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FROM THE EDITOR

CARMEN CAPOCCIA



Senior Managing Editor Carmen Capoccia

We have arrived at the final stretch of 2025. I don't know about you, but my last 10 months disappeared in the blink of an eye. For me, this time of year is filled with anticipation: excitement for holidays, preparations for parties and a flurry of planning for 2026. The Construction Business Owner (CBO) team is busy finalizing our editorial calendars for the upcoming year and booking travel for the big shows in early 2026: World of Concrete (Jan. 20-22) and CONEXPO-CON/AGG (March 3-7). I'm so excited to see brand-new tools, tech and equipment; learn about upcoming trends; and engage with industry experts on the biggest issues impacting construction.

Fall also means it's time for CBO's equipment issue, which is one of my favorites. Ever since joining the brand, I have been fascinated with construction's workhorses, perking up whenever I see machines on a jobsite or used as a prop in a movie. I gave my niece, Sophia, a book about construction equipment for Christmas, and she seems to share my appreciation for these powerful tools. It's encouraging to see the youngest generation develop an interest in this vital industry.



Sophia reads "Goodnight, Goodnight, Construction Site" by Sherri Duskey Rinker. To buy your own copy, visit goodnightconstructionsite.com.

Starting on page 50, learn how operators can achieve the perfect grade, why robotic demolition can increase profitability, and how you can optimize heavy equipment use. Also included in this issue is our Corporate Capabilities section, where some of the best companies in the business share solutions that can help your business reach the next level. Check out this special section beginning on page 20.

As you prepare for the end of 2025 and beyond, make sure to visit constructionbusinessowner.com for guidance on end-of-the-year planning and more.

Wishing you a productive and profitable fall,

Carmen Capoccia

CONSTRUCTION BUSINESS OWNER

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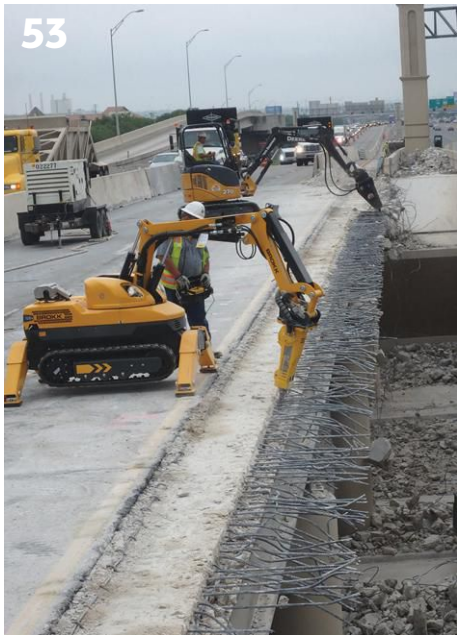
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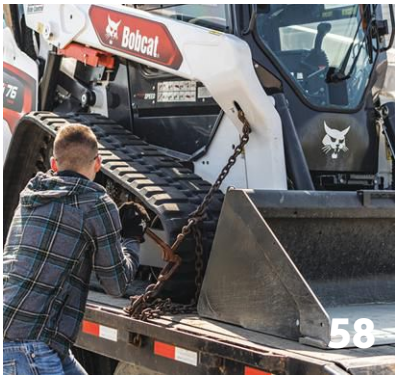


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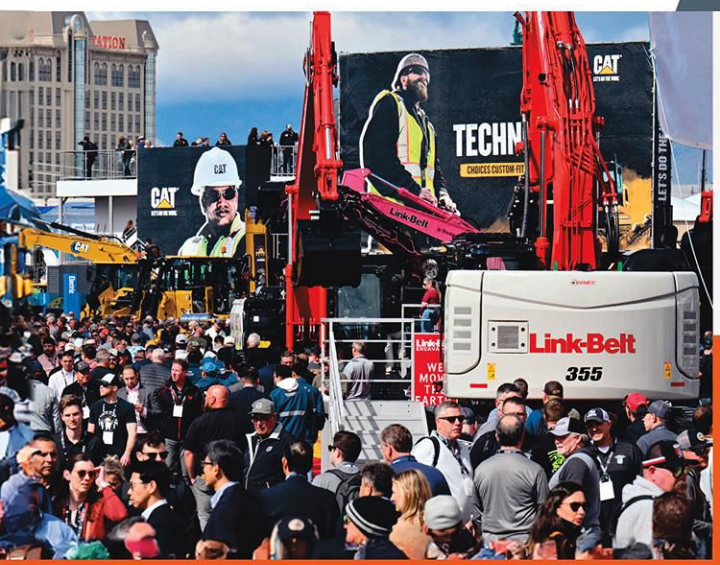
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Ditch Witch Announces Strategic Moves to Accelerate Growth

Ditch Witch, a division of The Toro Company, announced several strategic actions to support future growth in its core segments, drive operational efficiencies and reinforce its position in the underground construction industry. The Toro Company has completed the sale of the Trencor business and the auger boring product line of the American Augers business. These actions allow Ditch Witch and American Augers to strengthen its focus on horizontal directional drilling (HDD), a rapidly growing segment of the underground construction market supported by demand in the pipeline, water and energy transmission sectors. Under the Ditch Witch Division, American Augers will continue to design, manufacture and distribute its line of horizontal directional drills, pumps and fluid cleaning systems for complex infrastructure projects. The Ditch Witch Division designs, manufactures and markets directional drills, drill pipes, HDD tooling, underground awareness electronics, vacuum excavators, trenchers, fluid recycling systems, chain, teeth and sprockets, stand-on skid steers and vibratory plows. Visit ditchwitch.com.

McClure Engineering Hires New COO to Support Continued Growth

McClure Engineering, a St. Louis-based mechanical and electrical consulting engineering firm, hired Lisa Whealon as its new chief operating officer (COO). In her role, Whealon will lead, support and oversee the business operations of the growing firm. Working closely with the CEO and chief financial officer, Whealon will provide critical input for key decisions across virtually every aspect of the business. She has spent more than 15 years in various leadership roles focusing on people, culture and organization systems. She held positions inside teams in HR, marketing, sales, IT, communications and facility management. Whealon is certified as a Developmental Dimensions International (DDI) facilitator, a StandOut Debrief coach and a talent optimization champion through the Predictive Index. Formerly serving on the Forbes Human Resource Council, Whealon has received HR Executive of the Year through the Best in Biz awards. Currently, Whealon serves on the Society for Human Resources Management – St. Louis board. McClure Engineering serves clients in an array of industries that include campus projects, K-12 educational facilities, health care and corporate and industrial buildings. Visit mcclureeng.com.

Manitou Launches 5 New Skid Steers & Compact Track Loaders

Manitou has launched five all-new large-frame skid steers and compact track loaders ranging in operating capacity from 3,250 pounds to 3,600 pounds. Each new model is a ground-up, modern industrial redesign featuring breakout force, hydraulic horsepower and auxiliary hydraulic performance that meets or exceeds many of the largest comparable machines in the industry. The Manitou design and engineering team worked to incorporate existing Manitou exclusive technologies, such as the IdealTrax track-tensioning system and IdealAccess foldable door, with all-new design features that deliver practical benefits to machine operation and performance. IdealTrax, which automatically tensions the track to its desired tension upon startup and relieves that tension when the machine is turned off, now engages directly through the in-cab display. Each machine comes standard with a sloped roof and large skylight that minimizes the front upper cross section for better visibility when loading trucks or feed mixers, or when placing materials at height. An optional Level 2 Falling Object Protective Structure improves the protection of the cab and provides a protective bracket for the machine's front LED work lights. The engine compartment design and easy access to daily service checks and fill points make service simpler. The tilt-up hydraulic cooler serves a double purpose of enabling a low profile to improve visibility to the rear of the machine and allowing for improved access to service points in the engine compartment, while discouraging the buildup of jobsite dust and debris. Visit manitou.com.

HEI Civil Announces Laurie Morgan as Chief People Officer



Laurie Morgan

HEI Civil, a heavy civil construction general contractor, appointed Laurie Morgan as its new chief people officer. Morgan, who began her career at HEI Civil in 2011 as a part-time payroll professional, has steadily ascended through the organization, building the human resources department from the ground up. Most recently serving as executive vice president of HR, she has been a driving force behind HEI Civil's expansion, which has grown from 45 employees to over 800 employees across three divisions in Colorado, Texas and North Carolina. In her new capacity as chief people officer, Morgan will continue to lead the HR team, overseeing all facets of talent management, including recruiting, hiring and retaining top talent; developing comprehensive employee training and development programs; creating policies; and managing employee relations. In 2023, she was appointed chair of the owners council, and she serves as the management representative on the Compensation and Human Capital Committee for the HEI Civil board of directors, actively contributing to the company's long-term strategic direction and cultural foundation. Visit heicivil.com.

Burr & Forman LLP Adds 3 New Attorneys

Burr & Forman LLP announced that Benjamin (Ben) Goldammer and Danica Grosko Suedekum have joined the firm as partners, and Tiffany Oliver has joined the firm as an associate. All three attorneys come to the firm's Nashville office from Kay Griffin PLLC and will be part of Burr's

Construction & Project Development practice group. "Ben, Danica and Tiffany are exceptional attorneys who bring extensive experience across construction, commercial and insurance litigation," said Ed Christian, Burr's managing partner and CEO. "They enhance our ability to anticipate and meet our clients' evolving needs, and we're excited to welcome them to the firm." Goldammer has been recognized by The Best Lawyers in America for his work in construction and insurance law. He received his juris doctorate (J.D.) from Vanderbilt University Law School and his bachelor's degree from Xavier University. Suedekum has been recognized by Best Lawyers: Ones to Watch in America for her work in commercial litigation. She received her J.D. from the University of Alabama School of Law and her bachelor's degree from Samford University. Oliver received her J.D. from the University of Tennessee College of Law and her bachelor's degree from The University of North Carolina at Chapel Hill. Visit burr.com.

▸ Tarlton Expands Construction Accounting Team



Amanda Schmitt

Tarlton, St. Louis' largest women-owned general contracting and construction management firm, expanded its construction accounting team through the promotion of Amanda Schmitt to senior project accountant. Schmitt joined Tarlton in 2013, serving in operations and finance roles with increasing seniority. In her new role, she will forecast and track project costs; monitor all expenses; and collaborate with project team members on financial health and compliance. She holds a certificate as an administrative assistant from Hickey College. She has also served on Tarlton's philanthropy and process improvement committees. In addition, Tarlton welcomed the financial backgrounds and expertise of Brian Stout, project accountant; Jack Martin, corporate accountant; and Kate Scotino, accounts payable specialist. Stout brings to Tarlton his accounting expertise in working at both large and small construction firms. Bringing to Tarlton the accounting acumen and experience acquired at a St. Louis-based residential real estate firm, Martin holds a bachelor's degree in business administration with an emphasis on marketing from University of Missouri-Columbia. Scotino brings her background and skills in account management and sales to Tarlton. She previously served as account manager and billing specialist at the country's largest property, casualty and auto insurance provider. She holds a bachelor's degree in secondary education from University of Wisconsin-River Falls. Tarlton Corp. is a provider of preconstruction, construction and design-build services in the St. Louis region and beyond. Visit tarltoncorp.com.

▸ C&K Paving Names Tom O'Toole as Regional Sales Director



Tom O'Toole

C&K Paving announced the addition of Tom O'Toole as its regional sales director. Based in Charlotte, North Carolina, O'Toole brings over 20 years of paving and construction expertise and more than 13 years of trusted client relationships to his new role. His arrival marks a step forward in strengthening the company's commercial reach, Americans With Disabilities Act (ADA) compliance solutions and site evaluation services nationwide. O'Toole launched his post-military career in general contracting before moving into the asphalt and concrete industry. In his role at C&K Paving, O'Toole oversees commercial projects across the lower 48 states, with a strong focus on big-box retail and property management sectors. He is committed to expanding the company's parking lot maintenance services and deepening relationships with existing clients. As a nationwide general contractor and project manager, he offers turnkey support — managing every aspect from site scope and design to construction and final walkthrough. Founded in 1999, C&K Paving Contractors Inc. is a provider of commercial paving, delivering construction, repair and maintenance solutions for diverse industries. Visit ckpaving.com.

▸ The Rosendin Foundation's Construction Program Upskilled 91 Students

The Rosendin Foundation, a dedicated 501(c)(3) nonprofit, taught nearly 100 campers foundational skills at free summer camps held across the country. The third annual TRF Camp Build introduced 51 boys and 40 girls to the construction industry with hands-on learning activities that spanned 21 days in five cities. TRF Camp Build volunteers taught seventh- through tenth-graders how to use power tools safely, as well as electrical wiring, woodworking, concrete pouring, soldering and conduit bending. Using their new skills, campers built lamps, concrete stepping stones, doghouses and more. They also got to build virtually using virtual reality (VR) and building information modeling (BIM) technology. TRF Camp Build's 2025 summer season, held May 17 through July 18, concluded with events in Austin, Texas; Sterling, Virginia; Huntersville, North Carolina; Commerce, California; and McKinney, Texas. Organizers credit volunteers from sister companies Rosendin and Modular Power Solutions for helping to develop the program, as well as 57 sponsors who donated over $108,500 in-kind materials and tools. "Some of our campers never held a power tool before coming to TRF Camp Build, but every one of them walked away with confidence and skills thanks to our partners who came together to support our efforts and work with the kids," said Sydney Coleman, Rosendin business development specialist. Visit therosendinfoundation.org/camp-build.

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ASK THE

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

What's the best career advice you've ever received?



I remember being an impatient junior professional in a demanding role at age 27. In my zeal to help spur necessary changes to happen faster, my frustrations frequently became evident to the involved stakeholders. After a particularly contentious set of meetings, a mentor taught me to learn and apply the value of playing the "long game." He shared words of wisdom that shifted my mindset and my actions. These four powerful words helped me to understand how to practice patience while driving strategic change initiatives. The words became a mantra: "gentle pressure relentlessly applied."

Almost immediately, resistance among stakeholders was replaced with buy-in and increased engagement. As a result, change initiatives were implemented faster, and team successes frequently exceeded target goals.

Over time, this mindset became a skill set. Gentle pressure relentlessly applied gave me the patience to not get frustrated or give up when leaders initially did not want to talk about mental health and suicide prevention in the construction industry. I marvel when I look back and see how far our industry has come in tackling this issue.

– Cal Beyer, Senior Director of SAFE Workplaces
(SAFE Project [Stop the Addiction Fatality Epidemic])





One of my mentors really instilled in me the importance of industry engagement. He said, "You'll get out of it what you put into it." That has absolutely proven true — where you invest your time, you invest your life.

My primary outlet is through Associated Builders and Contractors (ABC) of Alabama, where I serve on the executive board and chair the general contractor and subcontractor (GenSub) committee. With ABC, I've had the opportunity to grow my network, be a voice for pro-industry policy, and support meaningful change and improvements for those of us who wear hard hats to work. It's been an incredible professional development experience, and in the future, I'll pass along similar advice, encouraging others to find a way to grow through service.

– Ashley Dyer, Operations Manager
(Robins & Morton)



The best career advice I've ever received is to focus on the value you bring, not the title you hold. Titles can create invisible boxes — dictating who you talk to, what you work on and how you see yourself — but real impact often comes from stepping beyond those boundaries.

The key is to understand what truly matters in any situation, then look for ways to solve problems, share ideas and contribute meaningfully. Some of the most significant breakthroughs can happen when you go beyond traditional role expectations and have the courage to speak up.

When you center your efforts on adding value, you naturally develop a broader curiosity about the bigger picture and how your skills fit into it. That mindset not only makes you indispensable to your team, but it also opens doors to new opportunities.

– Julie Adams, Senior Vice President of Construction, Product
(Sage)

EXPERTS



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"As a project engineer leaving the University of Florida, I remember one leader in the industry telling me that the key to success is understanding what the field needs to be successful, appreciating the challenging work they do every day, and communicating effectively to both the crews of the firm and the trade partners. As basic as it is, there was probably no better advice for a newly minted civil engineer entering the workforce with little to no experience. I'll say the lesson was an easy one to adopt, largely because of a mother and father who worked in blue collar fields and did it with pride every day. No job was "dirty," and everyone deserved to be treated with dignity.

Showing up on projects and barely knowing the basics was humbling, but it also allowed me to ask the questions and see some of the greatest craftspeople operate. Too often, "kids" entering the workforce today have differing perceptions about our industry or even fail to ask questions deemed "silly" out of fear — or they default to artificial intelligence/search engines to get the quick answer. Getting the quick answer sure sounds expedient, but it often lacks the human element. For firms trying to bridge the office and field divide and create a deep sense of culture, consider the quality of that connective tissue between the office and field.

The advice I heard 31 years ago — ahem — still rings true today as superior advice for all businesses."

– Gregg Schoppman, Partner
(FMI Corp.)



"The best career advice I've ever received is to stay authentic and never stop learning. In both construction and teaching, authenticity builds trust — whether with coworkers, clients or students. People recognize when you're genuine, and that trust becomes the foundation for strong relationships and long-term success.

On the flip side, one of the worst pieces of advice I've heard is the saying, "fake it till you make it." I believe that approach can be harmful. Instead of putting on a facade, I have found it's far more powerful to ask questions, admit what you don't know and actively seek out opportunities to grow. This mindset not only accelerates your own development but also shows others that through a spirit of humility, you value collaboration and continuous improvement.

At the end of the day, authenticity and a willingness to learn are what turn challenges into opportunities and build long-term careers with meaningful relationships."

– Jessica Bowlin, Building Construction Program Instructor
(Auburn High School, Auburn City Schools)



"The best career advice I ever received was to never stop investing in myself and to never stop learning. If you are lucky enough to find a company that invests in its people, take advantage of it. If you are not, then seek out training. Find a mentor who has successfully done what you want to do in your career. If you are lucky, you will find one in the trenches with dirt on their boots who can show you how to succeed. Listen more than you talk. Make those connections. When you reach those goals, give back. Leaders build leaders."

– Renee Glendenning, Quality Control Manager
(QC University)

What's your take?

We want to hear from you! To submit a response to our next question, scan this code and complete the form.



Monterey Bay's Newest Research Facility Highlights Sustainability Throughout Design

McCarthy Building Companies Inc.

BY KRISTIN EASTERLING

Photo Credits: Garry Belinsky

In 1977, David Packard and members of the Monterey, California, community had a vision: Create a world-class aquarium for residents of the city and beyond. In 1984, the Monterey Bay Aquarium opened its doors to the public. In 1987, Packard founded the Monterey Bay Aquarium Research Institute (MBARI) on the core principle of science, engineering and marine operations working together in equal partnership to develop innovative marine technology. The two now operate independently but collaborate on research and conservation goals. In April 2025, MBARI saw the completion of a 30,000-square-foot robotics technology lab in Moss Landing, California. McCarthy Building Companies and Flad Architects collaborated on the design and construction of the Instrumentation Integration and Testing Facility.

Innovative Processes for Sandy Soil

To match the overall mission of the aquarium and MBARI, the organization wanted to approach the construction project with sustainable materials and processes. However, the coastal location, high water table and sandy soil made for a challenging process. McCarthy, which is local to the Monterey Bay area, implemented innovative technologies into the building's construction.

"Due to the tight site constraints, traditional methods weren't possible," said Kris Barr, senior vice president-business unit leader, McCarthy Building Companies Inc. "The team used a reverse-forming system with sand to cast panels creatively on-site. Since there was no room to brace walls from the outside, the slab had to be redesigned and reinforced to support everything from the inside. This required precise coordination. It was a unique, out-of-the-box solution that combined smart engineering and collaboration to make the project work in a very limited space."

The reverse-forming system, or back-forming, is a tricky technique that involves shaping the sand so it wouldn't fall into the concrete slab during pouring. This process also allowed a 10-ton overhead crane to be safely used on the site to move 20,000-pound board-form concrete panels. Concrete pours also had to be timed around the tide to prevent the forms from flooding. The sandy soil also collapsed around drill rigs for drilled displacement columns for the building, creating dangerous conditions for workers. This required stabilization efforts involving crane mats and trench plates, according to Barr.

"McCarthy's self-perform concrete capabilities allowed flexibility and adaptability when it came to the unique needs exhibited by this project," he said.

Salt Concerns

The salt air coming from Monterey Bay can quickly degrade traditional building materials. The McCarthy team toured existing MBARI facilities before beginning their work and saw the 304 stainless steel used in those buildings showing signs of saltwater corrosion.

"We took the approach of procuring a stainless-steel testing kit in conjunction with our material ID process to make sure everything aligned with the quality requirements all the way down to screws," Barr said. "To combat salt corrosion over time, noncorrosive materials such as 316 stainless steel fasteners, fiberglass doorframes and cement roof tiles were used, ensuring longevity and reducing maintenance needs. Concrete walls are utilized to ensure longevity and 316 stainless-steel grade nuts, bolts and screws to resist rust."

Protecting Animals & the Environment

The construction site also presented another obstacle to traditional building techniques: sand dunes designated for environmental preservation. The dunes around Monterey Bay are home to many endemic and endangered species of plants and animals, including the Monterey spineflower and western snowy plover. The team had to work these protections into the building plans.

"In some cases, we encountered protected insect species and had to delay work in those specific areas until the insects naturally vacated, ensuring that our trade partners complied with all environmental protocols during that time," Barr said.

Birds nesting on buildings pose a human health hazard and cause unsightly messes on a building's façade through their droppings. Rather than using bird spikes, which haven't proven effective as a deterrent, McCarthy implemented compressed air cannons along the roof of the building. The cannons send up streams of compressed air. According to Barr, they act as a gate around the roof, preventing roosting and nesting. The air cannons don't harm the birds in any way.

Stormwater is another concern in coastal environments. Runoff can carry herbicides, pesticides and road chemicals into the fragile ecosystem. Retaining water for human use in agriculture or drinking water is also a concern, particularly in drier regions. In January, California Gov. Gavin Newsom issued an executive order to improve stormwater collection across the state. To protect the bay and meet state regulations, McCarthy designed a bio-retention system for the MBARI project.

"To manage stormwater while protecting nearby dune and marine habitats, the team designed a system that accounted for king tides and site-specific conditions," Barr said. "They used permeable pavers to let water percolate naturally, reducing runoff and minimizing impact on the surrounding environment."



Everyday Sustainability

McCarthy builds sustainability into their approach across all projects, Barr said, with a focus on environmental stewardship and the use of sustainable materials, such as mass timber, as well as alternative fuels.

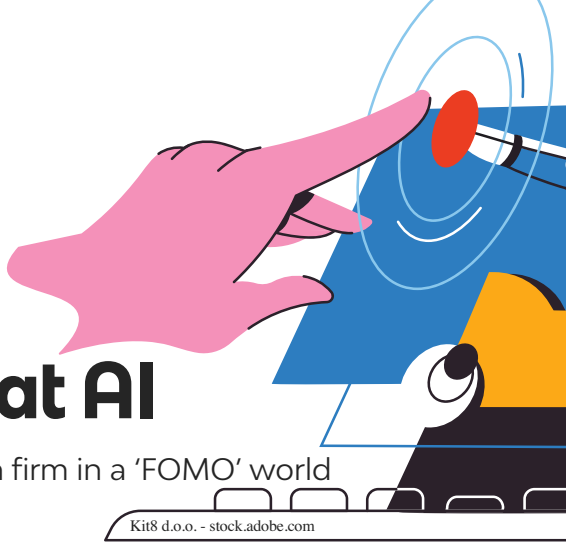
"Sustainability is a priority at McCarthy, shaping both daily routines and project delivery across the company," he said. "We prioritize minimizing environmental impact and conserving resources in every aspect of our business, implementing waste reduction, recycling and energy efficiency measures in offices and on jobsites, while encouraging employees to participate in practical sustainability efforts."

The MBARI project presented a unique challenge because of the environmental factors, but this pushed the team to innovate and adapt, Barr said.

"The teams balanced cutting-edge construction with environmentally considerate solutions through the minimization of disruptions, protection of environmental spaces, and maintaining community access," he said.

"Every piece of this project considered the environmental impact and long-term resilience. We wanted to ensure that the building would persist in a unique environment and stand the test of time." ▲

Kristin Easterling is a freelance writer for Construction Business Owner Magazine & Digital Media.



Gotta Get Me Some of That AI

A case for practical & strategic AI for tomorrow's construction firm in a 'FOMO' world



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It seems like we cannot begin a strategic conversation without uttering "artificial intelligence" (AI) at least 1,000 times. There is a certain level of fervor that contractors get about discussing digital AI in a tangible world of concrete, steel and timber. There is a pantheon of AI solutions already in the marketplace, and that marketplace is changing at an exponential rate. Many strategic leaders have the FOMO — fear of missing out — that comes with determining the right solution.

There is no doubt of a very bright future for AI tools in the construction world, but there is a case of leaders putting the cart in front of the horse. Put another way, have we forgotten that AI is, in fact, a tool that at its core solves problems and removes roadblocks?

Let's use a simple analogy. The author of this piece has to meet a deadline. Maybe that author is seeing the deadline creep up and is also facing writer's block. Wait, isn't there a tool that will write his piece for him and perhaps even make fewer grammatical errors in the long run? Early adopters, I'm sure you're thinking: "Just another Gen Xer (or any older generation) doubting the merits of this true game changer."

Quite the opposite. I do agree that AI is an example of a "tipping point" (as illustrated by Malcolm Gladwell) in history. This piece just happens to be a practical viewpoint of strategic integration of AI. And for the record, no AI was used in the creation of this article.

If Figure 1 looks an awful lot like DMAIC

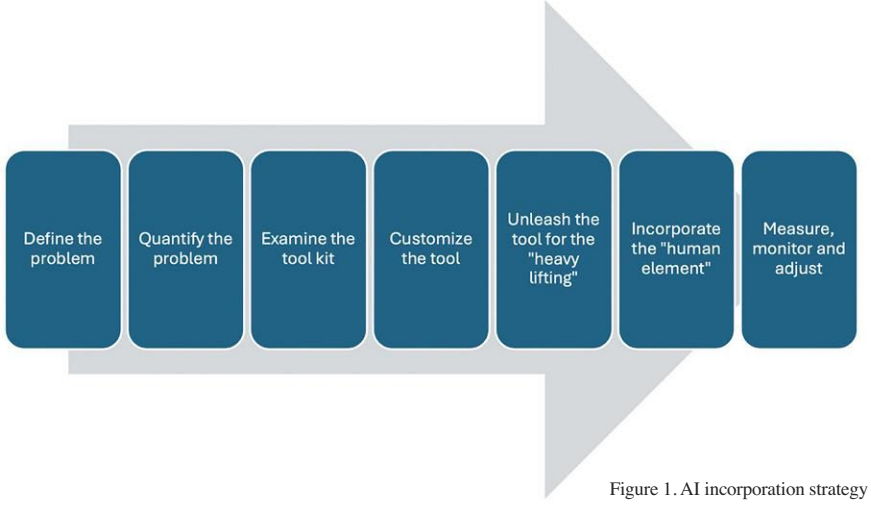


Figure 1. AI incorporation strategy



(define, measure, analyze, improve and control) from the world of Lean and Lean Six Sigma, it is probably because that model is somewhat timeless and practical in its approach to solve an organization's challenges. The same concept applies with AI. Examine the steps below that explain this process in practical terms.

Define the problem.

Simply put, what are you solving for? Is this an area where AI can help, or would a simpler solution work? For instance, could the problem be one of the following?

- Contract terms and conditions are creating issues because of their complexity and the excessive legal expenses that are incurred with every new work order.
- Items are being missed in estimates, creating overruns in labor and materials.
- Collections of accounts receivable are lagging, and it seems that the most challenging accounts are those that have the lowest margins.

There is likely an AI tool that can help identify a solution or even create some replicable model that can be leveraged long-term. However, as is apparent with this first step, AI is not simply a matter of taking the "blue pill" (see "The Matrix") and making ALL problems disappear.

Quantify the problem.

This is always a challenging step. Ultimately, you need to determine what is the cost to the business or what is the potential return to the business. Using a corollary example, consider a firm's decision to monitor its small tools and equipment. Everyone gets frustrated by lost or broken tools. The knee-jerk reaction is to hire a tool manager, get an inventory management system, etc. All viable ideas, but what if the lost tools account for only $15,000 a year? Just hiring someone to manage this will be $40,000 to $50,000 a year — all to solve a $15,000 problem. The same context occurs with AI. There are free solutions and expensive solutions. What is the cost/benefit of any tool or solution?

Examine the tool kit.

New tools emerge daily. Some are construction-specific, some are more generalized and some are developed in-house by really smart individuals. In the same way a firm might select an enterprise resource planning (ERP) system, practitioners need to examine what will provide the best solution based on the myriad of options in the market already. Put another way, if you were hanging something on a wall, does that mean a hammer/nail, screwdriver/screw, or even a power drill?

Customize the tool.

The devil is in the details. Just like any new system, there is always a level of customization that has to occur to make it relevant to the firm. More importantly, the "fun" of AI is determining the right logic or questions to use as the tool set. For anyone who has used ChatGPT, half the fun is determining the right question or phraseology to use to start the engine. The best part of AI is learning, and the more data that is inserted based on a firm's situation, the better the long-term analytics.

Unleash the tool for the heavy lifting.

When you consider why AI has relevance, consider the reams of cost data that a firm has within its estimating database. A human could develop pivot tables or databases to go line item by line item to develop the right analytics. Or, AI can review that same data stack in seconds and provide a summation of that data.

Incorporate the 'human element.'

There are people who fear AI, and we aren't referring to the Skynet level of fear (see "The Terminator"). As stated above, AI is the hydraulic crane doing the heavy work. The human is now in a position to make better fact-based decisions. Think of how you want your project managers to operate — do you want them spending days creating a database, or making better decisions? That is the power of AI.

Measure, monitor & adjust.

So, after all of these changes, is it working? Are you seeing the return on investment you expected? Where do course corrections have to occur to the process or the tool? This is no different than any system that is created within a firm. First, are the practitioners using the tool (compliance), and is that tool providing the return (end result)?

The internet, wireless technology and autonomous vehicles have all been seminal moments in history. AI is yet another tool that has the ability to be a force multiplier to the construction industry. However, it requires a deliberate strategy and a tactical approach to harness its power and avoid "chasing the rabbit."

Now, if I could only get AI to do my weekly exercise routine while I binge-watch my streaming shows. *That* is a force multiplier! ▲

Building More Than Projects

Cianbro's legacy of ownership & whole-person care in safety



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In the construction industry, where timelines are tight and safety is paramount, few companies have managed to embed a truly people-first culture into the heart of everything they do. The Cianbro Companies, one of the largest 100% employee-owned, open-shop construction firms in the U.S., has done just that — proving that caring for people isn't a distraction from productivity: It's the very foundation of it. Based in Pittsfield, Maine, Cianbro has over 4,000 team members.

Michael Bennett, who has spent nearly three decades with Cianbro, currently serves as senior executive vice president. With 29 years of experience at the company, he's witnessed firsthand how intentional leadership and cultural integrity have helped Cianbro thrive. Incorporated in 1949, the company recently celebrated its 75th anniversary: a milestone that reflects not only the endurance of its business model but also the strength of its values.

"We've never stopped evolving," Bennett said, "but at our core, we've always been about people. That hasn't changed."

From Tragedy to Transformation: A Turning Point for Safety

While many companies promote safety, Cianbro's commitment was forged through a moment of deep reflection. In 1988, a tragic fall led to the loss of a team member. Despite full compliance with Occupational Safety and Health Administration (OSHA) regulations at the time, the company was shaken when, following the funeral, the fallen worker's nine-year-old daughter approached one of Cianbro's senior leaders and asked: "Why did you kill my daddy?"

"That moment changed everything," said Bennett. "We realized compliance wasn't enough. We had to go beyond regulations and build a safety culture grounded in humanity."

Since then, safety has become a defining feature of life at Cianbro — woven into every project, every plan and every decision. It's not just about preventing injuries; it's about valuing lives.

A Culture That Belongs to Everyone

At Cianbro, culture is more than a corporate slogan — it's a lived experience, shared by every employee-owner. Since becoming 100% employee-owned in 2004, the company has doubled down on its commitment to shared accountability and mutual respect.

"The decisions we make impact each of us directly. When you own part of the company, the stakes are personal," Bennett explained. "Employee ownership drives our values, our productivity and our care for one another."

Bennett outlined several hallmarks that define Cianbro's culture:

- 100% employee-owned
- Care for others — "It's all about people"
- No one is smarter than all of us
- We value honesty, fairness, dignity and respect
- Our word is our bond

These principles are reinforced through what Bennett calls "servant

leadership" — an approach that prioritizes action over rhetoric.

"You can't lead people unless you serve them," he said. "That means showing up, listening and making decisions that put the team members first. It's not always easy, but it's always right."

Health & Safety: 2 Sides of the Same Coin

Cianbro was also ahead of its time in recognizing that physical health and safety are deeply connected. In the early 2000s, the company launched its "Healthy Lifestyle Program," which offered one-on-one personal health coaching for team members and their spouses, along with incentives tied to the company's health plan.

"We knew early on that our team cannot perform safely if they're not well — physically or mentally," Bennett said. "That's why we took a holistic approach to well-being."

In 2003, the company went smoke-free, followed by healthier vending machine options and meal choices. In 2004, Cianbro formalized its "24-Hour Care Concept," integrating health and safety efforts to support team members around the clock. By 2007, the company was analyzing biometric data to drive personalized health interventions, and in 2010, it transitioned to a tobacco-possession-free environment.

Through these data-driven efforts, team members are encouraged to "know your numbers, what they mean and how you influence them." The payoff has been significant: Cianbro's health care costs have consistently remained below the national average.

Wellness in Action

Cianbro's wellness programming isn't just a checklist — it's a continuous culture of improvement. For multiple decades, initiatives include:

- Personal health coaching for team members and their families

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- Smoking cessation support and a tobacco-possession-free policy
- On-site blood pressure checks and flu shot clinics
- Healthy food and beverage options
- Daily stretching routines — up to four times a day
- Weight-loss challenges, summer Olympics and fitness reimbursement
- Site-level wellness champions to encourage peer support

"We don't just encourage wellness — we make it part of the workday," said Bennett. "It's a team effort, and we celebrate our progress together."

Supporting Mental Health: "How Full Is Your Backpack?"

Mental health is a growing concern across all industries, and construction is no exception. At The Cianbro Companies, emotional well-being is treated with the same seriousness as physical health. The company's "What Is in Your Backpack?" initiative helps team members visualize and talk about the mental and emotional burdens they carry — inviting them to "unpack" those struggles together.

"When we ask someone, 'What's in your backpack?' we're really saying, 'How can I support you?'" Bennett explained. "That one question has helped break down walls and foster a deeper sense of trust on our teams."

The company also offers mental health first-aid certification and awareness educational programs for leaders and supervisors, equipping them with tools to support colleagues in need.

"Our managers understand that part of leading is checking in — really checking in — with their teams. We want our team members to know they're not alone."

Recovery & Redemption: A Workplace of Second Chances

Cianbro has long believed in offering second chances, and that philosophy aligns well with the growing movement toward recovery-friendly workplaces. As a member of Associated Builders and Contractors (ABC), Cianbro supports ABC's "Total Human Health" initiative, which includes promoting recovery resources and reducing stigma around substance use.

"We've believed in recovery long before it became a formal program," Bennett said. "If someone is committed to getting better, we're committed to helping them do it."

That support includes nonpunitive policies, peer encouragement and a focus on long-term well-being rather than short-term performance.

Looking Ahead

As Cianbro looks to the future, it does so with confidence, not just because of its project portfolio or financial performance, but because of its people. With 75 years of history behind them, Bennett and his fellow leaders remain focused on what has always mattered most.

"Our team members are the reason we've made it this far," he said. "They're the owners, the builders, the innovators. And they're the reason we'll continue to grow for the next 75 years." ▲

Facing the Headwinds: Construction Industry Outlook for Late 2025 & 2026

Contractors are bracing for the perfect storm



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As we settle into the final quarter of the year, contractors across the construction industry are bracing for a perfect storm of challenges that threaten both their bottom line and their ability to deliver on client expectations. While optimism remains for steady demand in the long run, a confluence of persistent labor shortages, volatile material costs, economic uncertainty, shifting trade policies and mounting sustainability pressures are shaping an environment that demands adaptability and resilience.

Labor: The Lingering Challenge

Perhaps the most pressing issue remains the lack of skilled labor — a problem that has stubbornly persisted year after year. Contractors are finding it increasingly difficult to recruit and retain essential tradespeople This shortage, rooted in an aging workforce and diminished interest from younger generations, is further compounded by competition from other industries offering alternative career paths in technology, logistics and manufacturing. In addition, the COVID-19 pandemic forced many older workers into early retirement, exacerbating the skills gap.

To stay competitive, contractors are being forced to raise wages and expand benefits, driving project costs even higher and squeezing profit margins. Many companies are exploring creative solutions, such as flexible schedules, tuition reimbursement and apprenticeship programs, to attract fresh talent. Others are partnering with local trade schools, colleges and workforce development agencies to cultivate interest among students and retrain workers displaced from other sectors.

However, these efforts often require significant investment, and the return is not always immediate. Contractors are contending with the reality that projects may be delayed or scaled back due to understaffing. This trend shows no signs of abating as firms continue to jostle for a shrinking talent pool, and experts predict that the labor crunch could last well into the next decade unless systemic changes are made to training, education and industry outreach.

Materials: Volatility on the Horizon

Material costs, while slightly more stable than the chaotic years of 2021 and 2022, remain a roller coaster. Supply chain disruptions — once the norm — have improved but have not vanished. Shipping delays, labor shortages in transport and production bottlenecks occasionally rear their heads. Instead, contractors are now grappling with new uncertainties: the specter of fresh tariffs and ongoing global economic instability keep the prices of key inputs such as steel, lumber and electrical components on a knife-edge.

Even a minor geopolitical event or a shift in trade policy can send ripples through project budgets, turning accurate bidding into a complex guessing game. For example, new import tariffs on Chinese steel or sanctions disrupting the flow

of aluminum from Europe can cause overnight price spikes. Project estimators and procurement teams are learning to expect the unexpected, often building in larger contingencies and negotiating flexible contracts with suppliers to hedge against unforeseen changes.

The challenge is particularly acute for firms working on long-term projects, where material needs may stretch months — or even years — into the future. Contractors are increasingly turning to alternative materials, local sourcing and modular construction techniques to mitigate risk and control costs. Digital procurement platforms and real-time analytics are becoming essential tools for monitoring supply chain disruptions and responding swiftly when issues arise.

Economic Outlook: Walking the Tightrope

Overlaying these supply-side issues is a growing sense of economic unease. While the construction sector has demonstrated remarkable resilience in the face of recent shocks, industry leaders are keeping a watchful eye on indicators that suggest a broader economic slowdown or even a possible recession as 2026 approaches. Inflation remains stubbornly high, prompting central banks to maintain elevated interest rates, which in turn leads to tighter lending standards and costlier project financing.

Should demand for new projects begin to cool — whether due to hesitant private investment, cautious public spending or a dip in consumer confidence — contractors could find themselves facing cancellations, delays and even stiffer competition for fewer opportunities. Real estate developers, commercial clients and government agencies may pause or reconsider investments in new infrastructure, housing and commercial developments. In this environment, maintaining healthy cash flow and seeking a diverse mix of projects has never been more critical.

Some contractors are shifting their focus to renovation, repair and smaller-scale projects, which tend to be less sensitive to macroeconomic shifts. Others are seeking opportunities in high-growth segments such as renewable energy, data centers and health care facilities. Diversification and strategic partnerships with architects, engineers and specialty firms can help mitigate risk and capture new business.

Trade Policy: The Wild Card

If there's one word that sums up the current trade environment, it's "uncertainty." Ongoing discussions around tariffs — especially those affecting imported lumber, steel, cement and other construction essentials — have contractors nervously watching news out of Washington and key global capitals. Policy shifts can happen quickly, often with little warning, and the resulting cost spikes or supply disruptions can put even the best-laid project plans in jeopardy.

For example, trade negotiations with Canada and Mexico over lumber tariffs or steel quotas can suddenly disrupt established supply chains. Contractors must keep abreast of regulatory changes and maintain strong relationships with multiple suppliers across regions to insulate themselves from unexpected shocks. Some firms are developing in-house teams dedicated to monitoring policy changes and lobbying for industry-friendly regulations.

At the same time, global supply chains are under scrutiny, with some policymakers pushing for reshoring and domestic manufacturing to reduce reliance on imports. This could create opportunities for local suppliers but may also drive up costs and limit choices, forcing contractors to rethink procurement strategies.

Adapting to a New Era

Heading into 2026, construction companies find themselves balancing old challenges with new priorities. The squeeze is real — labor and materials on one side, economic pressures and sustainability demands on the other. Firms that thrive will be those that double down on workforce development, embrace flexible procurement and risk management strategies, and actively invest in technological innovation.

Industry leaders recommend a proactive approach:

- *Workforce development* — Expand apprenticeship and mentorship programs, partner with educational institutions and promote diversity in hiring to enlarge the talent pool.
- *Smart procurement* — Use data analytics to forecast price changes, negotiate flexible contracts and diversify suppliers to mitigate risk.
- *Financial agility* — Keep a close eye on cash flow, maintain strong banking relationships and consider alternative financing sources for projects.
- *Sustainability commitment* — Invest in certifications, new materials and green technologies to meet regulatory and client expectations.
- *Tech adoption* — Implement building information modeling (BIM), mobile project management tools and automation to boost productivity and manage complexity.

The future, while uncertain, will reward those who prepare for change rather than react to crisis. As contractors ready themselves for headwinds, the industry's legacy of resilience, ingenuity and determination remains its greatest asset.

By embracing innovation and staying agile, the construction sector can not only weather upcoming storms but emerge stronger and more competitive for years to come. ▲

The Business Owner's Game Plan for Effective Leadership

Creating the path to sustainable success

BY ERIC ZICHTERMAN

In construction, "business strategy" is often reduced to discussions about margins, cash flow and scheduling. While those are critical, a true business strategy runs deeper. It shapes how a company leads its people, manages projects and plans for sustainable growth. It's the blueprint that guides decisions, leadership practices and safety standards, turning individual actions into a unified culture.

Beyond Bidding & Building

Many contractors view strategy as simply winning bids. But real strategy defines what you do, who you serve and how you differentiate yourself from the competition. Whether you're a high-production paving crew or a specialty flatwork team known for architectural precision, your identity influences everything from client selection to equipment investment, staffing, technology and risk tolerance.



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A clear strategy not only directs your operations but also empowers you to say "yes" to the right opportunities — and to confidently say "no" when a project doesn't fit your mission or strengths.

Management's Role: Turning Strategy Into Practice

Once your strategy is defined, management's role is to bring it to life. Management aligns goals so crews, estimators and project managers understand how daily decisions affect the bigger picture. They build systems for estimating, preconstruction planning, safety and quality control. They also establish feedback loops, job costing, production tracking and safety audits, to monitor and improve performance. Clear communication is key, translating big-picture goals into actionable weekly and daily targets.

For instance, if your strategy is to be the safest contractor in your market, management must enforce pre-task planning, daily safety huddles and near-miss reporting, all backed by accountability and ongoing training.

If your goal is operational efficiency, managers must focus on material staging, crew coordination and equipment readiness, never compromising safety or quality.

Ownership: The Stewardship of Strategy

Ownership plays a different but equally vital role: stewardship. Owners are the guardians of vision, financial health and company culture. They ensure strong cash flow, maintain financial reserves and make strategic investments that align with long-term goals. Just as importantly, they foster a culture centered on safety, leadership and continuous improvement by involving their teams in decisions and actively seeking input.

Succession planning is a key part of ownership. Preparing future leaders to carry forward the vision and values of the company ensures long-term success. Owners must also manage risk carefully, selecting projects and markets that align with their strategies and capabilities. They need to consistently assess whether the business is staying true to its strategy, because drifting off course can lead to overextension, poor project choices, and the erosion of culture and safety standards.

Leadership: The Fuel for Strategy Execution

Leadership is the fuel that drives strategy forward. Unlike management, which focuses on processes, leadership inspires people to commit to the mission. In construction, leadership isn't about giving orders: It's about aligning hearts and minds around a shared purpose. Strong leaders cast vision, remind teams why their work matters and model the behaviors they expect — especially when it

comes to safety and quality. They empower teams to make decisions in line with company values, even when it means slowing down to do things right. Great leaders also listen, using feedback from the field to improve processes while staying true to the overall strategy.

In an industry where production pressures often seem at odds with safety and quality, effective leaders help their teams see that safety and craftsmanship aren't obstacles; they're essential.

Safety as a Strategic Imperative

Safety, in fact, should be viewed as a strategic imperative, not just a compliance task. It directly impacts reputation, financial performance, company culture and leadership development. Companies with strong safety cultures attract better talent, build trust with clients and reduce costs tied to downtime, rework and insurance claims. A genuine commitment to safety also fosters a workplace where employees feel valued, leading to better retention and engagement.

Leaders who champion safety often rise into key roles because they demonstrate accountability, attention to detail and genuine care for their teams. But for safety to truly support strategy, it must be woven into every aspect of the operation, from bid reviews and preconstruction meetings to project handoffs, schedules and budgets. Safety isn't something you address after issues arise; it's something you plan for from the start.

Practices That Align With Strategy, Leadership & Safety

Turning strategy, leadership and safety into daily practice requires consistent, practical steps. Pre-job planning is crucial, combining production goals with safety considerations in every pre-task meeting to ensure alignment with both project objectives and company values. Job hazard analyses (JHAs) not only identify risks but also encourage teams to think critically about their work methods.

Accurate job costing and production tracking help you monitor performance, spot problems early and adjust as needed, but this works only if teams understand the importance of providing reliable data. Field leadership development — blending technical skills with leadership training — strengthens your frontline supervisors and reinforces the connection between productivity and safety.

Leaders and owners should make regular jobsite visits, not just for oversight but to engage directly with crews and demonstrate a visible commitment to safety. Near-miss reporting should be encouraged as a tool for learning, not blame. Ignoring near-misses allows risks to build unchecked, while addressing them creates a culture of continuous improvement.

Recognizing and rewarding those who lead by example, even with simple nonmonetary gestures, reinforces your core values and motivates teams.

Aligning Strategy With Market Changes

The construction industry faces constant challenges: labor shortages, evolving regulations and growing client expectations for transparency. Companies grounded in a clear strategy are best positioned to adapt without losing their identity. Whether investing in technology, entering new markets or pursuing prefabrication, strategic decisions must align with your mission, protect resources, and uphold safety and quality standards.

When evaluating new opportunities, leaders should ask: Does this fit our strategy? Can we do it safely and maintain quality? Do we have the leadership capacity to support it? If the answer is no, passing on the opportunity may be the wisest choice for long-term success.

The Long View: Strategy & Legacy

It's easy to get caught up in the daily grind, weather delays, equipment breakdowns and client demands, but a clear strategy helps you maintain focus on the bigger picture. As a leader or owner, you are responsible for building a company that protects people, delivers quality and operates with long-term sustainability in mind. That means holding firm to your mission, investing in your people, leading by example and balancing future goals with present performance.

A construction company's legacy isn't just in the projects it completes, but in the people it develops, the families it supports and the communities it impacts. A strong strategy, reinforced by effective leadership, committed ownership, disciplined management and a deep commitment to safety, ensures your business leaves a lasting, positive mark.

Business strategy in construction isn't a once-a-year planning session: It's a living, working framework that shapes how you manage projects, lead people and prioritize safety. When leadership, management and ownership align behind a clear strategy and a strong safety culture, you build a resilient, adaptable and profitable company — one capable of weathering market cycles and taking care of its people.

If you want your construction business to thrive, start with clarity of purpose, invest in systems that support that purpose, lead with intention and never compromise on safety. In doing so, you won't just achieve short-term wins — you'll also build a legacy of excellence in an industry that demands nothing less. ▲

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2025 CORPORATE CAPABILITIES

Wise construction business owners know it's best to remain adaptable in this ever-changing industry, and it's important to do so with reliable, proven partners. In the following pages, you'll find some of the best in the business to help you do just that.

The companies featured in the pages of this special section supply the top tools, services and resources that can help your company gain an advantage over the competition. Whether you want to streamline company processes, supplement or add to your fleet, venture into another market sector or adopt a new technology, the companies in this section offer a mix of options to meet your needs.





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DEVELON

Load up with a greater value: How DEVELON helps maximize your equipment budget

When construction owners and operators like you buy new equipment, it's important to look beyond the sticker price. Understanding the machine's total cost of ownership and, most importantly, your return on investment (ROI) is a great way to make sure you're getting a great value.

Before you decide to stick with your "old reliable" machine or move on to the hot new model on the market, make sure you see past these three common construction equipment myths.

Myth: All equipment warranties are created equal.

Reality: The standard warranty on new DEVELON equipment is a 36-month, 5,000-hour warranty, giving you 50% more coverage than other leading manufacturers do. This superior protection is transferable if you sell or trade your machine, and it demonstrates that DEVELON has confidence in the performance of its equipment, protecting you well beyond the initial purchase.

Myth: Premium features are a luxury that comes with an expensive price tag.

Reality: DEVELON designs its compact and heavy equipment with premium features that come standard and at no additional cost. This approach puts more power, productivity and safety in your hands from Day 1.

For example, DEVELON excavators feature air-suspension seats, Smart Touch display and one-touch power boost — all designed to increase efficiency and reduce operator fatigue. Other premium features across most models include rearview cameras and MY DEVELON fleet management for advanced telematics. It all results in doing more work in less time, which directly increases your profitability.

Myth: You must sacrifice safety features to get a better deal.

Reality: Companies that partner with DEVELON quickly discover that ensuring operator safety is one of the manufacturer's top priorities. So the brand offers several innovative safety features that come standard. For example, DEVELON wheel loaders are equipped with the company's industry-exclusive Transparent Bucket technology that lets operators virtually "see through" the bucket, significantly improving visibility and reducing the risk of accidents.

Additionally, expansive windshields and windows, rearview cameras and an available 270-degree around-view-monitor (AVM) camera system on most products further enhance visibility. These advanced safety features not only protect your people — they also help protect your bottom line.

Ultimately, getting the best return on your equipment investment goes far beyond the initial price tag. It's about choosing a brand that stands behind their products with industry-leading warranties, offers more features at no additional cost and helps operators work smarter and safer.

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To learn more about DEVELON equipment or to find a dealer near you, visit na.develon-ce.com/en.

Armstrong World Industries

A leader in the design & manufacture of innovative commercial ceiling, wall & installation systems with the broadest portfolio of standard, custom & one-of-a-kind solutions in the industry & the largest choice of sustainable & acoustical options



Armstrong's passion for innovative ceiling and wall solutions extends beyond an individual product design. The company's mantra of "FASTER, EASIER, BETTER" is a commitment to develop ceiling and wall solutions that seamlessly integrate with the ever-changing construction conditions you encounter every day.

Construction Efficiencies

On today's jobsites, every hour counts. That's why Armstrong's solutions are designed around one goal — helping contractors build smarter, faster and more efficiently. From pre-engineered solutions that eliminate extra steps in the field to detailed shop drawings that simplify layouts and reduce rework, the company's products and services are built to streamline installations. The result is faster installs for tighter schedules and crews that stay productive from start to finish. And when challenges come up, technical specialists are there with the support you need to keep the project moving without delays.

Local Expertise

To help identify construction efficiencies on your project, the company's dedicated team of Integration Solution Experts will review your RCP to help you leverage the real advantages in your ceiling and wall construction projects. The expertise and total ceiling and wall solution approach closes the gap between design intent and finished project — all while increasing productivity and reducing overall cost. From preconstruction services to conflict resolution among trades within the ceiling plane to installation training, Armstrong's team of experts are ready to help identify time-, labor- and material-saving solutions on your next project.

Join the Club

Be the next success story or find out how other contractors are saving money and improving productivity with Armstrong's design services and pre-engineered solutions. Want to know more? Get curated video content delivered direct to your inbox through its exclusive Contractors Club.

Join up to get in the know. Go to armstrongceilings.com/contractors or contact an Armstrong representative to start reviewing your next project.

Armstrong World Industries is a leader in the design and manufacture of innovative commercial ceiling, wall, and installation systems with the broadest portfolio of standard, custom, and one-of-a-kind solutions in the industry and the largest choice of sustainable and acoustical options.

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World Industries

Bobcat Company



In the demanding world of construction, success isn't just about hard work; it's about smart work. For decades, Bobcat Company has been a name synonymous with efficiency, reliability and the power to get the job done right. Bobcat's legacy spans more than 65 years to when it pioneered the compact equipment industry. Today, Bobcat is driven by the same spirit of innovation that created the first skid-steer loader, and the company has been reinventing it ever since. From minor builds and residential projects to major infrastructure and large-scale commercial developments, Bobcat machines have proven their value.

The Legendary Bobcat Loader Lineup

The Bobcat lineup features several varieties of compact loaders, which are the workhorses on most construction jobsites. These machines allow operators to lift more, take on bigger jobs and do more in less time. Bobcat's family of loaders is diverse and designed to offer solutions for every task.

Compact track loaders offer superior traction and flotation on soft ground, making them ideal for landscaping, grading and utility work. These loaders are built for impressive lifting capabilities, premium comfort and attachment versatility — all supported by powerful hydraulics and selectable joystick controls.

For those who need to easily maneuver in tight spaces, skid-steer loaders are versatile machines, known for their compact size and agility. Skid-steer loaders feature powerful hydraulics, selectable joystick control and effective weight balance. The versatility of both compact track and skid-steer loaders is unmatched, offering a wide range of applications from concrete work to forestry and landscaping.

Beyond these machines, Bobcat offers an extended lineup of compact loaders to meet operators' needs. Small articulated loaders feature an articulation joint for tight turning while their light footprint minimizes tears in turf, while mini track loaders, with their small footprint and high-flotation tracks, bring concentrated power to confined jobsites.

On the other end of the spectrum, Bobcat's compact and large wheel loaders and backhoe loaders deliver the power and lifting capacity to move heavier loads and handle heavy-duty excavation tasks for larger-scale operations. The operational efficiency of these machines allows operators to lift more and complete jobs faster, which directly translates to a healthier bottom line.

Digging Into the Bobcat Excavator Lineup

Beyond the ground-level work, the Bobcat excavator lineup is a force to be reckoned with. Its compact excavators are ideal for urban and residential projects where maneuverability is essential. These machines provide powerful digging performance in a surprisingly compact package. For projects demanding serious earthmoving capabilities, Bobcat's expanded large excavator lineup offers the size and strength to tackle the most ambitious jobs, ensuring every foundation is laid and every trench is dug with precision.

Your Complete Jobsite Solution

Bobcat's portfolio extends into specialized equipment that addresses every facet of the construction process. The Bobcat portable power lineup, including air compressors, generators and light towers, ensures the work doesn't have to stop due to a lack of power or visibility. For specialized tasks, Bobcat light compaction equipment, such as rammers and plate compactors, ensures the foundation of any project is solid and stable. For lifting, carrying and transporting materials, Bobcat also offers Toolcat utility work machines and several telehandler models. This equipment works together to create a seamless and efficient workflow, meaning more time spent on building.

The Power of Versatility: Bobcat Attachments

Versatility is maximized by pairing Bobcat equipment with its vast range of attachments and implements. With the most attachments in the industry, a single Bobcat machine becomes a multitasking powerhouse. These performance-matched tools — from augers and breakers to angle brooms and graders — maximize the return on your machine and streamline operations on the jobsite.

Bobcat Company
800-743-4340
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bobcat.com



BUILT TO HANDLE WHAT OTHERS CAN'T.

STEP UP TO BIGGER CHALLENGES.

You don't back down from a challenge, and neither do we. Bobcat equipment is engineered with the power, durability and versatility you need to dominate any task.

When failure isn't an option, Bobcat steps up. Ready when you are.

Bobcat Company is a member of the Doosan Group. Doosan is a global leader in construction, grounds maintenance and material handling equipment, power and water solutions, and engineering that has proudly served customers and communities for more than a century.
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Gordian

Gordian is the leading provider of building intelligence solutions for all phases of the building life cycle

Ask any seasoned job order contracting (JOC) professional about success, and they'll point to one thing: the adjustment factor. As Jerry Reynosa, president of Tri-State General Contracting Group, told Gordian, "The adjustment factor is something you really have to pay attention to if you want to get into the JOC world. You need to know your numbers."

Adjustment factors, also called coefficients, are the primary criteria used to award JOC contracts. They must be competitive enough to win work but realistic enough to ensure profitability.

JOC Refresher

JOC is a construction delivery method that lets owners complete multiple projects through a single competitively awarded contract. Instead of bidding on every job, contractors bid once — saving significant time and effort.

The Bidding Process

JOC projects rely on a unit price book, which lists preset costs for common construction tasks. Contractors bid an adjustment factor that applies as a multiplier to those prices. For example, if a line item costs $1 per square foot and the contractor's adjustment factor is 1.0500, the payment becomes $1.05 per square foot.

What to Include in an Adjustment Factor

An adjustment factor should cover all expenses not priced in the unit price book, plus overhead and profit. Items to consider include:

- Insurance, bonds and indemnification
- Supervision and project management
- Site superintendence
- Office management and equipment
- Business risks

Note: This list does not include everything a contractor should include in an adjustment factor.

Calculating an Adjustment Factor

Most adjustment factors fall between 0.8 and 1.2. A practical way to calculate one is to "reprice" past successful proposals using the owner's unit price book.

Here's an example:

- Direct costs of work: $100,000
- Overhead (10%): $10,000
- Subtotal: $110,000
- Profit (20% of subtotal): $22,000
- New total: $132,000

Next, divide this total by the unit price book estimate for the same project. If the unit price book estimate is $125,000, then $132,000 ÷ $125,000 = 1.0560.

That 1.0560 becomes the adjustment factor. Repeating this exercise with multiple projects helps contractors test different scenarios, understand the unit price book and arrive at a fair, competitive number for your market.

The Foundation of Success

A well-calculated adjustment factor leads to winning bids, awarded contracts and long-term profitability. Contractors who take the time to build and practice adjustment factors are better prepared to compete in JOC. For upcoming bid opportunities, visit Gordian's website.

Gordian
800-874-2291
contractors@gordian.com
gordian.com

GORDIAN®

Your JOC Data Deep Dive

Gordian's Unit Price Books are the foundation of our Job Order Contracting (JOC) solutions.

Packed with accurate, detailed and procurement-specific cost data, they're designed to help you win more jobs — and ensure those jobs are more profitable. That's why learning as much as you can about them is well worth your time.

And we put together a deep dive you need to check out.



Curious how Gordian's detailed cost data can give you a competitive edge?

Scan the QR code to learn more.



HCSS

Get paid for 100% of billable work with HCSS HeavyJob

Ready to simplify your billing, improve cash flow and get paid faster? HCSS HeavyJob, the premier operations solution for the construction industry, has evolved to meet the specific needs of utility contractors. Whether you're handling large infrastructure projects or fast-paced unit-priced work to knock out multiple work orders in rapid succession, HeavyJob is built to help you capture every billable dollar.

The Struggle to Capture Earned Revenue

Utility contractors often face tight timelines and a constant flow of thousands of work orders. From replacing transformers to maintaining gas or electric lines, these jobs demand speed, accuracy and accountability. The newly upgraded HeavyJob software delivers all three, providing the tools to log work, track progress and document site activity in real time with its field-first mobile app.

By seamlessly connecting field and office teams, crews can input digital timecards and upload notes and other supporting documentation directly from the jobsite, all of which is immediately visible back in the office.

With a single, easy-to-read dashboard, project managers gain instant access to daily field reports, cost analysis and crew performance data. This improves communication, reduces billing delays and ensures work doesn't go unpaid.

How HeavyJob Makes Accurate Billing a Reality

When it comes to contractors operating under master service agreements (MSAs), HeavyJob is great for dramatically reducing paperwork, eliminating double entry and establishing streamlined processes.

The platform now includes tools that allow for better work order tracking, billing exports and lightning-quick approvals. You can toggle between time and materials (T&M) and unit-priced work seamlessly, as well as assign unique cost codes. HeavyJob also conveniently works with most accounting software solutions. This makes accurate billing a daily reality, not a monthly headache.

For those tackling large bids (like highway expansions or large-scale infrastructure projects) HeavyJob continues to shine. With its rich historical data, estimator insights and real-time project tracking, you can keep budgets on target, improve crew productivity and avoid cost overruns.

Fast-to-Cash Invoicing, Every Time

Your team might be constructing a wind farm in the Midwest or repairing a water main in an urban grid. Whatever the task at hand, HeavyJob enables better forecasting to capture every cent you've earned. With complete documentation and progress tracking at your fingertips, you'll finally unlock fast-to-cash invoicing and capture 100% of earned revenue.

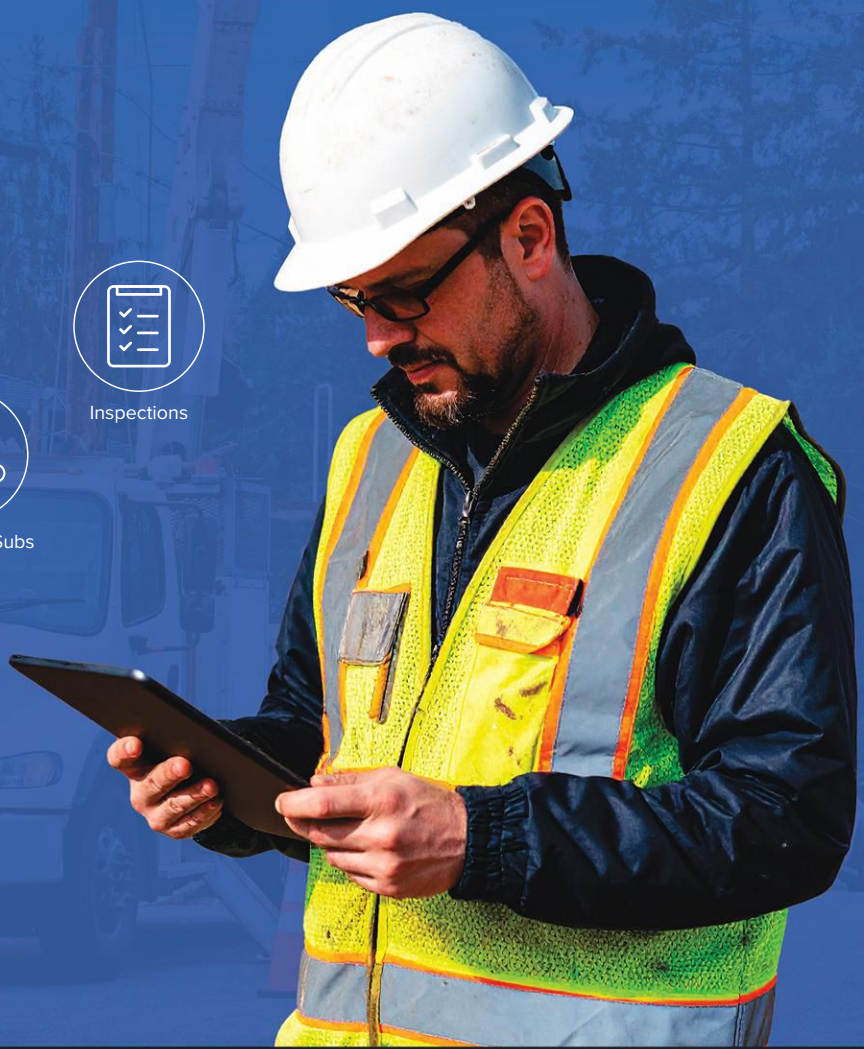
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Isuzu Commercial Truck of America Inc.

No. 1 bestselling low-cab forward commercial truck in America every year since 1986



If you are in the market for a Class 3 to 7 truck, Isuzu has chassis to fit your needs. Isuzu offers a wide range of GVWRs from 12,000 pounds to 33,000 pounds to fit varying payload demands. You can build just about any kind of construction body on an Isuzu truck and not require a CDL to drive it. Isuzu trucks are among the easiest trucks to drive, thanks to the low-cab forward design. The superior visibility, coupled with a best-in-class turning radius, makes maneuvering tight city quarters and construction sites a breeze. The Isuzu N-Series (Class 3-5) is available with gas, diesel or electric powertrains. The larger F-Series (Class 6-7) is powered by a Cummins B6.7 diesel engine. The variety of powertrains, cab sizes, wheelbases and GVWRs give you plenty of options when building your next truck.

Isuzu collaborated with DuraMag (from Waterville, Maine) in its development of a new, lighter-weight, all-aluminum enclosed service body. This body debuted on an Isuzu NPR-HD chassis at the 2024 NTEA Work Truck Show. The gas-powered Isuzu NPR-HD (14,500-pound GVWR), and the lightweight 11-foot aluminum body, gives you over 12,000 pounds of payload with ample space for tools and materials. The NPR-HD also has a GCWR rating of 20,500 pounds, which gives you plenty of towing capacity for trailers, mixers and other equipment you may need on the jobsite. Whether you are a general contractor, plumber, HVAC, electrician, carpenter or specialized tradesman, a durable and efficient Isuzu chassis with a service body is a great truck for your profession.

The Duramag body can be easily customized to your needs with items such as HD ladder racks, cantilever racks, pipe doors, strobe lights and more. With a 6-foot interior height, getting in and out is easy when retrieving your materials. The side cabinets have an electronic locking system linked to a fob, and the hinges are hidden to secure your belongings. The powder-coated smooth exterior makes for a great canvas for your company's marketing graphics as well.

Whether you are in the market for a truck like the DuraMag Service body, a dump truck, box truck, a cement mixer or another application, Isuzu trucks are durable and known for a low cost of ownership with impeccable customer support. Being the No. 1 selling low-cab forward truck in America every year since 1986 isn't because customers bought one truck from Isuzu. It is because they trusted the company and its nationwide dealer network for every truck that followed. Learn more about Isuzu trucks and find your local dealer-authorized Isuzu at isuzucv.com/en/app/locator.

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ISUZU



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Cummins

Each F-Series truck is powered by the Cummins B6.7 diesel engine, the most popular engine ever built by Cummins. This powerhouse combination easily moves heavier payloads through urban environments and long hauls.

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See Your Authorized Isuzu Dealer for Information

ISUZU

Isuzu vehicles are assembled from component parts manufactured by Isuzu Motors Limited, its affiliated companies, and by independent suppliers who manufacture such components to Isuzu's exacting standards for quality, performance, and safety. Vehicle shown with optional equipment. Some equipment is dealer installed. The Cummins logo is a registered trademark of Cummins Inc.

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JCB North America

Built different. Built here. Built for what's next.

For 80 years, JCB has challenged the status quo in construction equipment. Still family-owned and privately held, JCB continues to design machines with the end user in mind. It is more than a global manufacturer: It is a company that believes North American contractors deserve equipment built for how they actually work.

JCB established its North American headquarters in Savannah, Georgia, in 2000. Over the past 25 years, that facility has become a hub for compact equipment innovation, producing machines tailored to the demands of U.S. and Canadian jobsites. With a $500 million factory under construction in San Antonio, Texas, JCB is deepening its commitment to American manufacturing and job creation.

JCB's North American operation produces compact equipment for the markets that rely on it most. Contractors across the country trust JCB skid steers, compact track loaders and the company's exclusive Teleskid to perform in demanding environments and help crews work more efficiently. These machines deliver measurable value on real jobsites.

That mindset is reflected in JCB's Teleskid line. With both wheeled and tracked models and configurations built to match a range of jobsite needs, the Teleskid family gives contractors the flexibility to take on more work with fewer limitations. From lifting and loading to grading and trenching, Teleskid machines adapt to multiple tasks while delivering the comfort, control and capability modern crews expect.

The newest addition to that lineup is the 4TS Teleskid, which builds on JCB's legacy of innovation and delivers new levels of performance for compact equipment. This 109-horsepower compact track loader features a telescoping boom that reaches 15 feet and lifts nearly 4,000 pounds. Its compact profile — under 7 feet tall and weighing around 13,000 pounds — makes it highly maneuverable on tight jobsites without sacrificing capability.

Engineered to maintain peak hydraulic performance at full extension, the 4TS powers high-demand attachments like trenchers, planers and mulchers with ease. A low-leak valve body reduces boom drift for precise material placement. On a commercial project, for example, it can place rooftop HVAC units or stack pavers from a single position. On residential or urban infill sites, it can trench in the morning, grade in the afternoon and move materials before end of day, boosting productivity without additional machines.

That kind of versatility helps business owners increase utilization, reduce rental costs and keep projects on schedule. JCB's exclusive side-door entry, standard across its skid steer and compact track loader lineup, adds another layer of safety and convenience. Operators can enter and exit the cab without climbing over front-mounted attachments, which improves training time, reduces fatigue and supports long-term workforce retention.

If you are ready to move beyond the status quo, take a look at what JCB is building and where it is building it.

Learn more about the JCB 4TS and explore the company's full range of American-built machines at jcb.com.

JCB North America
912-447-2000
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THE BOOM THAT CHANGES EVERYTHING



Run high-flow attachments at full reach with 15 ft of lift and 4.4L high-torque power.

MEET THE *NEW* JCB 4TS TELESKID.

The **4.4L high-torque engine** delivers more muscle than ever before: higher torque with 109 hp that keeps high-flow attachments running strong even at full boom extension.

This is the **new benchmark.**

Push harder with **no DPF, low DEF use and zero regen.**

Run the most demanding auxiliary tools **without external coolers.**

Reach higher with **15 ft of lift** on the telescopic boom and haul more with a **10% ROC gain.**

From clearing fence lines to mulching trees and prepping sites, the 4TS turns brutal work into a **one-machine job.**

This isn't just more power. ***This is the next-gen Teleskid.***

Ready to put the NEW 4TS Teleskid to work?

Learn more about our Teleskids at jcbBOOM.com.

Munich Re Specialty

7 construction industry trends to watch in 2025



With the construction industry's complex ecosystem and a risk landscape that is constantly in flux, builders and contractors encounter an array of diverse risks. Staying informed about key construction trends is critical.

1. Supply chain challenges

The construction industry has felt the widespread impact of supply chain problems, such as material shortages and deliverability disruption, in part due to recent geopolitical tensions, global trade conflicts and uncertainty related to potential tariffs. Steel and lumber prices are expected to experience increased volatility in 2025 due to these ongoing global trade conflicts. In addition, shortages are being seen for electrical products, particularly transformers and switchgears.

2. High material cost

Overall, prices of construction materials have seen modest increases in 2025. Construction material prices are 2.1% to 2.5% higher year over year as of June 2025. However, prices of building materials are still far above prepandemic levels, and the impact of those elevated prices can be seen in unexpected places. Some materials, including lumber, ready-mix concrete, steel products and gypsum for drywall remain far above prepandemic levels.

3. Labor shortage

Labor availability remains a major challenge for contractors across the country. The U.S. construction industry is grappling with a significant labor shortage, with an estimated 439,000 new workers needed in 2025 to meet growing project demands, according to Associated Builders and Contractors (ABC). These workforce challenges have far-reaching consequences on project timelines, costs and opportunities for contractors.

4. Project timelines

The effects of supply chain issues, material availability and labor shortages all impact project timelines. Today, projects commonly start late and run long, creating contract fulfillment, risk management and insurance challenges. Timeline issues can also impact loans and liquidity.

5. Economic concerns

As interest rates remain high, it limits access to affordable financing and reduces investment in large-scale projects. Increased financial volatility can lead to an increased risk of subcontractor defaults and cancellations. What's more, the rising cost of wages, medical care, litigation and materials have all driven up the cost of construction insurance and surety claims.

6. Emerging technologies

Emerging technologies such as artificial intelligence, the Internet of Things, drones, 3D printers, smart sensors and wearables have quickly changed the way construction is done. Contractors that embrace technology are finding ways to better their efficiency, improve employee safety and reduce costs.

7. Infrastructure spending

Government-backed infrastructure spending, the growing popularity of public-private partnerships for public projects, and the construction of big data centers are injecting much-needed investments into the industry. Although there is some anxiety around the federal direction going forward, these projects are happening despite the uncertainty.

Take the Next Step

With complex risks comes the need for an insurance carrier with deep industry expertise and a firm handle on the future.

Munich Re Specialty offers wide-ranging primary and excess casualty insurance solutions, as well as inland marine and surety offerings, to the construction industry through its select brokers. The company's broad risk appetite, experienced individual risk underwriting teams and proven service responsiveness is backed by coverage through A-plus rated carriers. Get timely, trusted and highly tailored coverage to meet the most complex needs.

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Munich Re Specialty is a description for the insurance business operations of affiliated companies in the Munich Re Group that share a common directive to offer and deliver specialty property and casualty insurance products and services.

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Payroll4Construction

Contractor saves 20 hours a week outsourcing payroll



Since 2006, contractors have relied on Payroll4Construction to solve their payroll challenges. For more than half of that tenure, Lawler Construction has been one such client.

The Cleveland-based remodeling company began small as a local business focusing on niche needs around the community.

But as their demand grew, so did their workload and workforce. Managing payday tasks week in and week out became too overwhelming. Having a reliable, scalable, construction-specific payroll provider became a necessity.

Thankfully, they didn't have to look far for the perfect solution.

Already using FOUNDATION construction software for their accounting, the Lawler team decided its integrated payroll service, Payroll4Construction, was the best fit. It could handle their unique payroll challenges while seamlessly integrating with their accounting system.

"Payroll4Construction was the ideal addition to our tech stack," said Jim Lawler, president of Lawler Construction. "It matched our other software without difficulty."

Manageable Pay Periods

Payroll4Construction immediately took care of Lawler Construction's tedious payroll tasks with services that automated direct deposits, mailed checks and managed multistate processing.

This freed up administrative staff to focus on growing their business while knowing that their payroll was accurate and compliant.

According to Tom Lawler, vice president of Lawler Construction, Payroll4Construction saves them about 20 hours a week on payroll tasks.

"My favorite thing about Payroll4Construction is how much of our payroll I don't have to touch," Controller John Lawler said.

Payroll & Tax Compliance Simplified

Another immediate benefit to Payroll4Construction was the tax filing service.

Lawler Construction has a diverse portfolio: Their employees are, on average, spread out between 15-20 unique jobsites during busy season, so their tax responsibilities are complicated.

With Payroll4Construction, the Lawler team easily corrects wages and distributes W-2s to each of its workers.

"Before Payroll4Construction was implemented, the burden on our admin reporting for tax season was a lot more intense," Tom said. "Now that it's processed by Payroll4Construction, we don't have that additional labor burden in the office."

Responsive, Dependable Support

Because they work in a variety of commercial environments, Lawler Construction's payroll needs change. So, they wanted a support team that could give them fast help and effective answers.

Payroll4Construction not only offers in-house customer service, but each representative is a trained industry expert. Whatever problem the Lawlers are experiencing is quickly addressed whenever they call.

"The Payroll4Construction support team has always been great," Tom said. "They're always very quick on any troubleshooting or hopping on and getting things fixed for us, even when close to our processing deadline."

More Time for What Matters

By implementing Payroll4Construction, Lawler Construction has been able to take on larger jobs, increase profit margins year-over-year and drive personnel growth without worrying about additional payroll changes.

Lawler Construction is now a commercial staple in its community, and Jim, John and Tom believe Payroll4Construction has played a critical role in their success.

Payroll4Construction
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Thunder Creek Equipment

Addressing the challenges of operating off-road machinery with solutions for fueling, management & fleet maintenance



Thunder Creek Equipment designs and manufactures innovative, high-quality diesel fuel and service solutions used extensively in construction and other off-road earthmoving operations — lowering your bottom line through easy access to diesel and optimized field service. Innovation is constant at Thunder Creek, where the team is passionate about addressing the challenges of operating heavy equipment in off-road environments.

Thunder Creek fuel and service trailers and diesel exhaust fluid (DEF) delivery solutions are made by LDJ Manufacturing Inc. in Pella, Iowa. Started in the mid-1990s as a fabricating business, the Thunder Creek brand is now the premier bulk diesel and fleet maintenance solution for construction companies and industrial firms — especially those operating decentralized fleets across numerous jobsites.

The company's No HAZMAT products do not require the operator to have a HAZMAT endorsement, and many of its multi-tank diesel solutions don't require a commercial driver's license (CDL). This allows companies to save money and time, remaining focused on the work in the field.

Thunder Creek's most popular construction products are its Multi-Tank Trailer (MTT) and Multi-Tank Oil (MTO) Trailer, which features a variety of lube and fleet maintenance options and configurations — including a proprietary closed-loop bulk DEF system and a rear utility box that can include a broad range of fluid and tooling options, including welders, generators and air compressors. The manufacturer also produces a line of truck upfits that deliver the same performance and capabilities, including the No HAZMAT Fuel & Service Upfit (MTU) model, as well as the Service & Lube Truck Upfit (SLU) for daily fluids and preventive maintenance.

And Thunder Creek is the only manufacturer to use seven-gauge steel, multiple full-height baffles and double welded seams in its designs. With unrivaled attention to detail and quality, customers can be sure that anything with the Thunder Creek name is tough enough to withstand heavy, off-road use for years to come.

Real-World Proof

For Albuquerque Asphalt — a team of more than 200 people spread across asphalt, dirtwork, concrete, crushing and production crews — it takes an extremely deliberate deployment of people and resources to ensure optimal asphalt quality while also working efficiently enough to make business profitable. That includes the timely and efficient performance of preventive maintenance (PM) activities.

The company restructured its PM work to move away from larger service trucks that required drivers to have a CDL and HAZMAT endorsement because it became increasingly difficult to find those drivers, and those who do have the endorsements don't always have the mechanic's mindset to do PM work. The solution: a two-person team matched with a truck hauling a Multi-Tank Oil (MTO) 690 trailer from Thunder Creek Equipment.

For Jacky Spencer, vice president of operations at Albuquerque Asphalt, the new approach to PM and the flexibility of the Thunder Creek trailers are critical to the company's highway paving success.

"They've been a game changer for us," he says. "Servicing equipment is a fast-paced job. Everything's got to be checked. Fueled up. Oil levels checked."

"With the Thunder Creeks," says Joseph Otero, superintendent, Albuquerque Asphalt, "everything's done, everyone's happy, and we don't have to worry about anything."

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BIG PM

WITHOUT THE PRICE TAG



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Scan the QR code to learn more.

THUNDER CREEK
Fuel & Service Equipment

ANA Inc.

Leading with innovation, reliability & customer commitment

On today's jobsites, efficiency is everything. Yet many diesel generators spend most of the day idling under a light load — burning fuel, stacking up maintenance hours and adding wear that shortens equipment life. For general managers, these hidden costs eat into profit margins and disrupt schedules.



EBOSS is a generator optimizer designed to turn that waste into measurable savings. Paired directly with a diesel generator, EBOSS supplies the load from stored battery energy and starts the generator only when recharging is needed. Once topped off, the generator shuts down — eliminating inefficient low-load runtime without sacrificing power reliability.

The Results

- *Lower operating costs* — Reduced fuel burn keeps more money in your budget.
- *Extended maintenance intervals* — Fewer service calls means more uptime.
- *Longer generator lifespan* — Less strain delivers better return on investment (ROI).
- *Cleaner operations* — Lower emissions support sustainability goals.

Jobsite ROI Snapshot

(based on a typical 250 kW low-load rental application)

- Fuel savings: 20% to 40% per month
- Maintenance reduction: Up to 50% fewer service intervals
- Extended lifespan: Adds years to generator service life
- Estimated savings: $1,500 to $3,000-plus monthly

EBOSS shines in jobsite operations across the construction industry, where equipment often runs far below capacity. In these scenarios, EBOSS turns wasted hours into measurable savings, transforming operational inefficiency into a competitive edge.

ANA Inc.
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eMars Inc.

Users report 80% productivity improvement

One-hundred fifty-six skilled tradespeople are working on the jobsite. Seven trades are represented. Forty-two people from six trades are working overtime this holiday weekend.

There are 35 possibilities for each worker to be paid ... incorrectly.

Your accountant is leaving at noon on Wednesday to go to a business function and won't return until next Monday. An incorrect payroll check can lead to a fine or another penalty.

You are leaning back in your chair — at ease — because you have Compliant Client by eMars. Every submitted payroll is audited online, in real time, against the wage determination and all 35 causes that are in support of Davis-Bacon and Related Acts.

This system is a web-based, certified, prevailing wage, accuracy system that requires no installation or maintenance of software. Immediate prompts alert the user how to solve the problems and guarantee compliance.

Designed with input from the Department of Labor (DOL), agencies and contractors, this system is user friendly. Custom plans are designed for each contractor. There are no other charges for renewal, mapping, training or startup.

eMars Inc.'s more than 15,000 clients have not had any random DOL audits for the past three years.

Spending time and money worrying about a compliant payroll? Compared to paper and pencil preparation, eMars Inc.'s guaranteed system represents an 80% productivity improvement, plus instant recognition of payroll errors.

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Revitalizing Our Capital With Great American Construction Companies



Easily Stay Compliant with the Davis Bacon Act

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- Works with Prime and all Subcontractors
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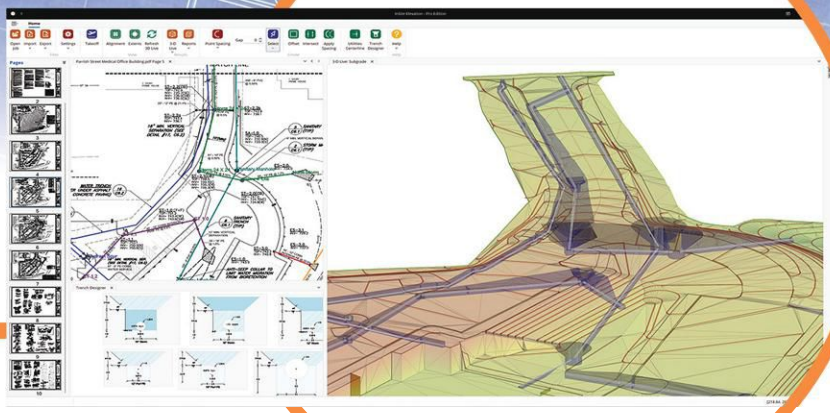
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TrenchVision 3D, a powerful new feature available to Elevation Pro subscribers, transforms utility takeoff and earthwork calculation for estimators in the grading industry. This innovation helps earthwork professionals save time, increase accuracy and win more bids by simplifying the often-tedious calculations for sanitary, storm and other utilities.

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TrenchVision 3D offers flexible trench configurations supporting multiple trench shapes and multiple pipes per trench. When soil boring data is entered, it provides excavation calculations by stratum and precise backfill volumes for bedding, cover and backfill, adapting to changing storm run depths.

The feature provides clear visuals to immediately illustrate the full scope of work and identify pipe collisions before they become costly issues. Powerful reporting capabilities include detailed excavation and backfill quantities, pipe lengths, structure heights and breakdowns by adjustable depth brackets (e.g., 3-5 feet, 5-7 feet, etc.) for efficient production planning.

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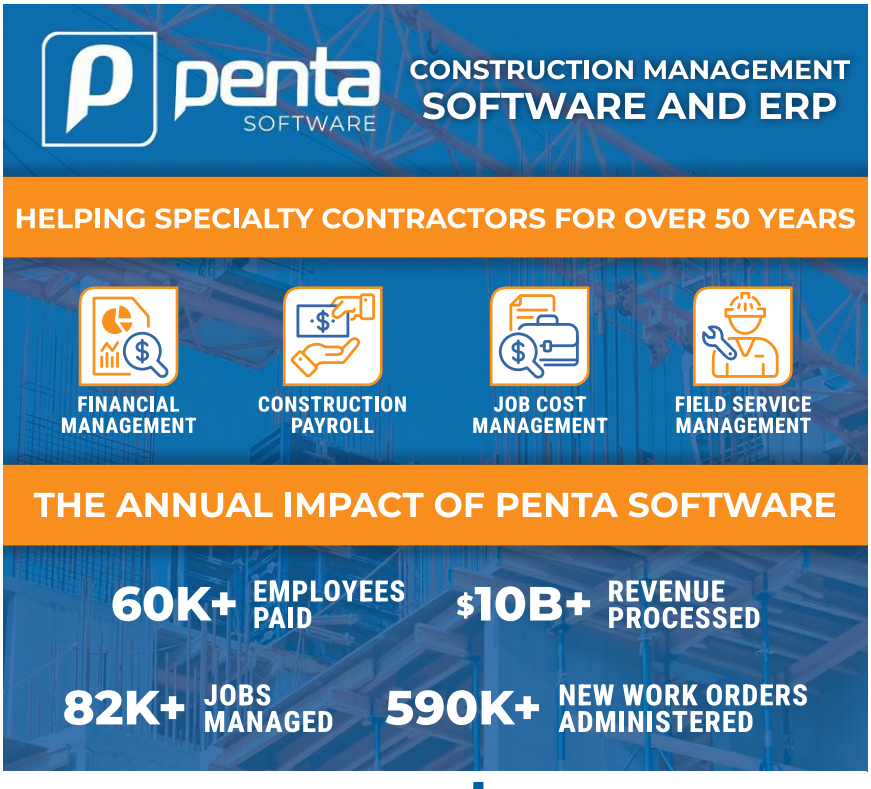
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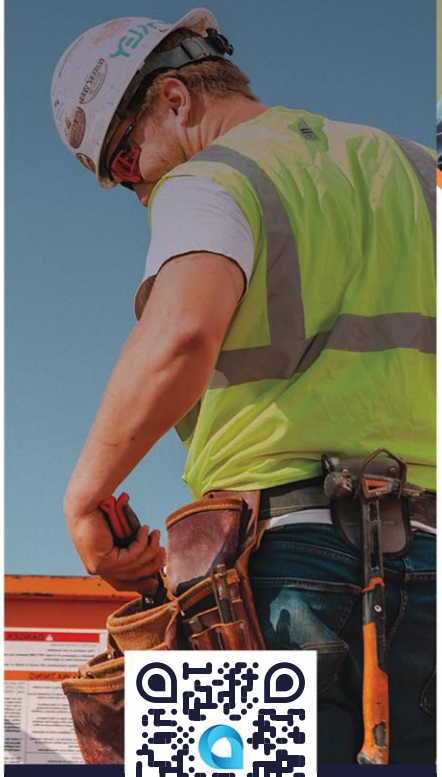


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Today's construction industry is high-pressure, with firms battling inflation, labor turnovers and supply chain disruptions. To remain successful, businesses must develop workflows that connect everyone in a project — from office to field and beyond. Legacy management systems can't meet the challenge. But Acumatica Cloud ERP provides the industry-specific functionality modern companies need. Acumatica Construction Edition is purposely built to help contractors, homebuilders and land developers gather and analyze project information in a single, connected system. From role-based dashboards, employees can access accurate data anytime, anywhere. The software also seamlessly integrates with third-party applications, so companies can mix-and-match end-to-end solutions that fit their needs. The Acumatica Marketplace boasts 303 such solutions, including Procore, DocuSign, CriterionHCM and more.

Construction companies rely on Acumatica Construction Edition for business continuity, resilience and success. One such firm is Spohn Associates Inc. A full-service specialty contractor, Spohn typically runs 40 to 50 projects concurrently. With its legacy system failing under the load, Spohn switched to Acumatica Construction Edition and has since enjoyed:

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Says Jeremy Sturgeon, Spohn's vice president of operations: "We can make it adapt to what we need it to do, to the way we do business."

To learn more about Acumatica Construction Edition, visit acumatica.com/construction.

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How Can New Heavy Equipment Operators Achieve a Perfect Grade?

The right tools for the right work

BY TROY DAHLIN

Photo Credits: Leica Geosystems

A project is only as good as its foundation.

The first step of a project isn't turning dirt; it's preparation. While often hidden, site preparation work, including the grade, is perhaps the most important work on any jobsite.

The technology driving the jobsite revolution is helping companies tackle long-standing problems and ensuring that every aspect of the job, even those hidden from everyday view, is done correctly.

As any business owner can attest, the efforts before and during site preparation are critical to a project's ultimate success. Every step that follows in a project is built on this literal and figurative foundation, and missteps at the early stages can spell problems later, prompting project slowdowns and the need for expensive rework.

Preparing a site involves several steps, and two of the most important steps for achieving a perfect grade are determining the precise location and depth of the dig and identifying any potential obstructions. The adage "measure twice, cut once" can also be applied to grading a site for a project.

Let Technology Tackle the Task

For years, workers grading a site relied on their intuition. Many long-time equipment operators would say they graded based on "feel," and they knew when the grade was correct.

Guessing isn't a strategy for the modern jobsite, and with today's technology, nothing should be left to chance. Operators no longer need to rely on their intuition to determine if they have properly graded a site.



Using technology such as machine control ensures the job is done right the first time. Machine control, which is becoming increasingly common on jobsites of all sizes, can eliminate some of the operator's manual tasks while achieving the desired accuracy even more easily.

Companies that deploy machine control quickly discover how much it can enhance and streamline their operations and eliminate the possibility of human error.

At its most basic, machine control calculates the position of machinery using sensors, computers and communication networks to enable the automated operation of grading equipment, eliminating the need for placing grade stakes, which can be a potentially time-consuming prospect.

The machine control solution gives operators greater detail than traditional 2D paper plans, offering peace of mind in knowing they have completed the job as designed. The best part is that it integrates with most modern equipment on the jobsite, so construction business owners generally don't need to invest in new fleets.

The process starts when the global navigation satellite system (GNSS) transmits signals with positioning data to a GNSS base station, or, increasingly, a real-time kinematic (RTK) correction network on the ground. The base station or RTK network then corrects the data.

It sends the data to GNSS/GPS receivers on the heavy equipment, such as the bucket on the excavator, dozer or grader blade, which guides the machine following a preprogrammed 3D model. The machine control technology automatically calculates the position of the equipment, adjusting it up to 20 times per second as needed.

Once an operator puts the machine into automatic mode, the machine performs the work without further intervention, ensuring that it excavates exactly according to plan.

The Next Generation of Workers Will Help Ensure the Perfect Grade

One of the most significant issues facing the construction industry is the prolonged shortage of talented and trained labor. It has become increasingly challenging to find operators who have deep experience operating machines.

While a younger workforce is interested in and wants to enter the construction industry, they often lack the knowledge to perform tasks such as site grading. Construction technology — and machine control in particular — is the great equalizer, helping teams maintain their efficiency and productivity.

These solutions allow companies to do more with less, mitigating the labor shortage. While experienced heavy equipment operators are in short supply, advanced machine technology enables business owners to maintain productivity levels even with less experienced operators.

It is also inherently user-friendly, making it easier for companies to train new workers to use it — especially younger workers who have grown up with technology their entire lives. Companies using the latest solutions will enjoy the added benefit of more easily attracting new and younger talent, as cutting-edge equipment, such as laser scanners, total stations, GPS or machine control, will capture the interest of younger employees, not just the real-time conditions of the jobsite.

As the workforce evolves, technology like machine control enables owners to widen their potential talent pool, take on more work and grow their business. Contractors can complete a grade in fewer passes, increasing productivity while improving yields and safety.

The Right Tools Deliver the Right Work.

Another adage, "a craftsman is only as good as their tools," is equally relevant.

Using the right tools helps deliver quality work, ensuring that projects are completed as envisioned. It also ensures that teams have all the necessary information to make informed decisions in real-time.

Every jobsite function is interrelated, and technology can help companies coordinate the many roles and processes, saving time and money while reducing their team's stress. With the right tools and platforms, operators can feel confident that they are performing their jobs correctly the first time.

Technology helps everyone involved in the project. It's easier for the teams using it, reduces the stress of the job and delivers a better-quality project to the customer.

Technology Is the Solution to the Shortage

Amid an ongoing skilled labor shortage, technology empowers teams to consistently complete tasks with fewer people and without sacrificing quality. It also ensures that projects are completed correctly without the need for time-consuming and expensive rework.

The true return on an investment in technology is measured by the time and the mistakes it saves.

Rework is often the result of poor data and missed communication. Sharing up-to-date data via cloud connectivity enables the equipment operator to view all design information on the panel in the cab while working.

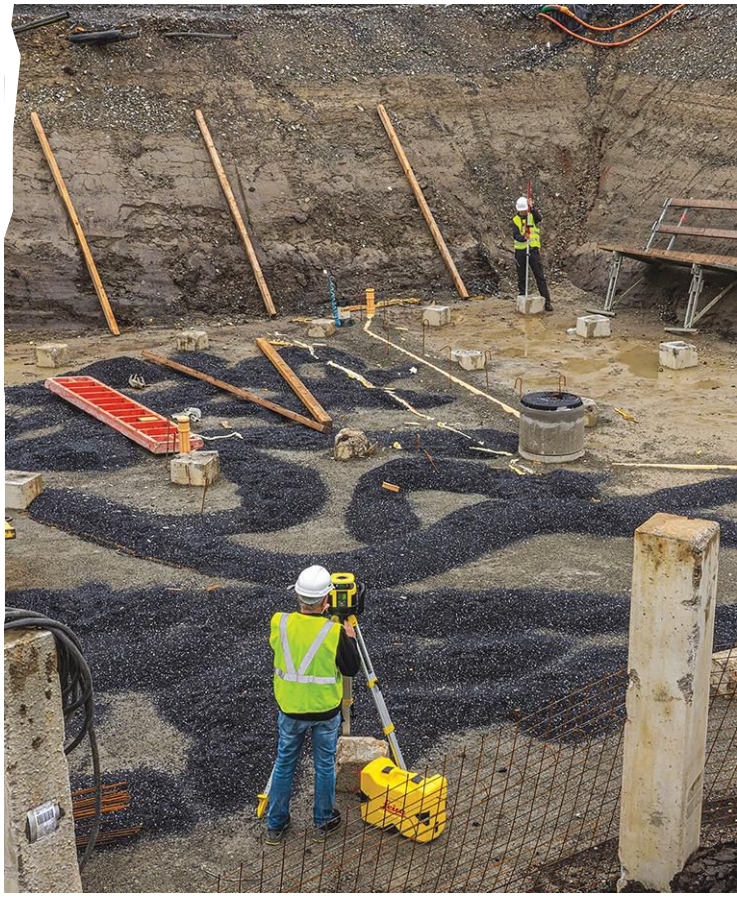
For too long, some companies have been slow to adopt new solutions for various reasons, including technological skepticism, workforce adaptation and concerns that technology will replace their jobs. There is no good reason for continued skepticism about whether technology is viable on the jobsite.

Technology is here, and its usage is increasing by the day. Moving forward, automation of jobsite tools can also play a role in increasing productivity.

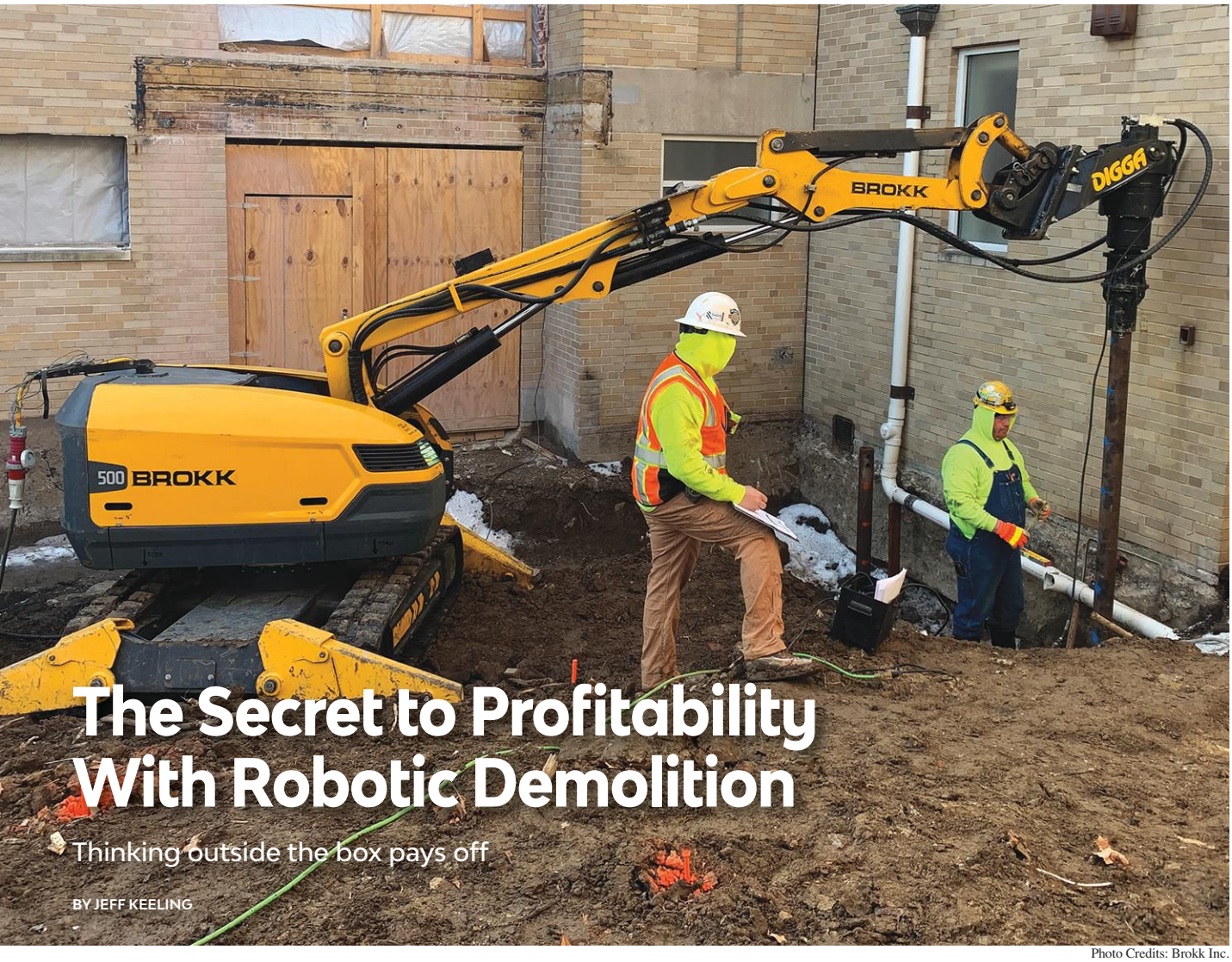
Rather than ignoring it, construction business owners should look at jobsite technology from a different perspective. Instead of eliminating jobs, it will allow companies to do more. Because technology is an equalizer, small companies can compete with larger ones that have long held a competitive edge.

When a tool can safeguard a company's time, talent and treasure — and improve its bottom line — where is the downside? ▲





Troy Dahlin is vice president, heavy and building construction, US/CAN, for Leica Geosystems, part of Hexagon. Visit leica-geosystems.com.



The Secret to Profitability With Robotic Demolition

Thinking outside the box pays off

BY JEFF KEELING

Photo Credits: Brokk Inc.

Many contractors are interested in adding a demolition robot and its capabilities to their fleet — but they aren't sure how to justify the price tag. Or, in other cases, a contractor invests in a demolition robot for a specific project and then isn't sure how to maximize the purchase.

The ever-changing landscape of construction and demolition projects makes innovative thinking a must, especially when it comes to adding new equipment to a contractor's lineup. Contractors shouldn't just add equipment; they should ask themselves how they can ensure that equipment is profitable.

The secret to profitability with demolition robots is thinking outside the box. The versatility of demolition robots gives contractors options, but it can be easy to get stuck in the small box. Savvy contractors can make demolition robots an integral part of their business by expanding into new service offerings by utilizing machine versatility, safety features and equipment integration.

Thinking Outside the Box

Thinking creatively about robotic demolition machine versatility gives contractors the opportunity to reconsider processes on the jobsite. Unlike many specialized, inflexible pieces of equipment meant for demolishing buildings or removing refractory, demolition robots offer surprising versatility that extends far beyond what contractors might expect from the demo-focused name. Some contractors, after purchasing their first demolition robot, find that the machine comes in handy in more places, allowing them to utilize the machine for multiple applications on a jobsite.

Here's an example: With a little creative thinking, a Wisconsin-based sawing and demolition contractor found he could expand his concrete cutting options with the help of a demolition robot and concrete crusher attachment. The addition of the machine gave this contractor higher profit margins and allowed for lower bids because his crew could reduce removal time by more than half. His business ended up expanding from one demolition robot in 2007

to 27 robots by 2020. Additional attachments gave the contractor the ability to effectively remove concrete and rebar, making a safer, more productive jobsite.

Other contractors cite the capabilities of robotic demolition machines as superior to the flexibility of other equipment options, especially when attachments are considered. Versatility and flexibility are the hallmarks of this equipment. To make the most profit off the purchase of a demolition robot, it's important to consider all angles of a project to see where the machine can fit in.

Each demolition robot pairs with several attachments, giving operators the opportunity to expand into new applications. The addition of one simple attachment can make other equipment obsolete. Some manufacturers even team up with demolition robot manufacturers for specialty application attachments. A contractor in St. Louis used a demolition robot with a custom mounting bracket and specialized drive head to install a series of helical piers for a facility retrofit. In that case, one demolition robot replaced a mini excavator or skid steer and provided a zero-emission installation option for working underground.

To get into tight spaces without sacrificing power, some demolition robot manufacturers scaled down their machine sizes. Smaller models of remote-controlled demolition robots perform on part with machines three times their size. The biggest difference between a demolition robot and something like an excavator is the power-to-weight ratio. A 5-ton demolition robot easily handles a 1,600-pound breaker designed to fit a 10- to 17-ton excavator. The compact size opens the door to all kinds of possibilities to do work in limited access, confined spaces or where floor loads are an issue.

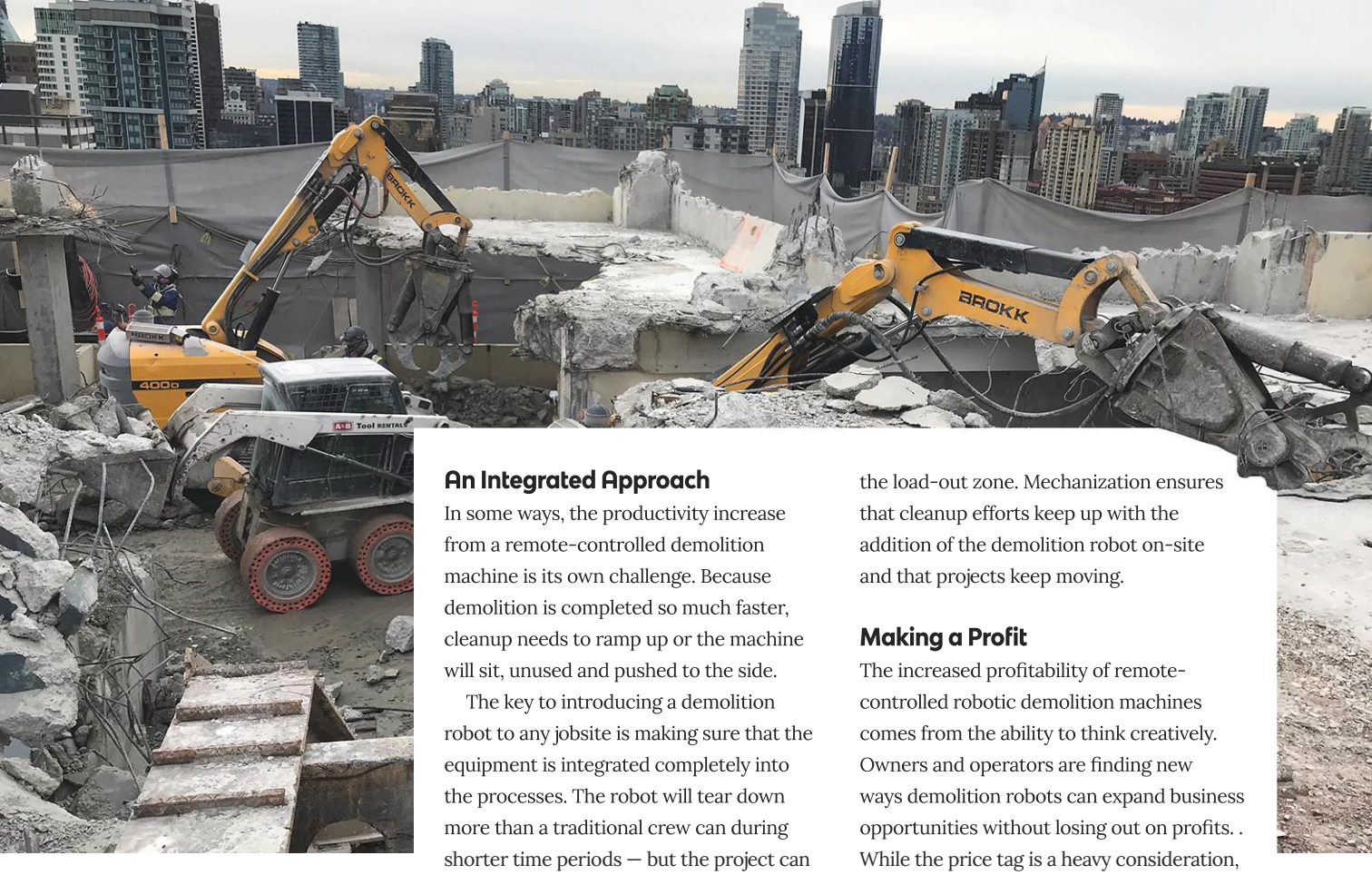
One contractor said it best: "The only limits are your imagination." By thinking outside the box on projects, contractors can find ways to increase productivity by bringing in a remote-controlled demolition robot.

Investing in Safety

The biggest safety advantage demolition robots have is that industry-leading models are remote-controlled. In cases where demolition robots take the place of manual labor and large crews, the machine can do four to five times more labor while reducing contractor liability. Robotic demolition machines provide a safe solution for tackling projects in inhospitable environments such as areas with fall risks, excessive heat, fire hazards, fumes and even toxins. Whether the project is inside a building ready to be demolished, underground in tunnels or even in a kiln, demolition robots remove crew members from danger. The radio link system used for transmission works at a range of up to 984 feet, which allows the operator to work from a safe location in every situation. In some cases, the operator doesn't even need to be in the building while the robot works and can supervise and run the equipment through a video monitor.

In another example, a contractor found that the addition of demolition robots cut down on refractory removal and reinstallation times and increased project safety. Relying on the robot's remote operation, the company virtually eliminated falling debris injuries, which resulted in a reduced experience modification rate (EMR) and lower insurance premiums. The contractor also reduced crew size for descaling and debricking by 75% while achieving removal rates up to 33 feet per hour (10 meters per hour). Reallocated crew members were then able to increase productivity on other tasks, leading to a boost in overall efficiency.





An Integrated Approach

In some ways, the productivity increase from a remote-controlled demolition machine is its own challenge. Because demolition is completed so much faster, cleanup needs to ramp up or the machine will sit, unused and pushed to the side.

The key to introducing a demolition robot to any jobsite is making sure that the equipment is integrated completely into the processes. The robot will tear down more than a traditional crew can during shorter time periods — but the project can only move as quickly as its slowest process. Without the proper support setup, the robot rests while cleanup efforts drag on. Therefore, contractors should consider ways to automate or expedite the rest of the job to get the most out of their demolition machine, whether that means mechanizing the cleanup process with a skid steer, compact track loader or mini dumper, or using an excavator or similar equipment for moving material to the load-out zone. Mechanization ensures that cleanup efforts keep up with the addition of the demolition robot on-site and that projects keep moving.

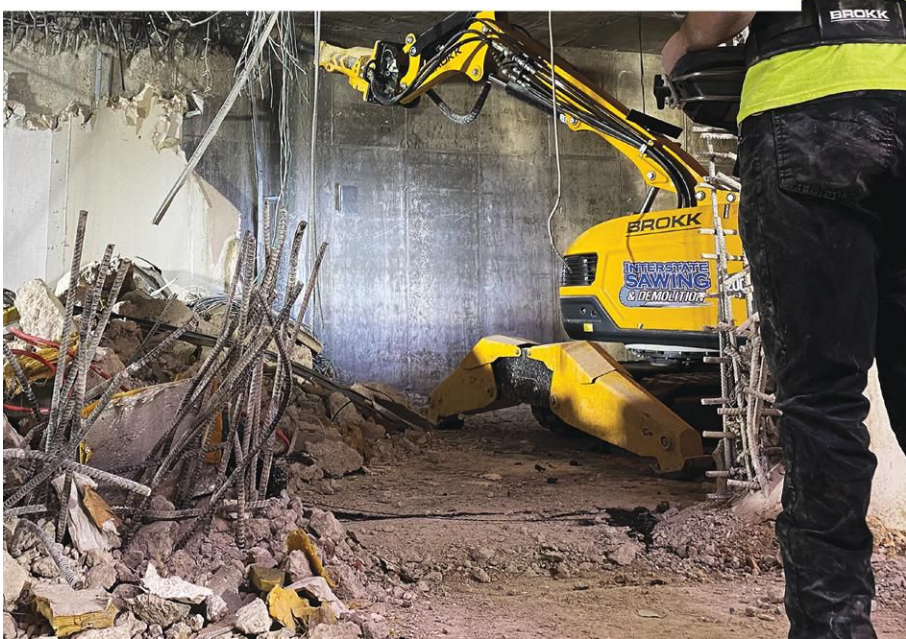
Making a Profit

The increased profitability of remote-controlled robotic demolition machines comes from the ability to think creatively. Owners and operators are finding new ways demolition robots can expand business opportunities without losing out on profits. . While the price tag is a heavy consideration, the benefits outweigh the costs for remote-controlled demolition machines. ▲

Jeff Keeling is the vice president of sales and marketing for Brokk Inc. He works closely with regional sales managers to develop and grow the Brokk brand in key segments across the U.S. and Canada. He is also responsible for educational initiatives aimed at helping customers maximize their Brokk machines' potential. Brokk has been a global manufacturer of remote-controlled demolition machines and attachments for over 45 years. Visit brokk.com.









On Steady Ground: Reducing Equipment Setup Risk

Proactive site assessment is key to positive load distribution strategies

BY KRIS KOBERG

Photo Credit: Gorodenkoff - stock.adobe.com

Modern construction equipment generates far greater loads onto the ground than many contractors realize. Reviewing the site and determining the appropriate placement and travel paths for heavy equipment is critical. To improve coordination, reduce risk and streamline operations, the controlling entity (CE), general contractors and subcontractors must have an open dialogue on this topic.

While ground-bearing pressures are often discussed in the context of cranes, the issue is equally critical for equipment such as concrete pump trucks and mobile elevating work platforms (MEWPs). Without proper site preparation and clear communication among stakeholders, inadequate ground conditions can lead to costly delays at best, as well as significant safety hazards.

If subcontractors lack information about permissible ground-bearing pressures and underground hazards, equipment may arrive at the jobsite but be unable to operate, resulting in lost time or the need to completely revise the work plan. In the case of cranes, for example, it might mean renting a bigger crane with longer reach to position farther away from the original setup location. This has the potential to cause delays and increase costs.

And without a plan for equipment to operate below permissible ground-bearing pressures, the risk of tipovers is greatly increased.

Gather Data, Plan Ahead

Proper planning requires coordination with multiple entities. The first step is confirming who the controlling entity is for the jobsite. If the CE is not the prime contractor for the project, the CE role under the Occupational Safety and Health Administration (OSHA) 1926.1402(c)(1) is typically filled by the employer that has authority for the site to make or arrange for ground preparations needed to meet the requirements of 1926.1402(b).

Ideally, project planners can provide site information, such as allowable ground-bearing pressure (AGBP), based on civil engineering practices, along with maps of underground utilities and known hazards.

Geotechnical investigations provide empirical data on soil mechanics, including compaction, drainage and firmness. Soil boring and laboratory analysis help assess subsurface conditions, while dynamic cone penetration testing is used for surface and shallow-depth evaluations. With this information, the CE can determine what the AGBP is, which must then be

communicated to subcontractors and equipment providers.

The CE is responsible for establishing the allowable ground-bearing pressure. The subcontractor is responsible for knowing the ground-bearing pressures or outrigger loads created by their equipment. If the pressures from the equipment exceed the AGBP, then there is a gap that must be resolved. In this case, either the ground needs to be improved, additional supporting materials are needed or a different location should be chosen for the equipment.

Unfortunately, however, the controlling entity is often unaware of its obligation to ensure the ground can support equipment loads, so this information does not get conveyed. If any uncertainties arise, it's important for subcontractors to initiate a dialogue about the permissible ground-bearing pressure with the controlling entity, which may be the general contractor.

Stay Situationally Aware During Setup

Subcontractors (often the equipment owner and/or operator) are responsible for proper equipment and supporting materials selection. This includes evaluating the travel paths and placement of both primary and secondary equipment. Based on AGBP, it may be necessary to improve the ground with engineered fill, bring in access matting, and/or supporting materials for operations. Subcontractors are encouraged to establish and provide to the CE the required ground-bearing capacity to safely perform the work. Establishing a minimum ground-bearing capacity is essential to reducing risk and enhancing collaboration.

Once on-site, the subcontractor should assess the site and remain aware of any ground conditions that may impact equipment levelness, footing and stability. Equipment operators should perform their own visual site evaluations. Visual inspections should be focused on any presence of standing water, excavations and indicators of underground structures such as manhole lids, utility access points and catch basins. The intent is to ensure that all observable conditions match the information given by the CE. If inconsistencies or contradictions are found, they should be immediately discussed and reconciled before operations begin.

In the field, physical assessments, such as plate or roll tests, and visual inspections can be helpful to assess the current state. However, they should not be the primary method of assessing the ground conditions. These investigations can help determine if the ground needs to be improved, if the equipment needs to be relocated and which supporting materials — such as outrigger pads, mats, dunnage or cribbing — are needed.

Selecting Supporting Materials

Subcontractors are primarily the entity responsible for selecting the supporting materials. Supporting materials manufactured from steel, wood and synthetics can be used to distribute loads and to reduce the chances of ground failure. A qualified person should determine if the supporting materials are sufficient to effectively distribute the loads and pressures to the intended levels. Selection of supporting materials should take into account adequate strength (to avoid physical fatigue and failure), and adequate stiffness (to spread the equipment load/pressures to permissible or allowable levels).

Before use, supporting materials should always be inspected and determined to be suitable for the application. Inspection items differ depending on what the supporting materials are made from. For example, steel should be checked for bent structural components or signs of welding damage, wood should be inspected for rotting or cracking, and synthetic products should be checked for warping or chemical damage.

Understanding and preparing for ground conditions is not just a safety procedure — it's a foundational aspect of successful equipment operation. By fostering open communication and prioritizing ground stability as a standard operating procedure, the industry can minimize risks and optimize project performance

Controlling entities must understand their regulatory responsibility for site conditions and collaborate with all parties to ensure safety and efficiency, while subcontractors initiate clear communication with the CE about ground-bearing pressures and setup locations. ▲

Additional Resources

- ***OSHA 1926.1402***
- ***ASME P30.1 —*** For info on roles and responsibilities, site assessment, establishing AGBP, inspections and material evaluation: asme.org/codes-standards/find-codes-standards/p30-1-planning-load-handling-activities
- ***SC&RA Outrigger Pad Materials, Selection & Usage —*** scranet.org/ItemDetail?iProductCode=OUTRIG
- ***IPAF Global Safety Report 2025 —*** For MEWP accident analysis; see the chapter on overturns: ipaf.org/en-us/gsr2025
- ***DICA Essential Ground Support Tips for Concrete Pumps blog —*** dicausa.com/avoiding-tipovers-essential-ground-support-tips-for-concrete-pumps

In addition to these resources, manufacturers of supporting materials are good partners for helping contractors select the right size and type of supporting materials for the scenario.

Kris Koberg is the president and CEO of DICA, a family-owned manufacturer and distributor of supporting materials, ground protection, site access mats and associated products. He is active in industry initiatives, including ASME P30 committee and North American Matting Association technical committee, and he recently chaired the Specialized Carriers & Rigging Association task force to create a guidance document titled "A Guide to Outrigger Pad Materials, Selection and Usage." Visit dicausa.com.





Photo Credit: Bobcat

Know Before You Go

Answering 3 key questions about transporting your compact loader

BY MIKE FITZGERALD

Transporting a compact track loader or skid-steer loader requires careful planning. Following recommended steps for selecting the right transport vehicle, loading the machine and securing it properly will help operators move their equipment confidently from jobsite to jobsite.

Let's review key questions from operators who are looking for more insight before transporting their equipment.

What should I consider when selecting the right transport vehicle?

Before transporting your loader, ensure the transport vehicle has adequate size and capacity for both the machine and any attachments. While standard trailers are suitable for most loaders, larger loads may require a trailer with a higher weight rating. You can typically find the trailer and vehicle's load ratings on an identification plate — often located inside the driver's side door for vehicles, or near the hitch or on the tongue for trailers — or in the owner's manual.

Always check federal, state and local regulations regarding gross vehicle weight, width, length and height, as special permits may be required for oversized loads.

I've selected my transport vehicle. How do I load my machine?

Clean your loader of mud, sand or debris before loading. Park the trailer on firm, level ground and secure its

brakes. Use ramps rated for your machine's weight, preferably metal ramps with slip-resistant surfaces. Disengage auto-idle and set two-speed travel to low-range. When loading, move the heaviest end of the machine up the ramp first — this is typically the rear, unless a front-mounted attachment shifts the balance. Support the trailer's rear as needed to prevent lifting the front of the trailer during loading or unloading.

Do you have a checklist to help me ensure my loader is secure?

Before taking your loader down the road, it's important to make sure it is secure on the trailer.

1. Once positioned on the trailer, lower attachments to the trailer floor, stop the engine and engage the parking brake. For added security, lock all doors and covers before transport.
2. Place chocks, cradles or wedges in front of and behind each wheel or track to prevent movement. This will assist in preventing rolling or shifting during transit.
3. Use tie-downs at the front and rear, connected at the manufacturer-recommended points. Most manufacturers recommend using at least four connection points to prevent movement. Some trailers have built-in features like D-rings, chain slots or strap rails that make connecting the machine easier.
4. Always inspect tie-downs and attachment points for wear or damage such as cracks, stretches or fatigued links before use.
5. If an attachment is not connected to the machine, secure it separately to the trailer. For hydraulic attachments, route hoses so they do not interfere with tie-downs or machine movement.

Following these procedures and the instructions in your operation and maintenance manual gives you the basic information to efficiently transport your compact loader and attachments. Proper transport practices not only protect the machine but also improve overall productivity and peace of mind during moves. ▲

Mike Fitzgerald is a marketing manager with Bobcat Company. With more than 40 years of industry experience, Fitzgerald uses his vast expertise in compact equipment to help customers be as productive as possible on the jobsite. A member of the Society of Automotive Engineers, Fitzgerald holds one European and two U.S. patents. Visit bobcat.com.







Photo Credit: Lev - stock.adobe.com

How Just-in-Time Logistics Keep Road, Pipeline & Civil Projects on Track

Highlighting the impacts of inventory management on your bottom line

BY NICK FRYER

Construction firms in the U.S. are facing a myriad of battles when it comes to keeping projects on track. Some are related to economic woes beyond their control, but much of what holds projects back are the strategies being used to manage the fundamentals, such as inventory flow.

The traditional approach on construction sites is to order materials early and have them delivered and ready when the project begins. It's a simple strategy, but one that lacks the efficiency needed to keep projects on track, especially in current times.

In 2020, McKinsey & Company listed just-in-time logistics (JIT) as part of the "next normal" in construction. It offers an alternative method for inventory management, underpinned by the belief that reducing waste and expenses starts with delivery planning. Keep reading to learn why this strategy is so important for heavy civil construction — and how to use it to keep your projects on track.

Why Just-in-Time Logistics Matter

Inventory management is a critical part of running any construction project. Whether it's a road, a pipeline or another civil asset, teams must manage large volumes of materials moving in and out of the jobsite. In JIT logistics, materials are delivered only when they're needed. For example, concrete arrives the day before a pour rather than a week in advance.

The orders themselves, however, are planned well in advance, and deliveries are scheduled according to the project timeline. This matters for heavy civil construction because it reduces inventory holdings and associated expenses while streamlining overall inventory and delivery management. This disciplined planning also helps prevent supply chain disruption by aligning supplier capacity with real project needs.

Uncovering the Cost of Material Overstock & Delivery Delays

A key competency of any effective project manager is the ability to control a jobsite and its inventory. Their project management strategy will impact whether a project exceeds the initial budget or schedule.

For example, in an attempt to avoid the pitfalls of understocking or delayed material deliveries, many project managers will turn to bulk ordering as a buffer. The idea makes sense: Gather up all the materials needed in advance of a project, plus some extra as backup, and protect the workflow from the risk of a supply chain disruption.

Considering that delivery delays can halt workflows, complicate timelines and cause various other problems, it's understandable why so many respond to these risks with material overstocking. The problem, as the Lean Construction Institute explains, is that bulk orders and overstocking bring many of their own risks and financial issues, such as the following:

- Tying up capital unnecessarily
- Incurring added storage and maintenance costs for all stock that must be housed

- Materials getting damaged or degraded if stored for too long.
- Site congestion caused by disorganized stock that teams are struggling to store
- Added pressure on inventory management. All that stock needs to be monitored to avoid theft or misplacement
- Creating added waste because the stock was damaged or never used in a project

Bulk orders might seem like the most cost-effective approach, but relying solely on them can mean missing out on last-minute price drops.

How Precise Deliveries Cut Downtime & Protect Budgets

Chaos can quickly ensue on a project where bulk orders and overstocking have taken over. Roads are blocked with excess materials, labor is wasted on inventory management and no one can find the very specific item needed to finish a task because it was ordered so early in the project that it's now lost.

Precise deliveries cut through all of this and help project managers build more stable budgets and jobsites. Here's how:

- There is less time wasted searching for materials or waiting for deliveries. A JIT delivery will happen just days before use so that everything is ready and easy to access for planned tasks.
- Less overcrowding also reduces safety issues and overall risk.
- Tighter deliveries support tighter schedules. They help keep labor and tasks on track.

From a budgeting perspective, JIT cuts down on storage costs, theft and damage risks, as well as the expense of last-minute orders. It also assists with cash flow, as it ensures that funds aren't stuck in unused inventory.

Syncing JIT Logistics With Your Project Timeline & Cost Targets

The challenge with JIT is that it requires teams to integrate logistics into project planning right from the start. That's what ensures the biggest efficiency gains and expense reductions. Smarter technology is the key to making this happen.

Automated systems can be used to track tasks and finalize deliveries based on set triggers and construction phases. For example, as soon as a permit approval comes in, a material delivery is scheduled.

Procurement also needs to be synced with cost targets. A good inventory management system can track cost changes with vendors, predict fluctuations and help teams get the best possible price. It can also be used to align orders with cash flow and ensure that materials only arrive when money is there to pay for them.

Together, the overall impact of the synchronization that JIT demands is more streamlined sites that aren't bogged down by the hassle of excess inventory or delayed deliveries. Budgets, schedules and deliveries are all considered together, which prevents any one area from blocking the other.

Driving Civil Projects Forward With Smarter Logistics

JIT cuts back on the seemingly small inefficiencies of a jobsite so that civil projects can operate with leaner budgets and schedules. It's a smarter logistics approach for this, but it also involves the use of smart technology to track and automate the procurement and delivery process. This is a key part of how JIT drives civil projects toward the future. It forces teams to embrace technology, take scheduling seriously and see logistics as an integral part of a project. In doing so, JIT helps unlock an underutilized aspect of construction as a strength rather than a weakness. ▲

Nick Fryer is the vice president of marketing for Sheer Logistics. He has over a decade of experience in the logistics industry, spanning marketing, public relations, sales enablement, mergers and acquisitions, and more at logistics companies — including AFN Logistics, GlobalTranz and Sheer Logistics. Visit sheerlogistics.com.





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- ❑ 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
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Annual Value of Construction Put in Place

July 2023/2024/2025 Annual Rate Comparison

This chart compares the two previous years' total value of construction put in place to an annual forecast based on July 2025 figures. (Millions of dollars. Totals may not add up perfectly due to rounding.)

	2023	2024	2025
Total Private Construction	**1,548,936**	**1,678,713**	**1,623,269**
Residential	878,979	941,559	886,533
Nonresidential	669,958	737,154	736,736
Total Public Construction	**423,672**	**483,971**	**515,842**
Residential	10,140	11,338	12,153
Nonresidential	413,532	472,632	503,689
TOTAL Construction	**1,972,608**	**2,162,683**	**2,139,110**

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

$2,139,110

JULY 2025 TOTAL ANNUAL VALUE OF CONSTRUCTION PUT IN PLACE

"Business conditions remain challenging for architecture firms nationwide, with billings declining across all regions in July," said Kermit Baker, Ph.D., AIA chief economist. "Client inquiries into new projects continue to build. Still, while commercial and institutional sectors show some signs of stability, the multifamily residential sector still is facing significant headwinds."

AIA Architectural Billings Index (ABI)

National			*Regional - Billings				*Sectors - Billings			
Month	Billings	Inquiries	Northeast	Midwest	South	West	Multifamily Residential	Commercial/ Industrial	Institutional	Mixed
Feb-25	45.5	47.8	41.3	45.2	47.6	48.1	46.1	46.9	46.4	42.1
Mar-25	44.1	47.7	40.5	45.5	48.3	43.0	40.3	45.1	46.2	46.1
Apr-25	43.2	48.0	40.2	44.4	46.2	42.1	40.8	40.5	46.3	47.6
May-25	47.2	51.4	43.6	43.5	49.2	44.3	46.1	43.8	46.2	45.4
Jun-25	46.8	53.6	46.5	45.7	50.6	45.8	43.8	47.4	49.2	45.5
Jul-25	46.2	53.4	47.8	45.1	47.5	46.4	43.7	49.9	47.9	42.8

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.



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