningful learning objectives. The goal is not entertainment. The goal is transformation.

As the industry looks ahead, the question should not be whether student experience matters. It does. The more important question is how we, educators and industry partners together, design

experiences that prepare graduates not only for their first job, but for a lifetime of leadership. The companies that recruit construction management graduates are increasingly seeking professionals who can communicate, collaborate, adapt and lead in addition to possessing technical expertise. The student experience is where many of those capabilities are formed.

A degree remains the destination. But for today's students, the journey matters more than ever. And in construction education, that journey may be one of construction management's greatest competitive advantages — for students, for programs and for the firms willing to be part of it. ■

Ben Farrow, Ph.D., is a professor, academic leader and longtime advocate for CM education. He serves as associate dean in Auburn University's College of Architecture, Design and Construction, where his work centers on developing students into design and construction professionals through rigorous academics and meaningful out-of-classroom experience. Visit auburn.edu.





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In today's construction environment, even a single workplace injury can have far-reaching consequences beyond the direct cost of a claim. Delayed recovery, workforce disruptions, project delays, overtime expenses and rising insurance costs can all erode profit margins and impact business performance. This webinar will explore how effective claims management strategies can help contractors reduce the financial and operational impact of workplace injuries while keeping projects on track and employees engaged.

Attendees will learn practical approaches to improving claim outcomes through early intervention, proactive medical management and effective return-to-work programs. We'll discuss how leading

construction organizations are using claims data and workforce insights to identify trends, reduce lost-time injuries, improve employee retention and support a more productive workforce. Participants will leave with actionable strategies to better control loss costs, minimize disruption and protect profitability in an increasingly challenging labor and risk environment.

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Greg Perruzzi
SVP — Practice Leader, Construction Vertical
Gallagher Bassett



Christopher Carucci
SVP — Construction Claims, Construction Vertical
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The Payroll Leakage Contractors Don't See Until It's Too Late

What are your time cards really telling you?

BY NIC DE BONIS

One roofing contractor with 35 workers put the cost of inaccurate time records at more than \$11,000 a month. His estimate started with a simple assumption: Each worker's recorded time was off by about 30 minutes a day.

That was his estimate, not a measured loss. But it raises a question worth asking: How much confidence do you have in the hours behind your payroll?

I think it's easy to put too much faith in a clean payroll report. The hours have been approved, the rates are right and everyone gets paid on time. None of that tells you whether the time card captured what actually happened.

The problem starts earlier, when somebody has to remember the day after it's over.

Where the Extra Minutes Creep In

Think about a time card filled in from memory. A 7:12 arrival becomes 7 a.m. A 3:51 finish becomes 4 p.m. That's 21 minutes added to the record without anyone making a deliberate decision to add them.

A forgotten clock-out leaves another gap. By Friday, the foreman may be filling in several days of missing entries while the office waits to run payroll. The person

approving the hours is now being asked to reconstruct them too.

None of this requires dishonesty. It only requires a busy crew and a record that depends on memory.

And there are two different problems to keep separate. Extra time on a time card can increase payroll. Legitimate paid time charged to the wrong job changes the job's reported cost without changing the paycheck. Both deserve attention, but fixing one doesn't automatically fix the other.

What a Few Minutes Can Add Up To

You don't need a large crew or a half-hour

discrepancy for the number to matter.

Take 18 workers. If each time card includes five extra minutes a day, at \$34 an hour across 250 working days, that's \$12,750 a year in wages for hours that didn't happen.

Those are hypothetical inputs. They don't tell you what your company is losing. They show why a few minutes are worth checking.

Run the same calculation with your own numbers: Workers × extra minutes per day ÷ 60 × hourly wage × working days = annual wage cost of those extra minutes.

I think it's easy to put too much faith in a clean payroll report. The hours have been approved, the rates are right and everyone gets paid on time. None of that tells you whether the time card captured what actually happened.



Then look at a recent week of time cards. Where are the missing clock-outs? Which entries were changed days later? Are identical start and finish times supported by what happened, or simply convenient numbers?

Those are questions to investigate, not proof that someone was overpaid. Time outside a jobsite can still be legitimate paid work. The point is to understand the record before drawing a conclusion from it.

Why Payroll Can Look Right When the Time Is Wrong

The payroll report and the time card agree because one was produced from the other. Checking them against each other tells you whether the hours carried through correctly. It doesn't establish whether those hours were accurate.

For that, you need something recorded when the work happened: a job log, a supervisor's same-day record, or time and location information that helps explain the entry.

A location record can help you check an arrival or departure. You still need to understand what work was being done, including travel or time at the yard. The

useful question is whether the paid hours can be explained.

If the only explanation is that somebody remembered them on Friday, the payroll report hasn't resolved the uncertainty. It has carried it through to the paycheck.

Fix the Record Before Payday

The most important change is to capture the day while it's happening. Everything gets harder when the crew and the office have to piece it together later.

But asking people to keep more detailed records only gets you so far. The foreman already has a crew to run. Each extra step has to fit around the work.

That's why I think clear rules and technology belong together. Everyone should understand how to record the paid day, handle travel and correct a missed entry. The technology should make those rules easier to follow.

GPS-based time tracking can help record arrivals and departures as they happen. A missed clock-out can be flagged for review while the day is still fresh. The foreman can check the entries that need attention without rebuilding the whole crew's week.

The benefit should be less remembering, less chasing and less time spent fixing

records in the office. If the new process leaves the crew with more paperwork, it hasn't solved enough of the problem.

Before payroll approval, check the entries that still need an explanation. Confirm the hours and where they belong. A correction made while people remember the day is easier to resolve than one discovered after everyone has moved on to the next job.

Start with one payroll week. Pick out the missing entries and late edits, and ask what information would have made them easier to resolve that day. That's where the process needs to improve.

A clean payroll report should mean you trust the hours behind it. That confidence starts in the field, while the work is happening. By payday, the office should be able to pay those hours without having to reconstruct the week. ■

Nic De Bonis is co-founder and CEO of Workyard, a construction operations platform for specialty contractors and self-performing general contractors. He writes about the intersection of construction, tech and operations, with a focus on how contractors can build more productive teams, run more profitable jobs and grow without losing control of their business. Visit workyard.com.



LIEN ON ME

Quirks that make Virginia's mechanic's lien law one of a kind

BY LEE-ANN BROWN & JOHN MARK GOODMAN

Photo Credit Nuttapong punna - adobestock.com

Picture this: Your crew wraps up a renovation, invoices go out and then ... nothing. The client stops returning calls, and the check never comes. For many construction business owners, this is the moment they first learn about mechanic's liens: a legal tool that lets contractors, subcontractors and suppliers stake a claim against the property they worked on until they're paid. It's a powerful remedy that attaches to the property itself. If left unresolved, the property owner may be unable to sell or refinance, and the lien holder may be able to foreclose on the property to satisfy the debt. But it's only a powerful tool if it's used correctly.

Every state gives contractors, subcontractors and suppliers some form of lien right when they aren't paid for work that improves real property. Virginia recognizes that right too, but the way it's structured sets the commonwealth apart. The filing rules

are tighter, the deadlines overlap in ways that trip up even careful project managers and the margin for error is thin. Whether you're a general contractor juggling multiple jobsites, a subcontractor waiting on an overdue payment or a property owner watching a renovation unfold, understanding these quirks before a dispute arises — not after — can be the difference between getting paid and eating the loss.

Where Do I Find Virginia's Mechanic's Lien Law?

The Virginia mechanic's lien statute is found in Title 43 of the Code of Virginia. There you will find the answers to the basic questions every business owner eventually needs answered: who is entitled to file a lien, what property the lien attaches to, and how and when to perfect it. But reading the statute is only half the job.

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In addition to the text of the statute itself, there are judicial opinions interpreting the statute, i.e., the common law.

Strict Compliance, Not ‘Close Enough’

One of the most distinctive features of Virginia lien law is how unforgiving it can be. Virginia courts strictly construe the statutes governing mechanic’s liens, which means the law is applied exactly as written, with little tolerance for good-faith mistakes. Virginia courts strictly construe the statutes governing mechanic’s liens, and even a minor error can compromise the entire lien. Some states apply a more forgiving “substantial compliance” standard, but Virginia does not. Due to the strict compliance standard, it is a good idea to run a title search and allow yourself extra time in the preparation process to do so. For a contractor who has already absorbed the cost of unpaid labor and materials, losing lien rights over a technicality can feel like a second financial blow. That is exactly why it is worth building extra time into the process to run a title search, confirm the correct property owner and legal description, and have someone familiar with the statute review the memorandum before it is recorded.

For a contractor who has already absorbed the cost of unpaid labor and materials, losing lien rights over a technicality can feel like a second financial blow.

2 Separate, Overlapping Deadlines

Virginia doesn’t give claimants a single filing deadline.

Rather, it layers two different time rules on top of each other, and both must be satisfied at once.

For a contractor managing several jobs at different stages, that means keeping two separate clocks running simultaneously for every project where payment is even slightly in question.

The 90-Day Filing Deadline

A memorandum of lien must be filed no later than 90 days from the last day of the month in which the claimant last performed labor or furnished material, and in no event later than 90 days from the time the building, structure or railroad is completed or the work otherwise terminated. That “last day of the month” language is unusual, and it works in the claimant’s favor: It effectively rounds up to give claimants a small grace period beyond their actual last day of work. But that grace period disappears the moment the whole project wraps up, at which point the 90-day clock starts immediately, regardless of when any individual claimant last touched the job. For subcontractors and suppliers who may not always know when a general contractor considers a project “complete,” that distinction is worth asking about directly and early, rather than assuming there is more runway than there actually is.

The 150-Day Look-Back Rule

Virginia law also caps how far back a single memorandum can reach: No memorandum may include sums due for labor or materials furnished more than 150 days before the last day the claimant worked on the job, counting backward from the filing. This is where the strict-compliance problem becomes especially dangerous. Including amounts outside the 150-day window doesn’t just shrink the lien to what is still within bounds — it can invalidate the entire lien, not just the excess portion. For contractors on long jobs, that risk has a practical fix: The statute expressly allows a claimant to file any number of memoranda, so filing multiple sequential liens over the life of a lengthy project is often the safer path to staying inside the window, rather than waiting and hoping one filing at the end will cover everything.

There is a narrow exception for money that isn’t really “late” in the ordinary sense. Retainage — up to 10% of the contract price — and sums that aren’t yet due because payment hasn’t flowed down from the owner both fall outside the 150-day restriction. That distinction matters for contractors who negotiate retainage into their contracts specifically to protect cash flow on long projects, since it means those held-back funds aren’t penalized by the look-back clock the way ordinary overdue invoices are.

A Short Fuse to Actually Enforce the Lien

Recording the lien is only step one, and it is easy for a business owner to breathe a sigh of relief once the memorandum is filed and assume the hard part is over. It isn’t. Virginia also imposes a tight window to sue to enforce the lien in court. The action to enforce must be filed “six months from the time when the memorandum of lien was recorded or [within] 60 days from the time the building structure or railroad was completed or work thereon otherwise terminated, whichever time shall last

occur...” Miss that window, and the lien becomes unenforceable even though it is still sitting in the land records, creating a false sense of security for anyone who assumes a recorded lien alone guarantees payment. In practice, the enforcement deadline needs to go on the same calendar as the filing deadline, tracked from the day the lien is recorded, not from whenever settlement talks with the nonpaying party eventually stall out.

Sworn Verification Is Mandatory

Virginia doesn’t just want a lien memorandum on file — it wants it under oath. The memorandum must include an affidavit executed by the lien claimant or an agent, verifying the amount claimed and the intent to claim the benefit of the lien. This sworn-statement requirement adds a layer of formality that not every state’s lien law demands, and it cuts both ways.

On one hand, it gives the lien more credibility in court. On the other, a contractor who overstates the amount owed or files against the wrong property isn’t just risking the lien itself — they are risking personal exposure for a false sworn statement. That is a strong argument for keeping billing records, change orders and payment histories current and well organized throughout a project, rather than reconstructing them under pressure once a dispute has already started.

Necessary Parties Are Interpreted Broadly

When it comes time to enforce a lien in court, Virginia casts a wide net over who must be named as a defendant. Courts have interpreted “necessary parties” broadly, so that any party with even a reasonable basis for an interest in the property or the lien should be named in the enforcement suit.

The Takeaway

Virginia’s mechanic’s lien statute requires precise compliance. The 90-day filing deadline and 150-day look-back window operate independently and must both be tracked from Day 1 of a project, not just when payment problems start. Add in strict construction of the requirements to perfect a lien, a compressed enforcement timeline and a sworn-verification mandate, and it’s easy to see why even experienced contractors bring in construction counsel before filing. The upside is that a properly perfected Virginia mechanic’s lien is a strong tool to secure payment.

What If You Messed Up?

So, what happens if you missed a deadline, didn’t include all the required information, or otherwise failed to perfect your lien? The bad news is that you won’t have lien rights against the property. The good news is that you probably still have one or more claims that you can bring against the person or entity that broke their promise or benefited from the fruits of your labor. While those claims may not attach directly to the property, they do provide an independent basis to recover that is in addition to your lien rights. Just know that those claims have their own set of deadlines and filing requirements, so you would be well-advised to consult with an attorney to decide the best course of action. ■

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Building at the Speed of AI

The rise of volumetric modular construction & the future of infrastructure

BY MONICA SOTO

The construction industry is bumping up against a wall that traditional delivery methods were never built to handle: the sheer velocity of AI infrastructure demand. As a civil engineer who has spent my career on the procurement and construction management side of complex builds, I've watched project timelines that once felt aggressive become almost quaint compared to what owners and developers now ask of general contractors (GCs).

Consider the numbers. Hyperscale data center construction has historically run 24 to 36 months from groundbreaking to ready-for-service, driven by weather delays, permitting, inspections and the sequential nature of on-site trade work. Demand is outpacing the industry's ability to deliver, forcing a rethink of how nonresidential construction gets built, not just for data centers but for any project where speed, labor availability and site constraints intersect.

Volumetric modular construction has moved from a niche alternative delivery method to a serious business strategy.

This involves manufacturing complete, fully integrated building sections off-site and installing them as finished building blocks. For midsized GCs working across commercial, heavy civil, water/sewer and other nonresidential sectors, this shift matters even if you never touch a hyperscale project, because the pressures driving modularization, labor shortages, compressed schedules and rising community scrutiny are showing up on jobsites everywhere.

The Pressure Points Driving Adoption

Three forces are converging to make volumetric modular construction less of an experiment and more of a necessity.

The first is labor. The construction industry needs an estimated 349,000 net new workers in 2026 alone, according to Associated Builders and Contractors, climbing to 456,000 in 2027. Data center builds absorb an outsized share of that strain. The electrical work alone accounts for 45% to 70% of what it costs to build a data center, according to the International Brotherhood of Electrical Workers. When a trade shortage becomes the limiting factor

on a schedule, moving that work into a factory, where a smaller crew completes it repeatedly under controlled conditions, stops being optional.

The second pressure is power. Equipment lead times for large power transformers now run two years or more, and medium-voltage switchgear often takes close to a year. When gear delivery dates are fixed, the only variable a contractor can still control is how fast the building comes together. Modular strategies let site work and factory fabrication happen in parallel rather than in sequence, a large part of why highly modularized projects are achieving schedule reductions of 30% to 50% compared to conventional builds, compressing a 24- to 36-month timeline into 16 to 20 months.

The third pressure, which should concern every general contractor regardless of sector, is community pushback. A recent Gallup survey found 71% of Americans oppose new data center construction in their communities, and industry tracking has identified more than 140 activist groups across two dozen states working to block or delay projects. Reducing the duration and disruption of on-site construction, fewer trucks, less noise and a shorter period of active work are becoming a genuine competitive advantage, not just an environmental talking point.

What 'Volumetric' Actually Means

It's worth being precise about terminology, because "modular" gets used loosely and covers approaches with very different capabilities. Volumetric modular construction refers to complete, preintegrated building sections, not shipping containers retrofitted for a purpose, and not flat panels assembled on-site. These are fully 3D structural units with mechanical, electrical and plumbing systems already installed at the factory, often reaching 90% completion before they leave the manufacturing floor.

The engineering discipline behind this is generally called Design for Manufacture

Resources for Further Reading

Readers interested in going deeper can explore the Modular Building Institute (modular.org), which publishes research and case studies on volumetric construction across sectors, and the DFMA Institute (dfma.com), which offers foundational resources on DfMA. Associated Builders and Contractors (abc.org) publishes ongoing labor market forecasts, and CBRE's Global and North American Data Center Trends (cbre.com) reports provide detailed data on pressures reshaping this sector. Data Center Knowledge (datacenterknowledge.com) and Data Center Dynamics (datacenterdynamics.com) offer regular coverage of construction methods and labor trends for contractors evaluating this space.

and Assembly, or DfMA; it's a methodology adapted from product manufacturing for construction use. DfMA means a project is architected from the earliest design phase to be built in a factory and transported, rather than value-engineered into a modular format afterward. Projects that start design with DfMA principles see far fewer field changes and requests for information (RFIs) than those retrofitted midstream. Singapore's Building and Construction Authority has documented this as a core productivity lever, noting that DfMA reduces reliance on manual labor while improving workmanship through the kind of stringent quality control a factory floor allows and a jobsite often cannot.

For contractors evaluating whether a project is a candidate for volumetric delivery, the products involved typically include complete structural steel assemblies, prefabricated electrical and mechanical skids, integrated power and cooling systems, and prefabricated utility modules, all manufactured as turnkey infrastructure

blocks ready for rapid installation once the foundation is set.

A New Kind of Construction Ecosystem

Perhaps the most consequential shift for general contractors isn't the technology itself but the business relationships it requires. Volumetric delivery depends on a genuinely different partnership model between contractors and manufacturers than the traditional subcontractor relationship most GCs manage.

In a conventional build, a general contractor holds the schedule risk and coordinates dozens of trade subcontractors sequentially on-site. In a volumetric model, a significant portion of that risk shifts to a manufacturing partner who owns the factory build, quality control and delivery logistics, all while the GC retains responsibility for site civil work, foundations, utility tie-ins and final integration. That division of scope must be defined with more precision than a traditional trade contract, since both teams are essentially running parallel production lines that must converge on one delivery date.

This is showing up across the industry as deeper, longer-term strategic alliances rather than one-off subcontracts. In South Korea, telecom operator LG Uplus recently formed an alliance with a major engineering and construction firm to speed up modular AI data center construction. With the construction partner providing constructability reviews and process optimization alongside its traditional engineering, procurement and construction capabilities, they are also creating a relationship that looks more like a joint venture than a standard bid-build arrangement. Whereas a construction firm embeds itself into the design process before ground is broken, and it is likely to become more common as owners seek single points of accountability across the factory-to-field handoff.

For midsized general contractors, this

ecosystem shift creates both opportunity and a learning curve. Firms that build genuine logistics expertise around receiving, staging and setting large, prefabricated modules, work that looks more like industrial rigging than traditional trade coordination, find themselves positioned for a growing category of work. Those that treat modular components like oversized standard building materials, without adapting scheduling and risk allocation, tend to run into costly surprises around transportation, crane capacity and site sequencing.

Beyond Data Centers

Hyperscale data centers are the most visible example of this shift because the money and urgency are so extreme. Global spending on AI infrastructure by major technology companies is expected to approach \$725 billion in 2026 alone, but the underlying lessons apply broadly across nonresidential construction. Any project facing a skilled labor shortage, a compressed schedule, a remote or challenging site, or heightened community scrutiny stands to benefit from evaluating which components could reasonably move to volumetric delivery.

That doesn't mean every GC needs to become a modular specialist overnight. It does mean understanding the vocabulary, partnership structures and sequencing implications is necessary in order to have an informed conversation about modular construction. When an owner or developer raises the option, a conversation can lead to the increasing frequency of modular build across commercial, heavy civil and infrastructure sectors alike. ■

Monica Soto, MBA, is a civil engineer and construction executive with more than a decade of experience in construction management, procurement and supply chain strategy across complex infrastructure projects. As director of preconstruction at Mod42, she focuses on collaborative partnerships, design coordination and execution strategies for factory-built data center infrastructure and complex construction programs. Visit mod42.com.





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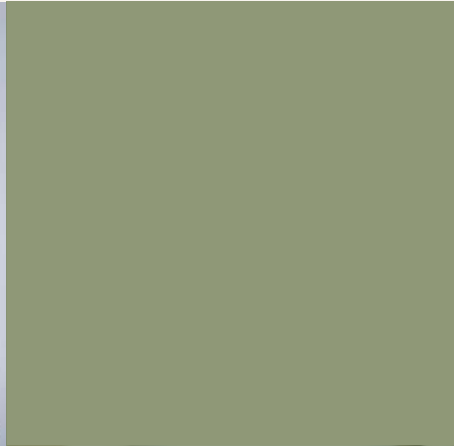
Progress in construction has always depended on people willing to challenge convention, bring new ideas to familiar problems and imagine what the industry might become. The women recognized in this year's Outstanding Women in Construction program are doing just that.

Now in its eighth year, Construction Business Owner's Outstanding Women in Construction program celebrates the expertise, leadership and achievements of women making meaningful contributions to the industry and the people who work within it.

This year's program drew nominations from across the U.S. and a broad range of construction sectors, including representatives from leading industry associations and organizations.

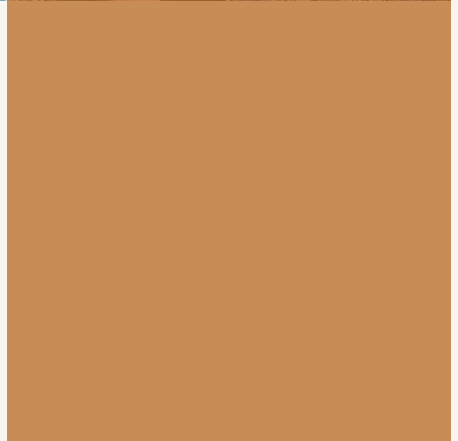
Together, their stories offer a reminder that the industry's greatest opportunities for progress often begin with recognizing the talent, perspectives and possibilities already among us.





“You cannot wait for someone else to give you confidence or permission to lead. You have to know your value, find your voice, take risks and demonstrate what you can accomplish.”

— Victoria Malaszecki



OUTSTANDING
MEN
IN CONSTRUCTION

Following the 2010 earthquake in Haiti, Christie Gloster saw firsthand how devastating “poor construction” could be. “In Port-au-Prince, structural failures turned a natural event into a human tragedy, claiming nearly a quarter of a million lives.”

That experience spurred her involvement with Extollo Training and Construction S.A. in Portland, Oregon, which eventually led to a position as trade school director.

Extollo International describes itself as a social enterprise that is “unleashing Haiti’s potential to build a stronger future by training a construction workforce of character and capability while adding strength and safety to Haiti’s infrastructure.” For the past 10 years, Extollo International has been developing and implementing a program that teaches Haitians how to care for themselves. Extollo combines classroom instruction with on-the-job training and supervision. Haiti has a need for skilled construction workers at the journeyman and contractor level, the organization notes, and it is meeting this need by teaching employable skills to the people in Haiti who need it the most: those living in extreme poverty.

It’s an organization to which Gloster has devoted 15 years of her life thus far, “helping to develop our vocational training center, which is raising building standards while equipping people with employable skills in a nation struggling with severe underemployment,” she said.

“Today, watching our students apply the fundamentals gained in our two-week intensive trainings and immediately begin to build safer, stronger structures keeps me excited about my work.”

Addressing specific projects, roles or pivotal moments that have been the most meaningful to her in her career, Gloster noted that from the start, Extollo Training and Construction’s ultimate goal in Haiti has been to empower local leadership to run its operations “so we could effectively work ourselves out of a job. Redesigning our curriculum and training a fully Haitian instruction team while maintaining the rigorous standards established by our U.S. staff has been a rewarding experience.”

Gloster added that in 2025, the organization opened a new campus in the north of Haiti. “To see it flourish has also been very satisfying.”

Gloster said her organization’s success has been built on partnerships with educational partners seeking to improve the lives of their beneficiaries through skills development “and with financial supporters who feel passionate about championing our cause. Partnerships are everything.”

Gloster would like to debunk the misconception that women simply aren’t cut out for the trades or lack the intrinsic ability to excel in them.

“Construction isn’t just about physical strength,” she said. “It’s about technical proficiency, creative problem-solving, attention to detail, analytical thinking and applied math. These are cognitive and practical abilities that are universally distributed regardless of gender.”

Regarding barriers she sees women still facing in the industry, Gloster noted that in Haiti — as is the case in many developing countries — women are more likely to work in the service sector in retail, trade or textiles. “However, nongovernmental organizations (NGOs) and



CHRISTIE GLOSTER

**Trade School Director
Extollo Training & Construction S.A.**

international development organizations are making room for women in the trades by incentivizing contracted firms to recruit and train more women on construction sites,” she said. The Extollo Trade School also encourages and recognizes female students with the aim of closing the gender gap and creating an environment of inclusivity.

If Gloster could give her younger self one piece of advice about succeeding in the construction industry, it would be this: “It’s easy to let self-doubt set artificial limits on what you can accomplish. Looking back, the best advice I’d give my younger self is to stay open to new possibilities, trust yourself and place your faith in a purpose bigger than your own immediate plans. The most fulfilling paths are often the ones we don’t plan for.”

To foster the next generation of women in the workforce, Gloster noted: “We highlight the women who participate in our training programs, both as students and as trainers. We want to communicate through our programs that women can be top performers and leaders in this industry. When our students see a female lead instructor, this imparts a message about leadership and capability that speaks volumes.”

Gloster’s advice to industry leaders to better support and retain women in construction is that retention starts with culture, and culture is set at the top. “When executive leadership actively highlights, promotes and recognizes female achievement, it transforms the entire workplace dynamic,” she said. “It creates an inviting space for more women to enter and eventually choose to build a career in the trades.”

Erica Alexis is founder, owner and a general contractor for Bridgeline Construction in Culver City, California. Alexis was inspired to go into the field by her grandfather, who was her best friend and one her greatest influences. She initially entered construction as a way to feel closer to him and to continue the family legacy he helped build with her great-grandfather.

"What started as a connection to my grandfather ultimately became a purpose of my own," noted Alexis. "What continues to motivate me today is seeing the impact of what we build. There is something incredibly rewarding about taking a vision that once existed only in someone's mind and turning it into something real that people can live in, work in, gather in and enjoy. Construction gives you that rare sense of instant gratification: You can physically see what your work has created. Legacy and impact are why we continue to strive in this field."

In the early days, she had the opportunity to renovate Simply Wholesome, a community staple that was also one of her favorite restaurants growing up. "Being able to come back as a builder and contribute to a place that had been part of my own childhood felt like a full-circle victory," she said. "Another defining experience was being exposed to the ground-up construction of the LAX Airport police facility. Seeing the entire building process firsthand — particularly the complexity of the electrical systems — sparked my interest in expanding my career into the electrical field."

These days, she is most proud of work directly connected to community impact. "Helping rebuild homes for seniors affected by the Altadena fires reminds me that construction can help restore stability, dignity and a sense of home after tremendous loss," she said.

"Our work with the nonprofit LA Más renovating apartment buildings with the goal of preserving housing and reducing displacement and gentrification gives that same sense of purpose. These experiences remind me that builders do more than construct buildings. We have an opportunity to preserve communities, rebuild lives and create places where people feel they belong."

LA Más has been helpful to Alexis in advancing her career. "LA Más works to prevent displacement, preserve affordable housing and help longtime working-class residents remain rooted in their neighborhoods," she explained. "We have had the opportunity to grow alongside this mission with the support of organizations including LA4LA, The Center by Lendistry, Self-Help Federal Credit Union and LACAHS. Together, we are demonstrating how developers, contractors, nonprofits, community organizations and financial partners can work collectively to preserve housing and create more affordable opportunities for Los Angeles residents. For us, the work is bigger than renovating apartment buildings. It is about helping families stay in the communities they helped build and doing our part to make Los Angeles a more affordable place to call home."

One piece of advice she'd give her younger self is this: "I know you may love construction and have a passion for building, but if your goal is to become a successful business owner, you have to learn the business

just as much as you learn the trade. Understanding finance, contracts, cash flow, estimating, operations, leadership and how to manage people is what ultimately allows your talent as a builder to become a sustainable company. Being great at construction can make you a great builder, but understanding business is what will help you become a successful construction business owner."

To better support and retain women in construction, Alexis advises industry leaders to "hire women and give us the opportunity to prove ourselves. I started by volunteering for a contractor who eventually paid me and four years later signed off on the experience for my contractor's license. That opportunity helped shape where I am today. To retain women, make sure they feel encouraged, respected and accepted. Eliminate sexual comments, flirting and assumptions that women cannot do the work. Give us the opportunity, show us we belong and let our work speak for itself."

"To foster the next generation, representation matters. Young women need to see women of different races, backgrounds, ages and body types succeeding in this industry. When women can see themselves represented, they can begin to believe there is a place for them here, too."

When she's not working, Alexis is working out, spending time with family and friends, dancing salsa and tango, and traveling.



ERICA ALEXIS

**Founder, Owner, General Contractor & Lady Builder
Bridgeline Construction**

Eva Cantu, who works as a general superintendent for Drake Tappe, was inspired to go into the construction sector when she realized she was not suited to work in an office where she was employed in the estimating department.

"I wanted to be in the field and see how everything was being built in action, and then it started to transition on how to start making things better," she said. "Now I am very excited to train teams and build up people to move toward better systems and processes to make construction better for everybody."

In February 2024, Cantu completed a course offered by Procore Technologies to earn her superintendent certification.

Cantu said both of the construction companies for which she has worked — Yates Construction and now Drake Tappe — have played a pivotal role in helping her advance her career and understanding the construction sequencing of different type of projects, from multifamily buildings to hotels to industrial plants in alignment with construction management.

She also learned about organization and time management skills, to see opportunities to be more efficient, and how to deal with tough conversations either with trade partners, co-workers and/or owners.

There continues to be barriers for women in the industry, Cantu noted. She sometimes encounters men who express doubts that she knows what she is doing, and they try to pivot to talk with another

superintendent or her boss.

"However, they realize pretty quickly that I do know what I am talking about and that the other team members tell them to talk to me," she said.

Cantu said that if there's a misconception about women in construction, it is that women are scared and cannot have tough conversations and deal with men who are angry or unpleasant people.

"They mistake being kind with being soft," she pointed out.

Cantu also dislikes when women's construction gear is colored pink. "I love pink and have nothing against the color, but it makes me feel like some people almost want to be able to spot the women, like we need to stand out," she said.

"Also, when I see vests for women that are tighter at the waist — again, nothing against clothing being more flattering for the body — but I just don't see how that makes it more useful or better for us. If anything, it makes the pockets smaller and harder to reach."

When it comes to better supporting and retaining women in the construction sector, Cantu advises industry leaders: "Believe in them. Give them the tough jobs and let them prove that they can do it. We are not weak."

If she could give her younger self one piece of advice about succeeding in this industry, it would be: "Keep going. It is very difficult now, but it will definitely get better. One of the main things that was a real challenge was being usually the youngest in the group — not so much a woman. It's not to say that it is not a factor, but in my experience, it was more the age part."

When her supervisors at Yates saw that she was eager to learn and to actually put in action what she was learning, they gave her the opportunity to carry an increasing number of responsibilities, which in time turned her into being the one coordinating and indicating the next steps in the construction.

"In the moment, it was very hard to see it this way, because I was dealing with trade partners who would just see my age instead of seeing what I was capable of and would make it really hard to work," she said. "But I kept pushing and now looking back, I think it has been an incredible journey, one that I am extremely proud of."

Cantu enjoys helping to foster the next generation. "I definitely get excited when I see another woman in the field, especially when I see interns come in," she said. "I definitely make it a point to encourage them to keep going."

In the past couple of years, she has noticed a significant change in the numbers of women working in construction, which makes her "very happy." Cantu said, "We are more than capable of performing the same activities a male superintendent does, and I will continue helping women in construction get farther."

When Cantu is not working, she enjoys traveling. This year, she has traveled to Denmark, Norway, Mexico and several U.S. states. "I love my family and my friends and I love my church," she added.



EVA CANTU

**General Superintendent
Drake Tappe**



GILLIAN LEVI

Founder & CEO Odigo Services LLC

Gillian Levi, founder and CEO of Odigo Services LLC in Houston, Texas, was inspired early in life to pursue a construction career. “In high school, I attended two engineering camps because I planned to become a civil engineer. Unfortunately, a math teacher caused me to question whether I was capable of handling the required coursework.”

Entering Texas A&M University, Levi chose a different major and built a career in education, curriculum development and organizational leadership. Years later, she came full circle through Odigo Services.

“I may not be a civil engineer, but today I manage civil construction projects and lead a company that performs roadway and infrastructure maintenance,” Levi said. “The organizational, instructional and project-management skills I developed throughout my career became some of my greatest strengths in construction.”

An important milestone was earning the opportunity to perform Houston roadway maintenance projects. “Seeing our crews repair streets used by thousands of residents reminds me a growing small business can make a visible contribution to its community.”

“I am also proud of bringing together my experience in education, workforce development and construction,” she said. “Through Odigo Learning, I help contractors strengthen their leadership and business systems, navigate procurement and compete for larger opportunities.”

What continues to motivate her is knowing her work has a tangible

impact. “We improve infrastructure, create employment opportunities and help other contractors build stronger businesses. I am not only building projects — I am helping build people, companies and communities.”

Levi noted that barriers facing women in the industry involve access, credibility and opportunity. “We may be invited into the industry, but we are still frequently required to prove our technical knowledge and leadership ability before receiving the same trust and responsibility afforded to others.” Women-owned firms can earn certifications and become eligible to compete, but certification alone does not guarantee access to meaningful contracts, capital, bonding or long-term relationships, she said.

“Women also remain underrepresented in the informal networks where information, introductions and opportunities are often exchanged,” she added. “The industry must move beyond simply encouraging women to participate. Women need access to field experience, mentorship, financing, decision-making roles and projects that allow them to build a credible record of performance.”

Levi said relationships with prime contractors, public agencies, insurance and bonding professionals, financial institutions, educational partners and other business owners have been essential to her growth. The most helpful relationships have transcended exchanging business cards to providing honest guidance, shared knowledge, meaningful introductions and real opportunities to perform, Levi said, adding those types of partnerships help small construction businesses build lasting capacity.

If she could give her younger self advice, she would say: “Do not allow someone else’s assessment of your ability to become the limit you place on your future. For years, I believed that not becoming a civil engineer meant that door had closed. I now understand that careers do not always follow a straight path. The knowledge and leadership skills I developed in education, curriculum design and project management ultimately prepared me to lead construction projects and build a construction company.”

She would also tell herself to not wait until she felt completely ready. “Ask questions, study the plans and specifications, visit the jobsite, seek knowledgeable advisors and keep learning. Confidence is not something we must possess before taking the first step. It develops as we prepare, act and gain experience.”

Outside of work, Levi enjoys traveling, having new experiences and learning about different cultures and people.

“As a first-generation American with Trinidadian roots, I have always appreciated the ways culture, history and community shape who we become.”

Levi also enjoys reading historical fiction and nonfiction.

“At heart, I am a continuous learner. Whether I am exploring a new place, reading a book, learning to play a song or helping someone develop a new skill, I find the greatest fulfillment in growing and seeing other people succeed.”

Lysa Solano, CIRE Equity director of construction, was inspired to pursue construction because it offers the “perfect blend” of problem-solving, creativity and tangible results.

“I love the challenge of taking a vision and turning it into a completed project serving a real purpose. What keeps me motivated is that every project presents new opportunities to learn, collaborate and make an impact. Whether I’m solving complex construction challenges, guiding a project through development or working with teams to bring a space to life, the ability to create something lasting is incredibly rewarding.”

Women still face barriers in the industry, Solano noted, adding that the biggest are representation and visibility. “While the industry has made significant progress, women are still underrepresented in many leadership and field roles, which can make mentorship and career advancement more challenging.”

“There can also be lingering assumptions about who belongs in construction, requiring women to work harder to establish credibility. At the same time, we need to do a better job of exposing young women to the incredible opportunities this industry offers. The good news is that change is happening. I see more women than ever leading projects, companies and industry organizations, helping pave the way for the next generation.”

While Solano has had the opportunity to work on many exciting construction and redevelopment projects, the most meaningful moments in her career have been those where she’s been able to create lasting impact, both through projects and people. “At CIRE Equity, I have helped lead retail and industrial tenant improvements, office redevelopment initiatives and capital projects that transform properties and support business growth across multiple markets,” she said. “Seeing a project move from vision to reality never gets old.”

Equally impactful has been her involvement with CREW San Diego, CREW Network and UCREW. As CREW San Diego treasurer and a member of CREW Network Construction Council and the CREW Network Audit Committee, Solano has been able to help strengthen organizations dedicated to advancing women in commercial real estate.

“One of the most rewarding aspects of this work has been mentoring college students through UCREW, helping them gain exposure to the industry and confidence in pursuing careers within it. These experiences have shown me that our greatest legacy is not the projects we complete, but the opportunities we create for others. While I am proud of the buildings and spaces I’ve helped deliver, I am equally proud of the professionals I’ve mentored, supported and encouraged along the way.”

Solano would love to clear up the misconception that women in construction are still trying to earn a seat at the table. “In reality, women today are already in the room leading projects, driving strategy and influencing major decisions across the industry,” she said.

“The focus today isn’t just having a seat at the table — it’s making sure women’s voices are heard and valued. When diverse perspectives are included in decision-making, our projects, teams and organizations are stronger because of it.”



LYSA SOLANO

**Director of Construction
CIRE Equity**

To better support and retain women in construction, leaders should invest in mentorship, on-the-job training, continuing education and professional networking, she advised. “When women have opportunities to learn, grow, build relationships and see a clear path for advancement, they are more likely to stay and thrive in the industry.”

Solano is passionate about helping the next generation of women see the opportunities available in construction and commercial real estate. “Through my leadership roles with CREW San Diego, CREW Network and UCREW, I mentor students and emerging professionals, helping them build connections, gain confidence and navigate their careers.”

Solano leverages her LinkedIn platform to educate and engage others on construction trends, industry challenges, emerging technologies and current events impacting the field. “By sharing knowledge, promoting industry awareness and highlighting career opportunities, I hope to make construction more accessible and inspire more women to see themselves as future leaders in the industry,” she said.

Outside of work, Solano can be found on her northeast San Diego homestead, spending time with her animals, working outdoors or enjoying a good book.

“Caring for the property and being connected to nature provides a welcome balance to the fast-paced world of construction and gives me an opportunity to slow down, recharge and appreciate the simple things in life.”

Melissa Drew, founder and CEO of InSite BUILD in Salisbury, Maryland, has always been drawn to problem-solving and to work where she can see the tangible results of her accomplishments.

"I studied civil engineering. Construction gave me the opportunity to combine the technical side of engineering with leadership, teamwork and relationships," she said, adding that she continues to embrace that two decades later.

Drew's main source of motivation is "building strong teams, helping people grow and creating an environment where people can do great work, take pride in what they accomplish and genuinely enjoy working together."

Driving factors in her career success include working on a variety of projects from higher education facilities to complex public-sector projects, with each teaching her something different about construction, leadership and the importance of the people with whom she works.

Her most pivotal moment was starting InSite BUILD. She soon took on a \$60 million project. "It required me to trust the experience, relationships and reputation I had spent my career building," she said. "Watching what our team has built from that opportunity has been incredibly meaningful."

Drew's advice to her younger self would be to trust herself sooner. Early in her career, she put a lot of energy into ensuring she was completely prepared before speaking up because she felt she had to prove she belonged. While preparation is still important, Drew eventually learned she didn't need to have every answer before making a valuable contribution.

She would also say: "Know your work, ask good questions, speak up when something doesn't look right and trust the experience you're building along the way. You know more than you think you do. Trust yourself enough to use your voice."

Drew would like to debunk a misconception that women need to become "one of the guys" to succeed in construction, adding: "You don't have to change who you are to be an effective leader in this industry. I believe empathy, listening, collaboration and relationship-building are strengths — especially in construction where so much depends on people trusting one another enough to communicate honestly and solve problems together. You can lead with those qualities and still be direct, make difficult decisions and hold people to very high standards"

When she started InSite BUILD, her strongest supporters were subcontractors with whom she worked while at larger general contractors. "I had always tried to treat our trade partners with respect and as true partners in the work. When I went out on my own, they remembered that," she said.

"One mechanical subcontractor in particular was willing to put his own reputation on the line and believe in me before InSite BUILD had a track record. That opportunity changed the trajectory of my career and reinforced something I've always believed: How you treat people matters."

Being selected for the EY Entrepreneurial Winning Women program and then becoming an EY Entrepreneur of the Year Mid-Atlantic winner "genuinely changed the way I saw myself and what might be possible for InSite BUILD," said Drew

She advises industry leaders to better support and retain women in construction by giving them real opportunities to build their careers with challenging projects and meaningful responsibilities. "If women can see that there is a real path forward and see other women successfully taking that path, they are much more likely to envision a long-term career in this industry."

Drew feels a passion and responsibility to share her story to foster the next generation of women in the workforce, adding that it's important for other women to be aware of the path she's been and that she had the same fears and doubts. "If sharing that journey gives another woman the confidence to take a chance on herself, that is incredibly meaningful to me," she said, adding that the InSite IMPACT Foundation has committed \$100,000 to organizations and initiatives that champion women and girls.

Outside of work, Drew is an endurance athlete and an eight-time Ironman Triathlon finisher. "I often tell people my personality is built for endurance — whether it's Ironman or entrepreneurship. I genuinely enjoy the challenge of setting a big goal, putting in the work over a long period of time and seeing what I'm capable of."



MELISSA DREW

**Founder & CEO
InSite BUILD**

Sonya Bohmann, Construction Industry Alliance for Suicide Prevention (CIASP) executive director, worked in light construction for more than a decade, and what she loved most is that every day was different — a new project, problem or experience. “It never felt boring,” she said.

A pivotal moment in Bohmann’s career came when she heard someone speak about mental health in the construction sector. She thought it would be her dream job to help others in construction navigate mental health challenges. Three years later, she was presented with the opportunity to do just that.

Bohmann transitioned to a role that she calls her dream job. “I get to provide resources, support and education for our industry around mental health/wellness and suicide prevention,” she said.

CIASP is a 501(c)(3) focused on construction mental wellness and suicide prevention. Initially founded in response to the 2016 U.S. Centers for Disease Control and Prevention study ranking construction as the No. 1 industry for deaths by suicide, CIASP is working toward a zero-suicide industry by uniting, educating and supporting the construction community.

Through CIASP, Bohmann is raising awareness about the risk of suicide within the construction industry — driven by a combination of workplace, cultural and personal factors — and providing suicide

prevention resources and tools to create a zero-suicide industry.

According to the organization, “Many construction professionals also are veterans who bring valuable leadership and mission-focused experience to the industry but may face an increased risk for suicide compared to the general population.”

“The nature of construction work also can contribute to increased risk. Frequent travel between jobsites, long or irregular hours, and time away from family can lead to isolation, disrupted sleep, and physical and mental exhaustion,” said CIASP.

CIASP notes that “continued progress will require a sustained commitment to reducing workplace injuries, strengthening jobsite culture, addressing bullying, expanding access to mental health resources, and ensuring every worker knows that asking for help is a sign of strength.”

As for barriers she sees women still facing in the construction industry, Bohmann said what she once heard a welder named Holly Thomas say: “It is hard to be what you can’t see. We need more women to loudly and proudly proclaim they are a woman in construction and create a path for others to follow.”

If Bohmann could give her younger self one piece of advice about succeeding in the construction industry, it would be this: “You belong, and you are capable. You are just as capable as any man, and you deserve the promotion and the raise.”

A misconception Bohmann would like to debunk is that construction is a male-dominated industry. “We are in a male-populated industry,” she said. “There are women in all facets of this industry, and we need to recognize that more. There may be more men, but women are making their mark every day in big and small ways.”

Bohmann notes that professional mentorships matter when it comes to learning and advancing in construction. “Find someone who is doing what you want to do and follow them on socials, reach out, ask the questions,” she said. “They will want to help.”

Bohmann’s advice to industry leaders to better support and retain women in construction is to give women a seat at the table. “We bring valuable perspectives,” she said. “We solve problems differently. We create and hold spaces differently. That perspective will be invaluable as we are losing more workers each day who age out of the industry. To find, retain and recruit more women will help adjust that labor shortage.”

As for her own efforts in fostering the next generation, she does that by providing education on mental health and suicide prevention.

“If we can have these conversations early about strong mental health and wellness, teaching women to look out for themselves and those they care about, that is how we can create more helpers,” she said.

“If we go upstream and educate leaders on psychologically safe workspaces, that is how we can change the industry.”

Bohmann said that outside of work, she is “a wife of 30 years, a mom of two great kids. I am a volunteer and advocate for mental health education — especially in our schools. I love to spend time around water, the beach, the pool, a lake — any water makes me happy.”



SONYA BOHMAN

**Executive Director
Construction Industry Alliance for
Suicide Prevention**



VICTORIA MALASZECKI

President & CEO
Envision Consultants Ltd.

Victoria Malaszecki, MBA, PMP, is president and CEO of Envision Consultants Ltd. in Mullica Hill, New Jersey. She credits her family for having the greatest influence on her career path.

"My mother instilled in me the confidence, motivation and drive to believe I could become whoever I wanted to be," she said. "My father, brother and uncles all worked in the general construction and rail vehicle manufacturing industries, giving me an early connection to the industry that would ultimately become such an important part of my life."

Her education provided her the business acumen and confidence to take the risk of becoming a small business owner. That entrepreneurial spirit — combined with values learned from her family and husband — continues to shape how she leads and grows the business.

Malaszecki cites succession as a major motivator. Her sons joined the business along with key management professionals possessing the passion, drive, knowledge and entrepreneurial skills to take the company to the next level, giving her "tremendous pride and confidence" in the company's future. It allowed her to devote more of her time and experience to strategy, advocacy and policy decisions impacting U.S. small businesses.

"I see this next chapter as an opportunity not only to help ensure the long-term success of our own company but also advocate for an environment in which other small and emerging businesses can

compete, grow, create opportunities and succeed," Malaszecki said.

Malaszecki noted that equality, respect and confidence are barriers in the industry. "Equality means having the same opportunity to compete and succeed," she said. "Respect means being valued for your knowledge, experience and results. Confidence means believing you belong at the table, even when you may be the only woman sitting there."

"Throughout my career, I learned you cannot wait for someone else to give you confidence or permission to lead. You have to know your value, find your voice, take risks and demonstrate what you can accomplish."

Some of the most meaningful moments in her career came from the ability to sustain and grow a small business through more than three decades of change and uncertainty, particularly the 2008 recession and 2020 pandemic. "No one gives you a handbook on how to lead a company through circumstances like those. You learn to adapt, make difficult decisions, trust your instincts and remain focused on your employees, clients and the long-term health of the business," she said. "Coming through those periods stronger and more resilient is something I am incredibly proud of."

Malaszecki's professional milestones include becoming a federal contractor and winning contracts with the Federal Transit Administration in 2014, 2019 and 2024. Those achievements demonstrated her company's ability as a small business to compete, perform and build long-term federal level relationships.

As a native Philadelphian, some of the work closest to her heart over the past 30-plus years has been her company's contributions to Philadelphia region projects that improve mobility, strengthen communities and enhance the experience of people who live, work and visit there. "When I look back, I am proud of the individual projects and contracts, but even more proud of what they represent: resilience, reputation, longevity and the ability of a small business to make a meaningful difference," Malaszecki said.

Malaszecki has learned that "credibility is built by showing up, knowing your business, surrounding yourself with talented people, delivering for your clients and standing behind your work. Those qualities have nothing to do with gender."

"I would like the next generation of women entering construction to understand you belong here. Know your value, have confidence in your abilities and never allow someone else's perception of you to define what you are capable of achieving."

The March of Dimes Transportation Board, Women's Transportation Seminar, Project Management Institute, Construction Management Association of America, and the American Council of Engineering Companies provided opportunities for professional development, networking and relationship building. "I have always believed you can't simply join an organization and expect it to create opportunities for you," she added. "You have to become involved, contribute and build genuine relationships. Those relationships have been an important part of my professional growth and have allowed me to learn from others while also giving back and supporting the next generation of industry leaders."

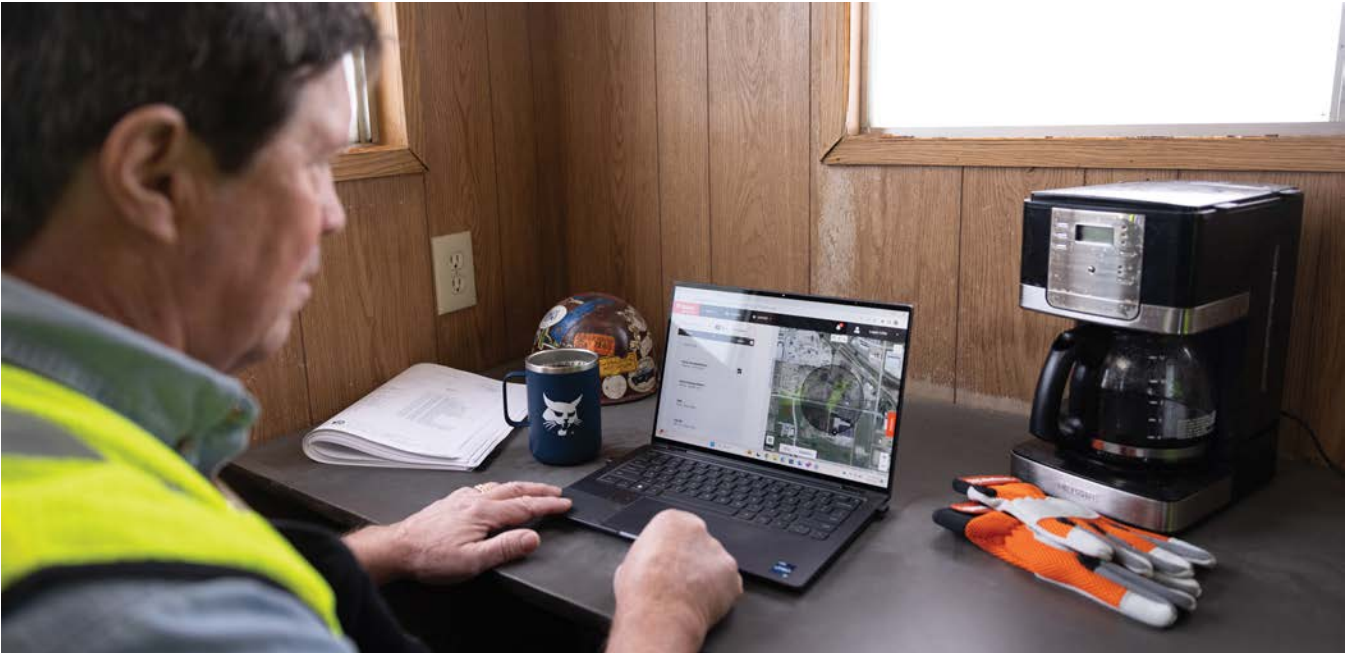


Photo Credit Bobcat

Tech You Can Trust

Turning equipment data into better fleet decisions

BY LOGAN LITTLE

A machine appears on the asset list in your telematics platform, but no one is sure which jobsite it's on. Another is assigned to an active project yet runs only a few hours a week. A third remains out of service after a fault code was cleared and forgotten. Across a fleet, those gaps can lead to unnecessary rental fees, unplanned downtime and lost productivity.

Many contractors still piece together their view of the fleet through spreadsheets, phone calls and field updates. Despite the availability of digital systems, a 2026 study Teletrac Navman found that 75% of fleets relied on manual logs as a primary tracking method. In addition, 87% of fleets that invested in digital technology to monitor their assets do not use their data to its full potential.

To guide decisions during the workday, location, status and utilization data must

be easy to access and understand. For many operations, the challenge is no longer capturing equipment data: It is making the information intuitive enough to support daily fleet management.

See the Machine, Then Understand the Work

Telematics systems commonly report location history, engine hours, battery voltage, fault codes, trailering events, geofence activity, idle hours and fuel consumption. Fleet managers can organize that information around three practical questions: Where is the machine? How is it being used? When does it need attention?

Reading Between the Lines

Location history may reveal an after-hours move, a machine at the wrong site or activity that warrants a theft check. Utilization data shows whether

equipment assigned to an active job is working. Engine hours, idle time and fuel use help describe that work, while battery readings, service intervals and fault codes identify equipment that may need service. A cleared fault code does not necessarily mean the underlying condition has been resolved.

Teletrac Navman's research found that nearly half of equipment assets may be idle at a given time. Utilization reports can help explain why. A machine may be located at an active jobsite but run only a few hours each week, even as another crew rents a similar unit elsewhere. It may also idle between short tasks, consuming fuel and accumulating engine hours that count toward service intervals and, on newer equipment, available warranty hours.

Those readings still require jobsite context. Utility work, for example, may require a machine to idle while crews

attach pipe, position materials, complete inspections or prepare for the next phase. Higher fuel consumption may indicate a mechanical issue rather than an operating habit. Telematics reveals the pattern, but the crew and application explain it.

Connect Each Signal to a Response

One landscaping company took a direct approach to acting on machine data. The fleet manager used utilization reports to review how subcontractors were using company equipment. Because healthy utilization varies by machine, crew and application, it provides a starting point rather than a universal benchmark.

The crews changed their habits once poor machine care began interrupting their progress. "Now the guys are a lot more proactive instead of being reactive," he said.

Remote engine disable will not fit every operation, but each useful alert requires

a defined response. A geofence breach might prompt a call to the jobsite, repeated high idle time could lead to an operator conversation and a recurring fault code should trigger an inspection. A service reminder requires the same follow-through to avoid unnecessary downtime.

Manage Utilization, Maintenance & Fleet Mix Together

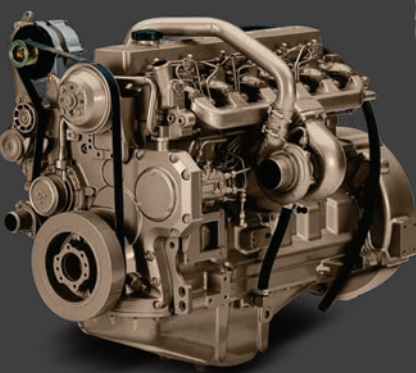
Healthy utilization supports a profitable, predictable operation. The goal is to get enough work from each asset to justify its cost while protecting its condition and resale value. What healthy utilization looks like varies by machine type, crew and application. Because contractors often do not have time to analyze every available metric, utilization can provide a practical starting point.

Many telematics platforms allow managers to group machines by jobsite or equipment type, bringing fleetwide

patterns into one view. One crew may have a lightly used machine while another rents the same type of equipment. Elsewhere, a machine may be accumulating hours much faster than similar fleet units.

These patterns point to assets whose application, condition or role in the fleet deserves a closer look. Maintenance data adds context. A machine that has not been properly serviced may appear unavailable, creating the impression of a capacity shortage and prompting unnecessary rental or purchase. Reviewing utilization and maintenance together helps distinguish a temporary service issue from a true equipment need. ▀

Logan Little is a senior marketing specialist for Bobcat Digital Products. He is passionate about helping customers maximize equipment performance through telematics. Visit bobcat.com.



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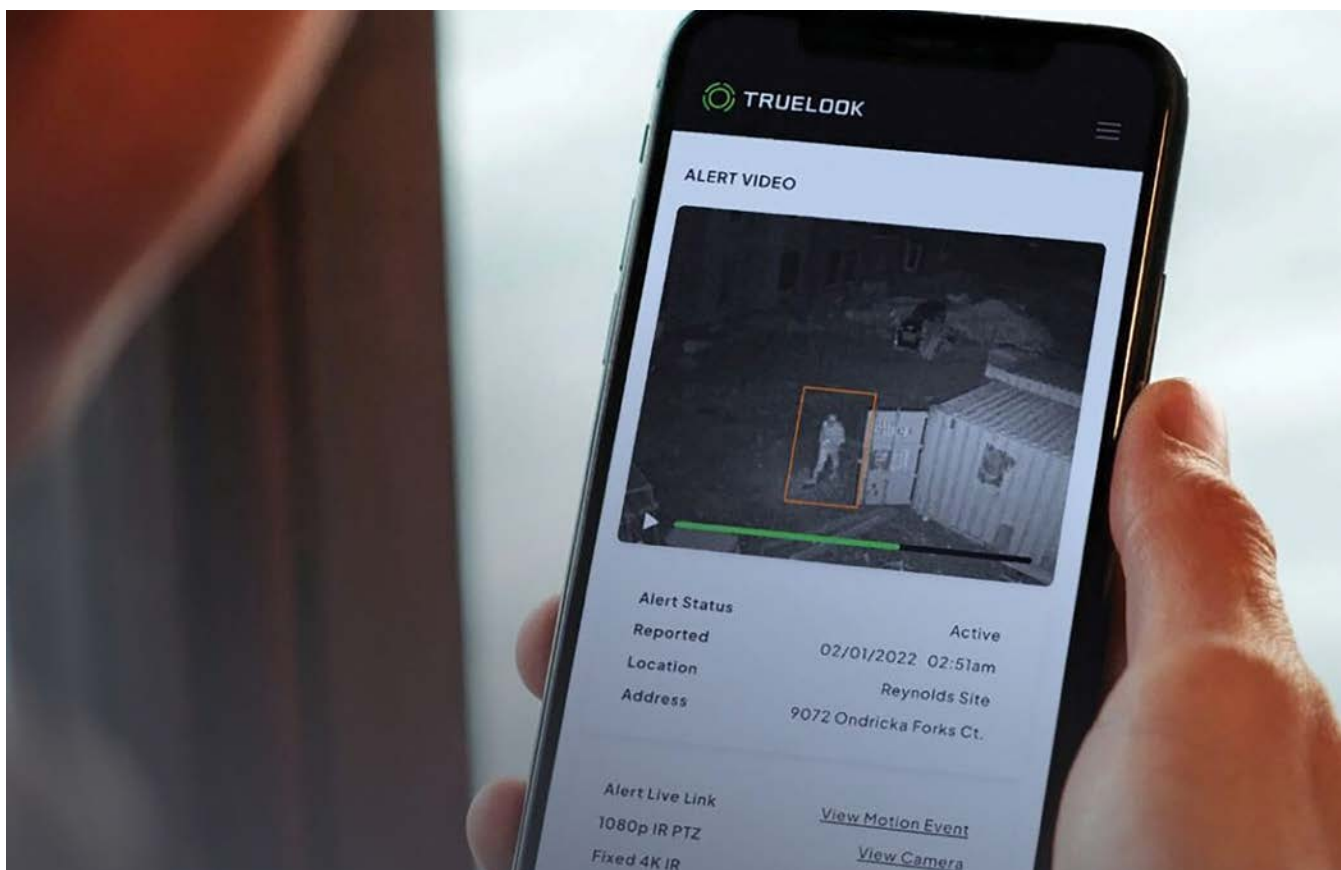


Photo Credits: TrueLook Construction Cameras

Jobsite Break-Ins Are Rising. Here's How to Stop Them.

Proper site monitoring can protect your assets

BY ROGER YARROW

Every general contractor knows the call. It comes in early, usually a Monday, sometimes from a super who found the gate standing open. Copper wire is gone. So is the compressor. Maybe a generator. Maybe a skid of material that won't be back on-site for two weeks.

What follows the theft is the real cost: the insurance claim, the schedule slip, the conversation with the owner about why the project is two weeks behind before the slab is even poured. Subs who can't work. A crew standing around waiting on materials that have to be reordered.

Construction site theft costs the industry an estimated \$1 billion a year, according to the National Equipment Register. That figure doesn't account for the schedule damage, which is often worse than the material loss and much harder to recover.

Monitoring data TrueLook collected across thousands of active U.S. commercial jobsites in 2025 shows more than 2,600 confirmed break-ins for the year, which is a 50% increase from 2024. Early 2026 numbers suggest the trend hasn't slowed, a pattern repeating across hundreds of real projects.

Theft Happens on a Schedule, Not at Random

The instinct is to think of jobsite theft as opportunistic. The data tells a more specific story.

More than 40% of confirmed break-ins happen on Saturdays and Sundays, when sites are empty and there's no crew around to notice anything out of place. Within that, the heaviest concentration of incidents falls between 11 p.m. and 3 a.m. — after any late-night activity in the area has died down and well before the first crew member shows up in the morning.

There's a seasonal pattern too. Incidents climb in spring, when longer daylight gives criminals more time to scope a site before dark, and climb again through the back half of the year, when construction activity peaks and more sites have more material staged and ready to move.

If a project is ramping up heading into spring or summer, its risk profile is higher than it was in January — and that's exactly when the gaps in a site's plan need to be closed, not after the first loss.

Most Break-Ins Aren't Sophisticated. They're Just Easy.

It's tempting to picture jobsite theft as a break-in with bolt cutters, a cut fence and someone climbing over a wall in the dark.

In practice, the far more common scenario is simpler and less dramatic: a truck drives onto the site through a gate

that was never locked, backs up to a conex box or a laydown area, loads up in 10 or 15 minutes and leaves.

Unlocked or unsecured gates are a common enabler of site theft. Not a cut lock — no lock at all, or a gate left open at the end of a shift because closing it wasn't part of anyone's actual job. A determined criminal can get past a fence regardless.

We've seen plenty climbing fences that looked impossible to climb or sliding under them, but the fence and the gate only work as a deterrent if closing them is a documented, checked step, not an assumption.

What gets taken tracks with what's easiest to move and resell: copper wire and conduit, lumber and roofing material staged in laydown areas, generators and temporary power equipment, and heavy equipment left overnight with keys still accessible.

The Insider Problem Most Companies Don't Want to Look At

External theft gets the attention. Insider activity gets ignored, mostly because no one wants to be the one who raises it.

After-hours access by credentialed workers, such as someone with a badge or a key showing up outside normal hours, without a documented reason, is one of the most common things that shows up in monitoring reviews. Sometimes that's completely innocent, like a superintendent checking on something or a foreman dropping off gear. Sometimes it isn't. Either way, this activity rarely gets logged as theft in a post-incident review, because there's no single incident that triggers one. Material simply doesn't reach the count, and the loss gets absorbed into "shrinkage" instead of investigated.

The fix is a documented standard: After-hours presence requires supervisor



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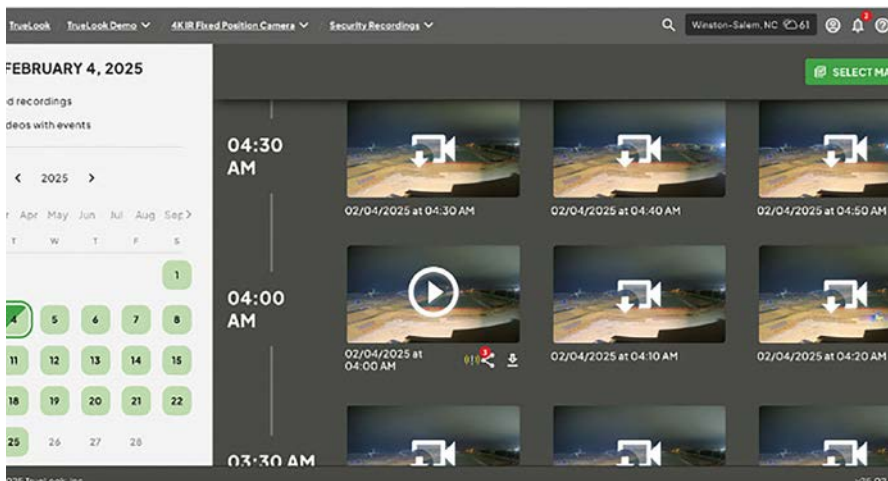
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sign-off, material staging areas get the same coverage as the perimeter, and any material shortage triggers a log review, not just a confirmed break-in. That standard is only as good as the verification behind it. A live monitoring team reviewing footage as it happens, working from a schedule of

who's supposed to be on-site, can tell the difference between an authorized worker and a problem in real time instead of reconstructing it after the shortage.

Why Most Security Setups Fail

Fencing, signage and padlocks slow a

determined person down by only minutes, and they generate no information about what actually happened. A camera that only records gives a company a video of the loss after the fact, which is useful for the insurance claim, not for stopping anything.

The sites that get hit once instead of repeatedly are the ones that layer physical controls with an active response — something that can tell the difference between a foreman checking on the site at 9 p.m. and a stranger backing a truck up to a conex box — and can act on that difference in real time rather than waiting for someone to review footage on Monday morning. In monitoring data reviewed across thousands of sites, routine employee activity accounts for close to a third of all triggered alarms, which means without a way to filter for context, most “security systems” are just generating noise, and noise gets ignored.

SAFETY IS MORE THAN PPE.



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A Practical Framework for Closing the Gaps

None of it requires a complicated system, just a few consistent habits:

- **Make the gate check part of closeout.**
Not an assumption — a signed step at the end of every shift.
- **Light the high-value areas.** Motion-activated lighting around conex boxes and laydown areas raises the odds a criminal gets seen before they load anything.
- **Stage materials with theft in mind.**
Don't make it easy for a truck to back up directly to the highest-value load on-site.
- **Upgrade to reinforced locks.** A standard padlock gets cut in seconds. Hardened hasps and puck locks buy real time.
- **Get the keys out of the equipment.**
Obvious, and routinely skipped anyway.
- **Pair cameras with a live monitoring**

team, not just a recording.

A camera paired with a live monitoring team can act while it's happening and trigger an audible warning on-site to get authorities on the way before the truck pulls away. The real-time human verification step is what separates a real deterrent from a video for the insurance claim.

- **Give the monitoring team a schedule, not just a camera feed.** Crews and supervisors reporting expected on-site times, especially outside normal hours, is what lets a monitoring team resolve routine activity instantly instead of escalating it or, worse, ignoring an alert that turns out to be real.

The number that should stick with any general contractor reading this isn't the \$1 billion. It's the 50% increase in break-ins. The sites holding up best right now are

the ones that treated their security plan the same way they treat their safety plan — as a documented system, checked and enforced, not a set of good intentions.

Author's note: For more on how these theft patterns break down by timing, method and prevention, the National Equipment Register tracks industrywide equipment theft data, and TrueLook's 2026 State of Construction Site Security Report has a full breakdown of the monitoring data referenced here. ■

Roger Yarrow is co-founder and CEO of TrueLook Construction Cameras. With 25-plus years in software engineering and systems architecture, including roles at IBM and Xerox, he's shaped TrueLook's approach to jobsite security, live monitoring and construction site theft prevention for construction business owners nationwide. Visit truelook.com.





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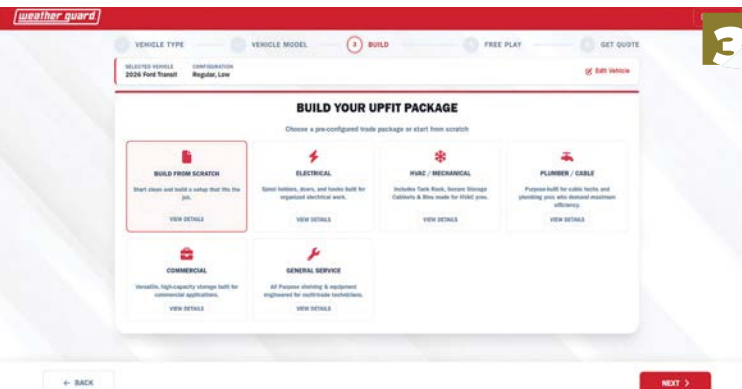
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New Products to Watch

Selected by the editors of Construction Business Owner, these new-to-the-market products are just a few of our favorites recently released to the construction community. Stay tuned in every issue to find out what you need to know about the latest gear, solutions & industry-leading innovations.



PROXIMA CENTAURI

PrePipe Station

Released: 9/9/26

Availability: U.S., Canadian & European markets

What's new? PrePipe Station is a new cordless four-port jobsite workstation built to make repetitive pipe prep faster and more organized. It mounts directly to a standard 2-by-4 stud, keeping multiple prep tools ready to use instead of constantly switching tools and attachments. Developed from real jobsite experience, PPS is designed as a platform with future applications for plumbing, electrical and HVAC.

Specs: Quick-release 2-by-4 stud mount. Interchangeable prep heads for multiple pipe sizes and applications. Battery adapters planned for major professional tool brands. Approximately 6-by-12-inch production housing. Working prototype completed; production model currently in development for upcoming Kickstarter launch.

WERK-BRAU

Tree Shears

Released: 9/29/26

Availability: U.S. & Canadian markets

What's new? With continuous 360-degree rotation, a Hardox cutting blade, felling support, Bluetooth rotation control, grapple functionality and patented eBoost hydraulic technology, the new Tree Shears lineup allows contractors to cut, grip, rotate, stack and manage trees with greater control in demanding applications. Models are available for mini excavators, compact excavators and midsize excavators from 3 to 20 metric tons, as well as skid steers, compact track loaders, compact wheel loaders and telehandlers ranging from 1.3 to 21 metric tons. Werk-Brau tree shears clear trees, manage vegetation and reduce attachment changes in the field, deriving more utility from equipment already in the fleet. Once the tree is cut, the attachment's continuous 360-degree rotation allows operators to precisely manipulate material, improve control and place trees into cleaner, more manageable piles.

Specs: A removable Hardox cutting blade allows the attachment to function as both a tree shear and a grapple. The blade is designed to be sharpened while installed on the machine or removed for off-site sharpening when preferred. With the cutting blade removed, operators can use the attachment for grapple-style handling, giving customers one tool that can cut trees, hold material, rotate continuously, stack debris, and handle brush or storm-damaged material. The attachment also includes a felling support to help operators better manage trees during cutting and placement.

WEATHER GUARD

WEATHER GUARD Configurator

Released: 9/29/26

Availability: U.S. & Canadian markets

What's new? The new WEATHER GUARD digital Configurator is designed to help contractors more easily plan and visualize their work van storage and organization before ordering. The tool allows users to select their specific van make, model, roof height and wheelbase, see compatible WEATHER GUARD products, and build out their van using real-time 3D visualization. Contractors can start with trade specific packages or customize a layout around their individual work and storage needs, with pricing and required hardware incorporated into the configuration.

Specs:

- Intelligent product compatibility: Fitment logic identifies compatible products and required hardware to help ensure the right components are included for the selected vehicle.
- Trade-specific starting points: Proven trade packages provide a faster starting point, while customizable layouts allow users to build around specific work needs.
- Quote-ready specifications: Automatic pricing, product specifications and required hardware help users build accurate quotes more efficiently.
- Built to standardize a fleet: Configurations can be saved, shared and copied across multiple vehicles to support fleet standardization and repeatable deployment.



BOSCH POWER TOOLS

PRO 18V Pencil Vibrator (GVC18V-25-120D)

Released: 10/5/26

Availability: U.S. market

What's new? The latest addition from Bosch combines engineering with application-specific features that help tradespeople keep work moving. Cordless design eliminates the restrictions of extension cords and fumes from gas-powered units, helping users move freely around formwork and confined areas. The brushless motor delivers up to 12,700 vibrations per minute, paired with a 1-inch vibrator head and 4-foot whip for footings, slabs and other small-to medium-sized applications..

Specs: Features a jobsite-tough design. IPX4 protection helps safeguard the switch and the battery from splashing concrete, while a balanced design supports comfortable handling during extended use. Integrated rafter hook enables convenient storage between tasks, keeping the tool close at hand.



MANITOU GROUP

MRT 4080

Released: 9/30/26

Availability: U.S. & European markets

What's new? This new five-section boom rotator provides a lifting height of 131 feet, 3 inches, which is 17 feet higher than the previous MRT 3570 model, and it provides up to 17,630 pounds lifting capacity. It is capable of an 88-foot maximum outreach, making it possible to complete complex handling and lifting jobs with ease. Built with new innovative and design features around comfort, performance, energy savings, safety and efficiency. These include a 3-in-1 capability to function simultaneously as a telehandler, mobile crane and aerial work platform.

Specs: The Manitou Telescopic Boom Management (MTBM) offers dual-patented innovation (hydraulic and electronic) with boom sections that are controlled independently and automatically. This boom design ensures precision and performance at very high reach. With 360-degree turret rotation and exceptional cab visibility, the MRT 4080 allows users to perform operations without repositioning the machine to reduce downtime.



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Delta Watch (powered by GEOvis)

Released: 9/10/26

Availability: Global markets

What's new? Delta Watch integrates automated and manually collected data from total stations, GNSS receivers, and geotechnical, structural and environmental sensors. The platform helps teams streamline monitoring workflows, improve accuracy through least-squares adjustment and manage project data in one connected environment.

Specs: This cloud-based workflow platform that brings advanced visualization, reporting, alarms, project administration, stakeholder communication and geodetic network adjustment into the Delta Solutions deformation monitoring system. GIS-based spatial views and BIM/IFC 3D visualization help users see movement in context, connect sensor data to physical assets, and communicate project status through automated dashboards and reports.



HILLTIP

SnowStriker SFT Flex Expandable Box Plow

Released: 9/10/26

Availability: U.S. market

What's new? This a versatile snow removal solution is designed for tractors, loaders and skid steers from 1 to 4 tons. The new plow combines the containment and productivity of a box plow with hydraulically extendable sections that allow operators to adapt the clearing width to changing conditions and applications on the go.

Specs: Available in three sizes. The smallest provides an adjustable clearing width from 4 feet, 3 inches to 6 feet, 11 inches. The midrange model adjusts from 4 feet, 11 inches to 8 feet, 2 inches. The largest model ranges from 5 feet, 11 inches to 9 feet, 6 inches. The blade is designed to tilt and oscillate as it moves over uneven ground, helping maintain contact with the surface for a cleaner scrape. The hydraulically actuated side plates of the SFT Flex can be independently folded, allowing the unit to act as a conventional straight-blade plow, rolling snow to either side.

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8 KEEN UTILITY

Liberty Chelsea

Released: 8/1/26

Availability: U.S. market

What's new? New for Fall 2026, the Liberty Chelsea is an American Built work boot with jobsite-classic looks, featuring thoroughly modern comfort and safety. This release introduces KEEN Utility's flagship American Built boot with a pull-on upper built with extra-thick leather and includes a KEEN.DRY waterproof, breathable membrane for protection on wet sites.

Specs: Includes a Luftcell air-infused midsole for all-day support you can feel, streamlined carbon-fiber safety toe, and comfort from the first wear. KEEN FUSION construction forms a lasting bond between the upper and sole for a blend of durability and flexibility. With a heritage of innovation, KEEN Utility's Liberty is currently available for men in a carbon- and soft-toe option.



9 BUYERS PRODUCTS

GuardDogg Headache Rack in lightweight aluminum

Released: 10/7/26

Availability: U.S. market

What's new? Building on the popularity of the existing steel GuardDogg, the aluminum version delivers the same practical design and drill-free installation in a lightweight, corrosion-resistant package. It is designed to help contractors and fleet operators maximize their work trucks without adding unnecessary weight. Its lightweight aluminum construction makes the rack easier to handle during installation while providing excellent corrosion resistance for demanding work environments.

Specs: Available in matte black or gloss white finishes. The purchased kit includes the headache rack, brackets and hardware for a straightforward, drill-free installation. The GuardDogg is compatible with popular work truck models, including the Ford F-150, F-250 and F-350; RAM 1500, 2500 and 3500; Chevrolet Silverado 1500, 2500 and 3500; and GMC Sierra 2500 and 3500.

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This chart compares the two previous years' total value of construction put in place to an annual forecast based on August 2026 figures. (Millions of dollars. Totals may not add up perfectly due to rounding.)

\$2,203,129

AUGUST 2026 TOTAL ANNUAL VALUE OF CONSTRUCTION PUT IN PLACE

	2024	2025	2026
Total Private Construction	1,642,165	1,652,122	1,655,280
Residential	899,939	914,845	882,270
Nonresidential	742,225	737,277	773,010
Total Public Construction	489,772	517,346	547,849
Residential	11,490	12,415	12,327
Nonresidential	478,282	504,932	535,522
TOTAL Construction	2,131,936	2,169,468	2,203,129

*Seasonally Adjusted Annual Rates. Source: U.S. Census Bureau

“Architecture firms are caught between stubborn inflation and higher borrowing costs. The Federal Reserve’s latest rate increase may help ease inflationary pressures over time, but in the near term it adds another headwind for projects already facing a difficult financing environment.”

Richard Branch, AIA Chief Economist

AIA Architectural Billings Index (ABI)

National			*Regional - Billings				*Sectors - Billings			
Month	Billings	Inquiries	Northeast	Midwest	South	West	Multifamily Residential	Commercial /Industrial	Institutional	Mixed
May-26	44.5	49.4	46.2	45.3	49.6	45.4	49.2	45.5	46.9	44.1
Jun-26	47.3	56.1	44.9	45.1	49.5	45.6	45.6	46.7	47.4	42.7
Jul-26	46.6	52.6	44.8	46.7	48.7	47.8	48.4	46.7	47.4	43.2
Aug-26	47.2	50.8	40.7	50.7	46.1	49.8	47.8	50.4	47.0	42.5

For more information on the index or to subscribe to the complete historical data going back to 1995 for your internal analysis, please contact economics@aia.org. The ABI presents monthly construction billings data, using a base score of 50. A score of more than 50 indicates a growth from the previous month, and a score of less than 50 indicates a contraction from the previous month. A score of 50 indicates no change. Source: The American Institute of Architects (AIA), Architecture Billings Index (ABI).

*Regional and Sectoral indexes are three-month moving averages, due to small sample size. All data is seasonally adjusted.
**Every January, the AIA research department updates the seasonal factors used to calculate the ABI, resulting in a revision of recent ABI values.

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