IN THE OFFICE: 8 STRATEGY UH-OHS

IN THE FIELD: RENTAL RESOURCES ON THE RISE

CONSTRUCTION® BUSINESS OWNER

THE LEADING BUSINESS MAGAZINE FOR CONTRACTORS
APRIL 2021 | CONSTRUCTIONBUSINESSOWNER.COM



HARNESSING SAFETY DATA

Tips to prioritize employees, reduce fatalities & improve profitability

United Rentals®
Trench Safety

Safety Powered by Productivity

United Rentals Trench Safety is the largest provider of underground protective systems in North America with 92 trench safety stores. Our dedicated engineering department, industry-leading safety trainers, digital solutions like Total Control® and 24/7 support can help your site stay safe without sacrificing efficiency.

Visit **UnitedRentals.com/CBO-Trench** to learn more.

UnitedRentals.com/CBO-Trench | 800.UR.RENTS

© 2021 United Rentals, Inc.



Check 119 on index.

HINO TRUCKS
A Toyota Group Company

THE TRUCK IS JUST THE BEGINNING.

POWERON.



When you start up your new Hino XL SERIES, our journey with you is just beginning. That's because every Hino comes standard with a 5-Year Warranty, 24/7 HinoWatch, and Hino Insight Connected Vehicle Solution. Why? Because taking care of you and your truck is what we call the **ULTIMATE OWNERSHIP EXPERIENCE.**

5 YEAR WARRANTY | HINOCARE | 24/7 ASSISTANCE HINOWATCH | INSIGHT

Check 112 on index.

WWW.HINO.COM



Onward! In recent weeks, we've seen a stir of activity; more so than in earlier months — more press, more products, more tech, more collaboration. This excitement has us feeling energized and ready to find out what's to come. But what is coming, exactly? There are a few leaders out of the gate: COVID-19 vaccinations to improve overall health of our citizens and communities; economic stimulus efforts to support a return to normalcy; a steady stream of successful infrastructure projects benefitting not only the bidders, but also the public; a reinvigorated workforce eager for new activity; and, ultimately, the profits to prove it.

As in-person events begin to repopulate our schedules, our team continues to attend virtual conferences and trade shows. Last month's NTEA Work Truck Week — held virtually this year in place of the annual Work Truck Show — highlighted a collective focus on electric fleets from multiple manufacturers. Ford, XL Fleet and GMC each featured new or revamped electric vehicles, signaling that these major manufacturers are taking sustainability seriously. Seeing fully electric, zero-emission vehicles on the rise will mean big change for construction, a traditionally gas-powered industry. Paired with the incoming U.S. infrastructure investments, especially specialized charging stations required for electric vehicles, the electric revolution has the potential to pick up even more speed. Check out more from our coverage of Work Truck Week at constructionbusinessowner.com/wtw21.

Take good care,

Kathy Wells

PROSPER, PERSIST OR PERISH?

Last month marked one year since the start of the COVID-19 pandemic. And as construction work continues its return to a pre-pandemic pace, the nation strides closer to recovery. Looking back over these months, did your business initiatives help you prosper, persist or perish? What worked and what didn't? What leadership grade would you give yourself? Your experience is important to us, and we'd like to hear from you. ***Email Editor Kathy Wells at kwells@cahabamedia.com*** *to share your thoughts on operating amid a pandemic. Tell us what you're proud to stand by, and what you might have done differently.*

CONSTRUCTION BUSINESS OWNER is a member of the following organizations: BPA WORLDWIDE

Construction Business Owner (ISSN 1551-3246) is published monthly by Cahaba Media Group, 1900 28th Avenue South, Suite 200, Birmingham, AL 35209. Periodicals postage paid at Birmingham, AL and additional mailing offices. Subscriptions: Free of charge to qualified construction business owners. Publisher reserves the right to determine qualifications. Annual subscriptions: U.S. and possessions $48, all other countries $125 U.S. funds (via air mail). Single copies: U.S. and possessions $5, all other countries $15 U.S. funds (via air mail). Call 205-278-2840 inside or outside the U.S. Postmaster: Send changes of address and form 3579 to Construction Business Owner, Subscription Dept., P.O. Box 530067, Birmingham, AL 35253. ©2021 Cahaba Media Group, Inc. No part of this publication may be reproduced without the written consent of the publisher. The publisher does not warrant, either expressly or by implication, the factual accuracy of any advertisements, articles or description herein, nor does the publisher warrant the validity of any views or opinions offered by the authors of said articles, descriptions or any advertisements. Submissions: We welcome submissions. Unless otherwise negotiated in writing, by the editors, by sending us your submission, you grant Cahaba Media Group, Inc. permission by an irrevocable license to edit, reproduce, distribute, publish and adapt your submission in any medium on multiple occasions. You are free to publish your submission yourself or to allow others to republish your submission. Submissions will not be returned. VOLUME 18 ISSUE 4

CONSTRUCTION BUSINESS OWNER

EDITORIAL
Editor
Kathy Wells
kwells@cahabamedia.com • 205-314-8268
Associate Editor
Alex Headley
aheadley@cahabamedia.com

CREATIVE SERVICES
Art Director
Melanie Magee
Digital Project Manager
Greg Ragsdale
Email Operations & Strategy Manager
Brent Godwin
Web Developer
Greg Caudle

PRODUCTION
Digital Advertising Traffic
Sonya Crocker
scrocker@cahabamedia.com • 205-314-8276

CIRCULATION
Audience Development Manager
Lori Masaoay
lmasaoay@cahabamedia.com • 205-278-2840

ADVERTISING
Senior Account Executives
Judy Rice
judy.rice@cahabamedia.com • 205-314-8262
Van Imbragulio
vimbragulio@cahabamedia.com • 205-314-8263

CLIENT SERVICES
Sonya Crocker
scrocker@cahabamedia.com • 205-314-8276
Callie Huckabay
chuckabay@cahabamedia.com • 205-202-9402

EDITORIAL ADVISORY BOARD
Richard D. Alaniz
Partner - Alaniz Law & Associates PLLC
Dr. Scott Arias
Program Coordinator/Assistant Professor - Eastern Kentucky University
President - ACE Consulting Company
Ben Ashburn
Construction Education Specialist - Procore Technologies Inc.
Brian Barksdale
CPA, Partner - Carr, Riggs & Ingram LLC
Cal Beyer
Vice President, Workforce Risk & Mental Wellbeing - Cobb Strecker Dunphy Zimmerman
Joseph Burkett
Chief Financial Officer - Cafco Construction Management LLC
Steven Davis
Senior Vice President, Director of Construction - McGriff, Seibels & Williams
George Hedley, CSP, LPBC
Certified Speaking Professional, Licensed Professional Business Coach - Hardhat Presentations
Eugenio "Geno" Jaramillo, BSEE, MBA, DTM
Public Speaking Coach & Aviation Construction Expert
Peter Hilger
Faculty Director, Curriculum and Internship Adviser, FM Program Coordinator Construction and Facility Management Program - University of Minnesota
Howard Lewinter
Business Owner, Coach - Talk Business With Howard
Crawford E. McInnis
Executive Vice President - Epic Brokers
John Meola, CSP, ARM
Safety Manager - Timmons Group
Gregg M. Schoppman
Principal - FMI Corporation

CAHABA MEDIA GROUP

Publisher
Matthew G. Conroy
VP of Sales
Greg Meineke
Creative Director
Terri McVey
Controller
Brandon Whittemore

1900 28th Avenue South, Suite 200 • Birmingham, AL 35209
Phone: 205-212-9402 • Fax: 205-314-8272



CLICK-AND-GO SOFFITS

Now there's a faster, easier, better way to build soffits. New SimpleSoffit™ Drywall Framing System is a pre-fabricated solution that will save time and labor right out of the box. Main beams are factory notched to your project dimensions and form perfect angles with just a click. Lose the jig and eliminate on-site fabrication time saving time and labor on every job.

Learn more about the efficiencies of pre-engineered drywall framing solutions at **armstrongceilings.com/simplesoffit**

Check 101 on index.

Armstrong®
CEILING & WALL SOLUTIONS

FEATURE FOCUS SAFETY

28 **Harnessing Data**
Studying analytics to prioritize employee safety, reduce fatalities & improve profitability

30 **Wearable Tech on Watch**
Gilbane building company's 6 protocols for a safer site amid COVID-19 & beyond

32 **Incident Prevention Strategies**
A guide to OSHA's focus four & ideas to help you underscore your safety efforts

35 **Government & Guidelines**
Industrial Contractors/Managers Inc. on navigating USACE safety standards & what it's like working 'inside the fence'



ON THE COVER
Exploring today's advanced asset strategies & why rental is on the rise
(Image courtesy of United Rentals)

DEPARTMENTS

IN THE OFFICE

The Business Council

10 GEORGE HEDLEY
The must-win mentality you need to find higher-margin work

12 GREGG M. SCHOPPMAN
8 mistakes to avoid from the pre-pandemic school of thought

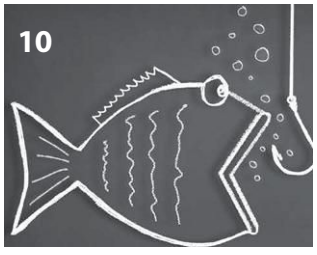
14 **Business Strategy**
5 tips for building your brand through charitable giving

16 **Contracts & Bidding**
8 project management best practices to keep projects on time & within budget

18 **Workforce Management**
Mastering the remote HR environment

22 **Risk Management**
How PLI can help your business recover from a major loss

26 **Marketing**
5 trends impacting sales in 2021





IN THE FIELD

38 **Equipment Matters**
10 OSHA-recommended tips to keep your jobsite safe

40 **Project Management**
4 steps to maximize change order recovery

42 **Rental Equipment**
Exploring today's advanced asset strategies & why rental is on the rise



IN EVERY ISSUE

2 From the Editor
6 News
8 Ask the Experts
44 Products
48 Stats

CONSTRUCTION GROUP

GET UP TO $1,000,000.00 PAYROLL FUNDING LINE OF CREDIT ON NET 60 TERMS*

We are Your National Full Service Employer of Record Providing Savings and Cost Effective Solutions Directly to Organizations in the Construction Trades Industry



SERVICES WE OFFER

- Payroll Funding and Processing
- National A+ Rated Workers Comp
- Health, and General Liability Insurance
- Full & Partial Employee Roll Overs
- Federal, State, and Local Employee Tax Management
- Supplemental Staffing
- Others, Just Ask Us

WE HAVE SOLUTIONS THAT FIT EVERY BUDGET

Call us Today to Discuss Your Unique Needs

833-247-2677

www.constructiongroupstaffing.com

or email to rex@constructiongroupstaffing.com

*Subject to Credit Approval

Check 106 on index.

▶ Takeuchi Names Mid-Atlantic Regional Business Manager


Lou Gore

Luschen "Lou" Gore has joined Takeuchi-US, a global leader in compact equipment, as its new regional business manager for the Mid-Atlantic Region, which includes South Carolina, North Carolina, Virginia, West Virginia and Ohio. Gore will be responsible for all sales development and activity in that multistate region, including dealer development, dealer recruitment, inventory control, collections, forecasting, program promotion and communication. He joins Takeuchi from his previous position as assistant vice president of original equipment manufacturer sales at TCF Inventory Finance. Prior to his tenure there, he spent nearly a decade with Textron Corporation in a variety of roles. Visit takeuchi-us.com.

▶ JLG Announces SVP of Product Development & Product Management


Rob Messina

JLG Industries Inc. has announced that Rob Messina has rejoined the company's Access team as senior vice president (SVP) of product development and product management. The company's Access business includes a range of aerial and lifting equipment, including boom lifts, scissor lifts, low-level access lifts, vertical access lifts, stock and order picker lifts, towable lifts and telehandlers, as well as Jerr-Dan towing and recovery equipment. Messina will lead the global JLG and Jerr-Dan product development and product management teams. He was previously with Oshkosh since 2010, serving in various engineering, product management and technology roles. Prior to Oshkosh, he worked at Chrysler in both engineering and manufacturing positions. Messina holds a bachelor's degree in mechanical engineering from Michigan University and a master's in mechanical engineering from Oakland University. Visit jlg.com.

▶ Curry Supply Company Appoints VP of Operations


Cory Wilson

Curry Supply has appointed Cory Wilson as the company's vice president of operations. Wilson will oversee all elements of the company's supply chain, manufacturing and engineering, ensuring that excellence in quality remains central to Curry's customer value proposition and growth strategy. Wilson joins Curry after serving in various roles at JLG Industries in McConnellsburg, Pennsylvania, for the past 17 years. Visit currysupply.com

▶ Western Global Assigns Southeast US Regional Sales Team


Michael O'Brien


Sydney Talbot

Western Global has announced Michael O'Brien, regional sales manager, and Sydney Talbot, sales support representative, as the new Southeast U.S. regional sales team. O'Brien and Talbot will be responsible for growing sales, educating customers and maintaining current clientele in nine southeastern states from Arkansas to North Carolina, and Tennessee to Florida. O'Brien has 21 years of industry experience, the last 3 as a regional sales manager for Western Global. Talbot holds a bachelor's degree from Michigan State University. Talbot will be the primary contact for all customer inquiries. She will support O'Brien in serving customers, growing market share and building customer relationships. Visit western-global.com.

▶NUCA Elects Chairman of the Board

The National Utility Contractors Association's (NUCA) board of directors recently inducted Lauren Atwell as its chairman. Atwell is the chief operating officer at Petticoat-Schmitt Civil Contractors, Inc., located in Jacksonville, Florida. He has been part of the company's executive team for this large Southeast regional construction company since 2014. Petticoat-Schmitt specializes in clearing and grading for underground utility, roadway and water and wastewater treatment plant construction. Atwell has been on the NUCA executive council since 2018, first serving as secretary. Since 2013, Atwell also has been a member of the state chapter (NUCA of Florida) and continues to serve as a member of the construction management advisory board for the University of North Florida. Also elected to the leadership team was Ryan Kinning of Pender, Nebraska, as chairman-elect. Tom Butler of Tampa, Florida, was elected as vice-chairman; Tony Privitera of Kansas City, Missouri, was elected as treasurer; and Matt Mingus of Nashville, Tennessee, as secretary. Visit nuca.com.

▶ NIBS President & CEO Elected to Vice Chair of USGBC

National Institute of Building Sciences (NIBS) President and CEO Lakisha A. Woods, CAE, has been reelected to a 3-year term with the U.S. Green Building Council (USGBC) board of directors. Woods will serve as vice chair. Dr. Aaron Bernstein, interim director at the Center for Climate, Health and the Global Environment at the Harvard T.H. School of Public Health also was reelected. Bernstein will serve as chair. Newly elected board members include Anyeley Hallová, Founder of Adre; Dr. Ruth Thomas-Squance, director of field building at the Build Healthy Places Network; and Dr. Marwa Zaatari, partner with Dzine Partners and co-chair of the enVerid Systems advisory board. They will join continuing board members, Daniel McQuade, managing director at Global Infrastructure Solutions, and Karen Weigert, executive vice president of business strategy, finance and regional operations at Slipstream. The U.S. Green Building Council is committed to a prosperous and sustainable future through cost-efficient and energy-saving green buildings. Visit nibs.org

▶ Chesapeake Contracting Group Appoints Project Manager at Northern Virginia Office

Chesapeake Contracting Group (CCG) has appointed Brian Murphy as project executive in the newly opened Northern Virginia office. Murphy's primary responsibilities will be managing projects, developing strategic program and project goals, and monitoring project performance as well as building and managing relationships and partnerships with key clients. Prior to joining CCG, Murphy worked for 16 years in leadership positions at Paradigm Construction Company, managing approximately $250 million in concurrent projects with many ventures in Northern Virginia, Maryland and D.C. Murphy holds a bachelor's degree in architecture with a concentration in construction management from The Catholic University of America. Murphy is an active member of Associated Builders and Contractors (ABC) and the Izaac Walton League national conservation organization. Visit ccgmd.com.

▶ Atlas Copco Appoints President of Power & Flow Division

Atlas Copco has announced Mikael Andersson's appointment as President of Power Technique's Power and Flow division, effective from the 1st of February 2021. In this new role, Andersson will lead the global business with the target to strengthen the market position of the division in its three core pillars: power, light, and flow. Andersson has held the position of general manager for Power Technique North America since 2018. He has held various roles within Atlas Copco since he started working with the company in 2002 as a controller for Rock Drills in Sweden. Since 2018, Atlas Copco's Power and Flow division has accelerated innovation and product development of generators, light towers, and pumps, ensuring the products needed for Atlas Copco's customers. Andersson states his mission as: "The Power and Flow division will continue developing innovative products to help our customers to grow in a sustainable way." Andersson is a Swedish citizen, and holds a bachelor's degree in business and economics from the University of Örebro and a bachelor's degree from the University of Gothenburg. Visit atlascopco.com.

▶ USGBC Announces Top 10 States for LEED in 2020

The U.S. Green Building Council (USGBC) released its annual list of the Top 10 States for LEED green building with Massachusetts leading the country in 2020 with the most certified square feet per capita. Across the top states, more than 60% of certifications were office, healthcare, higher education and K-12 projects. This year, USGBC also released a ranking of states with the most LEED professionals with California taking the top spot. Collectively, the 2020 rankings represent 1,171 certified LEED buildings and spaces, and more than 100,000 green building workers. While offices, education and healthcare projects accounted for a majority of certifications, warehouses, distribution centers, multifamily and retail projects represented almost 20%. Also, almost half of all projects were certified Gold, indicating a commitment to a high level of certification. The top 10 states are Massachusetts, Washington, Illinois, Colorado, New York, Maryland, California, Virginia, Texas and Nevada. Visit usgbc.org.

▶ Sovereign Claims LLC Appoints Two to Lead Strategic Growth

Sovereign Claims LLC, an insurance risk management consultancy serving underwriters to the real estate development, general contracting and construction industries, has appointed John Humphreys and Neal Conolly to its executive team. Humphreys steps into the newly created role of chief claims officer, while Conolly joins as president. Founder Timothy Gallagher, who previously served as president, will now serve as chief operating officer. Humphreys' and Conolly's addition to the team underscores Sovereign Claims' commitment to expanding and enhancing its services in New York City and beyond. The new hires will play a key role in strengthening Sovereign Claims' "one source" strategy, a service philosophy that brings partners' insurance risk management, underwriting and claims administration needs under one roof. Visit sovereigninsurance.com.

▶ Mitsubishi Logisnext Americas Announces Changes for Americas Region

Mitsubishi Logisnext Americas announced Mitsubishi Logisnext Americas group will become fully owned by Mitsubishi Logisnext. Mitsubishi Logisnext Americas group is a North American provider and manufacturer of material handling and innovative automation and fleet solutions. As part of this change, the Mitsubishi Logisnext Americas group subsidiary, Mitsubishi Caterpillar Forklift America Inc. (MCFA), will acquire the MCFA shares held by its minority stockholder, Caterpillar Industrial Inc., a subsidiary of Caterpillar Inc. Caterpillar Inc., and the Mitsubishi Logisnext Americas group will continue their long-term strategic relationship, working together to deliver new products and solutions for their customers. The Cat lift trucks brand will continue to be used globally by the Mitsubishi Logisnext group. Visit logisnextamericas.com.

▶ Cemen Tech Acquires UK-Based Contech Testing & Consultancy

Cemen Tech has acquired Contech Testing & Consultancy Ltd. Located in Wolverhampton, England, Contech provides a range of services related to concrete including mix design, testing, and production quality control. These best-in-class services and an accredited laboratory facility allow Cemen Tech to expand its support for companies in the UK, operating volumetric concrete mixers and doing masonry block production. It also delivers on Cemen Tech's corporate mission to become an end-to-end concrete technology services company. Contech will continue to operate under its current name as a division of Volumech, Cemen Tech's existing UK operation. With Contech's office in Wolverhampton, England, Cemen Tech now has three locations across the UK which deal in Cemen Tech concrete mixers, parts, refurbishments and service, its proprietary fleet management software ACCU-POUR, and now concrete mix design and testing. Visit cementech.com.

▶ Soil Connect Expands Sales Team

Soil Connect has made two significant appointments to its sales team, bringing in expertise from the construction and tech startup industries. Edward Castillo has joined the company as senior director of sales. Castillo joins Soil Connect from a software-as-a-service (SaaS) background and has valuable experience in the tech startup world. Charlie Gregg has been brought on board as director of sales. Gregg comes from a construction sales background and brings a wealth of construction industry knowledge to the company's salesforce. Both Castillo and Gregg will report to Jonathan Alvarado, Soil Connect chief growth officer, and will be responsible for extending the company's reach into new audiences and markets. Visit soilconnect.com.

100 years

The American Institute of Steel Construction (AISC) reached a historic milestone this year — its 100th anniversary. AISC has worked toward uniting and promoting the steel industry since before its official foundation. The work began in 1917 with the War Service Committee, and 5 years later the American Institute of Steel Constructions formed to help the fabrication industry needs of America in the first World War. Visit aisc.org/legacy.

NEED MORE NEWS?
constructionbusinessowner.com/news

Insight from industry aces & answers to construction's biggest questions

ASK THE EXPERTS

What business lessons have you learned during the pandemic?



Michael Glatt
Vice Chairman, North America Head of Project Management
MACRO, A Savills Company

Effective business continuity relies on leadership to provide clear communication and transparency. As Walt Disney said, "Leadership means that a group, large or small, is willing to entrust authority to a person who has shown judgment, wisdom, personal appeal and proven competence." This wisdom resonates with us now more than ever. With a dispersed hybrid workforce, it's critical to keep employees engaged and informed. Trust is paramount. Employees need access to real-time information and an awareness of potential impacts.

When the world suddenly needed to work remotely in March 2020, most of us left our offices with updated laptops and the uncertainty of how we would stay connected. We have certainly learned that integrated tools and platforms must be an ongoing and consistent investment for our future. Flexibility leads to greater productivity, creativity and forward-thinking approaches. We have all seen opportunities come from balancing calculated risks with credible research, data and strategic alignment.

Now, the focus on mental health, wellness and sustainability has never been more urgent. The more we know about such issues, the better we will be in addressing them — as individuals, as companies and as industries. We need to learn by listening to each other. Stronger, together.



Robyn Raphael-Dynan
President
RCC Associates

Working through a global pandemic teaches a company what agility and resilience is all about. Staying levelheaded in order to make well-thought-out and quick decisions is imperative in a time of crisis. Proactive steps must be taken immediately in order to stay operational. Creating a safe environment for all of our employees to work in was the first priority. The second was developing a new communication system so that everyone could stay connected while working remotely. Transparency was key to making sure employees felt they were a part of the process and remind them how vital they were to the company's survival. We trusted and empowered the leaders in our company to help manage employees from a distance, also leaning on them for strategic, creative ideas and support. Being empathetic to our clients while finding ways to incentivize them to move forward with existing and potential projects was critical to stabilization. It was also essential to identify new sources of business, still maintaining our areas of expertise, in order to keep growing. Agility and customer service is what allowed our company to grow during the one of the most difficult years.

What's on your mind?

To submit a question for this section, email Associate Editor Alex Headley at aheadley@cahabamedia.com.

Visit **constructionbusinessowner.com/asktheexperts** for more industry-leading insights.

FOUNDATION software

FOUNDATION®
Gives You MORE.

Discover the power of FOUNDATION — America's #1 Construction Accounting Software. Take your projects to the next level with a quote or free demo.



SCAN ME!

See it in Action!

foundationsoft.com/cbo

866.562.0195

Check 111 on index.

How Your Company Can Land Bigger Fish

The must-win mentality you need to find higher-margin work



GEORGE HEDLEY, CSP, CPBC, is a professional construction BIZCOACH and industry speaker. He helps contractors build management teams and get their businesses to work for them. He is the bestselling author of "Get Your Construction Business To Always Make A Profit!," available on amazon.com. Email Hedley at gh@hardhatpresentations.com to sign up for his free e-newsletter, start a BIZCOACH program, attend a Wealthy Contractor BIZ-BUILDER Boot Camp or get a discount at hardhatbizschool.com online university for contractors. Visit hardhatpresentations.com for more information.

Just Ask George.

Send your questions for Hedley to Editor Kathy Wells at kwells@cahabamedia.com.

Many contractors still have problems with low margins, cheap competition, the tight economy or customers who won't pay reasonable prices. These construction companies operate with poor business plans and repeat the same behavior while hoping for better results. However, achieving better results requires fighting for improvement, making change and taking new risks.

TRY A NEW FISHING STRATEGY

Typical contractors are not proactively seeking new customers, new markets or new project types to bid. They continue to bid the same customers and project types against the same competitors hoping for better results. Hope can't be your only strategy to win high-margin work, when you're stuck in a low-bid mentality.

The low-bid method awards contracts or subcontracts based on the lowest-price option. This strategy often does not generate enough high-margin work to keep a contractor profitable. By relying on customers to offer you opportunities to open-bid jobs, your future is controlled by others who decide when and if you have a chance to win work.

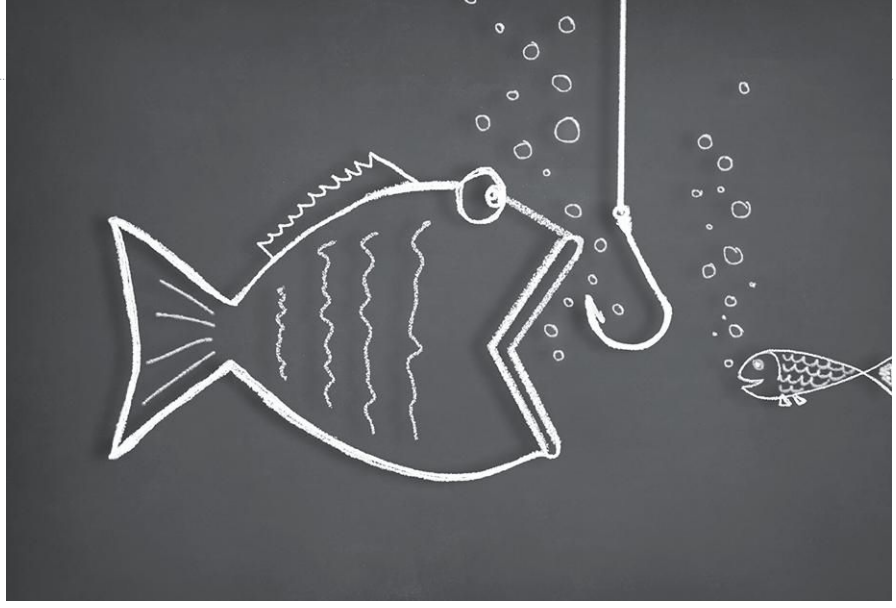
The problem with this strategy is that the good jobs (with the highest-margin potential) generally don't go out to bid on the open market. The best jobs are negotiated with or awarded to a short list of specialty contractors who focus on a specific expertise, niche and project type. Any contractor can build simple plans-and-specifications projects, which require little technical knowledge, expertise or experience. These, as I call them, "commodity" jobs go out for most contractors — anyone who has a license and can put together a price — to bid. Commodity jobs have open bid lists, too many bidders and are typically awarded with low margins.

To set yourself apart from that list of low-bid contractors, you must launch a proactive marketing program and dedicate some company budget toward developing or seeking new higher-margin customers.

CAST A HIGH-MARGIN NET

Catching lots of fish takes preparation, planning, time, money and strategy. It's a good idea to know what kind of bait works best to land the fish you're looking to catch, and where the biggest fish are located. Similarly, to win the best contracts and most profitable jobs in construction, you need to attract and gain the interest of the right customers in the right markets. Think of your bids or proposals as bait that should tempt your potential customers to bite. And think of your target markets as fishing holes with lots of big fish that are all after what your company has to offer.

Just like in fishing, when you decide to bid on certain projects or customer types, your goal is to catch either one big fish or lots of smaller fish. To succeed,



you have to spend time researching and looking for the right markets where the best customers bite often. You must also seek profitable projects to go after — opportunities that give you the best chance to make the most money, and jobs where the competition is low because the barrier to entry is high.

Remember, the wrong bait in the wrong fishing holes will keep you bidding on the wrong projects against too many competitors with too low prices. Offering the right bait in the right spots, your fishing techniques will generate better results and you'll get more bites more often. And when you finally catch a customer, reel them in and decide if you want to keep them.

IF THE FISH DON'T BITE

When you don't catch enough fish, you try different fishing techniques, change your bait, or move to other fishing holes with better opportunities. Take a look at what needs to change in your fishing strategy — can you look for new markets, customers, or tactics to land more high margin contracts? How can you become an expert in a specific area that has potential to deliver a high return? Study your market and look for potential high-margin customers and project types.

For instance, building clean rooms, working in hospitals, doing food manufacturing projects or wiring high tech equipment all have much higher-margin potential than doing retail tenant improvements, building a city road or working on a new school that was bid out to 10 other competitors. Providing extra services like engineering design, structural shoring or specialty finishes reduces your competition as you become the preferred source provider versus pouring concrete or installing drywall per plans and specs.

Like fishing, you must adjust your estimating and bidding strategies to get bites from the big ones. You must use the right tackle, techniques and bait to get fish to find you more interesting than your competition. Plus, you must continually keep looking for better fishing holes to win more work at higher margins.

CHANGE YOUR BAIT

What else you can include in your proposal or bid to entice customer to bite more often? Standard proposals with standard exclusions and inclusions do not sell or convince customers to buy. Offering a lower price is only one aspect of winning proposals. What does your customer value as much or more than price? Before bidding on projects, ask your customer what they want — things like guarantees, warranties, cleanliness, track record, safety, manpower, night and weekend work, technology, communication, value-engineering, attention to detail and many other attributes can differentiate your company from the others.

WITH THE FIRST BITE

The primary goal of your bid is to land a meeting with the decision-maker for a project. Here, you can discuss the project in depth, review goals, highlight why you're the best choice, talk over pricing options, etc. It's difficult to accomplish this goal with a standard proposal. In a meeting like this, it's easier to promote the aspects and options that can positively influence a customer's final decision. As you present and discuss the project requirements and demands, carefully watch the customer's expressions, body language and reactions to the pricing and ideas you present. Look for clues and suggestions about how you can offer more than what they want and be the chosen winner. When you meet in person, you can look your customer in the eye, sell confidence, negotiate the price and scope and shake hands on a contract agreement. CBO

6 Tips for a Winning Bid Strategy

1. Identify company strengths, competitive advantages, differentiators and anything that sets you apart.
2. Select the best method: Open bid lists, prequalified short bid lists, negotiated projects, repeat customers, etc.
3. Define which markets, customer types, contract types, project sizes, location and profit potential you will go after.
4. Consider which projects require a tough barrier to entry, high level of difficulty, superior qualifications, special experience, technical certifications or niche expertise.
5. Identify your top 25 to 100 customers and create a target list based on the criteria above.
6. Implement a proactive sales, marketing, customer development and estimating action plan to support the new strategy.

Strategies That Missed the Mark

8 mistakes to avoid from the pre-pandemic school of thought



GREGG M. SCHOPPMAN is a consultant 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. Visit fminet.com or contact Schoppman by email at gschoppman@fminet.com.

While it seems like an eternity ago, there was once a world without masks and gobs of hand sanitizer. It seemed then that businesses were thriving, and one of the biggest challenges in those days was simply finding people to handle the backlog — but not all businesses were thriving.

After careful observations of the built community over the last 2 to 3 years, I have identified the eight points below, which examine some of the common misconceptions, mistakes and challenges that have had a detrimental effect on construction organizations in recent times.

1. SOFTWARE WILL SOLVE THE PROBLEM

Billions of dollars flood the construction industry annually in tech space. Whether it's job costing tools, project management software, client relationship management solutions, or even drone tech, there is no shortage of amazing advances. If owning a tool was the secret to success, there would be millions who, simply by virtue of owning a treadmill, should be skinny as a rail. Tools require training, adoption, integration and long-term behavioral change to be successful.

2. A GREAT PROJECT MANAGER WILL MAKE A GREAT BUSINESS UNIT MANAGER

There is an age-old myth that a great craftsperson will automatically become a great foreman, even though the required skill sets are completely different.

The same could be said about promoting a project manager to operations manager. Running projects and leading people who run projects are completely different. This is not to say this logical progression will fail, but there are few instances in which it works organically with little to no proactive development.

3. LEADERSHIP HAS LOST THEIR DRIVE

There are 65-year-old chief executive officers (CEO) who have more drive and motivation than some younger individuals, so this is hardly an age indictment. The point is that every person has their own glide path.

Often, leadership can settle in and become complacent as they approach the swan song of their career. Organizations do not need to be young or old, they need real leaders willing to do the right things for their business — there can be little tolerance for lack of drive or leadership, regardless of the times.

4. BEING A FAMILY & HAVING ACCOUNTABILITY ARE MUTUALLY EXCLUSIVE

"We are becoming too corporate — we used to be a family." What does this even mean? There is a misconception that if a firm instills guardrails and



"Well, now we know what not to do."

accountability, it is becoming a bastion of corporate gridlock, shedding the beautiful image of the idyllic family business. However, in just about every family, there are rules. If a spouse forgets to take out the trash or do the dishes, there are ramifications. Do not confuse, "We don't like structure and rules," with, "We used to be a family." Plenty of large organizations have maintained their collegial environments while holding teammates accountable.

5. BEING IN A FAMILY NATURALLY MEANS YOU ARE AT THE TOP OF THE ORGANIZATIONAL CHART

For many organizations, a last name means everything. Third-, fourth- and fifth-generation organizations abound in the industry and maintaining that legacy is one of their core tenets.

However, not every family member has the ability or desire to accept the mantle of leadership. What does the firm think of that individual? Have they earned an opportunity or are they simply getting a shot because they are related to the boss? Has a lack of diversity hindered or stunted the firm's growth because it is not willing to look outside the gene pool?

6. COMPENSATION SYSTEMS SOLVE EVERYTHING

Throwing money at problems never works. Sure, there are broken compensation systems but in a frenetic market, raises and bonuses are thrown around with reckless abandon to retain or attract top talent. Many companies think they are underpaying their associates when they are actually already receiving pay that is higher than industry standards. In a firm where there is flight, do not always assume the comp system is the problem. The actual root cause of attrition here may be a cultural, leadership or strategic issue. Much like trying to get toothpaste back into the tube, in the end, it isn't easy to get those compensation systems back in line.

7. STARTING A PROJECT IS MORE IMPORTANT THAN FINISHING

Sacrificing the end for the beginning is an industry flaw that has plagued firms for decades. Projects enter that critical stage where punch lists and documentation are at a fever pitch and resources are shuffled to newer projects. The second team is left to sort out the pieces and bring closure. However, customers feel this shift, leading to a poor finish, and ultimately, negative sentiment toward the contractor. Should a firm bring in the rookie who's never thrown a pitch, or the greatest closer in baseball history in the final inning of the game?

8. FINDING THE NEXT BIG THING IS TOO MUCH TO TAKE ON IN A RECORD YEAR

Who leaves a hot table in Las Vegas? The smart person, that's who. This is not about investing in some foolhardy expedition, but rather leveraging a strong market before any shift occurs. When the market does move, consider the players who scramble to find the next big thing. Hindsight is 20-20, but look at who is thriving right now. Most of those contractors didn't enter the game late, but, rather, they invested early, using the chips from their winnings to plant the seeds of future success.

All firms will undoubtedly encounter a few "uh-oh" moments in their time. There is no recipe for perfection, nor is there any guarantee of success based on historical precedent. Keep in mind these eight misguided thoughts when planning for the future success of your business. CBO

5 Tips for Building Your Brand Through Charitable Giving

How to create a corporate social responsibility program & make a positive impact

BY JORDAN ADAMS

Helping others is human nature. During the first months of the COVID-19 pandemic, one-third of United States households were still donating money to charity. Additionally, almost half made an effort to shop locally or order takeout, in order to support neighborhood businesses.

Business owners can encourage this philanthropic spirit among their workforce through corporate fundraising activities. Many do so already, holding charity events or making donations. However, these initiatives are often organized sporadically, and their success is not always communicated with clients, colleagues or suppliers.

There is a real opportunity here for business leaders to drive greater engagement and enhance credibility by introducing a charitable giving program. Done right, a strategic corporate social responsibility (CSR) program can not only advance the employee experience and strengthen community partnerships, but also makes a positive impact on the world by supporting truly worthwhile causes.

But how can construction businesses elevate the occasional fundraiser into a strategic program that helps differentiate your brand in a crowded marketplace? Consider the following five key elements as you begin building your program.



1. CHOOSE CAUSES THAT ALIGN WITH COMPANY VALUES

There are more than 1.5 million registered nonprofit organizations in the U.S. alone, all of which are looking for support. How do you choose which causes to back?

Start with your company's core values and develop criteria that maps to those beliefs. For example, the recent launch of InEight's charitable giving program, InEight in Action, was based on a three-pillar initiative to provide access to care, food, and science, technology, engineering, art and math (STEAM).

The decision to invest in STEAM projects was directly influenced by the company's business proposition and the desire for more young people to explore career opportunities in the construction software industry. This has led to the company's support of initiatives such as a new Makerspace Studio, where the Boys & Girls Clubs of Greater Scottsdale, Arizona, can interact with new technologies like green screens, 3D printers and drones.

However, other pillars in the company's charitable giving program are based purely on human compassion and reflect its employees' desire to help others. This desire has come to the fore during the COVID-19 pandemic — within weeks of

the first lockdown, the company mobilized support for a global food bank drive, allowing each of its locations to support a local food bank through employee donations and company match.

2. GET LEADERSHIP BUY-IN FROM THE OUTSET

One reason for aligning charitable giving programs with company values is to support nonprofits that employees can get behind. The more quickly your staff embraces coordinated initiatives, the more successful they will be.

Getting buy-in across the company starts with senior leadership; they can drive adoption from the top down and allocate budget for corporate donations.

Often the best way to get C-suite or board-level backing is to gain the support of advocates with a passion for community projects, or those who have highly developed soft skills. Once your advocates understand the organizational value of strategic giving, they become your ally for securing the support of other stakeholders.

3. ENCOURAGE EMPLOYEES TO OWN EACH INITIATIVE

Like the old proverb says, "Give a man a fish and you feed him for a day. Teach a man to fish and you feed him for a lifetime." This saying is also true of CSR programs.

Giving employees a voice will encourage more people to suggest corporate fundraising initiatives. It will also help teams to unite — physically and virtually — behind chosen causes, driving greater results while strengthening your employee experience.

Although the criteria for giving will likely be set at senior level, encourage your employees to put the case forward for charities they want to support who meet those credentials.

Some suggestions will fall neatly into your value pillars. Others may not, but they will mean something to the people in your business. It is important to remain flexible and open minded in a way that will emphasize your company culture and build community relationships.

4. SET REALISTIC EXPECTATIONS

Coordinating corporate fundraising initiatives can inspire employees. However, it is important to manage their expectations about the budget and resources available.

In reality, most businesses will not have the capacity to issue five-figure checks throughout the year, but a lot can still be achieved with smaller donations. You could consider schemes to make your budget stretch further — such as the company matching funds raised by employees.

You can also implement charity initiatives in place of existing business costs, for example, donating money to your chosen charities in lieu of customer gifts.

Support does not have to be financial, either. Team members can share their professional skills through virtual networking programs or volunteer their time at a local nonprofit. When COVID-19 restrictions begin to ease, you could encourage this type of giving at organizational level, by launching an all-company volunteering day or giving people dedicated annual leave to spend working with local causes.

5. CREATE MOMENTUM THROUGH POSITIVE FEEDBACK

One of the areas where many charitable giving programs fall short is sharing success. For a program to truly build brand value, your employees, customers, partners and suppliers need to see how well it is working — and want to invest further in it.

There are many ways to communicate achievements with key stakeholders. The first is employee feedback; consider filming video testimonials from team members and sharing or promoting those in support of the program via social media.

The most effective way to ensure your charitable giving program is strategically run and expertly marketed is to appoint someone to oversee all activities. By assigning a dedicated representative, you can rest assured that someone is taking charge of key partnerships and initiatives, and reporting their success back to colleagues, customers and senior management.

BUILDING BRAND VALUE

If the events of COVID-19 have highlighted anything, it's that people want to support others — but often, they do not know where to start. Launching a charitable giving program gives your workforce a cohesive framework to rally round, while showing employees, partners, suppliers and customers what your company stands for.

An organized program does not have to replace existing fundraising initiatives; your business can continue to support longstanding causes and honor existing partnerships. However, you can supplement these activities with a strategic program that reflects your company's beliefs, building internal and external brand value in the process. CBO

Jordan Adams is director of internal communications at InEight, a global provider of capital project management software. Over 300,000 users worldwide use InEight for real-time insights that help manage risk and keep projects on schedule and under budget across the entire life cycle. Follow InEight on LinkedIn or visit ineight.com.



Find Success Fulfilling IDIQ Contracts

8 project management best practices to keep projects on time & within budget

BY ANTHONY SIMMONS

Indefinite delivery, indefinite quantity (IDIQ) contracts, which may secure a construction manager for an undefined number of projects during an extended time period, are highly beneficial for owners with ongoing construction needs. IDIQs allow owners to use one construction manager for multiple projects, help the team to operate more nimbly and create management team consistency.

However, contractors must lean on project management best practices to ensure success while executing numerous smaller, often simultaneous and fast-paced projects. Kwame Building Group is the construction manager at risk (CMAR) for the Urban League of Metropolitan St. Louis, Inc., a nonprofit with the mission to empower African Americans and others in securing economic self-reliance, social equality and civil rights. In addition to managing a 4-month renovation for Urban Leagues' new $20 million corporate headquarters, Kwame is consulted regularly on new projects that arise as the organization receives donations of time, resources and even buildings. In order to make full use of donated time, buildings, money or resources, there is no choice but to be flexible and move quickly.

Through IDIQ relationships for many clients, including Urban League, Kwame has developed eight project management best practices for delivering projects on time and within budget no matter how small or fast paced.



1. UNDERSTAND THE END GOAL

Don't just take the design and build it. In an IDIQ relationship, construction managers serve as a strategic advisor. Take time to understand the client's ultimate goal and advise them through the various projects to reach that goal.

2. DEVELOP AND RELY ON YOUR SYSTEM BUT ADJUST AS NEEDED

Don't be tempted to ditch structure on smaller projects. Make sure to adapt your systems in order to operate efficiently. You shouldn't do a task unnecessarily just to check a box. All items on the checklist should satisfy the project.

3. ESTABLISH AN EXPERIENCED, SINGLE POINT OF CONTACT

Many IDIQ projects required thinking on your feet and troubleshooting along the way. An experienced project manager, who is the client's single point of contact will help the workflow go smoothly and streamline communications.

Leadership is critical when selecting the project manager. The right project manager must have a sense of urgency about completion and budget constraints. Kwame often pairs newer team members with an experienced manager so they can gain experience.

4. DEVELOP RELATIONSHIPS WITH SUBCONTRACTORS

Make sure to have numerous, trusted subcontractors identified and ready to work with you before you need them. Part of the mission of Kwame and the Urban League is to use MBE/WBE/DBE contractors as much as possible. Kwame maximizes the utilization of minorities and women with education, experience and work ethics. Since some of these businesses do not have the advantage of bigger companies, Kwame often advises them on developing project management systems so those firms can be successful.

5. MONITOR SMALL PROJECTS

The quality of work being done by subcontractors directly relates to the frequency of being on-site to monitor the work. It may seem counterintuitive, but smaller projects, especially when being completed on a rapid timeline, need even more frequent communication and higher coordination.

6. USE PRODUCTS YOU TRUST

There is no time for mistakes or shipping delays on IDIQ projects. Choose products you know and manufacturers you trust to ship on time to avoid unexpected issues.

7. BE AT THE FRONTLINE OF TECHNOLOGY

Project management, including scheduling and reporting, can be supported through so many technology tools these days. Build your team's comfort level with technology and strive to be on the frontline of adopting new technology.

However, never forget that while tools make your job efficient and productive, experience and knowledge are the most important requirements.

8. OPEN THE DOOR TO FEEDBACK

Ultimately, IDIQ contracts are all about the long-term client relationship. Regularly ask the client, "How are we doing?" You'd be surprised by the things you learn when you ask. Uncovering any sore spots can help prevent issues in the future and demonstrate your commitment to the relationship. **CBO**

Anthony Simmons is a senior project manager at Kwame Building Group, Inc., which dedicates 100% of its resources to project management services. An employee-owned company, Kwame provides estimating, scheduling, project planning, value engineering and other project management services as an independent advocate for owners and developers. Kwame's public and private sector projects include educational facilities, major airports nationwide, light-rail systems, hospitals, wastewater treatment facilities and government facilities. Visit kwamebuildinggroup.com.





Check 117 on index.

Mastering the Remote HR Environment

Today's virtual hiring tools replacing yesterday's in-person processes

BY RUBY LAWLER & MIKE MULHERON

The year 2020 was a challenging year for everyone, and the construction industry had to pivot quickly to rise to the challenges presented by COVID-19. Many activities — job postings, interviews, trainings, reviews, quality control and processes — moved to a remote structure. Meanwhile, on-site safety protocols were completely overhauled to ensure worker safety and well-being.

When these functions shifted to a remote format, the top priority was maintaining all steps of each process. Across the board, contractors found success in these shifts, and well into 2021, these measures are still in place — some are even here to stay. So, how do managers in construction make the most of what a remote format has to offer?

Overlooking the details of any process has consequences on a business's ability to attract and retain top talent. This is true of both hiring and new employee onboarding, where new hire success can hinge on high-quality delivery of virtual programs and tools.

Construction unemployment was at 9% to begin 2021, down from its peak of 21% in April 2020. As we continue to see projects reemerge and backlogs rebound, it's important to adapt to some of the virtual hiring changes that will continue post-pandemic. If you've decided to move certain hiring and onboarding programs to a remote process or you're thinking about it, here are a few steps to improving retention and employee engagement.



UPDATE MATERIALS & SET CLEAR EXPECTATIONS

The first major adjustment to make when transitioning from an in-person to a virtual employee onboarding program is to update your learning materials. There's no utility in training new employees on the way things used to be. Zoom and other virtual conferencing options can help facilitate onboarding in place of in-person groups. After making sure all onboarding material directly addresses updated workflows, organizations must add new steps in the onboarding process to ensure access and retention across multiple learning styles.

Consider creating a resource document for new employees to outline expectations. New, expectation-setting employee resources can include a remote onboarding checklist sent in advance of initial training, communications infrastructure and personal protective equipment (PPE) protocol once on-site. You may want to go over the checklist in an optional welcome call to outline what

AIA Contract Documents

Sustainable projects start with the industry standard

Before the project broke ground, GSBS Architects used AIA contracts to design the **Water Efficiency Research Center** in Utah, a 10,000 sq. ft building used to educate the public about conservation.

AIA documents used: A101® Owner/Contractor-Stipulated Sum, A201® General Conditions, B101 Owner/Architect, and C401 Architect/Consultant

Learn more about the Water Efficiency Research Center project at aiacontracts.org/cbo-water



©Richer Images

Check 100 on index.

No matter what changes you make, candidate engagement & proper follow-up are the most important communication principles to follow.

new hires can expect on the first day and first week on the job.

Finally, a clear focus on first-day health and safety and jobsite protocol is key. Taking the time to educate employees and following up to ensure understanding of these protocols is critical. These processes are only as effective as the people adhering to them.

USE COMMUNICATION METHODS

Whether the goal is effective interviewing, screening, or remote onboarding, organizations must understand every facet of their virtual communication software and take advantage of multiple features to cater to a variety of learning styles.

Platforms like Zoom help with face-to-face interviewing but getting creative with the different features these technologies have to offer can help optimize the construction hiring process.

Scheduling a day of 10-minute interviews, group interviews, or even virtual hiring events allows candidates to be vetted from the safety of their homes. It also gives employers the same turnkey hiring solutions as in-person group events once provided.

If you are onboarding a group of employees, consider using the chat function for questions, as well as breakout groups with direct check-ins. Increase the number, frequency and range in type of retention checks. Also encourage, but don't require, leaving cameras on as a way of promoting engagement and collaboration.

The virtual environment needs to contain a diversity of thought. Ensure you're adaptable in the teaching process and creating a welcoming culture with one-on-one check-ins, but also mix in large or breakout group activities to facilitate different learning styles.

No matter what changes you make, candidate engagement and proper follow-up are the most important communication principles to follow. Employees are navigating brand new environments and processes and they need more direction, follow-up and constant communication than they may have needed in the past.

BUILD UP YOUR REMOTE INFRASTRUCTURE

Marathon in-person onboarding or hiring sessions may be a relic of the past, so some businesses need to adjust their infrastructure to better fit the "new reality" of the virtual setting. The first change regards timing and cadence.

A virtual hiring event can do a great job of preliminary-round conversations. However, expect other touchpoints afterwards with qualified candidates to ensure they are not only engaged, but fully understand the role and have time to ask questions.

On the onboarding side, a virtual group training needs to allow more time in-training for questions and making sure people understand, but on an overall program basis there also needs to be a longer runway for ingestion. Many companies have seen success by utilizing condensed training modules with a narrower focus in smaller class sizes.

The speed and rate of engagement throughout hiring and onboarding is a major differentiator — fast, responsive companies incentivize candidates and make them feel valued. And no matter what the use case is, there needs to be adequate IT infrastructure and support.

PRIORITIZE THE EXCHANGE OF INFORMATION

No matter how proactive you are in building out a great remote program, you'll miss a few considerations. Leave room for future adjustments and encourage feedback and participation in process improvements.

Open dialogue about the hiring, onboarding and training process sets a positive precedent. Show your employees that you value their input and keep them engaged by asking for their opinions. For employees who are hired and onboarded remotely but work on-site, seek feedback from them on how helpful their remote experience was. And then, continue to make tweaks to your processes by balancing the virtual and in-person experiences.

If your business is hiring new employees, bringing on contingent help or retraining current workers to new remote tasks, fully leveraging the possibilities of remote hiring and onboarding processes will be well worth the investment. **CBO**

Ruby Lawler is a strategic account manager at Aerotek with over 6 years of experience in recruiting and staffing services. Lawler is specialized in construction and renewable energy.



Mike Mulheron is a strategic account manager at Aerotek with over 10 years of experience in recruiting and staffing services. Visit aerotek.com.





CONQUERING CHALLENGES.

POWERED BY INNOVATION.

Big or small, Doosan® equipment is engineered to tackle your most challenging work. When working with the experts at your local Doosan dealer, there's no job you can't conquer.

See our full lineup of equipment or find your nearest dealer at DISCOVERDOOSAN.COM/CBO

DOOSAN®

Powered by **Innovation**

Doosan® and the Doosan logo are registered trademarks of Doosan Corp. in the United States and various other countries around the world.
©2021 Doosan Infracore North America, LLC. All rights reserved.

Check 109 on index.

Protecting Your Business & Recovering From a Major Loss

Travelers insurance pro on project loss insurance & what it means for the construction market right now

BY KATHY WELLS

The still-evolving circumstances of the COVID-19 pandemic paired with construction's already demanding work environment has the industry operating at the height of caution and risk management. Much of the more recent workplace safety risks have been centered on employees, with unprecedented safety measures being put in place on the jobsite and renewed efforts to monitor and mitigate health risks and exposure to the virus. But for business owners, now is as crucial a time as ever to assess some of the more familiar pillars of protection: insurance.

To get more on the topic, Construction Busines Owner (CBO) spoke with Gregg Lyon, chief strategy officer for bond construction services, strategic initiatives and product management at Travelers. Lyon has 30 years of experience in the surety industry, with 20 years in different surety underwriting roles at Travelers, and the last 10 years overseeing strategy for Travelers' contract surety group, where he helps Travelers bring innovative solutions and value-added tools to contractors and agency partners, and find ways to help contractors run their businesses more effectively. Read on for a deep dive into one area of coverage — project loss insurance (PLI) — and what it offers to construction businesses.



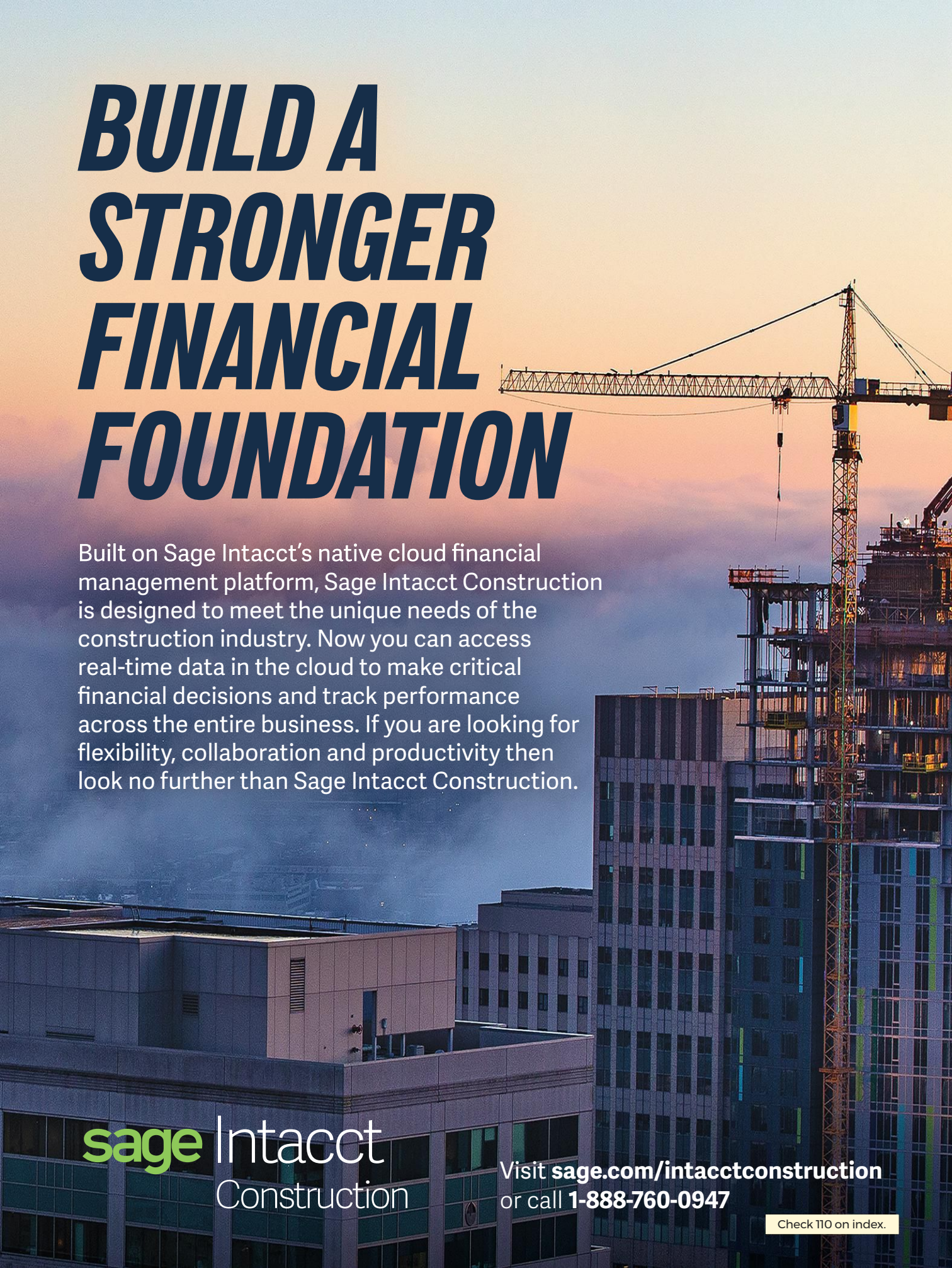
CBO: WHAT IS PROJECT LOSS INSURANCE, AND WHY IS IT IMPORTANT TO CONSTRUCTION?

GL: PLI is designed to mitigate the risk of a sizable loss on a project that could lead to business impairment or worse. This coverage helps contractors emerge and recover from a major loss, rather than succumb to it.

This worst-case scenario is what prompted us to offer the product late last year. Out of 100 construction companies we studied that failed, we found the No. 1 reason for the failure is one job that becomes a catastrophic problem, for a variety of reasons.

About 60% of the contractors we evaluated were forced into a perilous financial position due to one job that resulted in a significant net loss, and many of them ultimately went out of business as a result.

Our more recent experience indicates that the number of contractors who failed due to one bad job has climbed into the 80% range. PLI is one way a business


BUILD A STRONGER FINANCIAL FOUNDATION
Built on Sage Intacct's native cloud financial management platform, Sage Intacct Construction is designed to meet the unique needs of the construction industry. Now you can access real-time data in the cloud to make critical financial decisions and track performance across the entire business. If you are looking for flexibility, collaboration and productivity then look no further than Sage Intacct Construction.
sage Intacct Construction
Visit sage.com/intacctconstruction or call 1-888-760-0947
Check 110 on index.

[T]he coverage is really designed to protect the enterprise by offering financial assistance when a large loss does occur, helping to mitigate what could otherwise be a catastrophic event.

owner can protect their financial position and thus the longevity of their company.

CBO: HOW DOES PLI PROTECT A CONSTRUCTION COMPANY?

GL: PLI can protect contractors against risks that, until now, had been largely uninsurable. This insurance product helps cover major losses that occur as a result of poor decisions or performance, such as estimating, project execution, contract reviews, selecting a subcontractor, staffing and more. PLI can help cover issues that lead to a large job loss, granting coverage at the project level but also covering all of the jobs in a contractor's backlog. However, the coverage is really designed to protect the enterprise by offering financial assistance when a large loss does occur, helping to mitigate what could otherwise be a catastrophic event.

CBO: DO YOU HAVE ANY EXAMPLES WHERE PLI WOULD HAVE HELPED A CONTRACTOR AVOID BEING A SURETY LOSS?

GL: Yes, but I want to make clear that a contractor will still sustain a loss even if they have PLI. This is a risk-sharing product, where both contractor and insurance carrier absorb a percentage of the loss cost. One example I like to share involves a contractor who started a successful business more than 20 years ago. The firm took on a modest-sized job for $5.5 million, and due to a number of factors, including a bad superintendent and a challenging owner, the contractor ended up losing more than $3 million on the project. The firm's equity dropped significantly, and the company was left with no liquidity to run the business. In addition, because the firm had to devote so many resources to finish the project, the remainder of its backlog was negatively affected. If PLI had been in place at limits consistent with a company of that size, the contractor's loss would have been approximately $1.3 million, instead of more than $3 million. This would have had a much smaller effect on the balance sheet, putting the company in a better position to continue its operations. Additionally, the contractor could have filed for interim claim payments as the loss was being realized, to help with cash flow.

CBO: IT'S NICE TO GET THE FINANCIAL PROTECTION WITH THE PRODUCT, BUT WHAT CAN A CONTRACTOR DO TO AVOID THIS TYPE OF SITUATION IN THE FIRST PLACE?

GL: Another key finding from studying surety losses is that poor internal controls and processes can be a driving factor in a contractor's failure. We found that 49% of the firms we reviewed had deficiencies in these two key areas that contributed to their demise. It's critical that contractors review their capabilities around best practices. We have incorporated a review of these into our underwriting process, allowing our experienced underwriting professionals to assess and offer constructive feedback to businesses, which can help contractors find ways to improve these controls so they can avoid future problems.

CBO: WHAT OTHER THOUGHTS WOULD YOU LIKE TO SHARE WITH OUR READERS?

GL: There's one more point that might be valuable for construction firms. PLI is designed to offer balance sheet protection for a construction company; however, many business owners have a lot of their own personal net worth tied up in their companies. This product can help protect the corporate balance sheet, but in many instances, it also serves as overall wealth protection for business owners who have invested so heavily in their companies over the course of their careers. We've seen it too many times on the surety side — a contractor fails, and not only suffers the loss of their company, but also most, if not all, of their personal wealth. CBO

Scan for instant access

To check out more articles on insurance in the construction industry, use your phone's camera to scan this QR code or visit constructionbusinessowner.com/insurance.

Kathy Wells is the editor of Construction Business Owner Magazine and Digital Media.



GIVE YOUR BUSINESS THE UPPER HAND

To build a stronger, more profitable business, you have to get hands-on. Real knowledge comes from testing the latest equipment. From touching game-changing technologies. From getting your hands dirty in interactive trainings and skills competitions. **World of Concrete** is the commercial construction industry's largest annual international event for concrete and masonry professionals and puts these kinds of immersive opportunities at your fingertips — join your community here and experience real, tangible results.

Hands down, the best decision you'll make.
Register now at **worldofconcrete.com**

WORLD OF CONCRETE®

JUNE 8–10, 2021

EDUCATION: JUNE 7–10, 2021

LAS VEGAS CONVENTION CENTER
LAS VEGAS, NV, USA

A selected participant in the U.S. Department of Commerce's Trade Events Promotional Program

informa markets

5 Trends Impacting Sales in 2021

How construction's digital wave is transforming traditional tools & sharpening established skills

BY DON LEE

Most construction industry chief executive officers (CEOs) would acknowledge that the digital revolution is underway, but plenty haven't fully understood what this means for their sales efforts. The following highlights five guidelines to ensure that your business is the disruptor, not the disrupted.

COVID-19 has accelerated the transition online for many construction companies, which means CEOs need to ensure their sales teams have the digital skills and the tools to win buyers, all without straying from the timeless principles that still apply. With 2020 driving the migration toward a digital approach, more people are working remotely and relying exclusively on online methods to make buying decisions.

The construction industry today has already embraced new technology in many different aspects of its physical work and processes. Now, the time has come to have sales make use of the many benefits the digital revolution has to offer.

1. LEAN INTO DIGITAL TRANSFORMATION

Even before the pandemic shoved everyone onto one never-ending Zoom call, it was evermore clear that buyers were doing their initial research online, not just for business-to-consumer (B2C) companies, but also business-to-business (B2B). COVID-19 has accelerated B2B merging with B2C standards, as few people are eager to build relationships face to face at the moment. And if anyone is concerned that this is a momentary shift, they should know that many of their peers aren't treating it as such. A recent Forrester report predicts that in 2021, B2B sellers and sales leaders will continue to evolve their methods and strategies in the face of pandemic-related challenges: 40% of B2B reps plan to modify their tactics to adapt to remote selling activities, and 57% of B2B sales leaders plan to make deeper investments in tools with artificial intelligence (AI) and automation. B2B enterprises might feel as if website chatbots and calls to action are pushy, but that's precisely the engagement buyers expect. Buyers want third-party validation and a message that is comprehensive and compelling. The soft-sell tactics that might be smart in-person will only get



drowned out online, where the struggle is to be seen and comprehended. A recent Gartner study claims that over the next 5 years, an even greater rise in digital interactions between buyers and suppliers will break traditional sales models. They predict that by 2025, 80% of B2B sales interactions between suppliers and buyers will occur in digital channels.

2. CREATE A DIGITAL CUSTOMER EXPERIENCE

Plenty of companies use customer relationship management (CRM) tools as a data repository, but that's not the kind of technology we're talking about here. There are three key areas of technology no sales professional should ignore: hyperautomation, digital scalability and AI.

Hyperautomation refers to the effective combination of complementary sets of tools that can integrate functional and process silos to automate and assist business processes. Chatbots have proven effective and customers are growing fonder of these instant, if automated, exchanges.

Digital scalability is the concept of using technology to cope with the increasing volume of customer interactions and sales work. The demands for swift and accurate targeting and contact are only growing, but there's technology out there today to help. If hyperautomation helps with tasks, digital scalability is the application of that automation to speed up the entire process.

Gartner admits that AI is only a concise, catch-all term that denotes the shift from highly analog decision-making to automated, algorithm-based decision-making. This means that decisions that once may have been based solely on hard-won experience are grounded in data and analytics. In fact, salespeople can use engagement tools that target the best day and time to call someone in each industry. Before, that kind of intelligence might have been almost impossible to gather without weeks (or even years) of trial and error. But for all the promise of these technologies, it still requires an investment of time and resources, along with a willingness for staff to build these digital skills. This isn't simply about knowing a piece of software, but a fundamental shift in the approach; one that centers the process on the digital experience.

3. REINVENT SALES & MARKETING

Marketing professionals have long understood that they need to be omnichannel, but now companies need an omnichannel salesforce as well. Sales and marketing need to work hand in hand, becoming a single discipline. Marketing is integral in helping the salespeople pick the right part of the pond to fish, the right bait, and even the right gadget to help track the fish one can't see. Marketers have long understood the power of data and analytics and already revolutionized their discipline because of them. Now, salespeople have new tech to revolutionize their craft as well. This tech adds the same layer of rigor that's been the standard for marketers for years, and it allows the entire marketing-to-sales process to be closely monitored and refined.

4. DEVELOP A STRATEGY

That is not to say that these great new tools replace what marketers do. A company can have all this tech, but if the branding, messaging and positioning hasn't been properly developed, all they do is get the company to that next "no" faster. Initially, businesses need to focus on branding, on the value proposition, on making sure that it's all supported by robust market insight.

Let's be honest, this is not an area in which the construction industry has always excelled. First up is knowing what the customer's pain points are, and then communicating the value to the end user. Then it's time to build a great website with a call to action and continue to build content out. Technology adds speed, rigor and visibility to the process.

5. STICK TO YOUR PRINCIPLES

In some ways, this revolution is just a new way to do what salespeople have done since the first man convinced the guy in the cave next door that he could use a wheel too. Building trust, nurturing relationships, delivering value, communicating a value proposition that resonates, these are still happening with a chatbot, a Twitter feed, digital ads and emails. And as much as these tools speed up a process, that still means a salesperson needs to push that process along, day in and day out. The "hustle" has been transformed, not eradicated.

There are a lot of second- and third-generation companies that don't appreciate what it takes to build the top of the funnel. There might be more smarts, or better technology, but there isn't the same momentum that created the founder's exponential growth. Here's an example: One company was debating whether to invest $10,000 on an industry conference, and while some junior folks were planning several meetings to discuss the ROI, the 74-year-old founder decided to do it after a single afternoon's consideration. They then they used all the data analytics available to make the most of that conference. That's the best approach — to keep the old school values of decisiveness, ambition and a little intuition, and apply them with the most innovative technology available. Get that additional speed, rigor and visibility, without ever forgetting the goal is a business that performs so well that it's still around for that next revolution. **CBO**

Don Lee is partner and chief marketing officer (CMO) at Chief Outsiders, a leading fractional CMO firm focused on midsize company growth. Lee works with chief executive officers to accelerate growth by developing and implementing marketing strategies aligned with the organization. Visit chiefoutsiders.com.

SAFETY: Harnessing Data | By Dag Yemenu

STUDYING ANALYTICS TO PRIORITIZE EMPLOYEE SAFETY, REDUCE FATALITIES & IMPROVE PROFITABILITY

Of the 5,333 workplace fatalities that occurred in 2019, nearly 20% of victims were in the construction industry. Serious injuries and fatalities (SIFs) in the construction industry have remained consistently high in recent years, and safety continues to be a top priority for employers in 2021.

Twenty percent of the victims of fatal incidents were contracted workers, which raises additional concerns since contract construction workers are essential to the industry. In many cases contracted workers don't receive sufficient health insurance, making their injuries an even greater risk. And it's often more challenging to manage the risk exposures contractors face than their salaried counterparts. Both full-time and contracted workers deserve on-the-job safety measures that include safety training, protective equipment and adequate awareness of the hazards in the workplace.

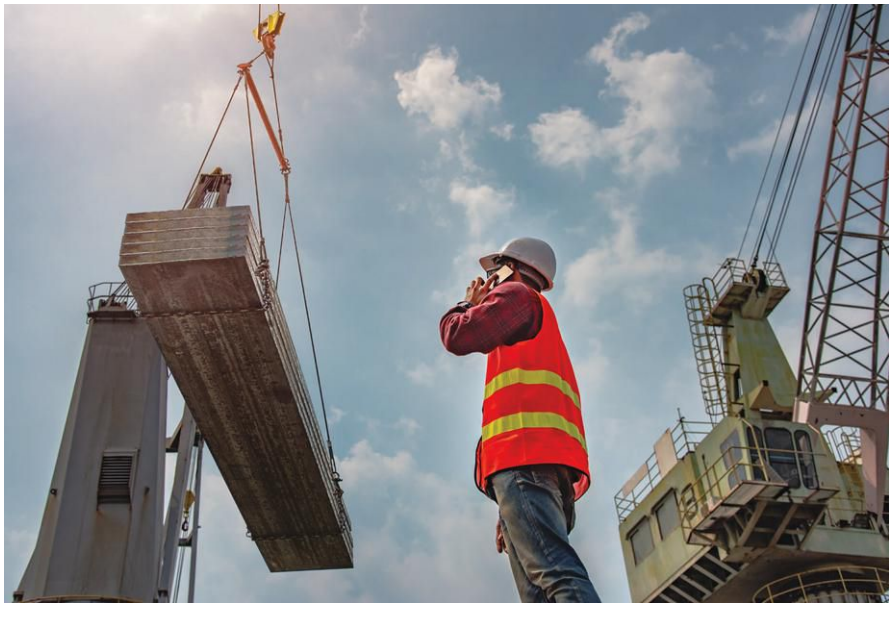
To keep employees safe, construction companies should invest in modern, secure and data-driven solutions that reduce the number of fatalities on the job. Harness the power of these digital tools and careful training, you can create a safer environment for all your workers.

THE RISING RATE OF SIFS

Construction workers face danger every day — they routinely work at elevated heights, and handle equipment and machinery, electrical wiring and other hazards. The Bureau of Labor Statistics' annual report on fatal workplace injuries revealed there were 1,061 construction deaths in 2019 — a 5% increase in fatalities in private construction and the largest total since 2007. Falls remain the No. 1 cause of construction fatalities, constituting one-third of all deaths in the industry. Aside from falls, struck-by hazards (struck-by falling, flying, swinging objects or objects on ground level) are the second most common cause of construction fatalities. Workers caught in or between objects is the third most common fatal incident in construction, followed by electrocution. In fact, the construction industry accounted for 43% of fatal electrocutions in 2019 — the highest of any industry.

Fatal incidents often lead to legal implications, financial losses and reputational damage. If your company does not meet certain safety standards, it risks serious legal consequences. Lawsuits and negative press can damage your organization's reputation — and incidents can also incur financial costs in the form of medical bills, wage and productivity losses and administrative expenses. Construction fatalities can cost companies up to millions of dollars per death, and nonfatal injuries can cost thousands of dollars.

The construction industry also has the highest number of preventable deaths of any industry. Construction work costs hundreds of lives every year — this alone is reason enough to rethink how your company will address the increased complexity and gravity of risk management across diverse work environments.



CLOSING THE SAFETY GAP WITH DATA

Risk and safety data is typically gathered from observational audits and incident management systems to evaluate past safety event and performance data. But most construction work is now done by contract workers rather than full-time employees. Behind agriculture, the construction industry has the second highest percentage of temporary workers — nearly 40% of construction workers are hired through temporary agencies, contracted by other companies or are independent contractors (versus full-time employees). With a higher percentage of contracted employees, tracking incidents across multiple employers is a challenge.

As a result, construction companies are turning to purpose-built contractor management platforms and analytics to evaluate and improve safety. Comparing internal and external data helps predict trends and identify patterns. And the digitalization of businesses and information makes accessing external data much easier.

With more accessible data available, risk management experts can use descriptive analytics and implement predictive models to mitigate the risk of future SIFs. Using data can help organizations understand the underlying causes of these incidents, unveiling ways to better their procedures. The benefits of data analytics are twofold: It helps improve safety for all employees and allows contracted workers to evaluate safety data before deciding whether they want to work for a certain organization.

Ensure your data comes from a secure, reliable source. Also keep in mind that the use of third-party data requires strong security measures and quality data. For stronger security, automate your organization's security functions, require multifactor authentication and keep employees trained on cybersecurity measures. Organizations should identify timely data sources and contractor management platforms to ensure efficiency, visibility into employee and contractor performance and safe business operations.

Prioritizing the safety of your employees through data analytics could improve profitability and increase your ability to attract and retain qualified workers. Additionally, these platforms can help your organization reallocate resources that would normally be used for liability and legal matters related to SIFs — and most importantly, ensure the safety and well-being of all your employees. CBO

Dag Yemenu is an executive vice president of products at ISN. He is responsible for leading the strategy and execution aspects of the company's products. Previously, he held various leadership positions in the company's operational groups in the United States and abroad. Visit isnetworld.com.



Combining to Better Serve You

WHITE CAP | CSG CONSTRUCTION SUPPLY GROUP

Construction Supply Group is now part of the White Cap family!

Same great people and service, plus:

- **Expanded** product offering
- **Additional** pickup locations
- **More** jobsite deliveries

WHITE CAP

ADVANTAGE SPEC-WEST · ALL-TEX SUPPLY · Best Materials · BORDER · CARTER WATERS · CONSTAR SUPPLY · TITAN · HOLDFAST TECHNOLOGIES · HARMAC · MARVEL · MASONPRO · STETSON · WHITE CAP · KENSEAL · HUB Has It! · williams EQUIPMENT & SUPPLY · CM · BROCKWHITE



WhiteCap.com | (800) 944-8322

BUILDING TRUST ON EVERY JOB.™

Check 120 on index.

GILBANE BUILDING COMPANY'S 6 PROTOCOLS FOR A SAFER SITE AMID COVID-19 & BEYOND

The No. 1 priority of Gilbane Building Company has always been the safety of its workers, and at no time has that been more critical than during the past year. COVID-19 has impacted how and when work gets done — ushering in a new level of safety protocols. While most of these were in response to the immediate threat of COVID-19, these new practices may also be helpful in managing contagion of the yearly flu and many of them will continue for the foreseeable future.

Gilbane turned to the latest Internet of Things (IoT) wearables to support its efforts in keeping workers safe. It also found creative ways to implement standard best practices to overcome jobsite limitations.

The following are six safety protocols Gilbane has found effective in keeping its workers safe during the pandemic.

1. REDUCE THE NUMBER OF PEOPLE WORKING TOGETHER

Some of the practices the company implemented before the pandemic, such as using modular construction and just-in-time delivery to expedite projects and limit the number of people working together at a time. During the pandemic, Gilbane has been conducting more detailed planning than usual to determine who needs to be on site, as well as when and where, so it can assign workers to specific shifts and zones to minimize interactions. By leveraging automated check-in functionality with turnstiles or wearable technology, Gilbane has been able to avoid clusters around entry and egress points. Specific location-based IoT sensors can also be used to monitor where workers congregate to better maintain capacity limits in specific zones.

2. USING SENSORS TO ALERT WORKERS WHEN THEY GET TOO CLOSE

Even when contact is reduced as much as possible, tradespeople still need to work in close proximity, and social distancing is a proven way to minimize the spread of COVID-19. To enhance social distancing efforts, Gilbane has deployed Proximity Trace from Triax Technologies to provide real-time feedback through audio and visual alerts when workers get too close to each other.

3. BE INVENTIVE IN FOLLOWING PROTOCOLS

Handwashing, temperature checks and mask wearing are key methods of controlling the spread of COVID-19. Increasing access to handwashing stations and the availability of hand sanitizers at project sites has been important, especially where running water may not be readily available throughout the jobsite. The plumbers on one jobsite rigged up a portable tankless warm water unit by attaching spigots to landscaping bins and adding wheels.

4. CHANGE THE ATTITUDE ABOUT CALLING IN SICK

In the construction environment, some workers may feel that calling in sick is a stigma, regardless of how ill they feel. Gilbane has been tackling this mindset head on by educating workers about the importance of taking sick days when they feel ill, both for their coworker's health and safety as well as their own.



5. AUTOMATE CONTACT TRACING

In the event that someone does test positive for the coronavirus, it's critical to find out who else might be exposed as quickly as possible. Relying on memory to figure out who might have had close contacts with is not an effective method. Instead, this process can be automated so the information on potential exposures can be available as soon as possible. Using the data captured from Proximity Trace wearables, Gilbane is able to immediately identify who had close interactions with the infected person and the duration of each interaction, so it can manage the situation effectively and prevent further spread. Acting quickly and accurately could avoid large-scale shutdowns.

6. PROACTIVELY IDENTIFY RISKY BEHAVIORS

While we are all creatures of habit, COVID-19 has necessitated that we step back and consider which practices make sense in today's environment. For example, a safety officer at one of Gilbane's sites ran a report on close contact interactions to identify potential areas of risk and noticed that every day the site supervisor was meeting with foremen across the site. Realizing the risk of exposure, most of these face-to-face meetings are now conducted by phone or outside with social distancing protocols.

COMMUNICATION IS KEY

When dealing with a pandemic, communication is essential. Gilbane established a COVID-19 Response Team, which closely monitors up-to-date recommendations from the Centers for Disease Control & Prevention (CDC) and other government and regulatory bodies to keep up with the latest guidelines. The company is continually sharing that information and providing guidance to all trades as well as the management team in a variety of ways, through Safety Stand-Downs, the company intranet, conference calls, emails and more. Working safely through a pandemic takes a village, and it requires the education, training and involvement of everyone on the site, supported by the teamwork, caring, dedication and discipline that are hallmarks of Gilbane's culture. CBO





Rebecca Severson is senior vice president and director of corporate safety at Gilbane Building Company. Under her leadership, Gilbane maintains an outstanding safety record through its incident and injury-free approach and continues to be an industry leader in the workplace. Contact Severson at info@gilbaneco.com. Bob Dolan is vice president of construction at Triax Technologies, a leading Internet of Things (IoT) provider of solutions connecting construction, manufacturing, energy and industrial worksites. Contact Dolan at bdolan@triaxtec.com.



Check 107 on index.

SAFETY: Incident Prevention Strategies | By Larry Barone

A GUIDE TO OSHA'S FOCUS FOUR & IDEAS TO HELP YOU UNDERSCORE YOUR SAFETY EFFORTS

Construction work is a risk. Each year, the industry is rated as one of the most dangerous jobs in America — and for good reason. Your projects are never the same for more than a few days, materials move, people change shifts and deadlines tighten.

These are a few reasons construction fatalities hit a 12-year high in 2019, according to the Bureau of Labor Statistics. Yet more than half of all fatal injuries were related to just four hazards: falls, electrocutions, being struck by and getting caught in — or between — objects. You may recognize these as the Occupational Safety and Health Administration's (OSHA) Focus Four Hazards. These hazards are more than a coined term — they're a tool. As a senior safety consultant, I've watched firsthand how these pillars can improve your safety efforts. These strategies and hypothetical scenarios, should provide at least one new idea or reminder to fine-tune your safety efforts. The hypothetical descriptions used below are not based upon any specific individual, entity or set of facts.

FALL HAZARDS

Fall hazards can appear in many forms, and in 2019, they were the leading cause of non-transportation-related fatalities. Any walking or working surface that could cause your workers to lose their balance can qualify as a fall hazard.

- *The hypothetical scenario:* While standing on a loader tire, a technician loses his balance. He falls and strikes his head on the ground 5 feet below, sustaining an injury requiring emergency surgery.
- Possible prevention strategies:
  - Evaluate machinery and other elevated areas technicians may need to access and develop specific procedures to reduce the risk of slips, trips and falls from these areas.
  - Use a three-point mounting and dismounting technique for heavy equipment.
  - Add guardrails with the proper height requirements when working above ground.
  - Require workers to wear fall protection equipment when working higher than 6 feet above the ground.
  - Train technicians and other employees who may work at elevated positions on proper safety procedures.
  - Monitor employees and enforce procedures involving heights and property controls.
  - Provide periodic refresher training on required procedures, machinery and personal protective equipment (PPE).
  - Seek input from OSHA or the original equipment manufacturer (OEM) regarding best practices to safely access hard-to-reach areas of machinery.
  - Maintain a clutter-free jobsite.



STRUCK-BY HAZARDS

Struck-by hazards are the second most common cause of worker fatalities. You can identify these risks as any flying, falling, swinging or rolling object that could cause forcible contact with a person on your job site.

- *The hypothetical scenario:* A subcontractor is working on the third floor and bumps a piece of pipe. The pipe rolls off a ledge and ends up striking a worker on the ground level. The affected worker suffers severe blunt force trauma to their head.
- Possible prevention strategies:
  - Incorporate toe boards, netting, or guardrails if people are working at different heights.
  - Implement pre-task-planning to reduce the likelihood of overlapping work that could cause injuries across or below from where the task is taking place.
  - Place warning signs throughout the jobsite to communicate where work is taking place at different heights.
  - Provide and require hard hats, glasses, high-visibility vests and PPE specific to each task.
  - Remind employees to stay outside the swing radius of heavy equipment and receive acknowledgment from the operator before they approach.
  - Only allow trained flaggers to direct traffic.
  - Secure tools and materials when working overhead.

ELECTROCUTION HAZARDS

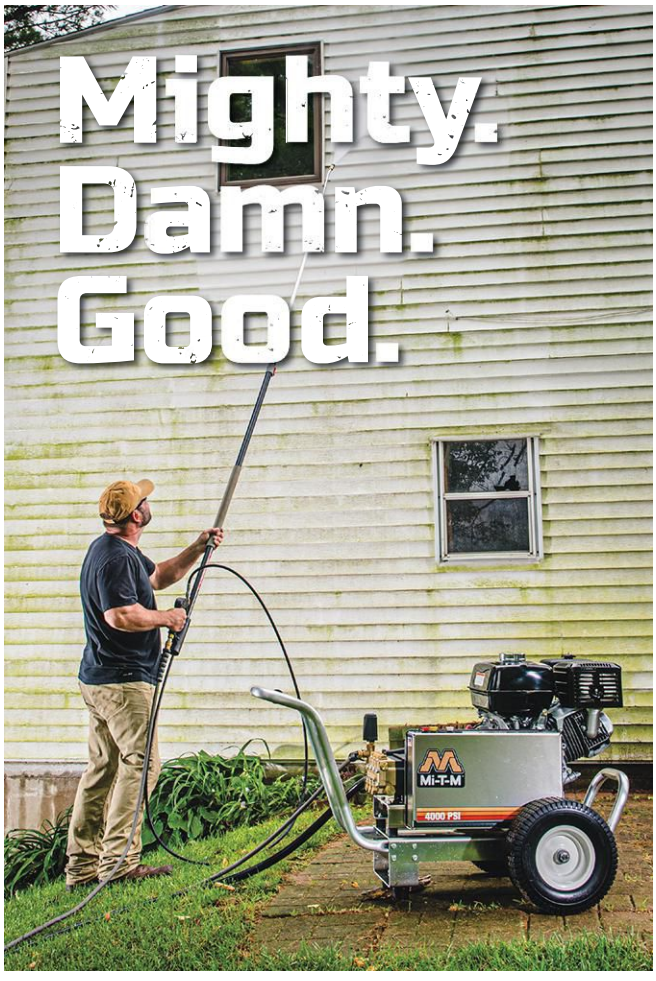
Like the risks listed prior, electrocution hazards present themselves in a variety of situations. Any situation that could expose someone to a lethal amount of electrical energy is an electrocution hazard.

You may recognize these risks in the form of work that takes place around powerlines or temporary power sources. If you work in a location where wet conditions may impact your project, your team could face an even higher risk of electrocutions.

- *The hypothetical scenario:* An employee is using a circular saw to complete a task, which relies on a generator for power. After a brief rainfall, the employee resumes using the saw where a puddle has formed around the electrical cord without a ground fault circuit interrupter in place and an electrical current from the saw's connection electrocutes the employee.
- Possible prevention strategies:
  - Request employees to complete a job hazard analysis before completing work involving electrical equipment.
  - Set a cadence for evaluating the age and wear of electrical equipment.



Check 105 on index.



At Mi-T-M, we pride ourselves on building mighty, damn good equipment. It's what sets us apart from our competition. Our industrial line is built to withstand demanding work conditions. When you purchase equipment with the Mi-T-M name on it, you are buying dependable equipment that is designed, built, and tested by good people. Mighty. Damn. Good.

POWERED by HONDA

Made in USA with Globally Sourced Components

Mi-T-M® CORPORATION

www.mitm.com
800-553-9053

Air Compressors | Portable Generators
Air Compressor/Generator Combinations
Air Compressor/Generator/Welder Combinations
Cold and Hot Water Pressure Washers | Wet/Dry Vacuums
Jobsite Boxes | Portable Heaters | Water Pumps
Water Treatment Systems

Check 115 on index.

- Color code extension cords to confirm the date range of the latest inspection.
- Contact utility companies to de-energize and ground power lines before working near power lines.
- Use ground fault circuit interrupters when using electrical equipment.
- Ensure ground pins are included on all electrical plugs.
- Establish a methods of procedure (MOP) requirement where employees list out the steps they'll take before working with, or near, energized electrical equipment.
- Require clothing that covers most surface areas of the body in case of sparks.

CAUGHT-IN OR -BETWEEN HAZARDS

While caught-in or -between hazards are the last risk mentioned on this list, they require the same dedication as the three discussed above. These hazards are anything that could squeeze, catch, crush, pinch, or compress a person between two or more objects.

- *The hypothetical scenario:* An employee begins work in a 10-foot-deep trench without proper shoring installed. The trench collapses, burying the employee. Trained personnel dig the employee out and the employee survives with severe injuries.
- Possible prevention strategies:
  - Install shoring, sloping, shielding and benching systems based on soil classifications before starting trench work.
  - Assign a competent person to be present for trench examinations and — if necessary — system implementation.
  - Place ladders within 25 feet of workers for trenches deeper than 4 feet.
  - Equip noise and light features that activate when heavy equipment moves forward or backward.
  - Provide PPE such as hard hats, safety shoes and high-visibility vests.

COMMIT TO A SAFER YEAR

Timelines, planning and quality all contribute to an effective project. But every year, the most successful projects finish with the least number of injuries.

Remember, others are here to support your efforts. Consult your local experts, insurer and OSHA guidelines for more help managing the complex risks your team faces. Good luck in the year ahead. CBO



Larry Barone is a senior safety consultant at Sentry Insurance. Sentry provides insurance and risk management solutions for contractors and businesses. Visit sentry.com.

INDUSTRIAL CONTRACTORS/MANAGERS INC. ON NAVIGATING USACE PROJECT STANDARDS & WHAT IT'S LIKE WORKING 'INSIDE THE FENCE'

Of the 5,333 workplace fatalities that occurred in 2019, nearly 20% of victims were in the construction industry. Serious injuries and fatalities (SIFs) in the construction industry have remained consistently high in recent years, and safety continues to be a top priority for employers in 2021.

If you work "inside the fence," which is code for construction projects for a governing body or military base, you're subject to high-spec standards — called Engineers Manual (EM) 385 — a nearly 900-page document issued by the United States Army Corp of Engineers (USACE) that provides guidelines on everything from indoor air quality management to waste disposal. However, these are not recommendations, but strict guidelines that must be followed on any and all government-sponsored projects.

EM385 offers a window into the plethora of government safety and quality standards, which can easily overwhelm a contractor of any size. While the guidelines are numerous, there are a few key methods for contractors to work effectively with government entities and successfully navigate the nearly endless standards inherent to EM 385. This type of work doesn't have to be intimidating as long as contractors prepare ahead of time and understand how best to work inside the fence.





Industrial Contractors/Managers Inc. (ICM)'s most recent government project, the Pueblo Chemical Depot in Pueblo, Colorado, wrapped in November 2020 and involved supporting the construction of static detonation chambers to destroy mustard gas munitions.

SAFETY COMES FIRST

Safety is paramount to any government project, helping to ensure that every member

of the crew goes home to their families each night and that there aren't any unnecessary glitches that could impact the budget or the schedule, which are notoriously tight. For this reason, government projects mandate safety plans for each and every phase of a project, submitted as an Activity Hazard Analysis (or AHA). AHAs give contractors and project owners the ability to manage, examine and document the risks involved in each hazardous workplace activity and are scrutinized well in advance of work commencing.

For a recent steel erection project at the Fort Carson military base in Colorado Springs, the AHAs had to be collectively submitted in November for work that wasn't set to begin until February, and then each plan was reviewed again 5 days before each phase was set to start. This included a detailed look at how each truck would be offloaded, where materials would be laid out, how the steel would be physically erected, etc. While cumbersome, this helped ensure that all safety plans were understood and agreed upon by both the contractor and USACE running the project.

QUALITY DOCUMENTATION IS LIVE & LIVING

The same can be said for quality planning, where the quality assurance plans must be submitted well ahead of time for each phase of a project and then reviewed and updated any time even a minor change is made. This is why quality documentation is considered "live and living," as it must constantly keep up with the project as it evolves over time.

When it comes to quality documentation, it's also important to translate expectations well ahead of time — from project managers to project owners to laborers — so that everyone is aware of the expectations going in and any time an issue arises, or a change needs to happen. That way, changes are understood and can be modified if what looks good on paper doesn't make sense in the field. When working with the USACE, what you say is what they expect, so changes need to be communicated clearly and documented legibly so that there is a clear paper trail to turn in at the end of the project for quality verification purposes.

BACKGROUND CHECKS ARE ESSENTIAL

Just as safety and quality assurance plans must be submitted up front, background checks must also be submitted well in advance of any project for all members of the crew. This can be tricky to navigate since most military bases and government entities have their own denying criteria, which can be different and subject to change at a moment's notice — for one project, it may be 16 different factors another could be only five. These criteria can also change depending

Quality Delivered

With OTR tires that deliver long-term performance

You can count on Double Coin to manufacture high-quality OTR tires. We're also dedicated to delivering more value to your customers. That's why we provide competitively-priced tariff-free OTR tires that are ready to ship and we back them with first-class service and support.

See how Double Coin can grow your business:
Go to **www.DoubleCoinTires.com** or call **888-226-5250.**



The Double Coin promise:

- Q Quality
- P Price
- A Availability
- S Service



THE SMART MONEY IS ON DOUBLECOIN

©2021 CMA, LLC.

Check 108 on index.

on the current threat level communicated by the Department of Homeland Security, including public health threats such as COVID-19. For a recent project in Colorado, only a badge was initially required for entry, but as COVID-19 became more of a threat, a work order and specific work dates were also required to enter a project each day.

Because background check criteria can be so different on projects, it's important to screen your employees well in advance and be aware of any issues that could arise should they work on government projects down the road. This can include a wide range of charges — from assault to misdemeanors — so it's important that your employees are honest up front in order to save you the hassle of unexpected surprises down the road.

RELATIONSHIPS ARE EVERYTHING

In the commercial world, it's not at all uncommon for projects to be awarded to the lowest bidder. But in the government world, this is rarely the case. Instead, contracts are usually awarded per technical proposal, which means you met the technical specifications of the contract and have a positive reputation affirmed by other governing bodies with whom you've worked with in the past.

This is confirmed through the Contractor Performance Assessment Reporting System (CPARS) government website, which contains written reviews of a contractor's work, given by other project owners or government contractors whom they've worked with in the past. CPARS can only be accessed by source selection officials and government officials, providing them with a record of both positive and negative assessments over a given period of time. Quality work begets more quality work, making it all the more important to put forth your best work every day since it will be categorized and documented for years to come.

While government work can feel intimidating based on the numerous factors at play, it doesn't have to be an overwhelming experience so long as you keep the above tips in mind. Once implemented a few times over, government work can be incredibly rewarding, both in terms of the reliability and the importance of the work at hand. **CBO**

Joshua Salazar is a project manager at Industrial Contractors/ Managers, Inc. (ICM), an industrial contractor with offices in Denver and Pueblo, Colorado. ICM has worked on a number of major government sites, from the North American Aerospace Defense Command (NORAD) in Colorado Springs to the U.S. Army Pueblo Chemical Depot. Visit icminc.net.





Starting a Sound & Straightforward Safety Program

10 OSHA-recommended tips to keep your jobsite safe

BY CHRIS FOSLAND

As a business owner, your plate is full — from prospecting new clients and fleet management to team member development and customer service. With your day-to-day demands, it can be difficult to find time to review or enhance your business's safety program.

However, this is a critical component to both business operations and employee wellness. With a well-documented safety plan, you can reduce costs and the risk of injury, sickness, equipment damage and other worksite issues.

Whether you are a new business owner or a seasoned professional looking to refresh your company's safety culture, these 10 steps, as recommended by the Occupational Safety and Health Administration (OSHA) can get you started. You don't need to have every detail of your safety program planned out before you begin.

In fact, continually evaluating all aspects of your safety program, and adjusting as necessary will keep safety top-of-mind for you and your crew.

1. ESTABLISH SAFETY & HEALTH AS A CORE VALUE

When you show your employees that working safely is not only a priority but also the default way you do business, you will see that behavior reflected in all they do. Assure your employees and crew that you'll work with them to identify and fix any hazards that could injure them or make them sick.

In addition, learn to recognize the signs that your employees need a break or additional support — provide them with a safe environment to share concerns and ask for help.

2. LEAD BY EXAMPLE

As a leader and business owner, it's critical to actively practice safe behaviors yourself and make safety part of your daily conversations with your employees and crew. Schedule a regular morning meeting to go over projects, equipment and any potential hazards on the jobsite. In addition to showing your commitment to safe behaviors, take time to show your employees that you make your own safety and well-being a priority.

3. IMPLEMENT AN EASY-TO-FOLLOW REPORTING SYSTEM

Develop and communicate a simple procedure for workers to report injuries, illnesses, incidents (including near misses/close calls), hazards or safety and health concerns without fear of retaliation. Include an option for reporting hazards or concerns anonymously.

This is a part of creating a safety-first environment where your employees feel confident that their thoughts and opinions hold weight.

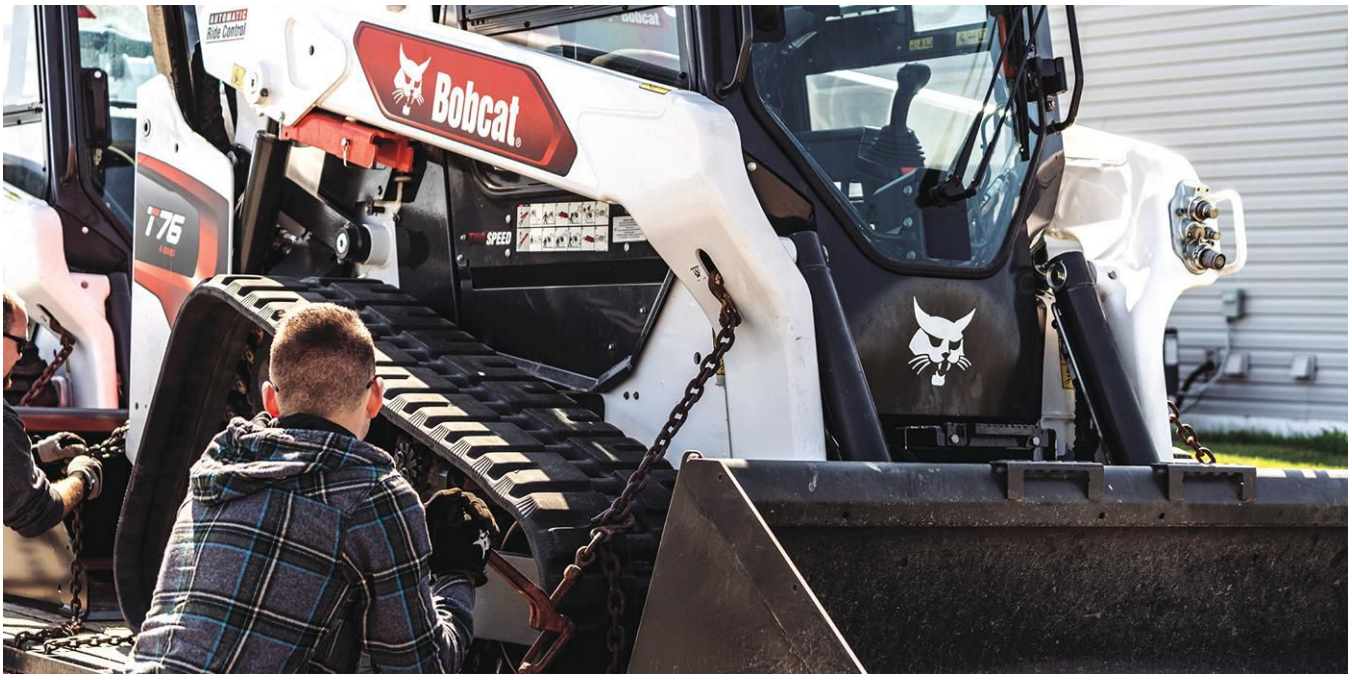
4. PROVIDE UP-TO-DATE TRAINING OPPORTUNITIES

Train your employees on how to identify and control hazards in the workplace. Safe equipment operation requires a qualified operator, so it's important to train workers how to operate equipment safely and efficiently.

For equipment operators, there are a few musts no matter what the situation: understand the written instructions, rules and regulations; operate the equipment during training; and know the work conditions including materials being handled, prohibited work areas or location of underground lines.

5. CONDUCT INSPECTIONS

Be sure to regularly inspect your workplace and active jobsites with your employees. Take turns asking them to identify any activity, piece of equipment or material that could be a cause for concern, and have them provide details. Use checklists to help identify problems and show your newer employees the right way to provide documentation on a safety hazard.



6. COLLECT HAZARD-CONTROL IDEAS & IMPROVEMENTS

A critical piece of employee engagement is active participation in your safety program. Ask your employees for ideas on improvements to the program and follow up on their suggestions. Provide them with time during work hours, if necessary, to research solutions.

Consider annual team-building activities around safety (as time allows) as a way for your employees to invest in each other, and your business, through a continually enhanced safety program. Consider how to tie your safety program to employee recognition to enhance engagement.

7. IMPLEMENT HAZARD CONTROLS

Assign employees the task of choosing, implementing and evaluating the safety program solutions they come up with. Give them opportunities to share information about each solution and educate their coworkers — the responsibility of leading a group can provide additional leadership skills.

With a well-documented safety plan, you can reduce costs & the risk of injury, sickness, equipment damage & other worksite issues.

8. ADDRESS EMERGENCIES

Identify foreseeable emergency scenarios and develop instructions on what to do in each situation. Meet with your team to discuss these procedures and post them in a visible location in the workplace. Consider regular emergency preparedness drills to keep this information fresh.

9. SEEK INPUT ON WORKPLACE CHANGES

Consult with your employees and identify potential safety or health issues before making significant changes to the workplace, work organization, equipment or materials.

10. MAKE IMPROVEMENTS TO THE PROGRAM

Set aside a regular time to discuss safety and health issues, with the goal of identifying ways to improve the program. As mentioned above, use this opportunity as a team building exercise so your employees can actively participate in this aspect of the business.

Remember, sound and straightforward safety practices are good business. Investing in your business's safety and the health of your employees yields a return on investment, from cost savings to positive public image. By infusing a culture and expectation of safety in your organization, these practices will become habits for you and your employees. CBO

Chris Fosland is the product safety and compliance manager at Doosan Bobcat, and has been with the company for over 17 years. He holds a bachelor's degree in mechanical engineering from the University of Minnesota. Visit bobcat.com.



4 Steps to Maximize Change Order Recovery

How to better identify, price & profit from changes on self-performed work

BY HERB BROWNETT

Construction industry studies show that change orders represent an average of 8% to 14% of contract value. Based on this statistic, effective management of change orders can clearly be a key to profitability. While all construction companies have some type of process for identifying and managing change orders on projects, many do not have a process that maximizes the recovery of change orders, particularly for self-performed work.

This is surprising when you consider that every dollar recovered falls directly to the bottom line — a 1% of contract value increase in change order recovery increases net income, as a percentage of revenue, by 1%.

In this low-margin industry, that is huge. The math is simple. For a company with $100 million of revenue, that is an additional $1 million to the bottom line. There are four important steps to managing change orders:

1. First, identify that requests to perform additional work are not part of the original contract scope and therefore eligible for change order recovery.
2. Price the additional work. It is important that this be done promptly and accurately.
3. Submit the change order with the appropriate documents within the timeframe prescribed by the contract.
4. Monitor the status of the change order until the approval process is completed.



Change orders are not like wine; they do not improve with age. The push for prompt resolution must come from management.

Identifying that additional work qualifies for a change order may sometimes be obvious, but other times it may be less so. This is particularly true for self-performed work. A company's subcontractors are usually quick to identify changes in their original scope of work and request change orders. However, for your company, it is up to your staff to identify potential change orders for your self-performed work. This article will focus on identifying and pricing change orders for self-performed work.

INCLUDE THE SUPERVISORS

To readily identify changes in scope of self-performed work it is important that supervisors responsible for field operation have an adequate understanding of the physical scope requirements of the contract. A best practice for estimating self-performed work is to have the managers that will supervise the job participate in the bidding process. Those managers should be integral to developing the plan that will be the basis of the bid.

Since they have to oversee execution of the work it only makes sense that they have significant input into the work plan. In addition, they will clearly understand the scope and sequencing of performing the work and be able to easily identify changes to the scope of work.

Another way to assist supervision in identifying changes in the scope of work is to record costs of the contract in alignment with the estimate cost breakdown. When collaborative estimating software is used to create the original estimate, line items and costs can be loaded directly into the job cost system as bid and costs and be tracked accordingly. In addition, if field supervision is recording labor and equipment time using the same cost code structure to report performance in the field, the variations in project scope are more easily identified, as costs and quantities are likely to exceed bid amount in the related line items. A good field tracking and reporting software will facilitate this.

SOFTWARE MAKES PRICING EASY

Turning to the pricing step, collaborative estimating software makes it easy to price change orders quickly and efficiently using the same assumptions and structure as the original estimate. The estimating software should allow contractors to essentially handle change orders like estimates within estimates, keeping them uniform and linked with the base bid, particularly for materials costs and productivity assumptions. Since change order pricing is frequently the stumbling point in the change order development process, utilizing this approach to accomplish it quickly and accurately for self-performed work should result in increased change order recovery.

Project management software can aid in or submitting the change orders and appropriate documentation. These solutions can also help contractors monitor the status of the change order from "cost event" to "approval."

I believe the single most important financial management practice a contractor can have is monthly job cost review meetings with each project manager for all jobs.

This is where the project manager presents a cost report showing cost to date and projected final cost with resulting profit on the job. Integral to these meetings should be a requirement to present an up-to-date change order log that shows the amount of potential recovery on each change order and its current status from cost event to final approval.

An overarching requirement for change order recovery is management focus. Project owners frequently delay the documentation and resolution of change orders to the end of the job. This often results in contractors not recovering full contract value. Change orders are not like wine; they do not improve with age. The push for prompt resolution must come from management.

There are many ways in which a construction company can improve profitability by leveraging technology. Change order management is one of the higher-return opportunities. **CBO**

Herb Brownett, CCIFP, is the president of Brownett & Associates, LLC, a construction financial management consulting firm in Philadelphia, Pennsylvania. Previously, he served as chief financial officer, senior vice president and vice president of finance for a variety of construction companies. Brownett is a longtime member of the Construction Financial Management Association (CFMA) and was national chairman of both CFMA and the Institute of Certified Construction Industry Financial Professionals (ICCIFP). He is also a construction financial management consultant working with B2W Software, and nationally recognized author and speaker. Contact Brownett at herb@brownettassoc.com.



Why Rental Is on the Rise

Exploring today's advanced asset strategies & supplemental fleet options

BY CRAIG SCHMIDT

Complex projects paired with tight labor markets and timelines have put additional pressure on construction contractors. Having the right equipment available at the right time is critical to staying on track. A strategic, well-executed fleet strategy can eliminate downtime that strains your schedule — and your bottom line.

Many business owners operate with mixed fleets, leveraging both owned and rented equipment, especially now. Supplementing or scaling inventory with rented machines gives companies flexibility both in machine options and capital. Pay for what you need, when you need it without investing in assets that may sit idle for part of the year. But what is the right mix?

SOURCING EQUIPMENT

Equipment needs have recently pivoted, and contractors rely heavily on rental providers to have not only the right machines, but the right solutions. Projects both large and small require different machines and applications at every stage. It's important to be able to tap into a robust fleet that addresses needs from start to finish. From earthmoving equipment to on-site water treatment and discharge and trench boxes, lean on a rental partner that can provide the right equipment and solutions to address the needs at each phase of the project.

Access to a robust inventory of equipment can have a significant impact on project success. Leading rental equipment providers specialize in selecting a broader, and often more specialized, fleet than any one contractor would own. Some rental portfolios include on-site services, such as setup and operational labor, engineering services and on-site diesel fueling, making it easier to consolidate vendor networks and keep budgets on track.

Another benefit of infusing rental equipment into an existing fleet strategy is the access to newer and more advanced fleets. Rental companies upgrade their fleets on a regular basis, giving contractors access to the most advanced gear and the latest in control and operational technologies. Teams get to work with the latest equipment while familiarizing themselves with the machines before deciding whether or not to purchase or continue renting.

ADDRESSING UNPLANNED SITUATIONS

A rental provider's core mission is to



deliver quality equipment on schedule and according to a project plan. While that is useful, there is so much more to project success and rental companies can play a big role. Project managers are expected to maintain productivity regardless of the situation but can increasingly rely on rental companies to boost productivity in other aspects outside of just equipment.

Even when schedules and projects have been meticulously planned, emergencies and unplanned needs can still arise, and they must be handled with the utmost efficiency.

As part of their planning, business owners need to explore whether they can depend on their rental providers when they need them to meet unexpected needs, such as disaster response and unforeseen emergency situations. In these instances, time is in short supply and personnel need to understand who they can immediately call and depend on to support them. They need an established partner in the wings with a single point of contact they can trust to deliver in any situation. One who can help put in place contingency plans for these unfortunate but inevitable events.

CREATING A SAFE ENVIRONMENT

As contractors continue to manage through the many challenges brought on by COVID-19, getting the right equipment safely and efficiently is top of mind. Providers should have options for delivery, contactless pickup and digital avenues to help customers navigate daily needs while keeping safety at the forefront. These include the ability to browse and reserve equipment online, on the phone or with mobile apps.

Contractors need to ensure their equipment rental provider is taking the necessary steps to safeguard its equipment by keeping it sanitary and ready for use. Measures may include pre-rental safety and mechanical checks on equipment and additional cleaning and disinfecting protocols. If the rental provider is dropping equipment off at a jobsite, be sure their drivers perform a "last touch" precautionary disinfecting of the equipment. They should use a government-approved disinfectant to spray or wipe the surfaces touched by the driver when delivering the equipment.



HELPING MAINTAIN & MANAGE OWNED FLEET

Maintaining equipment fleet isn't easy. And finding — and keeping — qualified technicians can increase the burden. Contractors also need to factor in the difficulty of keeping up with equipment inspections, especially when equipment is moving from jobsite to jobsite. These all add up to a complex and resource-consuming undertaking.

The challenge for business owners is finding an equipment maintenance service provider that delivers fast, dependable equipment service — both locally and nationwide.

That provider should be a one-stop shop that offers standardized processes and rates — helping to take the maintenance and repair burden off of fleet owners. This approach can deliver the peace of mind that comes with knowing that equipment will be ready to perform when it is needed. By tapping into the equipment maintenance systems, processes, expertise and efficiencies at scale of a rental provider, contractors can extract maximum value from their fleet.

With significant capital invested in equipment and vehicles, fleet management is critical to contractors. Yet for most companies, it's not a core competency. Detailed fleet data, including utilization and performance metrics, can enable rental providers to identify optimization opportunities within a contractor's unique fleet scenario and create a comprehensive fleet strategy.

BUILDING A SMART EQUIPMENT STRATEGY

Equipment rental is no longer purely transactional. Rental providers need to offer comprehensive jobsite solutions, help contractors tackle unplanned needs and support safe work environments — rental providers deliver far beyond what was available just a few years ago. The leading equipment rental companies have become the ultimate solution partners for contractors to develop smarter equipment strategies to support jobsite productivity and business growth. CBO

Craig Schmidt is the vice president of national accounts at United Rentals. With over 25 years of experience, Schmidt brings a wealth of knowledge in helping contractors on equipment rental and solutions to drive greater worksite performance. Visit unitedrentals.com.



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.



JLG

DaVinci AE1932 Scissor Lift
Released: 1/5/2021
Availability: U.S. & Canadian markets
What's new? Featuring zero hydraulics to help eliminate jobsite leaks and zero emissions to help control pollution, it is purpose-built for applications where environmental regulations must be met.
Specs: The all-electric, 19-foot scissor lift includes an indoor/outdoor 606-pound capacity rating. It has a 4-mph travel speed, which is up to two times faster than a traditional scissor lift. The machine has a compact footprint, weighs 3,450 pounds and features 25% gradeability.
Check 200 on index.



PROJECT FROG

Componentized Light-Gauge Steel Building
Released: 1/20/2021
Availability: U.S. & Canadian markets
What's new? A full-metal, 4,000-square-foot componentized building platform with panelized light gauge steel wall panels, bar joists and unitized glazing, designed to reduce overall cost and expedite build cycles.
Specs: Includes four classrooms, two of which can be converted into a single, larger space. Architects can freely design both the interior layout and exterior façade, contributing to the design flexibility of the solution. The noncombustible building can be deployed as classrooms, labs or learning kitchens, or used in regions impacted by wildfires.
Check 201 on index.



ETAKEOFF

SnapAI
Released: 3/2/2021
Availability: U.S. market
What's new? SnapAI adds intelligence to vector PDF data, allowing estimators to create faster and more accurate estimates.
Specs: Patent-pending SnapAI technology enhances eTakeoff Dimension, its award-winning electronic takeoff solution. SnapAI is the only practical snap technology for 2D takeoff and does not require any special preparation of the PDF to work.
Check 202 on index.

ISUZU

2022 F-Series Class 6 & 7
Released: 2/12/2021
Availability: U.S. & Canadian markets
What's new? The Cummins B6.7 diesel engine will be in the 2022 F-series trucks, the first product to come to market globally from the Isuzu Cummins Powertrain Partnership between Isuzu Motors Limited and Cummins Inc.
Specs: The Cummins B6.7 is mated to an automatic six-speed Allison RDS Transmission (2500 Series) with 260 horsepower and 660-pound-foot of torque.
Check 203 on index.



AUTOCAR TRUCK ▶

DC-64P

Released: 2/18/2021

Availability: U.S. market

What's new? The all-new conventional concrete pump truck is the first of its kind for Autocar Truck. This custom-engineered model is built on an Autocar Class 8 conventional DC-64 chassis and upfitted with a Schwing America 38-meter boom pump.

Specs: The custom-engineered Schwing America 38-meter boom pump provides flexibility to setup in areas without impeding traffic while allowing their booms' full reach off one side of the chassis. The pump uses 915 degrees of boom articulation on the working side of the five-section boom. It features vector controls, a rock valve and Schwing's exclusive Super X Outriggers that setup fast and provides a compact and stable platform for pumping.

Check 204 on index.





◀ ROAD WIDENER, LLC

Offset Vibratory Roller

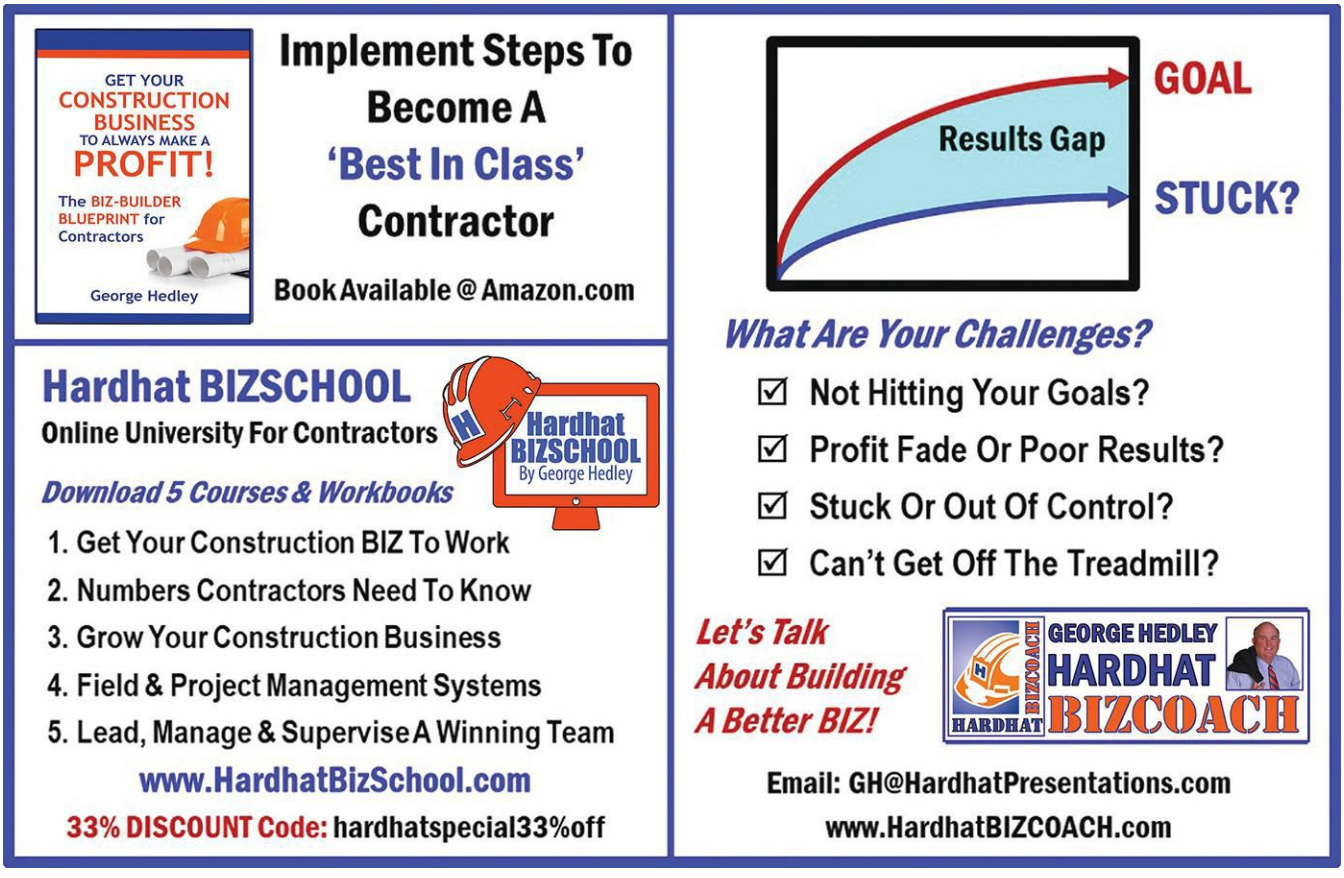
Released: 2/16/2021

Availability: U.S. market

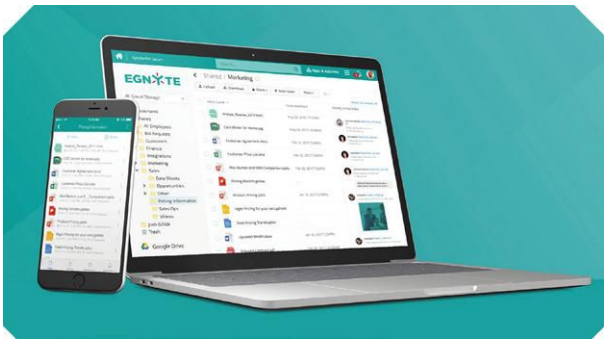
What's new? Using the Offset Vibratory Roller over self-propelled compaction machines that have a greater risk of tipping helps to reduce workers' compensation claims, lower insurance premiums and increase contractors' safety ratings.

Specs: Attaches to most loaders, graders, compact track loaders and skid steers, operating off the host machine's engine and hydraulics. Utilizing the host machine for power reduces maintenance by 90% over self-propelled rollers while also offering the versatility of three interchangeable drums sizes and up to 30-degree pivot angles.

Check 205 on index.

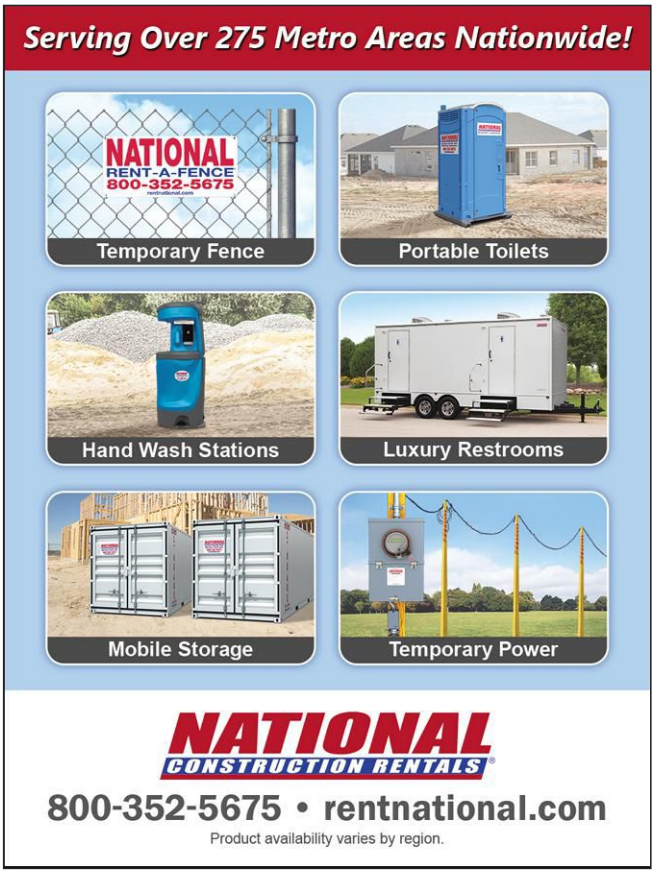






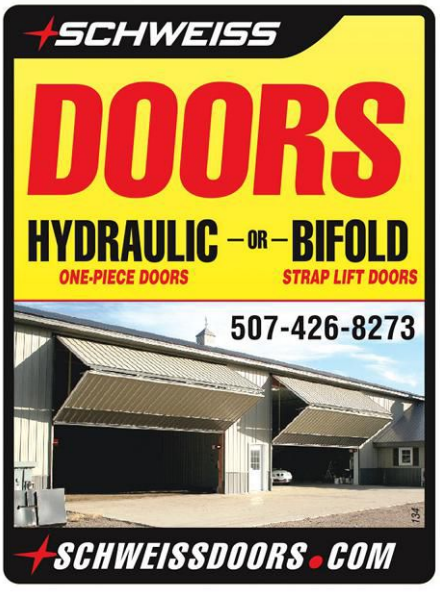
▲ GENIE
GTH-1056 Telehandler
Released: 2/22/2021
Availability: U.S. & Canadian markets
What's new? Designed to lower total cost of ownership by 10%, while delivering 20% more lift capacity at max height in a machine with a 30% stronger design.
Specs: Includes a side-mounted engine and stronger boom design to deliver a rugged, reliable telescopic handler with a 10,000-pound capacity. Three powertrain options and long-life Enduro A/T Tires. The design improves rear visibility for operators.
Check 206 on index.

▲ EGNYTE
Egnyte for Construction & Engineering
Released: 2/12/2021
Availability: U.S., Canadian & European markets
What's new? The new platform helps construction and engineering firms increase project efficiencies while also enabling a variety of cloud-first processes and experiences for clients, partners and employees. The solution maximizes productivity and security of construction, engineering and design-build firms on the jobsite and off.
Specs: Provides secure, remote access to large files (e.g., Revit, AutoCAD, VR/AR) for distributed employees, clients, subtrades and partners. Enable a seamless experience on mobile clients for easy access to drawings, punch lists, quality, safety and critical data.
Check 206 on index.



Check 116 on index.

VISIT
constructionbusinessowner.com
to find more solutions,
expert advice and tips on
how to run a better business.



Check 118 on index.

GET FREE INFORMATION

CONSTRUCTION BUSINESS OWNER

READER SERVICE

Check the box(es) below to receive free information from companies listed in this issue.

ONLINE
For fastest service, visit **cbofreeinfo.com** (U.S. only)

FAX
Complete, tear out and fax to 416-620-9790

MAIL
Complete, tear out, place in an envelope and mail to: Construction Business Owner, c/o IMS P.O. Box 1663, Buffalo, NY 14205

Expires 90 days from 4/21

ADVERTISER INDEX

Advertiser Name	RS#	Page
AIA Operations	❑ 100	19
Armstrong World Industries	❑ 101	3
Carlisle TyrFil	❑ 105	33
Construction Group Staffings	❑ 106	5
Dominion Equipment Parts LLC	❑ 107	31
Doosan	❑ 109	21
Double Coin	❑ 108	36
Foundation Software	❑ 111	9
HardHat Presentations		45
Hino Trucks	❑ 112	1
JLG | Swanson Russell	❑ 113	IBC
Liberty Mutual Surety	❑ 114	BC
Mi-T-M Corporation	❑ 115	34
National Construction Rental	❑ 116	46
Progressive Commercial Auto Insurance	❑ 117	17
Sage	❑ 110	23
Schweiss Doors	❑ 118	46
United Rentals	❑ 119	IFC
White Cap	❑ 120	29
World of Concrete		25

PRODUCT INDEX

Company Name	RS#	Page
Autocar truck	❑ 204	45
Egnyte	❑ 206	46
Etakeoff	❑ 202	44
Genie	❑ 205	46
isuzu	❑ 203	44
JLG	❑ 200	44
Project Frog	❑ 201	44
Road Widener, LLC	❑ 205	45

**This ad index is furnished as a courtesy, and no responsibility is assumed for incorrect information.*

REQUIRED for both **SUBSCRIPTIONS** and **READER SERVICE**

Name _____ Address _____

Title _____ City/State/Country/Zip/Post _____

Company _____ *Phone _____

*Email _____

RS2104

FREE SUBSCRIPTION

CONSTRUCTION BUSINESS OWNER

◯ ***YES!*** **I wish to receive or continue to receive a FREE subscription.**
◯ **PRINT edition** *(U.S. only)*
◯ **DIGITAL edition** by email ◯ No. Cancel my FREE subscription.

*Signature _____ Date _____
Required for Subscription

YOU MUST SIGN AND ANSWER ALL QUESTIONS TO QUALIFY FOR A FREE SUBSCRIPTION

Qualified subscriptions begin at the publisher's discretion. Incomplete forms cannot be processed or acknowledged.

We will use your email address to send your annual renewal notice and other related products and services.

◯ Check here to opt out of email messages from our marketing partners.

1. Your company's primary business is:
(Check Only One)
- ❑ 12 General Contractor – Commercial
- ❑ 02 General Contractor – Residential
- ❑ 10 Construction – Special Trade Contractors
- ❑ 03 Highway and Street Construction
- ❑ 04 Water, Sewer and Utility Construction
- ❑ 05 Heavy Construction
- ❑ 06 Concrete Work
- ❑ 07 Excavation Work
- ❑ 08 Wrecking and Demolition Work
- ❑ 13 Architecture, Engineering and Construction Management Services
- ❑ 11 Consulting Contractor
- ❑ 99 Other (please specify)

_____

2. Your primary job title is: *(Check Only One)*
- ❑ 10 Owner, Partner, President, CEO, CFO, COO, Vice President, Director
- ❑ 11 General Manager, Manager, Foreman, Superintendent, Purchasing Agent, Controller, Accountant
- ❑ 12 Engineer, Architect
- ❑ 06 Consultant
- ❑ 99 Other (please specify)

_____

3. Approximate annual contract sales volume:
(Check Only One)
- ❑ 01 Less than $500,000
- ❑ 02 $500,001 – $1,000,000
- ❑ 03 $1,000,001 – $2,500,000
- ❑ 04 $2,500,001 – $5,000,000
- ❑ 05 $5,000,001 – $10,000,000
- ❑ 06 $10,000,001 – $20,000,000
- ❑ 07 $20,000,001 – $50,000,000
- ❑ 08 More than $50,000,000

4. Which of the following products/services are you planning to buy during the next 12 months?
(Check All That Apply)
- ❑ 01 Earthmoving Equipment
- ❑ 02 Trucks, Trailers and Accessories
- ❑ 03 Compact Equipment
- ❑ 04 Lifting and Hoisting Equipment
- ❑ 05 Safety Equipment and Apparel
- ❑ 06 Attachments
- ❑ 07 Concrete and Paving Equipment
- ❑ 08 Survey and Site Prep
- ❑ 09 Compressors, Generators and Pumps
- ❑ 10 Financing and Accounting Services
- ❑ 11 Software and Technology
- ❑ 12 Insurance and Bonding
- ❑ 13 Training and Education
- ❑ 14 Telecommunications
- ❑ 16 Greases, Lubricants and Filters
- ❑ 17 Jobsite Lighting
- ❑ 18 Building Supplies
- ❑ 19 Rental Equipment
- ❑ 21 GPS Equipment and Security

ONLINE
For fastest service, complete this form online constructionbusinessowner.com/subscribe

FAX
Complete, tear out and fax to 205-314-8272

MAIL
Complete, tear out, place in an envelope and mail to: Construction Business Owner P.O. Box 53007, Birmingham AL 35253-0067

Annual Value of Construction Put in Place

January 2019/2020/2021 Annual Rate Comparison

This chart compares the two previous years' total value of construction put in place to an annual forecast based on January 2021 figures. (Millions of dollars. Totals may not add up perfectly due to rounding.)

	2019*	2020*	2021
Total Private Construction	**966,041**	**1,022,738**	**1,159,978**
Residential	511,375	554,785	712,951
Nonresidential	454,667	467,953	447,027
Total Public Construction	**313,595**	**346,486**	**361,476**
Residential	5,776	7,488	9,429
Nonresidential	307,819	338,998	352,047
TOTAL Construction	**1,279,636**	**1,369,223**	**1,521,454**

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

$1,521,454

JANUARY 2021 TOTAL ANNUAL VALUE OF CONSTRUCTION PUT IN PLACE

"The broader economy entered a soft spot during the fourth quarter of last year, & business conditions at design firms have reflected this general slowdown," said AIA Chief Economist, Kermit Baker, Hon. AIA, Ph.D. "While federal stimulus & the increasing pace of vaccinations may begin to accelerate progress in the coming months, the year has gotten off to a slow start, with architecture firms in all regions of the country & in all specializations reporting continued declines in project billings."

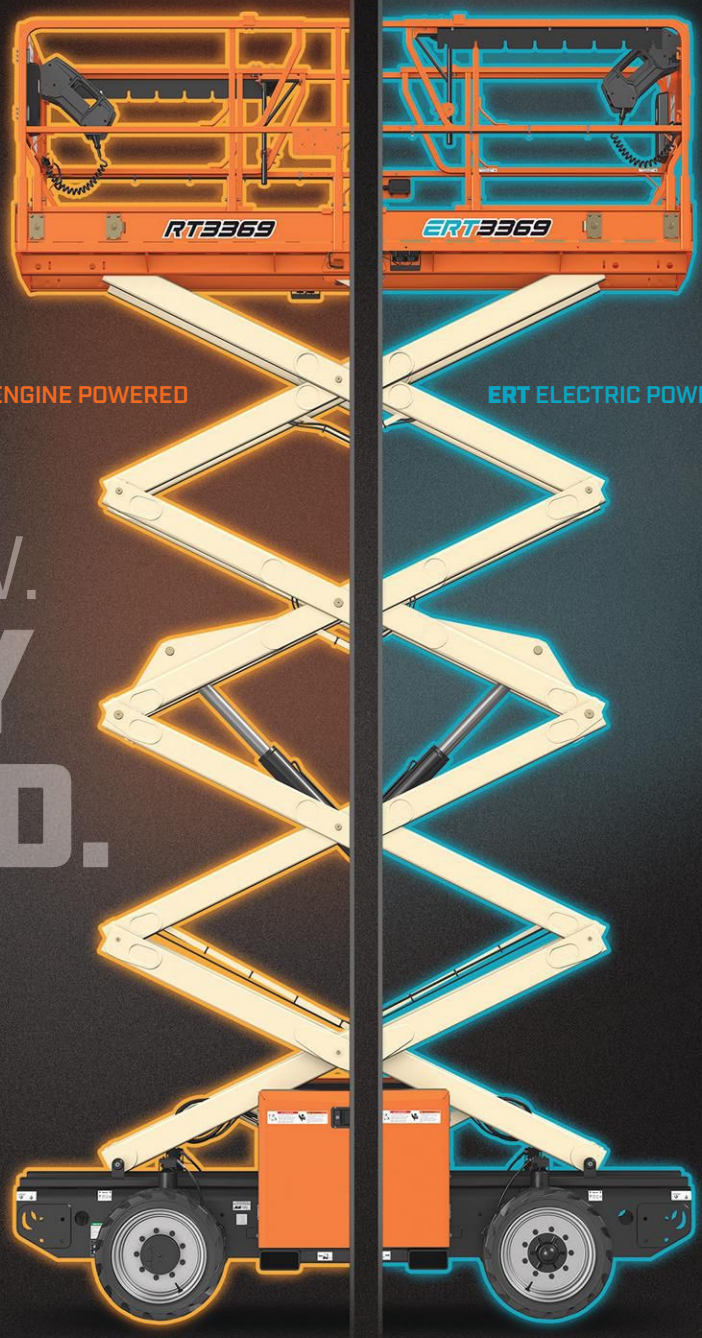
AIA Architectural Billings Index (ABI)

National			*Regional - Billings				*Sectors - Billings			
Month	Billings	Inquiries	Northeast	Midwest	South	West	Multifamily Residential	Commercial/ Industrial	Institutional	Mixed
Aug-20	40.0	51.6	33.9	41.7	41.6	41.3	49.4	35.5	40.2	41.9
Sep-20	47.0	57.2	41.5	45.6	43.7	45.6	54.0	43.3	40.5	47.3
Oct-20	47.5	59.1	44.9	49.4	45.8	50.4	55.1	48.0	42.2	52.7
Nov-20	46.3	52.0	38.7	50.1	46.7	48.3	52.2	47.5	41.9	49.5
Dec-20	42.6	52.4	38.8	43.6	46.8	43.4	46.1	47.2	38.5	48.0
Jan-21	44.9	56.8	41.9	42.2	47.4	42.8	44.4	44.3	39.9	47.9

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 3-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.

NEW: ROUGH TERRAIN SCISSORS



TOTALLY NEW. TOTALLY STACKED.

Discover the new JLG® rough terrain scissor line.

The all-new 26- and 33-ft RT scissors deliver advanced technology and industry-leading features. Get closer to the work with zero platform offset and use LiftSense, which evaluates platform capacity and tilt to show you maximum achievable height before you elevate. Level up to 5 Degrees side to side and drive at full height with optional QuikLevel Advanced for greater productivity. Plus, maneuver through tight spaces with easy-fold rails. 40- and 47-ft models coming soon. That's ACCESS: ELEVATED.

*See innovation in action | **jlg.com/stacked***

Check 113 on index.

JLG®

All you need, all in one place.

Whether you're a contractor just starting out, or a construction company looking to expand in new areas, Liberty Mutual Surety can provide you with the bonds and capacity you need. With Liberty Mutual Surety you receive:

- Trusted advice from in-house claims and legal teams
- Guidance from Construction Consulting Services, such as how to plan for growth or expand your capabilities
- Superior peer benchmarking and macroeconomic reports

Plus Liberty's insurance team can provide you with solutions for all your property, casualty, and specialty needs.

All you need, all in one place. That's our commitment to you.
To learn more, visit libertymutualsurety.com.

Liberty Mutual®
SURETY

Bid | Performance | Payment | Maintenance
Subdivision | Funds administration | License | SDI



Insurance and surety are underwritten by Liberty Mutual Insurance Company or its affiliates or subsidiaries.
© 2021 Liberty Mutual Insurance, 175 Berkeley Street, Boston, MA 02116

Check 114 on index.