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MARCH 2026



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FROM THE EDITOR

MEGAN BEAM

The first quarter of the year is always busy for the Construction Business Owner team. We are often traveling — sometimes together, sometimes passing each other in convention center hallways or flight paths across the country. Part of our team spent time at World of Concrete in January, so be sure to check out constructionbusinessowner.com/WOC26faves to see the teams' favorite finds of the week.

I spent time in Phoenix, visiting with leadership from John Deere at a media event focusing on the product launch of their new line of excavators — but what stayed with me was the broader story and what it suggests about where the industry is headed.

The upgraded capabilities in these machines are impressive to be sure, and the care for both the operator and the work is evident in every detail (check out some of the highlights in our product section on page 46). But what really stood out was the scale of collaboration behind this launch. Engineers were standing beside operators on jobsites for months, tracking where their eyes moved on screens based on what they needed on a moment-by-moment basis. It was a clear example of what happens when human need is the starting point and not an afterthought.

The message from leadership was a lesson in long-haul listening. These machines were shaped by contractors in Texas dust, Midwest clay and coastal salt air long before they reached a production line. Growth, in this room, did not feel like compulsive upward momentum — it felt circular and reciprocal.

In an industry facing profound labor challenges, this kind of shift matters. When operators say, "Every time I take my hands off a joystick, I'm not making money," and the manufacturers respond by redesigning the literal controls around that reality, it's not just marketing anymore. It's collaborative care in action.

As you'll see in this issue, our team has practiced our own collaboration in a redesign! At the lead of our incredible designer, Andi Shepard, we are excited to share updated layouts and colors that we felt reflected the evolution of the industry as a whole.

I share all this to remind us that progress rarely comes from one side of the table. It happens when evolution is considered a shared responsibility. When we can remain curious about each other and create feedback loops that hold real-world pressure, it shapes more than better equipment. It results in tools and systems that support the safety and dignity of the people that use, build and live in them.

As always, thanks for reading,



Photo: John Deere excavators at exclusive press launch

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ACQUISITIONS

JLG Advances Vision Through Canvas Acquisition

JLG Industries Inc., an Oshkosh Corporation business and global manufacturer of mobile elevating work platforms and telehandlers, acquired the core technology developed by Canvas. Canvas is a construction robotics technology company known for pioneering robotic solutions for interior construction applications. Through this strategic investment, the acquisition will advance JLG's strategy to support customer needs beyond enabling jobs to actively executing them with autonomous, connected equipment. Canvas technology will advance robotic end-effector capabilities and autonomy, and enable pairing with JLG access equipment to support a range of interior construction applications. These solutions are designed to assist skilled workers by handling repetitive, physically demanding tasks and allowing crews to focus on higher-value work. Visit jlg.com.

CM Labs Acquires GlobalSim

CM Labs Simulations, a provider of simulation-based training for heavy equipment operations, announced that it has acquired GlobalSim, a Utah-based developer of advanced training simulators. GlobalSim is focused on developing training systems for the port, construction, industrial and military markets. This joining of forces reflects a shared vision for the future of simulation-based training. By integrating GlobalSim's deep market knowledge with CM Labs technology and expertise, customers gain access to a comprehensive suite of next-generation simulation-based training products that increase workforce readiness, safety and productivity, and lower training costs. CM Labs also broadens its U.S. presence with the addition of GlobalSim's Salt Lake City location, which offers expanded manufacturing resources to reinforce its commitment to excellence when serving and supporting clients. Visit cm-labs.com and globalsim.com.

NEW HIRES



Brett Mitchell

Gilbane

Gilbane Building, a family-owned construction and real estate development firm, announced the appointment of Brett Mitchell, Ed.D, M.Ed, CBO, DBIA, as senior director, business development. In this role, Mitchell will spearhead strategic growth initiatives, strengthen client relationships and expand Gilbane's presence across the West division. With over 30 years of experience in capital program delivery and executive leadership, Mitchell brings a proven track record of guiding multibillion-dollar projects and aligning business development strategies with client objectives. His expertise positions Gilbane to deliver innovative solutions that meet evolving market demands. Visit gilbaneco.com.



Michael Ross

Hyundai

HD Construction Equipment Hyundai North America promoted Michael Ross to the role of chief operating officer (COO). He will oversee daily operations as well as support Hyundai North America's president and CEO, Stan Park, in overseeing the organization's operational strategy. Ross joined Hyundai in February of 2020. Ross worked with Park to help the company navigate through the COVID-19 pandemic, grow its dealer network and expand its product and parts support operations. Most recently, Ross served as senior vice president over sales, service, product and marketing, before being promoted to COO. Visit na.hd-hyundaice.com.



Paul Giacoletto

KAI Build

KAI Build announced that Paul Giacoletto has joined KAI Build as president. Giacoletto will lead KAI Build's strategic direction and operations. His strategic vision and forward-thinking approach will support KAI Build's continued growth and leadership in the construction industry, setting new benchmarks for client satisfaction and project delivery. Giacoletto has more than 45 years of experience in construction, architecture and real estate development, encompassing a broad range of projects, including mixed-use developments, multifamily housing, industrial adaptive reuse, high-rise construction, hospitality venues and historic restoration. Visit kai-db.com.



Andrea Weisheimer

Fortis Construction

Andrea Weisheimer has joined Fortis Construction as president, a new strategic leadership role designed to strengthen Fortis' national presence while deepening its commitment to purpose driven growth. Weisheimer previously held roles at Lease Crutcher Lewis, Webcor Builders and DPR Construction and brings extensive executive experience across Oregon, California and Texas, blending operational expertise with a deep passion for people and partnerships. As president, Weisheimer will oversee geographic markets and focus on strengthening the company's national presence, advancing client partnerships and supporting Fortis' growing teams across regions. Fortis Construction Inc. is an employee-owned general contractor with offices in Oregon and Utah. Visit fortisconstruction.com.

INDUSTRY UPDATES

Zurich Resilience Solutions Announces Data Center Risk Advisory Practice

Zurich Resilience Solutions (ZRS), part of Zurich Insurance and a provider of advisory and engineering services, announced the formation of a specialized Data Center Risk Advisory practice. It brings together more than 100 expert risk engineers with extensive experience supporting complex data center projects. This team of specialists enhances ZRS' capabilities for data center projects, elevating the depth of expertise customers can access across the entire data center life cycle, from planning and construction to fully operational facilities. The formation of the new advisory practice builds on Zurich's recently launched Data Center Project Guard solution, an offering that expands and customizes Zurich's builders risk coverage to address the exposures and loss drivers of modern data centers. Zurich supports over $1 trillion in data center assets and projects across 20-plus states, while also providing prevention and mitigation advisory services from the earliest planning and commissioning stages through construction and into full operations. The formation of this team builds on that foundation and strengthens ZRS' ability to deliver specialized risk mitigation services for hyperscalers, contractors and developers building next generation digital infrastructure. The team's capabilities and expertise span data center planning, construction, property and critical equipment, as well as operational resilience, physical and cyber risk management, business continuity and extreme weather resilience within data center environments. Visit us.zurichresilience.com.

ACI & GLOBE Sign Agreement to Promote Sustainable Construction Practices Worldwide

American Concrete Institute (ACI) and the Global Consensus on Sustainability in the Built Environment (GLOBE) signed a memorandum of understanding (MOU) to foster collaboration and cooperation between the organizations. Through the MOU, both organizations commit to improving sustainable concrete construction by making the relevant technical expertise of each organization available through publications, meetings, conferences, committee membership and other strategic initiatives. As such, ACI and GLOBE encourage all stakeholders in the construction industry to share knowledge to identify, direct and implement changes needed in present best practices to reduce greenhouse gas emissions and promote sustainable construction. ACI will continue to use its resources to provide leadership in the effective use of concrete and foster awareness through communication and stakeholder engagement. Visit concrete.org and globe-consensus.com.

Carollo Engineers Selected to Oversee Construction of $46M Facility Upgrade

The city of Oxnard, California, selected Carollo Engineers to provide construction management and inspection services for the primary clarifiers and activated sludge tank improvement project at the city's water resource recovery facility (WRRF). The project represents a significant investment in safeguarding the community's water and wastewater infrastructure while meeting all regulatory requirements cost-effectively. The facility operates as part of an extensive wastewater system that includes over 400 miles of sewer lines, 15 lift stations and a 31.8 million-gallons-per-day treatment plant. Carollo's selection follows the firm's successful delivery of construction management services for the city's advanced metering infrastructure project. Primary clarifier work includes basin improvements, installation of a new odor control system and replacement of all mechanical equipment, as well as primary sedimentation building upgrades. The activated sludge tanks will undergo seismic retrofitting of existing basins and complete replacement of the aeration system. New submersible mixers will be installed alongside upgraded instrumentation and enhanced control systems to provide optimal operational performance. Construction is anticipated to begin in Q1 2026 and span approximately 2.5 years, with the WRRF remaining fully operational throughout the upgrade process. The project is scheduled for completion and closeout in Q3 2028. Visit carollo.com.

PTI Marks 50 Years

The Post-Tensioning Institute (PTI), a global authority on post-tensioning, will celebrate its 50th anniversary throughout 2026. Founded in 1976, PTI has spent five decades advancing the quality, safety and use of post-tensioned concrete construction. The yearlong celebration will honor the institute's history of innovation and its contributions to the construction industry. A key focus of the anniversary festivities will be the 2026 PTI Convention, scheduled May 4-7 in Long Beach, California. In addition to the convention events, there will be celebratory events and materials all year long, such as a monthly "Did You Know?" social media series looking back on the history of PTI and the post-tensioning industry; exclusive webinars and podcasts featuring industry pioneers; interviews with PTI leaders and long-standing members; and more. For 50 years, PTI has served as a resource for engineers, architects and construction professionals by developing standards, educational programs and technical resources. The anniversary celebrates the dedication of its members and their role in promoting the benefits of post-tensioning. Visit post-tensioning.org.

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Chrissie Walsh

Regional Head of Environmental Sustainability

GF Building Flow Solutions

Collaboration is the root of sustainability

BY MEGAN BEAM

For Chrissie Walsh, sustainability isn't a standalone initiative or a set of targets tucked away in a report. It's a way of thinking, one that shapes how decisions are made, how value is defined and how people across the organization engage with one another.

"Sustainability is at the heart of everything I do," Walsh said. In her role, she has a rare vantage point — the ability to look across the full scope of the business, both internally and externally, and ask where sustainability can unlock opportunity. That curiosity often leads her to places beyond traditional environmental metrics and into conversations about efficiency, resilience, material use and long-term productivity.

For Walsh, sustainability is about possibility. "It's turning insights into opportunity," she explained. "Reducing risk, improving performance and enabling long-term productivity — all while actively reducing business impacts."

What makes the work especially meaningful to Walsh is that progress rarely happens alone. "Almost every sustainability opportunity requires collaboration," she said. "So I'm constantly engaging across departments and industry boundaries to connect ideas and align priorities."

Redefining What We Value on the Jobsite

One of the most impactful shifts Walsh sees for the construction industry lies in how materials are viewed — particularly on the jobsite. Traditionally, value is assigned to what's installed or built. Everything else is often treated as waste.

"That mindset leaves a lot on the table," said Walsh.

From her perspective, real change happens when all jobsite materials are treated as valuable — including scrap and waste. Landfill avoidance strategies such as repurposing existing materials, participating in takeback programs and expanding the use of prefabricated services can significantly reduce environmental impact while also improving efficiency.

Equally important is what happens upstream. Walsh points to ongoing advancements in sustainable raw materials and increased recyclability within product design as critical levers for reducing the overwhelming volume of construction and demolition waste generated globally each year.

"When sustainability is integrated at the design stage, it enhances our capacity to make meaningful reductions before materials ever reach the jobsite," she said.

Sustainability & Business Are The Same Conversation

At GF Building Flow Solutions, sustainability goals are not positioned as competing with operational or business priorities. Instead, they are treated as interconnected drivers of long-term success.

"We don't look at sustainability as something separate from the work we're already doing," Walsh explained. "It's about understanding how sustainability integrates within existing actions and daylighting the opportunities that already exist."

By integrating sustainability into core business processes, conversations naturally occur across functions and management levels. This approach helps ensure environmental commitments are not siloed within one team but shared across the organization.

"When sustainability is embedded, it becomes an enabler," Walsh said. "It helps guide better decision-making, rather than slowing it down."

Moving the Industry Beyond First-Cost Thinking

Despite growing momentum around sustainability, Walsh acknowledged that significant barriers remain — many of them rooted in how value is measured.

"Across industries, one of the biggest challenges is shifting conversations away from first cost," she said. While more sustainable pathways often deliver the greatest benefits over time, those advantages don't always align neatly with short-term return-on-investment models.

Avoided costs, durability, operational savings and compounding benefits can be difficult to quantify up front. As a result, long-term value is sometimes overshadowed by initial investment.

To overcome this barrier, Walsh emphasizes the importance of education and data. Deepening understanding of whole-life carbon emissions, publishing case studies and expanding key performance indicators related to sustainable project outcomes all help build confidence in long-term decision-making.

"These tools help reframe the conversation," she said. "They give people something tangible to point to when advocating for more sustainable choices."

Why People Matter Most

Ask Walsh what most directly influences sustainability outcomes, and her answer is immediate.

"I say this a lot: Collaboration is the root of sustainability."

Walsh believes fervently that meaningful integration of sustainability into projects requires engagement from a wide range of perspectives. Decisions made in isolation rarely lead to optimized performance or outcomes. Instead, the strongest and most durable results emerge when subject matter experts across disciplines are brought together early and intentionally.

"That broad buy-in makes a huge difference," Walsh said. "When perspectives are integrated mindfully, the result is stronger, more resilient solutions."

This philosophy extends beyond internal teams. Walsh sees stakeholder engagement — with clients, partners, trade organizations and communities — as one of the most rewarding aspects of her work.

"Leaving my company boundaries to engage across the spectrum of sustainable impact often uncovers shared value," she said. Those conversations frequently lead to partnerships that benefit everyone involved and create pathways that may not have been visible otherwise.

Learning, Growth & Continuous Improvement

While tools and technologies are important, Walsh believes people development plays a critical role in advancing sustainability. Training, mentoring and professional growth help equip teams with the knowledge and confidence needed to ask better questions and challenge existing assumptions.

Sustainability, she noted, is not static. It evolves as materials improve, data becomes more accessible and best practices continue to emerge. Creating space for learning allows organizations to adapt and improve over time rather than chasing perfection from the outset.

"Continuous improvement is essential," Walsh said. "Sustainability is a journey, and learning is what keeps that journey moving forward."

Looking Ahead: Whole-Life Thinking

When Walsh looks to the future of sustainable construction, she's most excited by trends grounded in whole-life carbon thinking. This includes mindful material selection, embodied carbon evaluation, systems-level design, and increased emphasis on reuse and deconstruction.

"When we view materials as valuable from the start — with landfill avoidance in mind — it changes how we choose," she said. Durability, nontoxicity and reusability become central considerations, not afterthoughts.

These approaches challenge the industry to think beyond individual components and toward integrated systems that perform better over time.

Advice for New Leaders in Sustainability

For those looking to drive sustainability within their own corners of the construction industry, Walsh offered advice rooted in both experience and optimism.

"Be willing to experiment where feasible, collaborate wherever possible, and respect the ripple effects you create within the system you're part of," she said.

Progress doesn't require sweeping change from day one. Small steps, intentional conversations and incremental shifts can build momentum. "Start small, celebrate your wins and let that boldness fuel you into the next step," Walsh encouraged.

Above all, she emphasizes patience and persistence. "We're all learning together," she said. "Sometimes it starts with a simple intention or a conversation rooted in curiosity. Trust that it grows — and keep going."

Megan Beam is editor-in-chief of Construction Business Owner Magazine & Digital Media.

What's Not On Your Dashboard?

A discussion of critical metrics that firms should consider



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

Stepping on the scale daily can be invigorating and character building at the same time. I try to get on the scale every day (usually before breakfast) to gauge my weight loss journey. Some days are delightful; some days are a train wreck. Maybe I will take it one step further and check my blood pressure (also before my morning coffee).

The irony in these metrics is that I generally have a good handle on where they will land, so if nothing else they are validating. Eat an appropriate meal and engage in productive physical activity, and I see a decline. Eat like a dumpster-diving raccoon and live a sedentary life on the couch for the weekend, and I see a gain.

Once a year, I have some lab work done as part of my physical. To say I get broken down at the cellular level would be an understatement. Of the 30-40 different panels the lab examines, I recognize a handful. Blood sugar, sodium, cholesterol — or as I refer to them, "the usual suspects." And then there are the others that measure things I didn't know existed.

Some of these new metrics told me I was healthy, while others were provided more character-building time. Interesting fact we all probably knew but didn't give much thought to: You can be losing weight and have decent blood pressure but still demonstrate less-than-desirable health conditions.

Before anyone worries, I am fine and the meeting with the doctor was more like the typical "Are you flossing regularly?" question from the dentist. You take your lumps with the lecture and promise to do better.

However, seeing a voluminous list of personal medical metrics made me think of the countless times a construction organization simply looks at their profit-and-loss statement, sees a modicum of gain and thinks, "Well, we're having a decent year." Unfortunately, they are seeing client attrition, employee departures, endless warranty callbacks, etc., and that decent year is the fifth in a declining trend of overall profitability. But they're making money, right? It's a little like seeing an "OK weight" on the scale, only to be one step away from heart failure.

Honestly, profitability is one of the easiest things a firm can track. Safety is another category that seems to track easily. Interestingly enough, both metrics have an "obligatory" feel to them.

There are plenty of metrics you should measure, but questions arise on how to track effectively — a little like the flossing conversation (apologies for mixing metaphors). There is no shortage of metrics a firm could track, but like any key performance indicator, a firm has to ensure that its "dashboard" provides the following:

- ***Strategic intent*** — Are the metrics tied to the strategic direction of the firm, and do they provide validation of strategy, trend lines of performance or predictive analytics?
- ***Long, short and midline time scales*** — Metrics have to provide varying views

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based on time. Just as a dashboard provides insight on speed, it also provides the oil life and total mileage.

- ***The critical few*** — Does the firm dashboard look like your car's dashboard or that of a 747, with a million dials and gauges?
- ***Focus on upstream/downstream*** — Metrics should be balanced and measure the behaviors (upstream) with the results (downstream). For example, measuring compliance to a safety process to drive improved safety performance.

So, what metrics are you not measuring that could have immense value for the business? How would they be tracked, and what is the desired outcome of such metrics?

Total Schedule Days

Sure, you measure the overall timeline with assistance of scheduling software, right? RIGHT? Well, let's just suspend disbelief and agree everyone measures the total days of a construction project.

Let's also assume that your firm largely builds similar projects for similar clients. One metric that provides value is the "total construction days" (and yes, this includes the punch list). Imagine the benefit of not just measuring the days but being able to benchmark across the firm (i.e., "We are showing a 10-day improvement in total build time since we began building for Brand X."). You would also have the ability to use this data in marketing ("Our firm has progressively improved by saving 7% in total construction time — this allows you to occupy your facility that much sooner.").

Closeout Time

Let's be clear: This is the time from "substantial completion" to "final acceptance." This measures the final stage, when most organizations underperform. Measuring "closeout" begins by tracking the final stage of a construction project, similar to the way a NASCAR team measures a pit stop. This data can be used to drive successful conclusions on projects. It can be used internally as a benchmark and externally as a selling tool.

Put another way, this metric could be a measure of total efficiency and "clock management" and help create more discipline around getting done-done.

Pending Change Order Exposure

We all know that we do not do work without a written, approved change order document authorizing extra work. Check. However, in the rest of the real world, it may be important to track "exposure" related to work that is, ahem, waiting on change order "lost in the mail."

How much exposure does your firm currently have if none of those change orders come through? For example, let's assume you have five project managers. Each project manager has committed to $50,000 of work that is not yet approved. So, you have $250,000 of total exposure. However, this also assumes that each project manager has the same amount of "leash." What about the project manager who is running the megaproject that has over 200 requests for information (RFIs) and has 50 days of owner-driven delays? The manager has accumulated $1 million in risk.

Short of speculation, what are the allowable limits for everyone, and where are you on the risk spectrum?

Customer Satisfaction

"As long as they don't call us with complaints, we must be doing great." Once again, this might not be the most accurate criteria. In fact, many firms talk about customer satisfaction ratings but fail to accomplish them because of a) time constraints and b) becoming a complaint hotline. There are two aims of receiving customer feedback.

First, are we receiving critical performance feedback on our process and team? This doesn't mean we want to give a customer a loudspeaker to pound on our people, especially in subjective areas. It is about learning operational feedback needed to improve or validate our performance.

Second, where can we leverage our customer satisfaction better? Imagine you can accurately tell a client that you are the highest-rated contractor in a market and have the data to prove it! The first step is getting over the fear associated with getting a report card, as ignorance is not bliss.

Customer Satisfaction (Phased)

So, you feel like you crushed it in the preconstruction phase, only to see performance tank in the closeout phase. You receive a "total grade" of C (averaging the A and the F across the entire project schedule).

One metric and process that would provide clarity would be gathering customer satisfaction at critical milestones. If nothing else, you have a captive audience in the client, and an impartial party could ensure project dynamics don't become sticky or awkward.

More importantly, a project team can make corrective actions and work to improve performance. For instance, if the customer felt the communication was unacceptable and it trended upward after this intervention, then mission accomplished.

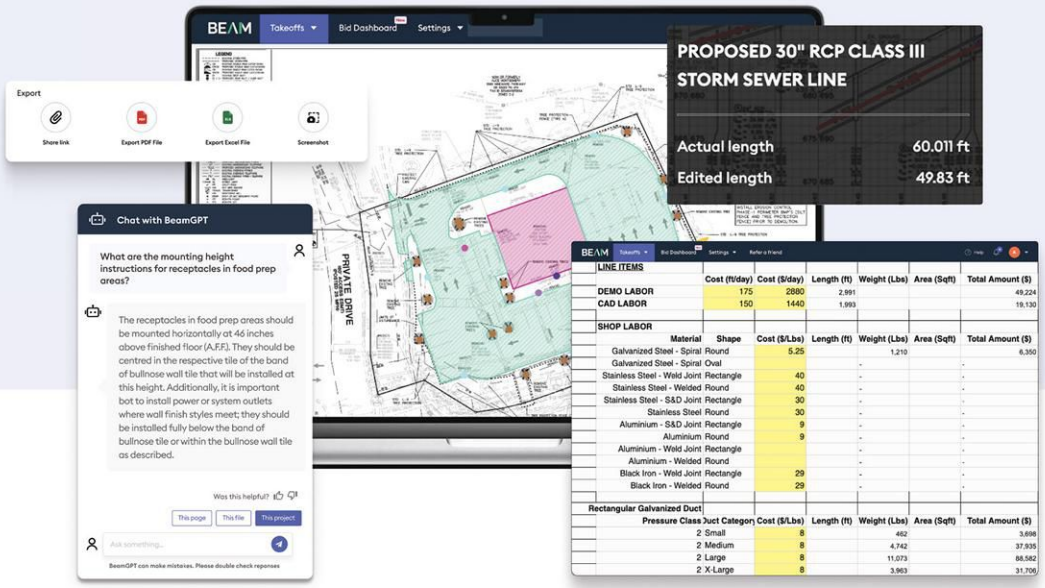
Ultimately, examining different metrics or even integrating a few new ones on the corporate dashboard may enhance a firm's strategy — and more importantly, its behaviors.

Just like eating a large pizza before that annual blood test, metrics may cast a long shadow or even a dose of accountability to ensure better results for that morning weigh-in.

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Roy Cabrera
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Building Community in Recovery at Work

How this Colorado contractor fosters culture grounded in leadership, openness & support



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

JHL Constructors (Englewood, Colorado) was founded in 1987 as a general contractor building various project occupancies in multiple sectors of vertical construction. In 2016, the company began its civil construction division and expanded into bridges and other infrastructure, including municipal wastewater treatment facilities. Today, the company continues as a fully integrated, diversified general contractor with expertise in complex design/build projects.

That commitment to building strong infrastructure mirrors the work of SAFE Project (Stop the Addiction Fatality Epidemic), a national nonprofit focused on preventing overdose and supporting mental health and recovery in workplaces and communities. SAFE Project partners with employers across multiple industries to help create environments where safety extends beyond the jobsite and into the well-being of the people who make the work possible.

JHL's growth and longevity reflect how leadership, innovation and a focus on people can coexist at scale, a principle at the heart of SAFE Project's work nationwide.

A Growing Reputation for Excellence

JHL's commitment to building excellence is clear: The company has been recognized seven times by the American Subcontractors Association as "General Contractor of the Year" in its size classification. Moreover, in 2022, Engineering-News Record magazine named JHL "Contractor of the Year" for the Rocky Mountain states region.

The company is known for its value-driven, people-first culture, even as it has grown significantly. JHL Constructors has maintained its feel as a "small company" despite its steady growth from 100 employees in 2018 to approximately 350 in 2025. Under the leadership of Corporate Safety Director Heather Gutierrez, JHL established a reputation for its strong occupational health and safety program. The company also achieved accolades for its leadership in workplace mental health, suicide and overdose prevention, and for promoting recovery friendly practices.

Recovery-Friendly Culture Emerges After Family Tragedy

This commitment to safety and care became deeply personal for JHL when Heather faced an unthinkable loss. In March 2022, she lost her 17-year-old son, Tai, to a fentanyl overdose — a tragedy her family knows far too well. Heather is an outspoken champion for substance use recovery and overdose prevention and reversal using naloxone.

Heather shared how "amazingly supportive" CEO and President Ben Stellor has been of her efforts to help other families avoid the pain her family knows firsthand. Ben shares this commitment.

Heather recalls him saying, "I've had people very close to me struggle with substance abuse and mental health

challenges." Ben had felt and witnessed the impact on their families, friends and communities. "He said, 'True, sustained recovery can be a monumental challenge, and everyone deserves the support they need to truly start a new chapter,'" Heather recalled.

She described JHL as more than just a company: "It's a family in the truest sense. Like any family, we sometimes face contention, but the support we offer one another is unwavering."

"When I lost my son Tai at 17 to a fentanyl overdose, that bond became profoundly real. In the midst of my grief, our Director of Culture Sarah Stellor reminded me of the strength within our community." Heather shared that Sarah told her, "You've taken care of us and guided us through COVID. Now, let us take care of you."

Stalwart Support for Recovery From President & CEO

Ben has been president and CEO since 2012. Through his encouragement, Heather and many peers actively advocate for substance use prevention, harm reduction and overdose reversal. JHL Constructors is a leading voice of advocacy of naloxone in workplaces and on jobsites.

Ben states that he is willing to be so visible, vocal and vulnerable about this support. "Silence on these issues is the worst thing our industry can do, if we are truly committed to change," he said. "These are hard issues to talk about, but leaders must demonstrate they care and that it is OK to speak up, that help is available and that coworkers are an essential part of the support structure through periods of sustained positive change."

For Ben, the human case and the business case are the same. "The well-being of our people comes first," he said. "Genuinely supporting recovery reduces risk, improves morale and strengthens trust."

He openly admits to not readily recognizing how transformative this culture is in promoting recovery — he initially did not realize how impactful leading by example would be for the industry as a whole.

Ben confided, "At first, I didn't understand this, but after really getting to know some of our team members who have been impacted by these issues, now I do, and it's beyond humbling. We hope our approach and culture around this topic will genuinely help drive change not only for JHL, but for the entire industry."

Building Blocks of JHL's Recovery-Friendly Culture

JHL's culture is built on openness, empathy and proactive support. Employees are encouraged to speak up without fear of stigma, while leadership models vulnerability by addressing these issues publicly. This commitment is reinforced through policies that allow flexible scheduling for treatment, recovery meetings and follow-up appointments — helping employees maintain employment while prioritizing their health.

JHL also fosters peer networks of employees with lived experience, offering mentorship and encouragement. These programs reduce isolation and promote resilience, echoing evidence-based models recommended by the Substance Abuse and Mental Health Services Administration (SAMHSA) and the Centers for Disease Control and Prevention (CDC).

Beyond internal policies, JHL extends its recovery-friendly approach to community advocacy. Through partnerships with organizations like Associated General Contractors of America (AGC) and American Subcontractors Association of Colorado (ASAC), as well as participation in statewide recovery-friendly workplace programs, JHL amplifies its impact and encourages other contractors to adopt similar practices.

The company's active community involvement spans global volunteerism, charity fundraising and inclusive workforce development. These efforts align with JHL's core values of integrity, passion, commitment and performance to build stronger communities.

JHL was a recovery-friendly workplace long before that concept became widely recognized. At JHL, the commitment to each other's well-being goes beyond words — it's lived every day, in every moment of challenge and triumph.

SAFE Project met Heather Gutierrez through an ongoing partnership with the Colorado Chapter of the AGC. Heather was serving as co-chair of the Mental Health and Suicide Prevention Committee alongside Nick Williams. At the time, Nick was operations manager of Absolute Waterproofing in Wheat Ridge, Colorado. Nick is now the executive director of the ASAC.

SAFE Project was so impressed with their collective spirit for overdose prevention that Heather and Nick were invited to serve as symbolic "superheroes" in a national campaign to promote naloxone in workplaces.

On Nov. 14, 2025, ASAC and five other Colorado associations distributed 405 overdose prevention pouches containing a total of 810 doses of naloxone to 250 attendees at a health and safety summit.

Building Stronger Multigenerational Teams in Construction

Practical strategies for keeping teams aligned, productive & engaged



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The construction industry is entering one of the most challenging workforce eras in its history. Contractors are navigating serious labor shortages, rising complexity on jobsites and an unprecedented mix of generations working side by side. While this diversity can be a strategic advantage, it can also become a pressure point when expectations, communication styles and motivations collide.

Together, we bring two perspectives to this challenge. Marty McCarthy's work with construction leaders across the country offers a clear view of the day-to-day realities companies face. Eric Lopez's research and field experience provide a framework for understanding generational patterns and how they shape performance. Our goal is to help contractors strengthen culture, increase retention and build teams that can thrive amid constant change.

Labor issues are a significant and ongoing concern for contractors in construction and related industries. Some of the issues relating to labor shortages include:

- A widespread shortage of experienced workers such as electricians, plumbers, welders, carpenters and heavy equipment operators
- Fewer young workers entering the trades
- An aging workforce retiring without enough replacements

These issues affect the bottom line, the ability to forecast future work and deliver timely results, among many other challenges. Fortunately, contractors can effectively reduce uncertainty by expanding and aligning their workforce to mitigate these challenges.

A Snapshot of Today's Workforce

Today's construction workforce includes four distinct generations working side by side: baby boomers, Generation X, millennials and Generation Z. Each generation brings meaningful strengths, but each also carries different expectations about leadership, authority and communication. When those expectations are not clearly understood or aligned, friction increases.

Baby boomers often value hierarchy and tenure. Many built their careers in environments where authority was earned through experience, loyalty and time in the role. Clear chains of command and respect for position were signals of stability and professionalism. For many boomers, strong leadership is defined by decisiveness, consistency and accountability from the top.

Gen X tends to value independence and efficiency. Having grown up in a more self-directed environment, they often prefer autonomy and trust over close supervision. Gen X leaders want clarity on the objective and the freedom to execute without unnecessary interference. They often judge leadership effectiveness by results rather than process.

Millennials place a strong emphasis



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on purpose and opportunity. They want to understand why work matters and how their role contributes to something meaningful. Growth, feedback and development opportunities are critical motivators. Millennials are more likely to expect collaboration and dialogue with leaders rather than one-way direction.

Gen Z brings a strong expectation of authenticity and relational leadership. They are less influenced by title or age and more influenced by trust, transparency and connection. Gen Z wants clarity, frequent feedback, and leaders who are accessible and human. They perform best when they feel known, supported and aligned with the mission.

These different views of leadership and authority are not minor preferences. They are a major source of tension on today's jobsites. When leaders default to one generational style of leadership, other generations disengage or misinterpret intent. What feels like autonomy to one group can feel like abandonment to another. What feels like strong direction to one generation can feel like micromanagement to another. Without a shared leadership structure, these differences create the conditions that drive today's most common workforce challenges.

3 Core Challenges Facing Multigenerational Teams

1. Communication Gaps

Many leaders believe they have been clear, only to discover expectations were interpreted differently. Some employees prefer brief direction and autonomy, while others want context, clarity and feedback. When communication styles clash, misunderstandings increase, rework becomes common and safety risks rise. The issue is rarely effort: It is alignment.

2. Leadership Transition & Knowledge Loss

As experienced leaders retire, critical technical and relational knowledge leaves with them. Gen X leaders are stretched thin trying to maintain performance while filling mentorship gaps. Younger employees are eager to grow but often lack structured development paths. Without intentional systems, leadership capability becomes uneven and inconsistent across teams.

3. Different Motivators Across Generations

Not everyone is driven by the same things. When leaders assume motivation is one-size-fits-all, engagement drops and frustration grows across generations.

These challenges are not caused by generational differences alone. They are amplified when leadership lacks clarity, consistency and structure.

A Leadership Framework That Aligns Generations

Solving multigenerational challenges requires more than awareness of differences. It requires a leadership approach that provides structure without rigidity and empowerment without chaos. Structured empowerment offers that

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SPEAKER



John Meibers
Vice President & General Manager
Deltek ComputerEase

John has led Deltek ComputerEase for more than 25 years, helping support over 6,000 contractors. In a fast-changing industry, he focuses on ensuring customers have the most advanced technology. Before joining Deltek ComputerEase, he spent a decade as a controller for a large mechanical contractor.

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balance through five principles that work across generations while maintaining clear standards and accountability.

1. Build Mutual Trust

Trust is the foundation of effective leadership, regardless of generation. For more experienced workers, trust is often built through consistency, competence and follow-through over time.

For younger generations, particularly Gen Z, trust is closely tied to authenticity and relational connection. When leaders rely on title or position alone, trust erodes quickly.

When leaders are consistent, invested and credible, teams across generations become more open, engaged and willing to take responsibility.

2. Create Shared Understanding

Shared understanding reduces friction more than almost any other leadership behavior. Clear expectations and context help experienced team members work efficiently while providing the clarity younger employees need to stay confident and engaged. This principle is especially important for Gen Z, who may interpret a lack of clarity as uncertainty rather than freedom.

Leaders who communicate early and often reduce assumptions, prevent rework and keep everyone aligned around the same objectives.

3. Delegate Responsibility & Ownership

Delegation is most effective when it includes both responsibility and authority. Gen X leaders often thrive when given ownership and the freedom to execute without micromanagement. Millennials and Gen Z want meaningful responsibility and a clear understanding of what they own and how success will be measured.

When leaders delegate ownership instead of just tasks, experienced employees feel trusted and younger employees gain opportunities to grow. Clear ownership also reduces confusion and conflict across teams.

4. Develop & Train

Intentional development strengthens every generation in different ways. Seasoned leaders want their experience to be valued and passed on, while younger employees view coaching and feedback as a sign of investment and belonging.

Without development, knowledge is lost and engagement declines. Leaders who consistently train, coach and provide feedback build confidence, competence and a sustainable leadership pipeline that benefits the entire organization.

5. Empower Team Members

Empowerment is the natural outcome of trust, clarity, delegation and development working together. It respects the expertise of experienced workers while giving younger team members the autonomy and responsibility they are looking for.

Empowerment does not remove standards or accountability. It allows leaders to step back appropriately so teams can step up, increasing ownership, engagement and performance across generations.

Closing Thoughts: Why the Leadership Structure Must Change

Successfully leading a multigenerational workforce requires more than good intentions or minor adjustments in style. It requires a leadership structure that creates clarity, alignment and trust for everyone.

Arrowhead Leadership Consulting has developed a five-step model to help companies build a solid organizational structure. This model is called the Leadership Pyramid and consists of vision, values, goals, task organization and operating cadence.

Vision shows the team where the organization is going and why it matters. Values define how people are expected to behave and make decisions, regardless of role or tenure. Goals translate expectations into measurable outcomes. Task organization removes ambiguity around roles, responsibilities, authority and ownership. Operating cadence keeps teams connected, developed and informed through consistent rhythms, feedback and communication.

When these elements are missing or unclear, generational differences become problems. When they are intentionally built and reinforced, those same differences become strengths.

Organizations that want to retain talent, develop future leaders and sustain performance in a changing workforce must be willing to evolve how they lead. Not by lowering expectations, but by building leadership systems that allow every generation to succeed together.

Modular Interiors: The New Benchmark for Hospital Construction

Why reconfigurable interiors are replacing disruption & delay with speed, flexibility & continuity



BENJAMIN URBAN joined DIRTT as CEO in June 2022. He brings extensive interior construction and business development experience with him from Agile Interiors, one of DIRTT's largest construction partners. There he helped grow and diversify the business, expand into new market areas, develop strategic distribution partnerships and deliver innovative interiors for large global clients. Visit dirtt.com.

Imagine a hospital that has just invested in a new outpatient clinic designed for dermatology. Six months later, demand for cardiology spikes, and leadership realizes those same exam rooms need to support a different specialty. The health system can't afford to take the unit offline for a yearlong renovation, nor can it lose revenue from shutting down adjacent spaces. The only viable path is an approach to construction that keeps pace with shifting clinical priorities and allows the hospital to adapt without disruption.

Hospitals are not static environments. Clinical programs that once operated on predictable timelines now shift rapidly in response to patient demand, technology and staffing realities. A dermatology clinic may need to become cardiology. A medical-surgical unit may need to convert to critical care.

These changes don't happen in years; they happen in weeks. Yet too often, the facilities housing them are designed and built for a slower era, locked into rigid layouts that can't keep pace.

When looking at the intersection of health care and construction, the misalignment is striking. Traditional methods assume disruption is inevitable: months of planning, phased shutdowns, long permitting cycles and costly downtime. By the time a build-out is complete, the service mix or staffing model may already have changed. The result is a "sawtooth" cycle — periods of long delay, followed by bursts of investment, followed by more disruption — that leaves hospitals perpetually behind.

Spaces must be designed not as fixed assets but as adaptable platforms that evolve alongside clinical programs. Facilities should expand, contract and reconfigure as demand shifts without shutting down surrounding areas or pushing projects years into the future.

That shift requires reimagining construction itself, moving away from rigid permanence toward resilient, reconfigurable interiors that keep hospitals relevant and operational.

The Hidden Cost of Downtime

Health care leaders are operating in a perfect storm of pressures: rising patient volumes, persistent staffing shortages, tightening capital budgets and fast-moving clinical technologies that demand new space and infrastructure. Inflation and higher borrowing costs only add to the strain.

When a room sits empty, operations stall and money is lost. For a hospital carrying staff, bills and the trust of its community, that cannot last. Downtime cuts straight to the bottom line. The gap between cost and revenue widens with each passing day.

When patient rooms aren't in use, the lost revenue can compound quickly. For example, at St. Elizabeth's Medical Center in Boston,



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when patient rooms weren't in use, the lost revenue could reach up to $15,000 a day. Multiply that across weeks or months of delay, and the number can climb quickly.

The impact goes deeper than dollars. Closed space means fewer beds for patients, longer wait times in the emergency department and more pressure on already overworked staff. Deferred maintenance erodes safety and patient experience. It pushes demand onto other units and strains the very systems meant to provide relief. And each day that a space remains under construction, a backlog of unmet demand grows larger.

For decades, construction downtime has been treated as unavoidable. But when financial stability is measured in weeks, not years, downtime is no longer just a nuisance. It undermines both care delivery and long-term viability.

The Modular Advantage

Modular interiors change the equation by turning downtime into uptime. Instead of waiting months for traditional build-outs, hospitals can activate space quickly and keep care moving forward.

Going back to the example at St. Elizabeth's Medical Center, prefabricated headwalls arrived prewired and prepiped, allowing installation in just 10 days. The faster schedule brought patient rooms online sooner and provided flexibility for future upgrades. Prefabricated systems make it possible to activate spaces in phases, adding capacity for new specialties or service lines without the long lag times that once defined hospital expansion.

Adaptability also extends beyond capacity. Clinical equipment and technology evolve quickly, and what was planned during design may be outdated by the time a project opens. Modular interiors absorb that uncertainty by allowing infrastructure to be reconfigured after occupancy, keeping facilities aligned with current standards instead of locked into outdated layouts.

The approach carries sustainability benefits as well. Components can be removed, repurposed or even resold to other health care providers rather than discarded. This circular use of materials lowers costs for upgrades and reduces waste: a growing priority for health systems under pressure to meet environmental goals.

Taken together, these shifts point to a new model of health care construction. Projects are no longer measured only by how quickly walls go up, but by how reliably facilities can stay open, adapt to change and extend the life of their investment.

In a sector defined by constant pressure and thin margins, construction that protects both care delivery and financial resilience is becoming the new benchmark. The future of health care facilities will be defined by how quickly they can adjust to change without compromising care.

This shift also reframes construction itself. Once just a means of delivering a finished building, construction is becoming a strategy for keeping facilities relevant over decades of evolving clinical demand.

The ability to adapt without disruption, to minimize waste through reuse and to keep revenue-generating space online is now the true measure of success.

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Why Disconnected Systems Are Holding Construction Businesses Back

Integration can turn job data into decisions — not delays

BY JOHN MEIBERS

For many construction leaders, technology decisions are made with the goal of improving efficiency, increasing visibility and supporting growth. Yet despite continued investment, many contractors still face familiar challenges — tight margins, delayed insight and limited confidence in their data.

After years of working alongside contractors, one pattern shows up again and again. The issue usually isn't a lack of technology — it's that the systems in place don't work together. When estimating, project management, accounting, payroll and field operations operate in separate platforms that lack meaningful integration, the result is more than inefficiency. It creates structural limitations that affect performance, scalability and profitability.

Whether you're a small, midsize or large contractor, disconnected systems stop being an inconvenience and start becoming a strategic risk. As job volumes increase and projects grow more complex, leadership can no longer rely on intuition or delayed reports to guide decisions. The business simply moves too fast for fragmented information.

The Real Cost of Data Siloes

Disconnected systems rarely present as a single, obvious problem. Instead, they introduce friction across the organization in subtle but costly ways.

When data is siloed, the impacts are predictable:

- Information must be entered multiple times across systems.
- Errors increase as data is rekeyed or manually adjusted.
- Teams spend time reconciling reports instead of acting on insights.
- Leadership decisions rely on incomplete or outdated information.

I often hear leaders say they "have the data," but they don't trust it — or they don't get it until it's too late to act. That gap between having information and being able to use it is where disconnected systems do the most damage. I have also heard from contractors who don't realize how much time their teams spend reconciling data until they step back and assess the process end to end. Costs captured in the field may not appear in financial reports until days or weeks later. By the time variances are visible, corrective action is often no longer possible.

These delays matter because construction margins are often won or lost in small increments. A few days of untracked labor overruns, missed productivity trends or incorrect cost codes can quietly erode profitability long before anyone raises a red flag.

Over time, these inefficiencies translate into higher administrative overhead, slower decision-making, reduced confidence in financial reporting, and increased exposure to operational and financial risk.

What's often overlooked is the opportunity cost. When experienced project managers, accountants and field leaders spend their time validating data instead of analyzing it, the business loses insight it could be using to improve estimating accuracy, staffing decisions and future bid strategy.

Field, Office & Finance Misalignment

Construction businesses rely on close coordination among the field, office and finance teams. When each group relies on disconnected systems, alignment becomes increasingly difficult.

Field teams are focused on execution and progress. Office teams manage schedules, documentation and coordination. Finance teams need accurate, timely data to manage cash flow, reporting and compliance. When these functions operate in isolation, each team ends up working from a different version of the truth.

This misalignment often shows up like this:

- Field data that must be reworked before it can be used financially
- Project managers tracking costs separately from accounting systems
- Finance teams spending excessive time validating and correcting data
- Leadership receiving conflicting answers to basic performance questions

Over time, this creates tension between teams. I've seen situations where field leaders feel buried in admin work, accounting teams feel like they're constantly chasing information and project managers spend more time reconciling numbers than running jobs.

When trust in the data erodes, teams fall back on spreadsheets and workarounds. Financials become something reviewed after the fact, rather than a tool used to actively manage jobs.

Businesses that operate with shared data across accounting, payroll and field operations experience a very different

dynamic. Labor hours flow directly into job cost. Payroll data aligns with project budgets. Field activity shows up in financials quickly enough to influence decisions, not just explain them later.

That level of alignment improves accountability and gives leadership clearer insight into what's really happening on the job.

Integration & Its Role in Growth & Scalability

Disconnected systems may function adequately at a smaller scale, but they become a liability as organizations grow. Additional jobs, crews and geographic reach increase complexity and expose the weaknesses of fragmented environments. Without integration, growth often introduces longer close cycles, increased reliance on manual processes, difficulty standardizing operations, and greater financial and contractual risk.

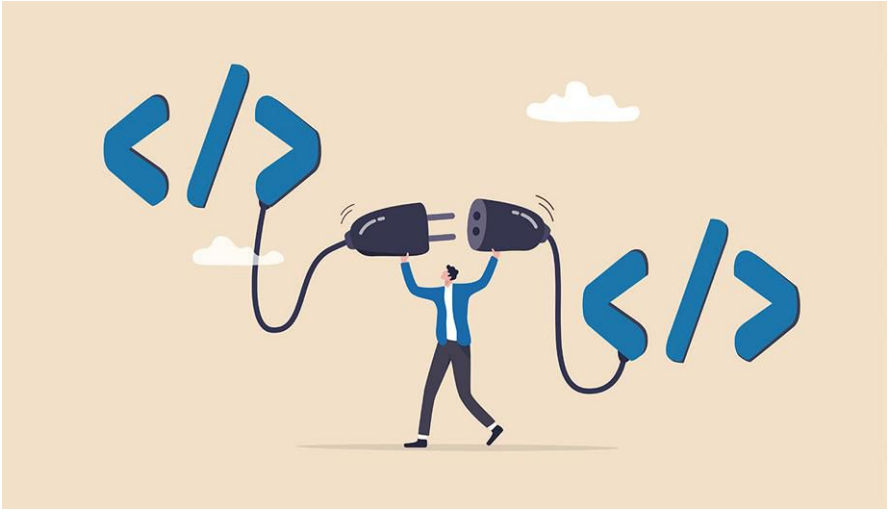
Many contractors find that as they grow, their systems force them to choose between speed and accuracy. Either financials are closed quickly but lack confidence, or they're accurate but arrive too late to be useful. Neither option supports informed leadership.

As companies expand, leaders need timely and reliable insights into job performance, resource utilization, cash flow relative to backlog and profitability by project type.

When accounting, payroll and field data operate within a connected environment, growth becomes more manageable. Processes can be standardized across regions. New projects can be onboarded without requiring the reinvention of existing workflows. Leadership gains the ability to compare performance across jobs and divisions using consistent metrics.

When data flows seamlessly from estimating through job execution and financial reporting, organizations are better positioned to support larger or more complex work without increasing overhead at the same rate.

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Signs Your Systems Are Limiting — Not Enabling — Your Business

Many contractors grow accustomed to workarounds, assuming they're simply part of doing business. In reality, these workarounds often signal deeper limitations.

Common warning signs include:

- Financial reports that require extensive manual adjustments
- Job cost data lags weeks behind actual performance
- Project managers and accounting teams maintain separate tracking tools
- Limited confidence in real-time performance metrics
- Administrative workload is increasing faster than revenue
- Teams spend more time managing systems than managing projects

Another sign is when leadership avoids asking certain questions — not because the answers aren't important, but because retrieving them is too difficult or time-consuming. When insight is hard to access, it often goes unused.

These challenges aren't just technical issues; they directly impact decision-making, risk management and the ability to grow with confidence.

From Tools to Strategy

Technology delivers the most value when it supports a cohesive business strategy. That means looking beyond individual tools and focusing on how systems work together to provide visibility, consistency and alignment.

For construction leaders, this often requires reframing tech conversations. The question shifts from "What features do we need?" to "How does information move through our business — from the field to payroll to financial reporting — and where does it break down?"

The goal isn't to eliminate complexity but to ensure complexity doesn't obscure insight. When information flows efficiently across the organization, teams can identify issues earlier, respond faster and make decisions with greater confidence.

The most successful contractors I work with aren't chasing more software — they're looking for clarity. When financial, payroll and field information move together, leaders gain the confidence to act earlier, manage risk better and grow on purpose. That clarity is what allows strong companies to stay strong as they scale.

John Meibers is the vice president and general manager of Deltek ComputerEase, a provider of accounting, project management and field-to-office software for the construction industry. Prior to joining ComputerEase over 25 years ago, Meibers spent a decade working for a large mechanical contractor. Visit deltek.com.

Understanding Subcontractor Default Insurance: Control, Continuity & Risk Management



SDI could be the difference between getting or losing your next job

BY MICHAEL CULNEN

Subcontractor default insurance (SDI) transfers subcontractor default risk to an insurance carrier, ensuring that the policyholder is reimbursed and enabling the work to be completed. Unlike traditional surety bonds — which can delay progress due to mandatory investigations — SDI allows for immediate project continuation without the lengthy investigation process. As a result, it has become a favorable proactive risk management tool and a viable alternative to traditional bonding.

SDI vs. Surety Bonds

SDI, an alternative to subcontractor bonds, is issued by insurance companies to protect against performance risk for subcontractors. In general, SDI is designed to insure all subcontractors' performance involved in a project, subject to the terms and conditions of the policy. The surety bond — typically a performance and payment bond — is a third-party indemnification contract between two parties, with the third party guaranteeing performance, completion time and contract price, as well as subcontractor and supplier payments. Performance and payment bonds do not necessarily have a limit the same way SDI has and, in fact, could result in a significantly larger payout in the event of a catastrophic loss.

Surety case law entitles construction companies to respond to a performance claim in four ways:

1. Pay the penal sum of the bond
2. Relet the project
3. Finance the existing contractor
4. Self-perform the contract to completion

With these four options, the surety has an obligation to all stakeholders and the right to perform proper due diligence, thoroughly investigate the reason for the default and determine the best path forward for settling the claim on the bond.

Default situations typically involve a significant amount of information, requiring extensive document discovery and a thorough understanding of the contributing facts and circumstances to determine the claim's validity and the appropriate response to the claim. However, managing subcontractor performance risk through a traditional performance bond is challenging with fast-paced, intensely scheduled, complex and demanding projects, especially when it involves a critical path subcontractor.

With the surety bond option, the surety can pay both the full penal sum on a claim and the payment obligations of the payment bond portion — which can expand the limits of the penal sum in cases where significant subcontractors, suppliers or both haven't been paid. From that perspective, it is an expanded protection compared to SDI, which has limits that can be exhausted.

Note that SDI does not replace surety bonds. Both can coexist depending on project size, complexity and risk priorities. Bonds provide broader coverage, while SDI focuses on contractor control and project



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execution. High-quality risk management programs will strategically use both tools.

When deciding between SDI and surety bonds, contractors should evaluate subcontractor and supplier risks, lien exposure, payment risk, project timeline and project complexity. Understanding their roles under lien and trust fund laws is important. Contractors should research SDI proactively, work with knowledgeable brokers, and prepare their organization to manage subcontractor prequalification and enrollment.

How Subcontractor Default Insurance Works

SDI is especially effective for more complex construction projects with many subcontractors, manufacturers and suppliers requiring coordination.

The general contractor (GC) enrolls the subcontractor in the SDI policy. The GC typically assumes a high deductible, sharing in the risk and protecting the insurance carrier from fraudulent or improper claims. If the subcontractor defaults, the subcontractor is removed from the job and the GC completes the contract using its contractual rights. The GC then submits a claim to the insurance company for indemnification of incurred costs. This process allows the GC to maintain control over project execution and continuity with greater agility than what is afforded with a surety bond.

SDI policies enable contractors to plan and control the process from prequalification through project completion. Contractors can manage default and termination, ensuring continuity without waiting for a third party.

Surety bonds, in contrast, are reactive because the surety provider must be brought up to speed, understand the work completed to date, investigate causes and decide how to respond to the claim. SDI simplifies and accelerates this process, giving contractors the tools to execute and complete work efficiently and effectively.

SDI transfers all enrolled subcontractor risk covered under the policy's limits. For example, if a subcontractor defaults and causes a $3 million impact, and the SDI policy provides a $2 million per-occurrence limit, the GC can complete the work and claim reimbursement from the insurance company. Which subcontractors are enrolled and coverage amounts depend on the GC's SDI program, including underwriting guidelines, exclusions and prequalification requirements.

Financial & Operational Impact

SDI affects project cash flow and schedule certainty by allowing contractors to manage and control the enrollment process for subcontractors, prequalifying them according to the terms of the insurance.

It expands the pool of subcontractors available because not all subcontractors are willing to provide a surety bond, which often requires a personal guarantee. High-quality subcontractors may avoid bonding programs, but they can participate under SDI, allowing the GC to mobilize and execute contracts faster.

In the event of a default, SDI allows the contractor to take control of the situation and continue the project, submitting a claim to recover the costs of keeping the project moving, whereas managing a bond claim is complex, with the delays alone often causing contractors and owners to avoid using bonds.



Administrative & Legal Benefits

SDI promotes better subcontractor prequalification and risk assessment through in-depth training and education for contractors from a risk management perspective, teaching methodologies for analyzing subcontractor default risk, contractual rights and project risk perspectives. Understanding subcontractor capabilities, including performance history, financial health, staffing and equipment leads to better selection, fewer disputes, better scheduling and smoother project operations. Ultimately, a stronger foundation of qualified subcontractors reduces legal conflicts, administrative burden and overall project risk.

SDI also improves the contractor's focus on subcontractor risk management by making them a part of that risk through large deductibles. In the event of failure, contractors experience the ramifications of improper subcontractor risk management, which improves their prequalification process, contractual language, subcontractor management and default strategies.

Market Trends & Adoption

Increased adoption of SDI is driven by concerns about subcontractor default risk, labor shortages, financial pressures, inflation and tariffs. Owners and strategic credit stakeholders are focused on performance risk and project completion

certainty. Technology and data-driven prequalification programs have improved SDI accessibility, making it available even to midsized contractors.

However, some contractors assume SDI is universally available. Participation requires a sophisticated prequalification program, sufficient subcontractor spend and organizational capacity. Contractors may be surprised they cannot access SDI for certain bids.

Some projects today require SDI to bid, particularly at the highest tiers of construction.

With data and risk management so vital to the performance and execution of contracts, it is invaluable to every construction company to partner with the right team to evaluate, learn about and understand SDI, including its risk management strategies and implementation into projects.

In short, as SDI becomes more accessible to smaller contractors, understanding the product is essential for competitive bidding and long-term growth. Contractors without SDI knowledge risk missing opportunities despite being technically qualified for a project.

Purchasing SDI is a start, but it's a big responsibility to use it properly as the risk management tool it is designed to be. With quality support and education, this product can become both an ally to and a resource for an organization, as well as the project owners.

In addition, knowing when to use SDI versus a surety bond, whether it be a subcontractor surety bond or a surety bond to the owner, is a vital aspect of enterprise risk management strategy that every contractor should understand and learn how to communicate so that they can implement it successfully and educate owners to better serve and protect the project performance and the owner's balance sheet.

Over the next five to 10 years, subcontractors and contractors will require more sophisticated technology, finance and administration to run their businesses. Effective documentation, scheduling, financial management and project execution will be critical for success, and SDI will continue to serve as an important tool to maintain project continuity and manage risk.

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A New Workforce Playbook

What 100 years has taught us about the contractor of 2026

BY BOB GUNDERSEN

One hundred years ago, "Winnie-the-Pooh" was published, the 40-hour workweek took hold, and Graco, my workplace, was founded. A century later, the world in which contractors operate has transformed just as dramatically.

As Graco marks its 100th anniversary, the company reflects on a legacy built shoulder-to-shoulder with contractors in painting, pavement, concrete, roofing, coatings and beyond through shifting markets, workforce changes and evolving jobsite demands. While tools, technology and materials have advanced, one principle has remained constant. Contractors succeed when they find smarter, faster and more reliable ways to get work done.

Now, as the industry moves into 2026, contractors continue to navigate familiar challenges such as labor shortages, tighter margins, and rising expectations around quality and efficiency. The tools have changed over the past hundred years, but the advantage hasn't. Contractors who stay adaptable and keep productivity at the forefront of business succeed through consistency, practical innovation and smarter workflows.

Doing More With Less Labor

Labor shortages are not new to construction, but they are more structural than ever. Fewer workers are entering the trades, and experienced professionals are retiring faster than they can be replaced. As a result, many contractors operate with half the workforce they once had while still being expected to deliver the same volume of work with smaller crews.

Instead of trying to replace labor, forward-thinking contractors are rethinking productivity. The focus has shifted toward equipment, workflows and processes that allow smaller crews to complete projects faster without sacrificing quality. Experience has shown that real productivity gains come from an amalgamation of small, continuous improvements rather than one major change.

Time spent spraying or applying material is where contractors make their money. Time spent prepping, cleaning, moving equipment or troubleshooting is necessary, but it's not productive. The most successful contractors are reducing wasted time at every stage of the job, from setup to cleanup, and original equipment manufacturers (OEMs) are helping make those processes more efficient through ongoing technological innovation.

Surface Preparation as a Strategic Advantage

Surface preparation has taken on greater importance across the industry, extending beyond just painting and coatings. Proper preparation directly impacts finish quality, durability and long-term performance. When prep is rushed or inconsistent, the result is often rework, callbacks and lost margin.

What's changed is how contractors think about prep. Instead of viewing it as a fixed cost, many are looking for ways to reduce prep time without compromising results. Improvements in application technology, material control and overspray reduction mean contractors can often prep smaller areas, use fewer materials and still achieve professional finishes.

Experience has shown that preparation is not just about technique. It is about systems. When equipment and workflows are designed to reduce unnecessary steps, prep becomes more predictable, more efficient and easier to replicate across contractors.

Consistency Is the Competitive Edge

Consistency is nonnegotiable on today's jobsites. Whether it's applying coatings, textures or protective materials, inconsistent results translate directly into rework, wasted material and additional labor that erodes profitability.

Consistency also plays a critical role in training. With higher turnover and fewer experienced workers, contractors cannot afford long learning curves. Tools and processes that are intuitive and repeatable allow new workers to become productive faster, helping reduce the knowledge gap without extended training time.

Decades of jobsite experience reinforce a simple truth: Contractors do not just need more powerful equipment. They need systems that deliver consistent results every time, regardless of who's behind the controls.

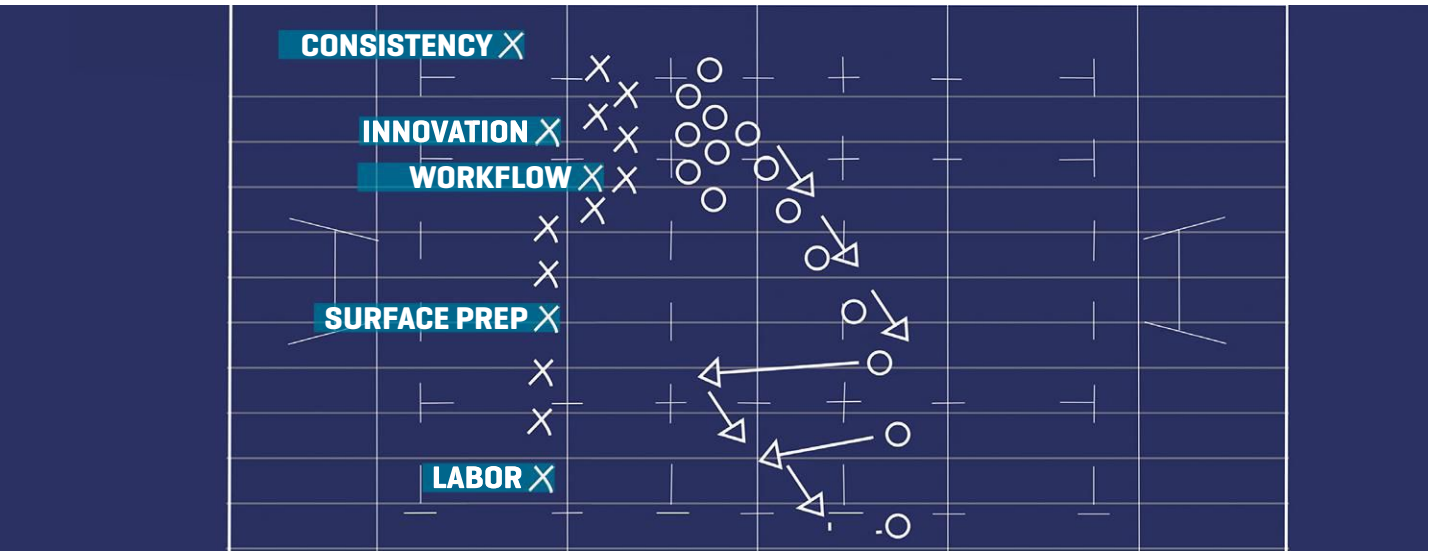


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Smarter Workflows Through Data Visibility

Another major shift shaping contractors in 2026 is the growing role of data. Today's contractors are increasingly managing multiple crews, jobsites, equipment and timelines simultaneously. Visibility into job progress, material usage and equipment performance is no longer optional, but essential.

Digital tools are helping contractors make informed decisions without physically being on every jobsite. Access to real-time data allows owners and managers to identify bottlenecks, balance workloads, plan maintenance and even bid future jobs more accurately based on historical performance.

This demand for data is being driven in part by a new generation of leaders entering the industry, many of whom expect the same level of insight and transparency they experience in other areas of their lives. However, the key is ensuring that data remains practical and actionable. Contractors don't want more information — they want the right information that helps them make decisions and keep work moving.

Innovation Driven by the Jobsite

Some of the most meaningful innovations in construction start with frustration on the jobsite. Contractors are quick to point out what slows them down, what breaks and what simply takes too long. Listening to those pressures has been one of the most important drivers of meaningful advancement over the years.

True innovation begins in the field where manufacturers take the time to observe how contractors truly work and design solutions rooted in real-world challenges. The most meaningful advancements emerge not from the lab but from insights gained through countless on-site conversations, recognizing common patterns and finding smarter ways to simplify and strengthen the process.

The industry has also learned that innovation only matters when it's embraced on the jobsite. Equipment must be intuitive to operate, simple to maintain and straightforward to repair. Every hour of downtime affects the bottom line, which is why the most valuable solutions are those that keep crews working and contractors competitive.

Preparing for the Next 100 Years

Contractors who succeed in 2026 will be those who embrace incremental improvement, invest in consistency and remain open to new technology that supports productivity. Electrification, portability, data-driven workflows and simplified operation will continue to shape how work gets done.

At the same time, the fundamentals have not changed. Contractors still win by completing high-quality work efficiently, protecting their margins and delivering reliable results for customers. The difference is how those goals are achieved.

A century of experience has shown that progress in construction doesn't happen overnight; instead, it happens steadily, driven by jobsite demands. By focusing on consistency, smarter workflows and contractor-led innovation, today's contractors are building a stronger foundation for the future.

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The Future of SMALL FLEETS

Using IoT to build interconnected jobsites

BY ARA ECKEL

Photo Credit: JLG

Today's jobsites are more complex than ever. Crews are stretched, equipment moves constantly and managers face mounting pressure to do more with fewer resources. Traditional telematics solutions, with their one-way data transmissions and time-consuming manual processes, cannot keep pace with these challenges.

In parallel, jobsites have long operated on a simple premise: Workers use machines to complete tasks. For example, a mobile elevating work platform (MEWP) positions workers at height, and a telehandler lifts and moves materials across construction sites. But technology is fundamentally changing how productivity is understood, shifting jobsites from collections of isolated equipment into dynamic, interconnected systems.

From Manual Operations to Intelligent Fleet Management

For years, telematics systems have been designed for basic tracking. Data flows one way, requiring users to request information and then manually interpret it. Processes like geofencing require multiple steps to set up and reassign machines. Locating equipment on crowded or multistory sites often requires significant time to search. Routine maintenance, such as updating machine software, takes more than two hours per machine. In today's labor-constrained environment, these inefficiencies quickly add up, delaying projects and increasing costs.

At the same time, the traditional process of working at height involves multiple steps outside a worker's core expertise. Operators must identify the appropriate machine, navigate it to the work area, precisely position the platform and return safely to ground. While essential to safety, these steps represent time spent managing equipment rather than completing skilled work. Balancing safety procedures and efficiency has long been a challenge.

IoT as the Foundation of Smart Fleets

The Internet of Things (IoT) transforms fleet management by taking telematics far beyond simple data collection. Built in-house from the ground up, modern IoT systems integrate hardware, software and mobile connectivity into a single ecosystem, delivering two-way communication that allows users not only to receive information from machines but also to interact directly with them in real time.

For example, these systems are collecting insights from multiple operating parameters — including utilization, ignition cycles, battery state-of-charge and diagnostic trouble codes — and then making the most important, need-to-know information immediately available through customizable dashboards and mobile tools.

This shift supports a broader transformation underway on jobsites. Rather than viewing machines as isolated assets, industry

leaders are embracing ecosystem orchestration — a holistic vision where equipment communicates, coordinates and optimizes performance. Dynamic monitoring, autonomous positioning and intelligent data sharing represent a new approach to work that enhances safety, improves efficiency and unlocks new levels of operational performance.

Automation That Simplifies Daily Operations

With thousands of connected machines already in the field, smart fleet management platforms can continue to expand their capabilities, adding new layers of automation, insight and control. Innovations such as automated site networks, digital access control, over-the-air machine software updates and elevation-based localization simplify complex tasks and bring true automation to everyday fleet operations.

For example, automated site networks remove the need for manual geofence setup by allowing machines to automatically create or join networks as they are delivered, moved or shipped. Site networks dynamically update in real time, enabling managers to filter machines by jobsite, identify assets needing attention and eliminate guesswork around equipment location.

Digital access control transforms traditional keypads and physical keys into a secure digital experience. Machine operation can be restricted, limited or fully enabled through mobile tools, helping owners and managers control who operates equipment, when and where. This evolution transitions users from simply connecting machines to connecting entire jobsites.

Updating machine software has traditionally been one of the most time-consuming tasks in fleet management. Technicians had to connect laptops, record settings and manually reprogram parameters — a process that could take over two hours per machine. Over-the-air machine software updates digitize this workflow, reducing update times to less than 30 minutes per machine while automatically restoring settings from memory. The result is faster compliance, scalable efficiency and skilled labor freed for higher-value tasks.

On complex, multilevel projects, traditional GPS data often falls short. Elevation-based localization uses barometric pressure sensors to identify not only where equipment is on-site but also whether it is above or below the user's position. Inventory management is streamlined, service calls are simplified and crews spend more time working instead of searching.

Ecosystem Orchestration & Equipment Symbiosis

The jobsite of the future will be interconnected, built on seamless coordination between digital ecosystems, automated workflows and intelligent equipment. Ecosystem orchestration ensures that contractors, suppliers and stakeholders are aligned and working toward common goals, while equipment symbiosis allows machines to communicate, share resources and adapt in real time. Together, these principles create responsive, data-driven environments that optimize efficiency, enhance collaboration and improve sustainability.

By integrating real-time communication, optimized resource management and automated workflows, construction sites become more efficient and better equipped to manage risk, minimize delays and reduce waste. Connectivity enables predictive maintenance, remote monitoring and actionable data that improves equipment utilization and operational decision-making.

Connectivity, Productivity & Safety

Productivity and safety remain top priorities on every jobsite. With connected solutions, fleet utilization is maximized, idle time minimized and operational efficiency driven to new heights. Advanced monitoring, sensors, telematics and automation reduce human error in repetitive tasks and ensure equipment is in the right place at the right time. These technologies support jobsite awareness and help identify potential risks before they become issues.

The biggest opportunity lies in digitizing jobsite operations and turning raw data into actionable insights. However, integrating disparate systems and scaling connected solutions while keeping them intuitive remains a challenge. Balancing advanced capability with simplicity is essential for widespread adoption across jobsites of all sizes.

Looking Ahead: Interconnected & Autonomous Jobsites

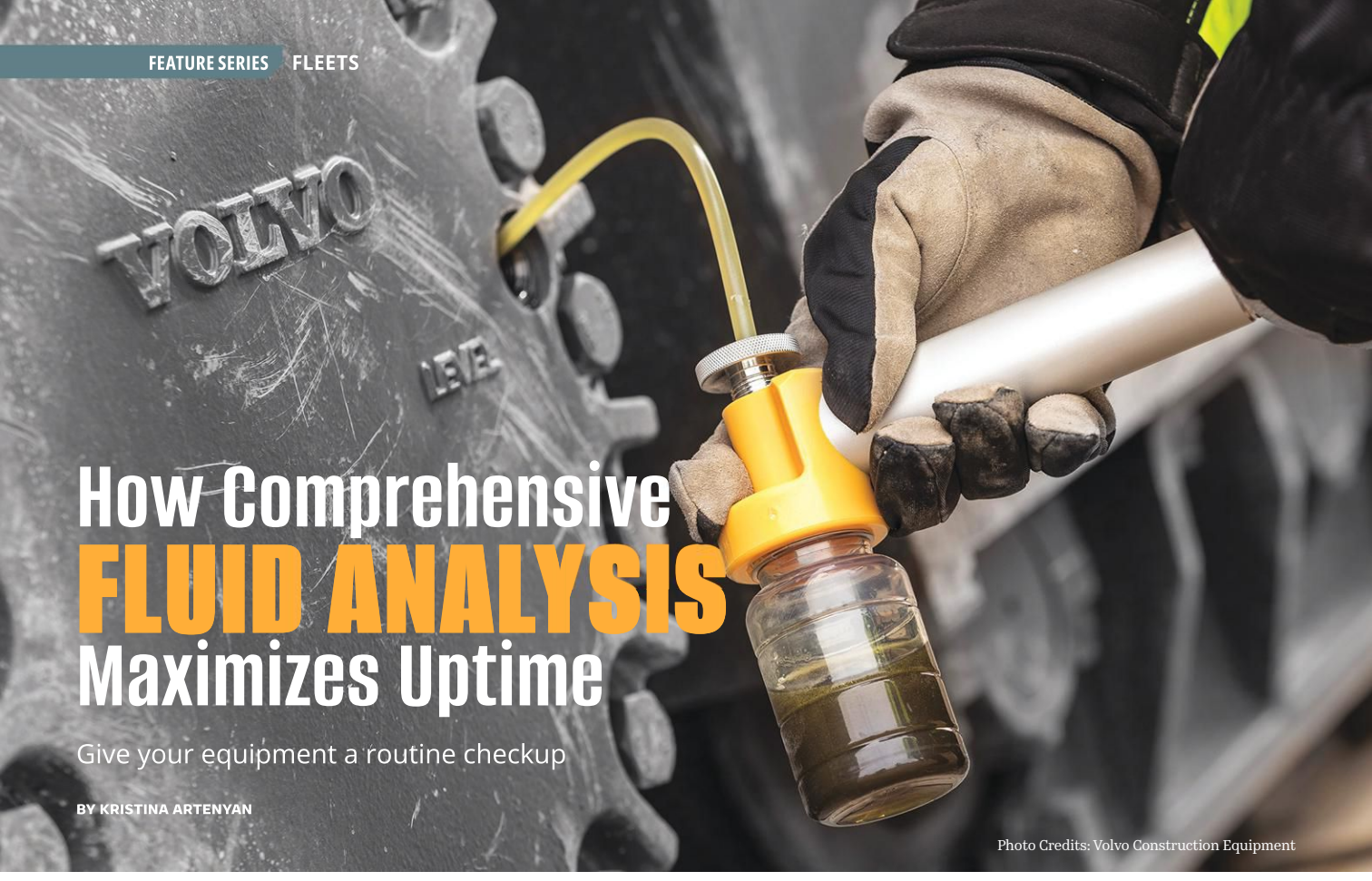
The future of construction lies in harmonizing automation, electrification, connectivity and robotics. Interconnected jobsites will support autonomous capabilities, smart materials, automated maintenance and seamless workflows. Purpose-built, route-based autonomous vehicles and intelligent systems are ideal for construction environments with repetitive tasks and predictable routes.

The transformation underway is not about replacing human workers but empowering them. By reducing manual intervention, minimizing risk exposure and creating intelligent work environments, smart fleets enable more strategic deployment of people and resources.

Automation is no longer a luxury; it is a necessity for modern fleet management and long-term competitiveness.



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How Comprehensive FLUID ANALYSIS Maximizes Uptime

Give your equipment a routine checkup

BY KRISTINA ARTENYAN

Photo Credits: Volvo Construction Equipment

If you went to the doctor for a physical exam, you probably wouldn't be too happy if they only checked for visible external issues, right? You'd want them to do blood work because the fluids running through your body hold the most useful information about your health, revealing early signs of illness long before you notice symptoms.

The same logic applies to your equipment.

For decades, fleet managers have relied on physical inspections and reactive maintenance to keep big iron moving. But in an industry where downtime costs can quickly add up to thousands of dollars per hour, waiting for a symptom — a noise, a leak or a loss of power — is waiting too long.

To truly manage a modern fleet, we have to stop looking at machines solely from the outside and start analyzing the lifeblood flowing on the inside. That's why a comprehensive fluid analysis program isn't just a "nice to have": It's a critical business strategy.

Dirty Fluids Drain Your Repair Budgets

It's easy to underestimate the impact of fluids on heavy equipment. We often view oil, fuel and coolant as consumables — commodities to be topped off and left to do their job. However, the data tells a different story.

Industry estimates suggest that up to 75% of repair costs and equipment downtime are traceable to the use of contaminated lubricants and fuels, which includes between 65% and 75% of bearing failures.

These numbers are staggering because they're largely preventable. A machine doesn't usually fail overnight. It fails after hundreds of hours of microscopic wear slowly grinding away components. By the time a bearing seizes or an injector fails, the damage has been accumulating for months. A proactive fluid analysis program is the only way to see that damage coming.

What Is Comprehensive Fluid Analysis?

Many fleet managers are familiar with basic oil sampling, but a comprehensive program goes a lot further. It's not just about checking the engine oil level. It's about analyzing the chemical composition of every critical fluid in your machine, including diesel fuels, lubricants, coolants and even diesel exhaust fluid.

The process typically involves a service tech using a specialized kit to draw several samples during routine maintenance. The frequency of this sampling is often dictated by the machine's age in hours. For example, a machine with over 1,000 hours might require five or six different samples to ensure that every system is functioning correctly.

Once the sample is taken, speed is of the essence — you don't want to keep running machines if their fluids are compromised, but you also can't afford to keep them sidelined. Look for an

original equipment manufacturer (OEM) or dealer that can get you results quickly.

Modern Technology Delivers Speed & Precision

As more OEMs and technicians offer these types of programs, the industry is benefiting from significant growth in the volume of data that can connect the dots between a lab result and the appropriate action to take.

To make sense of the data quickly, programs are beginning to leverage advanced data processing and artificial intelligence (AI). While the term "AI" may conjure images of complex robotics, its role in the world of fluid analysis is refreshingly practical: speed and consistency. Programs that use AI can instantly analyze results against a massive database of wear rates and limits determined by human engineers.

If a sample is normal, the technology can verify it and upload a report to a portal or mobile app immediately. This gives fleet managers the green light without having to wait for a human to review a healthy sample. However, if the results are abnormal, the system flags them for a human analyst to review.

This hybrid approach — technology handling the routine results, experts handling the critical results — ensures that recommendations are both fast and accurate. It allows the lab technicians to focus on the problems that require a deeper dive, ensuring that when you get a critical alert, the information is based on expert insight.

Shift From Reactive to Predictive Maintenance

The ultimate goal of comprehensive fluid analysis is to shift your fleet management style from reactive to predictive.

A single oil sample gives you a snapshot of a machine's health, but a history of samples builds a trend line. This trend analysis is where the real value lies. By tracking levels of wear metals over time, you can better predict the remaining life of a component.

For instance, a sudden spike in silicon might indicate that a failed air filter is letting dust into the engine. Catching that issue early might require a simple oil and filter change, but catching it late could cost you a full engine rebuild.

This proactive approach ultimately reduces your total cost of ownership (TCO). By identifying contamination and wear early, you prevent the catastrophic failures that lead to unplanned downtime. In fact, routine fluid analysis has been proven to reduce downtime by as much as 15%.

Fluid Analysis Works for Any Brand

A common misconception is that you need a different program for every brand of equipment you own, but most modern fluid analysis programs are manufacturer-agnostic. The science of wear metals and viscosity applies to all equipment, meaning you can often use a single program to monitor your entire mixed fleet.

This consistency is key. Using the same methodology and the same testing standards across all your assets ensures that your data is truly comparable and reliable. It provides a better knowledge base of how your components are behaving in your specific applications.



Turn Insights Into Action

Implementing a fluid analysis program doesn't have to be an administrative burden. Today's cloud-based portals and mobile apps make it easy to register samples from the field and receive notifications the moment a report is ready.

To get the most out of these programs, here are some best practices to consider:

- *Use the proper products* — Premium lubricants may cost a bit more up-front, but over time their benefits can actually lower your operating expenses. Follow the OEM's recommendations on what fluids to use.
- *Be consistent* — Sampling sporadically yields sporadic results. Stick to the recommended intervals based on machine hours.
- *Sample everything* — Don't ignore coolants or fuel. Today's engines require clean fuel to maintain peak performance.
- *Act on the data* — A report is only useful if it leads to action. Use the recommendations to schedule preventive repairs during planned downtime rather than waiting for a breakdown.

As everyone in this industry knows, if your equipment isn't running, you aren't getting paid. That's exactly why proactive, comprehensive fluid analysis is a smart, affordable way to maximize your uptime.

By treating your equipment's fluids with the same care as a medical diagnosis, your fleet will remain healthy, productive and profitable for the long haul. It's a simple step that yields massive returns — protecting both your machines and your bottom line.

Kristina Artenyan is service owner — fluid analysis and machine inspection at Volvo Construction Equipment. Visit volvoce.com.



Insights & Practices That Drive Thousands in ANNUAL FLEET SAVINGS

How a data deep dive can improve your bottom line

BY RACHAEL PLANT

Photo Credit: Fleetio

As rising costs, labor shortages and compliance demands squeeze construction margins, data from hundreds of fleets shows that contractors who standardize maintenance, digitize inspections and use real-time data are unlocking thousands in annual savings while keeping projects on schedule.

Construction fleets are under intense pressure. Whether you're managing haul trucks on a highway build, heavy equipment on an industrial site or utility trucks in water/sewer projects, operational inefficiencies translate directly to dollars lost and stress gained.

However, a survey of hundreds of real fleet operators reveals a consistent pattern: Fleets that commit to data-driven workflows, preventive maintenance (PM) schedules and streamlined compliance are realizing thousands of dollars in annual savings, reclaiming critical hours each week, gaining faster access to decision-ready data and tightening compliance without headaches. Let's look at some key practices that leading fleets are using today, with actionable steps tailored for midsized general contractors.

What the Numbers Show

In a 2025 survey, hundreds of fleets reported measurable gains after implementing a digital fleet maintenance and management solution. These benefits didn't come from guesswork but from tracking operational metrics and acting on them. Achievements include:

- ***Improved inspection compliance*** — Automated, digital inspection workflows helped fleets catch issues early and prioritize the criticality, reducing hidden failures and avoidable breakdowns.
- ***Strict PM compliance*** — Companies reported significant increases in on-time maintenance, reducing reactive repairs, extending asset life and lowering overall costs.
- ***Time savings on admin and reporting*** — Freed from spreadsheets and manual data crunching, teams saved hours each week on data entry and analytics.
- ***Greater efficiency through real-time data*** — Instant access to asset status, utilization and cost data drove smarter decisions.

Simply put, fleets that invest in organized processes and the right technology don't just track their operations — they transform them.

Standardize PM to Reduce Breakdowns & Costs

For general contractors, broken-down assets don't just sit idle; they stop or delay projects and inflate costs. One of the most impactful steps toward reliability is standardizing PM schedules based on original equipment manufacturer (OEM) recommendations, actual service history and real-world usage.

Survey data showed that fleets leveraging automated maintenance schedules increased compliance dramatically (some to 90% to 95%), which in turn reduced breakdowns and cut time on data entry. Implementing a digital PM schedule that ensures OEM-recommended intervals are set to trigger alerts before service is due is a top-notch strategy for improving fleet health.

1. ***Inventory all assets*** — Record every vehicle and piece of equipment in one centralized system.
2. ***Set PM triggers*** — Use a mix of elapsed hours, mileage and service intervals.
3. ***Automate reminders*** — Configure automatic alerts via mobile notifications or email.
4. ***Track compliance*** — Review missed tasks weekly and adjust processes.

Even saving just a few hours per week on admin and reducing reactive repairs by a handful per year can reclaim thousands of dollars in labor, parts and opportunity costs.

Leverage Data for Faster Insights & Better Decisions

One of the biggest differences between reactive and proactive fleets is access to usable data. When your team can pull performance metrics, compliance rates and cost figures in minutes, you make smarter decisions faster.

According to survey data, fleets achieved significant efficiency gains by tracking asset utilization, total cost of ownership (TCO), cost per mile and other key performance indicators (KPIs). Robust data can tell you:

- Which assets cost the most to maintain
- Which assets spend more time in the shop than on the job
- Which compliance items are repeatedly late
- Where inventory levels are unnecessarily high

In fact, customers reported saving five-plus hours a week for field teams and 10-plus hours a week in the office simply by switching from manual data processes to automated reporting. Two important aspects to consider to improve data analysis include defining clear KPIs to track, such as uptime, PM compliance, cost per hour, utilization rates, etc., and acting on trends (i.e., using data patterns to justify replacement or reallocation decisions).

Streamline Compliance Without the Headaches

Construction fleets are subject to rigorous compliance requirements, from equipment inspection logs to emissions testing and operator qualifications, yet many operations still struggle with scattered records and manual tracking. Digital fleet solutions centralize compliance documentation, automatically sending reminders before certificates expire and storing required records in an accessible system. Benefits of centralized compliance tracking include avoiding penalties due to missed renewals or inspection windows and audit-ready records.

According to the survey, more than 80% of fleets expect positive impacts from proactive compliance planning, and those that automate reminders see higher compliance and fewer surprises.

Use Fleet Replacement Planning to Reduce TCO

Replacements in construction fleets are often reactive: a late-life machine breaks down in the middle of a critical project, and you're forced into an expensive purchase or rental. Instead, tracking lifetime maintenance costs, utilization and depreciation allows you to plan replacements strategically, saving money. Digital fleet solutions provide reports that show when an asset's costs start to outweigh its value, so you replace at the right time, not the worst time. By analyzing TCO and usage data, fleets can:

- Avoid expensive emergency rentals
- Reduce unexpected downtime
- Make smarter capital budgeting decisions

This practice is especially valuable for contractors working across diverse sectors, where job schedules and equipment needs can vary.

A Practical Road Map for Getting Started

If these insights resonate with your operation, here's a simple, practical path to take action:

1. ***Audit your current operations*** — Identify where data lives, how you track work and where the most time is spent in manual processes.
2. ***Standardize key workflows*** — Establish consistent PM schedules, inspection routines and reporting practices.
3. ***Automate alerts*** — This is key to staying on top of PM. You can also set up automatic alerts through Google calendar reminders or other available online scheduling tools if you haven't implemented a fleet solution yet.
4. ***Review and improve monthly*** — Use data insights to benchmark, refine schedules, replace assets strategically and adjust training or processes.

Small Changes, Big Impact

Across general contracting fleets of all sizes, the best operators are turning to structured processes and data-driven tools to break free from reactive management.

"While digital fleet maintenance and management solutions are increasingly becoming the norm for fleets in all industries, there are always steps you can take to start improving your operation before committing to a new technology," explained John Byron, maintenance advisor at Fleetio.

"Standardizing PM is a huge contributor to improved asset and overall fleet health and uptime. Centralizing data, even if it's just in a spreadsheet, makes it easier to benchmark and analyze your operation, not to mention plan asset replacements with objective metrics."

When you can unlock predictable uptime, lower costs and gain more control over your fleet's performance, that translates to real dollars saved and hours reclaimed each week.

Visit constructionbusinessowner.com/fleets for an extended version of this article.

Rachael Plant is a senior content marketing specialist for Fleetio, a fleet maintenance and optimization platform that helps organizations run, repair and optimize their fleet operations. Visit fleetio.com.





Photo Credits: Caterpillar

Rightsized for Results

Efficiency & safety innovations position compact equipment as a contractor essential

BY RICK ZETTLER

In today's market, contractors must maximize use of every tool in their fleet to stay ahead of the competition.

"Gone are the days of where a contractor will bring in a piece of equipment onto a site to trench and then park it until it's needed again," said Greg Worley, market professional for Cat mini hydraulic excavators. "Fleet management practices have evolved to where all machines are expected to be versatile and to keep working."

Also factoring into the equipment equation is the evolving type of work resource management and contractors complete. "They are facing more brownfield work compared to greenfield projects from years ago," added Worley. Therefore, more urban development and redevelopment and backfill projects are being completed, which results in narrow roads with more stringent weight restrictions for equipment deliveries.

Project space is also becoming a premium. "Before, contractors were working on one-acre plots for housing developments, and now tenth-of-an-acre plots are becoming commonplace" explained Graham Bowers, product application specialist for Cat compact track loaders (CTLs) and skid-steer loaders (SSLs).

While larger bulldozers, excavators and haul trucks still have their place, these market realities are creating a situation where smaller equipment that weighs less but can do more jobs on-site are not a luxury but a necessity. And manufacturers of SSLs, CTLs and mini excavators have responded to these needs with more versatile designs that effectively operate a larger array of work tools, integrate stackable technology and include more standard safety features.

Expanded Versatility

One significant advantage of investing in compact equipment lies in a lower cost of entry. Plus, advancements in machine design over models just a few years earlier make it possible for contractors to start with a base model and upgrade machine performance and technology as the contractor requires it and grows.

"As we transitioned to our next generation of Cat SSLs and CTLs, there were increases in machine power,

breakout force and performance compared with previous models," explained Bowers. Since contractors looked for more hydraulic work tools to increase machine utilization, auxiliary hydraulic flow designs have increased in power and flexibility as well.

"Our standard-flow machines can be upgraded to high flow with a software-enabled flash to accommodate use of high-flow attachments," he added.

Mini excavator advanced attachments that have enjoyed more widespread use in European markets are now seeing an uptick in use on more land improvement projects. Worley pointed to the tilt-rotate systems that greatly expand the capability of standard work tools.

"By offering simultaneous 360-degree rotation and up to 40-degree tilting, tilt-rotate systems deliver significant cost savings by reducing the number of





machines required and more effectively using ground staff at the site," he said. "These systems can be used with a wide range of attachments like buckets, grapples, compactors and more, allowing for higher machine utilization and improved productivity."

Compared to recent history, there is a much broader range of attachments available for compact machines. Ripper/scarifiers for CTLs allow contractors to maximize use of smaller equipment to break up, loosen or condition the surface layer of compacted soil, taking on a task commonly performed by dozers. They are also ideal for scarifying tree roots, fields and small- to medium-sized rocks. When paired with a dozer blade and grader blade attachments, they enhance grading in construction applications.

Grading beams, when combined with grade technologies and tilt-rotate systems deliver precise grading and leveling capabilities. These systems provide down pressure to effectively compact material for a quality surface finish. "This can effectively replace the need for larger graders in certain smaller applications," offered Worley.

It's not just the breadth of work tool attachments available that increases machine flexibility and productivity. It's the ease in which the attachments can be switched. More "smart" attachment designs are available in which the machine automatically recognizes the type of tool attached and changes the joystick arrangement for using that specific tool.

"It just makes it easier for the operator to quickly change attachments without sacrificing productivity," said Bowers.

Advanced Technology

Attachments aren't the only feature getting smarter for compact equipment. Machine design and the integration of advanced technologies are also expanding the versatility and increasing performance.

"We are not introducing technology for technology's sake," mentioned Bowers. "OEMs are building stackable technology that grow with the contractor's need."

Specific to mini excavators, many come standard with an option for an entry-level grading systems that provide the operator with indicators to where the bucket is versus target grade. This type of system enables the ability to program a flat grade or slope, which is ideal for digging footings, septic systems, foundations, slope work and other similar applications.

For contractors requiring the next step in grading automatics, original equipment manufacturers (OEMs) offer upgrades that give the user the ability to create, manage and grade simple to complex designs with accuracy to exact specifications.

Improving efficiency at the site, these compact machines can be equipped with laser catchers to reference a laser transmitter, giving customers a consistent reference point across the site. It reduces the requirement for manual grade checking by the operator or site workers.

And with contractors working on more





congested sites in urban areas, mini excavator technology enables operators to constrain machine motion within preset boundaries, allowing for more efficient work around structures.

Ceiling limiters help to avoid overhead obstacles, while floor limitations help protect underground fiber-optic cables and utilities.

Finally, operators can set wall limits to protect structures in front of the excavator.

Site Safety

As safety at the jobsite is paramount, OEMs continually work to advance safety in their machine designs and through adaptation of emerging technologies.

"First and foremost, we want all workers at the site to go home safe every day," said Worley.

"Secondly, there is a financial aspect of having an accident that reaches far beyond the event itself. There's project downtime, time to train another worker — if the contractor is large enough to have a replacement — and insurance to consider. The financial costs are many times higher than the event itself."

Today, machine upgrades consider operator visibility improvements with cab designs, and some type of camera system — especially rear cameras — are commonly standard on compact equipment. Seatbelt indicators help foremen know that operators are properly buckled up when the machine is operating.

Emerging safety technologies such as collision mitigation systems and collision warning systems are now being offered by OEMs on larger compact equipment models to take the next step to mitigate risk and manage safety at the jobsite.

"We are now offering Cat Detect – Collision Mitigation System as an operator assist feature to enhance situational awareness when reversing the machine," explained Worley.

"The system's intelligent sensor array provides reverse collision warnings, detects people, inhibits motion and enables automatic emergency braking."

Advancements in safety. Increased use of integrated technologies. Expanded machine versatility through a wider range of work tools enabling one machine to do the job of many. These are but a few of the many reasons why compact pieces of equipment are increasingly becoming an indispensable part of the resource management and land improvement contractor's fleet management strategy.

President of Z-Comm LLC, Rick Zettler is a writer, photographer and award-winning PR and marketing consultant specializing in the construction, mining, recycling and roadbuilding industries. With over 30 years of experience, Zettler shares the stories of companies whose equipment contributes to improving the world. Visit caterpillar.com.









Photo Credits: Cortec Corporation

Protecting the Material Bank

Securing inventory in a volatile market

BY ANA JURAGA OLUIC

In the complex landscape of nonresidential construction, spanning from heavy highway projects to extensive water and sewer pipelines, the greatest silent threat to a project's profitability isn't always a supply chain delay or a labor shortage. Often, it is the slow, relentless process of corrosion.

For midsized contractors, equipment and materials are your biggest investments. When steel rebar sits on a wet jobsite for months, or a heavy excavator is parked between projects, rust starts to set in immediately.

For years, the industry has relied on things like heavy oils, waxes or thick coatings. However, a more sophisticated and efficient alternative is available in the form of vapor-phase corrosion inhibitor (VpCI) technology.

The Science of the 'Vapor Phase'

To understand how this technology works, one must first understand what it is fighting. Corrosion is a naturally occurring electrochemical process. When metal is exposed to oxygen and moisture, an electrical current flows between different areas on the metal surface (the anode and the cathode). This flow of electrons leads to the gradual breakdown of the metal, eventually resulting in surface pitting, structural failures and safety hazards that haunt project managers.

VpCI technology operates on a molecular level. Unlike traditional barrier coatings that require direct contact, VpCIs are "volatile," meaning they possess a specific vapor pressure that allows them to evaporate into the air. When placed in an enclosed space — whether it is a shipping container, a pipe or a heavy equipment cab — molecules saturate the atmosphere.

Strategic Stockpiling in a Volatile Market

In today's volatile global market, many midsized contractors have fundamentally shifted their procurement strategies. To hedge against inflation, sudden price spikes and unpredictable supply chain disruptions, firms are increasingly preserving corrosion-sensitive components and building a secure "bank" of critical raw materials.

This "banking" of materials — such as specialized valves, structural steel or expensive electrical components — only works as a financial hedge if the inventory remains in "as-new" condition until the day of installation.

VpCI technology allows contractors to store these assets for extended periods — often several years —without the risk of degradation.

By creating a controlled environment within storage facilities, on-site trailers or even simple shipping crates, a contractor ensures that their "material bank" retains its full book value.

This proactive preservation ensures that when a project timeline reaches a critical milestone, the materials are ready for immediate use, preventing the costly rework or emergency replacements that can evaporate a project's profit margin.

Strategic Applications for General Contractors

For the midsized firm, VpCI technology is not just a chemical solution; it is an operational tool that can be applied across several key sectors:

1. Protection of Heavy Equipment & Fleets

Midsized contractors often manage diverse fleets — excavators, pavers, cranes and dozers — that may sit idle during seasonal shifts or in the gap between major contracts. Salt air in coastal regions or high humidity in the South can be relentless on expensive machinery.

VpCI-infused films and shrink-wraps provide a solution far superior to traditional tarping. Because the protection is in the vapor phase, the inhibitor reaches hard-to-access areas of internal engine compartments, hydraulic systems and sensitive electronic cabs that a traditional spray-on wax could never reach.

When the equipment is needed again, the wrap is simply removed and recycled. There is no labor-intensive degreasing required, and the machine is ready to return to the jobsite within minutes.





2. Enhancing Concrete & Infrastructure Longevity

In road, bridge and highway construction, the corrosion of reinforced steel (rebar) within concrete is the leading cause of structural failure. While concrete provides some natural alkalinity to protect steel, chlorides from deicing salts or marine environments eventually penetrate the surface.

VpCI molecules can be used as admixtures during the initial concrete pour or as topical treatments during repair and rehabilitation phases.

For road and bridge contractors, the American Concrete Institute (ACI) provides specific guidelines, such as ACI 222R-19, which outlines the standards for protecting metals in concrete from corrosion. These "migrating" inhibitors travel through the concrete's complex pore structure to reach the rebar, forming a protective film that significantly extends the service life of the infrastructure.



3. Underground Utility & Pipeline Preservation

For contractors involved in water, sewer and pipeline excavation, internal corrosion during the "laydown" period can be a significant liability. Large-diameter steel pipes are often delivered months before the trench is ready.

By placing VpCI emitters (small pouches or sponges) inside the pipes and capping the ends, contractors can prevent internal pitting. This ensures the integrity of the pipe remains intact for



pressure testing and final commissioning.

Operational Efficiency & Labor Savings

The true business case for VpCI technology is centered on "man-hour" savings. A common pain point for contractors is the labor cost of "depreservation." If a steel component arrives coated in a greasy rust-preventative, a crew must spend hours cleaning it with chemical solvents before it can be welded, painted or permanently installed. VpCI technology can eliminate an entire cleaning phase.

Environmental, Safety & Training

Safety and environmental regulations are increasingly stringent, particularly in the excavation and demolition sectors. Many traditional corrosion preventatives contain nitrites, heavy metals or high levels of volatile organic compounds (VOCs) that require special disposal and enhanced personal protective equipment. Most modern VpCI formulations are designed to be biodegradable, nontoxic and VOC-compliant, making them safer for crews to handle and easier to manage under Environmental Protection Agency or Occupational Safety and Health Administration guidelines. Implementing VpCI technology typically requires minimal training, as the application methods — such as using a VpCI-infused film or placing an emitter — are intuitive and integrate easily into existing site standard operating procedures.

A Strategic Asset for Growth

For the midsized general contractor, the shift from reactive rust management to proactive corrosion protection is more than a technical upgrade; it is a high-level business strategy. By preserving the integrity of materials and the longevity of equipment, contractors can reduce rework, lower maintenance costs and deliver higher-quality, more durable results to their clients. As construction technology continues to evolve, the invisible shield of VpCI technology is becoming an essential tool in the contractor's kit, ensuring that the material banks and the infrastructure we build today remain standing for decades to come.

Ana Juraga Oluic, content writer at Cortec Corporation, has been with the company for 15 years. She collaborates with Cortec's engineers and chemists in creating informative technical content. She is passionate about educating the engineering community about green corrosion-inhibiting technologies. Visit cortecvci.com.





New Products to Watch

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



1 GRABO

GRABO Pro Brushless

Released: 1/1/26

Availability: Global markets

What's new? This product introduces a powerful brushless motor and operates on GRABO's advanced 20-volt (V) battery platform, delivering rapid suction of 30 liters per minute and achieving full vacuum in five seconds. The breakthrough vacuum limit selector empowers users to safely handle fragile materials by adjusting vacuum levels accordingly, protecting expensive materials from breakage while maintaining secure grip strength.

Specs: Featuring cross-brand battery compatibility with the new GRABO battery adapter, this product can be powered with 18V/20V lithium-ion batteries from major tool brands, including Bosch, DeWalt, Flex, Makita and Milwaukee.



2 IRON BULL

Custom Hoppers

Released: 8/1/25

Availability: U.S. & Canadian markets

What's new? Custom bottom-drop hoppers for sand gravel, aggregate and other common bulk building materials allow users to move the hopper anywhere on-site and dump there — making it easier to position bulk materials where they are needed. Easily movable by forklift (or loader with fork arms), the hopper can be moved around the jobsite as desired.

Specs: These purpose-built hoppers are manufactured to specifications after extensive customer consultations on size, purpose, features and other details. Hoppers with capacity to 12 yards have been manufactured; often the limiting factor is the equipment rating of the machinery used to move the hopper once on-site.



3 DIAMOND MOWERS

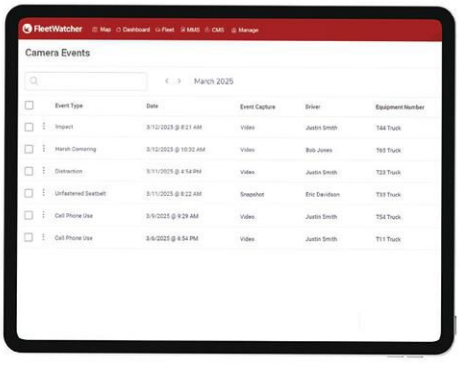
DM360

Released: 12/10/25

Availability: U.S. market

What's new? Diamond Mowers is entering the dedicated-carrier space with the launch of the DM360, a new municipal maintenance machine engineered to give municipalities and contractors a safer, more versatile, all-season solution. Diamond paired its boom-mower technology with a purpose-built carrier to deliver clearer sightlines, improved operator control and greater year-round utility — including the ability to handle snow removal, sweeping and other seasonal tasks with the DM360X model.

Specs: Diamond designed the boom system, attachments, operator interface, hydraulic integration, safety package and overall machine configuration, ensuring the carrier is optimized for roadside mowing, brush control and multiseason municipal tasks. The underlying carrier is sourced from a third-party manufacturer, but the DM360 is a Diamond-engineered solution in terms of how the systems work together, how the attachments are powered and controlled, and how the machine is optimized for mowing.



4 ALIGNOPS

FleetWatcher Cameras

Released: 1/8/26

Availability: U.S. market

What's new? Dual-facing cameras that are fully integrated into the FleetWatcher platform to join tracking and safety in one system. Built on MiTAC commercial hardware, these cameras are tough enough to withstand the harshest conditions and feature internal or external power options. Combining safety and operational data in one place means data flows seamlessly with no extra systems required.

Specs: Dual-SIM LTE and backup power ensure that there is no lost footage, providing a simple, dependable insurance safeguard. FleetWatcher cameras can be self-installed in just 30 minutes with adhesive mounts and plug-and-play connectors. They include automatic firmware updates, so they are always optimized.



5 FELLING TRAILERS

DDI (Drop Deck I) Series

Released: 1/23/26 (preorder)

Availability: North American market

What's new? This redesign enhances structural performance and expands capabilities for contractors, landscapers and equipment operators. At the core of the redesign is its beam-bending equipment. The new press technology, combined with an optimized hitch bend point, significantly reduces deformation.

Specs: Features a versatile diamond-tread deck header plate that comes standard with integrated chain slots and predrilled mounting locations for accessories, including winch plates and D-rings. It can be customized for the equipment being hauled without drilling holes or making field modifications. Updated fixturing accommodates longer main deck lengths across most models. Axle placement now remains consistent regardless of beavertail length, simplifying the specification process.



6 MAKINEX

Forced Action Mixer (FAM)

Released: 1/14/26

Availability: Global markets

What's new? Uses a controlled, "forced mixing" process rather than a traditional paddle action, delivering more uniform results with high-viscosity materials while reducing dust and cleanup time. By keeping materials contained during mixing, the FAM reduces material loss and helps maintain accurate mix ratios. The removable liner allows fast changeovers between screeds, mortars, epoxy-bound aggregates and cementitious materials, eliminating cross-contamination and reducing cleaning time between batches.

Specs: A concave, inverted, anti-spill lid and replaceable liner are designed for less mess, less downtime and extended service life. Weighs 265 pounds. Adjustable legs stabilize the mixer on uneven jobsites, ensuring a level mixing surface, while rear transport wheels support easy loading and unloading. Additional features include a built-in vacuum port for dust suppression and removable mixing handles for easier cleaning and maintenance.





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7 BOSCH POWER TOOLS

GLT18V-5000N Tower Light
Released: 2/1/26
Availability: North American market
What's new? An ultra-bright, 18V cordless tower light delivering up to 5,000 lumens of powerful illumination. Designed for versatility with multidirectional lighting. Features an extendable height of up to 87 inches to ensure full jobsite coverage. Can be set up in seconds. System compatible with all Bosch 18V batteries.
Specs: Features an adjustable lamp head. Swivels 243 degrees and tilts 117.5 degrees for maximum coverage. Pole retracts to 39 inches for ease of transport and storage. Offers three output and brightness modes, battery warning and brightness ramp-up. Made with impact-resistant plastics and a protective guard for safe transport.



8 JOHN DEERE

230 P-Tier Excavator
Released: Spring 2026
Availability: U.S. market
What's new? John Deere launched a new line of excavators (including the 210 and 260 P-Tier models) to enable optimal jobsite confidence while delivering advanced performance and capability. Offers smooth, powerful hydraulics and smart design enhancements for impressive overall performance. Featuring increased dig force and lift capacity, the new P-Tier excavators offer excellent power and performance for trenching, grading, craning and truck loading while refined hydraulic tuning enables fast, smooth cycle times.
Specs: Cab offers more than 27 inches of legroom, added storage, ten points of seat adjustability and tool-free armrest and joystick modifications. Enabling ease of operations, new EZ Control technology simplifies the control of the boom, arm and bucket for underground work, making lifting and craning smoother and more intuitive for operators. SmartWeigh delivers dynamic weighing, leading accuracy and easy calibration without needing a known weight, as the machine uses sensors and technology to calibrate and maintain accuracy.



9 JLG

ES2632M Micro-Sized Scissor Lift
Released: 1/22/26
Availability: U.S. market
What's new? This compact solution is designed to help contractors work more efficiently in tight and demanding jobsite environments. This new model delivers a 25-foot, 6-inch indoor platform height; 600-pound platform capacity and a narrow 32-inch machine width, enabling operators to access confined spaces without sacrificing productivity.
Specs: Features QuikFold rails that fold down in seconds to pass through standard doorways, a zero-turning-radius design for precise maneuvering and a standard leak-containment system to help protect sensitive work surfaces. JLG-exclusive onboard technologies — including Progressive Elevated Drive, Variable Tilt and ClearSky Smart Fleet — support increased uptime, enhanced control and improved fleet management. Customers can configure the machine with an optional integrated midrail deck, providing an additional 19.5-inches of platform height.

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❑ 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
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❑ 12 Engineer, Architect
❑ 06 Consultant
❑ 99 Other (please specify)

3. Approximate annual contract sales volume:
(Check only one)
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❑ 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?
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❑ 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
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❑ 17 Jobsite Lighting
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Annual Value of Construction Put in Place

October 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 October 2025 figures. (Millions of dollars. Totals may not add up perfectly due to rounding.)

$2,175,239

OCTOBER 2025 TOTAL ANNUAL VALUE OF CONSTRUCTION PUT IN PLACE

	2023	2024	2025
Total Private Construction	**1,579,269**	**1,676,368**	**1,651,270**
Residential	884,422	934,033	913,890
Nonresidential	694,847	742,335	737,381
Total Public Construction	**447,802**	**497,600**	**523,969**
Residential	10,708	11,842	12,584
Nonresidential	437,094	485,758	511,385
TOTAL Construction	**2,027,072**	**2,173,968**	**2,175,239**

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

"Despite the ongoing decline in billings at most architecture firms, there are a few signs of potential improvement on the horizon. The number of inquiries into future project work continues to grow, and Midwest firms saw billings increase for the fourth consecutive month in December. In general, however, overall conditions remain weak across all specializations. Multifamily residential firms faced the steepest declines, while institutional firms experienced a slightly slower pace of decline compared to earlier in the year."

Kermit Baker, Ph.D., FORMER AIA CHIEF ECONOMIST

AIA Architectural Billings Index (ABI)

National			*Regional - Billings				*Sectors - Billings			
Month	Billings	Inquiries	Northeast	Midwest	South	West	Multifamily Residential	Commercial /Industrial	Institutional	Mixed
Aug-25	47.2	50.3	46.2	48.0	49.9	43.5	49.9	50.8	44.5	43.3
Sep-25	43.3	50.1	43.8	49.8	47.9	40.6	47.2	46.6	44.3	44.0
Oct-25	47.6	54.8	45.1	49.6	45.3	42.1	46.8	43.9	46.1	44.0
Nov-25	45.3	51.4	43.1	52.3	46.1	43.6	46.6	45.2	47.6	44.5

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

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

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