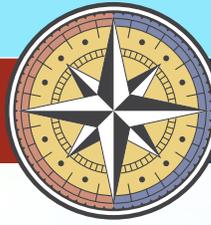**FEBRUARY 2026**

THE CONTRACTOR'S COMPASS

Digital Tools on the Trade-Contractor Jobsite

BIM, AI & Automation

featuring:

Technology on the Jobsite: Where BIM, AI, and Legal Risks Collide

Brian C. Padove and John E. Sebastian, Watt Tieder Hoffar & Fitzgerald, LLP

AI Adoption for Trade Contractors: How to Start, What to Avoid, and What Actually Works

Yael Meretyk Hanan, Pelles.ai

FASA CARES
FOUNDATION OF THE AMERICAN SUBCONTRACTORS ASSOCIATION

FEATURES

DEPARTMENTS

PRESIDENT'S LETTER

Dear Readers,

As we move further into the first quarter, this is the point in the year when disciplined planning begins to translate into real momentum—on jobsites, in our offices, and in our advocacy efforts. It is also an ideal time to take full advantage of the tools and resources available to help subcontractors remain competitive, protect margins, and keep their teams productive.

Registration is now open for our Washington, DC Fly-In on June 9-10. The registration deadline is May 1. This annual event is one of our most important opportunities to ensure the subcontractor perspective is heard where key decisions are made. It is also one of the most energizing events on our calendar—bringing together members from across the industry around a shared mission and a unified message: subcontractors deserve fair treatment, clear rules, and a business environment that rewards those who do the work. If you have not attended in the past, I encourage you to consider making this your year. For those who have attended, you already understand the value of putting real faces and real stories behind the issues that impact our businesses every day.

I also wanted to draw your attention to an incredible webinar coming up in March. On March 10, we're hosting a webinar on How to Motivate Workers' Compensation Insurers to Compete for your Business—Especially During Renewal Time. This session will walk through a standard workers' compensation insurance Supplemental Application - from beginning to end. Every month we have experts willing to share their knowledge and insights with our members. Take advantage of this. If you miss one, you can listen to most of them on your own schedule. They're all on our fasacares.org site in the on-demand webinars area..

And don't forget to leverage ASAdvantage. Member savings add up quickly—especially on items your team already buys. This month we're highlighting deals from Verizon and ODP, helping you stretch budgets on technology, office supplies, and everyday operational needs.

That leads directly to the focus of this issue: digital tools that improve productivity. Whether you are evaluating field reporting applications, project management platforms, estimating and takeoff software, document control systems, scheduling tools, or back-office automation, the objective remains the same—spend less time chasing information and more time building, billing, and growing. Technology is not about replacing experience; it is about enabling your best people to do their best work with fewer delays, fewer errors, and clearer communication from preconstruction through closeout.

Also - we're changing the timing of The Contractor's Compass publication. We'll now be publishing at the beginning of the month rather than at the end. That means we'll have one combined March/April issue at the end of March, with the May issue coming out on May 5. Subsequent issues will be published at the beginning of the month as well.

Thank you for all that you do to strengthen our industry and support the subcontractor community. I hope you will join us for the Fly-In, take advantage of this month's educational opportunities, and explore the digital productivity insights featured in these pages. Let's make February a month of smart decisions and strong results.

Respectfully,

Andrew Christ
ASA President, 2025-26
asapresident@asa-hq.com
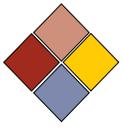
We're Moving Our Journal from the Month's Finish Line to the Starting Gate

Starting in May, we'll be publishing our educational journal at the beginning of the month. We will have one combined issue in March/April, which we'll release at the end of March. While it's always nice to wrap up the month with a quick recap of events and highlights, our bigger goal is to get this educational journal into your hands when it's most useful—at the beginning of the month. Publishing earlier gives you more time to plan, register, share opportunities with your team, and put the information to work right away, instead of reading about it just as the calendar flips.

See How You Stack Up: The 2025 Compensation & Benefits Report for Contract Glazing Companies

The National Glass Association is pleased to share the results of the NGA Compensation & Benefits Benchmarking Study for Contract Glazing Companies (2025). Survey results will arm decision-makers with the data they need to better recruit, hire, and retain the best workforce. It is a unique study focusing on salary and benefits data for the most relevant job positions in the industry.

The study is free to download for NGA members; the download may be purchased for $24.95 by non-members.

Download Now

A Few Upcoming Local Chapter Events

There's always something happening at your local chapter - usually a chance to network, and always a chance to become more involved and further your business and the industry's success. Here are the links and contact information for your local chapter. Below are just some of the events our chapters have organized. Get involved!

- Arkansas—**March 18**: Happy Hour
- Southern California—**March 3:** Meet your General Contractor
- Colorado—**March 3:** Texas Hold 'em Fundraiser, **March 11:** Resilient Workplaces, **March 27:** Cabernet & Construction
- Washington, DC—**March 7**: 62nd Annual Subby Awards Gala
- Florida—**March 26**: Cocktails with a Contractor
- Louisiana—**March 24**: Greater Baton Rouge Chapter Luncheon
- Maryland—**March 5**: BYLders "Spring Swing" Golf Tournament
- Michigan—**March 5**: Career Pivots and Power Moves with the Women Who Lead Construction
- Oklahoma—**March 30**: 14th Annual GC Expo
- Pennsylvania (Western)—**March 20**: Top Golf Scholarship Fundraiser
- Pennsylvania (Central)—**March 18**: Future Leaders Meet-up
- Texas - San Antonio—**March 5**: WIC Week Ladies Mixer, **March 12**: Tacos & Training Breakfast Session
- Washington—**March 12**: Top Golf Mixer and Fundraiser

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Maximize the value of your ASA membership with ODP Business Solutions, designed to help you save more and work smarter wherever work happens. Access **up to 75% off hundreds of office essentials** with flexible savings that support your office, home, or classroom. From everyday basics to must-have supplies, exclusive member pricing makes it easier to stay productive without overspending. For even more savings, members can enjoy an additional **$25 off** a qualifying $200 delivery order when they use **coupon code 41541696**.

Plus, take advantage of convenient services like Print & Copy with same-day store pickup on eligible orders placed before 2:00 PM, free local delivery on qualifying $30+ purchases, and Subscribe & Save options that help ensure you never run out of essentials.

Members can also shop online, access full program discounts, download the ODP Business Solutions mobile app, buy online and pick up in store or curbside in as little as 20 minutes, browse limited-time deals in the Clearance Center, and check out the most recent coupons for even more savings.

IT'S ALWAYS SOMETHING
AWESOME

ASA Member Hercules Custom Iron Celebrates Grand Opening of New Manufacturing Facility

Hercules Custom Iron, a division of Hercules Fence, recently marked a major milestone with the grand opening and ribbon cutting of its new, state-of-the-art manufacturing facility in Frederick, Maryland. The newly renovated 60,000-square-foot operation signals a significant investment in custom metal fabrication, advanced manufacturing, and the skilled trades that power Maryland's construction and industrial economy.

Leadership and community support were front and center at the ribbon cutting. The ceremony welcomed state and local leaders—including Maryland Governor Wes Moore and Frederick County Executive Jessica Fitzwater—alongside other community partners and industry representatives. The event underscored the region's continued growth in manufacturing, workforce development, and American-made production.

Since acquiring the property in 2024, Hercules Custom Iron has more than doubled its workforce and significantly expanded its custom metal fabrication and machining capabilities. The new Frederick facility positions the company for long-term growth while reinforcing its commitment to U.S. manufacturing, innovation, and the local community.

That commitment is closely tied to how Hercules approaches work and partnership across the construction marketplace. As Evan Winston, President and CEO of Hercules Fence, shared:

"At Hercules Fence, Hercules Custom Iron (HCI), and Hercules High Security (HHS), we take pride in self-performing work that could span from a single gate to a multi-million-dollar physical security project. This range allows us to partner with countless General Contractors, and we've built our reputation on being true trade partners—collaborating, problem-solving, and advocating for fairness while respecting the realities our GC partners face in the field."

Winston also reflected on the significance of the recognition Hercules received during the event—particularly from Maryland's top leadership—and how it resonated with the teams doing the work every day:

"It was incredibly meaningful to hear Governor Moore specifically call out the grit of our teams and recognize Hercules as a leader in the construction community. Our people took tremendous pride in that recognition. I also had the opportunity to talk shop with him directly—discussing how we sometimes work directly for the State, but more often as a subcontractor—which made it even more impactful to share our passion for the industry, and the role construction plays in growing Maryland's economy and creating manufacturing jobs across the state."

Hercules' dedication to industry collaboration is also reflected through its long-standing involvement with ASA Metro Washington. Winston added:

"We have been proud members of ASA Metro Washington for at least 10 years, and our team is very active in the organization. I am the current VP of the chapter and have a sincere passion in working as true trade partners with General Contractors and owners and promoting and celebrating the construction industry through education visibility."

Congratulations to Hercules Custom Iron on this impressive expansion and investment in Frederick County. This new facility strengthens construction and manufacturing opportunities in Maryland, supports skilled-trade careers, and reinforces the value of American-made production for the broader construction community.

For additional details on this facility, read the article in the Washington Business Journal.

Hercules Custom Iron Ribbon Cutting Photo & Video Gallery CLICK HERE

Highlight Reel

President/CEO Evan Winston's Full Speech

Governor Wes Moore's Full Speech

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KEY TOPICS

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for a competitive
workforce

Business success
strategies for
current challenges

Tactical tools for
streamlining and
efficiency

Construction Data & Figures

The Dodge Momentum Index (DMI), issued by Dodge Construction Network, declined 6.3% in January to 272.7 (2000=100) from the downwardly revised December reading of 291.0. Over the month, commercial planning fell 7.2% and institutional planning momentum slowed by 4.4%.

"Planning momentum cooled in January across most commercial and institutional sectors," said Sarah Martin, Associate Director of Forecasting at Dodge Construction Network. "Data center projects continue to lead the way, but after elevated activity in late 2025, most nonresidential sectors are now easing into a more sustainable growth pattern."

On the commercial side, planning momentum slowed across all commercial sectors apart from retail stores. Within institutional planning, education, healthcare and public building planning slowed in January – while recreational and religious building projects continued to expand.

Year-over-year, the DMI was up 29% when compared to January 2025. The commercial segment was up 26% (+17% when data centers are removed) and the institutional segment was up 34% over the same period.

A total of 35 projects valued at $100 million or more entered planning throughout January. The largest commercial projects included the $500 million IEP Data Center (Project Hummingbird) in Monongahela Township, Pennsylvania, the $400 million Mountain Road Technology Park Data Center in Glen Allen, Virginia, and the $350 million Bitfarm Data Center in Nesquehoning, Pennsylvania. The largest

institutional projects to enter planning were the $250 million USACE Barracks in Fort Hood, Texas, the $175 million UEPH Barracks at Joint Base Myer-Henderson in Arlington, Virginia, and the $148 million Eurofins Lancaster Biopharmaceutical Laboratory and Office Building in Lancaster, Pennsylvania.

The DMI is a monthly measure based on the three-month moving value of nonresidential building projects going into planning, shown to lead construction spending for nonresidential buildings by a full year to 18 months.

Double-digit Increases in Aluminum, Steel, and Copper Costs Drive Up Producer Price Indexes for Construction Materials and Equipment in 2025

High Tariff Rates on Key Materials Appear to Be Enabling Domestic Producers to Make Substantial Price Increases, Making it Hard for Contractors to Know How Much to Bid for Future Projects

The producer price index for materials and services used in nonresidential construction rose 3.3 percent from December 2024 to December 2025, propelled by double-digit increases in aluminum, steel and copper prices, according to an analysis by the Associated General Contractors of America of government data released in January. Association officials noted that it appears that new tariffs are enabling domestic producers of key construction materials to raise prices.

"Even though these indexes are based on selling prices of domestic producers, it is clear that the steep tariffs on imported metals and products are enabling U.S. sellers to push up costs for construction materials and equipment," said Ken Simonson, the association's chief economist. "Construction costs are sure to rise further in 2026 as long as the current tariffs remain in place."

The producer price index for aluminum mill shapes soared 30.5 percent from December 2024 to last December, the largest year-over-year increase since the supply-chain disruptions of early 2022. Simonson noted that the index has been accelerating every month since the president imposed a 50 percent tariff last June.

The index for steel mill products, which are also subject to a 50 percent tariff, jumped 17 percent in 2025, which was the steepest rise for that index since 2022. The index for copper and brass mill shapes climbed 11.8 percent last year. Imported products containing copper are also subject to a 50 percent tariff, Simonson noted.

"These higher prices are now showing up as well in the cost of construction equipment and machinery," the economist added. "That index rose 5.6 percent in the latest 12 months, the most in two years.

And with copper futures prices setting new records this month, the cost of copper in construction equipment and projects is sure to go even higher this year if the tariffs stay in place."

Association officials continued to urge federal leaders to resolve a number of key trade disputes with China, Canada and other major trading partners. Having trade agreements in place will likely lead to lower tariff levels and provide the kind of pricing certainty contractors need to accurately bid new projects.

"It is hard for contractors to make reliable estimates on how much to charge for new construction projects when they don't know how much prices will increase for key materials," said Jeffrey D. Shoaf, the chief executive officer of the Associated General Contractors of America. "Getting fair trade agreements completed will provide the kind of tariff and price stability contractors need to predict future costs."

View producer price index data.

All But Five States Had Construction Unemployment Rates Below 8% in December 2025

The national December 2025 not seasonally adjusted construction unemployment rate was 5.0%, a 0.2% decrease from December 2024, according to a state-by-state analysis of U.S. Bureau of Labor Statistics data released on February 5 by Associated Builders and Contractors. The analysis found that 60% of states (30) had lower estimated construction unemployment rates over the same period, 17 had higher rates and three states (New Hampshire, Pennsylvania and Texas) had the same rate. All but five states had construction unemployment rates below 8%.

Note that, as a result of the 2025 government shutdown, no October labor data were collected, so those data are missing/not available.

National NSA payroll construction employment was 12,000 higher than December 2024, its smallest year-over-year increase since March 2021 when it fell during the pandemic. Seasonally adjusted payroll construction employment was 8.3 million, or 9.1% above its pre-pandemic peak of 7.6 million.

Estimated state construction unemployment rates were lower than their pre-pandemic level in 60% of states. As of December 2025, 30 states had lower construction unemployment rates compared to December 2019, while 18 states had higher rates and two states (Georgia and New Mexico) had the same rate.

"The construction industry continues to contend with weaker demand from the headwinds of tariffs and supply disruptions pushing building materials prices up, increasing insurance costs and an uptick in immigration enforcement contributing to a shortage of skilled construction workers, which has added to pressure to raise wages and salaries," said Bernard Markstein, president and chief economist of Markstein Advisors, who conducted the analysis for ABC. "On the positive side, a somewhat easier policy stance by the Federal Reserve has resulted in lower interest rates. Further declines in

Construction Data & Figures

December 2025 Estimated NSA State Construction Unemployment Rates

U.S. = 5.0%

* Unemployment Rate is for Construction + Mining + Logging

Associated Builders and Contractors, Markstein Advisors
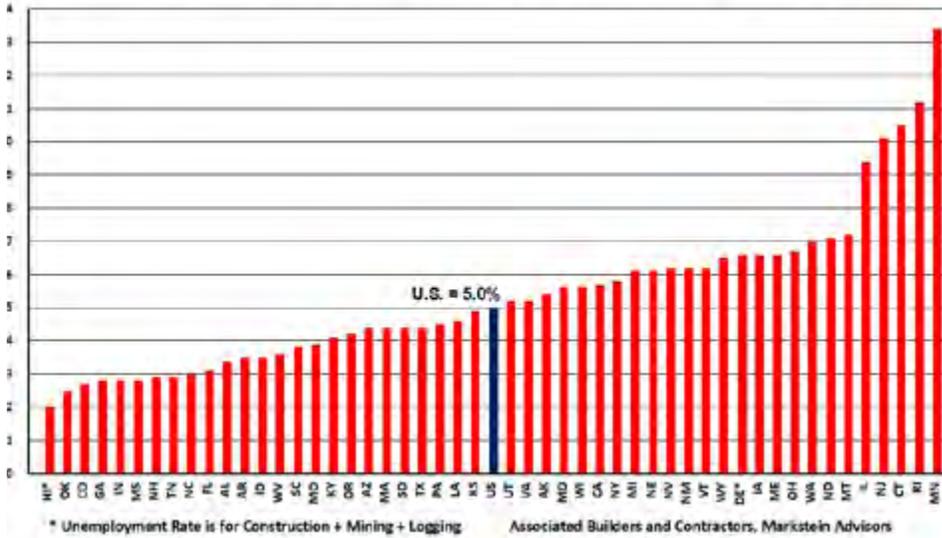
interest rates are likely this year. Adoption of software and equipment powered by artificial intelligence may help some companies to control costs and reap greater efficiency from their existing workforce."

Recent Month-to-Month Fluctuations

In December, the national NSA construction unemployment rate climbed 0.9% from November. Three states (Alabama, Montana and New Mexico) had lower rates, 44 posted higher rates and three states (Alaska, Georgia and

Mississippi) had the same estimated construction unemployment rates as in November.

The Top States

The six states with the lowest estimated NSA construction unemployment rates for December were:

1. Hawaii, 2.0%
2. Oklahoma, 2.5%
3. Colorado, 2.7%
4. Georgia, Indiana, and Mississippi (tie), 2.8%

Both Hawaii and Indiana had their lowest December NSA estimated construction

unemployment rate on record. Note that Hawaii's unemployment rate is for construction plus mining and logging. Colorado posted its second-lowest December rate on record behind the 1.8% rate the state achieved in December 2021. Georgia and Oklahoma each had their third-lowest December construction unemployment rate on record.

The Bottom States

The five states with the highest September estimated NSA construction unemployment rates were:

46. Illinois, 9.4%
47. New Jersey, 10.1%
48. Connecticut, 10.5%
49. Rhode Island, 11.2%
50. Minnesota, 13.4%

Rhode Island recorded its lowest December rate since its December 2022 rate of 8.9%.

Click here to view graphs of U.S. and state overall unemployment rates (Tab 1) and construction unemployment rates (Tab 2) showing the impact of the pandemic, including a graphing tool that creates a chart for multiple states.

To better understand the basis for calculating unemployment rates and what they measure, check out the Background on State Construction Unemployment Rates.

ABC's Construction Backlog Indicator Falls To Four-Year Low in January; Contractor Confidence Grows

Associated Builders and Contractors reported that its Construction Backlog Indicator fell to 8.0 months in January, according to an ABC member survey conducted Jan. 20 to Feb. 3. The reading is down 0.2 months from December and 0.4 months from January 2025.

View ABC's Construction Backlog Indicator and Construction Confidence

Index for January. View the full Construction Backlog Indicator and Construction Confidence Index data series.

Backlog continues to hold up better for larger contractors, rising over the past year for contractors with greater than $50 million in annual revenues while falling sharply for those with revenues below that threshold.

ABC's Construction Confidence Index reading for sales, profit margins and staffing levels increased again in January. Sales expectations are better than they were one year ago, while profit margin and staffing expectations are slightly worse. The readings for all three components remain above the threshold of 50, indicating

expectations for growth over the next six months.

"Backlog fell to a four-year low in January, yet contractors remain shockingly sanguine about the near-term outlook," said ABC Chief Economist Anirban Basu. "Just 13% of contractors expect their sales to decrease over the next six months, the smallest share since February 2022. Despite that personal confidence, ABC members are far less optimistic about their competition; 46% of contractors expect that other contractors will see their sales decline over the next two quarters. Whether or not this personal optimism is justified will likely depend on the extent to which borrowing costs can decline in 2026."

Construction Data & Figures

Note: The reference months for the <u>Construction Backlog Indicator</u> and <u>Construction Confidence Index data series</u> were revised on May 12, 2020, to better reflect the survey period. CBI quantifies the previous month's work under contract based on the latest financials available, while CCI measures contractors' outlook for the next six months. View the <u>methodology</u> for both indicators.

Construction Job Openings Rebound in December, Up 87,000 Year Over Year

The construction industry had 292,000 job openings on the last day of December, according to an Associated Builders and Contractors analysis of data from the U.S. Bureau of Labor Statistics' Job Openings and Labor Turnover Survey. JOLTS defines a job opening as any unfilled position for which an employer is actively recruiting. Industry job openings increased by 8,000 in December and are up by 87,000 from the same time last year.

"This release paints a slightly more upbeat picture of the construction industry's labor force dynamics," said ABC Chief Economist Anirban Basu. "The hiring rate rebounded from the historical lows seen in October and November, and industrywide job openings rose to the highest level since July.

"Despite this improvement, demand for construction workers remains subdued, as has been the case for several quarters. Fewer construction workers were hired in 2024 and 2025 than in any two-year period since 2015-2016. This recent weakness has not dampened contractor confidence, and ABC members on net expect to increase their staffing levels over the next six months, according to <u>ABC's Construction Confidence Index</u>."

ABC Construction Backlog Indicator and Construction Confidence Index 2019-January 2026

© Associated Builders and Contractors, Construction Confidence Index
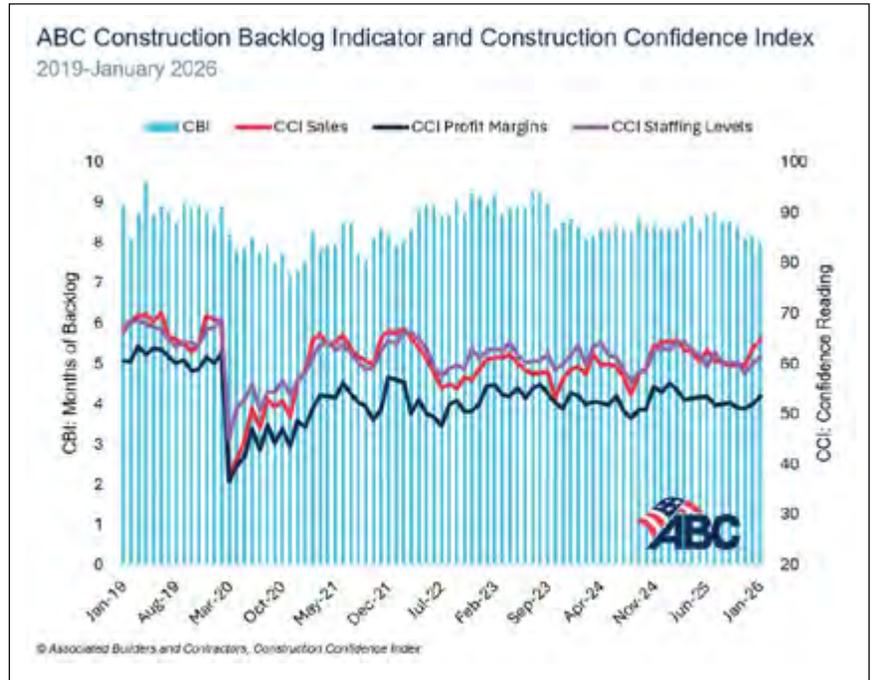
Construction Industry Job Openings and Labor Turnover Data December 2025

	December 2025	November 2025	December 2024	1-Month Net Change	12-Month Net Change	12-Month % Change
Job openings	292,000	284,000	205,000	8,000	87,000	42.4%
Hires	347,000	335,000	227,000	12,000	20,000	6.1%
Total separations	342,000	299,000	268,000	43,000	74,000	27.6%
Layoffs & discharges	177,000	145,000	138,000	32,000	39,000	28.3%
Quits	148,000	140,000	113,000	8,000	35,000	31.0%
Other separations	17,000	14,000	17,000	3,000	0	0.0%
Rate						
Job openings	3.4%	3.3%	2.4%			
Hires	4.2%	4.0%	4.0%			
Total separations	4.1%	3.6%	3.2%			
Layoffs & discharges	2.1%	1.7%	1.7%			
Quits	1.8%	1.7%	1.4%			
Other separations	0.2%	0.2%	0.2%			

Source: U.S. Census Bureau, Associated Builders and Contractors

Construction Job Openings Rate and Quits Rate December 2012 to December 2025

Source: U.S. Bureau of Labor Statistics, Associated Builders and Contractors
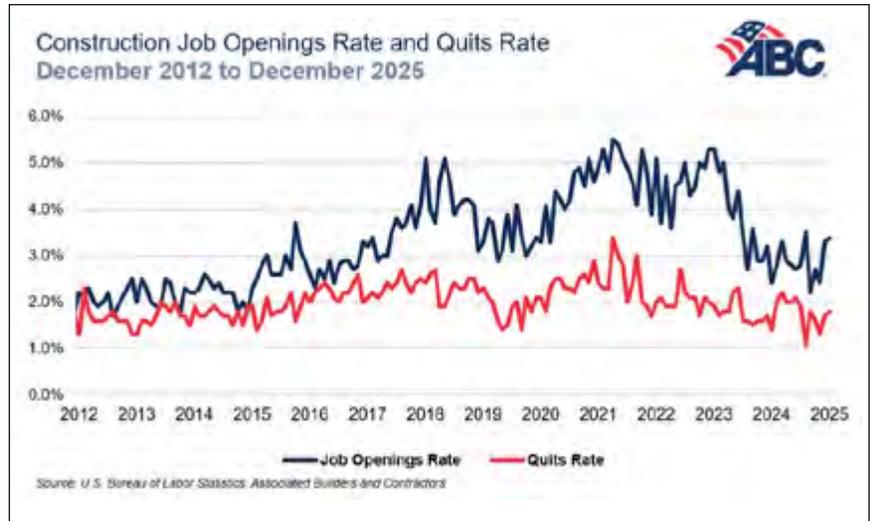
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Legislative Fly-in 2026

Tuesday, June 9 and Wednesday, June 10

Tuesday, June 9, 2026
5:00pm: Capitol Hill Briefing
6:30pm / 7:00pm: Reception and Dinner at The Monocle

Wednesday, June 10, 2026
Morning/Afternoon: Capitol Hill Visits
4:00pm: Reception at The Dubliner
Sponsored by ASA of Metro Washington

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Airports serving the DC area include:
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IAD – Dullles International Airport
BWI – Baltimore/Washington International Thurgood Marshall Airport

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Room Rate: $299/night | Hotel Cutoff: May 11

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Registration Is Required for All Attendees
Deadline: May 1, 2026

Testimonial

"From getting up to see the sunrise at the Capitol Reflecting Pool, to walking the National Mall seeing the incredible sights, made my first trip to Washington, DC an amazing experience! Our day spent with our representatives discussing key subcontractor issues was fruitful and memorable. We were able to attend both House and Senate proceedings, were escorted through the basements connecting all the buildings, and even caught a ride on the US Capitol subway system!

"Grateful for the insights, connections, and inspiration gained at this event. Thank you, ASA, for a fantastic experience! I will definitely be visiting again in the future, and would love to hear recommendations and some off the beaten path sights to see that will keep three teenagers engaged!"

Bart Leonard, Owner, Native Wrecking Services
Edmond, Oklahoma

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HELLO and welcome

New ASA Members In January 2026

- Agua Trucks LLC
- Alamo1
- Architextures
- Babcock Scott & Babcock, P.C.
- Big City Access by BrandSafway
- Brock Associates LLC
- Calvert Law Firm, PC
- Ceco Construction Group
- Central Power Systems & Services
- Coleman Roofing and Construction
- Columbia Fire LLC
- Corporate Insurance Solutions
- Datateer
- DeWalt
- DFW Concrete Props
- DL Cabinetry - Austin
- DUNCOR, LLC DBA SUMMIT WEST SIGNS
- Dupper Landscape
- Ellisor Enterprises LLC dba Ellisor Land Services
- Empower Business Solutions
- Enterprise Fleet Management
- Fessler & Bowman
- Fluhrer & Bridges Search

- FM Sylvan Inc
- Freedom Auto Glass Solutions LLC
- FSG Electric- Facility Solutions Group
- Fully Promoted Idaho
- Genesis Datacom
- Groundworks
- HB-Farmer
- HDR Engineering, Inc.
- Insurance Management Consultancy Group, Inc.
- IronShore Contracting LLC
- Jackson Compaction, LLC
- Jobilo
- Jordison Construction
- Keller North America
- L Dean Weaver Co.
- LaQBuena | Iowa Demon Hawks | SIG SportsPlex
- LGH
- Metaline Products
- Mytech Partners
- Nations Roof
- NCW
- Parker Stockstill Construction
- PGP

- Prima International LLC
- Process Service Specialists LLC of Delaware
- Propel People
- PS Safety
- Reliable Portable Restrooms
- Roadway Striping Inc
- Rosch Company
- SD Maintenance Services
- Service Works Commercial Roofing, LLC
- Sherwin-Williams
- Signature Labor Services LLC
- Southern Framing Services, LLC
- Southern Lighthouse
- SpeedPro- Des Moines
- Spot Migration
- SUNBELT RENTALS
- Temporary Wall Systems
- The Atkins Impact Consulting Firm
- The Proven Growth Guide
- TradeSTAR, Inc.
- Traffic Safety Supply LLC
- WestGro Contracting
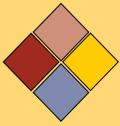
Technology on the Jobsite: Where BIM, AI, and Legal Risks Collide

by Brian C. Padove and John E. Sebastian, Watt Tieder Hoffar & Fitzgerald, LLP

Digital tools are now firmly embedded in day-to-day construction site operations. What was once an industry that was behind technological advancements with technology limited to pilot programs or large-scale design-build projects – Building Information Modeling (BIM), artificial intelligence, and jobsite automation – is now standard on traditional projects and increasingly expected to be used by trade contractors.

On the one hand, these tools offer meaningful benefits - enhanced safety, improved coordination and avoiding design conflicts, and more efficient project management. However, on the other hand and at the same time, technology tools introduce legal and project risks that arise with poorly defined use of such tools, especially at the trade level. As with many developments in construction, the challenge is not technological capability, but rather, how responsibility is assigned when digital tools influence the means, methods, and outcomes.

BIM and the Blurred Line Between Design and Construction

BIM is frequently positioned as a coordination aid intended to supplement, but not replace, the contract documents. Subcontracts will sometimes include language stating that models are not contract documents and that the drawings and specifications control. In practice, however, BIM models are routinely relied upon for

trade coordination, sequencing, layout, and prefabrication. This reliance can create exposure for subcontractors when issues arise that were visible in the model but not expressly shown in the plans. In those situations, subcontractors may face arguments that they failed to identify or address conflicts during coordination, even though the contract disclaims reliance on the model.

Legally, this creates tension between what the contract says and how the project is actually built. Courts and arbitrators frequently examine the conduct of the parties - not just contract language - when determining responsibility. If BIM is actively used to plan and perform work, it may be treated as more than a passive reference tool.

AI – the Invisible Decision Maker

AI is increasingly embedded in construction software used to analyze schedules, track productivity, monitor safety conditions, and verify progress. Unlike BIM, AI tools often operate in the background, and subcontractors may not know when or how AI-generated outputs are being used to make project decisions. From a legal perspective, the concern is not the use of AI itself, but whether AI-driven conclusions are treated as authoritative. Contracts rarely address whether AI outputs are advisory, whether they can be challenged, or how errors are handled. This can become problematic if AI-based analytics are later used to support claims of delay, inefficiency, or default.

In sum, AI systems depend on inputs, assumptions, and algorithms that may not fully account for real-world project conditions. Yet their outputs are often presented as objective or data-driven, which can give them outsized weight in disputes. As such, as AI becomes more embedded in project decision-making, subcontractors should be mindful of how AI-generated conclusions are used, and importantly, whether the contracts at issue preserve the ability to question them.

Automation, Monitoring, and Jobsite Data

Automation on the jobsite (whether we are talking drones, automated reporting tools, equipment telematics, or digital productivity tracking systems) has significantly increased the volume of data generated during construction. These tools are often implemented to improve safety oversight, document progress, and enhance efficiency. However, from a legal perspective, the data they generate can carry consequences that extend well beyond their intended operational purpose.

Specifically, a central issue is how automated jobsite data is later used and interpreted. In disputes, such data is frequently presented as objective evidence of performance or nonperformance. Yet, automated metrics and visual records rarely capture the full context of jobsite conditions, including trade stacking, access limitations, design revisions, sequencing changes, weather delays, or owner disruptions. Without that context, data points may be misleading when viewed in isolation.

With this in mind, automation also raises questions regarding data ownership, access, and control. Subcontractors may have limited visibility into the data being collected or how it is analyzed, even when that data is later used to support claims, backcharges, or performance assessments. Where contracts do not address these issues, automation data can be selectively used, after the fact, in ways that were not anticipated during performance.

Accordingly, subcontractors should be mindful of how automated monitoring tools are addressed in their contracts, including whether they provide access to underlying data, permit challenges to automated conclusions, and limit the use of such data to its intended purpose rather than as a unilateral measure of performance.

The Core Issue: Contractual Risk Allocation

Despite the evolving nature of BIM, AI, and automation, the underlying legal framework governing construction projects has not changed. Longstanding principles related to scope, responsibility, and standard of care continue to apply. What has changed is the manner in which those principles are tested when digital tools influence how work is planned, performed, monitored, and evaluated.

Digital tools can obscure traditional lines of responsibility. Coordination models, data-driven analytics, and automated monitoring systems may shift expectations regarding who is responsible for identifying conflicts, verifying performance, or addressing deficiencies - often without corresponding changes to the contract. To this end, when disputes arise, responsibility is rarely determined by the sophistication of the technology involved, but rather by how risk was allocated, or left unallocated, in the governing agreements.

With this in mind, trade contractors should be particularly cautious of contract provisions that, intentionally or otherwise:

- Require reliance on digital tools without clearly assigning responsibility for their accuracy or limitations;

- Shift coordination, detection, or verification obligations downstream without additional compensation or control;

- Permit unilateral determinations of performance based on digital outputs; or

- Treat technology-driven conclusions as binding or presumptively correct.

As mentioned above, where contracts fail to address these issues directly, risk is often assigned after the fact based on conduct and perceived expectations rather than negotiated agreement. In that environment, digital tools can quietly

expand responsibility without expanding scope, pricing, or protection.

Practical Considerations for Trade Contractors:

As digital tools become more prevalent on construction projects, trade contractors should approach BIM, AI, and automation with the same level of scrutiny traditionally applied to scope, schedule, and risk transfer provisions. While the appropriate response will vary depending on the project and the technology involved, several recurring considerations can help subcontractors manage exposure.

- Understand How Digital Tools Will Be Used: Trade contractors should seek to understand not only whether digital tools are being used on a project, but how they are intended to influence performance and decision-making. Whether BIM coordination is mandatory, AI analytics are relied upon for progress evaluations, or automation data is used for performance tracking, early awareness allows subcontractors to identify potential risk and address it before work begins.

- Evaluate the Impact on Scope and Means and Methods: Digital tools can subtly alter expectations regarding coordination, verification, and oversight. Subcontractors should assess whether participation in BIM, compliance with AI-driven directives, or exposure to automated monitoring effectively expands scope beyond traditional trade responsibilities. Where digital requirements impose additional obligations, those obligations should be clearly defined and appropriately priced.

- Seek Contractual Clarity and Guardrails: Contracts should clearly address the role of digital tools, including whether reliance is required, who bears responsibility for accuracy, and how disputes involving digital outputs are resolved. Subcontractors should be cautious of provisions that treat models, analytics, or automated

data as conclusive or binding without providing a meaningful opportunity for review or challenge.

- Review Indemnification and Risk-Transfer Provisions Carefully: Indemnification clauses drafted without consideration of digital tools may unintentionally shift responsibility for technology-driven decisions outside a subcontractor's control. Where appropriate, subcontractors should seek to ensure that indemnity obligations align with actual authority and responsibility, particularly when digital tools are selected or controlled by upstream parties.

- Address Data Access and Use: When automation or monitoring tools generate jobsite data, subcontractors should consider whether they will have access to that data and how it may be used. Contractual provisions addressing transparency, data sharing, and limitations on use can help prevent automated data from being selectively deployed in claims or performance disputes.

- Remain Attentive to Developments: The legal treatment of BIM, AI, and automation continues to develop. Trade contractors should remain attentive to changes in contract language, industry standards, and dispute trends, and consult counsel when digital requirements present uncertainty or materially alter project risk.

Conclusion

BIM, AI, and automation are now part of the modern construction jobsite, and their use will only continue to expand. While these tools assist with coordination, safety, and efficiency, they also introduce new points of legal and contractual risk when their role is not clearly defined or not monitored. For trade contractors, the issue is not whether to employ digital tools, but whether the contracts governing their use accurately reflect how they influence performance, oversight, and

responsibility. Addressing these risks proactively with careful contract review, clear risk allocation, and informed project management will be increasingly important as technology continues to shape how construction work is performed and evaluated.

About the Authors

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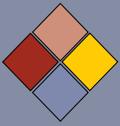
Digital Transformation and Technology Adoption in the Construction Industry

by Brian Chickowski, , Maxim Consulting

The construction industry, which historically is characterized by manual processes, on-site labor, and fragmented workflows, is undergoing a profound digital transformation. Despite its importance, our sector historically lags behind others in productivity growth and technological innovation. In recent years, however, digital transformation and technology adoption have begun to reshape the construction industry. Advances in digital tools, data analytics, automation, and connectivity are changing how construction projects are designed, planned, executed, and maintained. This transformation is improving efficiency, safety, sustainability, and collaboration across the construction value chain.

Understanding Digital Transformation in Construction

Digital transformation refers to the integration of digital technologies into all aspects of an organization's operations, fundamentally changing how value is created and delivered. In construction, this transformation goes beyond simply adopting new software or equipment. It involves rethinking traditional workflows, improving data-driven decision-making, and fostering collaboration among stakeholders such as architects, engineers, contractors, suppliers, and clients.

Construction projects are inherently complex, involving multiple parties, tight schedules, and high financial risk. Digital tools help manage this complexity by improving communication, reducing errors, and increasing transparency.

As a result, digital transformation is increasingly seen as a strategic necessity rather than an optional upgrade.

Key Technologies Driving Change

One of the most influential technologies in construction is Building Information Modeling (BIM). BIM enables the creation of detailed digital representations of buildings and infrastructure, integrating physical and functional characteristics into a shared model. This allows stakeholders to visualize projects before construction begins, identify clashes between systems, and optimize designs. BIM improves coordination, reduces rework, and supports better cost and time management throughout the project lifecycle.

Artificial Intelligence (AI) is beginning to be adopted in the industry as well. Early adopters are processing accounts payable invoices using AI for relieving open commitments in their ERP systems and then digitally routing for approvals. Plans and specifications are being reviewed in minutes based on the prompts provided by the end user.

Another major driver of digital transformation is cloud computing and data management. Cloud-based platforms enable real-time collaboration and access to project data from anywhere. This is particularly valuable in construction, where teams are often physically spread across offices and job sites. Cloud solutions also support document control, version tracking, and data security, helping to reduce miscommunication and delays.

Internet of Things (IoT) technologies are also gaining traction in the construction industry. Sensors and connected devices can monitor equipment performance, track materials, and collect environmental data such as temperature, humidity, and noise levels. This data helps improve site safety, reduce equipment downtime, and optimize resource usage. For example, wearable devices can alert workers to hazardous conditions, while smart machinery can signal when maintenance is required.

Benefits of Digital Transformation

The adoption of digital technologies offers numerous benefits to the construction industry. One of the most significant advantages is improved productivity. Digital tools streamline workflows, automate repetitive tasks, and reduce inefficiencies caused by poor coordination or inaccurate information. This leads to faster project delivery and lower costs.

Safety is another critical area of improvement. Construction sites are among the most hazardous work environments, with high rates of accidents and injuries. Digital technologies such as drones, wearable sensors, and AI-powered monitoring systems help identify risks, enforce

safety protocols, and respond quickly to incidents. By reducing human exposure to dangerous tasks, technology contributes to safer working conditions.

Additionally, technology adoption improves decision-making through data-driven insights. Advanced analytics and artificial intelligence (AI) can analyze historical and real-time data to predict project risks, optimize schedules, and improve cost estimation. This helps construction firms move from reactive problem-solving to proactive planning.

Challenges to Technology Adoption

Despite its benefits, digital transformation in the construction industry faces several challenges. One major barrier is the high initial cost of technology implementation. Software licenses, hardware, training, and process changes require significant investment, which can be difficult for small and medium-sized firms.

Another challenge is resistance to change. The construction industry has long relied on traditional practices, and many workers and managers may be reluctant to adopt new technologies. This resistance is often driven by a lack of digital skills, fear of job loss, or uncertainty about the value of new tools.

Interoperability and data standardization also present obstacles. Construction projects often involve multiple systems and platforms that may not communicate effectively with one another. Without standardized data formats and processes, the full potential of digital technologies cannot be realized.

Cybersecurity is an emerging concern as well. As construction firms increasingly rely on digital systems and cloud-based platforms, they become more vulnerable to data breaches and cyberattacks. Protecting sensitive project information and intellectual property is therefore essential.

Leadership and Skills Development are required

Successful digital transformation requires strong leadership and a clear strategic vision. Construction companies must align technology adoption with

business objectives and ensure that digital initiatives are supported at all levels of the organization. Leaders play a critical role in fostering a culture that embraces innovation and continuous improvement.

Equally important is workforce training and skills development. As technology becomes more integrated into construction processes, workers need new competencies in digital tools, data analysis, and systems thinking. Investing in education and training helps reduce resistance to change and ensures that employees can effectively use new technologies.

The Future

Looking ahead, digital transformation is expected to accelerate as technologies become more affordable and mature. The integration of AI, machine learning, and robotics will further enhance efficiency and precision.

Collaboration across the industry will also increase, driven by shared digital platforms and standardized processes.

In Summary

Digital transformation and technology adoption are reshaping the construction industry, offering solutions to long-standing challenges related to productivity, safety, sustainability, and project complexity. Technologies such as BIM, IoT, automation, and data analytics are enabling more efficient and collaborative ways of working. While challenges such as cost, resistance to change, and cybersecurity remain, the benefits of digital transformation far outweigh the risks. By embracing innovation, investing in skills development, and adopting a strategic approach to technology, the construction industry as a whole can build a more efficient and resilient future.

About the Author:

Brian Chickowski is an independent consultant and Director at Maxim Consulting Group*. He works with construction-related companies to solve complex business challenges to increase revenue and profitability. Brian can be reached at* brian.chickowski@ maximconsulting.com*.*

What Subcontractors Should Know About Software Integrations

by Claire Wilson, Siteline

Ten to 15 years ago, buying construction software looked very different than it does today. Most construction companies were focused on finding a single "system of record" that could handle accounting, job costing, and basic project management. If that system worked well enough, the fact that it didn't connect to much else often felt like a minor inconvenience.

Fast-forward to today, where the technology landscape has changed dramatically. The market is now filled with highly specialized (point) solutions that solve specific problems: billing automation, lien rights management, document control, scheduling, field reporting, and so on. But if those systems don't talk to each other, each new tool quietly adds complexity.

Furthermore, many construction teams are discovering that their long-standing, legacy system doesn't integrate well (or at all) with newer tools, leaving teams stuck manually transferring data or creating spreadsheet workarounds.

All of this puts integration capabilities front and center in today's software-buying decisions. The questions you ask during the demos—the extra details you press for—can really help you determine whether a tool will speed up or slow down your team.

Not All Integrations Are Equal

One of the most common misconceptions is that an "integration" is a binary concept: either a system integrates or it doesn't.

In reality, when a vendor says their software "integrates," they could mean several very different things:

1. File-Based Integrations

This is the most basic form of integration. In fact, I'd barely count it as an integration at all. Data is essentially exported from one system (often as a CSV or Excel file) and imported into another. Sometimes this process is automated on a schedule. Sometimes it's manual.

Though simple to set up, this type of integration is just slightly more efficient than manual data entry. It often requires reformatting files and ongoing oversight, creating more opportunities for errors and delays.

2. Pre-Built (Native) Integrations

Pre-built (native) integrations are connections between two separate software platforms that are developed and maintained by the vendor(s). These integrations allow defined data sets—like customers, jobs, invoices,

or payments—to sync automatically between systems without custom development.

Native integrations are pretty dependable and fairly easy to set up. But because they're pre-built, they're often not that flexible, so it's worth making sure they move the right data, in the right direction, at the right time.

3. API-Based Integrations

An API (application programming interface) allows different software systems to communicate directly with each other in real time. When a vendor provides an open API, it means your team—or a third-party partner—can create custom integrations when a pre-built option doesn't exist.

While API-based integrations require more technical resources, they're often a sign that a platform was designed with long-term connectivity and scalability in mind.

4. Custom One-Off Integrations

Custom integrations are built specifically for a single customer, usually by a vendor's professional services team or an outside consultant. They can address very specific workflow needs, but they're typically harder to maintain over time. As either system changes, the integration may need to be reworked, which can add time, cost, and complexity.

Integration Questions Every Subcontractor Should Ask

Once you get past the integration buzzwords, the real work begins. Vendors may advertise a long list of integrations, but that doesn't tell you what actually connects or whether those connections support your day-to-day workflows.

These questions are designed to help you understand what data moves between systems, how it moves, and whether the integration will hold up as your business grows.

1. What specific data flows between the systems?

"It integrates with accounting" doesn't mean much on its own. You want to know exactly which data elements sync—customers, jobs, cost codes, invoices, payments, change orders, vendor records, and so on.

The vendor should be able to clearly list the data fields involved. If they use vague language like "key data" or "most information" without further specifics, proceed with caution.

2. How does the data flow between systems?

This question gets at the type of integration. Is it a native connection, file-based, or an API? This will help you understand how stable and hands-off the integration is likely to be.

For instance, if the explanation involves spreadsheets or frequent manual uploads, you're probably looking at a fragile setup that may add more work rather than eliminate it.

3. Is the data transfer batch-based or real-time?

Batch-based syncing moves data on a schedule (hourly, nightly, etc.). Real-time syncing moves data as it's created or updated.

Neither approach is inherently better—some processes can function well with scheduled updates, while others may depend on more current information. The key is confirming the sync timing aligns with how your team actually operates.

4. Who builds and maintains the integration, and what are the costs?

Ask whether the integration is built and supported by the vendor, a third-party partner, or requires custom development. You'll also want clarity on who is responsible for updates and troubleshooting, and whether there are any upfront or ongoing costs tied to setup, maintenance, or changes.

5. What happens when one system updates?

Software changes constantly. Ask how the vendor handles updates to connected systems, their timeline for fixing broken integrations, and whether any integrations are being deprecated.

A mature vendor will have clear policies and a track record of maintaining integrations through system updates.

6. How do you validate that data is flowing correctly before go-live?

Before your team depends on an integration during their day to day, you should understand how the vendor tests and confirms that the right data is syncing as expected. Ask whether validation happens using real project and accounting data, who is involved in the process, and what happens if issues are uncovered during setup.

Think in Terms of Ecosystems, Not Tools

Today's reality is that no single platform will solve every operational problem well. Growth happens by layering specialized tools over time. The difference between a stack that supports that growth and one that blocks it comes down to integration.

When you evaluate software through an ecosystem lens—how it fits with what you use today and what you may need tomorrow—you reduce risk, preserve flexibility, and avoid painting your business into a corner. Ask better integration questions up front, and you give your company a much better chance of scaling on your terms.

About the Author

Claire Wilson is the co-founder and COO of Siteline *, a billing software for subcontractors. Previously, she was a project manager at Tishman Construction in New York City, where she worked on major projects like Hudson Yards and JP Morgan's Corporate Headquarters. She is an active CFMA San Francisco member, serves on the Bay Area Subcontractors Association board, and has spoken at numerous regional and national construction conferences. Claire holds a BS in Civil Engineering from Bucknell University*

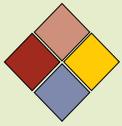# "Siteline is a one-stop shop for all your A/R needs.

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AI Adoption for Trade Contractors: How to Start, What to Avoid, and What Actually Works

by Yael Meretyk Hanan, Pelles.ai

If you run a small trade contracting business, this probably sounds familiar.

You finish the day in the field, load up the truck, and head home, only to switch roles again. Now you're the estimator, the bookkeeper, the PM, and the office manager. Invoices need to be logged. Hours need to be tracked. Emails need replies. A bid is due. And tomorrow's job still needs materials.

For many contractors, especially small shops, the business doesn't stop when the tools go down.

That's where the conversation around AI usually starts and where it often feels irrelevant. Most AI talk seems aimed at large firms with departments and specialists. But the truth is, AI is for everyone and **smaller contractors have the most to gain**, because every hour of admin work comes directly out of nights, weekends, and their margins.

AI adoption doesn't have to be big, expensive, or complicated. In fact, the best place to start is often the most repetitive, least valuable work you're doing today.

What AI Is Actually Good At

AI is not here to run your business for you. It won't replace your experience, your judgment, or your relationships. But it is very good at handling repetitive, rules-based tasks that eat time and attention.

For small contractors, this matters even more. When you have a smaller team, every interruption has a cost. Every manual task steals focus from work that actually makes money.

Think of AI less as "advanced technology" and more as a reliable extra set of hands, one that can read documents, sort information, and keep things organized without getting tired or distracted. Used correctly, AI becomes leverage.

Where to Start: One Pain Point, Not a Big Transformation

The most common mistake contractors make is trying to "go digital" all at once. That approach almost always fails.

Successful adoption starts small and specific. The best place to begin is at the lowest-hanging fruit. Usually that would be back-office admin tasks.

Take invoices, for example. Many small shops still receive invoices as PDFs, emails, or even photos taken on a phone. Someone has to open them, read them, extract the vendor, amount, job number, and then enter that information into accounting software or a spreadsheet. It's tedious, easy to mess up, and provides zero strategic value.

AI can scan invoices, extract the relevant data, and organize it consistently. You still review it, but instead of typing everything out, you're confirming accuracy. That's a meaningful shift.

Time tracking is another common pain point. Whether you're using paper timesheets, texts from the field, or basic apps, the process usually involves manual cleanup. Hours need to be reviewed, corrected, categorized, and entered. AI can help normalize time entries, flag inconsistencies, and prepare clean summaries before payroll runs. That's fewer mistakes and fewer last-minute scrambles.

Email and document overload is another quiet drain. Submittals, specs, change orders, and random attachments pile up quickly. AI can organize, summarize, and surface what matters so nothing important gets buried simply because you didn't have time to read everything line by line.

These tasks may sound small, but stacked together, they quietly consume hours every week.

Expanding into Estimating and Job Management (When You're Ready)

Once the back office feels lighter, many contractors naturally move AI into estimating and job-related workflows.

Specs are long, addenda are messy, and requirements are easy to miss when you're exhausted. AI can help by reading and summarizing documents, pulling trade-specific requirements, and highlighting changes between versions. You still decide what to include, but you're not starting from scratch.

The same applies to job documentation. Meeting notes, site instructions, and scope clarifications can be summarized and organized automatically, so you're not relying on memory or scattered notes weeks later.

The key is that AI supports the way you actually work.

What the Best Adopters Do Differently

The contractors who get value from AI don't try to overhaul everything. They pick one task they hate doing and fix that first. They start with one role, not the entire company.

They keep experienced people in the loop. AI outputs are reviewed, adjusted, and validated. This protects quality and builds trust internally. Nobody feels replaced. Instead, they feel supported.

They choose tools that don't require technical expertise. If it takes hours to configure or maintain, it won't survive a busy week in the trades. For construction specific tasks they choose tools built specifically for trade workflows. Construction documents are not generic text. Specs, schedules, and addenda require systems that understand construction language and logic. If a tool constantly needs explaining or correcting, it becomes a burden instead of a benefit.

Finally, they measure success in hours saved and risk reduced, not in features used. The real question isn't how advanced the software is. It's whether people are getting home earlier, bidding more work, or catching issues before they become problems.

Common Pitfalls That Stall AI Adoption

Most failures come from unrealistic expectations or poor fit. AI doesn't deliver value if it's treated like magic. There is still setup, training, and adjustment. The difference is that good tools show value in weeks, not years.

Another pitfall is letting AI outputs go unchecked. Blind trust introduces risk. The goal is clarity and speed, not abdication of responsibility.

The final mistake is overcomplication. If adopting AI requires months of configuration, heavy IT involvement, or major process changes, it's the wrong approach. The best tools feel intuitive: upload, review, use. Anything more complicated doesn't survive the realities of a trade contractor's day.

The Real Takeaway

AI adoption doesn't start with a big vision. It starts with one annoying task you're tired of doing. Start small. Automate the boring stuff. Keep control. Build from there. The contractors who win with AI won't be the ones chasing every new tool. They'll be the ones who quietly figured out how to let technology handle the busywork so their people can focus on building, bidding, and delivering work that matters.

Trades keep the real world running. AI should help the people running those trades breathe a little easier.

AI ADOPTION CHEAT SHEET

A Practical Starting Point

- [ ] Make a list of the annoying repetitive tasks across your business
- [ ] If you don't have one yet, create an account at ChatGPT or Gemini. For data privacy prefer a paid account.
- [ ] Choose one task from your list. Start small.
- [ ] Search for an appropriate tool, custom GPTs or Gemini Gems have great tools for scanning invoices, summarizing etc.
- [ ] For construction tasks, choose construction (or even trade) specific tools
- [ ] Measure success in hours saved and risk reduced
- [ ] Got one win? a task that now suns smoothly? This is the time to expand to the next task
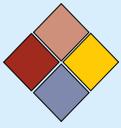
Efficiency That Frees Us: Digital Transformation, AI, and the Future of Construction Leadership

by Nick Williams, ASA Colorado

The construction industry has never had a technology problem. We have had a trust problem.

For decades, we have adopted tools cautiously, sometimes reluctantly, not because the tools did not work, but because our environments were not designed to change easily. Construction is complex, contractual, and human. We build physical things in unpredictable conditions with tight margins and high consequences. That reality has shaped our culture, and in many ways, it has protected us. But it has also cost us time, energy, and opportunity.

Today, we are standing at a turning point. Digital transformation and artificial intelligence are no longer abstract concepts reserved for Silicon Valley or white-collar industries. They are here, now, and already operating inside construction workflows. Invoice processing, contract review, specification analysis, safety reporting, scheduling logic, change order documentation, and compliance tracking are being handled more accurately and more consistently by technology than by overextended humans juggling dozens of priorities.

That reality understandably makes people uneasy. Automation has always carried a quiet fear with it. If a system can do my work faster and better, where does that leave me?

The answer matters. And we need to get it right.

Efficiency Does Not Replace the Human. It Frees Us.

The real promise of AI and digital transformation in construction is not labor replacement. It is cognitive relief.

Every leader in our industry knows the feeling of mental exhaustion that comes from spending your best hours approving invoices, reviewing boilerplate language, reformatting reports, cross-checking specifications, or reconciling data that should already align. These tasks are necessary, but they are not where leadership lives.

AI technologies that exist today can handle many of these functions with fewer errors, greater speed, and far less rework. They do not get tired. They do not miss inconsistencies buried on page 147 of a subcontract. They do not overlook exclusions because the phone rang mid-review.

When we allow technology to take on this work, something important happens. We reclaim brain energy.

That energy is finite. And how we spend it determines whether our organizations simply function or truly grow.

Reinvesting Brain Energy Into Leadership

Inside of ASA Colorado, we have a collection of dedicated business leaders that come together collaboratively and thoughtfully. We call this group the Trade Partner Connection.

We have been intentional about creating space for conversation that does not revolve around immediate project stress. The goal has always been collaboration, trust, and shared problem-solving across roles that are often pitted against each other by default. When leaders are given room to think beyond the job at hand, better systems, better relationships, and better outcomes follow.

That kind of work requires presence. It requires listening. And it requires

leaders who are not mentally depleted by administrative noise.

In one Trade Partner Connection session, we asked a simple but uncomfortable question during a facilitated connection exercise: What is one assumption you regularly make about another role in the construction process that might not be true? General contractors, subcontractors, designers, and suppliers answered separately before sharing openly with the group.

What followed was not a debate. It was clarity.

Leaders acknowledged how often time pressure, inbox overload, and constant task-switching cause them to default to mistrust, defensive communication, or rigid positions. As the conversation deepened, the group identified a common thread. When leaders are mentally exhausted, they lead transactionally. When they have space to think, they lead intentionally.

That insight led to a practical outcome. Participants committed to redesigning how they show up in preconstruction meetings, partner conversations, and internal leadership moments, shifting from reactive posture to collaborative problem-solving. The work was not about technology. It was about capacity.

AI and digital tools create that capacity.

When technology absorbs repetitive, menial, and cognitively draining tasks, leaders regain the mental bandwidth to coach, to reflect, and to lead with purpose. They can invest in transformational leadership development, strengthen trust across company lines, and build systems that reward collaboration instead of conflict.

This is where digital transformation matters most. Not in faster tasks, but in better leadership.

These are not soft concepts. They are performance drivers.

From Transactional to Transformational

Construction has traditionally rewarded transactional leadership. Get the job done. Stay on schedule. Protect your scope. Enforce the contract.

Those skills still matter. But they are no longer sufficient.

As projects grow more complex and workforce challenges intensify, the industry needs leaders who can think strategically, communicate clearly, and build alignment across companies and disciplines. That kind of leadership requires time and intentionality.

Digital tools can give us both.

When reporting is automated, leaders can analyze trends instead of compiling data. When contract review is augmented by AI, attorneys and project executives can focus on negotiation strategy instead of proofreading. When specifications are analyzed by machine learning models, teams can proactively address conflicts before they turn into change orders and claims.

Efficiency creates space. And space creates transformation.

Building Better Systems, Not Just Faster Ones

Technology adoption without purpose is just noise. Digital transformation must be tied to outcomes that matter.

The goal is not to move faster for the sake of speed. It is to build systems that reduce friction, increase clarity, and support human performance.

That means asking better questions. Where are we wasting time? Where are errors recurring? Where are people overwhelmed? Where does stress accumulate unnecessarily?

AI excels at pattern recognition. Used well, it can help organizations identify systemic issues that have long been accepted as part of the job. Used poorly, it can reinforce the same broken processes at a faster pace.

Leadership determines which path we take.

Investing in Our Most Valuable Resource

People remain the most valuable asset in construction. That statement is easy to say and harder to live.

If we truly believe it, then freeing our people from unnecessary cognitive load is a moral and strategic imperative. Burnout does not produce quality. Exhaustion does not foster innovation. Fear does not build trust.

Digital transformation gives us a tool to change that trajectory.

By reallocating mental energy toward learning, mentoring, planning, and relationship-building, we strengthen the foundation of our organizations. We create environments where people can grow instead of simply endure.

The Leadership Choice Ahead

AI is not coming. It is already here.

The question is not whether construction will adopt these technologies. It is whether we will use them intentionally.

We can choose to automate without empathy and reinforce a culture of disposability. Or we can choose to automate with purpose and reinvest the gains into leadership, collaboration, and human development.

Efficiency does not replace humans.

It frees us to become better leaders, better partners, and better stewards of an industry that depends on people at every level.

That is the opportunity in front of us. And it is one we must embrace.

About the Author

Nick Williams is the CEO of both R.I.S.E LLC and the American Subcontractor's Association of Colorado. He has chaired the AGC Mental Health Working Group since 2021. He is the Vice Chair of the non-profit training company Recovery Friendly Leader. He holds a graduate certificate in Total Worker Health from the Colorado School of Public Health. He loves travelling the world with his wife and son, is almost always with his Westies named Pacey and Joey, and is an avid consumer of all things pop culture.
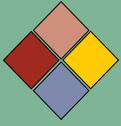
AI Isn't Transforming Construction Because It's Ignoring the People Who Actually Build Things

by Neil Sahota

If you believe the headlines, construction is undergoing an AI renaissance. Robotics. Digital twins. Smart cities. Yet, when I walk job sites or sit with construction executives, the people actually delivering projects (electricians, plumbers, concrete crews, HVAC teams) are still buried in PDFs, spreadsheets, and phone calls.

This disconnect explains why construction productivity has barely improved in 50 years, even as costs and complexity soar. What I've learned? The real AI opportunity in construction isn't megaprojects. It's subcontractors.

Where Margins Go to Die

Subcontractors generate the majority of construction value but capture the least margin. Why?

- Manual estimating under extreme time pressure
- Change orders discovered too late to recover cost
- Poor visibility into labor utilization and schedule risk
- Compliance and documentation overload

In multiple engagements I've advised, subcontractors lost 3–7% of project margin (not because of bad execution) because they didn't see problems early enough to act. AI changes that.

Estimating: The Quiet Revolution

Most subcontractors still estimate based on drawings using manual takeoffs. AI-assisted estimation can flag scope gaps, historical underbids, and material volatility in minutes. In one case, AI review of historical bids identified a pattern of systematic underpricing on change-heavy scopes, something human estimators felt but couldn't prove. This insight alone reshaped bidding strategy within a quarter.

Don't get me wrong, though. This isn't about replacing estimators. Instead, it's about giving them memory, pattern recognition, and foresight.

Safety: The Conversation No One Wants

Construction safety analytics often focus on general contractors; however, most incidents occur at the trade level. AI visual recognition systems trained on real job-site behavior (not the idealized safety manuals) identified precursors to incidents days before they happen. I've seen pilots reduce recordable incidents without issuing a single new rule. Why? AI doesn't lecture workers, but it does notice the risk humans normalize.

Talent: The Skilled Labor Cliff

The construction industry faces a severe labor shortage, with an estimated 500,000+ open roles in the U.S. alone. As a result, many constructions turn to AI to capture tribal knowledge, standardize workflows, and assist onboarding because they are becoming existential, not optional.

However, subcontractors don't have innovation budgets. They have payroll. As a result, the industry suffers from a deadlock problem. Most AI vendors chase enterprise buyers, not fragmented trades. This leaves enormous value untouched in construction and creates a strategic opening for leaders willing to move first.

Ultimately, the future of construction AI won't be decided in glossy demos. Rather, it will be decided in trailer offices, at 5:30 a.m., by people who need results… not buzzwords.

About the Author

Neil Sahota *is an IBM Master Inventor, United Nations (UN) Artificial Intelligence (AI) Advisor, AI Strategist, and author of two books,* **Own the A.I. Revolution and AI Activation Code.** *With 20+ years of business experience, he works with organizations to create next-generation products/solutions powered by emerging technology. His work experience spans multiple industries, including legal services, healthcare, life sciences, retail, travel and transportation, energy and utilities, automotive, telecommunications, media/ communication, and government.*
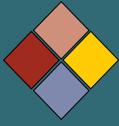
The Impact of Technology on Wellbeing: A Mixed Bag

by Cal Beyer

Technology is increasingly intertwined with everyday activities in our personal and professional lives. As the role of technology continues to expand in contemporary society, its impact on humans continues to evolve as well. Technology is hard to avoid in homes and workplaces. This includes smartphones, tablets, laptops, smartwatches, televisions, and an ever-growing array of apps and digital systems enhanced with artificial intelligence (AI).

The growing prevalence and dependence on technology creates a complex web of both positive benefits and potential downsides to recognize. This is why the impact of technology is a "mixed bag" - there are positives and potential negatives to be considered by each person and end-user.

Positive Benefits of Technology

- Potential to improve social connection for both personal and professional networks
- Timely access to a widening array of information and essential services, including telehealth and therapy
- Enhances entertainment experiences (special effects, livestreaming, drone "fireworks" shows, animatronics and more)
- Technological innovations provide major benefits in education, healthcare, and public safety
- Enhances interdisciplinary, intra- and inter-organizational collaboration improving efficiency in project planning, execution and oversight.

Potential Downsides of Technology

- Overstimulation and overuse of screen time is associated with deteriorating quality and quantity of sleep

- Rising rates of social isolation and loneliness, as well as contributing to anxiety and depression
- Potential for misinformation and disinformation requires discernment and relying on credible and reputable sources of information
- The need for ongoing upgrades and updates creates an insatiable appetite for more powerful systems, devices, and apps
- Risks of cyberbullying or data breach impacting theft of personal identity and personal data

Tips for Reducing The Downsides of Technology on Personal Wellbeing

Year after year, the amount of screen time continues to rise. Many mental health and wellbeing practitioners are increasingly advocating for individuals to become aware of the potential downsides of technology. These professionals and practitioners are advocating for individuals and families alike to set boundaries for safe technology use.

As parents of five adult children, my spouse and I taught our growing children how to leverage the benefits of digital tools and to understand the potential downsides of technology. Our family adopted guidelines for technology use and I began sharing tips and pointers with others. Representative examples of technology guidelines include:

- Understand the privacy and confidentiality risks of technology. Learn how to check all devices for harmful malware and ensure proper anti-virus and security software is enabled to protect your devices and your personal identity, as well as private data and financial resources.

- Evaluate how excessive technology usage affects your mood. Be mindful to curb exposure of media that activates unhealthy emotional responses. Avoid the temptation of seemingly endless "doom-scrolling" by consciously putting your device away.
- Enable pre-set controls in the technology device to help establish better boundaries by either activating or disabling timers, and alarms and notifications based on your preferences.
- Establish personal limits on screen time to a reasonable number of hours per day by setting goals for maximum allowable personal consumption of social media and other screen usage.
- Hold yourself accountable to take a brief break at least every hour to get up from your desk (or away from your desk if you have a standup version) to practice stretch and flex of your body combined with deep breathing exercises.
- Maintain "tech-free" times and places as off limits for technology devices, especially during meals and at bedtime. It is advisable to set a standard time to turnoff technology devices when at home to ensure both quiet down time and promote restful sleep.
- Be unintentional to substitute sedentary screen time with outdoor activities or physical exercise to give your brain and body an energy boost.
- Take up a new hobby or activity that does not use technology devices that can expand your horizons and decrease dependence on technology.
- Unplug and take "tech timeouts" while on vacation to ensure proper resting, relaxing, and recharging of personal energy can occur. Assess

your current unhealthy technology habits and determine what changes are needed to reduce your dependence.

Beneficial Technology: 988 Suicide and Crisis Hotline

As more workplaces address mental health in the workplace, leaders are seeking effective resources to share with employees. One of the foundational resources to share with employees and their families is the 988 crisis support service available via smart phones, tablets and computers. 988 exists to help connect people to accessible support through a personalized and caring human connection.

The three-digit 988 hotline has existed in the United States since July 2022, and in Canada since November 2023. A three-digit number is easier to remember by persons in need of help or for those offering help. 988 offers free, confidential, 24/7 access to support 365 days per year.

The 988 crisis hotline is an important tool in everyone's mental health toolkit. Share information about the hotline with family, friends, and coworkers. 988 helps people feel supported in a time of crisis, provide for de-escalation, offer coping strategies to transition through the crisis, and, if necessary, to connect with other resources.

Help is available for anyone in need who is feeling emotional distress for any reason, condition or circumstance. This includes mental health anxiety, loss and grief, substance misuse and substance use disorder, suicidal ideation, and other emotional distress.

In the US, support is available in English and Spanish; in Canada, support is available in English and French. Help is available by calling or texting. Additional information about the 988 Suicide and Crisis Lifeline in the US is available online at: https://988lifeline. org/ and in Canada at: www.988.ca. It is

okay to make a practice call or text to the hotlines so you know how to explain to others what to expect when they make a call to seek support.

Technological Threats to Mental Health: AI and Electronic Monitoring

As technology in the workplace expands, there are growing concerns about its potential threats to mental health and wellbeing. The American Psychological Association (APA) released survey findings in 2023 sharing how employees worrying over artificial intelligence (AI) and monitoring technologies adversely impacts their wellbeing, as well their morale and sense of "mattering" at work.

The APA reported 38% of workers reported worrying about the potential for AI to make their jobs partially or wholly obsolete. Of these workers, nearly 65% reported feeling stressed during the workday. This was significantly higher than the 38% who do not report worrying about AI. Likewise, the APA survey associated the use of cameras and computer software as technology monitoring devices with lower levels of employee morale and a decreased sense of "mattering" at work. This contributes to reduced satisfaction, increased burnout, and decreased productivity.

A clear finding in the APA survey was the importance of employers intentionally educating employees on the role of AI. The survey further stressed the importance of employers openly communicating with employees to help relieve anxiety and stress associated with AI to improve wellbeing and increase the sense of "mattering" at work.

Conclusion

Technology is ubiquitous and impacts virtually every aspect of modern society. Technology has exponentially changed the nature, scope, and pace of work. The

technology revolution forever changed the modern workplace. Technology holds the promise of unleashing new discoveries leading to innovations for the betterment of society. There are growing signs that technology also presents potential risks to the humanity of workplaces and wellbeing of society. Leaders must be careful to consider the potential drawbacks of technology and recognize how these downsides may adversely impact the wellbeing of human workers.

Editor's Note: A version of this article first appeared in the IMSA Journal by the International Municipal Signaling Association in July of 2025. The author expanded the article to include additional threats to wellbeing by rapidly expanding workplace technology.

Resources: American Psychological Association (APA). September 7, 2023. Worries about AI, surveillance at work may be connected to poor mental health. https://www.apa. org/news/press/releases/2023/09/ artificial-intelligence-poor-mental-health

About the Author

Cal Beyer, CWP, NAC is an experienced safety, risk management, and wellbeing practitioner. He is a longtime advocate for worker wellbeing and workplace mental health. He helped launch the Construction Industry Alliance for Suicide Prevention in 2016. He serves on the Executive Committee for the National Action Alliance for Suicide Prevention and the Lived Experience Advisory Committee for the Suicide Prevention Resource Center. He is a frequent presenter at industry events and regular contributor to industry publications. Reach Beyer at cal.beyer@ gmail.com or via cell at 651/307-7883.

Join the No Shame Movement

SAFEProject
Stop the Addiction Fatality Epidemic

No Shame is a national anti-stigma campaign working to transform how we understand and talk about addiction and recovery. The campaign provides individuals, communities, and organizations with essential information and practical tools to combat stigma—vgrounded in compassion, dignity, and respect. Stigma remains one of the greatest barriers to care for people experiencing addiction. Misconceptions, shame, and moral judgment keep individuals from seeking support and disconnect communities from effective, evidence-based solutions. To save lives and strengthen community health, we need a national shift in how addiction is perceived and discussed. By challenging harmful stereotypes and choosing language rooted in dignity and respect, we help create a world where people feel safe to speak openly about their experiences and ask for help when they need it.

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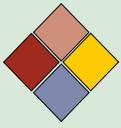
Profitability and People

by Matt Verderamo, Well Built Construction Consulting

One of the things that drives me nuts about the New School generation of construction is their belief that they should automatically be rewarded, whether or not they have put in the hard work. (And by the way, when I talk about the New School, I'm specifically referencing Millenials and Gen Z.)

As a Millennial myself, it bothers me that so many people in my generation think that companies have to give bonuses, or have to give yearly salary increases, or have to provide unique training experiences, or generally that they have to make them feel good and amazing all the time—without ever calling them out for what they need to be doing better.

All of these things are benefits that employees receive in return for their hard work, adding value to the business, and helping to either a) drive sales b) deliver projects profitably or c) support the people who are out there doing a and b.

But I think the average employee simply doesn't realize that for companies to give these benefits, they have to be profitable.

Thus, let's talk about profitability for a second: Profitability has to come first—before all the other benefits—otherwise there won't be a business to continue giving bonuses, salary increases, or a job in general! Without profit, there's no money, which means businesses go under, or in some cases, owners continue struggling and fighting to keep the lights on for years and years without ever taking anything home for themselves. This may seem harsh to the employees reading this article, but this is not the way business is supposed to work. The owners in your companies are supposed to make more money than everyone else because they are taking all the risk (it's not your house that will be taken if a bond claim gets pulled on a project!).

Meanwhile, the owners that are people-first with a business that is not profitable are accidentally enabling some really undesirable behaviors from their people. Mentally they tell themselves they do it because they want to protect their people from worrying about the "money side" of the business—and ultimately they have very good intentions because they just want their people to feel good and be happy! But, without any understanding that the company isn't profitable, employees are subconsciously influenced to do the bare minimum in their roles. They don't ever go above and beyond or think innovatively because they have absolutely zero incentive to do so; they are getting paid (and bonused) either way!

When you have a staff that is only doing the bare minimum, I promise you that you will never reach the status of a top Contractor. Your competition will kick your butt because they have a bunch of people who get it and are putting in the effort it takes to make a buck in this challenging industry.

So, while I want every business to treat their people amazing, both the owners and employees reading this need to understand that a huge part of your role—no matter your title—is to help drive profitability so that everyone can reap the rewards. Remember: profitability comes first, then people.

About the Author

Matt, a seasoned VP of Preconstruction & Sales with a Master's Degree in Construction Management, empowers contracting firms as a division vice president at Well Built. His engaging speaking style and social media content has fostered a collaborative community of industry leaders driving collective progress. Follow Well Built's newsletter here.
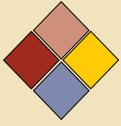
Buying the Bike, Using the Bike
A Comparison of Operational Tools and Operational Behaviors

by Gregg M. Schoppman, FMI Corp.

Like the millions of other overweight Americans seeking a weight loss solution, we invested in a Peloton bike. Interesting choice of words – "invested." While there are certainly differences of opinion, Peloton has an amazing product that is well crafted and sound. Additionally, there are a cavalcade of add-on features (read – more money), to enhance the rider's experience. Now for the punchline. Like so many who have purchased this product or any other expensive device for the home, please explain why it has become a glorified coat rack in our bedroom? Theoretically, if one looks at the investment alone, my extra pounds should just fall off, as if through some sort of "bike osmosis" or simply intimidation of a price tag. "Wow – this guy is serious now. We better get off his belly before he hops on it!"

Jokes aside, there are also many organizations that spend countless hours in consternation about large scale capital purchases within their organization. Currently, there are no shortage of outstanding technological solutions that help in cost management, estimating, document control, etc. Similarly, these are not inexpensive solutions either. It is not to say that they are not worth the return on their investment, but for many firms, that ROI is never achieved. Just as I would be better served to throw on a pair of Nikes and walk around the block, firms could just as easily rolled our a firmwide spreadsheet to manage costs and saved themselves the agonizing financial gut punch that comes with some software or application. So, in this day and age, are we advocating for a return to being a firm of neophytes? Certainly not. However, the ROI is only achieve through process adoption, process vetting and long-term accountability.

Process Adoption

Would I like to be able to cycle like my neighbor who does 50 miles in a pop? Not really. However, it would be nice and probably help with the aforementioned condition. That being said, it proves the point that there is never a single process that should govern every individual. Firms are similar. What works for one firm may not be applicable for another. The more important theme should be around codifying the process internally and capturing those specific nuances that are exclusive to the firm. For instance, consider the following:

- Assignment of responsibilities – Who should take out the work order, who should generate the purchase orders, who should handle the site logistics, who should take point on a punch list, who should be the customer's point of contact post construction, etc.

- Timeliness of responsibilities – What is the expectation for a process step (i.e. no later than a week, etc.), what is the expectation around escalation (i.e. if you don't hear from a customer in a week, contact your supervisor, etc.)

- Predecessors – Normally discussed when referring to a project schedule but a firm's process should identify all of the relevant items that precede a critical milestone. For instance, what should happen before a kick-off meeting to ensure it is successful? What should happen before a look ahead plan is turned in?

Process Vetting

Everyone should exercise but asking me to run a marathon probably isn't happening. I recall a line from "Lord of the Rings" where Gimli the dwarf said, "Dwarves are good over short distances." While I am not a dwarf nor a runner, there is the right exercise for me out there. What better way to investigate if a process works but vet it. Put another way, before a process is rolled out and made part of the firm's dogma, it should be run through a series of beta testing. Use the feedback garnered in the beta testing to make subtle changes and refinements. Chances are the elements created in the process' development will be correct but allowing for feedback has two desired outcomes. First, there are always things missed. While hardly egregious misses, this will ensure changes are captured. Secondly, there is the added benefit of creating a sense of evangelism. Change management is difficult but by having participants that test drove the process validate the benefits to peers, is priceless.

Long-Term Accountability

I am about to expose the biggest secret of the fitness/weight loss community. Accountability. Whether it is an application that tracks your movement or simply checking the box and acknowledging the exercise occurred, accountability is essential. Without some mechanism to ensure the riding is happening, the Peloton will become a bedroom paperweight. Whatever application or software or firm uses – whether it is a simple firmwide spreadsheet or global ERP system – there needs to be a step where the users are "checked." This is not meant to be big brother hovering over a project manager. Rather, it ensures the firmwide tools are leveraged. In the end, if failure occurs, it allows the team to identify the root cause. "Wait, this project lost 4 points in margin. We also show we didn't do preconstruction planning." Chances are there is correlation between the failure to adopt the process and the loss.

While this is a tongue and cheek examination of how processes, tools and behavior are interrelated, there is truth to having a strong interplay between the Brand X Operational Model, the tools it uses and how firm-wide behaviors are adopted and monitored. Everyone more than likely has the best of intentions but while these three guard rails, so many tools simply become lost leaders and operations manuals become mere suggestions. Finally, if anyone has a need for a "never used" high end exer-cycle, drop me an email.

About the Author

As a principal with FMI, Gregg specializes in the areas of productivity and project management. He also leads FMI's project management consulting practice. He has completed complex and sophisticated construction projects in several different niches and geographic markets. He has also worked as a construction manager and managed direct labor. FMI is a unique and fast-growing firm of professionals passionate about creating a better future for engineering and construction, infrastructure and the built environment throughout North America and around the world. For more information on FMI, please visit www.fminet.com *or contact Gregg by email at* gschoppman@fminet.com.

Upcoming WEBINARS

How to Motivate Workers' Compensation Insurers to Compete for your Business, Especially During Renewal Time

Tuesday, March 10, 2026
(12:00 PM - 1:00 PM) (EDT)

This session will walk through a standard workers' compensation insurance Supplemental Application: Operations and Benefits: Driver safety, Early Return to Work - Hiring Practices, Employee Selection and Claims: - Hiring and applicant screening practices, Is job-specific training provided? Subcontractors used? Workers' compensation claims and what you have done to minimize recurrence. Safety Program and Organization: -Are owners involved in daily operations, how, and how much? -Active Injury and Illness Prevention Program? -Has OSHA visited or cited your business in the past year? -Do you have a Safety Officer, Safety Director or Risk Manager? What does that person do and how much time does she/he spend on safety in the course of a day or week? -Do employees receive safety training/orientation? -Any lifting exposures? -Forklift training/retraining provided? -Written Lockout/Tagout/Block out procedures in place? -Respiratory Protection Program in place? -Maximum height at which you will work? -Personal Protective Equipment provided? -Contractors- use of cranes, booms or similar heavy construction equipment? -Any work below grade? -Any Confined Space exposure? Closing and a note about what to do if you have an unfavorable claim history.

Who Should Attend: Members' owners and/or employees and insurance advisors- i.e. owners and officers, CFO's who participate or may participate in the annual workers' compensation insurance renewal process, their insurance agents and advisors, designated safety officers, General Superintendents and Foremen who are tasked with enforcing field safety practices, Human Resource personnel who manage insurance claims and who might participate in the workers' compensation insurance renewal process, and whomever members perceive will benefit from this webinar

Presented By: Robert Tuman

2012 to present - President, CCR Safety Consulting. CCR Safety Consulting provides an array of risk management and safety and accident prevention and training services to construction, manufacturing, and general industry companies.

1984-2012. President and Founder, Compensation Claims Review Corp. CCR Corporation provided a wide array of risk management and safety and accident prevention services to construction and general industry corporate clients.

1984-2024. Loss Control Consultant and Quality Assurance Reviewer. Loss Control Surveys and jobsite inspections for major workers' compensation insurance companies and helping policyholders develop, incorporate, execute and sustain safety programs and practices. As a Quality Assurance Reviewer, I reviewed Loss Control Consultants' reports, findings, and recommendations.

Register here**.**

Change Orders and Pay if Paid Clauses: High Risk Contracting

Tuesday, April 7, 2026
(12:00 PM - 1:00 PM) (EDT)

Change order work that is directed by the Owner or GC without agreement on payment amount represents a significant increase in the scope of work and risk allocated to the subcontractor. When a pay if paid clause is added, the subcontractor is at risk for not being paid on a normal billing cycle and may never get paid if the owner disputes the change order request. This combination puts the subcontractor at high risk and is an unfair business practice.

Presented By: James Yand, Miller Nash

Jim Yand's practice focuses on resolving challenges involved in construction and property development. Challenges often arise from competing interests in allocating risk and responsibility in the complex supply chain for bringing new projects out of the ground. Jim has more than 30 years of experience resolving high-conflict cases that often determine the continued success of the client's project or business. His representation experience across the construction chain allows him to craft and litigate contract terms that achieve the most effective results. This work also extends to serving as outside counsel for various trade groups and advising on a range of business questions that arise. Jim is a frequent author and speaker on various construction industry topics.

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