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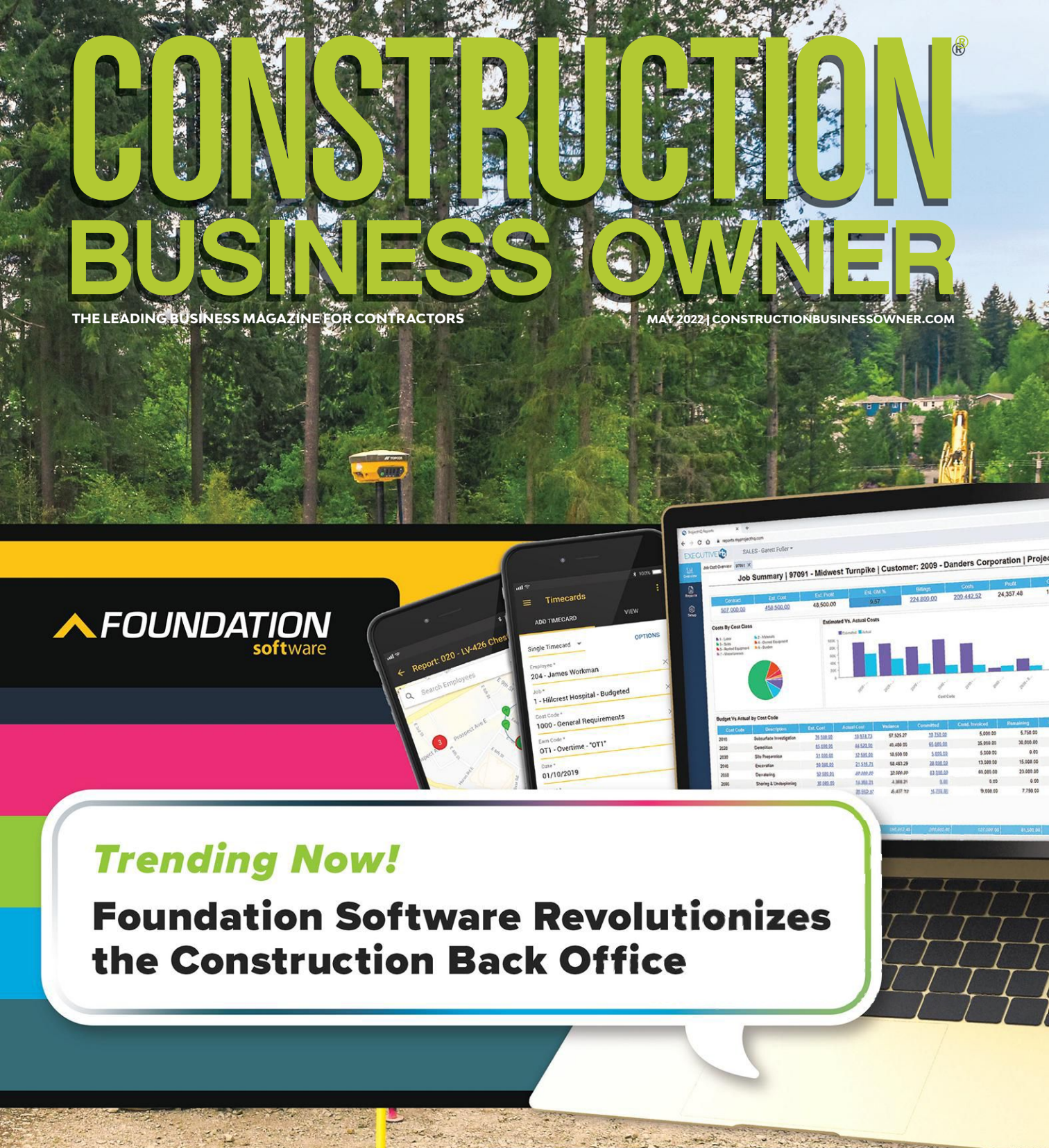

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Circle 111 on index.

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REAL JOBSITE SOLUTIONS

27 companies helping contractors solve problems & save money

IN THE OFFICE
6 ways Russia's war has roiled the insurance marketplace

IN THE FIELD
4 tips for making parts a priority

FROM THE EDITOR

KATHY WELLS



According to the Associated General Contractors of America's (AGC) 2022 Construction Outlook, 73% of contractors list the construction labor shortage as their top concern in 2022. As the industry ramps up for another busy season, contractors nationwide are still struggling to find skilled labor. If you're one of them, I encourage you to join us for a webinar to unlock insights into the six pillars of workforce management: communication; scheduling; data management; people management; forecasting; and actuals and analytics. In this educational webinar, our speakers will unpack workforce management as an organizational approach and how it can position your organization to fight the labor shortage. Attendees will leave with three key takeaways and a new plan to tackle your labor problems. Visit constructionbusinessowner.com/webinars to register for the live event, taking place May 26, 2022, at 1 p.m. CDT.

While we're on the topic of industry challenges, I invite you to turn to page 26 for Real Jobsite Solutions, a special section chock full of tools and services to help solve your project problems. This section is designed to introduce contractors to some of the industry's most effective solutions, inform decision-makers of new opportunities and share tips for success. The stories in these pages explore the real-life successes of business owners just like you, as well as the tech, tools and equipment they're employing on-site.

Take good care,

Kathy Wells



CBO Welcomes New Associate Editor

Construction Business Owner (CBO) Magazine & Digital Media is pleased to announce the addition of Hannah Irvin to its editorial team. Irvin holds a bachelor's degree in communication studies, with minors in both public relations and psychology, from the University of Montevallo. She graduated in December 2021, and most recently held the position of copy editor and social media manager at the university's newspaper, The Alabamian. In her role as associate editor at CBO, she will lead the production of the brand's weekly e-newsletter, CBO Alert, manage CBO's social media accounts, and work with industry resources and experts to identify industry trends and develop exclusive content for CBO's readers and followers. Our team is excited to help her learn the ins and outs of the construction industry. Contact Irvin anytime with your industry insights at hirvin@cahabamedia.com.

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VOLUME 19 ISSUE 5



18 | TRAINING & EDUCATION



66 | PROJECT MANAGEMENT



4 | PROfiles
How Molly McShane, CEO of The McShane Companies, encourages diversity in construction



26-61 | REAL JOBSITE SOLUTIONS
27 companies helping contractors solve problems & save money

IN EVERY ISSUE

From the Editor

2 News

4 PROfiles

70 Products

Stats

FEATURE SERIES

ACCOUNTING

20 How to Strategically Secure Financing
6 construction business must-haves if you plan to get an SBA loan soon

22 Making Sure Your Books Measure Up
How to assess your company's financial health & simplify expense tracking

IN THE OFFICE

The Business Council

6 George Hedley
How to set, improve & exceed project productivity expectations

8 Gregg M. Schoppman
4 common practices that result in detrimental outcomes

Guest Columnist
10 Steve Jones
Survey insights share tips for cost management

14 Risk Management
How Russia's war has roiled the insurance marketplace

16 Legal Notes
3 ways contractors can mitigate the risks tied to price increases

18 Training & Education
How to know whether training is worth the cost or simply a waste of resources

IN THE FIELD

62 Equipment Matters
4 tips to ensure you have the right parts exactly when you need them

64 Equipment Update
How mobile analytics can streamline workflows & improve profits

66 Project Management
Exploring ethical project management

68 Field Fixes
6 ways to demonstrate a commitment to safety

Motion Promotes Jon Tart to VP


Jon Tart

Motion Industries, Inc., based in Birmingham, Alabama, is a distributor of maintenance, repair and operation replacement parts, and recently announced the promotion of Jon Tart to vice president (VP) of the company's Southeast group. Tart was promoted from his position of Baltimore division VP. Starting with Motion in 1996 as a customer service representative, he transitioned to the corporate training program in 1997, then moved to a sales territory in 1998. Since then, Tart has served as branch manager of two branches, division sales manager, area VP of corporate accounts for the Northeast and the Southeast, and Baltimore division manager. Tart will report to Kevin Storer, executive VP, branch operations. Tart holds a bachelor's degree in marketing and an MBA from East Carolina University. Visit motionindustries.com.

Takeuchi-US Opens First North American Facility

Located in Moore, South Carolina, Takeuchi's new 156,000-square-foot production facility will produce compact track loaders and is expected to employ around 100 people when fully operational. The facility will allow Takeuchi to reduce compact track loader production lead time for its North American customers and meet market needs. Compact track loader production at the Spartanburg County, South Carolina, facility is expected to begin by the end of 2022, and Takeuchi began hiring for all positions in March. Visit takeuchi-us.com.

John Peters to Join Kinetic Insurance Advisory Board

Kinetic Insurance, an insurtech that uses wearable technology to keep workers safe and save money on premiums, announced that John Peters has joined the company's advisory board as the insurance operations chief. Peters will guide Kinetic Insurance as the new insurtech looks to grow after the company's recent launch in partnership with Nationwide. Peters is chief insurance officer at Lemonade Inc. Prior to joining Lemonade, he held a multitude of executive roles for commercial insurance and loss control at Liberty Mutual and spent 10 years at McKinsey & Company's global property-casualty insurance practice. Peters will advise the Kinetic Insurance executive team on all aspects of the business, including managing general underwriter strategy, carrier relationships, advanced underwriting and actuarial strategies, and the integration of novel datasets in our business. Visit kinetic-insurance.com.

Daliborka Ribeiro Becomes Director of Product Management for JLG & SkyTrak

JLG Industries, Inc., an Oshkosh Corporation company and global manufacturer of mobile elevating work platforms (MEWPs) and telehandlers, has announced Daliborka (Dali) Ribeiro as the director of product management for JLG and SkyTrak telehandlers. In this role, Ribeiro will lead the multigeneration product plan and drive the direction and implementation of its telehandler go-to-market strategy. Ribeiro holds a bachelor's degree in marketing and a MBA. Shortly after receiving her MBA, Ribeiro advanced to a parts pricing manager role. She expanded that role to become a senior manager of business development, then advanced to a director of pricing role, before moving into her newest role as director of product management for telehandlers. Visit jlg.com.

Wendy Broley to Become CTO at Brown and Caldwell

Brown and Caldwell has announced Wendy Broley will take over as chief technical officer (CTO) as Cindy Paulson retires after 35 years with the firm. In a planned transition, Broley assumed the role of CTO in April. Paulson will remain at the firm through 2022, serving on its board of directors and continuing to meet clients' needs while transferring responsibilities to Broley. Broley is a water industry leader with over 20 years of experience in technically complex environmental challenges and solutions. As Brown and Caldwell's One Water leader, and recently as technical practices director, Broley has worked with clients throughout the integrated urban water cycle to implement alternative water supplies and contribute to diverse water portfolios amid climatic changes, evolving regulations and population growth. Based in San Diego, California, Broley is a licensed professional engineer and holds a bachelor's degree in chemical engineering from the University of California, San Diego. She also serves as executive director for the California Urban Water Agencies. Visit brownandcaldwell.com.

Ryan Kinning Inducted to NUCA Board of Directors


Ryan Kinning

The National Utility Contractors Association's (NUCA) Board of Directors formally inducted Ryan Kinning as its chairman in March at its annual meeting held in San Antonio, Texas. Ryan Kinning is the VP and co-owner of Penro Construction of Pender, Nebraska. Penro Construction has been a member of NUCA since 1981. NUCA membership has played an important part in Kinnings's professional career since helping to start the association's Nebraska chapter in 2009. Since then, Kinning served as president of NUCA of Nebraska and won NUCA's Outstanding Leadership by a Chapter President in 2013. Kinning next served on the National Board of Directors for NUCA from 2015 to 2018. Kinning has been on the executive council of NUCA since 2019, first serving as secretary. Visit nuca.com.

Tina Albright to Serve as 58th NTEA Board Chair

Tina Albright, VP of human resources (HR) and safety at Truck Bodies &

Equipment International Inc. (TBEI) was recently installed as 58th board chair of NTEA - The Association for the Work Truck Industry. Albright's industry career began more than 27 years ago in office administration at Rugby Manufacturing Company (now TBEI). Throughout her career, she has held a broad range of positions spanning the organization, including inside sales and marketing, production management, supply chain, HR and safety. Since being elected to NTEA's board in 2017, Albright has worked to further association and industry progress. In addition to serving on the Executive Committee, in recent years, she's been involved in the Chassis Liaison Committee, Education Committee, Workforce Development Task Force, Services Committee, and chaired the Board Development and Recruitment Committee, and the Finance and Investment Committee. Visit ntea.com.

AISC Names Todd Alwood VP of Membership & Certification & Promotes Michael Mospan VP of Finance & HR

The American Institute of Steel Construction (AISC) has named Todd Alwood to VP of membership and certification and promoted Michael Mospan to VP of finance and HR. Alwood joined AISC in 2002 as a senior advisor with the Steel Solutions Center. He became the upper Midwest regional engineer. In 2011, he moved to the certification department. Alwood received a bachelor's degree in architectural studies from the University of Illinois and a master's degree in architecture before joining Teng and Associates in Chicago as a project engineer. Mospan joined AISC in 2018 as director of finance after a long career in financial services at companies such as Deloitte, the Chicago Tribune and FilterServices, Inc. Mospan holds a bachelor's degree in accounting from Miami University and is a certified public accountant. Visit aisc.org.

Tarlton Corp. Promotes Andrew Nelch to Project Director

Tarlton Corp., a St. Louis-based general contracting and construction management firm, promoted Andrew Nelch, LEED AP, to project director. Nelch began his career with Tarlton in April 2006 as a project engineer. In August 2018 he was promoted to senior project manager, having previously served as a Tarlton project manager and senior project engineer. Nelch holds a bachelor's degree in construction engineering from Bradley University. Visit tarltoncorp.com.

Doosan Announces Expansion to Georgia & Nevada

Doosan Bobcat North America announced plans to further expand its aftermarket parts distribution network with the addition of two new regional parts distribution centers. Joining the company's existing Bobcat Parts Distribution Center near Chicago in Woodridge, Illinois, are new facilities in Atlanta, Georgia and Reno, Nevada. These two new facilities will roughly double the company's existing warehouse footprint by adding approximately 445,000 square feet of additional distribution and storage space to the existing 358,000-square-foot primary parts distribution center in Chicago. The new facilities are anticipated to become operational by the Q4 2022, and all facilities will be managed by APL Logistics. Visit bobcat.com.

H. J. Russell & Company Names Tiffanie Sanders Lewis VP, DE&I



Tiffanie Sanders Lewis

H. J. Russell recently named one of its longtime employees, Tiffanie Sanders Lewis, a nearly 30-year company veteran to the position of VP of diversity, equity and inclusion (DE&I), transitioning from her position as VP, compliance, information technology (IT) and property management. In her new role, Lewis will lead Russell's DE&I program. Claudette Hanks, Russell's diversity manager, will report to Lewis, where together they will be responsible for developing, implementing, and monitoring corporate and project DE&I initiatives to help cultivate a diverse and inclusive culture across the organization and on construction and program management projects. Lewis began her career with Russell as a high school student working in the mail room. An Atlanta native, she holds a bachelor's degree from the University of West Georgia and a master's degree from Walden University. She also holds a graduate certificate in both College Teaching and Learning and Leadership. Lewis' business affiliations include membership in the Society of Corporate Compliance and Ethics (SCCE) among many others. Visit hjrussell.com.

Blackline Safety Corp. Announced $1M Investment in Expansion

Blackline Safety Corp., a leader in connected safety technology, announced a $1 million investment in the expansion of its product rental program. Blackline Safety launched its rental business in spring 2021. As part of the expansion, Blackline Safety has invested in approximately 1,500 pieces of equipment — including its fleet of cloud-enabled G7 wearable safety devices, EXO portable area gas monitors, docks, cartridges and accessories — for rental. With all equipment manufactured in-house, the company has the flexibility to increase production as demand grows. Rentals for North American customers are dispatched from the company's distribution partners or through Blackline Safety's Calgary, Canada, and Houston, Texas facilities. Work on supporting international rentals is underway starting with distributors in the United Arab Emirates, with a view to establishing a Dubai facility to facilitate rentals. Visit blacklinesafety.com.

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PRO files

Highlighting the people, practices & strategies behind business leadership



Molly McShane
CEO
The McShane Companies

Encouraging diversity in construction

BY DOROTHY STEPHENSON

Molly McShane never envisioned herself as head of a commercial building company. Like her father before her, she entered the field as the result of a parental push.

When McShane's dad, founder of The McShane Companies, graduated from high school, his mother told him to study engineering. Jim McShane wasn't terribly interested in the idea, but he heeded his mother's advice and eventually ended up founding the nationwide construction and real estate development company now led by his daughter.

Similarly, Molly McShane, now CEO of the firm her dad started 38 years ago, had no interest in construction or real estate development growing up. McShane initially pursued a degree in marketing from Boston College. "I never wanted to be a part of it," she said. "But in my early 20s, Dad encouraged me to give [the construction industry] a try."

McShane started at The McShane Companies in 2002 and worked on-site as a project engineer for her first four or five years. Her initial projects included structures like senior living and manufacturing facilities. While working, McShane also went back to school to secure a Master of Business Administration from Northwestern University's Kellogg School of Management in Evanston, Illinois.

Today, McShane oversees the entirety of her family company's operations from her office in Rosemont, Illinois. The McShane Companies have three distinct divisions — McShane Construction Company, Cadence McShane Construction and Conor Commercial Real Estate — with locations in Alabama, Arizona, California, Tennessee, Texas and Wisconsin. McShane has her hands in every single division, whether she's planning strategic growth initiatives, meeting with staff, handling construction issues or touring jobsites.

> "Be picky [about who you] work for. You have to — for you, for your family, for your future."

McShane's most memorable project was a challenging 2.2-million-square-foot distribution facility for Digi-Key Electronics, headquartered in Thief River Falls, Minnesota. The McShane Companies started the project in February 2018 and finished in September 2020. During that time, McShane and her team had to periodically brave the frigid temperatures of northern Minnesota. "One day, it got down to minus 77 degrees," McShane said.

Lack of housing in the small Minnesota community was also a challenge for the McShane workers. But that didn't stop them. As CEO, McShane watched her workers not only step up to the challenge and work together but connect with the clients and the surrounding community.

"We met with a lot of the members of the community to discuss their desires or concerns with the project," McShane said. In the end, they all shared a vision of what they wanted to create. "It was an absolute model of how teams should work together," she said.



PROspecs

McShane Construction Company builds multifamily and affordable housing communities, industrial facilities, public and private health care facilities, fitness centers and office buildings. The company is focused on improving the supply chain management process, increasing operational efficiencies and building environments that foster creativity. Its commitment to sustainable construction helps improve the communities in which it builds.

Cadence McShane Construction specializes in the education, multifamily, senior living, commercial and industrial market sectors. As a highly experienced provider of general construction, design-build and construction management services, it deploys a culture of relentless service with an entrepreneurial spirit that helps deliver reliable results of excellence. Since 1985, its dedication and commitment to this philosophy have built a solid foundation of expertise.

Conor Commercial Real Estate has over 30 years of expertise in the real estate industry, providing steady guidance and proven direction to advance its legacy.

"What I've really learned from [my dad and the superintendents I've worked with] is how to care about people and communicate that [care] to them," said McShane. She credits her mentors with having more confidence in her than she had in herself. "I was so lucky to be surrounded by people who were passionate about bringing up the next generation in this industry."

Because of her mentors' attentiveness, McShane not only wants to encourage young people to consider a career in the industry, but she wants to encourage it for all people.

"[We have] to diversify this industry," said McShane, who believes increased diversity will help the construction field grow. "Women, LGBTQ+, veterans, disabled individuals … there are so many groups underrepresented in this industry."

Of course, McShane holds women in construction close to her heart and says it's vital to find the right company with the right people to support you. "You can't work for someone who doesn't support gender equality," she said. "Be picky [about who you] work for. You have to — for you, for your family, for your future."

While McShane expects the current construction boom will continue, she also expects it will shift, so companies need to prepare. "[That's why] it's important to get different perspectives in the room," McShane said. "Different ideas. Different backgrounds." She insists companies can glean valuable insight from internal diverse views to support the needs of society, especially with the unpredictable economic environment created by inflation and labor shortages.

Despite the challenges, McShane believes there is a lot of room for young people to grow professionally in the construction industry. She points to the rising average age of today's skilled trade workers. According to the U.S. Bureau of Labor Statistics, the median age of construction workers is 42.

"The construction industry has so many roles within it, [so it] can accommodate so many skills, personalities and education levels," said McShane. "Not everyone needs a four-year degree to make an excellent living and support a family."

McShane also adds trade skills are always in demand. "Construction takes place all over the nation, all over the world," she said. "And it's a great career." ▲

Dorothy Stephenson is a creative content producer and designer at Write Well Media (WWM).

Bringing in Labor Costs on Budget

How to set, improve & exceed project productivity expectations



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.

The biggest variable in construction is labor. Too many contractors finish their projects over budget on labor when crews work more hours than estimated in the bid. If your construction company self-performs work with your own crews, the key to success is making sure you bring in those labor costs on budget. When budgeted hours spill over the allotted amount, the crew foreman generally blames such cost overruns on bad estimates, while the estimator and project manager blame slow performance on the foreman's lack of accountability, poor planning or inexperienced crews. Who is right?

Let's take a look at some of the possible causes of crew project labor costs finishing over budget:

- *Accountability* — Employees are not being held accountable to keep labor hours on track.
- *Goal setting* — Crews and foremen may begin work on a project without having first established labor goals.
- *Cost monitoring* – The contractor or team lead does not monitor costs until after project completion, if at all.
- *Tracking labor* — Job labor costs and hours are not tracked, shared or updated weekly with crew foremen.
- *Estimating* — Estimated bid hours are not accurate and overtime work is not included in the estimate. The estimator neither observes crews on-site nor solicits input from foreman regarding performance timelines.
- *Documentation* — Change orders are not being documented, approved or paid.
- *Planning* — Lack of preparation to manage issues in the field, such as: conflicts, poor plans, weather, more move-ins and phases than anticipated, broken or missing tools and equipment, materials shortages, rework, callbacks, punch-list work, and jobsites not being ready when crews arrive.
- *Boundaries* — Offering the favor of free work to customers, friends or other contractors.
- *Review* — Lack of final review covering labor hours (estimated vs. actual).

While materials and subcontractors generally come close to budget, construction field labor usually runs about one-third to one-half of the total job cost for most construction trades.

The average poorly run contractor will finish projects from 5% to 15% over budget on labor. For example, they bid at a 10% net profit rate and only make 2% to 5% net profit when complete.

Why? It's often a lack of focus on labor goals. The easiest method for lowering job costs is to start a productivity improvement program by taking small, simple steps to correct your labor profit-reducer problems one by one. Each step

or standard will reduce your costs by small percentage points, which will add up to large overall improvements that make a real difference.

Imagine you set a goal to improve your company's annual field labor costs by 10%, which only equals to six minutes per hour. Could you make a commitment to achieve a goal of shedding six minutes per hour? And would it really help your bottom line enough to make it worthwhile? Let's walk through the numbers in Figure 1.

Most self-performing contractors under $10 million to $20 million in annual sales aim at achieving a 5% to 10% net profit goal at year-end. By focusing on hitting labor goals, most contractors can easily make an additional 3.3% net profit and hit their annual goals.

Targets & Tracking

It's impossible for construction foremen and crews to hit labor targets when they don't know what the targets are. You must track labor weekly to improve field performance and meet budgeted labor hours. Consider the following:

1. Have the foreman review the bid plans and talk to the estimator before bidding projects.
2. After winning a bid, hold project turnover meetings and have the foreman, project manager and estimator set an agreed upon labor hour budget for the project.
3. Provide foremen with a clearly written job-cost labor-hour breakdown by cost code for their upcoming projects.
4. Update and track your team's labor scorecards weekly and review with the foreman.
5. Hold weekly on-site meetings with the foreman, project manager and superintendent. Review the actual versus estimated labor hours, and then the estimated final labor hours versus the budget.
6. Hold meetings weekly to review the labor performance results from each project.

Total annual sales	= $1,000,000
Total annual labor at 33% of total sales	= $333,000
Improve labor productivity 10% savings	= $33,000
Net annual labor savings	= 3.3% additional net profit

Figure 1.

Improving Labor Production

Improving field labor costs starts by identifying which areas are bogging down or holding back the crew from operating at their maximum capacity. These productivity pressure points are caused by many field project factors, including poor planning, lack of supervision, untrained crews, lack of materials, waiting for decisions, bad attitudes, mistakes, out-of-sequence workflow, broken or lack of proper tools and equipment, missing materials and lack of standardized field systems.

The average construction field crew wastes around 2 to 4 hours per day starting late, finishing early, looking for materials, waiting for instructions or trying to look busy. To get started making your production fix-it list, try observing your crews for a full day. Get to the jobsite before they arrive and be the last to leave. Take a look at their times (starts, ends, lunches, breaks), site conditions (cleanliness, organization, tool care, storage), site layout and logistics (location and distance to and from the toilet, trash bins, power poles and access gates), distractions (cellphone use, smoking on-site, frequent meetings or check-ins) and productivity (active, productive work performance versus waiting for assignments).

Finding simple ways to fix these problems is not hard. Gather your field crew and ask for ideas and input on how to improve productivity.

Start with establishing and agreeing upon standardized companywide project work rules.

Follow the McDonald's Rule

As a construction business coach, I often facilitate meetings with field foremen and superintendents to help companies decide how they want to do business and develop field standards to increase overall field productivity. When we start, many foremen don't want to deal with a set of standard rules or have to manage their crews on difficult-to-enforce items. But in reality, these factors and pressure points can add up to lots of wasted dollars. When employees know what the rules are, they follow them.

I always remind them of "The McDonald's Rule." If employees at McDonald's aren't allowed to do it, we can't either. For example, at McDonald's, if an employee is late, he doesn't keep his job for long. McDonald's employees can't smoke or use the cellphone while working. Additionally, if they exceed the allotted break or lunch time, they receive a warning, and their pay is docked. No excuses and no exceptions. There's no reason it should be any different at a construction company.

By implementing these simple field standards and tracking systems, you can improve productivity by 10% or more. Get your team involved and start a competition to find ways to save money by being more organized, planning better, tracking progress and setting simple and clear standards for everyone to follow. ▲

The Construction Mandela Effect

5 common incorrect theories that permeate & poison the industry



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"Luke, I am your father." Surely, even without the added effect of the box fan modulating the intonation, we've all heard this phrase uttered by the insidious Darth Vader. Or have we? If you ask even the best Star Wars fan, you might hear this famous movie quotation misquoted.

The actual quote is, "No, I am your father," as Luke dangles precipitously from the catwalk. Sure, it doesn't have the catch of the former declaration, but it provides an excellent illustration of what is know as the Mandela Effect.

Simply put, the Mandela Effect is how a group of people all simultaneously have a false memory of an event.

It originated with Fiona Broome in her recollection of Nelson Mandela's death in prison in the 1980s, when, in fact, Mandela was very much alive until 2013. There are countless other examples of the Mandela Effect in all aspects of life, from marketing slogans to pop culture. The construction industry is not too dissimilar.

There are many utterances exclaimed daily that everyone claims are gospel, when, in fact, there is probably little truth to base them upon. While probably not as grand as Vader's stark confession, they do permeate jobsites and organizations and probably have a more deleterious effect.

1. "All general contractors are out to get us."

The proverbial "us" is the trade contractor community. Everyone has heard the multitude of "lawyer" jokes, and, to be honest, there are probably a few contractor jokes that might give them a run for their money. Are all lawyers bad? Certainly not. The same can be said for contractors. There are probably a few bad apples who have managed to tarnish the image of every amazing industry. No one is out to get anyone. Best-in-class contractors know their success is directly connected to a trade partner's success, especially if that general contractor self-performs nothing. It is certainly not easy to coordinate the maneuvering of 15 to 20 trade partners when you also have an owner to manage, unforeseen conditions and low-quality documents.

2. "All trade contractors do is overpromise and underdeliver."

Once again, there are bad trade contractors who make a living from shuffling one crew among 20 different jobs simply to placate the general who is barking demands. However, the vast majority of tradesmen want to do a good job. Being a trade contractor is a lot like starting and stopping a locomotive. They are told to mobilize, only to stop or remobilize, which creates a logistical personnel nightmare. It is easy to think that a trade contractor is playing games when, in reality, they are trying to pivot after being led astray on one project,



creating an eventual domino effect of crew shuffles.

3. "All these kids these days."

First: If you have used the phrase, "these kids," you are officially old. All jokes aside, it must be a rite of passage for every generation to pick on the next one. Whether it's the baby boomers mocking the Gen Xers, or even the millennials feeling everyone's ire, there is no shortage of disdain that comes with getting older.

The only truth that exists is that the next generation is different. Not better, not worse. Just like the other generations. There are strengths and weaknesses in all of the groupings — and only high-performing organizations recognize they need people from all generations to build harmonious working relationships.

4. "Engineering and architectural designs and drawings are getting worse."

Far be it from me to judge the quality of anyone's design documents. What is fascinating about this is that technology has improved exponentially over the last 20 years, yet, if you ask some construction practitioners, they would say the quality of the documents has deteriorated. Once again, it is hard to argue when there are an increasing number of change order, claims and delays. However, the same constraints that the construction team faces — time, budget, resources — the design team faces as well. By no means is this an excuse but, rather, an acknowledgement of how contractors of all types can refocus their approach to drive toward improved communication and collaboration.

5. "Change orders are a license to print money."

Everyone has seen the comical meme of the large super-yacht pulling a small dinghy, with the boat names "Change Order" and "Original Contract," respectively. Undoubtedly, there was a time when change orders might have been viewed as cash cows. The reality for many contractors is that a change has an adverse and unwelcome effect on the schedule, the workflow, the crews, permitting, productivity, etc. Hopefully, when a customer sees a change order and its price causes a near palpitation, they also understand that change orders for many firms are a losing proposition.

There are many utterances exclaimed daily that everyone claims are gospel, when, in fact, there is probably little truth to base them upon.

This has been a tongue-in-cheek examination of phrases we all hear regularly, and perhaps also receive credit for sometimes muttering. The problem is there are two sides to every story. Are we perpetuating a false narrative? Or asking the right questions to solve the right problems? There is no shortage of frustrations in the world of construction today, but leading through challenges with a different mentality can create less speculation about whether or not we'll need a bigger boat. Look that one up. ▲

Survey Insights Share Tips for Cost Management

Studying the ways in which contractors & owners can better align their needs



Steve Jones is the senior director, industry insights at Dodge Data & Analytics. Jones leads Dodge's Industry Insights Research team conducting globally focused studies on how emerging economic, practice and technology trends are transforming the global design and construction industry. In addition to hundreds of speaking engagements around the world and numerous articles in industry publications, Jones is executive editor of Dodge Data & Analytics' Commercial Construction Index, Civil Quarterly and the SmartMarket Reports series on key industry trends, which are distributed worldwide and frequently cited as authoritative references. He holds an MBA from the University of Pennsylvania, and a bachelor's degree from Johns Hopkins University. Visit construction.com.

Research by Dodge Data & Analytics (Dodge) shows that 33% of typical construction projects come in over budget. Ask yourself:

- How well does my company manage construction costs?
- How do my capabilities compare to other construction companies?
- How unique are my cost management challenges?
- What are other contractors doing to address their challenges and what is proving most effective for them?
- What would most improve cost management capabilities for everyone?

Though cost management is extremely important, it can be hard to answer these questions because so little research has been done about these challenges and their solutions.

To help fill this gap, Dodge recently published the Construction Cost Management Report. Based on a survey of more than 700 contractors and owners in North America, U.K. and Australia, the report, underwritten by Procore, specifically addresses:

- Current capability levels
- Top challenges
- Use of and satisfaction with technology solutions
- Most important success metrics
- Investment in cost management
- Greatest needs for future improvement

Determining Cost Management Capability Levels

To baseline cost management capabilities, survey respondents rated how well each of the ideal outcomes shown below applies to their company.

1. I can accurately assess risk related to any changes, billing or performance issues.
2. I can dynamically track every dollar in my budget and forecast critical costs with real-time data from the field, while staying in sync with the accounting system.
3. I can easily uncover cost details and create comprehensive financial reports from a single source of truth.
4. I can leverage data from previous projects to benchmark cost performance and improve future estimates.
5. I can manage collaborative workflows and centralize communication across our office, field, clients/contractors and/or vendors to reduce project and payment delays.
6. I know where we are making or losing money on a project, or across my portfolio, at any given moment.
7. My company's change-management process is streamlined from start to finish.
8. My company's cost-management capabilities create a competitive advantage for us.

The findings reveal that:

- Only 16% to 28% feel strongly that their company is achieving any related advantage.
- Specialty trades average lower (19%) than general contractors (24%), showing a need for these firms to strengthen their capabilities.
- High capability does not vary significantly between small (<$50 million), medium ($50-100 million) or large (>$50 million) companies, suggesting this is an industry-wide issue in which size does not matter.

Determining the Industry's Top Cost Management Challenges

From a list of 15 challenges, each respondent selected the five most applicable to their company. The top 10 ranked across all the contractors are:

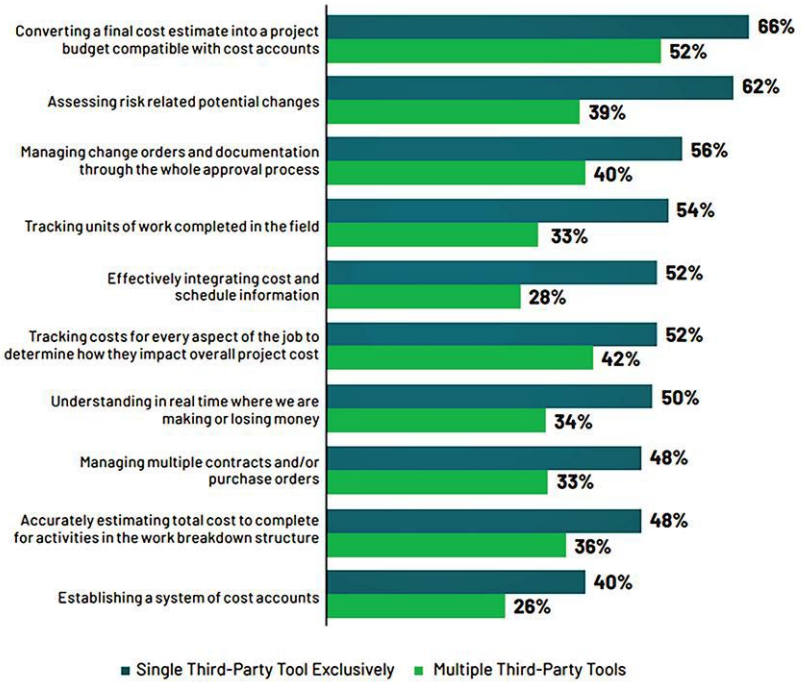
1. Tracking costs for every aspect of the job to determine how they impact overall project cost.
2. Accurately estimating total cost to complete for activities in the work breakdown structure.
3. Tracking units of work completed in the field.
4. Converting a final cost estimate into a project budget compatible with cost accounts.
5. Status reporting during the project.
6. Determining appropriate contingency amounts.
7. Assessing risk related to potential changes.
8. Understanding in real-time where we are making or losing money.
9. Control of project cash flows.
10. Establishing a system of cost accounts.

These other five challenges listed below were included among their top five by an average of 19%, so are not insignificant: Maintaining accurate, up-to-date cost information between office and field; managing multiple contracts and/or purchase orders; managing change orders and documentation through the whole approval process; effectively integrating cost and schedule information; and understanding in real-time which areas of the project need more attention.

While company size doesn't influence results, there is also little variation between specialty trades and general contractors, suggesting a commonality in the underlying challenges facing all construction cost managers.

Greatest Satisfaction Differences (by Number of Third-Party Tools Used)

Percentages Reporting High or Very High Satisfaction With Exclusive Use of a Single Third-Party Tool Compared With Using Multiple Third-Party Tools (With or Without Having a Primary)



Use & Satisfaction With Cost Management Solutions

Each respondent was shown the top five challenges he/she had selected and asked a series of questions about how they are being addressed. Technology-related results include the following.

Number of Technology Tools Used to Address Top Challenges

Contractor findings vary widely, with some exclusively using a single cost management tool while others are using five or more. Trends include:

- About two-thirds (65%) are either using a single technology tool companywide (21%), or at least have a primary one even if others are sometimes used (44%).
- Among the contractors with high-cost management capabilities, about three-quarters (range of 70-84% depending on the challenge) use a single tool for their top challenges, suggesting a benefit to limiting the number of tools used.
- A similar preference for using a single tool is expressed by individuals with project-focused roles compared with those in office-related positions, perhaps reflecting better ease-of-use in the field.

Types of Technology Tools Used to Address Top Challenges

About half (48%) report primarily using

commercially available purpose-built cost management tools, either desktop (30%) or cloud-based (18%).

The others still primarily rely on either an internally developed tool (32%), spreadsheets (16%) or manual processes (4%). Trends include:

- Above-average percentages of the high-capability contractors are using commercial tools for their top challenges.
- In the U.S., commercial tools show highest use for two of the top 10 challenges:
  - No. 3: Tracking units of work completed in the field (59%)
  - No. 8: Understanding in real time where we are making or losing money (68%).

Satisfaction with Technology Tools to Address Top Challenges

Trends include:

- Across users of all types of tools, only 39% of contractors express high or very high satisfaction with how well they address top cost management challenges.
- Overall, general contractors express higher satisfaction than specialty trades.
- Contractors using third-party commercial tools report higher satisfaction than the others.
- Among users of commercial tools, the data shows that companies using a single tool are more satisfied with their processes. The greatest differences are shown in the chart, again suggesting that companies may benefit from focusing on fewer, more comprehensive tools.

Cost Management Metrics

The data revealed several trends among the ten metrics to measure cost management success studied.

- Minimizing unplanned changes is contractors' top choice.
- Owners value that as well but place even higher importance on tracking final cost compared to budgeted cost and generating useful data to benchmark their future projects.
- Not surprisingly, specialty trades focus most on improved/predictable cash flow.

Investment Levels

Cost management requires investments of staff time, training and technology.

Respondents were asked if they believe their company is investing adequately.

- While 39% believe they are spending more than they should, only 14% feel it is much more.
- Almost 30% believe they are not spending enough.

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Highest Needs for Future Improvement

From 14 possibilities, respondents selected the most critical cost management processes and outcomes their companies need to improve over the next three to five years.

Comparing Contractors' and Owners' Needs

One goal of the report is to help owners and contractors understand each other's priorities so that cost management can be more effectively focused on improving outcomes for everyone. The findings reveal that both agree the two most-needed improvements are:

- Forecasting critical costs with real-time data from the field
- Dynamically tracking every dollar in a budget

But their priorities diverge somewhat for their next five, as shown in the table to the right.

This analysis is intended to shed light on these opportunities for better mutual alignment so that all parties can benefit from improved cost management.

Final Thoughts

Key takeaways from this research:

- There is a lot of room to improve cost management capabilities in the construction industry.
- Users prefer using fewer technology tools and express a preference for third-party solutions over internally developed or adapted generic ones to address their most significant challenges.
- The variations identified between the most important future needs of contractors and owners highlights the opportunity to adopt a new integrated team-wide approach to cost management that will improve outcomes for all parties. ▲

Most Needed Cost Management Improvements (in ranked order)

Contractors	Owners
Leveraging data from previous projects to benchmark cost performance	Managing collaborative workflows
Ability to confidently compare original estimates to actuals to improve future estimates	Keeping cost-management practices in sync with the accounting system
Streamlining the change-management process from start to finish	Centralizing communication across office, field, clients (contractors) and/or vendors
Accurately assessing risk related to any changes or performance issues	Reducing payment delays
Managing collaborative workflows	Reducing project delays

The full Construction Cost Management Report is available for free download at construction.com/toolkit/reports/construction-cost-management-report.

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How Russia's War Has Roiled the Insurance Marketplace

6 insurance issues to monitor as conflict unfolds in Ukraine

BY BRIAN HEUN

Russia's invasion of Ukraine has produced a long tail of consequences stretching beyond the devastating toll of human misery. Just as COVID-19 has generated a long list of unexpected consequences, this act of aggression has produced myriad business challenges. In addition to disrupting the global geopolitical picture, Russia's attack on Ukraine has brought several insurance issues to the forefront.

According to the International Risk Management Institute (IRMI), "war exclusion" is a provision found in nearly all insurance policies that excludes loss arising out of war or warlike actions. IRMI's extended definition adds, "The loss can result from either declared or undeclared war but must be related to actions of a military force directed by a sovereign power. Prior to the Sept. 11, 2001, terrorist attacks, the war exclusions in most liability insurance policies applied only with respect to contractually assumed liability, on the theory that private persons and organizations could not otherwise incur liability in connection with war. Following the Sept. 11, 2001, terrorist attacks, 'war and terrorism' exclusions that broadened the war portion of the exclusion beyond contractually assumed liability were quickly added to liability policies. That broadened war exclusion is now standard, regardless of whether terrorism is insured or excluded in the policy."

Consider the following shifting areas of insurance as they pertain to your current business operations.

1. Travel Accident Insurance

The United States, United Kingdom, Germany and Australia are among more than a dozen countries issuing warnings for their citizens to leave Russia. They also issued warnings regarding travel to Ukraine and Belarus prior to the conflict. Because these warnings trigger the war exclusion, travel accident coverage becomes invalid in countries directly involved in the conflict.

2. Cyber Insurance

Many "state of the art" policies omit broad war exclusions from their coverages. They instead provide an exception for cyberbreaches. Companies including Merck and Mondelez have experienced these exclusions, with Merck recently winning a court case against a carrier trying to broadly apply the war exclusion to remove coverage.

In response, some insurance carriers are adding new clauses which go beyond "acts of war" to include "cyber operations" attributed to a state or "those acting on its behalf."

Since most cyberattacks are performed by anonymous actors, these new exclusions can enable a carrier to deny a claim to injured companies. This first major conflict — in which activist hackers are targeting Russian government and industrial sites by employing cyber tactics to disrupt Russia's aggression — will undoubtedly put these new exclusions to the test.

Because the marketplace for affordable coverage is thin, brokers may decide they have no choice other than to accept these exclusions in policies.

Brokers will be called upon to advise insureds to think proactively and critically when evaluating these insurance coverages.

3. Ocean Cargo Insurance

Most carriers writing global ocean cargo policies have already placed policy holders and brokers on notice of the right to cancel coverage for war, strikes, riots and civil commotion (SRCC) risks into and out of Russia, Ukraine, the Black Sea and Sea of Azov within territorial waters.

Therefore, coverage will remain in place for shipments to Russia or Ukraine, excluding war and SRCC, and per the remaining terms and conditions of an insured's policy. If a policy includes coverage for SRCC in other geographies, the insured's coverage should not be impacted in those regions.

4. General Liability & Property Insurance

The broadening of the war exclusion has been occurring for several years. About 10 years ago, most war exclusions were limited to the consequence of war, invasion, acts of foreign enemies and hostilities.

Today, we often see the inclusion of acts of: civil commotion; vandalism; rebellion; revolution; insurrection; military or usurped power; confiscation, nationalization, requisition or destruction of or damage to property by or under the order of any government. Be advised some underwriters have multiple Terrorism Risk Insurance Act (TRIA) exclusions they can utilize. Some are specific to TRIA when a business does not purchase TRIA coverage, and some include broader terminology such as the wording above.

As is the case with most insurance policies, a good broker can sometimes negotiate a less restrictive exclusion for insureds.

5. Political Risk Coverage

As a result of Russia's military actions in Ukraine, political risk insurance merits newfound consideration by businesses as a risk management tool. Political risk insurance provides insurance to organizations in the event a business suffers deleterious financial consequences due to a government's martial decisions or actions. This insurance can provide coverage for expropriation of assets (confiscation of property) by the government, the inability to repatriate currency due to government and financial markets, debt default or in certain instances, acts of war or terrorism. A range of additional causes which might also trigger coverage are also in force. This list includes political violence or the calling of on-demand guarantees. As a result of global sanctions and the current state of the Russian economy, all of these examples of incidents or circumstances leading to the use of political risk coverage are now under consideration.

6. Environmental & Pollution Insurance

With war inevitably comes weapons and vehicles creating air, land and water pollution. Ukraine is a heavily industrialized country with vast chemical processing plants (including ammonia), mines and ports. Russia's attack on Ukraine also involves the potential for nuclear radiation risks, particularly at the Chernobyl site. As a result, the war exclusion could affect coverage for your company.

These are simply a few select policies and potential repercussions in the global marketplace from Russia's disruptive invasion of Ukraine. Insureds should call upon their trusted brokers to review their policies to identify susceptibilities to these exposures. ▲

Brian Heun is the sales and relationship manager and a partner at KMRD Partners Inc., a nationally recognized risk and human capital management consulting and insurance brokerage firm located in the Philadelphia region serving clients worldwide. Contact Heun at bheun@kmrdpartners.com. Visit kmrdpartners.com.





The Russian Invasion of Ukraine Further Stresses Supply Chains

3 ways contractors can mitigate the risks tied to price increases

BY LISA COLON

"Escalation, escalation, escalation," is all I hear from clients and colleagues as they leave their Zoom screens and return to conferences and conventions. In summer 2020, the world saw how COVID-19-related disruptions affected global production and the supply chain.

Just one year into the COVID-19 pandemic, developers were looking at 20% price increases and no end in sight for supply chain disruptions. To further compound the pain, at the end of 2021, the inflation rate in the U.S. stood at 6.2% — approximately four times the market benchmark — and construction materials were up 23% over a year. Then, on Feb. 24, 2022, Russia invaded Ukraine, sending a new set of shockwaves across the construction industry.

Further compounding the crisis, in response to Russia's unprovoked aggression against Ukraine, the U.S. imposed wide-sweeping sanctions that will affect every aspect of Russia's economy. U.S. and multinational corporations responded by ceasing Russian operations.

Russia is a major aluminum producer, is the third-largest nickel producer globally and has 10% of the world's copper reserves, which had already seen significant price increases topping 33% in 2021. The price of copper hit an all-time high of $10,070 per ton on the London Metal Exchange on March 7, 2022. Furthermore, Russia supplies one-third



Globalization means that we are not insulated from the effects of regional conflicts. So be proactive, understand the risk and take steps to mitigate and rethink your material procurement strategies.

of Europe's oil and natural gas. Ukraine is a top producer of iron and mercury and has the third-largest shale gas reserves in Europe. A week into the invasion, crude oil pressed sharply upward to $130 per barrel.

The effects on the construction industry were immediate. The higher price of oil and gas immediately increased the transportation price of equipment and supplies.

The worldwide shortage of steel and copper will put an increased burden on an already-stressed supply chain. Although contractors in the U.S. are busier than ever, procurement of materials is becoming more challenging, creating uncertainty in project pricing and schedule.

For example, roofing contractors are particularly hard-hit as basic supplies such as tiles and insulation orders take a year to fill. Steel subcontractors are walking away from projects bought out earlier this year because they cannot fill orders at the prices quoted a few months ago. More and more subcontractors are willing to take the calculated risk of anticipatory breach of contract than proceed with increased project costs. Contractors should consider ways to mitigate price increase risk.

1. Contracts Should Include an Escalation Clause

Project stakeholders are now giving serious consideration to price escalation clauses. Contractors are negotiating allowances for materials that are susceptible to price volatility. Contractors should seek to pass on a percentage of the escalation costs to owners. As an incentive to the owner, the contractor can offer to share any cost savings.

Price escalation clauses should identify specific materials that are volatile or hard to procure, therefore providing owners certainty and control over the project price. Contractors should require their subcontractors to purchase materials in advance or lock down the bid prices with their suppliers. Another option to consider is a contingency in bids to deal with fluctuation in material costs.

2. Consider Alternatives to Mitigate Project Delays

Price volatility, supply chain issues, ongoing labor shortages and the lingering effects of the COVID-19 pandemic will certainly lead to delays.

Project schedules should be realistic and anticipate the volatility in getting materials. Owners should also be open to considering alternate or substitution requests or paying for the storage and expediting of materials.

3. Rethink Force Majeure

Force majeure is a legal doctrine that excuses a party from contract performance if faced with circumstances that are not predictable and beyond the parties' control. The COVID-19 pandemic put force majeure clauses at the forefront of contract and insurance coverage litigation. War and its effects are likely to be considered a force majeure event, however, it is unclear whether supply chain issues that arise from a war half a world away qualify as a force majeure event. Contractors should carefully examine their force majeure clauses and understand how the clause may be interpreted by the governing laws of the project. Force majeure clauses should be rewritten to anticipate the unknowns of current events.

Regardless of when it ends, Russia's war against Ukraine will certainly have a long-lasting impact. Globalization means that we are not insulated from the effects of regional conflicts. So be proactive, understand the risk and take steps to mitigate and rethink your material procurement strategies. ▲

Lisa Colon is a partner with Saul Ewing Arnstein & Lehr. She advises on legal issues involving public and private construction projects and real estate development, along with government contracting compliance. Board certified in construction law by the Florida Bar, Colon focuses on both negotiations of deals and litigation of construction-related disputes involving businesses and professionals. Visit saul.com.





Putting the Right Person in the Right Seat

How to know whether training is worth the cost or simply a waste of resources

BY SCOTT ARIAS

Is training really a waste of time and money? Many are quick to respond "yes" or "no," but it is wise to consider a few items before answering the question. Before you even begin to respond, you must understand what training truly is. When discussing the subject, it may be easy to confuse training with formal post-secondary education.

These two professional development activities, though often lumped together, are not the same. Training and formal education have vast differences in content and objective. These differences are most commonly seen in the time commitment required, program length and cost.

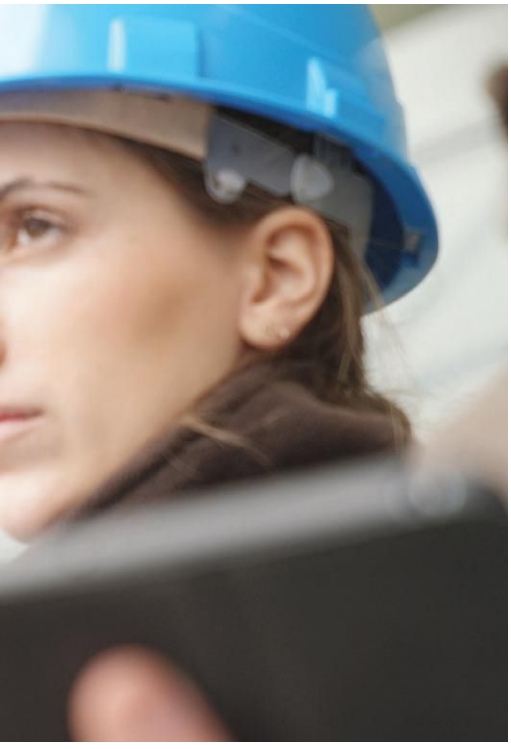
However, the most important difference between the two professional development activities is the end goal.

The goal of formal education is to teach people how to learn. Training, on the other hand, has the specific goal of equipping people with hands-on skills, experiences and product or process knowledge. Though different, formal education and training can complement each other.

When people are equipped with the ability to learn, training is then able to be most impactful through teaching specific and practical skills. Consider the project schedule, for example. Education at the post-secondary level teaches theory and principles around Gant charts, network diagrams and critical path methodology. On the other hand, training does not specifically teach the why, but, rather, focuses on the how-to, such as the recovery of negative float.

Like most industries, construction has been subject to the fast pace of change over the past three decades. Training equips construction management professionals with the skills to keep up.

Now, with an understanding of training, the question becomes: "When is the appropriate time to train?" It can be as difficult to determine when to train as it is to determine whether you train. During good economic times, people are not likely to invest in training because they are busy making money. During poor economic times, people are not likely to invest in training because they do not have the resources available.



This inevitably leaves business owners to ask: "When do you train?" The answer to this question is simple: "Always."

Training is a necessity to stay up to date and relevant. There is no denying we are living in a technology-driven world, accelerated by the COVID-19 pandemic. In fact, there is now a whole generation of individuals who have no knowledge of living in a society predating the internet, smartphones, social media, electronic communication, etc. However, at the intersection where technology meets the workplace, there is a revolution that began in manufacturing and ultimately found its way to construction. With the frequent improvements being made to today's tools, refinements in processes and advancements in technology, continuous training is a necessity, not a luxury.

Training is an investment in both people and business capability. But it does cost time and money. So, ultimately, is the investment worth the cost or are you wasting resources?

From an employer perspective, either a failure to train or a failure offer training opportunities can have two inevitable results. The first scenario is that a superstar performer will become disillusioned with the organization. The employee will perceive the lack of training opportunities as the company's lack of interest in investing in their professional development. This often results in the employee seeking a new employer who better values their contributions, and departing their current role for that new employer.

Worse yet, the second scenario is that your company's average or subpar performers will stay and risk a decline in the organization's level of performance, because performance expectations are established by the lowest performer.

To avoid both scenarios described above, first consider the person who might be trained. Is this person the right fit for your organization? Are they committed to your organization? Do they embrace and embody the culture you have established? If you answer "no" to any of these questions, investment in that person through training is not wise. While you can teach and develop skills, you cannot teach and develop intrinsic qualities. The key to investing in training is to identify the right person. Unfortunately, many employers consider training to be a waste of resources because, simply put, they have not hired the right people. So how do you know if you have? Look for these five basic traits:

- Winners are obsessive about what they do.
- Winners learn fast and they do not need to be told what to do in detail.
- Winners get frustrated by people who are not like them.
- Winners are focused on the organization, rather than their individual contribution.
- Winners are easy to spot, but tough to describe.

With the right person identified to invest in, an organization must consider whether the individual's contributions align with their personality and desires. This is referred to as the "right seat." When the right person is in the right seat, they will thrive in what they do. So, how do you know if someone is in the right seat? Look for these five items:

- They are the best at what they do.
- They gravitate toward necessity for additional training and education.
- They communicate their desire to grow, within the context of their current and future position.
- They will define the duties and responsibilities though actions.
- They do not limit themselves by working hours; their work is defined by what they get done, rather than how long it takes to get done.

Training will always be specific and situational, and it will always come with a cost. However, with the right person in the right seat, training can be an investment. This type of investment will not only help your organization grow, but also allow you to retain key staff members who can learn, share and teach others. So, before your organization invests in training, ask yourself whether you have the right person in the right seat who will ensure an investment is warranted and useful. ▲

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How to Strategically Secure Financing

6 construction business must-haves if you plan to get an SBA loan soon

BY MATTHEW GILLMAN

Many businesses would wait until they need financing before checking whether they're qualified to receive a business loan. But with the construction scene looking stronger than ever, it's wise to use this time to prepare your requirements if you're planning to expand anytime soon.

Economists from consulting firm Sage Policy Group are optimistic about this year's construction scene. A PwC report emphasized that engineering and construction deals surpassed their pre-pandemic levels by 14% and will continue to surge in 2022, despite global chain disruptions, skyrocketing material input costs and labor shortages.

On top of that, the Infrastructure Investment and Jobs Act is expected to drive growth in the nonresidential market segment with the need to leverage digital technologies and enhance green construction.

To ride the wave, it's essential to have your loan application documents on hand. The list below will guide you through the requirements needed for securing funds with backing from the Small Business Administration (SBA).

First, why get SBA loans? The SBA aims to help you have access to funds for various reasons, such as purchasing equipment or relocating to a new office space. In the Construction Lending in 2020 survey conducted by the American Bankers Association, construction business owners indicated they would seek funding to hire more staff (46%), keep up with regulatory and compliance costs (42%), integrate new technologies (4%) and ramp up marketing and sales initiatives (4%). SBA loans are the perfect financing solution if you want backing from the government. The SBA assumes much of your risk as a small business owner.

Remember that the SBA doesn't necessarily release these loans; you apply for financing from SBA-accredited lenders. Based on your qualifications, you may get backing from the organization. There are different types of SBA loans to meet your needs:

- SBA 7(*a*) *loans* — The most preferred lending program that offers you up to $750,000 in funding. You can use the funds for various purposes.
- SBA 504 *loans* — Also known as the CDC/504 loan, SBA 504 loans are ideal for companies that need long-term fixed-rate financing. This could be for the purchase of new facilities, huge machinery or purchase of land.
- SBA *microloans* — Intended for companies that need urgent funding. Getting this type of loan won't require a certain number of years in business to qualify. You only need to prove your creditworthiness to get up to $50,000 in quick cash.
- SBA *express loans* — Similar to an SBA 7(a) loan but you can get approved within 36 hours. Your business must be operating for at least two years.
- SBA *disaster loans* — Can be used to weather the storm, from calamities like a cyberattack to a global pandemic. This is provided directly by the SBA to companies that need funds to pay for equipment repairs or building renovations.



SBA Loan Requirements You Need to Meet

Knowing which type of SBA loan to get will come in handy when preparing your requirements. As a guide, the following provides a quick checklist of all the standard documents you will need to have on hand.

1. Credit History & Score

Your business credit score is a number that represents your creditworthiness. Lenders use it to decide whether to give you a loan. The higher your score, the more likely you will get approved for a loan. To give you an idea, here are the minimum credit scores you need to have to qualify for each type of SBA loan:

- SBA *7(a) Loan* — 650 and up
- SBA *Express Loan* — 600 and up for loan applications between $30,000 and $150,000. A minimum credit score of 650 is needed if you are applying for loans of more than $150,000.
- SBA *CDC/504 Loan* — 680 and up, with a 10% down payment to purchase the asset
- SBA *Microloan*— 620 and up, but some lenders may require a minimum credit score of 640, depending on your qualifications.
- SBA *Disaster Loan* — 620 and up

Note that these credit scores may vary depending on the lender you're working with. They will need to look at your credentials — from credit creditworthiness to your length of time in business operations.

2. Comprehensive Business Plan

Your business plan is like your roadmap for the future. It shows the lender how you plan to use the loan and how you will grow your business to pay it back. If you can't show a solid business plan, the lender may be hesitant to give you a loan, even if it will be backed by the SBA.

3. Desired Loan Amount

Don't guess the maximum amount of money you can get from your lender. Know exactly where you're going to use the money and how much you need to fund it. Remember that SBA loans are like any debt out there, so don't seek out a considerable amount of money if you have no use for it.

If you can't show a solid business plan, the lender may be hesitant to give you a loan, even if it will be backed by the SBA.

4. Purpose for Getting an SBA Loan

Similar to a business plan, your lenders will want to know why you need the capital in the first place. Explain the purposes for getting a loan, whether hiring new employees or getting bulk orders from suppliers.

Knowing the purpose of your loan will ensure you're getting the right type of financing and that you're filling out all the necessary paperwork correctly. It can also help you understand your monthly payments and how long it will take you to pay off your debt.

5. Detailed Cash Flow, Including Financial Projections

Lenders need to see how much money is coming in and out of your business to make informed decisions. Your cash flow will elaborate if you're paying your suppliers on time and if you are maximizing your income. This will determine whether you are a good candidate for an SBA loan.

6. Collateral

While lenders consider every borrower's unique situation, most of them will ask for collateral. A collateral gives lenders added security that you will repay your loan accordingly. It reduces the risk for lenders when loaning you money. Collaterals may be in the form of real estate assets, invoices, cash reserves, inventory or equipment.

Construction businesses need to have all the support they can get to pursue long-term growth — including financing. Even though you might not need capital right now, make sure you have all these requirements ready for faster application in the future. ▲

Matthew Gillman is a business financing expert with more than a decade of experience in commercial lending. He is the founder and CEO of SMB Compass, a specialty finance company providing education and financing options for small to medium-sized business owners. Visit smbcompass.com.





Making Sure Your Books Measure Up

How to assess your company's financial health & simplify expense tracking

BY GARRETT BAIRD

Building the average 1,200-square-foot house requires tens of thousands of nails, thousands of board-feet of lumber and well more than a thousand feet of wiring. Every component needs to be specified, purchased, delivered, warehoused and constructed with the aid of workers, tools and heavy equipment. Incidental charges and large invoices must be managed as inventory is built up and drawn down and employees must be paid. The complexity of things to track multiplies with the complexity of your project.

Given all the moving parts, change orders and unexpected requirements, it's no surprise that contractors often struggle when it comes to tracking finances.

If you're able to keep a building frame level or meet long runs of support beams, but don't know where all the receipts are or how much has been spent on a job to date, you're not alone.

Check Your Company's Financial Health

Above all, you are in business to make money. You may have a knack for knowing generally how well your business is doing, but, just as you would never order materials without measuring twice or checking blueprints, you cannot operate successfully without knowing where you stand financially.

Many construction businesses fail. Reasons for failure include cash flow and pricing issues, overstaffing, lack of organization,



faulty processes and not enough decision-making data. The current environment's soaring raw material costs and labor shortages are a huge challenge to the industry. Having timely and accurate financial data at hand will help you gauge whether these issues exist and are festering.

Contractors have expertise in running a jobsite, but can find it difficult to evaluate the profitability of their jobs or pull together supporting data for a bank loan. Whether deciding to buy, rent or build an office or a warehouse, acquire more equipment, or hire additional tradespeople and laborers, having a system in place that puts business data at your fingertips is critical to making solid business decisions quickly.

Tackle Your Taxes

Few things in life are more certain than taxes. A wide range of your expenses may be deducted against your business income to reduce taxes — so long as you have the receipts to verify them.

The obvious ones are the construction materials used, but don't lose track of the things that keep your business running like office supplies, safety equipment and marketing.

The sales tax paid on a quick order at your local construction supply retailer or for a truckload of items for an entire building can both be written off, but only if they are tracked. Some advanced financial management software available today automatically pulls the "sales tax" line items from receipts or comprehensive invoices and tabulates them, ensuring you get those easily overlooked deductions.

Bookkeeping accuracy is essential to operate your business effectively. Keeping accurate records will help you avoid over-reporting your income and clarifying tax expectations. It will also ensure that you make accurate estimated tax payments during the year.

That's important because if you've underpaid during the year, there will be additional penalties due.

Many construction businesses fail. The current environment's soaring raw material costs and labor shortages are a huge challenge to the industry. Having timely and accurate data at hand will help you gauge whether these issues exist and are festering.

The IRS requires businesses to keep accurate records for use in the event of an audit. Preparing for an audit is serious; the IRS even has a 176-page document explaining construction industry audits alone.

Prioritize Tracking

Accurate bookkeeping will account for all items that are part of your profit and loss, especially those the IRS allows you to deduct. A partial list of items that are commonly used and need to be accounted for includes:

- *Safety gear and uniforms* — Items for safety (hard hats, gloves, boots, goggles); whether you reimburse employees for these items or provide specific apparel to those on the job.
- *Construction supplies and small tools* — Hammers, tape measures, pencils; anything you need to get the job done.
- *Large tools, heavy machinery and other capital assets* — Larger tools like a scissor lift, or heavy machinery, such as a crane, are depreciated. Buildings can be depreciated, too.
- *Advertising* — Wherever you spend money seeking a customer, whether digital (such as Facebook or Google), print (such as an ad in a local newspaper or flyer), postcards to prospects or referral services such as Angi and HomeAdvisor.
- *Legal fees* — Deduct the cost of attorneys you've enlisted to help with forming your business (LLC, corporation or partnership) or reviewing your contracts.
- *Electronics* — Your business-related computer, mobile phone, tablet, keyboard, printer, monitor, mouse and photocopier are tax-deductible expenses.
- *Communications* — Your monthly phone and internet service and the devices for using them.
- *Labor* — The cost to employ people who perform construction-related services for you is deductible. Independent contractors you hire as subcontractors are responsible for their own taxes; for employees, you must withhold their payroll, social security and Medicare taxes and pay those to the IRS. Both require specific IRS forms to be filed with copies to the worker.
- *Trade school tuition or professional instruction* — Coursework

or classes that maintain your professional standing or conferences that provide professional value. These are sometimes required to keep your professional licenses.

- *Subscriptions and memberships* — Magazines, such as Construction Business Owner, and other trade associations related to your business, such as the Associated Builders and Contractors (ABC).

Get It Started

Your business should have its own bank account, not one commingled with your personal expenses (though some bookkeeping solutions enable you to segment expenses in a single account).

Monitor your bank account to understand cash flow and pinpoint expenses that can be trimmed or eliminated. It's preferable to use one credit card solely for business charges.

To best manage your documents, seek out an all-inclusive financial management tool. You can scan files, capture images on your mobile device or upload documents directly from your computer.

This process can be automated to eliminate or significantly reduce manual data entry, and it's encrypted and secure.

Get It Done

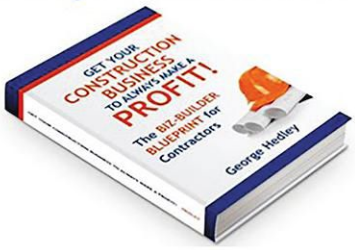
At this point, you could be wondering who should handle your bookkeeping and accounting. Having a bookkeeper on staff (someone whose sole job is tracking and recording your finances) may be more than you need. Your time is valuable, but a good tool can make keeping track of your business finances easier than you think.

You can manually record your business finances in individual notebooks or a spreadsheet, but financial management software is designed to tackle bookkeeping tasks faster while giving you more business insights. Another advantage of using a financial management platform is that it delivers precisely the kind of information your tax accountant will need to prepare and file your business taxes.

Here are six key elements small business owners should look for when deciding what financial management software to use:

1. Small business solutions that require no accounting expertise do, in fact, exist. Empowering you to manage your books while receiving real-time visibility of finances allows for better decision-making.
2. Viewing your bottom line in a matter of seconds is essential. View cash balance, top expense categories

Always Make A Profit!



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and total sales with a few taps. Look for a solution that automates essential accounting reports like profit-and-loss statements, cash-flow statements, balance sheets and expense reports.

3. Invoicing capability that permits you to quickly create and send customized invoices from desktop or mobile phone, while enabling customers to make bank transfers or credit card payments with one tap.
4. A cloud-based solution that syncs with your bank account and credit cards reduces manual entry, decreases errors and helps you keep up with bookkeeping tasks on your mobile device.
5. Businesses are still operating with too much paper. Look for software that turns your receipts, invoices and bills into digital, searchable documents and matches them with your banking data.
6. A streamlined experience will keep things so simple that you won't need a bookkeeper to keep your books. Look for powerful mobile apps that allow you to keep business finances moving regardless of location. Other capabilities to look for include ease of use, in-app guidance and expert support.

Make It a Habit

Everything covered here will improve your books and your bookkeeping process. However, there is one more thing you should commit to: Make bookkeeping a habit.

In contracting, few things go the same way every day or every month. Using a mobile-enabled solution and setting a regular time to review your finances may be the biggest improvements you can make. The amount of time needed will differ depending on whether you hire someone, do it yourself or work with a financial management platform.

Whatever prompts you — third Wednesday of the month, after the sales meeting, having an employee remind you — be sure to do it.

Remember: While you're building things, you're also building a business. Be sure to give yours a good foundation. ▲

Garrett Baird is president and CEO of The Neat Company (Neat). He joined the company in 2020 to lead its entrance into the digital accounting space, helping small business owners spend more time growing their businesses while transforming mundane bookkeeping into actionable insights. Baird holds a bachelor's degree from Cornell University. Visit neat.com.



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REAL JOBSITE SOLUTIONS

As Construction Business Owner's readers know all too well, the construction industry always has its share of challenges. Whether the problem is something small unfolding back in the office, an industry-specific obstacle, or the lingering effects of a more widespread, global event, contractors are always in need of new solutions. In this section, you will find a bevy of options from some of the industry's top names to help you face your problems on any scale. These real-life stories from construction businesses just like yours will offer insights into trying out today's tech, tools and equipment.







CONTENTS

Acumatica, Inc.	55
AMS-Merlo	58
Armstrong World Industries	28
AvidXchange	30
B2W Software	44
Boon	45
Dominion Equipment Parts LLC	46
Doosan Infracore North America	32
eMars Inc.	47
Foundation Software	34
Fringe Benefits Group [The Contractors Plan]	48
HCSS	36
InSite Software Inc.	59
Kubota USA	38
LaborChart, a Procore Company	49
MAX USA Corp.	56
Mi-T-M Corporation	57
Minnpar	50
Morooka	51
National Construction Rentals	61
PenguinData Workforce Management	61
Progressive Commercial Auto Insurance	40
Stellar Industries	52
Syscon, Inc.	60
Tenna	53
WD-40 Company	54
Yokohama Off-Highway Tires America, Inc.	43



Armstrong Ceiling & Wall Solutions

Standard Drywall Inc. streamlines installation & improves productivity & savings on massive casino ceiling installation



Some drywall framing projects require significant planning to build the creative and grand visions for a space. Getting them constructed efficiently, on schedule and on budget are critical to a project's success. In a complex, 600,000 linear foot drywall grid installation, Standard Drywall Inc. (SDI) switched from traditional framing to Armstrong Drywall Grid and immediately saw an increase in installation productivity per man-day, as well as a significant reduction in labor-hours and material.

SDI Project Manager Ben Hufstedler said his crew began this massive casino ceiling project by installing heavy-gauge stud framing directly to the structure using traditional stud and track.

Because the roof joists were in varying elevations, they had to fabricate a complex framing structure to create a flat ceiling plane in preparation for the soffit installation, which was time-consuming and labor intensive.

THE CONVERSION TO THE DRYWALL GRID SYSTEM

When Hufstedler and his crew made the switch to the Armstrong Drywall Grid System, they eliminated the need for sub-ceiling framing and were able to hang from wires.

"Since we went to Armstrong grid, it got a whole lot easier," said Hufstedler. "The general contractor loves the way we chose to go with the Armstrong grid on this project." The Drywall Grid System was so efficient that it enabled Hufstedler's crew to temporarily pause work for a couple of months, allowing the mechanical, electrical and plumbing (MEP) trades to accelerate their installation. "Having shown up a couple months later, we were still able to beat our dates," he said.

SAVE TIME, MATERIAL & MONEY

Hufstedler's crew went from two or three days down to a couple of hours in just one small area of the project. The Drywall Grid System installs easily and quickly, increasing the productivity of work crews. "This system saved our budget, manpower went down about 50%, equipment went down as well, so it was a huge help for this project to finish on time and to make money," said Antonio Carbajal, project superintendent at SDI.

Carbajal said he couldn't recall seeing so many linear feet of soffits installed per man-day and estimated installing approximately 100 linear feet of straight soffits per day and about 60 linear feet of curved soffits. "With all the MEP we had above and to take every stud to structure, even four-feet on center, it would take forever."

SDI's building information modeling (BIM) department used a key plan to create architectural drawings that included the drywall grid soffit profiles. This information was plugged into the Hilti total station laser, which marked all the hanger wire locations on-site. Carbajal said if he were building the soffits with traditional stud and track, he would only see about 15 to 20 linear feet of production per man-day.

INDUSTRY EXPERTISE

Armstrong takes great pride in reviewing plans and detailing ways to improve construction efficiencies, jobsite production and constructability while ensuring the design intent is maintained. Whether your project includes 600 or 600,000 linear feet, Armstrong's construction experts can help you build it faster, easier and better.

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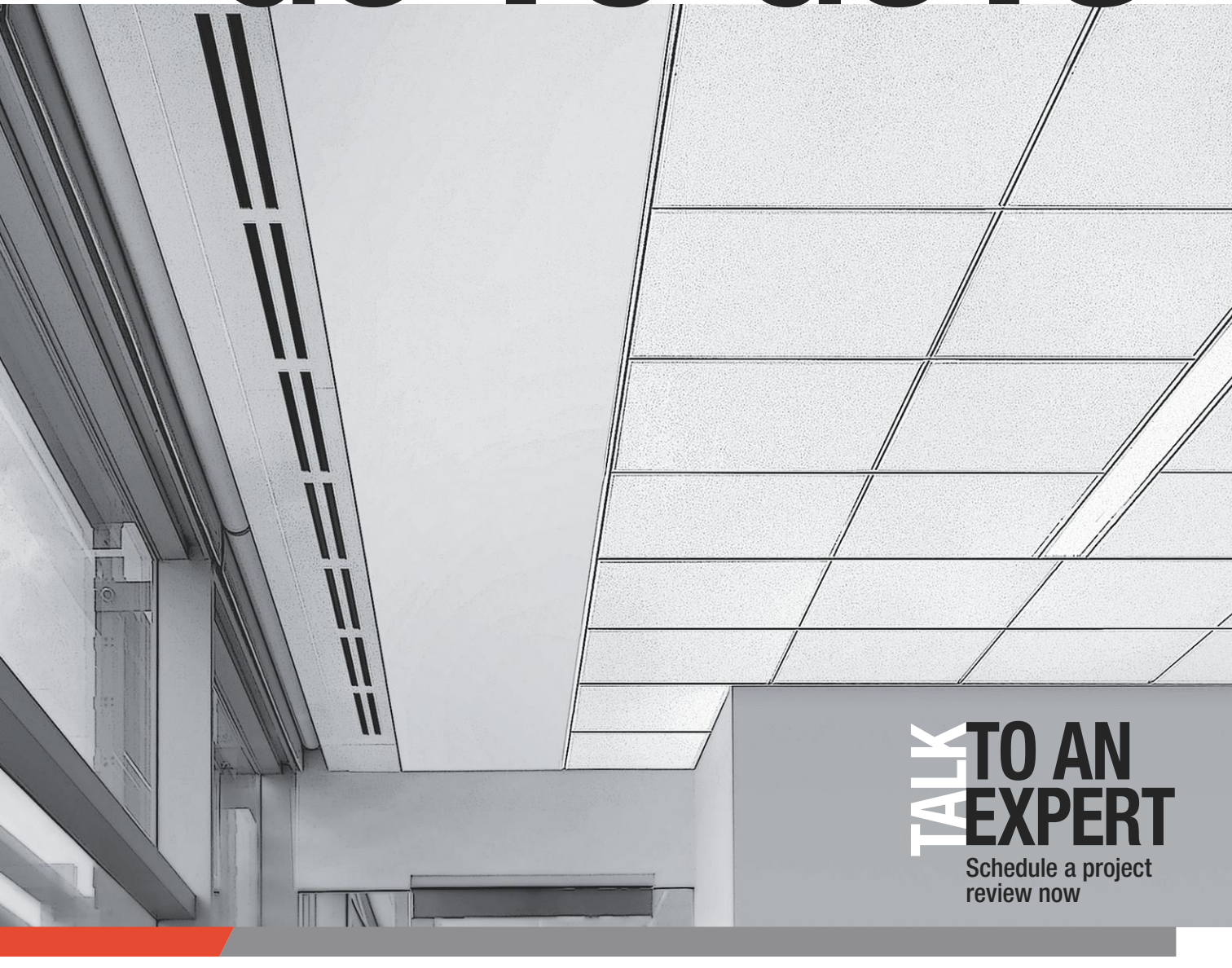

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CEILING & WALL SOLUTIONS

Check 102 on index.

AvidXchange & AvidSuite for Construction

Vendor payment management embedded in TimberScan



AvidXchange, an industry leader in accounts payable automation, combines three critical business processes in one platform, offering a complete solution for accounts payable (AP) automation, payment services and invoice acceleration. With AvidXchange products, AP departments and chief financial officers (CFOs) can increase efficiency, reduce processing costs and virtually eliminate paper with more visibility and control over cash flow.

Now, with AvidSuite for Construction, you can transform your AP process with the ability to approve and manage your vendor payments from within TimberScan, eliminating even more paper from your process. This enhancement sets TimberScan apart as the only end-to-end solution that can manage your costs effectively in one place.

Payment automation makes it easier for payers to conform to prompt payment legislation and enables their subcontractors to receive faster, more secure payments by aiding in payment execution and operation approvals.

Construction companies that can navigate the transition from manual to modern AP systems are poised to win.

THE SOLUTION

TimberScan and AvidPay together combines the invoice and document management expertise of Core Associates with the breadth and depth of AvidXchange's payment network

- Proof of payment is tied back to the invoice, purchase order and supporting documents to provide all critical information in one place.
- Remittance information is delivered with each payment, ensuring easy application for your vendors and fewer inquiries for you.
- One of the highest e-payment acceptance rates in the middle market, ensuring timely payments to your vendors while lowering your processing costs and helping to reduce fraud risks.

Think of AvidPay like online banking. You make the payment selection from your enterprise resource planning (ERP) system, send it to the AvidPay Network, and you're done. No check printing, stuffing envelopes or paying for postage; AvidXchange handles all that for you. "We automated our invoice routing and approval process through TimberScan, and knew our next step in seeking more efficiency was to move away from manual check printing," said Allen Overturf, CFO at Welsh Construction. "AvidPay, we reduced check processing time internally, and offered other payment options to vendors, all within the integration of AvidPay working with TimberScan. AvidXchange handled the implementation and coordination with our vendors."

THE BENEFITS

1. Maximize efficiency
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   - Drive consistency in your process for all vendor payments
   - Make fast and secure payments to your vendors
2. Minimize risk
   - Avoid handling vendor bank account data
   - Maintain full control with payment approvals to mirror your process today
   - Leverage Positive Pay to reduce the risk of check fraud
3. Increase visibility
   - Near real-time view of your vendor payments status and history with an embedded experience inside TimberScan
   - Substantiated billing made easy with purchasing, invoice and vendor payment management in the same platform

As construction companies take on more projects, focus needs to shift to completing jobs rather than time-consuming paperwork typically involved with manual AP processes. Automated technologies hold the promise to help construction companies, general contractors and subcontractors achieve operational efficiencies, reduce costs and improve margins.

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Doosan Infracore North America

Synergy Contracting pairs crawler & mini excavators for underground construction success

Synergy Contracting is an Iowa-based site utility and horizontal directional drilling contractor. In 2021, the company completed a new collection system and lift station replacement for the City of Mitchellville, Iowa, using a variety of Doosan crawler and mini excavators.

The scope of the construction project called for a new pump station, including a precast concrete well, submersible pumps and ancillary equipment. The project specifications also called for Synergy Contracting to perform the underground installation of pipes for the force main and sanitary sewer, as well as the concrete box culvert.

"The City of Mitchellville project brought all of our different skill sets into play in one project," said Brandan Smith, chief operating officer at Synergy Contracting. "That was a project where we built a lift station from the ground up. We installed a good amount of open cut sanitary sewer and force main. We utilized our company's directional boring expertise, and we were able to have our structure crews build a cast-in-place box culvert."



MINI TO LARGE CRAWLER EXCAVATORS

Working in locations varying from homeowners' backyards to the larger open-cut portions of the project meant a variety of construction equipment was needed. Synergy Contracting operated both mini excavators and large crawler excavators during various stages of the pipe and structural concrete work. Smith, along with owner Jesse Rogness, partnered with RTL Equipment in Grimes, Iowa, to secure the right machines for the tasks.

On the project were Doosan DX530LC-5, DX350LC-5 and DX235LCR-5 crawler excavators for most of the mass excavation and open-cut areas. For the smaller, more confined spaces on homeowner properties, Synergy Contracting relied on Doosan DX85R-3 and DX35-5 mini excavators. The excavators were outfitted with both buckets and plate compactors, adding the versatility needed to help the project stay on schedule. Although Synergy Contracting was fairly new to the Doosan brand, the construction equipment impressed them.

"They're efficient, quick machines," said Smith. "They hold up and are durable. And the overall visibility allows me to see everything around me."

Thanks to the mild weather conditions in late December, Synergy Contracting employees were able to keep working and finish the project before year-end. The trio of large crawler excavators worked efficiently to backfill the area where the box culvert would be installed. After material was placed by the excavator's bucket, a second machine with a plate compactor followed to compact the material. All of this was going on while employees worked carefully around existing utilities that were exposed during the excavation process.

Synergy Contracting crews operated the Doosan mini excavators and installed the 4-inch service pipe that runs to the homeowners' residences. Operators also used the mini excavators toward the end of the project to trench for underground drainage away from some of the homes.

"We really used everyone on our team for that project to get it done," said Smith. "It was a tough job, but with everybody that we have and the skilled people, it went pretty smoothly."

For more customer stories from Doosan, visit na.doosanequipment.com/customers.

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Check 109 on index.

Foundation Software

How contractors are taking charge of accounting & payroll in 2022

When site utility contracting company LaRS Group saw a need for efficient accounting and payroll services, Vice President Christa Kirby searched for two things — a company whose trust and communication met their needs, and software that fit their business methods. Kirby found both with Foundation Software.

IMPROVING COMPANY PRODUCTION

While implementing FOUNDATION construction accounting software, LaRS Group appreciated how the software took care of the background information like job costing, payroll and mobile features.

"The field guys perform dangerous jobs; they need to focus on the work at hand. This platform is easy for them to use and involves less time away from jobs," Kirby said. With less time spent worrying about keeping their job and financial data organized, the LaRS Group team could make sure their projects were finished safely and profitably.

Above all, Kirby appreciated the support her company received with implementing her team to the new software. With both on-site and online training options available, LaRS Group could pick the option that best suited their busy schedule. And with Foundation's live, in-house support team, Kirby knew the answers to any of her questions were only a quick call away.



With their accounting now in order thanks to FOUNDATION, LaRS Group soon realized they needed a payroll service to go along with it.

THE SEARCH FOR AN EFFICIENT PAYROLL SERVICE

A few years after working with Foundation Software, Kirby and the LaRS Group decided they wanted to outsource their payroll, but they needed a service that could handle their complex payroll structure. Their search led them back to Foundation and their construction-specific payroll service — Payroll4Construction.

"The hardest feature to find was something for job costing — no one had it down," Kirby said. "Then, we found Payroll4Construction and knew right away they would have what we needed."

With job costing being LaRS Group's backbone for evaluating their business, Payroll4Construction proved invaluable for their company. From processing multiple states, rates and trades on a single timecard to easily handling prevailing wage and fringe calculations, Payroll4Construction has all the features contractors need. Plus, with the convenience of outsourcing payroll and the integration with FOUNDATION accounting, staff time is freed up to work on more critical tasks than payroll processing. Working with construction payroll experts, LaRS is able to put the responsibility inPayroll4Construction's hands for a worry-free payroll process.

Best of all, Kirby already new the quality of service she'd get with Payroll4Construction from working with the Foundation team — and having a payroll service that was fully integrated with their accounting didn't hurt either.

MAKING THE MOST OUT OF INTEGRATED SYSTEMS

With FOUNDATION and Payroll4Construction, LaRS Group's accounting software and payroll service were tied together with a full integration. Workers in the field could enter and sync timecards directly to the accounting system in the office, updating job costs and budgets while improving data accuracy and efficiency across the board.

The strength of this integration would soon be put to the test, and it didn't disappoint. During a recent buyout, Kirby and LaRS Group needed to quickly process payroll and update all of their accounting information. The integration was vital to staying on top of all the new changes.

"If we didn't have FOUNDATION and Payroll4Construction during the buyout and all the moving parts that go along with something like that, we wouldn't have been up and running so quickly — our turnaround time was only a day."

With FOUNDATION accounting and Payroll4Construction, Kirby and the LaRS Group team found everything they needed — a company who communicated with and supported them, and the products that improved how they do business.

"We are learning something every month even after using their services for years. If anyone is looking for a partnership that is going to be there with you no matter what, you definitely need Foundation Software."

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HCSS

4 ways HCSS can help you with the entire life cycle of your projects

As a software company, HCSS's goal is to develop construction software its customers love (and they do), but there's much more to love about HCSS than just its suite of products.

The following are a just few non-software-specific reasons customers love HCSS:

1. HCSS SUPPORT

Since HCSS was founded in 1986, 24/7 Instant Support has been the company's commitment to its customers. In the earliest days of the company, HCSS Founder Mike Rydin purchased a car phone to ensure he answered every call no matter his location.

Today, the HCSS support team is a large department of techs committed to helping you whenever you need it.

"When your information technology (IT) department comments that HCSS has the best support of any software, you know that is true. That is what makes HCSS stand out in the software world," said Douglas Shealy, vice president at The Mosser Group.

2. PROFESSIONAL SERVICES

Transitioning to new software and workflows is no small feat, but HCSS Professional Services is there to help you throughout the entire process. HCSS wants to ensure your product rollout is as seamless and frustration-free as possible, using its well-defined and proven process that has helped thousands of companies successfully implement in less than 90 days.

"Our implementor was not just a trainer. He didn't come out and go through bullet points, he didn't take shortcuts. They're truly men and women that take time out of their day to make sure that you are getting everything that you need, customized, within the software," said Tom Agresta, president at Eclipse Company.

3. USERS GROUP MEETINGS

Besides being a great opportunity to take classes and network with others in the industry, HCSS Users Group Meetings (UGMs) are a critical way the commpany can learn from and help its customers. During the town hall style meetings, customers can suggest updates and new features for future product releases.

"HCSS did another fabulous job with the UGM this year. Although this was my third year attending, I always come away with something that I either didn't know existed or wasn't aware of the value that it possessed," said Dennis Radtke, senior estimator at Allan Myers.



The HCSS support team is a large department of techs committed to helping you whenever you need it.

4. 12-MONTH MONEY-BACK GUARANTEE

For more than 12 years, HCSS has offered a 12-month money-back guarantee on the purchase of all HCSS software. HCSS know purchasing new software for your company is a significant investment, and wants you to feel confident in your decision to partner with them.

"We believe that if we can't help our customers achieve what their objective was, they shouldn't have to pay for it. In software, 'shelfware' is a very common term people use when they buy a software that never actually gets implemented, or never works and just sits on the shelf. We started offering the 12-month money-back guarantee to make sure our customers use our software and get their money's worth," said Mike Rydin, founder and CEO at HCSS.

HCSS
855-231-7875
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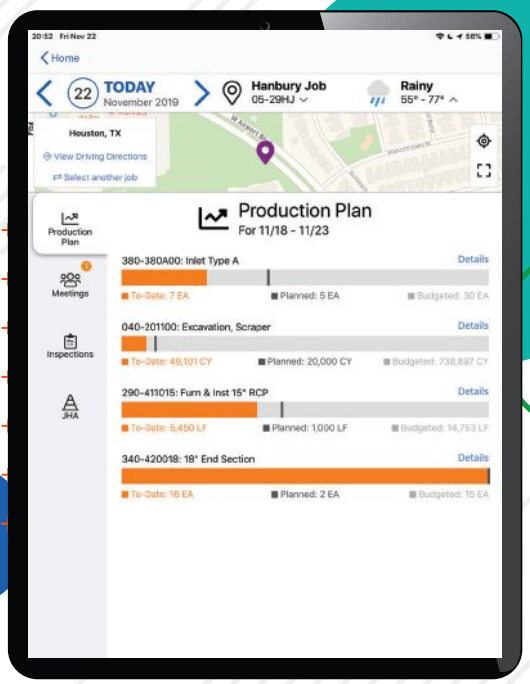
Software built for construction that fits your needs and workflow at every stage of work.





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Scan this code using your phone's camera or visit **learn.hcss.com/cbo2** to take our fit quiz.

HCSS | **Innovative Software** for the Construction Industry

Check 114 on index.

Kubota USA

Dig more 'pay dirt' on the jobsite with Kubota's full line of compact construction equipment

In the demanding field of construction, contractors know that the success of their business depends not only on their ability to get a job done, but also to get the job done on time and on budget. That's why having the right equipment on the jobsite is of the utmost importance. Here are four equipment lines in Kubota's CE portfolio that contractors rely on every day to get more done.

SVL & SSV SERIES

While the debate between wheels and tracks rages on, one thing is clear: there's a place on the jobsite for both pieces of equipment. Fortunately, Kubota has you covered on both fronts.

For applications where ground pressure and traction are a primary consideration, Kubota's SVL Series of compact track loaders lead the way. Kubota set the bar high when it introduced the SVL97-2 to its lineup, joining the SVL75-2 and SVL65-2. Boasting a 96-horsepower engine with a rated operating capacity of 3,200 pounds (at 35 percent tipping load), the SVL97-2 offers an impressive 7,961 pounds of breakout force and 3.4-foot reach at max height.

For work on hard surfaces like asphalt and concrete, Kubota's SSV Series of skid steers are ready to roll. The SSV65 carries a rated operating capacity of 1,950 pounds and bucket breakout force of 4,839 pounds, while the SSV75 packs a rated operating capacity of 2,690 pounds and bucket breakout force of 5,884 pounds.

K & U SERIES' EXCAVATORS

Kubota has been the No. 1 selling compact excavator brand in the world, 18-years running, according to data from OEM Off-Highway Research. Anyone who has spent a considerable amount of time on a construction jobsite knows Kubota compact excavators reign supreme due to their combination of maneuverability, power and reliability.

Offering a range of conventional, minimal and zero-tail swing machines across its K and U Series, Kubota has the perfect compact excavator for any application on the jobsite. With options from zero to 8 tons, Kubota compact excavators are designed to help you dig more pay dirt on every job in comfort. With climate control, ergonomically positioned levers, a high-back suspension seat and an easy-open front window, staying productive and comfortable is possible even after a long day in the operator's seat.



The RTV-X Series offers construction managers a range of versatile options for doing the heavy lifting on the jobsite, from transporting crew and materials to hauling and towing, and everything in between.

RTV-X SERIES

When it comes to rugged environments, few places can be as demanding as a construction worksite. But for Kubota's RTV-X Series, that's where this versatile and durable line of full-size utility vehicles does its best work.

With four models powered by Kubota's diesel engines — RTV-X900, RTV-X1120, RTV-X1100C and RTV-X1140 — the RTV-X Series offers construction managers a range of versatile options for doing the heavy lifting on the jobsite, from transporting crew and materials to hauling and towing, and everything in between.

To learn more about Kubota's full line of construction equipment, visit kubotausa.com or find your local dealer at kubotausa.com/find-a-dealer.

*Based on Power Products Marketing North American 2018 sales data for the pure utility vehicle (PUV) segment.

Kubota USA
888-458-2682
kubotausa.com/construction-equipment

It's not backbreaking work when you have a solid-steel backbone.



SVL97-2 & U55-5 Durable Kubota engines Comfortable cabs

Kubota

The hardest jobs demand Kubota construction equipment. The SVL97-2 track loader is comfortable, reliable and ready to take on anything. And the high-performance U55-5 excavator joins our #1 selling excavator lineup.* When the job calls for more, bring more versatility, durability and power.

Together we do more.®

Check 116 on index.

KubotaUSA.com

*According to 2021 data from Off-Highway Research including all Kubota Group brand sales. © Kubota Tractor Corporation, 2022. This material is for descriptive purposes only. Kubota disclaims all representations and warranties, express or implied, or any liability from the use of this material. For complete warranty, safety and product information, consult your local Kubota dealer. For the complete disclaimer, go to KubotaUSA.com/disclaimers and see the posted disclaimer.

Progressive Commercial Auto Insurance

Protecting the business you've worked hard to build

As America's No. 1 commercial auto insurer*, Progressive has a wide range of insurance options for contractors. Its customizable policies offer flexible options from minimum coverage to comprehensive protection. Plus, you can shop a variety of other business insurance products.

Progressive's direct representatives and independent agents can help you find the right insurance for your construction business. Here are a few of the many reasons you can rely on Progressive for your commercial auto needs:

1. *Industry experience* — Progressive has a history of insuring construction businesses. This experience means they can ask the right questions to get the coverages and limits you need to stay protected. Our insurance experts study the latest coverages and trends to make sure you get great protection for your work vehicles.
2. *In-house commercial claims representatives* — Progressive's dedicated team of adjusters knows your work vehicles are an integral part of your construction business. Progressive's in-house representatives have experience handling commercial claims, so they can help you get back to work fast.
3. *Adaptable to changes* — Your insurance needs will likely change over time. Progressive offers a wide range of coverages to make updating your policy easy. When you buy a truck or secure a contract, we can make your insurance work for you. Progressive can also help you find other coverages, like general liability and business owners policies (BOP), so you're protected at each stage of your business's development.
4. *Customizable coverages* — No two construction businesses are the same, so you wouldn't expect their insurance to be either. Whether you have a seasonal business, tow a trailer, or have attached equipment on your vehicle, you can customize your policy to fit your needs. You can update your coverages, limits, vehicles and drivers at any time.



Progressive's dedicated team of adjusters knows your work vehicles are an integral part of your construction business.

5. *Ways to save* — Discounts† help you get quality insurance at a more affordable price. Get instant savings by enrolling in Snapshot Proview**, a program that rewards safe drivers on their commercial auto insurance. Progressive also offers savings for maintaining continuous coverage, paying your bills electronically and more.
6. *Available when you need it* — Your work might not be limited to a 9-to-5 schedule — that's why Progressive is available when it's convenient for you. Whether you need to make policy changes, request an insurance certificate, or file a claim, they are available 24/7 by phone or online. Progressive's knowledgeable staff takes care of your needs so you can get back to what matters most — your business.

*No. 1 commercial auto insurer from SNL Financial's 2021 national written premium data.

*Not available in all states. Savings rate for new Snapshot ProView customers with the lowest average mileage, savings between 5-8% for higher average mileages. At renewal, driving data could increase or decrease premiums.

†Discounts vary and may not be available in all states or situations.

Progressive Commercial Auto Insurance
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Progressive Casualty Ins. Co. & affiliates. Coverages and discounts not available in all states or situations, for all vehicles or coverage selections.

Protect your small business from reality with over 30+ customizable coverage options and personalized discounts. Get a quote in as little as 6 minutes at **ProgressiveCommercial.com**

PROGRESSIVE®
COMMERCIAL

Check 124 on index.

Yokohama Off-Highway Tires America, Inc.

Varied jobsites demand versatile tires

A gravel mining customer came to Yokohama Off-Highway Tires America, Inc., for advice on tires that could handle the high torque of the latest state-of-the-art loaders and the balance between great traction and chip resistance they needed in a busy quarry. The answer: the new Yokohama RT41 875/65R29 L-4 radial.

The larger diameter — and the high-performance bead package — of the new RT41 size accommodate the 29-inch rims that equipment manufacturers are using to deliver more torque to the ground on today's high-powered medium loaders. The chip-resistant mining compound delivers longer wear. And the mining company is also still using the 25-inch version of the RT41, which has a dual-marked E-4/L-4 rating that provides the flexibility to use the tires on its loaders and dump trucks. The result: reliable tires and streamlined inventory management.

MANAGE INVENTORY

Streamlining tire purchasing and inventory management is especially critical these days, notes Bruce Besancon, vice president, marketing and strategy at Yokohama Off-Highway Tires America.

"With the supply chain challenges we've seen in every industry, so it's more important than ever to work with your tire dealer to think ahead, manage your inventory well, and choose tires that are going to be reliable and give you the performance you are counting on," Besancon said. "Communicate with your tire dealer. Let them know what you're planning for the year ahead so you don't find yourself without the tires you need. And ask about the technologies and performance they're seeing out in the marketplace. You'll find that tire dealers can help you select tires with features and cost-per-ton or total-cost-of-ownership benefits that go straight to your bottom line."

[Yokohama offers] more than 4,000 patterns, sizes and ply ratings, providing construction business owners the chance to find the ideal tires for the challenges they face every day.

PLENTY OF CHOICES

Dual-marked tires like the Yokohama RT41 provide flexibility, Besancon notes, but sometimes nothing compares to a tire purpose-built to tackle a particular challenge. For instance, the mining company that relies on an RT41 designed and proven on loaders in its gravel operations outfits its loaders in sandy sites with Yokohama RB31 radials, which are optimized for traction in soft conditions.

Choices like those are boosted by the Yokohama Off-Highway Tires lineup of Yokohama, Alliance, Galaxy and Primex brands. Together, the four brands include more than 4,000 patterns, sizes and ply ratings, providing construction business owners the chance to find the ideal tires for the challenges they face every day.

"The Yokohama brand occupies a very special place in loader, grader, and dump truck tires, and our Galaxy brand is a trusted tire for a wide range of construction machinery from large construction radials all the way down to skid steer sizes," Besancon said.

"Within our product offerings, we have options that range from Yokohama underground mining tires to Galaxy Severe Duty Solids, along with patterns, compounds and special construction to fit just about any jobsite on the planet. And because they're all under the Yokohama Off-Highway Tires America umbrella, our dealers can offer a world of options to their customers."



Yokohama Off-Highway Tires America, Inc.
800-343-3276
info.usa@yokohama-oht.com
yokohama-oht.com

YOKOHAMA
Off-Highway Tires

www.yokohama-oht.com | 800-343-3276 | @yokohamaohta

WHEN THINGS GET TOUGH...
NOTHING BEATS THE RIGHT TOOLS

With the Yokohama OTR, Alliance, Galaxy and Primex brands under one umbrella, Yokohama Off-Highway Tires America, Inc. delivers the tools you need to stay profitable—tires purpose-built to help you tackle just about any challenge on any job site. Every one of our tires is built to deliver higher productivity and lower cost per hour.

Contact your Yokohama Off-Highway Tires America rep, call us at (800) 343-3276 or visit yokohama-oht.com to learn more.



YOKOHAMA RL45

The Yokohama RL45 features a deep tread and sturdy construction for longer, better wear on the roughest of surfaces.

YOKOHAMA ALLIANCE GALAXY PRIMEX

Check 131 on index.

B2W Software

ONE Platform unifies estimating & operations for New York heavy civil contractor



Software systems that talk to each other make a world of difference, according to D.A. Collins/Kubricky Construction. "With the B2W Platform, we transfer information easily between estimating and operations and also into our Viewpoint Spectrum ERP," said Tom Garrett, vice president of engineering at Kubricky.

D.A. Collins/Kubricky is based in Wilton, New York. Estimators use B2W Estimate to bid on about 300 bridge, paving, site, marine, utility and other heavy civil jobs annually across the northeastern U.S. When they win, information moves to B2W Track with the push of a button for field tracking and analysis.

B2W Maintain supports an efficient, proactive maintenance program that has cut costs and driven uptime levels to over 90%. Employees in the field submit repair request directly to B2W Maintain from B2W Track. B2W Schedule completes the picture, providing real-time resource scheduling and dispatching. "Before, it was markers on a white board and magnets," said Garrett. "The visibility, so everybody across workflows can look at the schedule was one of the things that I was really looking for."

"We've been doing it with the unified B2W platform for so long, I can't imagine not doing it this way," said Garrett. "To go back and do manual entry and keep things on spreadsheets — no way."

B2W Software
800-336-3808
sales@b2wsoftware.com
b2wsoftware.com



Check 104 on index.

Boon

A benefit solution for a variable employee population

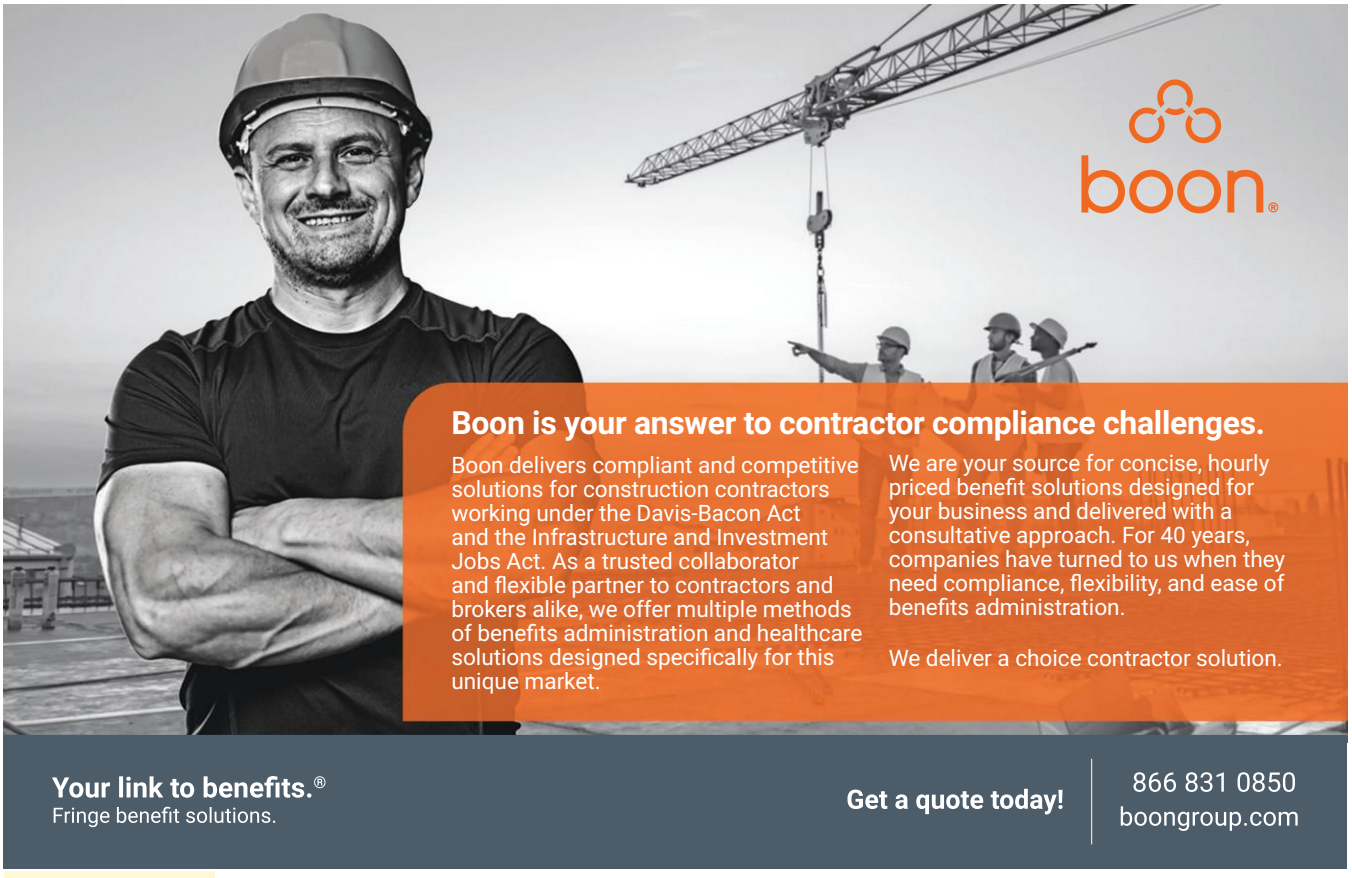


A Davis-Bacon Act (DBA) construction contractor once approached Boon, concerned that the medical rates for their plan with a competitor exceeded the fringe amount allotted in Texas. As a result, the contractor was forced to deal with payroll deductions for their dental and vision coverage.

The contractor's main concern was that a new contract with higher fringe rates and variable hours would require a flexible solution for hourly workers. The contractor was also disappointed with the lack of communication and responsiveness with the current provider — and sought a solution to better serve their employees.

Boon stepped in with a concise replacement of their benefits and administration. Boon's solution provided a monthly premium plan for their Texas employees that included dental and vision, without the need for payroll deductions. Within the same plan, Boon provided an hour bank solution for their variable hourly employee population. The contractor was able to provide a solution that worked for their entire population within the allotted fringe rate. Boon offers a consultative approach, centered on finding the best benefit solution that fits your business. For 40 years companies have turned to Boon when they need compliance, flexibility and ease of benefits administration.

Boon
866-831-0850
info@boongroup.com
boongroup.com



Check 106 on index.

Dominion Equipment Parts

Strong dealer network delivers swift shipping of crucial undercarriage parts



Established February 1998, family-owned and -operated Dominion Equipment Parts, LLC has been in business for more than 20 years. In just two decades, Dominion has become the original equipment manufacturer (OEM) provider for Yanmar and Morooka equipment parts, developed its own brand of high-quality rubber track replacements, and is one of the nation's leading track importers, supplying rubber tracks for 38 equipment brands.

Dominion is also a distributor of undercarriage parts for top brand names including Bobcat, Caterpillar, Gehl, Kubota, Takeuchi and Mustang, providing sprockets, rollers and idlers. It is the solely authorized North American distributor of specialized, compact dumpers and concrete trucks manufactured by Fiori. Its geographic range includes the 48 contiguous United States, Canada, Mexico, and South and Central America.

To improve delivery times, Dominion established distribution hubs in Dallas, Texas, and Cincinnati, Ohio, then added Jacksonville, Florida, Albany, New York and Portland, Oregon. Each location's logistical efficiency gives customers same-day shipping with next-day delivery. Customers can also pick up their tracks or parts from a the dedicated sales staff regional warehouse at each distribution hub.

One of Dominion's greatest assets is a strong dealer network, which includes United Rentals, the largest rental agency on the continent with over 960 locations.

Going forward, Dominion is focusing on improving its inventory and distribution capabilities even further, as well as supporting the Fiori Group machines it introduced in 2016. The compact, user-friendly vehicles increase productivity, flexibility and operator safety in confined spaces such as narrow lanes, alleys and tunnels. They are ideal for working in crowded city centers or in environmentally sensitive habitats and valued landscapes with restricted access

.

Dominion Equipment Parts
800-365-7260
cunger@depparts.com
depparts.com



Check 108 on index.

eMars Inc.

Peace of mind where wage compliance is concerned



"Benefits have been tremendous — to the point that, in addition to us, we also now have approximately 8,000 subcontractors using the system. The system serves to raise the level of compliance and gives us peace of mind that wages paid by us and our subcontractors to their wage earners meet the high standards expected by the United States Army Corps of Engineers and are received by the appropriate parties. The system is extremely user friendly for even the smallest contractors ... It also interfaces with those companies that have existing automated payroll systems. And it serves to reduce travel expenses, since payrolls can be viewed from one central location. Subcontractors have come to rely on this system and are completely enamored with the speed and efficiency it provides. One subcontractor was behind several payroll submittals and was able to get caught up in 15 minutes. We highly endorse this method of meeting our payroll compliance obligations. eMars saves us about 80% of the time we previously spent preparing a manually prepared payroll. And because time is money, we also have reduced our labor costs."

— A long-term eMars customer

eMars Inc.
480-595-0466
woodychamberlain@wh347.com
emarsinc.com



Check 110 on index.

Fringe Benefit Group (The Contractors Plan)

T.E. Roberts reduces overhead costs while employees grow retirement accounts



T.E. Roberts, Inc. designs and builds underground pipeline projects for private and public entities throughout Southern California. Its success is built on its ability to deliver on-time, high-quality work with competitive pricing. A decade ago, the company began using The Contractors Plan, which helps prevailing wage contractors bid more effectively on public projects while complying with government regulations. Owner Tim Roberts was drawn to the plan's ability to help his employees save towards their retirement while reducing the company's tax burden.

"The Contractors Plan has been beneficial to both our employees and our company's bottom line. It provides our employees a retirement savings plan they likely wouldn't otherwise have, makes our bids more competitive, and decreases our overhead costs. Many of our employees have over $100,000 in their retirement accounts now. The team at The Contractors Plan is outstanding. They answer our employees' questions and come to the office to talk to our people about retirement. The plan was easy to implement and there have been substantial tax benefits for our company."

For nearly 40 years, The Contractors Plan has helped companies comply with the Davis-Bacon Act and state prevailing wage laws and realize savings on their payroll expenses by allocating fringe dollars to health and retirement benefit options for employees.

Fringe Benefit Group
(The Contractors Plan)
800-662-6177
info@contractorsplan.com
contractorsplan.com



Check 112 on index.

LaborChart, a Procore Company

Innovative general contractor outgrows the spreadsheet



LaborChart is a leading provider of construction workforce management (WFM), supporting communication, labor scheduling, analytics, forecasting, data management and rostering for contractors.

For McCownGordon Construction, adopting LaborChart has allowed their team to plan ahead with a single source of truth.

McCownGordon is a construction firm headquartered in Kansas City, Missouri, building across health care, industrial, civic, corporate, federal and K–12 industries. A single person managed their workforce spreadsheet and teams spent hours in labor meetings.

McCownGordon recognized they had outgrown their spreadsheet and needed the right technology. Prioritizing their people-first approach, they sought to improve scheduling, communications and forecasting. They found LaborChart to do all that and more.

"Our team uses LaborChart to help identify who is working on a project and if we have any gaps," said Peggy McGilley, business solutions manager.

Adopting technology is central to McCownGordon, making LaborChart a natural fit. With visibility into skills and availability, scheduling is a breeze. Management can now forecast ahead strategically and determine labor needs. LaborChart has improved communication via quick texts and notifications.

Since adopting LaborChart, McCownGordon has been able to focus on what they do best — building for the future and the communities they serve to keep putting people first.

LaborChart, a Procore Company
913-276-0294
info@laborchart.com
laborchart.com



Check 117 on index.

MinnPar

Keep your equipment running with the replacement parts you need & the value you want



Extend the life of your skid steer and avoid downtime with essential parts from MinnPar. MinnPar offers a wide range of replacement parts for many makes and models. Choosing the correct part is crucial to keeping your equipment running smoothly and reliably.

MinnPar carries a vast selection of aftermarket, original equipment manufacturer and genuine parts in order to give you the options you need to select the best part to meet your needs. Additionally, MinnPar offers same-day shipping and the ability to ship directly to your worksite, helping you finish your projects on time and reduce downtime.

MinnPar knows that many small and independent construction companies buy their machines at auction. These machines often come without an operating manual, and some of these models need to be repaired or updated for safety reasons. MinnPar offers several online catalogs featuring popular replacement parts, and if you are in the field and do not have online access, you can call in. Its highly trained technicians are on call and ready to assist you. Check out MinnPar today and discover why construction companies have trusted MinnPar for over 35 years to help keep their machines up and running.

MinnPar
info@minnpar.com
minnpar.com



Check 120 on index.

Morooka USA

Rubber track carrier navigates tough terrain & mountainside ski runs



Building among ski slopes presents many challenges. When Giants Ridge, a golf and ski resort in Biwabik, Minnesota, decided to create a new hiking trail, it knew it would need a machine that could navigate the terrain without disrupting the existing ski runs. So, it turned to a Morooka MST-700VD from Road & Supplies Co.

"To get the material from the bottom of the hill to the top is very challenging," said Sean Peyla, who serves as director of mountain operations and facilities. "It's very steep and rocky, but the Morooka handled it well."

The rubber track carrier was designed to haul material in and out of challenging jobsites while producing very low ground pressure, a bonus when traversing up a mountain between established ski runs.

"Without the Morooka, we probably would have tried to utilize dump trucks or loaders, but that method would have probably created ruts all over the ski hill," said Peyla. "The Morooka left very little footprint."

The midsize carrier features a 93-horsepower Kubota V3800 Tier 4i engine and boasts a maximum payload of 9,460 pounds, exerting a ground pressure of just 3. 6 psi.

The MST-700VD also comes standard with a reversible seat, enabling the operator to face in the direction of operation, even in reverse.

"Instead of having to turn your head when backing up, you can just swivel the chair," said Maintenance Specialist Jared Ferdig. "It's easy to operate, and you can get into small areas and move to wherever you need to go. It'll climb anything."

Morooka USA
800-365-7260
cunger@morookacarriers.com
morookacarriers.com



Check 121 on index.

Stellar Industries

Wheeler Machinery Co. tackles service demands with the new Hybrid Power Source



Wheeler Machinery Co., based out of Utah, offers equipment to support the construction, agriculture, demolition and scrap handling, mining, landscaping, power generation and on-highway truck industries. Beyond getting the right equipment in customers' hands, the company invests substantial time and effort into providing top-tier service after the sale. Scott Cline, fleet manager at Wheeler, oversees more than 500 rolling assets from acquisition to disposal.

Keeping up with service demands is no easy task, and Cline is always looking for ways to help make his technicians' jobs easier and more efficient. So, when Cline learned that Stellar was coming out with its new Hybrid Power Source (HPS), he talked to his Stellar representative about the opportunity to field test the HPS to see if it would be a good fit for Wheeler.

The Stellar HPS takes power to the next level, a self-contained hydraulic power source that utilizes automotive-grade lithium-ion technology to provide a system that is low-voltage, anti-idle compliant and quiet during operation. The HPS allows for companies to reduce their carbon footprint by operating hydraulic equipment without the use of the chassis engine. In addition, users of the HPS will see reduced fuel consumption, decreased engine maintenance and instant torque.

Wheeler has experienced these benefits and more since introducing the HPS to its team. For Cline, having all of the benefits of the Stellar HPS helps offer greater peace of mind by providing a powerful, reliable power source he can count on. "I haven't heard one negative word about the HPS from my technician," said Cline. "It's been a great experience overall."

Stellar Industries
800-321-3741
sales@stellarindustries.com
stellarindustries.com

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Check 127 on index.

Tenna

How real contractors improve their equipment management & overall business



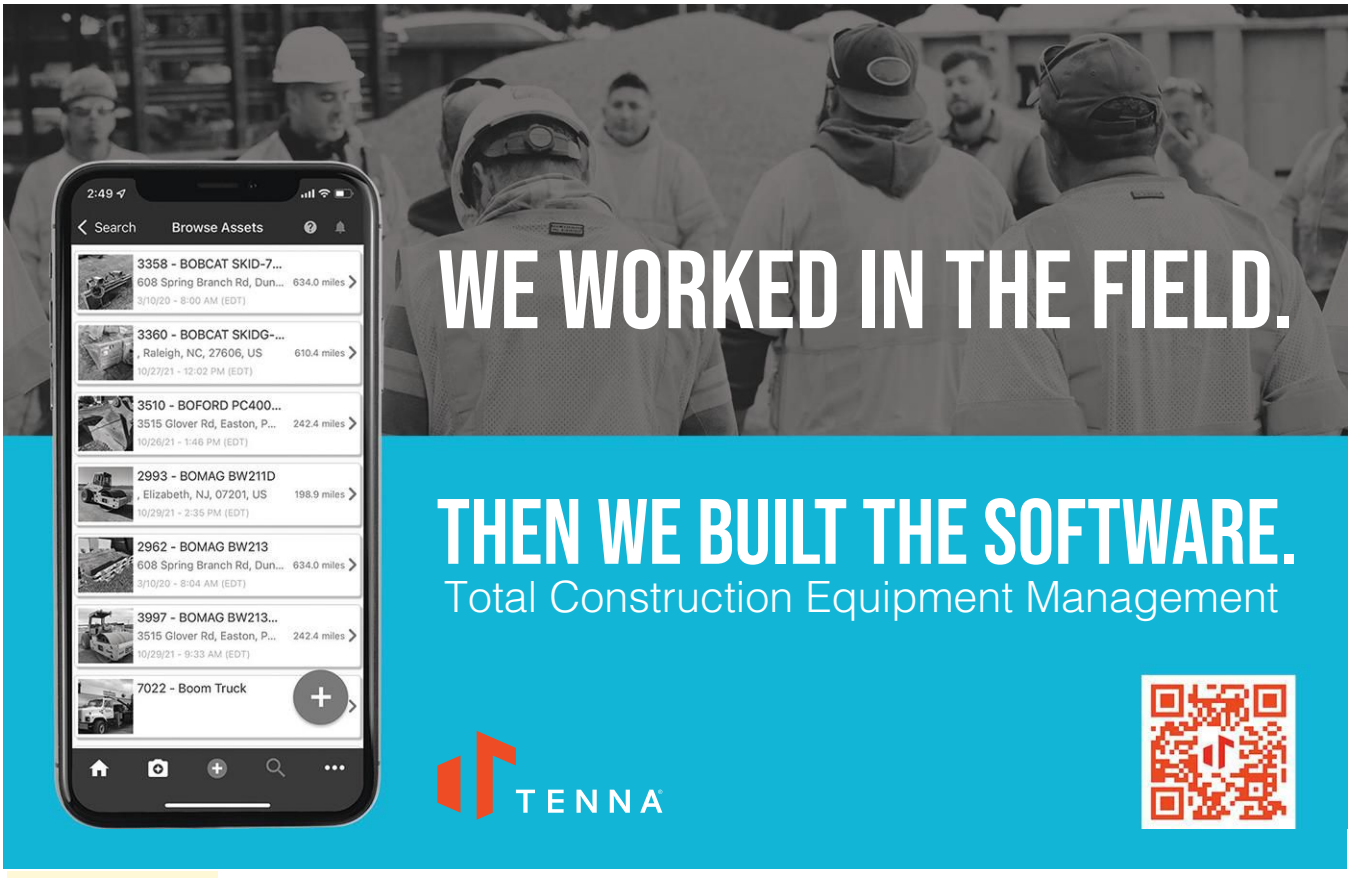
Tenna is the construction technology platform that revolutionizes equipment fleet operations. It is the standard for the construction industry. Going beyond tracking, Tenna blends cutting-edge technology with more than 115 years of construction experience to let contractors know, control and make more from their mixed fleet.

Following are two civil contractors leveraging Tenna to dramatically improve their equipment management processes and overall businesses.

LEM Construction leverages Tenna to improve logistics, utilization, maintenance, and overall financials by integrating with their accounting system, Sage. "Tenna has been the best thing for us ... We can be much more accurate with our financials than we've ever been before. Knowing where equipment is all the time and the financials being accurate; just those two things have been a game changer for us. Not to mention the maintenance."

Guigli & Sons increases efficiency with Tenna with access to valuable fleet utilization data and improve company communications. "As you bring efficiency into a business, that translates into dollars that flow right to the bottom line ... The biggest pain point that Tenna solves is eliminating a lot of unnecessary phone calls. In our business, if we can utilize something we own as opposed to renting it, that's a financial advantage to us. To figure that out before ... we had to make anywhere between two and 10 phone calls. Now you can get that same information with a few clicks."

Tenna
833-508-3662
discover@tenna.com
tenna.com



Check 129 on index.

WD-40 Company

Created specifically for construction & other skilled trade professionals



Ricardo Mercado is electrical foreman of Safeway Electric, an electrical contractor throughout San Diego, Orange County and the Inland Empire, California. Like many contractors, he needs his tools and equipment to be in top notch working order to maintain his efficiency and for that, he reaches for WD-40 Brand.

Among Mercado's must-have products on a commercial build is WD-40 EZ-REACH, with a flexible straw making it easier to access and lubricate bolts in hard-to-reach places like electrical boxes behind freshly placed drywall. The product is an ideal solution for protecting metal from rust and corrosion, lubricating just about anything, and keeping projects on schedule. When he needs more specialized solutions, he reaches for the WD-40 Specialist line of products — created specifically for construction and other skilled trade professionals.

The Specialist line of more than 20 products — including lubricants, penetrants, greases, cleaners and degreasers, and rust management solutions — was designed to help trade professionals in the most demanding situations where performance can't be sacrificed.

To learn more about professional-grade, safer-to-use and 50-state VOC compliant formulas, visit wd40.com/specialist.

Contact Safeway Electric via phone at 909-766-9030 or visit their website at safewaybsi.com.

WD-40 Company
888-324-7596
hello@wd40.com
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JOB DONE RIGHT®

Construction professionals are masters at tackling tough challenges and having the right products and tools on hand for the job is critical.

For hard-to-reach places, try WD-40® EZ-REACH®. Its flexible straw allows you to adjust the shape as you need, so you can access where you need without dissembling equipment, saving you time and money.

And for vertical surfaces, which pose another challenge, try WD-40 Specialist® Gel Lube, which stays where you spray, won't run or make a mess.



Check 130 on index.

Acumatica, Inc.

It's time to ditch your legacy construction system & embrace the cloud



Legacy construction and accounting software solutions just aren't cutting it these days. Older systems developed decades ago aren't as adaptable, mobile or flexible as their more efficient, cloud-based counterparts.

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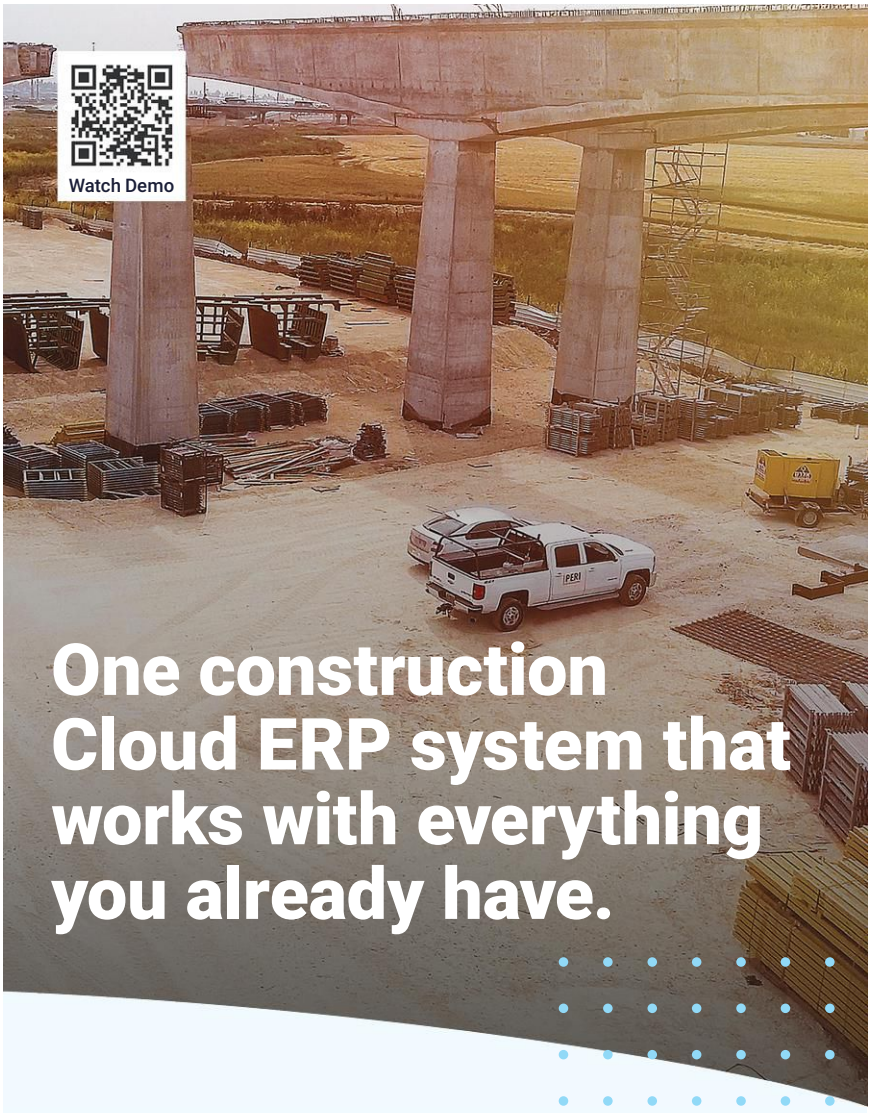

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Sean Barnett, Chief Financial Officer
Spohn Associates

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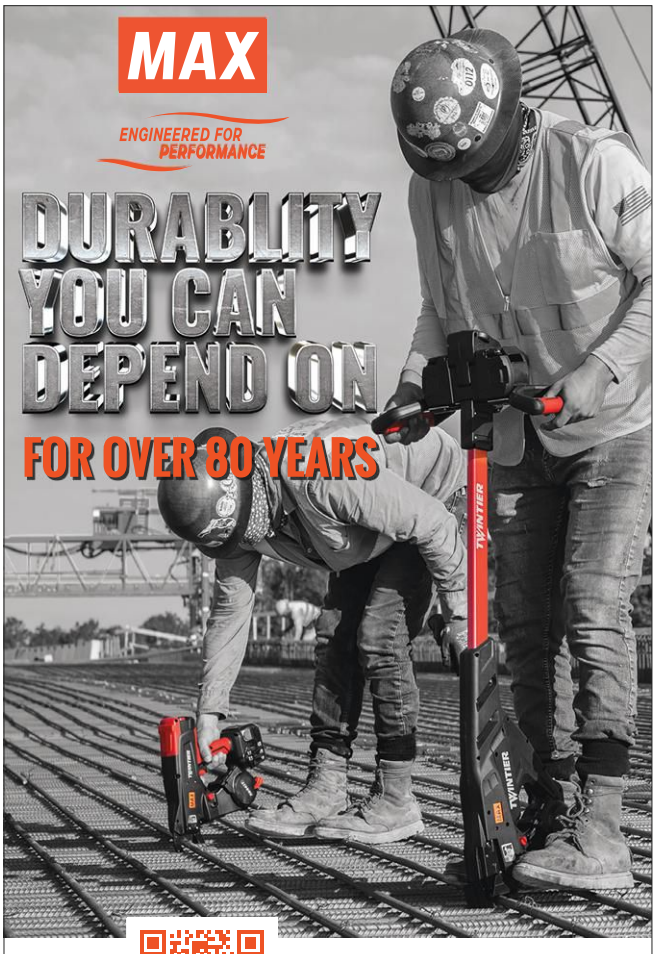

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Mi-T-M Corporation

New inverter generators equipped with CO detectors power construction tools & equipment



Mi-T-M Corporation's new inverter generators, ranging from 2,000 watts to 8,000 watts, are equipped with carbon monoxide (CO) detectors and auto shutdown if CO levels become unsafe. Their inverter technology allows for reduced weight, noise and fuel consumption.

The 2,000- and 2,500-watt inverter generator models feature GFCI-protected receptacles, and their frames are lightweight and designed for easy hand-carrying, making them easy to carry from one job to the next.

The 3,500-watt inverter generator has a unique open frame design and takes accessibility and portability to the next level while delivering clean power.

The 4,000- and 8,000-watt models include electric start and handles and wheels for portability. Both models include LED-lighted digital displays for voltage, hertz, run hours and total hours.

These compact generators are powerful, quiet and are great for powering various types of construction equipment and lighting on jobsites. All models include one-year alternator and three-year engine warranties.

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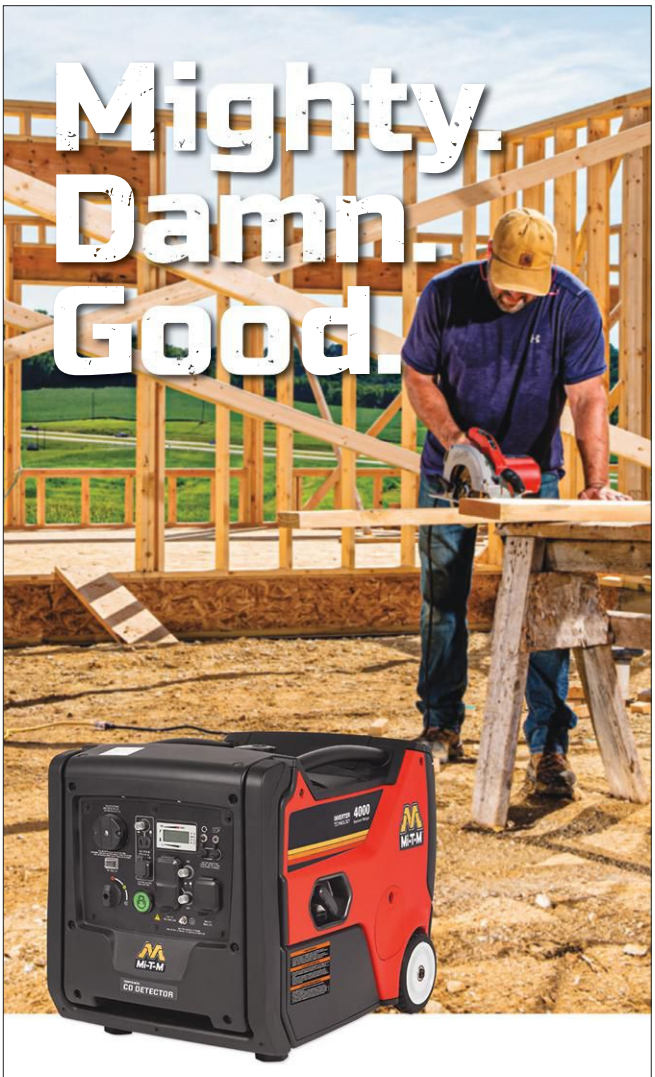

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Check 119 on index.

AMS-Merlo

How New South Construction resolves jobsite constraints



New South Construction was contracted to build a seven-story industrial warehouse-style office building.

While the location was appealing to future end users, Christian Pitts, senior project manager with New South Construction (NSC) said of the site, "[It] had very limited space around it for material laydown, for deliveries, and for a traditional all terrain forklift to maneuver. Logistically, we closed one lane of the street [to create] a pull through lane for material deliveries to be unloaded off the truck or trailer."

Such tight site constraints, along with the specifics needed to make the project a success, had Pitts and the NSC team consulting early in the planning with a trusted heavy equipment supplier to determine the needed equipment.

A Merlo Roto was recommended. It supplied the maximum reach height required to reach the roof, independent stabilizers, compact dimensions, automatic frame leveling, and as Pitts noted "the 360-degree rotating turntable allowed it to stay in one location [up close to the building] and pick materials off the truck/trailer and [place] into the building, or on the roof."

"From the start, the ability to function better than expected for handing materials on a very tight project site, and the savings from not having to have a crane onsite to handle materials allowed us to submit a lower bid on the project, which helped us win the project," Pitts said. "Sitting higher above the wheels, the ease of steering and driving, and more visibility made it fun to drive around the site. This is an extremely versatile machine."



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Insite Software Inc.

GPS modeling & 3D graphics are critical to Pro Grade's success

Ryan Qualls of Pro Grade Enterprises, Inc, located in Easton, Washington, relies on InSite Software to transform one-dimensional computer-aided design (CAD) files into high-quality 3D images and GPS machine control models.



3D LIVE

According to Qualls, the feature he relies on the most is InSite's exclusive 3D Live, allowing estimators to view newly entered data and edits in real time. Qualls then prints the 3D images to share with his customers and staff. Pro Grade focuses primarily on large residential subdivisions and roads with very hilly topography. Says Qualls, "InSite is both a project management and marketing tool. The 3D Live images help my customers and staff easily visualize a jobsite. I can make decisions on the fly and see the results immediately."

GPS MACHINE CONTROL

InSite also helps Qualls streamline the production process using the software's built-in GPS modeling tools. Says Qualls, "The best part about InSite and the GPS modeling process, is if you can get AutoCAD files at the time of the takeoff, you are 50% to 75% towards the finished model. With any kind of large structure excavation, it's easy to build a triangulated (TIN) surface with InSite's slope to daylight tool. The TIN is what runs the 3D machines on the site."

InSite Elevation Pro is an earthwork takeoff and GPS modeling solution designed to give estimators the tools to accurately calculate earthwork quantities and validate the results.

InSite Software Inc.
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Check 115 on index.

Syscon, Inc.

Who do you call for computer issues: IT or the consultant?



In the mid-1990s, with 10 years of computer experience at that time, Syscon, Inc. became certified to install and train on construction-specific software, MasterBuilder (Sage 100 Contractor). Ever since then, its clients enjoy one company to call when it comes to their computer hardware and software.

Recently, Syscon had a client with an older server, Excel spreadsheets everywhere, hand-written timesheets and an outside payroll service. The first step was to install the software, but the server was too old. Syscon rolled out a hosted server, fully backed up, with access for all staff. Then the software implementation did away with all the spreadsheets including the tracking of job costs, which were behind and not accurate. Syscon also implemented its Field Integrated Time (FIT) system to collect time electronically and accurately, fully integrated with S100C. When an unexpected freeze hit two months later, the payroll service couldn't get the payroll to their office — no problem, they had everything already entered so all we had to do was print those checks right from the new software; what a life saver.

This resulted in payroll processing time being greatly reduced and more accurate. Payroll is in-house now with a huge cost savings; job costs are current, up to date and available on demand; the software is remotely accessible and fully backed up with user support. Whether it's the software or the hardware, one call and Syscon is on it.



Check 128 on index.

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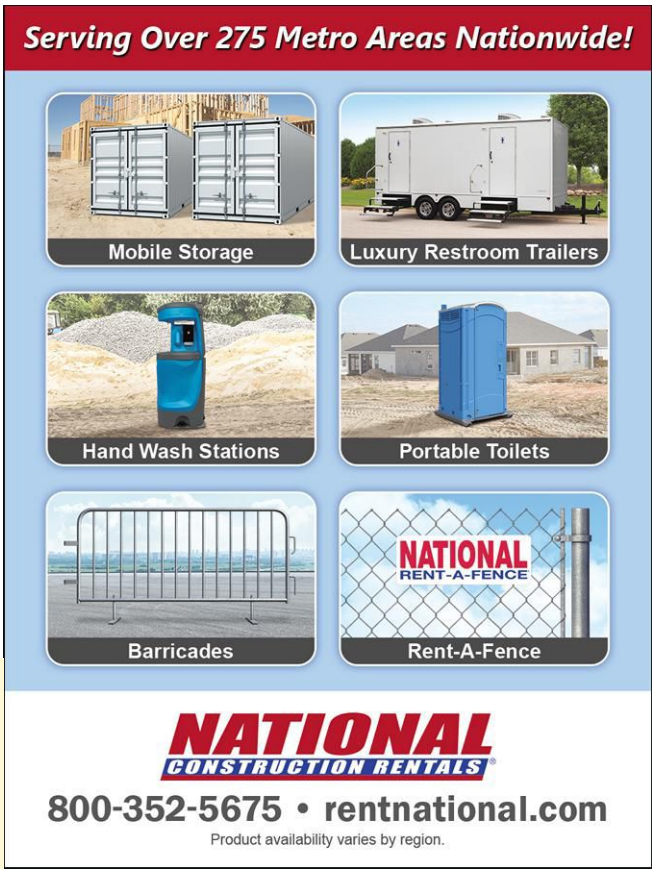

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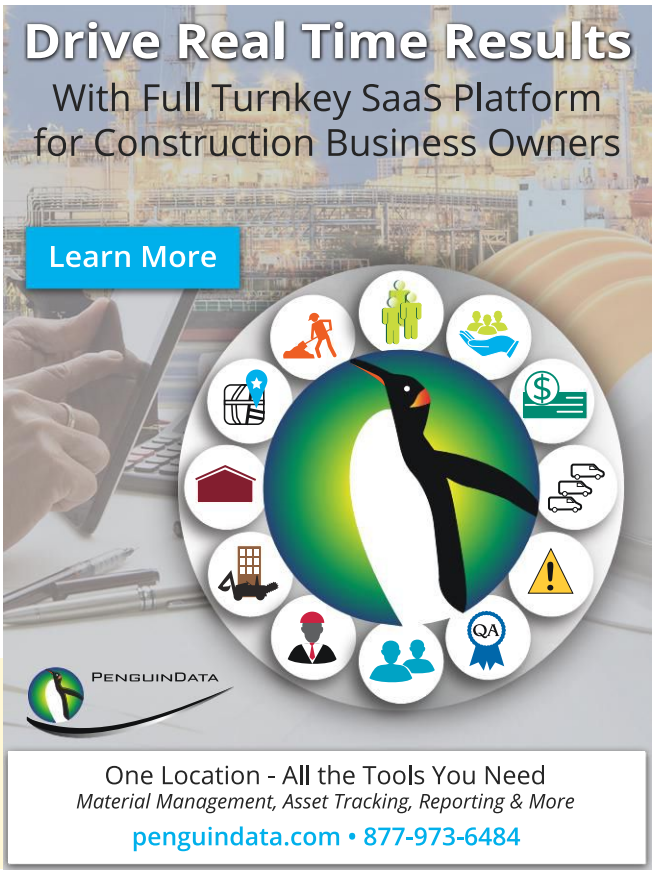

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PenguinData Workforce Management

Easy to use, web-based & modular software allows you to pick what best fits your business

PenguinData offers optimized cloud workforce management software for your operational requirements. It provides a wide range of features to streamline your business workflow and optimize data management across your organization. As a workforce management software company, PenguinData has built its workforce management system software to optimize your field specific requirements. They understand the demands of the construction industry, and prioritizes creating a web-based workforce management software that fits your unique needs.

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How to Avoid Costly Delays on Construction Equipment Parts

4 tips to ensure you have the right parts exactly when you need them

BY AARON KLEINGARTNER

As supply chain issues continue to impact the inventory of construction equipment and the availability of machine parts in 2022, now it is more important than ever to have a parts strategy in place.

Contractors who have a parts stockpile or a way to access critical parts can minimize and often even prevent machine downtime. Here are some tips on how to ensure you have the parts you need on hand, exactly when you need them.

1. Most Commonly Needed Parts

It's important to have easy access to some of the most frequently used parts to keep your machines running. For many machines, it's the everyday filters and fluids that can require the most regular maintenance.

Additionally, you may need to replace teeth on buckets, cutting edges on dozer blades or pads on excavators. Other items that often need to be replaced due to routine damage are lights, mirrors, windows and hydraulic hoses.

It's a good idea to keep these common parts on hand at your facility or with your crews in the field. Store items like filters and fluids inside a building or trailer at the jobsite.

It's not a good idea to keep these items in the back of a pickup where they may be subject to adverse weather conditions. This is particularly true of diesel exhaust fluid (DEF), which can be sensitive to temperature variations that may impact the quality of the fluid.

2. Partner With Your Local Dealer

To ensure that the machine parts you commonly need are in stock, it's vital to communicate your needs with your dealer. Alongside your dealer's parts and service department, you can create and manage a parts supply plan for your fleet.

The more machines you have, the more regular maintenance is needed. Similar parts, such as fluids, can be used in multiple machines — communicating this

The use of service alerts from telematics systems allows you to track and stay on top of machine maintenance. If you know you need to order a 1,000-hour service kit, you can plan ahead on when to order it.

ahead of time with your dealer can make maintenance easier for both parties.

If your dealer doesn't have the items you need on hand, they can source them from a regional parts distribution facility.

Some questions to ask yourself as you plan your parts supply strategy include:

- Is this a part I want to buy ahead of time and store myself? If so, where will I store it?
- Do I have an in-house service technician that does all my maintenance? Or do I contract out with a dealer or a third party for equipment service?
- Does my dealer's maintenance plan cover parts and service support?
- If a plan does cover parts and service support, will the dealer cover the repair costs?



3. Genuine vs. Nonbranded Parts

There are a few differences between genuine and nonbranded (generic) parts. A key difference between the two is that a genuine part is made for the machine and expected to be compatible. Additionally, the genuine part is included in a machine warranty, making it easier to get fixed or replaced if necessary. A generic part is not under the same warranty.

A part from an original equipment manufacturer (OEM) is quality tested, known to be a proper fit and works with other components within the machine's systems. For example, a genuine oil filter meets the right flow and pressure specs for your machine. This oil filter won't damage the engine or the air filtration housing. The same can't be said for the generic part.

4. Telematics Monitoring

Telematics data can come in handy when planning ahead for parts. The use of service alerts from telematics systems allows you to track and stay on top of machine maintenance. If you know you need to order a 1,000-hour service kit, you can plan ahead on when to order it.

When there is a failure in a machine system, the telematics data can be very helpful in identifying the root cause of the failure. This can potentially go as far as communicating when a machine sensor is having issues. This can trigger actions in a couple of different areas. First, you or your technician can contact the dealer (or the dealer contacts you) to report an alert on the machine. From there, the dealer can dispatch a technician with the needed parts that will help solve the problem and get your machine running properly.

It can be difficult to keep up with machine parts. However, taking time to work with your local dealer and developing a parts plan can help avoid long wait times, extended machine downtime or lost revenue. If you're ready to develop your parts plan, contact your local dealer today. ▲

Aaron Kleingartner is the product and dealer marketing manager for Doosan Infracore North America, headquartered in Suwanee, Georgia. Kleingartner has 19 years of product development, analytics and strategic marketing experience with Doosan. Visit na.doosanequipment.com.





Key Advantages of Digging Into Your Data

How mobile analytics can streamline workflows & improve profits

BY JENN SAID

Modern contractors are awash in data and information — from hours and costs input through payroll and accounting in the back office to labor, equipment and material data collected out in the field. Given the sheer volume of data, it can be difficult for contractors to manage their information, much less make it meaningful and useful.

Not using data effectively can have grave consequences for contractors who are already operating with slim margins. From causing rework to putting projects behind schedule or over budget to replacing costly equipment assets due to misuse and mismanagement, most contractors simply can't afford not to optimize their data.

However, some contractors today have embraced modern construction data and workflow solutions. Yet, some are still only using enterprise resource planning (ERP) software restricted to back-office operations rather than leveraging the cloud to extend the power of data and workflows to all project stakeholders, particularly those out in the field.

The cloud is also powering today's mobile analytic applications, which up the ante on construction information and intelligence by making advanced data easily accessible, editable and shareable on virtually any mobile device in real time, regardless of one's location.

With powerful data and analytics literally at your fingertips, everyone in the organization can quickly and easily see the progress on a project overall, as well as how more specific functions of a project are faring, helping to drive more predictable and profitable projects.

While the benefits of mobile analytics apply across the jobsite, below are some of the key advantages they bring to both equipment management and construction field operations — two aspects of a construction job that occur well beyond the confines of an office.

From finding out which labor, equipment and materials to switch out to avoid profit fade, to the ability to see actual versus estimated job progress, mobile analytics provide more intelligent, actionable data that enables quicker and more profitable decision making.

Optimizes Equipment Usage for Greater Profitability

Being able to access and analyze data on the go means that all team members can immediately discover and use the insights

found within the data. For workers out in the field, data can be easily captured and immediately relayed to everyone across the organization, helping to provide a single source of truth and a collaborative communication flow between the back office, field and extended project teams.

This is particularly helpful for equipment, which is only profitable when it's being used, making it vital to track the hundreds, if not thousands, of pieces of equipment that are being utilized in a given day. With mobile analytics, every piece of equipment can be tracked and monitored by location and usage, as well as updated with the latest project design. This helps ensure that all equipment is being optimized to its full potential and projects are completed according to the right specifications, minimizing rework and increasing profits.

Mobile analytics also enables contractors to track equipment maintenance and failures more easily, further optimizing their use and life span. Maintenance can be automated against a set schedule, helping to make sure that each piece of equipment is serviced on time, and if a backhoe dies in the field, a ticket can be submitted immediately to send out a replacement so that the job progress isn't stalled.

A buy/rent/sell analysis is also available through mobile analytics, helping contractors better determine what to do with their equipment based on its age and usage given current market demands. This helps contractors find their equipment management "sweet spot," where fleets can be optimized for maximum performance and profitability.

Greater Visibility Enhances Productivity

In addition to tracking and optimizing equipment and its usage, mobile analytics are also great at providing more immediate visibility into construction field operations. This includes tracking productivity and what's been planned versus what's been completed.

With productivity reporting, a foreman can enter the labor hours his team worked for the day and see how they compared to what was estimated to be completed during the same time frame. Alternatively, a cab operator working an excavator can see a visual scan of planned versus actual progress, providing stats related to the percentage completed, work remaining, as well as a cut/fill map of progress to date.

Having a real-time progress report drastically speeds up the feedback timeline, enabling contractors to make quick changes to the job, helping it stay on track and on budget. For example, if production is down for the day, additional people or equipment could be added. The productivity report could also show that the job was running behind because it had less people, older equipment, was a more complex job or that the estimate was off.

These metrics ultimately help contractors understand what's happening on the jobsite in real time, enabling them to make immediate adjustments to current jobs, while also giving them knowledge and insights to apply toward future projects.

Greater Security With the Cloud

Another benefit of mobile analytics is that they're increasingly connected to, or offered as part of connected, cloud-based construction management suites, which are considered more secure given the extensive security measures and protocols maintained by cloud vendors.

Leading cloud vendors consistently monitor and plan for the latest security threats, and they implement security protocols like multifactor authentication, rich-access permission features and encrypted security, making data accessible only to the sources that should have access to it.

These protocols far surpass the level most contractors are able to provide themselves with on-premise data storage, particularly if they don't have a dedicated information technology (IT) person on-site who is solely devoted to preventing a cybersecurity attack.

For workers out in the field, data can be easily captured and immediately relayed to everyone across the organization, helping to provide a single source of truth and a collaborative communication flow between the back office, field and extended project teams.

Because cloud storage is located off-site, data can also be restored should an accident, natural disaster or other incident occur, and it's regularly backed up so that business can keep moving should an unforeseen event happen.

The Time to Adopt Mobile Analytics Is Now

Given today's ever-competitive business environment, contractors need all the help they can get to maximize their operations and keep their profits in the black. Today's analytic solutions, mobile technologies and cloud-based software applications provide the competitive edge contractors need to stay on top of the game through real-time reporting, accurate data and anytime, anywhere access.

Those who haven't adopted these solutions will soon be outpaced as competitors with updated technology and advanced analytic tools win more work, leaving disconnected contractors behind. ▲

Jenn Said is a freelance writer who covers the construction industry.





Exploring Ethical Project Management

How project managers can promote principled approaches & better project results

BY CEZAR R. CUNNINGHAM

Business ethics and corporate social responsibility are not new, but with ever-increasing public scrutiny of business practices and their impact on social and environmental welfare, these concepts have taken on profound importance in the modern business environment. No matter the industry or the size of the company, organizations must demonstrate their commitment to doing business ethically. For construction projects, this means prioritizing ethical decision making through the entire project life cycle.

One way to ensure construction projects proceed ethically is with dedicated project management. The role of the project manager is always, in part, to help ensure project participants act legally and ethically. They do this by offering the experience and expertise needed for project participants to see the short- and long-term impacts of difficult project decisions. This leads to more ethical projects and better long-term project outcomes.

A Tough Question

Ethics seem to vary from person to person, business to business and culture to culture. Plus, every construction project has different circumstances. Regardless of whether ethics are subjective, disagreements about how construction project teams should act arise often. Where there are ambiguities and disputes, an experienced project management team can give owners sound advice and confidence that their project is being steered toward an ethical outcome.

The Project Management Advantage

While ethics are nebulous at times, ethical conundrums emerge in very concrete terms on almost every project. These vary in nature, scope, and consequences. Most are small and typical. Some, however, are extremely large and can be divisive. They also go beyond the scope of legality alone, which, of course, all project teams must achieve. The conundrums can involve material selection, public relations strategies, hiring practices, accounting and reporting, to name a few. The project management advantage is rooted in experience overcoming such concrete challenges.

Project managers must handle ethical matters by raising questions and encouraging the right kind of decision-making. Based on experience with other projects, they know where to look to make sure no ethical matter is ignored. They are also able to forecast what certain decisions will lead to. Project managers must be able to prioritize an owner's best



interests with no conflicts of interest with designers or contractors, especially when they come from a pure project management firm. And ethical behavior is always in the owner's best interests.

For example, let's say a contractor's proposed staging plan for a college construction project would disrupt several campus parking spaces for several months. This would certainly be legal — these are the college's own parking spaces. It may also be cost and schedule effective, limiting material transportation costs and daily setup time. In these circumstances, a project manager may still suggest alternative, less cost- and schedule-effective staging plans to preserve student and faculty experience during construction. At the very least, a project manager experienced in campus construction will be able to recognize the complexity of such a situation and engage in a thorough cost-benefit analysis with the owner.

This example contains an important difficulty: in the short-term, ethics may seem to conflict with the all-important schedule, budget and quality dimensions of a project. However, even when they fail the short-term tests of schedule, cost, or quality, ethical decisions benefit project outcomes in both tangible and intangible ways. At the simplest level, they avoid costly litigation where unethical decisions would otherwise lead to noncompliance with the law. Ethical decisions can also lead to increased employee satisfaction, boost profits, help set industry standards for good behavior and, most importantly, make a difference in the world.

Making a Real Difference

In my own recent experience on projects in the Caribbean, my team and I frequently offered professional advice on matters that had ethical implications for the owner of a disaster recovery project following Hurricane Irma.

The matters ranged from questions on hiring to environmental impacts and more. We advised the owner and general contractor on how to best utilize local subcontractors to fill gaps in the project scope. This helped satisfy governmental regulations, but also boosted local sentiment about the project. We pushed for securing environmental impact assessments for the surrounding coastal and marine areas, as well as protective measures for run-off, pollutants and debris. Following completion of the project, we advised the general contractor on how leftover materials might be donated, sold at cost or shared with local firms to aid in the island's ongoing recovery. In these circumstances, practical and strategic decisions were also ethical decisions. However, this is not always the case.

Funded by insurance, the project required our team to work alongside consultants employed in the insurers' interest. Especially in the wake of a disaster, tensions can be high, but rather than adopting an adversarial stance, we aimed to work collaboratively wherever possible. In some instances, the project and insurance teams were even able to cooperate and achieve greater cost savings for the project while meeting required specifications.

By raising questions, helping make the right decisions, and incorporating diverse interests, we helped bring about an outcome that accomplished the owner's goals, supported the local community and protected the environment, while respecting the interests of the insurers. Through our team's professional experience with disaster recovery projects, as well as a deep cultural understanding of the region, we were able to improve project outcomes while offsetting many short-term costs, schedule and quality issues related to the project's ethical execution.

Better Approaches, Better Projects

Construction is challenging. It can be costly, lengthy and even dangerous. In addition to these concerns, construction is almost always ethically charged. Having project management support promotes an ethical approach to construction.

The benefits of an ethically executed project generally outweigh the immediate cost or schedule inconveniences that may be associated with ethical decision making, especially in the long term.

Project managers can help owners identify situations with ethical consequences, understand the long-term impact of project decisions, overcome ethical ambiguities and drive successful project delivery. ▲

Cezar R. Cunningham has more than 15 years of experience including project and construction management, architecture and design. Cunningham currently serves as a senior project manager with Hill International, Inc. in Orlando, Florida. In addition to his project responsibilities, Cunningham serves as co-chair of Hill's Inclusion, Diversity, Equity and Awareness Committee and previously served on the inaugural Bioethics Committee of Jamaica. Contact Cunningham at cezarcunningham@hillintl.com. Visit hillintl.com.





6 Ways to Demonstrate a Commitment to Safety

Why keeping crews safe is good for people, efficiency & the bottom line

BY GREG KERSHAW

Construction work is no easy task. Not only can the physical work challenge both the body and mind, but jobsites are often filled with hazards that can be exacerbated when crews work long hours under tight deadlines and with limited workers.

Common injuries include overexertion, falls, slips and trips, as well as exposure to harmful substances or environments. At the same time, maintaining a safe work environment is critical to caring for a jobsite's most valuable asset — its employees — while minimizing risk and increasing efficiency. More than ever, safety is top of mind not only for employers but employees. This is especially true for younger generations.

According to the American Psychological Association, millennials reported personal safety is the leading cause of stress in the workplace. This group, which now makes up 35% of the American workforce, is becoming a driving force in increasing workplace safety across industries. In addition, younger workers are more likely to be injured on the job than older adults. At a time when the construction industry is facing a labor shortfall, creating and keeping safe work environments is critical to attracting and retaining valuable employees.

For employers, safe work environments create not only more productivity but also benefit the bottom line. Total workplace injuries exceed $170 billion each year, according to the National Safety Council. In addition, OSHA estimates that construction companies save $4 to $6 for every $1 invested in safety programs. So where do you start? Following local and national laws and regulations is just the beginning. Consider these tips to make operations safer and more efficient, while demonstrating commitment to keeping workers safe.

1. Foster a Safety-First Culture

Doing this does not happen overnight and creating a safety-first culture is about more than emphasizing protocol and checklists. Instead, it's about consistently



At a time when the construction industry is facing a labor shortage, creating and keeping safe work environments is critical to attracting and retaining valuable employees.

talking about and prioritizing safety at every level, starting with senior leadership and extending to middle management, crew supervisors and every person on a jobsite. Facilitate ongoing conversations about safety, its importance and encourage employees to voice safety concerns with supervisors. Empower crews to raise red flags about safety, vulnerabilities and risks. Those who help improve safety should be applauded and recognized for their efforts.

2. Clean & Maintain Equipment & Tools

Properly cleaning and maintaining equipment and tools can prevent accidents and injuries and avoid costly repairs. One way to do this is by keeping a cleaning and maintenance schedule. Create a log of all equipment in use, including key points in need of inspection. The log should also track when inspections are done, who performed the inspection and how equipment faired on all inspection points. Outdoor equipment is more susceptible to environmental damage and should be inspected regularly. It doesn't take long for rust to develop, especially for equipment exposed to the elements, so it's important to prevent it from happening or take care of it as soon as it's found.

3. Ensure Crews Are Equipped With the Proper PPE

The right personal protective equipment (PPE) can be the difference between a minor injury and something far more serious. Helmets, ear protection, safety goggles, knee pads and high visibility jackets are just a few of the must-haves for many jobsites. Some jobsites may have specific hazards that need to be accounted for. Consider the jobs being done, and what PPE is appropriate.

4. Choose the Right Products for Lubricating, Cleaning & More

A little product research can go a long way. Choose products that are safer for people and the environment. Search for products formulated with clean solvents and oils that have been treated to remove harmful chemical contaminants.

5. Prioritize Mentorship

According to the Bureau of Labor Statistics, more than 60% of construction accidents occur within an employee's first year of work. Being proactive and assigning new workers a mentor can help ease the transition and place emphasis on important safety practices and procedures. An extra set of eyes on new employees can also ensure proper education to prevent accidents before they happen. On-the-ground mentors act as a safety resource especially for the younger generation of trade professionals to minimize risk and increase efficiency.

6. Never Stop Learning

Business owners can also benefit by encouraging crews to constantly grow their knowledge and skill sets. One simple way to do this is to look for online training resources. Explore programs where participants can learn the science behind safe products, what to look for when choosing maintenance products, and how to take precautions around harmful chemicals. Check out the safety section of the Associated Builders and Contractors website for a complete list of safety materials on everything from fall protection and eye safety to safe lifting practices and ladder safety.

With more than 700,000 employers and more than 7 million employees, the construction industry is one of the largest contributors to the U.S. economy and keeping employees safe is critical. This is especially true during a time when the industry is facing a shortage of professionals and attracting a new generation and retaining talent is more important than ever. ▲

Greg Kershaw is the director of brand experience and engagement at WD-40 Company. He has served in a variety of roles at WD-40 Company since 2016, and continues to champion product safety for people and the environment. He holds a master's degree in executive leadership from University of San Diego and a bachelor's degree in public relations and political science from San Diego State University. Visit wd40.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.



SENCO ▶

JN91H1

Released: 2/25/22
Availability: U.S. & European markets
What's new? The JN91H1 shoots 1-1/2-inch nails ranging from .131 to .148 inches in diameter. Its magazine holds a single rack of 34-degree paper tape-collated nails, offering users a lightweight tool with high degree of maneuverability.
Specs: Each nailer comes with tool oil, safety glasses, an air plug and a five-year limited warranty.
Check 200 on index.



◀ 3M

DBI-SALA ExoFit X-Series X300

Released: 1/18/22
Availability: U.S., Canadian & European markets
What's new? The 3M DBI-SALA ExoFit X300 harnesses are outfitted with high-quality components that have been developed to enhance the safety, convenience and performance for working at height on your jobsite. Locking torso adjustment and quick-connect buckle options are available to optimize fit and worker experience. Select configurations are also available with exclusive weight distribution system to help reduce shoulder strain and fatigue.
Specs: Includes weight distribution system that helps relieve shoulder stress and fatigue. Revolving Torso Adapters adjust harness fit with ease and speed and lock webbing into place to maintain a comfortable and safe harness fit. Integrated easy-link SRL adapter lets you quickly and easily connect and disconnect personal SRLs. Auto-locking quick connect buckles secure contact with webbing, reducing the need to readjust. Automatic stand-up D-ring (lightweight aluminum) enables efficient dorsal connect. .
Check 201 on index.

HYTERA ▶

H-Series Digital Mobile Radio (DMR) Family

Released: 2/18/22
Availability: Global markets
What's new? Comprised of handheld two-way radios, vehicle-mounted mobile radios, and repeaters (base stations), the H-Series features a brand-new technical platform and redefines the user interface of two-way radios. The H-Series radios can be deployed in a wide variety of analog and digital radio networks, including analog and digital conventional, XPT trunking, DMR Tier II and DMR Tier III trunking, IP multisite connect and DMR simulcast systems.
Specs: Features exclusive noise cancellation technology powered by real-time artificial intelligence, enhanced power and sensitivity that extends transmission distances up to 25%, advanced encryption, built-in Bluetooth, GPS, and voice recording. A new anti-magnetic speaker does not attract magnetic metal dust and shavings to ensure clearer voice and longer service life. The radios feature the latest lithium polymer battery technology, which is lighter and smaller than standard lithium batteries, and enables a shift life of 24 hours on high transmit power with a duty cycle of 5/5/90.
Check 202 on index.





▲ YANMAR COMPACT EQUIPMENT

Compact wheel loaders V4-7, V8, V10 and V12

Released: 2/24/22

Availability: Global markets

What's new? This line of compact wheel loaders is built for maximum efficiency and ease of operation. The machines include comfort features across the line, including a comfortable, spacious cab and dual doors for easy entry from each side. Their combination of power, comfort and compactness make them ideal for applications that require fast travel speeds, high lift capacity and a small turning radius. The lineup includes the V4-7, V8, V10 and V12. All four models come with Yanmar's signature reliability standards and a 3-year/3,000-hour warranty.

Specs: Operating weights for the line range from 8,422 pounds to 15,432 pounds. The loaders feature bucket capacities ranging from 0.65 cubic yards to 2.35 cubic yards and lift capacities of 7,451 pound-force to 15,962 pound-force. Speeds range from 11.8 mph to 22 mph. The loaders have intuitive controls and include features such as fixed travel speed mode, fully automatic accelerator mode and auxiliary hydraulics with proportional control. The V4-7, V8 and V10 are equipped with electronically controlled, Tier 4 Final Yanmar diesel engines, which offer minimized fuel consumption. The V12 features a Deutz diesel engine that is also Tier 4 Final compliant..

Check 203 on index.

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ADVERTISER INDEX

Advertiser Name	RS#	Page
Acumatica	❑ 100	55
AMS - Merlo	❑ 101	58
Armstrong World Industries	❑ 102	29
AvidXchange, Inc.	❑ 103	31
B2W Software, Inc.	❑ 104	44
Bitco Insurance	❑ 105	12
Boon Group	❑ 106	45
Dee Concrete	❑ 107	71
Dominion Equipment Parts LLC	❑ 108	46
Doosan Infracore North America, LLC	❑ 109	33
eMars Inc	❑ 110	47
Foundation Software	❑ 111	FC
Fringe Benefit Group	❑ 112	48
GCPay	❑ 113	13
HardHat Presentations		24
HCSS	❑ 114	37
Insite Software	❑ 115	59
Kubota Tractors Corp.	❑ 116	39
LaborChart	❑ 117	49
MAX USA Corp.	❑ 118	56
Mi-T-M Corporation	❑ 119	57
MinnPar	❑ 120	50
Morooka	❑ 121	51
National Construction Rental	❑ 122	61
PenguinData Workforce Management, Inc.	❑ 123	61
Progressive Commercial Auto Insurance	❑ 124	41
Roof Hugger	❑ 125	71
Schweiss Doors	❑ 126	71
Stellar Industries	❑ 127	52
Syscon-Inc.	❑ 128	60
TENNA	❑ 129	53
WD-40	❑ 130	54
Yokohama Off- Highway Tires America, INC.	❑ 131	43

PRODUCT INDEX

Company Name	RS#	Page
3M	❑ 201	70
Hytera	❑ 202	70
Senco	❑ 200	70
Yanmar Compact Equipment	❑ 203	71

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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

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Annual Value of Construction Put in Place

February 2020/2021/2022 Annual Rate Comparison

This chart compares the two previous years' total value of construction put in place to an annual forecast based on February 2022 figures. (Millions of dollars. Totals may not add up perfectly due to rounding.)

	2020	2021	2022
Total Private Construction	1,025,821	11,165,721	1,353,670
Residential	564,302	717,912	850,625
Nonresidential	461,519	447,809	503,046
Total Public Construction	340,876	351,206	350,713
Residential	7,281	9,508	9,257
Nonresidential	333,595	341,698	341,456
TOTAL Construction	1,366,697	1,516,927	1,704,383

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

$1,704,383

FEBRUARY 2022 TOTAL ANNUAL VALUE OF CONSTRUCTION PUT IN PLACE

"Despite the continued healthy demand for design services, activity is plateauing as firms face myriad external challenges, from staffing to supply chain disruptions to high inflation and rising interest rates," said AIA Chief Economist, Kermit Baker, Hon. AIA, Ph.D. "While the rebound from the pandemic has positively impacted firms in most regions, the prolonged lack of demand for design services in the Northeast is of growing concern."

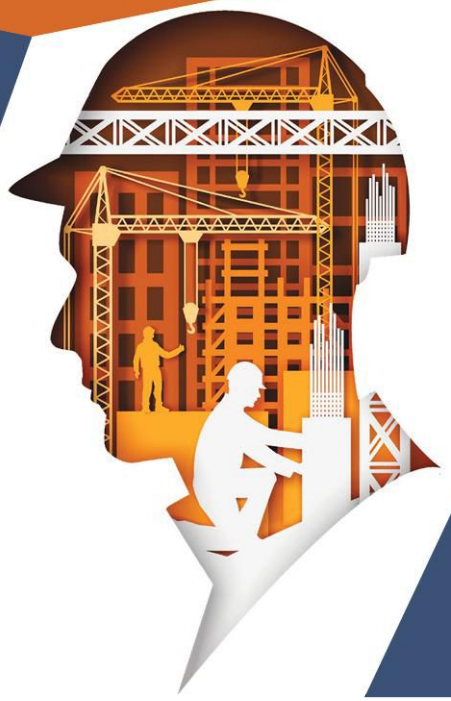
AIA Architectural Billings Index (ABI)

National			*Regional – Billings				*Sectors – Billings			
Month	Billings	Inquiries	Northeast	Midwest	South	West	Multifamily Residential	Commercial/ Industrial	Institutional	Mixed
Sep-21	56.6	61.8	51.5	57.7	57	56	56.1	58.1	53.5	58.8
Oct-21	58.0	62.9	48.6	61.9	58.2	53.4	55.8	57.4	51.4	58.7
Nov-21	55.8	59.4	45.5	57.6	53.7	50.9	51.4	50.5	50.1	56.9
Dec-22	51.0	56.1	45.3	51.0	56.4	47.5	49.2	49.2	47.6	60.6
Jan-22	51.0	61.9	46.8	51.5	61.2	47.6	50.1	54.2	47.3	59.3
Feb-22	51.3	62.5	44.3	53.2	58.6	47.9	52.6	55.4	47.2	53.8

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

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

Combating the Labor Shortage With the 6 Pillars of Construction Workforce Management



May 26, 2022 | 1 p.m. CDT

Seventy-three percent of contractors list the construction labor shortage as their top concern in 2022. Construction workforce management is here to help combat the shortage.

Join us for a webinar to unlock key insights into the six pillars of proper workforce management: communication; scheduling; data management; people management; forecasting; and actuals and analytics.

Hear from our speakers as they unpack workforce management as an organizational approach and how it can position your organization to fight the labor shortage. You'll leave with three key takeaways:

1. Understand the fundamentals of construction workforce management
2. Discover the six pillars of workforce management
3. Learn how to combat the labor shortage with workforce management

SPEAKERS



Brian Witt
Director of Business Development
LaborChart, a Procore Company

Brian Witt oversees strategic initiatives with industry and technical partners at LaborChart. Witt is an alum of the Construction Science and Management Program at Kansas State University.



Gary Fuchs
Senior Product Specialist
LaborChart, a Procore Company

Gary Fuchs is a senior product specialist at LaborChart. Prior to LaborChart, Fuchs was vice president of construction at Westphal Electric.

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