HOW PROACTIVE PLANNING AND COLLABORATION KEEP PROJECTS ON TRACK

COMMERCIAL Construction & Renovation

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The Office Reimagined

How ATPCO's Virginia headquarters is redefining work, collaboration and connection

Will Pizzano,
Director of Preconstruction
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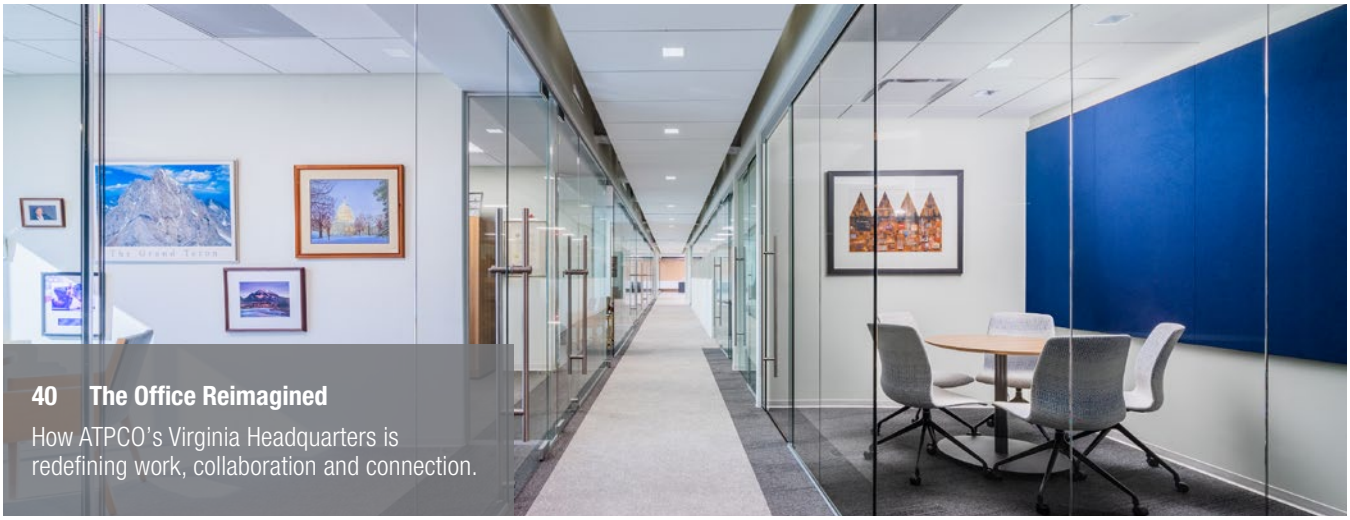

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Checking Out on Self-Checkout

Okay, I admit it. I'm that guy. I'm the one who to this day still tries to avoid the self-checkout aisle unless I have enough items I can carry out in my pocket. The register doesn't activate. The card reader doesn't work. It doesn't let me get cash back. My receipt never shows up. And how in the hell do you ring up produce? If there's a reason to call someone over, I have the T-shirt.

So, just when I finally get the hang of this whole self-checkout world (again, yes, I know, it's taken me forever, you got me), they're changing the rules again.

After all of my efforts to avoid that one-on-one world of me vs. the register, retail giants like Walmart, Target and Costco are rethinking the whole process. Their reasoning centers on theft and customer frustration (yup, that second one is me).

Target has limited the lanes to 10 items or fewer at most locations, while Costco has scaled back its approach. After years of training us (or you) to scan, bag and troubleshoot the purchases, they are beginning to realize that maybe hiring people to do those things wasn't such a bad idea after all.



And now, artificial intelligence (AI) is on deck. New computer vision technology promises to make checkout faster, smoother and less frustrating by catching scanning mistakes and reducing those all-too-familiar interruptions that require an employee to put the store spotlight on me. If you're looking for small victories (okay, I am), it appears as if the register that once scolded us for an unexpected item in the bagging area may finally learn to mind its own business.

We the shopper want convenience, speed and fewer headaches. And retailers? They want efficiency without sacrificing our experience. Somewhere between the technology, the troubleshooting and the occasional need for human intervention is a checkout process that actually works.

Because I have to tell you, if I'm going to keep working the register, I want an employee discount.

Michael J. Pallerino is the editor of *Commercial Construction & Renovation*. You can reach him at 678.513.2397 or via email at mikep@ccr-mag.com.

We want to hear from you

At *Commercial Construction & Renovation*, we're always looking to showcase the best of what our industry is doing. If you have a project profile or a fresh perspective on how to keep our industry positively moving forward, shoot me an email at mikep@ccr-mag.com. We'd love to take a look.



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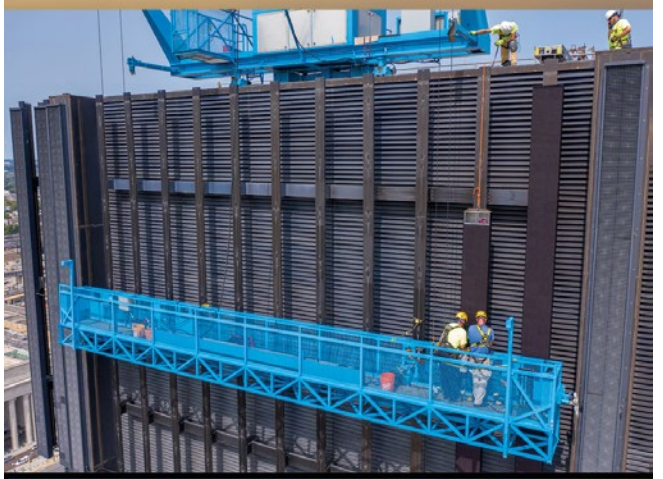
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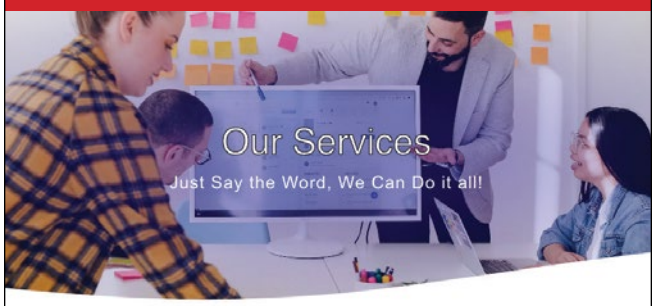
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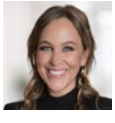
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AroundtheIndustry

HOSPITALITY

Marriott International

Marriott International is accelerating its growth in China through a partnership with CG Hospitality Global to develop 100 Series by Marriott hotels over the next decade. The first four properties are expected to open by year's end, retaining their local identities while gaining access to the Marriott Bonvoy loyalty program.

Four Seasons

Four Seasons is expanding its presence in Greece with the opening of its first property in the Cyclades. Located near Kalo Livadi Bay on Mykonos, the 15-acre resort features 94 accommodations with private terraces, select plunge pools and multiple dining concepts, bringing the brand's luxury experience to one of Greece's premier island destinations.

IHG Hotels & Resorts

IHG Hotels & Resorts is targeting Mexico for roughly half of its growth across the Caribbean and Latin America, where it has about 100 hotels in the pipeline. The company also sees opportunities across the Caribbean, Central America and Brazil, with conversions and soft brands such as Voco helping drive regional expansion.

Aspen Hospitality

Aspen Hospitality has launched Nell Hotels, a new luxury brand that builds on the legacy of The Little Nell in Aspen. The company plans to expand the brand selectively into new destinations outside Aspen, focusing on markets where its personalized approach to luxury hospitality and guest experience can support long-term growth.

Voco/IHG Hotels & Resorts

IHG Hotels & Resorts' Voco brand has reached 100 hotels and is targeting 200 properties by 2029. The brand's growth is being fueled by a flexible conversion strategy that allows existing hotels to join with fewer extensive renovations, giving owners another path to reposition properties while tapping into IHG's global network and IHG One Rewards program.

Minor Hotels

Minor Hotels is accelerating its growth across the Americas, building a development pipeline after previously operating just one property in the U.S. The expansion includes the planned Anantara Miami Resort & Residences and the conversion of The Chatwal into The Wolseley Hotel New York as the global hospitality company establishes a larger presence in key markets.

Capella Hotel Group

Capella Hotel Group plans to double its portfolio by 2030, with four new properties set to open over the next 18 months across China, Saudi Arabia and Florence, Italy. The luxury hotel group also is exploring growth in Italy, Japan and gateway cities, including New York, London and Paris, with a potential return to the U.S. market.

Miyako Hybrid Hotel

Texas' first Miyako Hybrid Hotel is set to open this fall in Plano. The $117 million, 217-room boutique hotel will feature 7,000 square feet of meeting and event space, including a 5,000-square-foot ballroom, along with a signature restaurant, Japanese bakery, lobby bar and rooftop bar. The property will blend Japanese-inspired design with modern Texas influences.

Resorts World New York City

Resorts World New York City is planning a $5 billion expansion that would transform the property into the largest integrated gaming resort in the U.S. Plans include a second 400-room hotel tower, a luxury Crockfords hotel, a 7,000-seat concert arena and the completion of the Kenny "The Jet" Sports and Media Complex, with the project expected to create up to 2,700 jobs.

RESTAURANTS

In-N-Out Burger

In-N-Out Burger is considering expansion into Arkansas, Mississippi and Oklahoma as the chain continues growing beyond its California roots. No locations or opening dates have been confirmed. The potential expansion follows recent growth in Tennessee, including new restaurants and a regional headquarters in Nashville, supported by a warehouse in Texas.

Zaxbys

Zaxbys is expanding its Midwest footprint with plans to open seven additional restaurants in the Chicago suburbs. The Georgia-based chicken chain's latest development agreement follows the opening of its first Illinois location in Plainfield earlier this year. New restaurants are planned for Naperville, Bolingbrook, Woodridge and Joliet, Illinois.

Uchi

Hai Hospitality plans to open its 11th Uchi restaurant in Boston's Fort Point neighborhood in late 2027, continuing the brand's expansion across the Northeast. The move reflects the company's growth strategy, supported by Boston's strong market fundamentals and diverse culinary scene.

Bojangles

Bojangles is expanding its AI-powered drive-thru ordering system, Bo-Linda, to 100 additional restaurants by mid-2027. Developed through a partnership with Hi Auto, the conversational platform is already operating at nearly 500 locations. The rollout is designed to improve order-taking efficiency, enhance customer service and support employees across the chain's nearly 900 restaurants.

Bad Ass Coffee of Hawaii
Bad Ass Coffee of Hawaii is accelerating its nationwide franchise expansion, with more than 100 locations in development and plans to open over 25 stores in 2026. The company is leveraging PAR Technology's integrated technology platform to streamline operations, support franchisees and maintain consistency as its footprint grows.

Torchy's Tacos
Torchy's Tacos is refining its growth strategy with a smaller T2 restaurant design focused on operational efficiency and strategic expansion. The company is also investing in menu innovation, seasonal ingredients and localized marketing to strengthen brand awareness, highlight its scratch-cooked offerings and build deeper connections with communities.

Bojangles
Bojangles has opened a restaurant at The LINQ Promenade in Las Vegas, featuring its first full-service bar, live music stage and covered patio. The opening is part of a broader expansion that could bring up to 20 locations to Las Vegas as the chain extends its footprint beyond the Southeast into markets, including Arizona, New York and Texas.

Sushiro
Japan's leading conveyor-belt sushi chain, Sushiro, plans to open its first U.S. restaurant near Times Square in New York City in November. The three-story location will feature private dining rooms, and digital ordering, bringing the brand's affordable, high-quality sushi concept to the U.S. market.

Jean-Georges
Chef Jean-Georges Vongerichten plans to open three dining concepts at 70 Hudson Yards in New York City, spanning approximately 10,000 square feet. The venues will include a 50-seat lobby restaurant, a ground-floor ABC to Go location and a 46th-floor event space. His management company also will provide catering services for office tenants.

RETAIL

Walmart
Walmart Mexico is modernizing its stores with plans to roll out Vusion's EdgeSense connected store platform across all Walmart Express locations before expanding to Supercenters. The initiative will add more than 1.7 million electronic shelf labels and 180,000 smart rails, using AI and real-time data to improve operations, personalization and the customer experience.

Target
Target has launched its largest store remodel program in a decade, with plans to renovate more than 130 locations and open 30 new stores in 2026. The upgrades include modern interiors, expanded grocery departments, natural refrigeration systems and improved spaces for order pickup and returns. The retailer also is investing in supply chain technology to enhance fulfillment and operational efficiency.

Dick's House of Sport
Dick's House of Sport is expanding into the Chicago market with a new location planned at Rock Run Collection in Joliet, Illinois. The experiential retail concept from Dick's Sporting Goods will be the company's second Illinois location. The 310-acre mixed-use development offers regional visibility, interstate access and a growing destination for shopping and entertainment.

Reitmans
Canadian women's apparel retailer Reitmans is celebrating its 100th anniversary with a new logo and redesigned store concept at Carrefour Laval near Montreal. Created by design studio Burdifilek, the concept features open layouts, refined lighting, rich textures and a clean palette that puts merchandise at the forefront. A nationwide rollout is planned for 2027.

Mango
European fashion retailer Mango is accelerating its U.S. expansion, targeting major markets, including New York, Los Angeles, Miami and Houston. With approximately 65 stores nationwide, the company aims to make North America one of its three largest global markets. Mango is also adapting its merchandise, sizing and ecommerce capabilities to better serve U.S. shoppers.

Burlington
Burlington Stores accelerated its expansion with the opening of 42 locations this past July, including 26 in May. The off-price retailer expects to add 110 net new stores during fiscal 2026 and broke ground on a nearly 2 million-square-foot distribution center in Buckeye, Arizona, scheduled to open in 2028.

Bob's Discount Furniture
Bob's Discount Furniture opened its first combined retail store and distribution center in Solon, Ohio, integrating a showroom with warehouse operations to streamline fulfillment and keep inventory closer to customers. Located near major highways, the facility supports local deliveries and distribution to nearby stores. The company is evaluating the model for future expansion.

Primark
Global value fashion retailer Primark is expanding its East Coast footprint with a new store at the Mall at Prince George's in Hyattsville, Maryland, and plans for another at Fashion Centre at Pentagon City in Arlington, Virginia. The Maryland location will span more than 30,000 square feet. The expansion follows the retailer's continued U.S. growth, including a 54,000-square-foot Manhattan flagship.

(Continued on next page)

AroundtheIndustry

Meijer
Meijer has expanded its Midwest footprint with three new stores totaling more than 365,000 square feet. The openings include 159,000-square-foot supercenters in Bainbridge Township, Ohio, and Brownsburg, Indiana, along with a 47,000-square-foot grocery store in Rochester Hills, Michigan. The expansion brings Meijer's regional network to more than 500 locations.

Brochu Walker
U.S. fashion retailer Brochu Walker is expanding internationally with its first flagship store in Seoul, South Korea. Located in the Apgujeong district, the five-story, 7,000-square-foot location will feature a residential-inspired design by Blurker Design Studio. Natural materials, soft lighting and a home-like atmosphere will reflect the brand's aesthetic while embracing local retail preferences.

Lavazza
Italian coffee company Lavazza is accelerating its expansion in the U.S. and China as it competes with global brands including Nestlé and Starbucks. The company is emphasizing ecommerce and retail growth in the U.S. while partnering with Yum China to expand its coffee shop network. Lavazza expects annual revenue to approach $6 billion.

Oner Active
British activewear brand Oner Active is preparing to open its first permanent retail store on Bond Street in New York City. The six-year-old, online-only brand signed a 10-year lease for the location, which will feature exclusive merchandise and serve as a model for future stores. Additional locations are planned as the company expands its physical retail presence.

EB Denim
EB Denim has opened its first flagship store in Los Angeles, combining retail, creative studio and fulfillment operations in a 6,000-square-foot space. The location has helped drive a 217% year-to-date increase in direct-to-consumer ecommerce business while strengthening customer engagement and product development. The company plans to expand its physical retail presence with a store in New York City.

GROCERS

Kroger
Kroger has unveiled three refreshed store formats as part of a $5 billion investment in its operations. Ranging from 50,000 to 99,000 square feet, the designs will emphasize fresh foods, meal solutions and private label products while reducing general merchandise space. The stores will also feature expanded e-commerce fulfillment areas and technology upgrades. Kroger plans to open 110 new locations by 2029.

Trader Joe's
Trader Joe's continues to expand its footprint, with plans to open more than 20 new stores in 2026 after adding 43 locations last year. The growth comes as transactions increased 3% over the past year, fueled in part by increasing engagement among Gen Z and high-income households.

Whole Foods Market
Whole Foods Market is expanding its small-format Daily Shop concept into Boston, Chicago and Philadelphia over the next two years. Designed for urban shoppers, the stores feature a smaller footprint and a curated selection of groceries, fresh foods and everyday essentials. The expansion reflects the retailer's strategy to reach more customers through convenient neighborhood locations.

Albertsons
Albertsons has introduced an AI-powered quality control tool to improve produce inspections at its distribution centers. Developed in-house with support from Google Cloud, Intelligent Quality Control uses Vision AI to evaluate fresh fruits and vegetables against established standards. Early results show improved inspection consistency, faster decision-making and greater operational efficiency across its distribution operations.

ALDI
ALDI is making progress on a multiyear packaging redesign, with approximately 60% of its updated product artwork finalized and appearing in stores. The refresh aims to strengthen brand recognition, improve product visibility and simplify the shopping experience. The retailer plans to continue rolling out updated packaging over the next several years.

Shipt/Wakefern Food Corp.
Shipt has partnered with Wakefern Food Corp. to expand same-day grocery delivery across the Northeast. The partnership covers more than 350 stores operating under eight supermarket banners, including ShopRite, Price Rite Marketplace, Morton Williams and The Fresh Grocer. The agreement expands Shipt's grocery delivery network while providing Wakefern customers with another online shopping option.

Fresco Supermarkets
Fresco Supermarkets has opened its seventh Fresco Liquor location inside an existing supermarket in Hialeah, Florida. Launched in 2023, the store-within-a-store concept allows customers to purchase groceries and alcoholic beverages in one location. The new space offers tequila, rum, whiskey, wine and other spirits, along with planned tastings. Founded in 2016, Fresco Supermarkets operates 26 grocery stores across South and Central Florida, serving primarily Hispanic and Caribbean communities.

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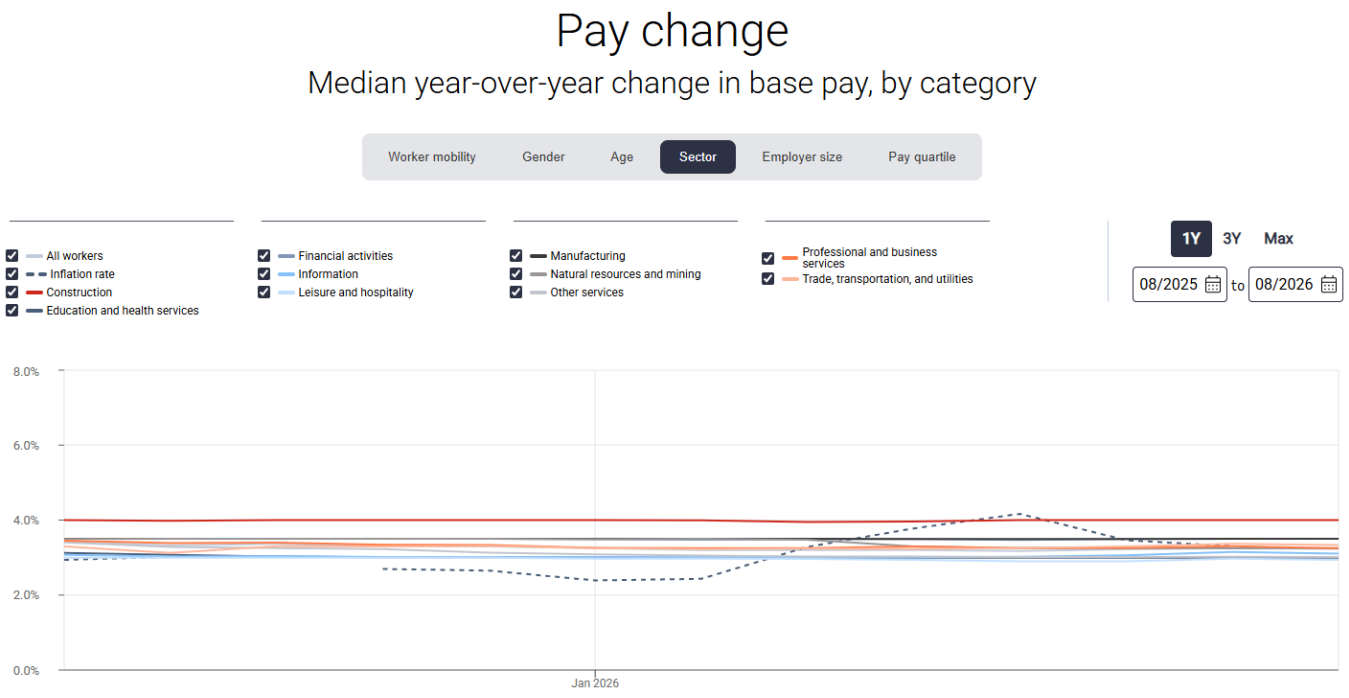
NATIONAL SIGN TEAM

Construction Leads All Industries in Wage Growth, ADP Reports

According to the ADP Pay Insights August report, the national median base pay for job-stayers grew 3% year-over-year and the median base pay for job-changers grew 4.7% year-over-year. The construction industry led all sectors with the highest year-over-year base pay growth at 4%.

ADP Pay Insights provides base pay growth and gross pay growth data across worker mobility, demographics, sector, employer size, pay quartile, and 56 U.S. metropolitan areas.

Drawn from ADP's industry-leading workforce dataset, ADP Pay Insights uses payroll transaction data to provide a view on the wage dynamics of more than 14.7 million matched workers over a 12-month period. It is released in tandem with the ADP National Employment Report.



The Numbers Game

16

The percentage share of consumers who prefer cash for in-person payments, a shift that has helped reduce equipment costs for new bank branches as financial institutions rethink how physical locations are designed, according to JLL's U.S. Retail Banking Construction Cost Guide.

44

The percentage of construction injuries involving workers in their first year on the job, accounting for 47% of all construction workers compensation costs, according to Travelers' 2026 Injury Impact Report, which analyzed more than 1.2 million claims from 2021 through 2025.

40

The percentage of the U.S. hotel construction pipeline made up of extended-stay properties in the third quarter of 2026, according to Lodging Econometrics. The overall pipeline includes 5,901 hotels totaling 692,999 rooms, with 1,094 hotels under construction.

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The Best of the Best

Chick-fil-A, Chipotle and Dutch Bros. lead QSR's top workplaces



The competition for talent in the restaurant industry is heating up, and some of the biggest names in quickservice are showing what it takes to stand out. QSR magazine's 2026 Best Brands to Work For list recognizes companies that are going beyond traditional benefits to invest in career development, education and workplace culture.

Among those earning recognition are Chick-fil-A, Chipotle Mexican Grill and Dutch Bros., each taking a different approach to building a workforce that wants to stay and grow.

Chick-fil-A continues to make education a priority, awarding more than $29 million in scholarships to support employees pursuing their academic goals. Chipotle is putting career advancement front and center, recording 23,000 internal promotions in 2025. Dutch Bros. is making its mark through employee engagement and opportunities for team members to move into leadership positions.

Other recognized brands include Raising Cane's, Sbarro and Potbelly, reinforcing the growing importance of investing in people. As restaurant operators navigate staffing challenges and changing workforce expectations, the companies earning recognition are demonstrating how employee development can become a competitive advantage.

The message is clear: Building a successful restaurant brand starts with creating a workplace where people see a future.



The Human Side of Automation

Why hotel robots need more than operational efficiency to succeed

The robots may be delivering room service faster, but how are the employees working alongside them feeling? A review of 129 studies on service robots in hospitality and tourism suggests that while automation can improve operational performance, it can also create unexpected challenges for employee engagement.

The research found that successful technology rollouts depend as much on communication, leadership and clearly defined responsibilities as they do on the machines themselves.

The challenge often begins with perception. Hotel operators may view robots as tools to support overworked teams, while employees may see them as potential replacements. Uncertainty over job security and responsibilities can lead to disengagement, resistance and even turnover.

Researchers found that supportive leadership, employee involvement and clear expectations can help ease those concerns and encourage collaboration between people and technology.

The findings offer a timely reminder for hospitality operators investing in automation. Robots can handle repetitive tasks and improve service consistency, but employees remain essential to guest relationships, problem-solving and personalized experiences. Measuring success requires looking beyond delivery times and guest satisfaction scores to employee morale and retention.

Ultimately, the strongest return on technology investments comes when automation strengthens the workforce rather than leaving it behind.

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Retail Goes Live

Tm:rw transforms Times Square flagship into shoppable content hub

The future of retail may be happening live, and Tm:rw is putting that concept front and center in Times Square. The experiential retailer has transformed its three-level, 20,000-square-foot New York City flagship into a shoppable livestream destination, installing nine branded studios throughout the space.



The redesigned environment allows hosts and content creators to move between studios during live broadcasts, connecting product discovery, entertainment and purchasing in one experience.

Launched last year by Smartech Retail Group co-founders Nathalie Bernce and Jacov Nachtailer, Tm:rw was originally envisioned as a platform for more than 120 emerging and established consumer brands.

The latest transformation builds on that concept by turning traditional retail space into an interactive content destination where products can be showcased and purchased in real time. The studios create opportunities for brands to engage audiences beyond the store's physical footprint.

The approach reflects a broader shift in retail design, where stores are becoming destinations for experiences as much as transactions. By integrating livestream technology into its flagship, Tm:rw is exploring how physical retail environments can support digital commerce and brand storytelling.

The result is a new take on the traditional storefront, one where the shopping experience extends well beyond the sales floor.

They said it...

"This initiative reflects a natural evolution for Reitmans. We wanted to create a clear and intuitive environment that better showcases our collections and reflects our current fashion sensibility. It's an experience designed to better support our customers and strengthen their connection to the brand."

— Isabelle Bonin, VP of Marketing, e-Commerce and Visual Presentation at Reitmans on the concept behind the Canadian retailer's new design rollout in 2027

"Planning and feasibility is a natural starting point for builders because that is where much of the project risk sits."

— Dara Hendrix, Managing Director, BRG, on how AI can help construction teams make better-informed decisions earlier in the project lifecycle

"Carhartt is continuing to invest in both physical retail and digital channels, recognizing the importance of meeting customers wherever they are. It's also exploring new initiatives like resale through its Carhartt Reworked program, which gives used gear a second life and creates product sustainability."

— Linda Hubbard, President and CEO of Carhartt Inc., on the retailer continues to lead through growth, culture and change

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IT CORNER



The Invisible Luxury

What powers an increasingly intelligent life?

The Invisible Luxury

What powers an increasingly intelligent life?

By Michelle M. Collins

We are designing an increasingly intelligent life. AI assistants are moving from our screens into our homes. Health technology is becoming continuous rather than episodic. Longevity, recovery and diagnostic technologies are migrating beyond medical environments. Hotels, residences, workplaces and retail environments are being asked to recognize us, understand us and eventually respond to us.

We talk enthusiastically about what all of this will make possible. We talk considerably less about what will power it and what happens when these new demands collide with infrastructure designed for another era. That collision is already underway.

According to BlackRock Fundamental Equities, approximately 148 gigawatts (GW) of additional power capacity could be needed by the end of 2030 to satisfy U.S. data-center demand, compared with roughly 42 GW of power capacity consumed by data centers in 2025.

BlackRock calls the AI expansion a "once-in-a-generation industrial buildout"—one requiring not only semiconductors, equipment and data centers, but enormous amounts of power.

The International Energy Agency sees the same pressure globally, projecting electricity consumption from data centers to roughly double from 485 TWh in 2025 to around 950 TWh by 2030.

This may sound like an AI infrastructure problem. For those of us designing how people will live, travel, recover, work and experience brands, I believe it is also an experiential infrastructure problem.

Every Experience has an Infrastructure Requirement

The future we are imagining is not simply digital. It is intensely physical.

Sensors require power. Advanced air and water systems require power. Health and recovery technologies require power. Electric mobility requires power. Automated environments, robotics, intelligent lighting, environmental controls and the computing infrastructure connecting these systems require power.

As AI becomes embedded within these systems, we are no longer simply designing buildings containing technology. We are beginning to design computational environments, which require a different infrastructure conversation.

For much of the experiential economy, that conversation has happened outside of strategy, design and development. We designed the experience first and considered the infrastructure required to support it separately.That separation will no longer exist.

When Energy Becomes Capability

Imagine a property—or a collection of properties—capable of combining localized generation, battery storage, intelligent energy management and connection to the wider grid.

Energy is no longer simply something delivered invisibly from a distant utility or accounted for as an operating expense. It begins to become part of what the





asset is capable of doing and the micro and macro implications.

That distinction has implications far beyond energy. The next generation may introduce another set of questions.How much energy can this site access or generate? How much can it store? What is its grid connectivity? Can generation and storage be expanded? Could multiple properties eventually participate in an interconnected energy network? Can the infrastructure support increasingly computational environments?

There are already signals of this change at the infrastructure scale. BlackRock notes that some data-center developers are reducing dependence on traditional grid infrastructure by building generation alongside compute—an approach commonly referred to as Behind the Meter or Bring Your Own Power (BYOP).

Today, that conversation is being driven largely by the enormous requirements of AI. Tomorrow, the underlying principle may become relevant to a much broader category of real estate.

"As AI and computational demand accelerate, energy capacity, generation and grid connectivity are beginning to shift from operating expenses to strategic assets. We believe properties that can control more of their energy future—through generation, storage and reliable grid access—will increasingly have an advantage as power becomes more constrained. For investors and developers, the opportunity is to begin thinking about energy infrastructure not simply as something that supports an asset, but as part of what that asset is capable of becoming." — Mickey Payne, PFP, CFPA, President of Goldenbridge Investments, Inc.

The acquisition opportunity is worth watching. But from an experiential perspective, it raises an even more interesting question: What becomes possible because of the infrastructure beneath us?

From Microenergy to Generative Environments

This is where microenergy infrastructure begins to change the way we think about the experiential economy. Imagine a residential development, hotel, longevity destination, retail district and mobility network participating in a localized energy ecosystem.

Now consider what increasingly sits on top of that infrastructure: health technology, longevity services, AI, mobility, hospitality, environmental intelligence and generative environments.

A microenergy hub therefore has the potential to become something much more consequential than an engineering solution. It becomes experiential infrastructure. Not a separate line-item consideration after the experience has been conceived, but part of the starting point for what the experience can become.

Generative environments introduce another possibility; places capable of continuously composing experiences in response to changing human, operational and environmental conditions.

AI makes that relationship particularly interesting because artificial intelligence isn't simply another amenity we will add to buildings. It will likely become an orchestration layer connecting systems that historically operated independently.

Imagine an environment capable of simultaneously interpreting occupancy, energy availability, weather, environmental conditions, consumer preferences, mobility, operational requirements and—where explicitly permitted—health or biometric information.

The implications extend beyond personalization. Most experiences today are built around predetermined scenarios. We anticipate what should happen and construct a journey around it.

Generative environments introduce another possibility; places capable of continuously composing experiences in response to changing human, operational and environmental conditions.

The environment doesn't simply host the experience; the environment participates in creating it.

The Invisible Luxury

This is where infrastructure and luxury converge. Luxury has traditionally been extraordinarily good at making value visible and obvious. Architecture, materials, craftsmanship, service and access communicate their value immediately.

The future of luxury may increasingly be defined by environments and systems the consumer rarely sees. Luxury begins to include infrastructural confidence.

The consumer doesn't need to understand the system. They experience its intelligence effortlessly. The environment responds, vehicles are charged, air is optimized and health and recovery services integrate naturally into the day. The infrastructure disappears while the experience it enables becomes more valuable.

This is the paradox of the next experiential era. As the infrastructure required to support our lives becomes more sophisticated, the consumer should have to think about it less.

This changes the brief for those of us designing experiences.

All of it has a physical requirement and an energy requirement. Therefore, those requirements cannot be separated from the experience itself.

Energy, computation and intelligence are becoming part of the experiential medium.

The experiential future may require more infrastructure than anything we have designed before.

The luxury will be never having to think about it. ■

Michelle Collins is founder and CEO of A Non-Agency®, a consumer experience marketing design consultancy based in New York.

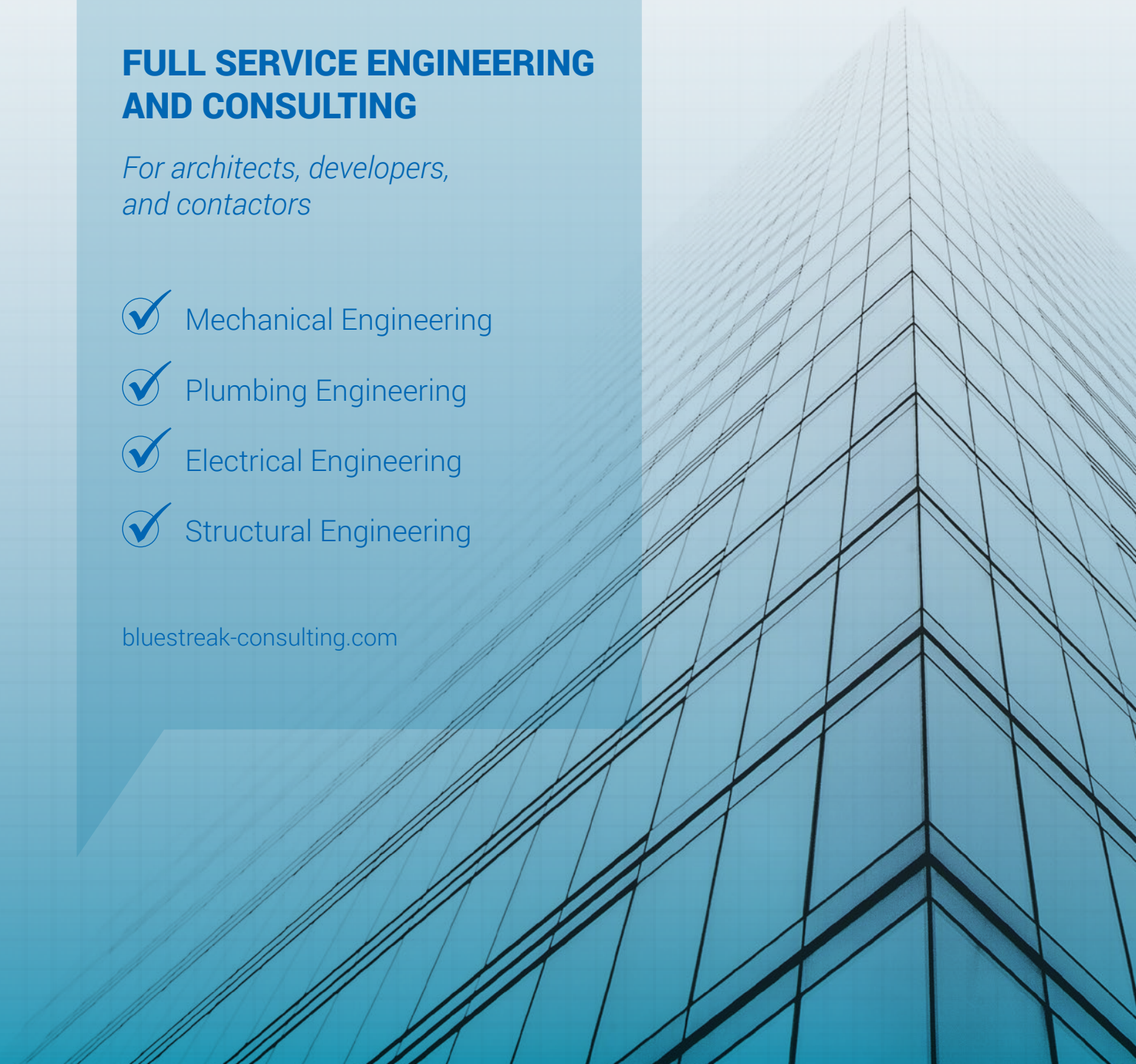
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RCA's Atlanta event explored the challenges of converting retail spaces into pickleball venues

RCA members gathered at the Atlanta National Pickleball Club in Alpharetta, Georgia, for an afternoon of industry insights, networking and pickleball. Hosted by RCA and Prime Retail Services, the event explored the structural, architectural and logistical challenges of transforming retail and leased spaces into sports venues.

Representatives from Prime Retail Services, Atlanta National Pickleball Club, Morrison Shearer and Schroeder Architects shared insights into the challenges and opportunities surrounding pickleball venue development.

The afternoon concluded with a networking reception, professional lessons and the RCA Pickleball Championship Tournament, bringing industry peers together on and off the court. For more information on RCA, visit retailcontractors.org.









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2. RCA Bronze Bracket: Gold - Greg Healy; GPRS; Silver - Brian Mott, Prime Retail Services; Bronze - Frank Zari, Prime Retail Services
3. RCA Silver Bracket: Gold - Drew Pearigen, Prime Retail Services; Silver - Maryrose Bloom, Prime Retail Services; Bronze - Joy Bloom, Crown Service Contractors
4. Sara McAllion, Boston Retail Solutions; Janine Buettner, ArcVision
5. George DiBenedetto, Boston Retail Solutions; Art Akimov, AdaptX Design Associates
6. Steve Jacobs, ANPC; David Schroeder, Schroeder Architects; Clay Hamlin, Morrison Shearer Inc.
7. Chris Kempa with Resource Site Services & Jeff Mahler; Onyx Creative
8. Stephen Mallory; Wilson Fought, Window Film Depot; Matthew Foulks, Downstream
9. Thomas Taranto; Kaitlyn Newton; Dennis Constantinescu, DW1

A Winning Combination

RCA Proven Contractors
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Teamwork shines in pickleball and construction

The challenges of construction can take on its own environment at times. Within today's environment, along with being consistent and overwhelming, these challenges also can be rewarding. The stakeholders invest in time, resources, and lifestyle to accommodate this environment with a shared goal.



The Atlanta National Pickleball Club (ANPC) project is a shining example of how a project extends beyond bricks and mortar. The Steve Jacobs with ANPC had a vision to continue impacting the community that he served in for years. Community service is not often valued these days, but those that have a mindset for impacting others can accomplish great things. The vision was to make a lifetime impact on the community that he lived in.

The challenge became greater as it was decided to convert a hockey facility that was cherished by the hockey community in the Southeast to a pickleball facility that would have the same impact. The building was the same, but the outcome was much different. The only way that his ambition could lead to execution was to organize a team of professionals to change the future direction of this facility.

The architect, construction firm and other professionals were recruited to work with the hockey professionals to take the two ice rinks and facility and turn it into a word class pickleball facility. They worked hard to design a plan that could be executed quickly and effectively. The vision was shared, and Schroeder Architects designed and facilitated a plan which would allow this vision to come to fruition.

Discussion Panelists:

Donald Bloom,
Prime Retail Services

Clay Hamlin,
Morrison Shearer, Inc.

Steve Jacobs,
ANPC

David Schroeder,
Schroeder Architects

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ANPC Atlanta National Pickleball Club

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The first unique step in this construction project was to demolish the ice and build back the base to pour concrete and install the pickleball courts while maintaining an active schedule. Ice hockey tournaments were happening next to the demo, so the construction must be flawless. Morrison & Shearer was able to demo the ice work on the soil mix to prep for concrete. The construction started to move quickly as a hot and dry Atlanta summer allowed for faster completion than normal.

As the concrete work started, the team of architects, the construction team, and operations began testing and working with products and materials to ensure the flooring, equipment and lighting met the highest standards. These standards had to allow for high level tournament play soon as part of the ongoing mission to not only serve the community for pickleball but also the national tournaments.

Construction continued as the facility phased out hockey operations. This part was bittersweet for the management team and the community. The memories of playing hockey with family and friends conflicted with the new game of pickleball. This meant new friendships and new opportunities. Removing the old locker rooms cemented that the hockey days were gone, and the new environment was taking shape.

The flooring that was installed would meet the demands of the most talented players in the community and the country. The "bounce" and the lighting must be just right. After much testing, the floors were installed and the lighting system was installed.

As both rinks were close to full demo, the construction started to focus on the environment created for each guest. The construction of the millwork in the locker room and the open space for both players and guests was completed.

This design by Schroeder Architects and construction/renovation by Morrison Shearer, Inc. & Prime Retail Services provided a feel of a high-end restaurant or spa more than a locker room. It enhanced the playing area by having areas to spend time with family and friends. You could enjoy your time in the spa or order a nice meal. The facility was now a destination that shined in the Atlanta market. **CCR**









Financing the Gap Between Draws

Managing the cash flow challenges of commercial construction

By Seth Rose



Commercial contractors do not usually fail on bad jobs. They fail in the middle of good ones. The bid was sound, the crews performed, the owner was satisfied—and somewhere between mobilization and the second draw, the account came up short while several hundred thousand dollars of perfectly good receivables sat on someone else's approval schedule.

This is a structural feature of how commercial construction pays, not a management failure. But it is a feature that has to be financed deliberately, because it will not finance itself.

The Cash Timeline of a Job

Follow the money on a mid-size commercial project.

Mobilization comes first: materials, equipment, permits, bonding, crews on site. Payroll runs weekly from day one. Then the collection side begins and it begins slowly. Progress billing typically is monthly, submitted with lien waivers, certified payroll where applicable, and documentation that must be complete. The GC or owner reviews on their own timeline. Payment follows on contract terms after approval.

Realistically, work performed in week one is paid somewhere between day 45 and day 75. And the last slice—retainage, commonly 5% to 10% of the entire contract—is held until substantial completion or final closeout, often months past the last day of work. For many contractors, retainage is close to the whole profit margin on the job, held hostage to a punch list and a closeout package.

So the contractor funds one to two months of full job cost before the first dollar returns and waits considerably longer for the portion that represents the actual profit.

Bigger Jobs Make It Worse

Every contractor knows the pull of the job that changes the company. It also multiplies the float requirement. A project twice the size requires roughly twice the up-front capital carried across the same or longer collection timeline—and larger GCs and public owners tend to have slower, more documentation-heavy payment processes, not faster ones.



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That is why contractors so often get in trouble on the job that made them, and why it happens in the middle rather than at the end. The revenue is real, the margin is real and neither has arrived yet.

The Multipliers

Three things widen the gap beyond its structural width.

1 **Change orders performed before approval –** Work done, cost incurred, not billable. This is the single most common self-inflicted cash wound in commercial work, and it is almost always the result of schedule pressure rather than carelessness.

2 **Chronic slow payers –** One GC with a consistent 60-plus-day approval cycle can quietly finance itself on your balance sheet across every job you run with them. Most contractors can name the offender but have never priced what the relationship costs.

3 **Seasonality –** In most regions the season front-loads spending in spring while collections trail into summer, so the worst cash position of the year lands squarely in the busiest stretch.

Fix the Free Things First

Before any financing conversation, the levers that cost nothing:

Negotiate mobilization or deposit payments into the contract. It is a term like any other, and contractors who ask for it get it more often than contractors who assume they cannot.

Bill progress twice monthly where terms allow. Halving the billing cycle takes real days out of the timeline at no cost.

Submit complete pay applications the first time. A rejected application does not lose a week—it restarts the entire clock, including the GC's review queue position.

Get change orders approved in writing before performing the work. Every experienced contractor knows this and a remarkable number still do not.

Track days-to-cash by GC—actual payment dates, not stated terms. The number usually identifies one or two relationships responsible for most of the strain, which turns a vague cash problem into a specific business decision.

The gap between draws is not evidence that something has gone wrong. It is how commercial construction pays, and it has been that way for a very long time.



Then Finance What Remains

When the gap persists after the operational fixes, several structures fit different parts of it.

Construction invoice factoring advances against approved progress billings, converting the wait into immediate capital and scaling automatically as you bill more. The terms that matter more than the rate: recourse, whether you must factor the whole book, and whether customers are notified.

Equipment financing belongs on equipment—cheaper, secured by the asset and it should never be funded out of working capital.

Revenue-based funding provides a lump sum against deposit history, repaid as a fixed daily or weekly remittance. It covers what factoring cannot: mobilization before anything is billable, a bond requirement or payroll through a slow approval cycle. Because it is underwritten on deposits rather than collateral or tax returns, contractors that banks decline routinely qualify, and it funds in days.

A bank line of credit, when obtainable, beats all of the above on cost. It is worth arranging when you do not need it, because the timeline to get one never matches the timeline of a cash crunch.

The Trap

The failure pattern that ends otherwise sound contractors is a chain of short-term positions: one to cover mobilization, a second to service the first, a third by the next job. The underlying gap never closed, so every new debit lands on deposits that have not accelerated.

The diagnostic is one number: combined daily debits divided by average daily deposits. Under roughly 15 to 20 percent is workable. Approaching 40% means the financing has become the problem, and the answer is restructuring what exists—not adding another position.

The Point

The gap between draws is not evidence that something has gone wrong. It is how commercial construction pays, and it has been that way for a very long time. The contractors who last are simply the ones who sized it, planned it, and financed it on purpose—before it financed them. **CCR**

Seth Rose is founder of Y Millennial Funding, a direct small-business funder that finances construction contractors, with a focus on bridging the gap between draws and payroll.



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Roofing Alliance Adds Sustainability and Resiliency Training Course

The Roofing Alliance and Clemson University have expanded their Professional Training Program with a new online course focused on sustainability and resiliency across the roofing industry. The self-paced Roofing Sustainability and Resiliency course provides roofing professionals with practical knowledge of sustainable practices throughout the roofing supply chain, from raw material procurement and manufacturing to installation, maintenance and long-term performance.

Read More HERE

Skilled Trades Council Launches $20,000 Contest

The Skilled Trades Advisory Council (STAC) has launched a national contest offering $20,000 in tools and equipment to support schools, businesses and organizations helping Americans pursue careers in the skilled trades. The STAC Skilled Trades Champions contest will award two winners $10,000 each in gift cards to a national tool supplier selected by STAC. Applications are open through Jan. 7, 2027.

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NTI Launches Data Center Technician Program in Phoenix

National Technical Institute (NTI) has launched a new Data Center Technician program at its Phoenix campus, offering accelerated training for careers in data center construction, installation, maintenance and operations. The 64-hour program combines classroom and hands-on laboratory instruction, with evening classes scheduled twice weekly. Enrollment is open, with the first classes scheduled to begin Nov. 18.

Read More HERE





Sacred Heart University Launches Construction Management Degree Program

Sacred Heart University has launched a Bachelor of Science in construction management, offering students a pathway into the construction industry through a curriculum combining engineering principles, business strategy and hands-on experience. Housed within the School of Computing & Engineering in the College of Arts & Sciences, the program prepares students for careers overseeing commercial, residential and public sector construction projects.

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The Office Reimagined

How ATPCO's Virginia headquarters is redefining work, collaboration and connection

The office has a new job description. Once designed primarily around desks, conference rooms and daily routines, today's workplace is increasingly becoming a destination for collaboration, customer engagement and company-wide events. For businesses navigating hybrid and remote work, the challenge is creating spaces that give employees and visitors a compelling reason to walk through the doors.

At the Airline Tariff Publishing Company's (ATPCO) new 20,600-square-foot headquarters in Herndon, Virginia, that vision is taking shape.

Designed by OTJ Architects and built by Pizzano Contractors, the facility combines flexible meeting spaces, hospitality-inspired amenities and technology-enabled environments. Together, these elements create a headquarters that serves as both an everyday workplace and a destination for company events.

The project reflects a broader evolution in commercial construction, where sophisticated interiors, changing workplace expectations and increasingly complex building systems are placing greater demands on contractors.

We sat down with Will Pizzano, Director of Preconstruction, to discuss the changing role of the office, lessons from the ATPCO project and how nearly seven decades of experience are helping the company navigate what's next.







How is the changing role of the office reshaping what companies expect from their workplaces?

Dramatically. People are not simply comparing one office to another anymore. They're comparing the experience of being in the office to that of working from home.

That means the spaces we're building today need to be comfortable, flexible, technologically integrated and worth coming to. We're seeing greater emphasis on collaboration spaces, hospitality-driven amenities, acoustics, wellness, fitness, food and beverage, and spaces that create community.

We're also seeing a continued flight to quality. Companies may occupy less space than they did historically, but the spaces tend to be more intentional and sophisticated.

As a contractor, good preconstruction is understanding what matters most to the client and helping them spend their money in the places that have the greatest impact.



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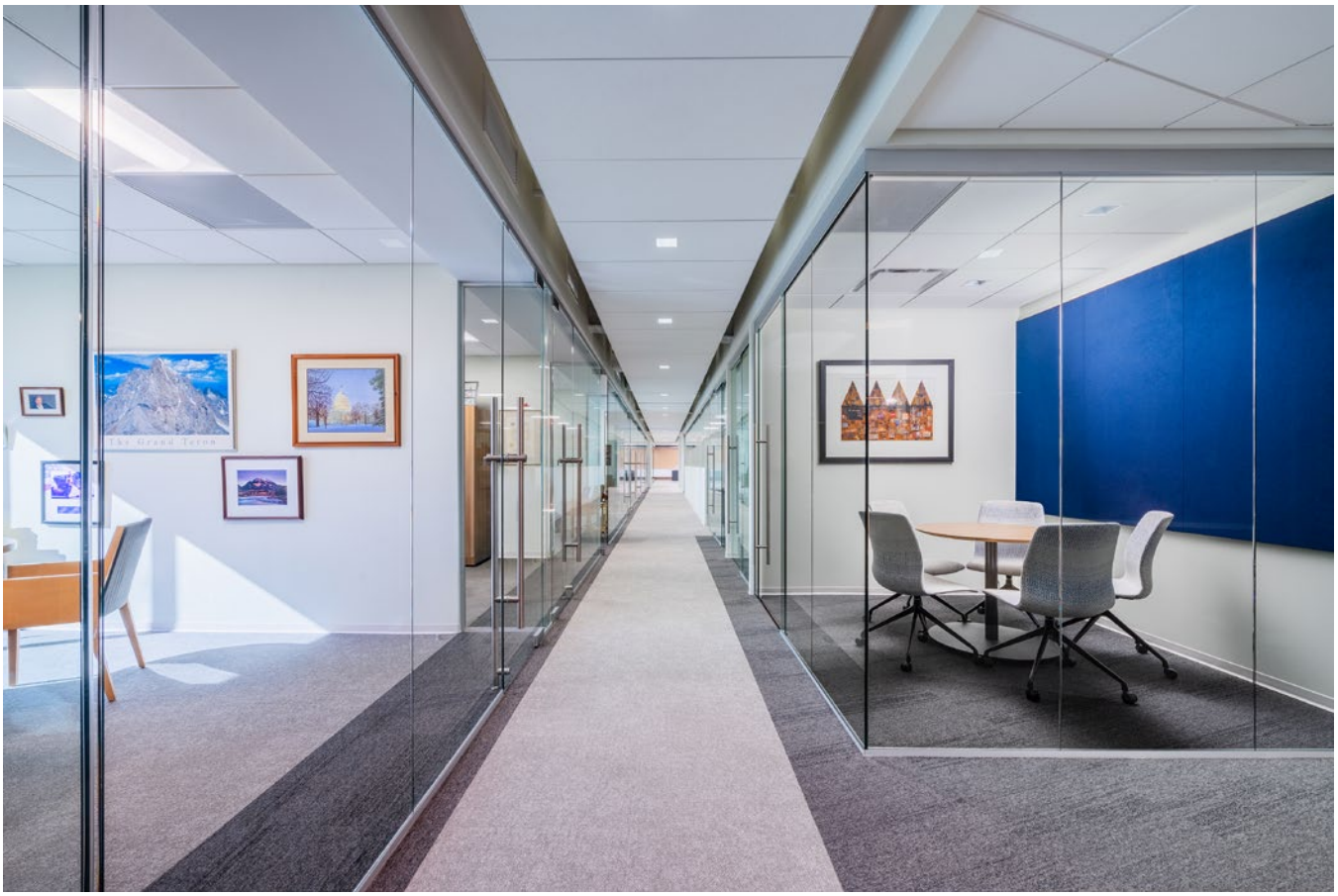
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How does ATPCO's new headquarters reflect this evolution?

ATPCO is a remote-first organization with employees spread across the country and the world. Its new headquarters needed to do more than accommodate people coming into the office on a typical workday.

Working alongside ATPCO and OTJ Architects, we transformed a white-box shell into a 20,600-square-foot headquarters designed to support focused work, collaboration, customer meetings, executive gatherings and company-wide events.

The project includes quiet focus rooms, technology-enabled collaboration areas and flexible conference spaces with operable glass partitions that can expand or contract depending on the size of a gathering.

There are also wellness and prayer rooms, an open pantry that serves as a social center and aviation-inspired architectural elements that connect the space to ATPCO's identity. The expansive views overlooking Washington Dulles International Airport reinforce that connection.

The objective was to create a headquarters that could support the company's everyday needs while becoming a place where employees, customers and leadership could come together.

The objective was to create a headquarters that could support the company's everyday needs while becoming a place where employees, customers and leadership could come together.

What changes when an office must also function as an event venue?

Flexibility becomes much more important, but it has to be considered from the beginning. You cannot simply create a large conference room and assume it will accommodate every type of gathering.

The space must support different activities, different group sizes and different technology requirements. A room that works for a small leadership meeting may also need to accommodate a much larger event with both in-person and virtual participants.

That affects everything from the physical layout and building systems to scheduling and construction coordination.

At ATPCO, the flexible conference spaces, multipurpose areas and social pantry allow the headquarters to transition between everyday work and larger

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gatherings without requiring major changes to the physical environment.

From a construction standpoint, the important thing is understanding how the client intends to use those spaces. The earlier the contractor, architect, client and consultants begin solving those challenges together, the better the outcome tends to be.

The ATPCO project presented some unexpected construction challenges. How did your team respond?

One of the biggest challenges is that schedules continue to get shorter while projects become more technically complicated. We're often working in existing buildings where conditions are not always fully documented. You have to understand where the risks are and communicate them honestly.

At ATPCO, unforeseen slab conditions discovered early in construction required extensive floor preparation and adjustments to the sequencing of work.

Rather than allowing that issue to disrupt the overall schedule, our team worked closely with our trade partners to phase the grinding and floor preparation around other ongoing activities. This allowed construction to continue while we addressed the conditions.

It is a good example of why we place so much emphasis on preconstruction and communication. We would much rather have a difficult conversation during preconstruction than an expensive conversation six months later.

Our goal is not to pretend uncertainty does not exist. It is to expose it early enough that the project team can make the best decisions around it.

One of ATPCO's most important milestones came before its headquarters was finished. How did you accommodate that?

ATPCO needed its approximately 500-square-foot boardroom operational for a scheduled Board of Directors meeting, even though construction was continuing throughout the rest of the headquarters.

Our team reprioritized and accelerated that portion of the project, allowing us to turn over the boardroom approximately two months ahead of substantial completion.



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That's where understanding the client's business objectives becomes especially important. A construction schedule cannot always be viewed as one finish line.

Sometimes a client has a critical meeting, an event or another business milestone that cannot move. You have to understand those priorities and determine how to sequence the work to accommodate them.

What does the completed ATPCO headquarters say about the value of creating a workplace destination?

The results demonstrate what can happen when a headquarters is designed around the way a company actually wants to work and engage with people.

ATPCO's previous office averaged approximately 15 employees per week between 2020 and 2025. Since the new headquarters opened, many weeks have seen more than 50 employees working from the office, even as the percentage of employees living within 25 miles of the headquarters has declined significantly.

The facility has also become a destination for company events. Its December 2025 grand opening coincided with ATPCO's 60th-anniversary Gala, bringing employees from Canada, London, Singapore, Australia and across the U.S. together.

Since then, the headquarters has hosted executive summits, customer visits and internal gatherings, helping reduce expenditures associated with nearby hotels and event facilities.

The common denominator in many of today's projects is complexity. Whether you are dealing with challenging existing conditions, tight schedules, significant MEP coordination, demanding design or multiple stakeholders, strong preconstruction and communication are essential.

With schedules tightening and project complexity increasing, how are contractors adapting their approach to preconstruction and project management?

Clients understandably want cost certainty very early in the process, often before the design is fully developed. At the same time, contractors are renovating older buildings with incomplete documentation, working around occupied tenants and coordinating sophisticated mechanical and electrical systems.

This puts a premium on experienced preconstruction. You must identify the unknowns, understand where the risks are and communicate those risks honestly.

The earlier you can identify potential issues, the more options everyone has to address them without compromising the project's objectives.



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How important are relationships and early collaboration in helping contractors navigate today's construction challenges?

Construction is still fundamentally a relationship business. The earlier the contractor, architect, client and consultants begin solving problems together, the better the outcome tends to be.

We work closely with building owners, developers, corporations, architects, brokers, project managers and tenant representatives. Many of those relationships become long-term partnerships. Take our relationship with Covington, which extended more than 30 years. Through that relationship, we came to know Alfred Moses and Gene Ludwig.

When they established Promontory Interfinancial, they brought Pizzano with them, and we ultimately built Promontory's headquarters in Washington, D.C. Those relationships continued into other projects and organizations.

Beyond workplace design, what emerging trends are creating new opportunities for commercial construction contractors?

Adaptive reuse is a major one, particularly in Washington, D.C. We have a tremendous amount of existing commercial real estate that needs to evolve, whether that means repositioning an office building, converting it to another use or dramatically upgrading the tenant experience.

Sustainability is also becoming less of a standalone initiative and more of an underlying expectation. Because so much of our work involves renovation and repositioning, sustainability often starts with reusing an existing building rather than replacing it.

We're working with owners and design teams to reuse existing infrastructure where practical, improve building systems, reduce energy consumption and select materials and equipment with longer useful lives.

We're also seeing greater emphasis on energy efficiency, indoor environmental quality, electrification, responsible material selection and construction waste management.



How are today's commercial construction contractors incorporating technology and artificial intelligence (AI) to improve efficiency, decision-making and project outcomes?

Technology is becoming increasingly important to how contractors manage information, evaluate risk and make decisions. Better data, reality capture, automated estimating, AI and increasingly connected project management systems are going to change how contractors operate.

AI is particularly interesting to us. We're beginning to explore applications such as RFP review, scope-gap identification, historical cost analysis, proposal development and capturing lessons learned from completed projects.

I do not think technology replaces construction experience. I think it allows experienced people to spend less time processing information and more time making good decisions.

As client expectations and industry demands continue to evolve, how must commercial contractors position themselves for long-term success?

The workforce is going to be a major consideration. Construction continues to become more technically sophisticated, and we need talented people at every level, from skilled tradespeople in the field to estimators, project managers and superintendents.

Cost predictability is another challenge. Owners are making major investment decisions earlier than ever, and contractors need better historical data and systems for turning limited information into reliable budgets.

Our industry also needs to improve the way information moves between everyone involved in a project. Construction produces an enormous amount of valuable knowledge that too often disappears when a project ends.

Pizzano is investing in its people, systems and technology while continuing to strengthen its preconstruction capabilities. We want to take on increasingly sophisticated projects while preserving the relationships, accountability, accessibility and culture that have made our company successful for nearly 70 years.

Ultimately, our reputation comes down to how we treat people and how we respond when challenges arise. The best thing a client can tell us is, "We want you on the next one." **CCR**

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contactus@hotwater.com
www.hotwater.com
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Donna Stiles, Brand Manager
225 Byers Road
Miamisburg, OH 45342
donna.stiles@aeroseal.com
www.aeroseal.com
Product Type: Duct sealing
Markets Served: Commercial

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Grace Gerig
Regional Marketing Lead,
North and Latin America
1516 S Street, Apt 815
Sacramento, CA 95811
ggerig@airzone.com
www.airzonecontrol.com
Product Type: Controls/Monitoring
Markets Served: Commercial

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Jeff Littleton,
Executive Vice President
180 Technology Parkway NW
Peachtree Corners, GA 30092
(404) 636-8400
marketing@ashrae.org
www.ashrae.org
Product Type: Membership Association for HVAC Professionals
Markets Served: Commercial/Residential

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Candice Nager,
Communications Lead
7600 Dorsey Run Rd
Jessup, MD 20794
cnager@baltimoreaircoil.com
www.baltimoreaircoil.com
Product Type: Specialized Cooling Solution for IT/Data Center Applications.
Markets Served: Commercial/Residential

Carrier

Drew Brooks,
Communications Manager,
CHVAC Americas
13995 Pasteur Boulevard
Palm Beach Gardens, FL 33418
Andrew.Brooks1@carrier.com
www.carrier.com
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Cortec Corporation

Scott Bryan, Dir. of Business Development-Water Treatment & Process Additives
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Saint Paul, MN 55110
(651) 429-1100, (651) 443-0739
productinfo@cortecvci.com
www.cortecvci.com
Product Type: Other: Corrosion Inhibitors, Boiler and Cooling System Layup Solutions, Scale Removers
Markets Served: Commercial

Daikin Applied

Mary Ann, Gazich
Director, Corporate Communications
13600 Industrial Park Blvd
Minneapolis, MN 55441
(763) 203-1488
maryann.gazich@daikinapplied.com
www.daikinapplied.com
Product Type: VAV Systems, Air Handlers, Packaged Roof Top Units, Condensing Units, Controls/Monitoring, Heat Pumps, Chillers, Other: Product Type: Building Controls, Controls Service and Upgrades, VAV Systems, Air Handlers, Packaged Rooftop Units, Condensing Units, Heat Pumps, Chillers
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11655 Crossroads Circle
Baltimore, MD 21220
(888) DANFOSS (326-3677)
ryan.kiscaden@danfoss.com
www.danfoss.us
Product Type: Condensing Units, Controls/Monitoring, Refrigeration Equipment, Other: compressors, drives, filter driers, heat exchangers, expansion valves, ball valves, sensors, variable speed
Markets Served: Commercial

Desert Aire

Chip Seidel,
Business Development Manager
N120 W18485 Freistadt Road
Germantown, WI 53022
(262) 946-7400
cseidel@desert-aire.com
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Product Type: Air Handlers, Packaged Roof Top Units, Condensing Units, Heat Pumps
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3100 Woodcreek Drive
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(866) 890-7794
emcor_info@emcor.net
www.emcormechservices.com
Product Type: HVAC Contracting Services,VAV Systens,Air Handlers,Furnaces/Duct Furnaces,Packaged Roof Top Units,Condensing Units,Controls/Monitoring,Heat Pumps,Refrigeration Equipment,Filters,Ductwork / Accessories,Chillers,Boilers,Tank Water Heaters,Tankless Water Heaters,Geo Thermal Products
Markets Served: Commercial

EnOcean

Bent Soerensen, SVP Americas
8184 S. Highland Dr., C5
Sandy, UT 84093
(786) 239-4845
bent.soerensen@enocean.com
www.enocean.com
Product Type: Controls/Monitoring
Markets Served: Commercial

GF Building Flow Solutions

Kim Bliss, Technical and Marketing Content Manager
5925 148th Street West
Apple Valley, MN 55124
(800) 321-4739
kim.bliss@georgfischer.com
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Product Type: Radiant Heating and Cooling
Markets Served: Commercial

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(609) 313-4346
neils@ggspartners.com
www.ggspartners.com
Product Type: HVAC Contracting Services
Markets Served: Commercial

Goveco BV

Wim Gobert, Marketing Manager
Damstraat 15E
Wetteren, Oost-Vlaanderen 09230
0474 5 578 18
wim.gobert@goveco.com
www.goveco.com
Product Type: VAV Systems, Air Handlers, Packaged Roof Top Units, Controls/Monitoring, Filters, Ductwork , Accessories, Chillers
Markets Served: Commercial

Griplock Systems

Beau Pillet, Marketing Manager
1029 Cindy Lane
Carpinteria, CA 95630
(805) 566-0064
beaup@griplocksystems.com
www.griplocksystems.com
Product Type: Cable Hanging Systems
Markets Served: Commercial

Heatcraft Refrigeration Products

Pete Grasso,
Manager, Marketing & Training
2175 West Park Place Blvd.
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(770) 465-5831
Peter.Grasso@Heatcraftrpd.com
www.heatcraftrpd.com
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Jerry Schwarz, Marketing
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ben.taylor@htmaterialsscience.com
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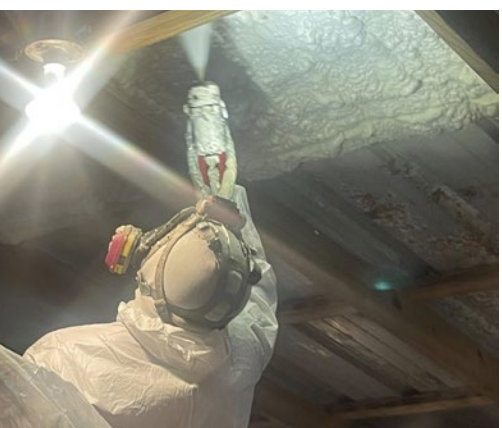
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Nisha Nayyar, Senior Sales Manager
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(905) 470-4600
sales@jonasconstruction.com
www.jonasconstruction.com
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300 Maddox Simpson Pkwy
Lebanon, TN 37090
lochinvar@lochinvar.com
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David Delcoma, Operations Manager
525 Orange St.
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(904) 863-5300
erichard@q-pac.com
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Product Type: Other: Q-PAC Multimotor Plenum Fan
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Bryan Glenn,
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966 Corporate Blvd, Suite 150
Aurora, IL 60502
(630) 345-8277
sales@rensafiltration.com
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Product Type: Filters, Other: Filter Housing
Markets Served: Commercial

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Miles MacKinnon,
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1500 Green Hills Rd, 202
Scotts Valley, CA 95066
mmackinnon@roofscreen.com
www.roofscreen.com
Product Type: HVAC Screens
Markets Served: Commercial

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(816) 761-7476
ruskin@ruskin.com
www.ruskin.com
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(513) 583-9491 ext. 224
(513) 908-3974
Mike_Derge@TransducersDirect.com
www.transducersdirect.com
Product Type: Air Handlers, Boilers, Chillers, Condensing Units, Controls/Monitoring, Furnaces/Duct Furnaces, Geo Thermal Products, Heat Pumps, Packaged Roof Top Units, Refrigeration Equipment, Tank Water Heaters, Tankless Water Heaters, Other: Wireless HVAC and Refrigeration Monitoring (Bluetooth, Cellular, and NEW LoRaWAN)
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grantwiegmann@waidb.com
www.wiegmannassoc.com
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Public Relations & Media, Global Products
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Accessible by Design: Why Plumbing Details Matter

A public restroom can meet accessibility standards and still present usability challenges. A poorly positioned sink, a handle that requires too much effort or a flush control that's difficult to reach can turn an everyday task into an unnecessary challenge for some.

For architects, engineers and contractors, accessible design requires more than checking boxes against a building code. It's about how people actually interact with a space, whether they're navigating a busy airport, visiting a restaurant, attending school or working in an office.

According to the U.S. Census Bureau, approximately 45.8 million Americans - nearly 14% of the civilian non-institutionalized population - reported living with a disability in 2024.[1] Accessibility is not a consideration for a small segment of building users. It belongs in the earliest stages of commercial design.

Beyond ADA Compliance

The Americans with Disabilities Act (ADA) establishes clear requirements for accessible plumbing fixtures. Operable components must be usable with one hand, without tight grasping, pinching or twisting of the wrist, and require no more than five pounds of activation force.[2] But compliance is only the starting point. A faucet also needs to be positioned within reach, work predictably and suit the people using it.



Proximity® Sensing Technology allows hands-free faucet operation, making everyday use easier for people with limited mobility or hand dexterity.



Two-handle faucets with clearly marked hot and cold indicators make water controls easier to identify and use in accessible commercial spaces.

"Meeting accessibility standards is essential, but there's a difference between a product that meets the requirements and one that's genuinely easy to use," says Jennifer Mitrovich, Senior Category Manager, Delta® Commercial. "We encourage project teams to consider the everyday experience of the people using these spaces. Small decisions around faucet operation, placement and ease of use can make a significant difference."

Delta® Commercial offers a range of faucets, flush valves and showering solutions that help specifiers address these practical challenges. For example, select manual faucets offer pad-printed hot and cold temperature indicators on the front of the handle rather than on the top, making temperature markings easier to see for children or wheelchair users. Fixture reach is another important consideration. Longer gooseneck spouts can bring the water stream closer to the user, helping reduce the need to lean forward or reach across the sink basin and making handwashing more comfortable for a wider range of users.

For applications seeking hands-free operation, Delta Commercial offers electronic products featuring Proximity® Sensing Technology and H2Optics® Sensing Technology, designed to provide reliable activation and consistent performance. By allowing users to activate water without gripping or turning a handle, these solutions can help simplify handwashing for individuals with limited hand strength or dexterity.

Function Meets Design

Accessibility shouldn't require sacrificing aesthetics. Delta Commercial's Architectural™ Design Series combines contemporary designs with Proximity® Sensing Technology, giving designers greater flexibility to create welcoming, accessible commercial restrooms.

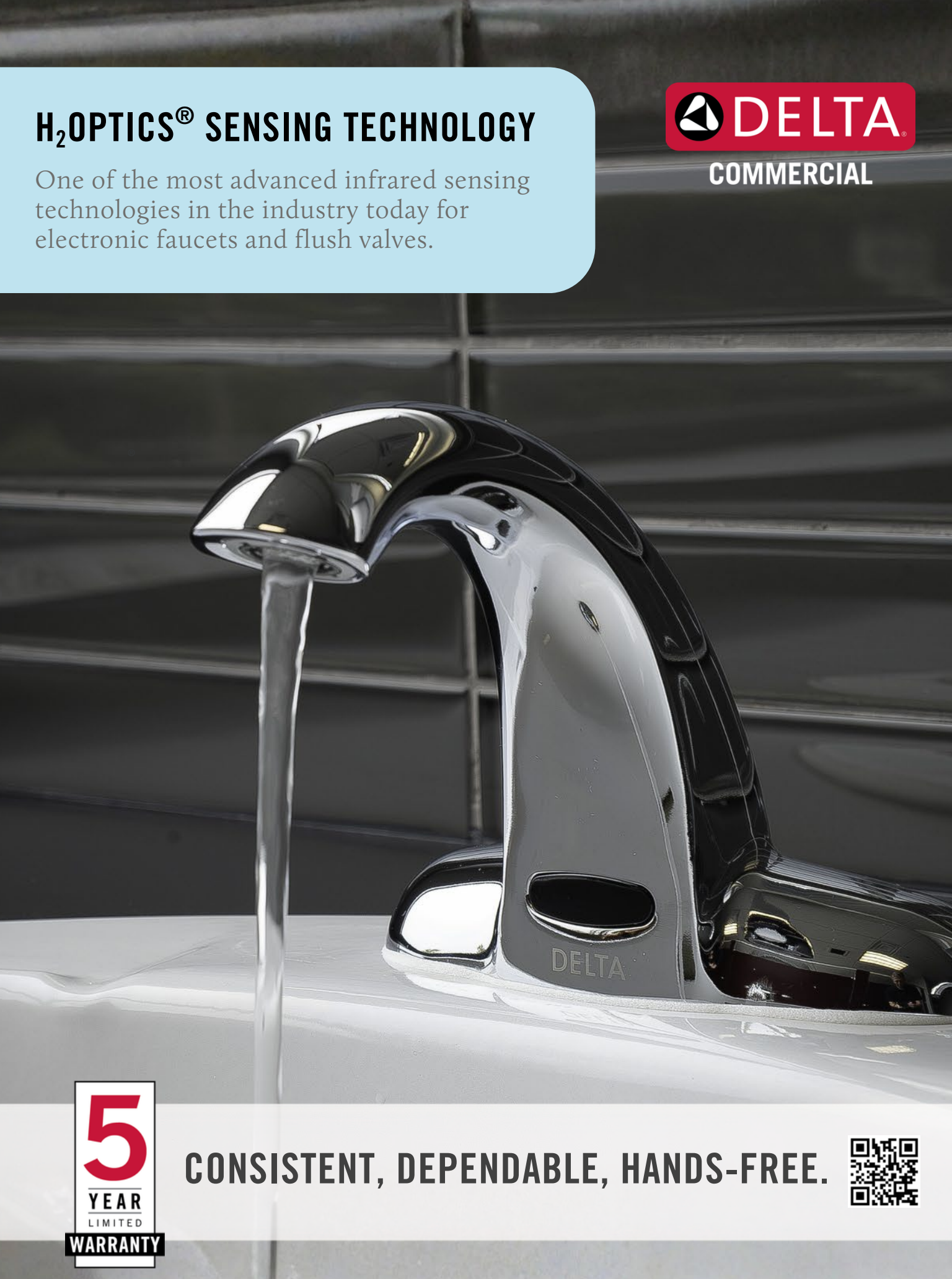
Designing a restroom that works for a wide range of users involves more than selecting compliant fixtures. When accessibility considerations are incorporated early in the design process, project teams can more effectively align compliance, functionality, and design intent. Compliance with accessibility requirements depends on product selection, installation and the overall design of the space.

As commercial buildings continue to evolve, accessibility deserves a place alongside aesthetics, efficiency and long-term performance. The most successful spaces are those where inclusive design feels natural - because the details were considered from the start.

Explore accessible plumbing solutions at deltafaucet.com/commercial

References:

1. U.S. Census Bureau. 2024 American Community Survey, Disability Characteristics, Table S1810. data.census.gov
2. U.S. Department of Justice. 2010 ADA Standards for Accessible Design, Section 309.4, Operable Parts. ada.gov



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Building with Security in Mind

How construction teams can prepare for emerging risks at data center sites

By Lucy Straker



For construction companies, risk assessment and insurance products have traditionally focused on physical risks related to the safety of the jobsite itself, including elements like equipment protocols or OSHA compliance.


ITY LINE DO NOT CROSS

As the risk environment around data center projects evolves, construction organizations should consider a broader range of security concerns as part of their overall risk assessment.

And these threats are quickly escalating. Today, these emerging threats reflect a landscape that construction leaders must understand and plan for.

Opposition to data center development has grown significantly on multiple fronts; concerns about environmental exploitation, energy and water consumption and displacement of residents are all documented issues of note. In some instances, public opposition has escalated into incidents involving property damage, vandalism and disruptions to site access.

Community concerns about local building projects aren't a new issue for construction companies, but unlike a retailer or industrial facility, a data center offers the local community little tangible benefit—it does not create significant stable, long-term employment, and once operational, it places ongoing demands on local utilities and infrastructure.

This combination can enhance local opposition and, in some cases, make it more volatile.

Identifying Key Points of Exposure with Data Center Projects

The challenges can present themselves before ground is even broken, starting with high-profile project announcements. This is where effective risk management should commence. To understand potential security risks at a data center site, project leaders should evaluate its unique vulnerabilities, particularly because active construction sites often have limited access controls.

The siting decision itself must be considered during an early risk assessment, as it is an earlier exposure point than most organizations realize—if a specific location carries significant known opposition, the risk profile will be enhanced. Another factor to consider is the geographic context, which matters independently of the project itself.

Proximity to a consulate, a manufacturer with public opposition or any facility already on the radar can result in a spillover risk to the data center site.

Once a location has been chosen, community engagement must be a priority. Relationships with local governments, law enforcement, emergency services, and community organizations should be established early and maintained throughout the project. This can help builders and leaders better understand community sentiment, establish clear and consistent communication and address potential concerns before they escalate.

Clarity around what specific stakeholder groups object to and why allows construction companies to address those concerns directly.

Once a project is underway, assessing security risks requires considering a range of potential threats. Some incidents may involve individuals with a connection to the business or project.

Other security incidents may be driven by ideological motivations, with a construction site targeted because of what it represents.

Mitigating both risks requires careful planning, but as ideological opposition is principled rather than personal, the pool of potential actors may be broader and harder to anticipate.

Given the heightened exposure data centers face, factoring specialty insurance into a planning strategy equips construction companies with the risk prevention and crisis management services needed to reduce and manage threats.



Proactive Planning and Preparedness are Essential

Preparation is one of the most effective ways to reduce the impact of a serious security incident. Physical security measures









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One of the most important considerations in any risk assessment is leadership and employee training. How effectively staff respond to a serious security incident often depends on how well they have been prepared.

should be part of a broader plan tailored to the site's specific vulnerabilities.

These include:

- Access controls
- Perimeter security
- Employee and visitor screening
- Camera systems integrated with AI-based weapons detection

Beyond the identification of physical vulnerabilities, social media and open-source monitoring also can surface early warning signs of organized opposition.

One of the most important considerations in any risk assessment is leadership and employee training. How effectively staff respond to a serious security incident often depends on how well they have been prepared. A comprehensive training program should include:

- Regular scenario-based exercises that are consistently reviewed and updated
- Role-specific exercises like tabletop simulations to identify gaps and ensure procedures are actionable
- Stress-tests of existing plans when incidents occur at another facility
- De-escalation training, so staff know when and how to disengage from confrontations

In addition to conducting employee training and enhancing physical security measures, risk transfer options should be considered. Specialty insurance policies can help address security-related risks and fill protection gaps where general liability and builders' risk policies may fall short.

Typical builders' risk policies cover buildings and materials during construction against risks such as fire, wind, theft or vandalism, but may not extend to certain security-related events. General liability policies also may contain exclusions that leave gaps in coverage following serious security incidents.

Given the heightened exposure data centers face, factoring specialty insurance into a planning strategy equips construction companies with the risk prevention and crisis management services needed to reduce and manage threats.

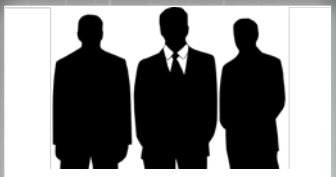
Strengthening Organizational Resilience is an Ongoing Process

Managing these risks is ultimately about building resilience—the ability to anticipate challenges, respond effectively and adapt as the security landscape evolves. Specialized insurance coverage can be one part of that strategy, helping minimize business interruption and support recovery following a serious security incident.

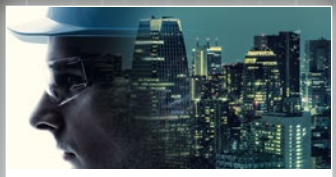
But insurance functions best alongside a comprehensive risk management plan, not as a substitute for one. For construction leaders, the focus is increasingly on whether the right plans are in place to prepare for, respond to and recover from potential security risks. **CCR**

Lucy Straker is the Focus Group Leader USA for Political Violence and Deadly Weapons Protection at Beazley.

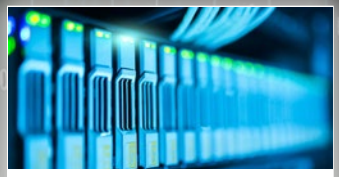
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The High Cost of Bad Early Payment Programs

How poorly structured programs are putting subcontractors and responsible GCs at risk

By Ben Turner

I was on a call last month with the EVP of a large regional general contractor, a well-run, decades-old firm doing significant commercial volume. He told me that in the past 30 days alone, two separate owner contracts had landed on his desk with language he'd never seen before: explicit caps on the percentage of early payment discounts a GC could retain, with any excess required to be returned to the owner. One cap was set at one and a half percent.

He wasn't angry. He was resigned. His company had no interest in running the kind of program causing problems in the market. But the contractual fallout was landing on his desk anyway.

That's the reason I'm writing this. A small number of general contractors have run early payment programs in ways that are shortsighted and structurally predatory, and the fallout is landing on everyone else. Owners are rewriting their contracts. Some are beginning to disallow early payment programs entirely.

When that door closes, the subcontractors who depend on early payment as a working capital lifeline lose access to something they genuinely need. That is a bad outcome for the whole industry. And it was entirely preventable.



The Cash Flow Problem That Makes Early Payment Necessary

Subcontractors in this industry are working capital engines running on borrowed time. They pay labor weekly, purchase materials months before invoicing, and then wait.

According to a 2025 National Subcontractor Market Report, subcontractors wait an average of 56 days after submitting a pay application—despite GCs believing payment takes about 30. That gap is not administrative. It is financial strain absorbed daily by firms that have no choice.

Rabbet's "2024 Annual Construction Payments Report" makes the picture starker: only 5% of subcontractors get paid on time, and 82% face payment waits over 30 days, up from 49% just two years prior.

Critically, 100% of subcontractors consider a GC's payment history before deciding whether to bid on a project. Payment behavior is a competitive variable, whether GCs treat it that way or not.

I speak with GC CFOs every week. The ones I respect most understand that subcontractor financial health is not a soft metric, it is a project performance metric. A cash-strapped sub shows up with half a crew. A sub managing a liquidity crisis is not focused on your punch list. Healthy subs deliver better work. I watch this play out in our programs across the country.

GCs also have a compelling financial reason to act. The CFMA's 2025 Financial Benchmarker shows that GC firms continue to hold significant cash, well above pre-pandemic norms, while money market rates have dropped from roughly 6% two years ago to around 3.25% today.

A well-run early payment program generating 12–25% annualized return on that same capital is one of the most risk-controlled improvements a GC CFO can make to their cash management strategy.

The Programs That Are Poisoning the Well

A handful of GCs have run early payment programs in a way that is actively damaging this industry, and the rest of us are going to feel the consequences.

The mechanics are simple. Some GCs embed discount language directly into their subcontracts, a fixed percentage, locked in, applied to every invoice, for the life of the project. The sub has no choice. The rate does not adjust to their cash needs or market conditions. It is just there, baked into the deal.

What happens next is predictable. The sub prices the discount into their next bid. That cost gets absorbed into the contract price and passed to the owner. The sub is not absorbing a discount. The owner is paying a hidden markup.

Owners have started noticing. In conversations with multiple GC prospects over the last several months, I've heard directly that owners in certain markets are rewriting their contract language in response to what they've seen, capping the percentage of discounts a GC can retain, requiring savings to pass through to ownership, and in some cases disallowing early payment programs entirely.

When an owner removes the economic incentive for a GC to fund early payments, the GC stops offering them. Why take the risk of paying subs before receiving owner payment if all the benefit flows upstream? They do not. And when that happens, the subs—who had nothing to do with the bad program design—lose access to a tool they depended on.

The 2025 report found that 40% of subcontractors retain half to all of their profits just to fund operations. Many of them are not sitting on credit facilities. They are

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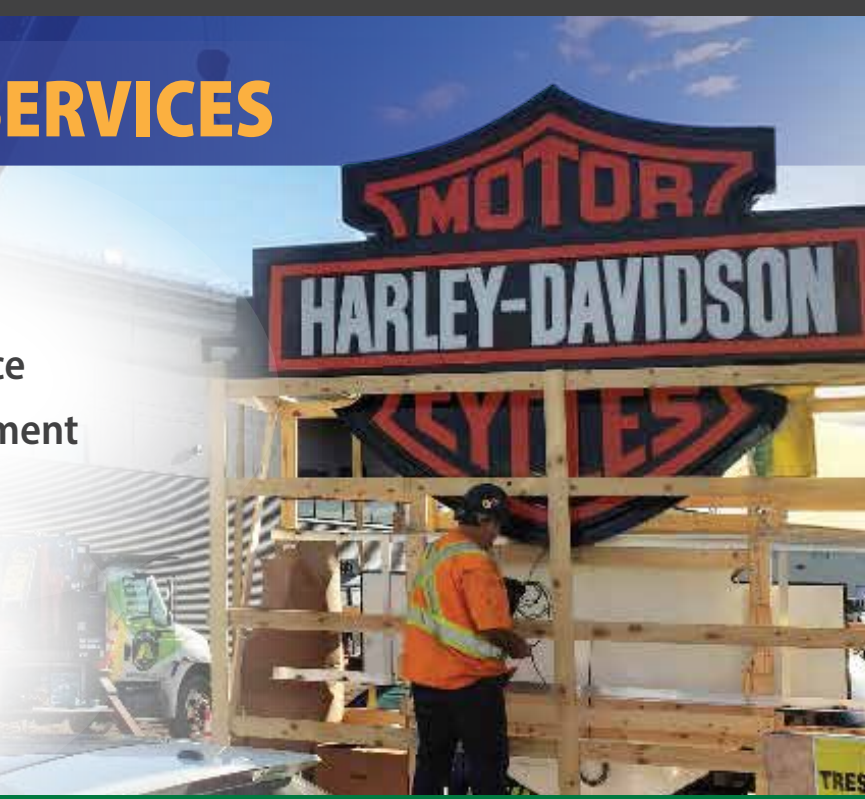






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using early payment as a genuine lifeline. Rabbet's data shows 78% of subcontractors experienced work delays due to delayed payments to their own crews and 97% of GCs raised bid prices in 2024 to account for payment delays.

We are already paying for slow payment through bid inflation. Contractual discount structures that obscure costs from owners add another layer of friction no one in this industry needs.

What "Done Right" Actually Looks Like

The contrast matters, so let me be precise. A well-structured early payment program is optional at every level. No subcontract language requires participation. Every pay application is a fresh decision: Does the sub want to offer a discount this cycle in exchange for early payment or wait for standard terms?

That optionality is not a courtesy—it is structural. It is what prevents the sub from pricing the discount into their bid, because the discount is never guaranteed and never forced.

A well-structured program also is dynamic, not static. Instead of a fixed rate, a marketplace model lets each sub submit a discount offer that works for their margin at that moment. The GC sets two parameters: How much capital they're making available and the minimum discount rate they'll accept.

Supply and demand determine the rest. Subs needing cash urgently offer more; subs with flexibility offer less. It is as transparent and fair as a working capital tool gets.

At Earlytrade, we built this as a GC-funded marketplace, no third-party lender, no debt facility, no disruption to the direct GC-sub relationship. The GC funds early payments off their own balance sheet before receiving owner payment. Discounts flow to a GL account through a credit note, recorded entirely outside job cost.

The job cost detail shows the full contract value. No deductive change orders. Nothing in the subcontract changes. Waivers cover the gross contract value. The audit trail is clean, which matters especially on public work.

GCs also control eligibility at every level: which subs, which projects, which owners. If an owner's contract language disallows early payment discounts, those projects simply are not made eligible. The program bends around the contractual landscape rather than ignoring it.

I've watched this play out in programs across the country. A rural GC in Utah, with a subcontractor base many would call "mom and pop," runs one of our strongest programs. Subs there don't need to negotiate with a lender. They offer a discount to their GC, wait for the market to clear, and if accepted, get paid early. Simple.

A large GC in Arizona has seen consistent uptake across every use case: short-term cash, balance sheet management, discount arbitrage against material suppliers, DSO reduction. One year in—subs happy, GC happy.

Across our programs, we typically see about 15% of a GC's annual subcontractor spend converted to early payment by end of year one, with annualized returns of 12%–25% on deployed capital. These are returns generated through a process subcontractors choose to participate in—not one they are contractually obligated to endure.

The Program Is Not the Problem. The Greed Is.

I will make a prediction: within five years, early payment will be an expectation, not a differentiator. Subcontractors will demand optional, flexible, debt-free working capital access as a condition of their best work and most competitive bids.

The GCs building that infrastructure now, correctly, will have stronger sub networks, more competitive bid pools, and better project outcomes.

Study Groups' 2025 GC performance data found that top-quartile firms are already operating with a negative cash cycle—collecting from owners before paying subcontractors, a structural advantage that compounds over time. Early payment programs, done right, help build that position.

But if the bad programs keep proliferating and more owners respond by legislating early payment out of their contracts, the market for well-designed programs shrinks. The subs who need this most lose the option. Project outcomes suffer. And the GCs who built responsible programs are left operating in markets poisoned by the ones who didn't.

Early payment is a good idea. It is good for GC margins, subcontractor health, project outcomes, and owner relationships when built with transparency and discipline.

Early payment is a good idea. It is good for GC margins, subcontractor health, project outcomes, and owner relationships when built with transparency and discipline. What is not a good idea is using early payment mechanics to extract margin from subs and obscure it from owners. That is not a treasury strategy. It is a reputational liability waiting to materialize, and in some markets, it already has.

The GC on that call last month is not going to run a bad program. He never was. But he is going to spend time managing around restrictions that exist because someone else did. That is the cost of short-sighted designed programs.

The GCs who will win the next decade are the ones who get cash into the hands of their trade partners sooner, on terms those trade partners actually chose. Everything else is just a short-term extraction with a long-term bill. **CCR**

Ben Turner is an Enterprise Sales Director at Earlytrade, a dynamic early payment marketplace that helps general contractors generate returns on cash while giving subcontractors debt-free access to working capital.

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An Identity Crisis

Closing the gap between building addresses and asset histories

Ask any facilities director who oversees a hospital campus or a university with several buildings on one site and they will describe the same frustration. The address on the deed says one thing. The property on the ground says another. A single mailing address can represent two, 12 or on a large campus, several dozen buildings.

Nearly every system the industry relies on, from permitting portals to CMMS platforms to insurance underwriting tools, still treats an address as if it points to one physical structure. That mismatch has a name: the Infrastructure Identity Gap, the space between where a record says a building sits and what it actually is.

For decades, the industry has used addresses as a substitute for something they were never designed to provide: a persistent identity for each physical asset. Addresses and infrastructure identity are fundamentally different concepts, and conflating them is the structural flaw at the center of the gap.





Where Treating an Address as Identity Breaks Down

The logic of address-based recordkeeping made sense when most parcels held a single building. It stops working the moment a site accumulates history. A research campus adds a satellite lab in one decade and a shared utility plant in the next.

Each addition belongs to a specific physical asset, not to the address on file, yet the recordkeeping systems the industry depends on were built to track addresses, not assets. Over the years, the address becomes a folder of records from buildings that share little except a driveway.

Four Ways Compound Sites Defeat Traditional Recordkeeping

- **Fragmented and Isolated Records:** On sprawling properties, archival drawings, permits, and repair histories are almost never consolidated in one place. Different buildings may change ownership at different times or have records digitized on different schedules, leaving several partial, competing versions of the truth.
- **Diverging Building Evolution:** Each structure on a campus lives its own life. One building might be modernized every decade while the one next to it sits untouched since the 1970s. Applying one set of assumptions to structures that evolved on different tracks misrepresents both.
- **Irregular Geometries:** Heritage sites rarely offer straight walls, level floors, or standard dimensions. Add settling and decades of incremental change, and one accurate digital footprint for the site requires precision measured in millimeters, not feet.
- **Hidden Site Infrastructure:** The space between buildings is often the least understood part of a campus. Utility lines and old foundations sit buried and undocumented and a single missing record can throw off an entire site's spatial data.

The technology is only as reliable as the identity of the asset it analyzes. If historical records cannot be confidently tied to a specific building, AI does not reduce confusion, it accelerates it.

Each of these challenges compounds the same gap. A GIS layer can plot where buildings sit. It cannot preserve a system's history once ownership changes hands.



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A Familiar Kind of Confusion

Consider a mid-sized university with a single street address covering eleven buildings, three of which share a name because one was renamed decades ago and the paperwork never caught up.

A contractor sent to service an electrical vault finds two nearly identical vaults attached to the same address, with no way to tell which one a work order refers to.

The address is not wrong. What is missing is an identity for each vault. Bad or incomplete project data cost the industry an estimated $1.8 trillion in 2020 alone, according to a widely cited study by Autodesk and FMI Corp, which also tied as much as 14% of otherwise avoidable rework, worth roughly $88 billion, directly to bad data.

When Ownership Changes, the Record Should Not

Every building on a campus will change hands more than once over its life. Owners sell, operators turn over and insurers or lenders reassess the property on their own schedules.

Each transition is a point where historical knowledge can quietly disappear, because the industry tracks addresses rather than the physical assets those transitions affect.

A new facility manager inherits a mailing address, not a verified history of what was built, repaired, or replaced. Buildings should not lose their memory every time ownership changes, yet under an address based system, that is exactly what tends to happen.

From Addresses to Infrastructure Identity

The way forward starts with a shift in vocabulary before it becomes a shift in technology. Facility owners, and the design and build professionals who work on their properties, need to think in terms of physical infrastructure assets rather than addresses.

Permits, inspections, commissioning reports, maintenance events, warranties, insurance claims and future renovations never happen to an address.

They happen to a specific physical asset that needs an identity durable enough to hold that history together across every transition it goes through.

That need has become urgent. For decades, address based recordkeeping was simply an inconvenience.

Today, digital twins, predictive maintenance, lifecycle analytics, climate risk modeling, autonomous inspections, and enterprise asset management all depend on precise infrastructure identity and none more visibly than artificial intelligence (AI).

The technology is only as reliable as the identity of the asset it analyzes. If historical records cannot be confidently tied to a specific building, AI does not reduce confusion, it accelerates it. What was once an operational annoyance has become a foundational requirement for the next generation of technology, and closing the Infrastructure Identity Gap is what makes that technology trustworthy.

The Next Evolution of Infrastructure

This problem will not be solved by adding another application. It requires a persistent identity layer beneath the software organizations already rely on, one that keeps every permit, inspection and renovation connected to the physical asset it belongs to, regardless of who owns it or which platform recorded it.

Every school, hospital, office building, warehouse, bridge, utility, and manufacturing facility has its own history. The next evolution of infrastructure begins when every physical asset carries a persistent identity capable of preserving its history for generations. **CCR**

Trevor Vick is CEO of UMIP Inc. and founder of the Global Infrastructure Identity Standard (GIIS). For more information, visit www.umipinc.com.

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The Workforce Squeeze

How TPS changes are adding pressure to construction's labor shortage

By John Dorer



The July 27 expiration of work authorization for roughly 350,000 Haitian workers protected under Temporary Protected Status was another workforce shock for a commercial construction industry already struggling to keep enough people on jobsites.

Penn Wharton researchers found TPS workers are 3.2 times more likely than U.S.-born workers to work in construction occupations. In the Washington, D.C., metro area, TPS workers accounted for more than 8% of construction hours worked. Meanwhile, Associated Builders and Contractors reported 259,000 construction job openings in April.

When part of that labor supply disappears, contractors can lose people who already know the jobsite, understand the safety expectations and know how to work with the crew around them. Replacing that experience takes time.

Contractors should use this moment to understand where they are exposed, hold onto the workers they already have and make sure they are developing more than one reliable source of labor.

A Workforce Shock Construction Will Feel Quickly

Construction has little room for sudden labor disruptions because so much of the work depends on what happens immediately before it.

If a drywall crew comes up short, the next trade can be forced to wait. If a concrete or site crew loses workers, the schedule can move. Overtime climbs while supervisors spend more time reshuffling manpower and less time leading the job. Commercial renovation can be even less forgiving.

Work often is completed around occupied spaces, limited shutdown windows and tightly sequenced trades. A handful of missing workers on one subcontractor's crew can quickly create problems for the



general contractor, the owner and everyone scheduled behind them.

A workforce change that begins with immigration policy can therefore show up very quickly in project schedules and labor costs.

Know Where the Risk Sits

Employers should already be maintaining Form I-9 records and tracking employment authorization that requires reverification. With TPS changing, HR teams should review those records with immigration counsel to determine which employees are affected, when their authorization ends and whether another lawful status may be available.

That review needs to be handled carefully. Employers should never assume that a worker from a particular country holds TPS or make employment decisions based on nationality.

General contractors also need visibility beyond their own payroll. A GC might employ few or no TPS workers directly while still having significant exposure through subcontractors. If a critical trade partner loses part of its crew, the project can feel the impact just the same. Conversations with key subcontractors about workforce continuity can help identify those vulnerabilities before they become scheduling problems.

The current TPS change is a reminder to look at workforce planning the same way contractors look at other project risks: Identify vulnerabilities early and have alternatives ready.



Protect the Workforce Already in Place

Workforce planning also has to go beyond replacing whoever leaves. Better onboarding, stronger supervision, clear wage progression and visible pathways into more skilled roles can give workers more reason to stay.

An entry-level laborer is more likely to see a future with a contractor when there is a realistic path toward equipment operation, a trade, foreman responsibilities or supervision.

Cross-training can give contractors additional breathing room. Workers with broader capabilities make it easier to respond when someone leaves unexpectedly or when another part of the project suddenly needs more hands.

Those steps will not solve the immediate problem for an employee who loses TPS authorization. They can make the rest of the workforce more resilient when turnover or policy changes hit.

Stop Treating Every Vacancy Like an Emergency

Domestic recruiting should remain front and center. Contractors can strengthen relationships with high schools, trade programs, apprenticeships, workforce boards and community organizations. They can also do more to show younger workers that construction offers a path into skilled work, higher wages and leadership.

But contractors have been trying to solve labor shortages for years, and experienced workers continue to retire. In markets where companies are already competing for a limited labor pool, the loss of another group of experienced workers adds pressure to an already difficult equation.

The practical response is to develop several recruiting channels before the need becomes urgent. A contractor with strong local recruiting, apprenticeship relationships, retention programs and other lawful workforce options has more room to respond than one forced to rebuild its labor pipeline after every disruption.

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Where Permanent Immigration Pathways Fit

The EB-3 visa can be one of those options. It allows U.S. employers to sponsor foreign workers for permanent, full-time positions when qualified domestic workers cannot be found. Depending on the position and its requirements, that can include construction jobs employers struggle to fill year after year.

EB-3 should not be viewed as an immediate substitute for TPS. A worker who loses TPS cannot automatically move into EB-3 status, and the process involves recruitment, compliance requirements and significant lead time. For employers, its advantage is that it is designed around permanent employment rather than temporary protection.

That distinction matters for contractors that repeatedly struggle to fill the same year-round positions. Planning for EB-3 well in advance can add another source of workers alongside local recruiting, apprenticeships, training and retention efforts.

When part of that labor supply disappears, contractors can lose people who already know the jobsite, understand the safety expectations and know how to work with the crew around them.

No contractor knows which labor-market change, court ruling or immigration decision will create the next disruption. The important question is whether the company has enough options in place when it happens.

The current TPS change is a reminder to look at workforce planning the same way contractors look at other project risks: Identify vulnerabilities early and have alternatives ready. Keep good workers. Develop local talent. Build relationships with training programs. Understand lawful international workforce options before a shortage becomes an emergency.

Construction already depends on contingency planning. Labor deserves the same discipline. Contractors that develop several reliable paths to workers today will be in a much better position when the next gap opens on the jobsite. CCR

John Dorer is CEO of EB3.Work, a workforce solutions company that helps U.S. employers address labor shortages through lawful and compliant staffing strategies.

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Beyond the Inspection

How proactive planning and collaboration keep projects on track

By Matthew Lehmenkuler

Special Inspections, required by building code in most states for commercial and multifamily projects involving critical life-safety structural building components, are often misunderstood by the very teams responsible for delivering a project on time and on budget.

Typically identified by the architect or engineer serving as the registered Design Professional in Responsible Charge (or DPIRC, sometimes also referred to by other titles such as the Structural Engineer of Record or SER and Engineer of Record or EOR), the work of Special Inspectors becomes part of the general contractor's day-to-day reality starting with preconstruction meetings.

To many general contractors, Special Inspections can present as a layer of oversight that slows work, complicates scheduling and creates paperwork headaches. When well-managed, however, Special Inspections help projects avoid costly rework, failed inspections, schedule disruptions and disputes later in construction.

Understanding how the process works, where problems typically arise and how to coordinate inspections proactively can help contractors use the process to support a project's on-time and on-budget delivery.







Special Inspections Origins

Special Inspections grew out of lessons learned following a series of high-profile structural failures that exposed gaps in oversight, communication and accountability on building projects.

In the early 1980s, U.S. House Subcommittee hearings examining a number of these structural failures concluded that two recurring problems can contribute to costly and/or dangerous outcomes: the lack of organization and communication between parties on construction projects and insufficient involvement and inspection by the DPIRC during construction.

The subcommittee's recommendations eventually led to a merger of several regional codes into the International Building Code (IBC), IBC Chapter 17, which established the more standardized and clearly defined process of Special Inspections.

Know Your State, Local Inspection Requirements

Special Inspections are required by building code in most states for qualifying commercial and multifamily projects. Most states have adopted the International Building Code's Chapter 17 requirements, although enforcement and specific provisions vary by state and municipality.

Types of construction activities where the code requires Special Inspections are identified in Section 1705 of IBC's Chapter 17 – not based on project size but on the presence of specific structural elements the code defines. Similarly, the scope and frequency of inspections are established in the statement of Special Inspections (completed by the DPIRC) and coordinated to ensure compliance with the approved construction documents.

QA, QC, Special Inspection roles

Quality Assurance (QA), owner-focused and led by the DPIRC, is about preventing defects before they occur by establishing and monitoring processes and standards. Quality Control, a general contractor function, identifies and corrects defects during the project.

Special Inspection, a legal requirement under most state building codes, verifies critical building systems' integrity ensuring safety and regulatory compliance.

When acting as a Special Inspector under IBC requirements, the inspector is responsible for maintaining inspection records, issuing interim reports at agreed intervals and submitting a final report confirming whether the work complies with the approved construction documents. These reports are often required to be reviewed and approved by a Professional Engineer (PE).



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Key roles in Special Inspections include:

- **Local building official –** Sets the criteria for inspection personnel by inspection type as well as verifies completion of Special Inspections.
- **Owner –** Or designee, hires the Special Inspections provider.
- **DPIRC –** Prepares and submits to the building official the statement and schedule of Special Inspections and oversees the inspection program itself to ensure adherence to plans.
- **Special Inspector –** Observes and tests the requiring components and work types and provides reports on same to the building official, owner, DPIRC and general contractor.
- **Testing laboratory –** Whether off site or in the field, must be a recognized organization approved by the building official that regularly performs testing, inspection or certification services.
- **General Contractor –** Reviews and understands the statement and schedule of Special Inspections; provides access and adequate notice to the Special Inspector to complete the inspections; and corrects any reported deficiencies.

The Special Inspector

While there is an International Code Council (ICC) Special Inspector certification program, it is at the sole discretion of each jurisdiction's building official to evaluate a Special Inspector's qualifications as part of approving the provider under Chapter 17 of the IBC for a given project.

In practice, the Special Inspector typically is the licensed professional in responsible charge, while Special Inspection Agents or technicians perform much of the day-to-day testing and inspection work under that oversight.

That said, qualities to look for in a Special Inspector include demonstrated competence and experience relevant to the project, training and certifications, track record of experience as Special Inspector on similar projects, strong communication skills, and the ability to be responsive and prompt.

Best Practices: Incorporating Special Inspectors in Project Planning and Pacing

Set a high bar for proactive communications. This begins with the owner.

Special Inspections grew out of lessons learned following a series of high-profile structural failures that exposed gaps in oversight, communication and accountability on building projects.

An owner who facilitates introductions between the general contractor, design team, building official and Special Inspector before work begins sets the standard for ensuring efficient coordination for quality project delivery.

Host a pre-construction meeting. Before project kick-off, the team discusses project details, sets expectations and covers critical issues such as:

- **Project overview –** Scope and size, construction type and occupancy, major structural systems, project milestones, target completion date
- **Code basis and jurisdictions –** Code and local amendments/enforcement expectations, permits and sequencing, reporting, handling deficiencies, sign off and close out
- **State of Special Inspections review –** Types required, continuous versus periodic
- **Scheduling and notification procedures –** Advanced notice, inspection requests, hold points, sequencing elements
- **Reporting, documentation and communication protocols –** Report distribution, dailies, deficiency logs, corrective action tracking, escalation, digital platforms, photo documentation
- **Milestone meetings –** Forecast future coordination for key construction elements
- **Open issues and action items**
- **Confirmation –** Communication chain, inspection request procedure, reporting expectations, next meeting date(s), project readiness

Commit to collaborating among all parties. The goal is to create a more efficient and cost-effective construction process that benefits both the owner and the public. Early and ongoing collaboration, particularly between the general contractor and Special Inspector, prevents costly rework due to issues caught too late in the process, and thus helps ensure the project stays on budget and schedule.

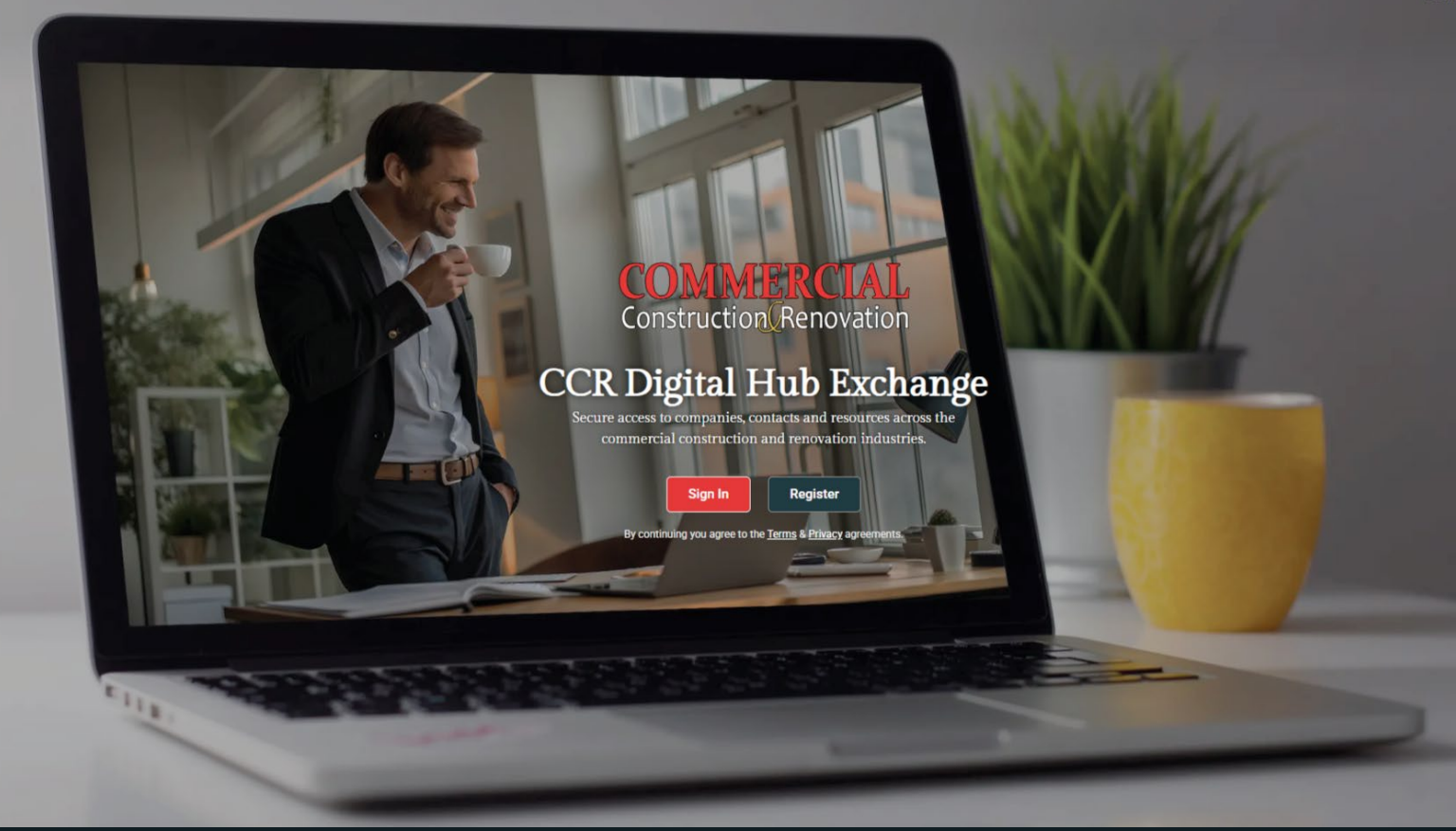
Build inspections directly into the project schedule. Treat Special Inspections as critical path activities. Define hold points, notification requirements and milestone inspections early so inspections are not treated as last-minute events.

Construction projects present multiple challenges—from the common difficulty of securing skilled labor to problems particular to Special Inspections like inconsistent enforcement of code requirements across different jurisdictions. In every instance, when coordination fails and rework is required, it is the general contractor who bears the cost.

A successful project will treat Special Inspectors like partners, communicating and coordinating to keep inspections aligned with schedules, reduce avoidable disruptions and streamline the documentation required to demonstrate that work was completed in accordance with the approved plans and specifications.

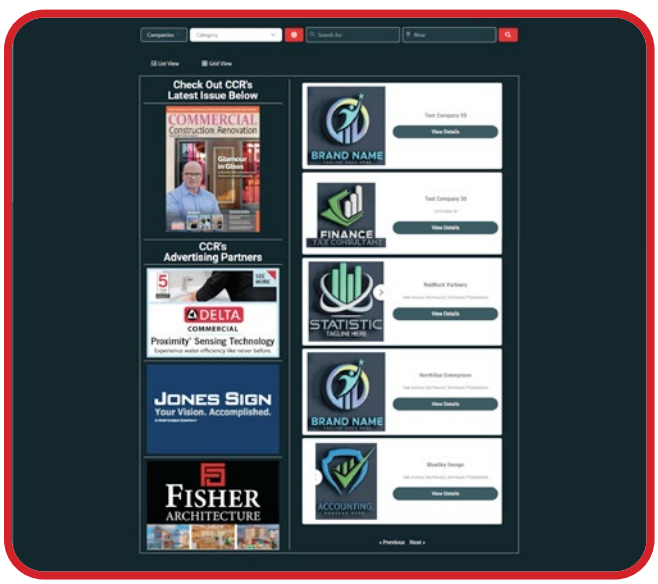
This, ultimately, helps projects move more efficiently toward the desire result – a certificate of occupancy. **CCR**

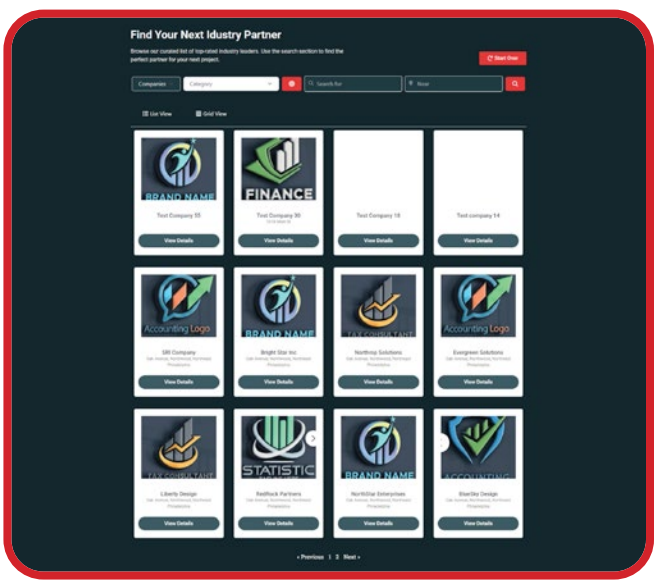
Matthew Lehmenkuler, P.E., is a National Director with Terracon who has built his career in construction materials testing and inspection with experience that spans major infrastructure, transportation and commercial projects.



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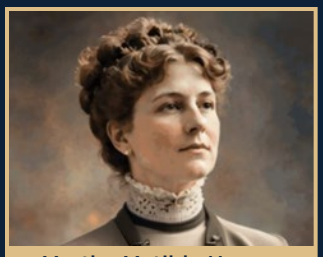
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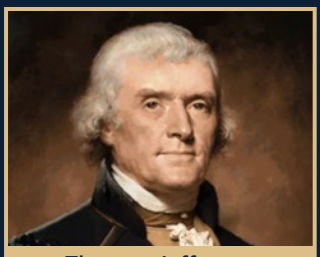
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The CCR Legacy

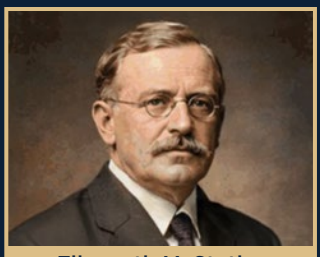
60 DOERS WHO BUILT AMERICA'S COMMERCIAL LANDSCAPE



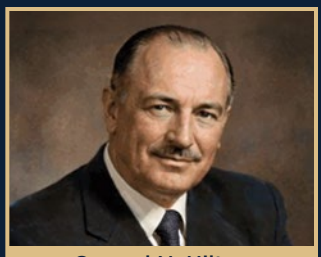
Martha Matilda Harper



Thomas Jefferson



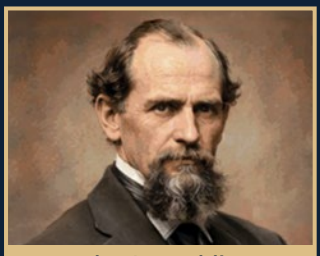
Ellsworth M. Statler



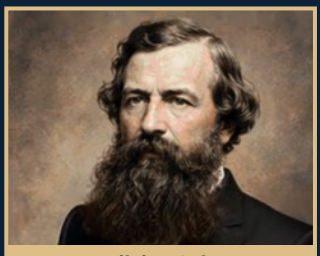
Conrad N. Hilton



Victor Gruen



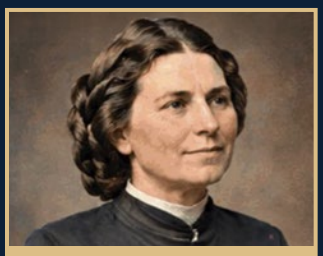
John A. Roebling



Elisha Otis



Florence Nightingale



Clara Barton



Alice Marriott



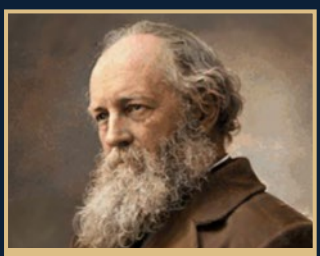
Emily Warren Roebling



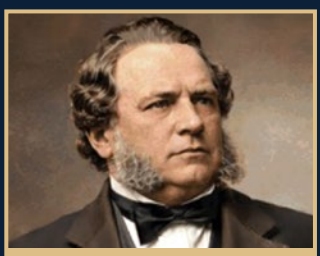
Julia Morgan



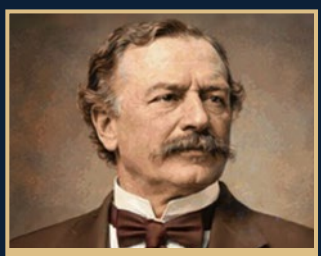
Mary Colter



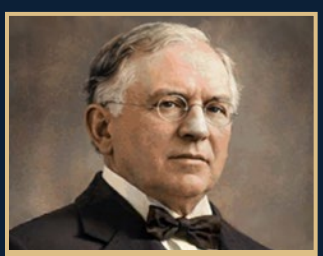
Frederick Law Olmsted



Alexander Turney Stewart



Fred Harvey



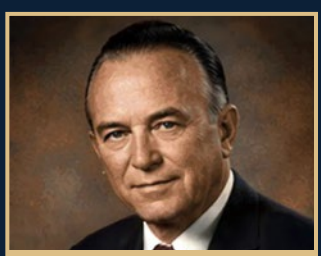
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MARTHA MATILDA HARPER

1857–1950 | Retail franchising / salon development

01



Her influence belongs in the same conversation as the department-store pioneers and the developers who later made room for standardized tenants in shopping districts and centers.

Martha Matilda Harper began life far from the executive suites of American retail. Born in Canada in 1857, she worked as a domestic servant from childhood and spent decades in service before creating a business that helped define modern franchising. Her achievement was not simply opening a successful salon. She developed a repeatable business system that allowed other women to operate branded locations, learn a common method, and become independent proprietors at a time when few commercial opportunities were open to them.

After moving to Rochester, New York, Harper saved money and launched her own hairdressing operation in 1888. Her service emphasized scalp care, customer comfort, personal attention, and a distinctive approach to hair treatment. Instead of keeping the concept confined to one location, she began helping other women open salons under the Harper name. A Buffalo location followed in 1891, an early example of business-format franchising built around consistent services, operator training, and ongoing support.

Harper's model anticipated many practices now familiar to commercial developers and national tenants. Each new salon needed a recognizable retail environment, furnishings, equipment, an operating system, trained personnel, and a location that could attract customers. The business could grow without every storefront being owned and managed directly by the founder. For the commercial construction industry, that shift matters: a successful concept became a network of repeatable spaces.

Her operators, sometimes known as Harperites, received training and a framework for conducting business. Harper was notable for promoting women as owners rather than merely as employees. The system spread across American cities and abroad. University of New Hampshire research reports that by 1914 the network had reached 134 franchises in 128 cities across North America and Europe. Such growth required more than a product. It required brand standards, customer trust, management discipline, and the physical replication of a retail service environment.

Harper's story also complicates the familiar history of franchising, which is often told through later restaurant and automotive brands. Her salons show that a woman entrepreneur helped establish a scalable commercial format well before the rise of many twentieth-century chains. Her influence belongs in the same conversation as the department-store pioneers and the developers who later made room for standardized tenants in shopping districts and centers.

CCR recognizes Martha Matilda Harper because she helped turn an individual service business into a replicable retail concept, creating opportunities for entrepreneurs and demand for commercial storefronts. Her legacy is visible whenever a recognizable brand opens another location with a consistent customer experience.

THOMAS JEFFERSON

1743–1826 | Federal architecture / design

02

Thomas Jefferson is remembered principally as an American founder and the nation's third president, but his architectural interests helped establish an enduring language for American civic and educational buildings. Architecture was not merely a hobby for Jefferson. He studied classical forms, collected books and drawings, and applied design ideas to the built environments he controlled. His best-known work, Monticello, developed over decades as he revised its proportions, interior arrangements and relationship to the surrounding landscape.

Jefferson drew inspiration from European architecture, especially the classical tradition and the work of Andrea Palladio. His travel in France expanded that knowledge and informed his preference for symmetry, domes and carefully ordered public spaces. At the Virginia State Capitol in Richmond, he advocated a temple-like design that made classical architecture a visual expression of republican government. The building became an influential example for later public architecture in the United States.

His vision for the University of Virginia extended beyond a single landmark. Jefferson conceived an 'Academical Village' organized around a central lawn, with faculty pavilions and student rooms forming an integrated academic community. The Rotunda provided a commanding architectural focal point. The composition demonstrated how planning, architecture and institutional mission could reinforce one another, an idea still central to campus and mixed-use development.

Jefferson's design legacy must also be presented with historical completeness. Enslaved people performed essential labor at Monticello and were involved in building and maintaining the estate. Celebrating the buildings without acknowledging the labor system that made them possible would misrepresent the history of American construction. Similarly, Jefferson's architectural projects depended on craftsmen, builders and collaborators whose contributions deserve recognition.

His place in the CCR Hall of Fame is grounded in his influence on the form and symbolism of government and institutional architecture. From the Virginia Capitol to the University of Virginia, Jefferson's projects helped define a recognizable American civic landscape. They also offer a reminder that the history of the built environment is a history of design ambition, skilled labor, power and competing ideals. Jefferson died on July 4, 1826, fifty years after the Declaration of Independence. His buildings remain central to conversations about preservation, public architecture and historical interpretation.

The relationship between Jefferson's design ambitions and the people who realized them remains central to an honest account. Monticello and the University of Virginia were constructed and maintained through labor that included enslaved craftspeople and workers. Recognizing the architecture therefore requires recognizing the human cost of its production. Jefferson's influence on civic design was enormous, but the history of the built environment is richer and more truthful when both vision and labor are visible.



For contemporary construction professionals, Jefferson's legacy is also a lesson in the tension between architectural ambition and the labor that realizes it. Monticello was constructed and maintained in significant part by enslaved people, whose skills and forced labor must be acknowledged alongside the owner's design interests.

ELLSWORTH M. STATLER

1863–1928 | Hospitality / modern hotel operations

03



The Statler name became synonymous with carefully organized guestrooms and efficient service.

Ellsworth Milton Statler helped change the American hotel from a luxury reserved for a few into a dependable commercial product for the traveling public. Born in 1863, Statler entered the hospitality business when hotels varied enormously in comfort, pricing, and service. His career became a lesson in how operating ideas can reshape building design: when a hotel promises consistent accommodations, the architecture, plumbing, guestroom planning, circulation, and back-of-house systems must support that promise.

Statler worked his way through hotel operations and gained experience serving travelers and major events before establishing a new standard in Buffalo. His Hotel Statler, which opened there in 1907, became associated with the idea that every guest should receive useful modern conveniences at a reasonable price. Private bathrooms, thoughtful room arrangements, and reliable service were not decorative extras. They were central to a commercial model that appealed to the expanding middle-class travel market.

He followed with additional hotels in major American cities, building a recognizable chain identity around practical comfort and operational consistency. The Statler name became synonymous with carefully organized guestrooms and efficient service. A successful hotel had to be attractive, but it also had to work. Staff needed efficient routes, equipment needed service access, and building systems needed to support hundreds of daily guest interactions.

Statler's importance to CCR extends beyond the hotel brand. The growth of dependable urban hotels supported conventions, business travel, commercial districts, and downtown investment. Each property brought work for architects, engineers, contractors, manufacturers, interior specialists, and maintenance teams. Standardization created repeat business and influenced expectations for room layouts, bathroom fixtures, and building operations.

Statler also understood that a hotel could function as a civic gathering place. Ballrooms, meeting rooms, restaurants, and public spaces attracted residents as well as overnight guests. These mixed uses helped hotels become anchors of downtown commercial life. As cities grew, the modern hotel became both an operating business and a significant real estate investment.

The Statler story is especially relevant when viewed alongside later chains such as Hilton and Marriott. Those companies expanded the branded hospitality system on a larger scale, but Statler helped demonstrate the value of reliable amenities and consistent service. His work gave owners and designers a model for delivering recognizable hospitality experiences in multiple markets.

His legacy survives in the expectation that a guestroom should be functional, comfortable, and consistently equipped—and in the construction industry that makes those expectations possible.

CONRAD N. HILTON

1887–1979 | Hospitality / hotel development

04

Conrad Nicholson Hilton built one of the defining hotel enterprises of the twentieth century and helped turn lodging into an internationally recognized real estate and operating business. Born in New Mexico in 1887, Hilton began his career in a family business and served in the military during World War I. After the war, he traveled to Texas hoping to acquire a bank. Instead, in 1919, he bought the Mobley Hotel in Cisco, an unexpected decision that launched his hospitality career.

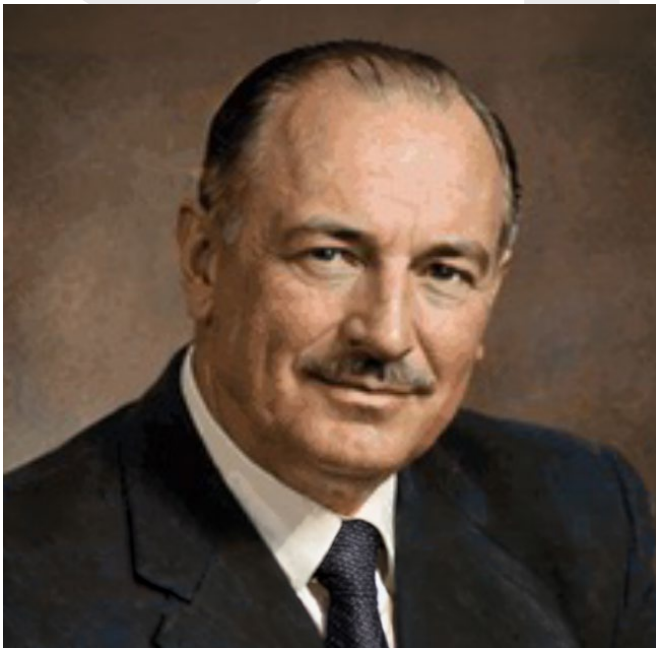
Hilton understood that hotels were more than collections of rooms. They were income-producing properties whose success depended on location, guest demand, management, and continual improvement. He expanded from the Mobley into other Texas properties, and in 1925 opened the Dallas Hilton, the first hotel formally to carry his name. The purpose-built Dallas property showed his willingness to invest in construction designed around the needs of business travelers.

Over time, Hilton acquired landmark properties and assembled a hotel organization that crossed regional and national boundaries. His purchase of New York's Waldorf Astoria in 1949 symbolized the brand's growing prestige. The 1954 acquisition of Statler Hotels expanded Hilton's reach and helped establish a new scale for hospitality real estate transactions. These were not simply changes of ownership; they required integration of facilities, service standards, operations, and capital planning.

The company also pioneered systems that altered how hotels were designed and used. Hilton's corporate history credits the organization with an early multi-hotel reservation system in 1948, while later innovations included airport hotels and major investments in air conditioning. Those decisions had direct consequences for architects, engineers, contractors, equipment suppliers, and facilities teams. A climate-controlled hotel with dependable services could support year-round meetings, conferences, and travel in markets that once had more seasonal demand.

Hilton's influence on the commercial built environment is substantial. Hotels became anchors of downtown development, airport corridors, resort destinations, and convention districts. A recognizable brand offered guests predictable service and owners a tested operating structure. As the industry expanded, repeatable standards supported renovations, conversions, new construction, and global procurement networks.

Hilton also established a charitable foundation in 1944, reflecting his belief that commercial success could support broader humanitarian goals. His legacy therefore includes both a worldwide hospitality business and a lasting philanthropic institution.



CCR honors Conrad N. Hilton because he helped transform hotels into a sophisticated commercial development category. From the first Dallas Hilton to international properties, his work influenced how hospitality buildings are financed, constructed, equipped, renovated, and operated.

VICTOR GRUEN

1781–1855 | Federal architecture / monuments

05



Gruen viewed shopping as a social experience and believed commercial districts could include spaces for people to meet, rest, and participate in community life.

Victor Gruen was among the most influential designers in the history of American shopping centers. Born in Vienna in 1903, he brought European ideas about walkable streets, public gathering places, and mixed commercial activity to a United States increasingly organized around automobiles and suburban growth. His work reshaped not only where Americans shopped, but also the building systems and development patterns required to serve them.

After establishing his career in the United States, Gruen developed retail design concepts that went beyond storefront appearance. He viewed shopping as a social experience and believed commercial districts could include spaces for people to meet, rest, and participate in community life. That vision became especially important after World War II, when suburban population growth created demand for retail environments outside traditional downtowns.

Gruen is most closely associated with Southdale Center in Edina, Minnesota, which opened in 1956. Designed for the Dayton interests, Southdale is widely recognized as the nation's first fully enclosed, climate-controlled regional shopping center. Its two-level arrangement brought department stores and smaller tenants together around a bright interior court. The project provided a new model for organizing retail, parking, pedestrian circulation, utilities, and mechanical systems on a large site.

The significance of Southdale for commercial construction is difficult to overstate. Enclosed malls demanded major HVAC systems, extensive electrical infrastructure, roofing, glazing, structural coordination, tenant fit-outs, food service areas, and ongoing facilities management. The format also encouraged new approaches to leasing, anchor tenants, shared common areas, and the relationship between retail operators and property owners. Southdale's influence spread through hundreds of subsequent developments.

Gruen's original aspirations were broader than the enclosed shopping mall that became common in later decades. He hoped such centers would support civic activity and pedestrian life rather than function solely as retail machines surrounded by parking. The eventual proliferation of automobile-dependent malls revealed the tension between his social vision and the commercial model developers adopted. That complexity makes his story more valuable, not less: influential innovations often produce outcomes their creators did not anticipate.

His work remains essential to understanding shopping-center design, adaptive reuse, retail redevelopment, and the future of mixed-use commercial districts. Developers still wrestle with the same questions of access, tenant mix, gathering space, environmental comfort, and community relevance.

CCR honors Victor Gruen for helping create a building type that defined decades of retail construction and renovation. Southdale's legacy reaches into the work of today's shopping-center owners, architects, contractors, engineers, and tenant improvement specialists.

JOHN A. ROEBLING

1806–1869 | Structural engineering / bridges

06

John Augustus Roebling helped transform American infrastructure through suspension-bridge engineering and wire-rope technology. Born in Prussia in 1806, he studied engineering before emigrating to the United States. His professional life coincided with rapid industrialization, expanding transportation networks and growing demand for bridges capable of carrying people and commerce across difficult terrain.

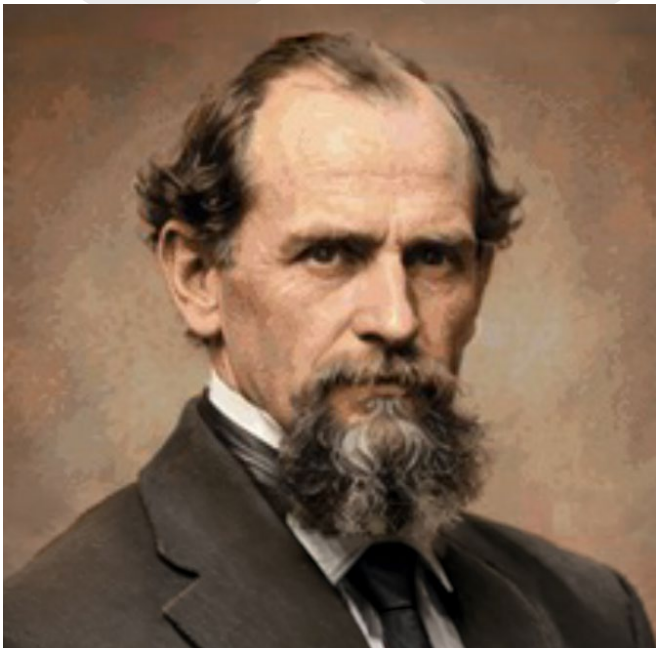
Roebling developed expertise in wire rope, an innovation central to his engineering work. He established manufacturing operations that supplied cable products and pursued bridge designs that exploited the strength and flexibility of wire systems. His projects demonstrated that the success of a major crossing depended not simply on an elegant concept but on material quality, fabrication, construction methods and ongoing maintenance.

Among his important achievements were suspension bridges serving transportation corridors in Pennsylvania, New York and the Ohio River region. His Cincinnati-Covington suspension bridge, later named in his honor, opened in 1866 and became a notable predecessor to the Brooklyn Bridge. Roebling's work expanded public confidence in long-span suspension structures and helped engineers refine the balance among towers, anchorages, cables and deck stiffness.

His most famous project, the Brooklyn Bridge, would link Manhattan and Brooklyn across the East River. Roebling conceived the crossing and developed its initial engineering vision, but he did not live to see it built. In 1869, while surveying the site, he suffered a severe injury and subsequently died of tetanus. His son Washington Roebling took over as chief engineer, and Emily Warren Roebling later played a critical role in carrying the project through to completion in 1883.

For the CCR Hall of Fame, Roebling represents the engineer as innovator, manufacturer and builder. He recognized that ambitious infrastructure required dependable materials and an integrated approach to design and construction. His legacy also illustrates how monumental projects become collaborative enterprises spanning generations. The Brooklyn Bridge is remembered as a triumph of nineteenth-century engineering, but it was made possible by an extended network of family leadership, skilled workers and industrial suppliers. Roebling's contribution began with the engineering systems that allowed the dream of such a crossing to become feasible.

The Brooklyn Bridge also illustrates how engineering advances depend on teams and successors. Roebling died before construction advanced far, and his son Washington and daughter-in-law Emily Warren Roebling became central to the bridge's completion. His legacy is therefore both a story of daring engineering ideas and a reminder that landmark projects extend beyond the lifespan or effort of their original designers.

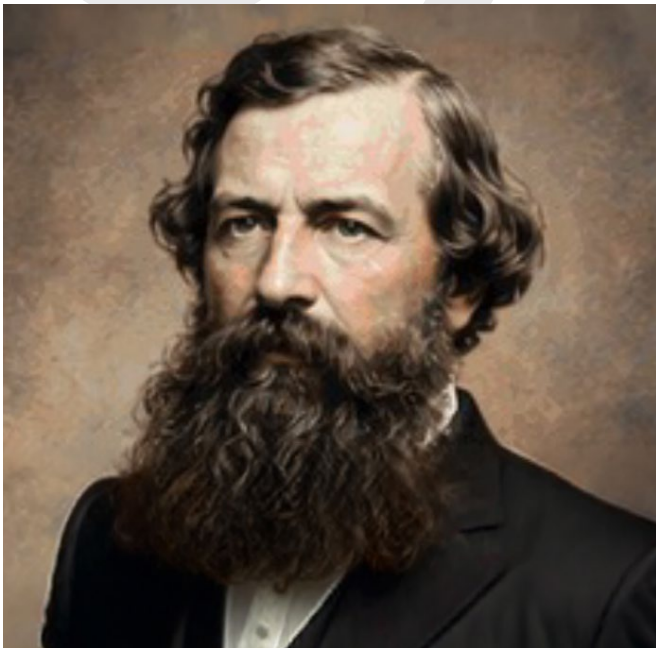


Roebling's projects also reveal why engineering innovation and construction risk must be considered together. Suspension bridges require extraordinary confidence in calculations, material properties, foundations and workmanship; they also expose workers to hazards that were often poorly controlled in the nineteenth century. The Brooklyn Bridge was completed after his death under the direction of Washington Roebling, with Emily Warren Roebling playing a vital role in communication and project continuity. A complete historical account should therefore resist turning the project into the achievement of one individual.

ELISHA OTIS

1811–1861 | Vertical transportation / building products

07



Elisha Graves Otis helped make the modern tall building practical by changing public confidence in elevators. Born in Vermont in 1811, he worked in a range of mechanical trades before developing a safety mechanism that addressed one of the greatest fears associated with lifting platforms: a catastrophic fall if the hoisting rope failed. His achievement was not the invention of the elevator itself, but a critical advance in its safety and commercial acceptance.

Otis developed a safety device that could arrest a platform's fall if its supporting rope broke. At the 1854 Crystal Palace exhibition in New York, he famously demonstrated the system by standing on a raised platform while its rope was cut. The platform stopped rather than plunging. Whether retold in advertisements or industrial histories, the demonstration illustrates a durable truth about new building technology: an innovation must persuade owners, operators and the public that it can be trusted.

Otis's work came at a time when commercial buildings, warehouses and factories were seeking more efficient ways to move goods and people between floors. Safer lifting equipment increased the usefulness of upper stories. Over subsequent decades, improvements in elevator machinery and controls helped reshape the economics and design of urban real estate. Tall office buildings, hotels and department stores became more functional because vertical transportation could move occupants efficiently and reliably.

The business associated with his name continued after his death, with family members and successors expanding the technology and the enterprise. Otis died in 1861, before the skyscraper era reached maturity. Yet the safety principle he promoted helped establish the trust that later made that era possible.

His CCR Hall of Fame contribution is best understood as an enabling technology for commercial construction. Elevator systems altered building height, circulation, rentable floor area, accessibility and tenant experience. Their development also created specialized fields of installation, inspection, modernization and maintenance. Otis's story shows how a relatively focused mechanical innovation can have consequences far beyond its original product category. By reducing a central safety risk, he helped change what owners were willing to build and what occupants were willing to use. His name remains associated with one of the defining technologies of the vertical city.

For developers, the safety elevator changed the economics and practicality of vertical construction. Upper floors that once required exhausting climbs became attractive places to work, shop and live. Elevators ultimately affected structural design, circulation, property value and the skyline itself. Otis's contribution belongs in a construction Hall of Fame because it altered what kinds of buildings the industry could realistically deliver.

The elevator's importance goes far beyond mechanical convenience. It changed the economics of floor area: upper stories became desirable, commercial towers became practical, and hotel, office and retail operators could rethink how people moved through buildings. Elevator installation also created continuing needs for inspections, maintenance, modernization and specialized trades.

FLORENCE NIGHTINGALE

1820–1910 | Healthcare facilities / hospital reform

08

Florence Nightingale transformed nursing, but her influence also extended into the physical design and operation of healthcare facilities. Born in England in 1820, she became internationally known for her work during the Crimean War and for the evidence-based reforms she advocated afterward. Her career demonstrated that buildings and the systems within them could affect patient health as decisively as the care delivered at the bedside.

During the Crimean War, Nightingale confronted crowded, unsanitary military hospitals where infection, poor ventilation and inadequate supplies contributed to suffering and death. Her work and the reform movement around her brought attention to sanitation, clean water, air circulation, drainage and the organization of care. The specific causes of mortality and the effects of individual interventions have been debated by historians, but her commitment to collecting evidence and improving hospital conditions became central to her public legacy.

Nightingale later wrote extensively about hospital design and management. She promoted approaches that emphasized ventilation, daylight, cleanliness, spacing between patients and orderly wards. The pavilion-style hospital, with separated ward blocks and opportunities for fresh air, became closely associated with nineteenth-century reform thinking. Modern hospitals have evolved far beyond those designs, but the fundamental principle endures: the built environment is part of the healthcare system.

Her use of statistics also distinguished her approach. Nightingale worked to make complex information understandable to policymakers and administrators, arguing that measurable outcomes should guide decisions. In a contemporary construction setting, her perspective connects naturally with healthcare planning, infection control, indoor environmental quality, operational workflows and the relationship between building design and occupant well-being.

Nightingale founded a training school for nurses at St Thomas' Hospital in London in 1860 and continued to influence professional nursing and health policy. She died in 1910, having helped establish nursing as a respected profession and hospital reform as a matter of public importance.

Her inclusion in the CCR Hall of Fame recognizes that healthcare architecture is not simply a matter of beds, corridors and equipment. The planning of a medical facility affects patient safety, staff performance, sanitation and the quality of care. Nightingale connected those concerns long before modern evidence-based design became a recognized field. Her legacy belongs to healthcare professionals and to the designers, engineers, builders and operators responsible for the spaces in which care takes place.

Her influence on healthcare facilities came through an insistence that buildings and operations affect patient outcomes.



Ventilation, sanitation, light, overcrowding and orderly circulation became subjects for systematic scrutiny rather than afterthoughts. The modern hospital is the product of many medical and architectural advances, but Nightingale helped make the physical environment part of the conversation about quality of care.

For the built environment, Nightingale's lasting relevance lies in the relationship between design and health outcomes. Ventilation, daylight, cleanliness, water supply, ward arrangement and circulation are not cosmetic considerations in a hospital; they affect care, operations and safety.

CLARA BARTON

1821–1912 | Healthcare / humanitarian infrastructure

09



Clara Barton is remembered as the founder of the American Red Cross, but her work also illustrates how facilities, logistics and emergency operations shape healthcare delivery. Born in Massachusetts in 1821, she worked as an educator and in federal service before becoming widely known for organizing supplies and aid during the American Civil War. Her efforts addressed the practical needs of wounded soldiers and the people attempting to care for them.

Barton carried medical supplies toward battlefields and worked to connect resources with patients in difficult circumstances. She earned a reputation for persistence, organization and personal courage. The Civil War exposed the limitations of ad hoc systems for treating the wounded and underscored the need for dependable facilities, transportation, storage and communication. Although Barton was not an architect or builder, her experience belongs in the broader history of healthcare infrastructure because she worked where the absence of organized systems could have life-or-death consequences.

After the war, Barton led efforts to identify missing soldiers and provide information to their families. She later learned about the international Red Cross movement in Europe and advocated bringing its principles to the United States. In 1881 she founded the American Red Cross, which became a major institution in disaster relief and humanitarian response. Under her leadership, the organization responded to floods, storms and other emergencies, extending the idea of coordinated aid beyond wartime medical service.

For those in commercial construction and facilities management, Barton's story highlights an essential but sometimes overlooked category: the buildings and operational networks required to respond to crisis. Hospitals, shelters, warehouses, transportation hubs and temporary facilities must function when ordinary systems are under extraordinary stress. Disaster recovery also depends on contractors, suppliers, engineers and public agencies able to restore essential services.

Barton served as president of the American Red Cross until 1904 and died in 1912. Her legacy is rooted in humanitarian leadership rather than in the design of a signature building. That distinction should be explicit in the Hall of Fame. She represents the service infrastructure that communities rely on during emergencies, and the organizational determination needed to mobilize it. In a publication covering healthcare construction and the built environment, Barton's career offers a reminder that buildings have their greatest value when they support human needs, especially under the most difficult conditions.

Barton's contribution is best understood through emergency response and the organization of care, not through a claim that she invented a particular hospital building type. The American Red Cross helped establish durable expectations for relief infrastructure, coordination and public service in disasters. Her story broadens this Hall of Fame's definition of the built environment to include the systems that support people when ordinary facilities and communities are under strain.

ALICE MARRIOTT

1764–1820 | Architecture / federal construction

10

Alice Sheets Marriott helped build the foundations of a company that grew from a small food-service business into one of the world's most recognized hospitality organizations. Born in 1907, she married J. Willard Marriott in 1927 and became an essential partner in the family enterprise. Her story deserves attention because the commercial spaces that shape everyday life are often created by teams, and women who directed operations, customer experience, and growth have not always received equal historical recognition.

The Marriott business began in Washington, D.C., with a root-beer stand opened in 1927. Food service expanded into Hot Shoppes restaurants, where dependable operations, value, and service became central to the company's identity. Alice Marriott was deeply involved in the enterprise, balancing management responsibilities with family life and helping build a business culture that emphasized customers and employees. The company later entered lodging, opening its first hotel in 1957.

The progression from a beverage stand to restaurants and hotels illustrates an important pattern in commercial construction. A successful operating concept can generate entirely new building programs. Restaurants require kitchen equipment, ventilation, plumbing, service circulation, dining layouts, and maintenance systems. Hotels add guestrooms, meeting spaces, vertical transportation, security, life-safety infrastructure, and a broad range of guest amenities. Growth across multiple locations requires repeatable standards that design and construction teams can deliver consistently.

Alice Marriott's contribution is especially relevant to the Hall of Fame because hospitality is not created by a building alone. The success of a physical property depends on service, training, cleanliness, staffing, and operational discipline. The Marriott family's emphasis on caring for employees and guests helped establish a culture that could be carried from one property to another. In that sense, the brand's real estate growth rested on a foundation of human relationships as much as construction and capital.

The company she helped develop became a major customer for commercial building professionals, from restaurant and hotel architects to general contractors, manufacturers, suppliers, and facilities specialists. The expansion of hospitality brands also helped create the standardized guest experiences that travelers now expect across markets.

Her inclusion would recognize the role of women in shaping national commercial brands during an era when many were excluded from formal executive recognition. Alice Marriott's work is a reminder that operational leadership can influence the buildings a company commissions, the way those spaces function, and the expectations customers bring through the door.

CCR honors Alice Marriott for helping build a restaurant and hospitality enterprise whose influence extends across generations of commercial properties, employees, guests, and industry partners.



The Marriott family's emphasis on caring for employees and guests helped establish a culture that could be carried from one property to another.

EMILY WARREN ROEBLING

1843–1903 | Engineering / bridge construction

11



Emily's work is especially relevant to today's construction professionals because major projects depend on communication as much as calculation.

Emily Warren Roebling occupies a remarkable place in the history of American construction because her work helped carry the Brooklyn Bridge through one of its most difficult periods. Born in 1843, she married Washington Roebling, an engineer whose father, John A. Roebling, had designed the ambitious suspension bridge connecting Manhattan and Brooklyn. The elder Roebling died before construction advanced very far. Washington then became chief engineer, only to suffer serious illness after working in the compressed-air caissons used for the bridge's foundations.

As Washington's health limited his ability to visit the site, Emily became an essential connection between the engineer, the project team and public officials. She developed a working knowledge of the bridge's technical issues and helped convey instructions, review information and maintain continuity during years when the project faced scrutiny and political pressure. Accounts of her role have sometimes been simplified into a single claim that she 'built' the bridge. The stronger and more historically useful account recognizes her sustained technical engagement and leadership within a complicated project organization.

The Brooklyn Bridge opened in 1883 after more than a decade of construction. Its massive towers, cables and approaches represented an extraordinary undertaking in nineteenth-century materials, foundations and urban infrastructure. The project also carried serious human costs. Workers faced dangerous conditions, and the compressed-air environment created health risks that were poorly understood at the time. Roebling's contribution unfolded in this challenging setting, not in the comfort of an ordinary office.

Emily's work is especially relevant to today's construction professionals because major projects depend on communication as much as calculation. Owners, engineers, contractors, inspectors and public agencies must share accurate information over long periods. A failure of continuity can undermine even an excellent design. Her involvement helped bridge the distance between the project leadership and the people executing the work. She demonstrated persistence, intellectual curiosity and the ability to gain credibility in a field that offered women very few formal professional opportunities.

After the bridge's completion, Emily remained active in public life and pursued further study. Her reputation grew as historians revisited the contributions of people who had been marginalized in conventional accounts of engineering. The surviving photographs and painted portraits offer unusually good visual evidence for a Hall of Fame profile and a portrait-based platinum bust.

CCR honors Emily Warren Roebling not as a substitute for the engineers and workers around her, but as a vital member of their collective achievement. Her story expands our understanding of what project leadership looks like and why complex construction requires technical knowledge, determination and trust.

JULIA MORGAN

1872–1957 | Architecture / hospitality / institutional buildings

12

Julia Morgan transformed the possibilities of architectural practice in California while demonstrating that technical discipline and imaginative design could coexist. Born in San Francisco in 1872 and raised in Oakland, she studied civil engineering at the University of California, Berkeley, graduating in 1894. She then pursued architectural training in Paris, becoming the first woman admitted to the architecture program of the École des Beaux-Arts. Her education combined structural understanding with an appreciation for proportion, materials and historical design.

After returning to California, Morgan became the state's first licensed woman architect in 1904 and opened her own office. She built a wide-ranging practice at a time when women faced substantial barriers to professional recognition. Her commissions included houses, clubs, churches, educational facilities and buildings for women's organizations. Projects such as Asilomar Conference Grounds and YWCA facilities show that her work was not limited to wealthy private clients; she designed spaces for gathering, recreation, education and community life.

Her most famous commission was Hearst Castle at San Simeon, begun in 1919 for publisher William Randolph Hearst. What started as a relatively modest proposal developed into a vast estate requiring years of coordination among designers, craftsmen, suppliers and builders. Morgan managed changing expectations, complicated site conditions and an extraordinary range of architectural and decorative elements. The project became a showcase of her capacity to combine engineering judgment with the client's eclectic vision. It also demonstrated the value of long-term relationships and sustained project management.

Morgan's portfolio extended well beyond the Castle. She contributed to the reconstruction of the Fairmont Hotel after the 1906 San Francisco earthquake and designed important buildings associated with Mills College, the University of California and numerous community organizations. Her work reflected a practical sensitivity to site, seismic conditions, client needs and available materials. Her career eventually encompassed hundreds of buildings, an output extraordinary for any architect of the period.

Although the architectural profession often overlooked women, Morgan earned the confidence of demanding clients through meticulous preparation and the ability to deliver. She rarely sought public attention, allowing the work to speak for itself. Recognition grew after her death, including the American Institute of Architects' posthumous Gold Medal in 2014, the first awarded to a woman.



For CCR, Morgan represents the full responsibility of an architect: to imagine a building, understand how it stands, coordinate the people who make it and ensure that it serves its users. Her legacy reaches from hospitality and residential landmarks to educational and civic facilities. She belongs in the Hall of Fame because she expanded both the physical landscape and the profession that shapes it.

MARY COLTER

1869–1958 | Hospitality / destination architecture

13



Mary Elizabeth Jane Colter helped define the architectural character of the American Southwest at a time when rail travel was opening remote landscapes to visitors. Born in Pittsburgh in 1869, she grew up in several western communities and studied art and design in California. She began her professional life as a teacher before joining projects associated with the Fred Harvey Company, whose restaurants, hotels and visitor facilities served travelers along the Santa Fe Railway. The company gave her opportunities to shape spaces that connected hospitality, transportation and regional identity.

Colter's early assignments included interior work for the Alvarado Hotel complex in Albuquerque. Her responsibilities grew as the Fred Harvey organization expanded its visitor services. She developed a design approach that drew on the forms, colors and materials of the Southwest, often using rough stone, timber and carefully composed interiors to make new structures appear connected to their surroundings. Her work anticipated an approach now familiar to hospitality designers: a memorable destination depends not just on amenities, but on a coherent experience of place.

At Grand Canyon, Colter designed a series of influential buildings and interiors. Hopi House, Hermit's Rest, Lookout Studio, Phantom Ranch, Bright Angel Lodge and Desert View Watchtower are among the projects associated with her. These structures served different practical purposes, from lodging and retail to interpretation and viewing, but they shared a concern for landscape and visitor experience. Some appeared deliberately weathered or integrated into natural features, challenging the idea that commercial facilities should dominate their setting.

Her work also raises important questions for modern interpretation. Colter drew heavily on Indigenous architectural traditions and worked within a tourism industry that often presented Native cultures through outsiders' perspectives. Contemporary coverage should acknowledge those influences and the contributions of Indigenous artists and craftspeople rather than attributing every cultural element to one designer. Understanding the buildings requires attention to both their architectural achievements and the people whose traditions informed them.

Colter worked in a field dominated by men and became known for demanding standards. The National Park Service records her long association with Fred Harvey, extending from the early twentieth century until her retirement in 1948. Many of the buildings she designed remain in use and are protected as historically significant landmarks. Their continuing operation demonstrates that distinctive design can also be durable and adaptable.

CCR honors Colter for showing how hospitality, retail, landscape and cultural storytelling can become one architectural experience. Her legacy speaks directly to developers and designers who seek to create destinations with identity. The lesson is not to copy the Southwest, but to study the place, understand its history and design with sensitivity to the people who live there.

FREDERICK LAW OLMSTED

1822–1903 | Landscape architecture / master planning

14

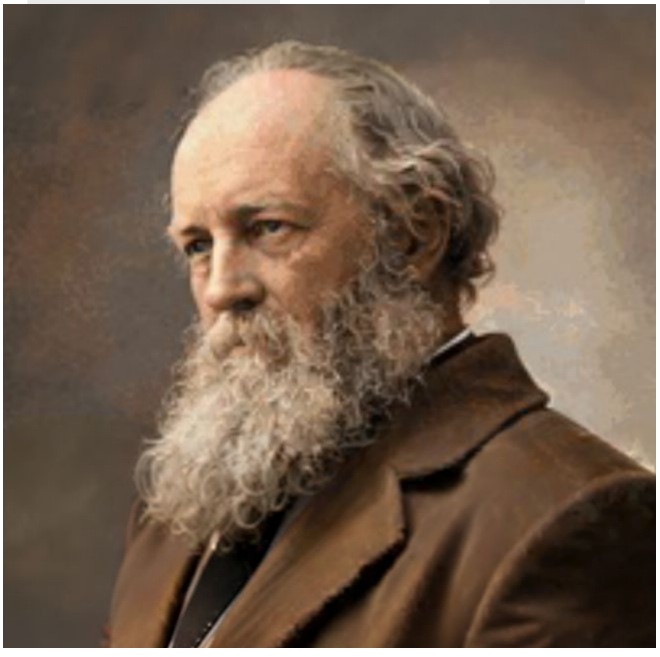
Frederick Law Olmsted helped establish landscape architecture as a profession and changed the way American cities think about public space. Born in Hartford, Connecticut, in 1822, he pursued several occupations before turning toward the design of parks and large landscapes. His experiences as a writer, traveler and observer of social conditions informed a conviction that well-designed public environments could improve daily life. At a time of rapid industrialization and urban growth, that belief had profound implications for the built environment.

Working with architect Calvert Vaux, Olmsted helped develop the design for New York City's Central Park. The project required far more than arranging trees and paths. It involved grading, drainage, circulation, water features, bridges and the coordination of extensive construction work. The park's landscapes were carefully engineered to create experiences that appeared natural. Its success demonstrated that large public landscapes were complex infrastructure projects requiring planning, technical expertise, management and long-term stewardship.

Olmsted's influence expanded to Prospect Park in Brooklyn, park systems in Boston, the grounds of the United States Capitol and major institutional and residential landscapes. His work at the Biltmore Estate and his involvement with the 1893 World's Columbian Exposition in Chicago showed that landscape design could support projects of many kinds. He also participated in planning Riverside, Illinois, an early planned community whose layout sought to integrate streets, lots, open space and natural features.

His practice emphasized collaboration and continuity. A landscape is not complete when construction ends: trees mature, drainage systems need maintenance, public use changes and management decisions alter the original design. Olmsted built a professional office that trained successors, including family members and talented apprentices. That institutional legacy helped carry his ideas into the twentieth century and influenced the development of planning and landscape architecture education.

The ideals associated with Olmsted should also be c onsidered in their historical context. Public parks were presented as democratic spaces, yet access and the experience of urban improvement have not always been equitable. Land acquisition, displacement, maintenance and changing neighborhood needs remain important questions for modern projects. His work gives planners a starting point for examining those tradeoffs rather than a ready-made solution to every urban problem.



CCR honors Olmsted because he recognized that buildings are only part of the environment people inhabit. Streets, parks, drainage, paths and planted landscapes shape the performance and value of development. His work made the case for comprehensive planning and for public spaces that serve generations. Today's mixed-use districts, campuses, communities and civic projects continue to draw on that understanding of the built environment as a connected whole.

ALEXANDER TURNEY STEWART

1803–1876 | Retail / department stores

15



The Marble Palace helped popularize a retail experience organized around variety, presentation and the physical environment.

Before the American department store became a familiar fixture of downtown life, Alexander Turney Stewart helped demonstrate that retailing could transform an entire city block. Born in Ireland in 1803, Stewart immigrated to New York and built a business that moved beyond the small, specialized shop toward a new kind of large-scale merchandising enterprise. His career connected retail operations with architecture, urban land values, customer circulation and the commercial development of Manhattan.

Stewart opened a dry-goods business in New York in the 1820s. As it expanded, he recognized that the setting in which merchandise was sold could be as important as the goods themselves. In 1846 he opened the Marble Palace on Broadway, a landmark retail building with an elegant exterior and expansive interior merchandising areas. Its architecture made shopping a visible part of the city's public life. Instead of hiding merchandise behind the conventions of an older shop, the store invited customers to explore and compare a broad selection of goods.

The Marble Palace helped popularize a retail experience organized around variety, presentation and the physical environment. Its use of a monumental commercial façade signaled that a merchant could commission architecture as ambitious as buildings associated with civic or financial institutions. Stewart later developed an even larger uptown store, commonly known as the Iron Palace, which opened in 1862. That enterprise further illustrated the growing relationship between urban transportation, large commercial floor plates, display systems and the concentration of shopping activity.

Stewart's innovations were not limited to buildings. He developed purchasing and distribution practices that supported high-volume merchandising, and his organization became a major employer. The scale of the business also exposed the difficulties of managing an extensive commercial operation in a rapidly growing city. His ventures extended into manufacturing and real estate, including the planned Long Island community of Garden City. Not every investment met its ambitions, but together they show the breadth of his vision of commerce as a force shaping places.

For the construction and renovation industry, Stewart's significance lies in the building type he helped advance. Large stores required thoughtful circulation, durable materials, lighting, deliveries, merchandising fixtures and maintenance strategies. The buildings had to accommodate customers and employees while continually changing with the goods being sold. Those challenges remain familiar to today's retail architects, contractors and facilities teams.

Stewart belongs in the CCR Hall of Fame because he helped establish the idea that retail buildings are destinations, not merely containers for inventory. His Marble Palace and later developments helped set the stage for the American department store, the downtown shopping district and generations of commercial renovation.

FRED HARVEY

1835–1901 | Restaurants / hospitality

16

Long before restaurant chains became a standard feature of American commercial development, Fred Harvey built a hospitality system that brought consistency, service and architectural character to the railroad journey. Born in England in 1835, Harvey immigrated to the United States as a young man and eventually worked in the railroad business. He saw a practical problem: travelers often had little time to eat, and food along rail routes could be unpredictable in quality, price and cleanliness.

Harvey's answer was not simply a better meal. He developed an operating model that connected restaurants, kitchens, staffing, purchasing, service standards and the physical facilities required to deliver them. In 1876 he established an early Harvey House restaurant in Topeka, Kansas, beginning a business closely associated with the Atchison, Topeka and Santa Fe Railway. Over time, Harvey Houses became recognized stops for travelers crossing the West, while the company expanded into hotels and other hospitality services.

The Harvey House concept depended on reliable buildings as much as reliable recipes. Dining rooms had to accommodate passengers arriving in concentrated bursts, and kitchens needed the capacity to prepare and serve meals quickly. Railroad locations also created demands for storage, deliveries, maintenance and coordination with train schedules. What appeared to the guest as an orderly dining experience required substantial planning behind the scenes. That combination of design and operations would later become central to the chain-restaurant industry.

Harvey's company became known for its service culture, including the Harvey Girls, women employed as waitresses at many of its establishments. Their presence is an important part of the story, though the company's employment practices should be understood within the social expectations and inequalities of its era. The enterprise also helped introduce many travelers to the landscapes and cultures of the Southwest. Its hotels and associated buildings became part of the region's architectural identity, especially as the company developed after Harvey's death under family leadership.

The connection to modern commercial construction is direct. A hospitality brand needs a recognizable guest experience, but every site must respond to its own location, labor market, transportation patterns and building constraints. Harvey's system anticipated the design standards, operational manuals, maintenance requirements and repeatable building programs familiar to today's restaurant and hotel developers. His business demonstrated that quality could be replicated across a geographically dispersed network without treating every location as an unrelated venture.



Fred Harvey earns a place in the CCR Hall of Fame for helping establish a national model of branded dining and hospitality. His legacy extends beyond the famous Harvey Houses to the broader principle that service, architecture and operating discipline must work together. Modern restaurant chains, travel centers and hospitality facilities still rely on that relationship.

JOHN WANAMAKER

1838–1922 | Retail / department stores

17



The later Wanamaker store in central Philadelphia, developed in the early twentieth century, demonstrated the architectural ambitions of the mature department-store era.

John Wanamaker helped turn the American department store into a cultural institution and a major force in commercial architecture. Born in Philadelphia in 1838, he entered retailing as a young man and developed a business known for ambitious merchandising, extensive advertising and attention to the customer experience. His influence reached well beyond the sales floor: the scale and sophistication of his stores changed expectations for how retail buildings should look, function and serve the public.

In 1861 Wanamaker opened a men's clothing business with Nathan Brown. After years of growth, he acquired a former railroad depot in Philadelphia and opened the Grand Depot in 1876. The repurposed building became a prominent example of adaptive reuse long before the term entered common professional vocabulary. Its large interior spaces accommodated a broad range of merchandise and helped advance the idea of shopping as an experience rather than a single transaction.

Wanamaker promoted business practices associated with customer confidence, including fixed prices and policies designed to make shopping less intimidating. Some of these practices had precedents elsewhere, but his success helped make them widely visible. He also invested heavily in advertising and created a recognizable retail identity. Together, the policies, promotions and physical environment reinforced one another: the building became a place customers expected to visit, not simply a place to obtain a specific item.

The later Wanamaker store in central Philadelphia, developed in the early twentieth century, demonstrated the architectural ambitions of the mature department-store era. Monumental public spaces, elaborate finishes and major circulation systems helped elevate the store to the status of a civic landmark. Its celebrated Grand Court and pipe organ showed how commercial interiors could become attractions in their own right. These features also created long-term responsibilities for preservation, maintenance, modernization and renovation—issues that remain central to the building industry.

Wanamaker's career also included public service as U.S. postmaster general from 1889 to 1893. Yet it is his retail legacy that makes him especially relevant to CCR. The growth of the department store created demand for specialized construction, display fixtures, lighting, vertical transportation, fire protection and building systems capable of supporting enormous customer volumes. Retailers and design teams had to balance beauty, efficiency, brand identity and the flexibility to accommodate changing merchandise.

Wanamaker belongs in the CCR Hall of Fame because he helped define the store as a destination and the commercial interior as a competitive advantage. His legacy can be seen in flagship stores, adaptive-reuse retail projects and the continuing effort to create memorable physical environments in an era of constant change.

HENRY J. KAISER

Construction, building products and healthcare

18

Henry J. Kaiser (1882–1967) built a career by treating construction as an industrial system rather than a succession of isolated jobs. Born in New York and leaving school young, he entered the contracting business and established the enterprise that would become one of America's most influential industrial groups. His companies participated in road building, bridges, dams and major civil engineering programs, including work associated with Hoover Dam and the Oakland–San Francisco Bay Bridge. Yet the most important lesson for commercial builders was his ability to organize people, materials, schedules and suppliers at extraordinary scale.

Kaiser recognized that the delivery of large projects depended on manufacturing capacity as much as field labor. He developed businesses in cement, steel and aluminum, helping connect construction demand to the materials required to fulfill it. During World War II his shipyards applied standardized production, workforce training and tightly managed workflows to a new challenge. Although ships were not commercial buildings, the techniques reinforced a broader principle. Coordinated systems could compress schedules while maintaining production across multiple sites.

His influence extended into healthcare. Faced with the need to keep large workforces healthy, Kaiser supported prepaid medical care and organized services for workers and families. That approach helped create Kaiser Permanente, an institution whose hospitals, medical offices and integrated care model remain deeply relevant to the healthcare construction market. The combination of employer, provider and facilities strategy anticipated the way health systems would plan networks of care rather than isolated hospital buildings.

For CCR readers, Kaiser belongs in a category that crosses construction, suppliers and healthcare. He illustrates how a builder can change an entire ecosystem. Not only by erecting structures, but by influencing procurement, manufacturing, workforce systems and the facilities used to deliver essential services. His legacy also offers a useful counterpoint to purely architectural histories. The built environment depends on innovators who can bring capital, engineering, materials, labor and operations together.

Kaiser's achievements were not without the complexities that accompany immense industrial enterprises, but his record demonstrates the breadth of influence a contractor can achieve. He is remembered not simply for participating in monumental projects, but for applying practical organization to problems that had seemed too large or too costly to solve. His impact on healthcare delivery makes his story particularly fitting for a Hall of Fame centered on the commercial markets CCR covers.



During World War II his shipyards applied standardized production, workforce training and tightly managed workflows to a new challenge.

J. C. PENNEY

Retail and chain-store development

19



Penney encouraged managers to think like owners and emphasized long-term relationships with customers and employees.

James Cash Penney (1875–1971) helped transform retailing from a collection of local merchants into a recognizable national network of stores. Born in Missouri, he learned the business through hands-on work in dry goods and opened a Golden Rule store in Kemmerer, Wyoming, in 1902. His commitment to fair dealing, service and reliable value gave the enterprise an identity that could travel from town to town. In 1913 the growing company adopted the J. C. Penney name, establishing a brand that became a fixture of American main streets and, later, shopping centers.

Penney's story is especially relevant to commercial construction because each new store represented a repeatable real-estate and building program. Expansion required locations, storefronts, display areas, stockrooms, fixtures, lighting, signs and operating standards. As the chain spread, the physical store became both a sales environment and a visible promise that customers could expect a familiar experience in different communities. Retail growth thus created steady demand for architects, contractors, millwork companies, fixture manufacturers and local trades.

Penney encouraged managers to think like owners and emphasized long-term relationships with customers and employees. Those practices helped the business grow far beyond its Wyoming beginnings. His chain became one of the country's major retailers, reaching small communities that had previously lacked access to the selection and pricing associated with larger urban stores. In later decades, the company adapted to suburban development and the rise of shopping malls, where a department store could serve as an anchor tenant and shape the economics of an entire property.

For developers and designers, the importance of an anchor tenant is difficult to overstate. A strong retailer can influence traffic patterns, lease plans, parking demand, service corridors and the mix of neighboring businesses. Penney's company became part of that commercial real-estate equation. Its presence helped demonstrate how national retail operators and local property development could grow together.

Penney's career also reminds us that retail buildings are not merely boxes for merchandise. They are the physical expression of a company's service model, logistics and relationship with a community. From modest dry-goods premises to major department-store locations, the chain's changing footprint traces a large chapter in American commercial development. The CCR Hall of Fame recognizes Penney for helping create the market conditions that supported generations of retail construction, renovation and shopping-center expansion.

RAY KROC

Restaurant franchising and repeatable construction

20

Ray Kroc (1902–1984) did not invent the McDonald's restaurant. Brothers Richard and Maurice McDonald developed the original operation and its influential Speedee Service System. Kroc's achievement was recognizing how their efficient format could become a national—and ultimately international—network of repeatable restaurant locations. That distinction matters. It places Kroc's legacy in franchise development, real estate, operations and the built environment rather than in the invention of the hamburger stand.

Working as a milkshake-machine salesman, Kroc encountered the brothers' San Bernardino, California, restaurant in 1954. He was struck by the volume of customers and the simplicity of the menu. In 1955 he opened a McDonald's in Des Plaines, Illinois, and began building a franchise organization. The brothers' operating ideas provided the foundation, while Kroc pursued rapid expansion and a more standardized system. He acquired the rights to the business in 1961.

For the commercial construction industry, this history is particularly significant. Scaling a restaurant chain requires more than replicating recipes. It requires finding viable sites, negotiating real-estate arrangements, producing consistent building designs, coordinating kitchen equipment, managing utilities and ensuring that customers recognize the brand before entering the door. The familiar early McDonald's architecture—with its red-and-white tile and Golden Arches—showed how a building itself could function as an advertisement.

As the company expanded, restaurant development became an increasingly sophisticated process involving prototype plans, specialized suppliers, construction schedules, maintenance programs and renovations. This model helped shape the broader quick-service sector, where operators balance operational efficiency with traffic circulation, drive-through access, food safety, customer comfort and evolving technology. Franchise systems subsequently created enormous opportunities for general contractors, architects, engineers, signage manufacturers and equipment vendors.

Kroc championed training and consistency, reinforcing the idea that a brand's customer experience depended on repeatable execution. McDonald's growth was not solely his achievement; it rested on the work of the McDonald brothers, franchisees, designers, contractors and many employees. A historically responsible profile should recognize those contributions while explaining the role Kroc played in scaling the network.

CCR honors Kroc because he helped establish one of the defining development patterns of modern commercial America: the branded, standardized restaurant building reproduced across thousands of sites and repeatedly updated as consumer habits changed. His career links franchising strategy directly to real estate, construction and the long-term renovation cycle.



The familiar early McDonald's architecture—with its red-and-white tile and Golden Arches—showed how a building itself could function as an advertisement.



*Composite rendering. Design in progress.

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Elevated Student Housing

Aspire Reserve brings upscale student living to College Station's Northgate District



Elevated Student Housing

Aspire Reserve brings upscale student living to College Station's Northgate District

By Cara Clapper



Rising 19 stories on Church Avenue in the bustling Northgate District of College Station, Texas, the newly opened Aspire Reserve offers unparalleled proximity to the Texas A&M University west campus and iconic landmarks like the Dixie Chicken. Named after the original north entrance to the historic Texas A&M campus, Northgate was established in the 1930s as College Station's first downtown.


ASPIRE RESERVE

The city's original business district and a historic cultural and entertainment area located directly across University Drive from the college campus, Northgate is now a vibrant mixed-use neighborhood experiencing a rapid boom in student housing development.

Developed by The Dinerstein Companies (TDC), in partnership with Up Campus Student Living and Harrison Street Asset Management, the 873-bed student housing high-rise features lifestyle interiors and prime amenities created by B2 Design Co.

This strategic location reflects TDC's strong relationship with College Station, as this property marks the company's third development in the area within the past decade, including Dinerstein's recent acquisition and rebranding of Sterling College Station.



"Aspire Reserve reflects our deep belief in 'flagship' locations next to strong research universities like Texas A&M, enhanced with best-in-class amenities and finishes to deliver the highest quality resident experience and an institutional-grade asset with our investors."

— Stephen Bus of Up Campus.

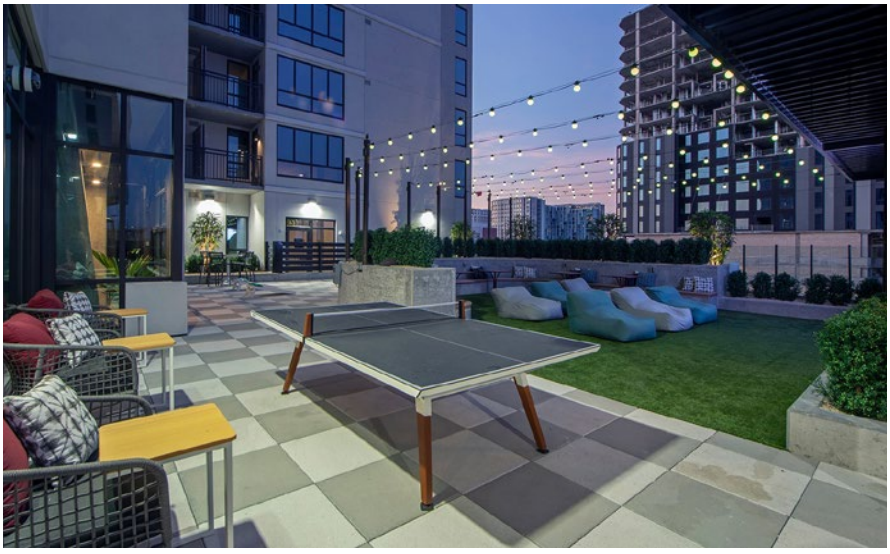
"This property illustrates our commitment to delivering upscale living experiences and meeting the needs of a dynamic college community rooted in tradition for Texas A&M University students," says Todd Gaines, Development Partner at The Dinerstein Companies.

Soaring 19 stories high at the most visible, prime corner of the Northgate District, Aspire Reserve offers 873 beds across a diverse mix of floor plans ranging from thoughtfully designed studios to spacious six-bedroom layouts, spanning from 400 square feet to 1,900 square feet.

Apartments feature stainless appliances and wood-style flooring,







soft close cabinets, a beverage fridge in select units, LED mirrors in bathrooms, comfort mattresses, smart TVs and black-out shades.

Interior spaces emphasize comfort and convenience, with breezy, hospitality-inspired design across the community and social spaces. Refined finishes, natural textures and resort-style amenities reflect a modern Aggie lifestyle. The airy living spaces and welcoming gathering areas bring warmth and relaxed style to the living experience at Aspire Reserve, where B2 Design Co created a home for students that feels light, inviting and comfortable.

Community as an Amenity

The majority of off-campus student housing is not the freshman-style dormitories that may come to mind, with cramped, sparsely furnished rooms for those who are going off to college for the first time.

Instead, student housing properties are positioning themselves to attract graduate students, mid-level undergraduates and those who are looking for more generous living spaces and ample amenities, including community.

With rents ranging from $1,099 to $2,279 per bed, high-end student housing developments like Aspire Reserve are targeting more residents in the young professional segment, especially those who are looking toward transitioning into their post-college professional lives after earning their degrees.

Designed to elevate the student living experience, the Aspire Reserve community features an impressive collection of amenities centered around wellness, connection and recreation.

Highlights include a two-story indoor/outdoor fitness and wellness center, yoga studio, Peloton spin studio, abundant study and collaboration spaces, a golf and gaming simulator, resident game lounges, dedicated bike storage and ground-floor retail.

Residents will also enjoy two resort-inspired pools, one heated pool with fire pits on the eighth floor and another at the penthouse level with jumbotron, along with an outdoor gaming deck and an elevated penthouse lounge offering a hangout for connecting, relaxing and enjoying the views.

Aspire Reserve offers residents unique amenities like the beauty bar, mystic sunless tanning, TULU rental market store, and onsite maintenance for peace of mind.

Aligned with a steadfast commitment to sustainability, the high-rise will pursue Fitwel certification, ensuring a healthy and environmentally conscious living environment.

Rising Above the Competition

Differentiating a privately developed student housing property is essential to maintaining high occupancy. Like multifamily residential apartments, off-campus student housing is highly competitive, especially in dense urban markets like Austin, Texas.

Students increasingly seek communities with amenities that reflect their interests







and lifestyles, from wellness and coworking to social spaces.

"Aspire Reserve reflects our deep belief in 'flagship' locations next to strong research universities like Texas A&M, enhanced with best-in-class amenities and finishes to deliver the highest quality resident experience and an institutional-grade asset with our investors," says Stephen Bus, Managing Partner at Up Campus Student Living.

Student housing, just like multifamily, is taking a hospitality-focused approach to every aspect of design, operations and the amenities offered for residents. Amenity spaces and interiors that differentiate and provide a Class A type of property for a demographic that's aged 20-24 and want highly designed spaces are very competitive in the student housing market.

Properties like Aspire Reserve focus on building community, hosting group events and activities in clubrooms and multipurpose spaces, and designing a balanced mix of coworking and individual study/work spaces, where students can gather for group work or do an internship interview in private.

In addition to easily accessible charging stations and fast WiFi, high-tech amenities in student housing communities include sports simulators, VR and gaming areas, and streaming/casting capabilities for TVs in common areas.

Residents are attracted to properties with spaces and amenities designed with wellbeing at the core. In addition to air quality, access to natural light, and the inclusion of natural materials and flora, highly designed outdoor community spaces, high-tech fitness areas, and spa-like amenities like sunless tanning rooms, cold plunges, salt caves, saunas and beauty bars are becoming more widely seen in student housing communities.

Deadline-Driven Design and Construction

Student housing development operates on a deadline-driven design and con-



struction cycle, with buildings required to be move-in ready by August. That fixed milestone demands close coordination among developers, design and construction managers, and campus representatives, aligning interior design decisions, purchasing, procurement, and installation with the broader construction schedule.

In addition to financing, often with multiple development partners, success depends on managing not just the final delivery date, but the full sequence of decisions and dependencies leading up to it, from contract negotiations and budget tracking to material lead times and potential project risks.

B2 Design Co is uniquely positioned to shepherd clients through this process by combining interior design coordination and procurement expertise with experience in contract management, budgeting, and risk management. Of added value are project managers who have experience on the developer side of the industry.

B2's proprietary tracking and procurement process helps developers, general contractors and the interior design team evaluate lead times and costs up front, identify potential unknowns and address challenges such as material shortages, construction cost changes and tariffs before they disrupt delivery.

By connecting design priorities with purchasing decisions and construction timelines, B2 helps clients make informed decisions, maintain budget visibility, and keep projects moving toward their critical move-in deadline. Aspire Reserve opened Aug. 1, weeks before many other student housing communities in the Texas A&M market, an impressive achievement for the design and development team.

Up Campus Student Living served as the co-developer, Dwell Design Studio is the architect of record and TDC Construction was the General Contractor. For more information on Aspire Reserve visit aspirereserve.com.

As senior project manager based in B2 Design Co's Chicago office, Cara Clapper brings nearly a decade of experience working in the student housing and multifamily industry on the development side. Founded by B. Allison Brooks, AIA, B2 Design Co is an award-winning, woman-owned firm specializing in interior architecture, design, FF&E and procurement for hospitality, multifamily, senior living and student housing projects. With offices in Dallas, Chicago, Miami and Chapel Hill, the firm has served clients nationwide for nearly 20 years. Visit b2designco.com.

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Progress is possible, and every breakthrough brings us closer to a future where every child with cancer has the chance to grow up and thrive.

Now it's our turn to keep the momentum going.

On February 27, 2027, the inaugural Cattle Baron's Ball North Georgia will take over The Reid Barn in Cumming, bringing our community together for an unforgettable night benefiting the American Cancer Society while shining a spotlight on pediatric cancer.

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Become a sponsor. Join our planning committee or Board of Ambassadors. Donate an auction item. Volunteer. Bring your network. Buy a ticket. Share the story. Every connection, contribution, and helping hand moves us closer to a future where every child has a chance to survive—and thrive.

This is more than a night of boots, big hats, and raising money.

It's a night to rally our community, fuel progress, and give hope a fighting chance.

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From Binders to Real-Time

How Hospitality America rewired operations for a digital era

Ryan Sistare,
VP of Operations
Hospitality America

From Binders to Real-Time

How Hospitality America rewired operations for a digital era

By Ryan Sistare



Thirty years ago, running a hotel meant mastering three things: the property, the guest, and the binder. Today, Hospitality America manages a portfolio of award-winning properties across the Southeast—and the binder has been replaced by something far more powerful: a single, real-time operational ecosystem that gives every leader, at every level, the visibility to act before problems occur.


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Over the past three decades, the company has evolved in step with sweeping changes in technology and guest expectations. While the fundamentals of hospitality remain unchanged (a clean, safe, and welcoming experience) the way those standards are delivered has been fundamentally transformed.

Today's operating environment is digital-first, where schedules, assignments and communications flow seamlessly to team members' devices and guest engagement extends far beyond the front desk. The real shift isn't just about adopting new tools; it's about enabling consistency, visibility, and speed across every property in the portfolio.

That transformation didn't happen overnight. With company growth and a surge in technological choices, it became evident that the real task was to invest in tools that truly enhance operations while ensuring teams do not become overloaded.

Striking the right balance between return on investment, timing, and operational impact has been critical. We remain disciplined, prioritizing best-in-class, fully vetted platforms including Actabl's ProfitSword and Hotel Effectiveness that solve real problems while avoiding redundancy. Margins are tight and labor is precious; unnecessary complexity isn't just inefficient, it's unsustainable.

Broad visibility allows us to identify best-in-class execution across both high-demand and low-demand periods. These insights serve as practical case studies enabling teams to apply proven approaches rather than reinventing the wheel.

Creating a unified operational ecosystem became the foundation. By aligning our tools under ProfitSword as a single source of truth, we built consistent visibility and accountability across the entire portfolio. Real-time data now drives decision-making at every level.

I recall watching my father, a hotel general manager, rely on binders and spreadsheets to manage performance on his days off. Today's leaders operate with instant access to integrated forecasting, labor management, and operational insights enabling them to spend less time analyzing and more time executing. I suspect he's a little envious of the tools our business leaders now have at their fingertips.

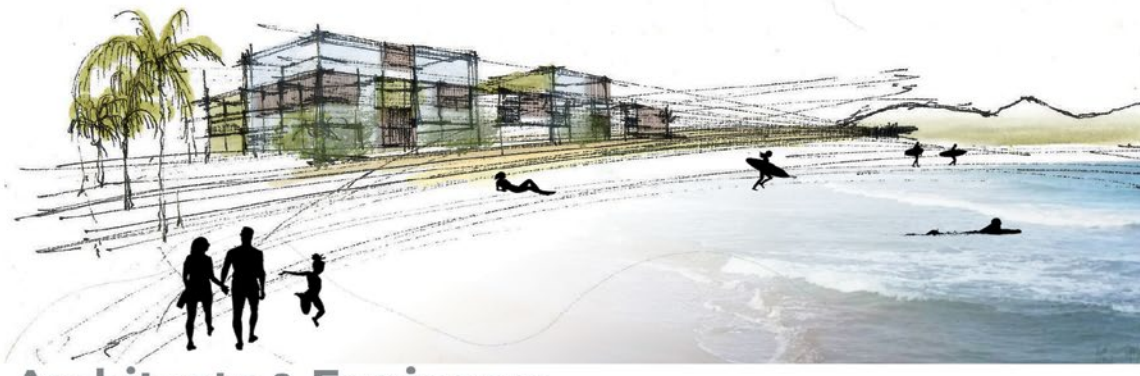
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effectively has become a defining competitive advantage. Hospitality America made significant strides in our last planning cycle by aligning labor budgets with daily labor plans, enabling a more precise match between staffing levels and real-time demand.

This alignment shifted our teams from reactive decision-making to proactive, confident planning to ensure the right person is in the right place at the right time.

The result is not only improved cost control, but a stronger guest experience. It is the difference between reacting to yesterday's numbers and leading with today's.

The impact has been tangible. Time savings for general managers and directors of sales emerged as one of the most meaningful gains. Platforms like Hotel Effectiveness have allowed us to significantly increase the frequency of forecasting while reducing the hours leaders spend compiling and interpreting data.



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That reclaimed time (estimated at several hours per week for a typical GM) is now reinvested where it matters most: running the business, supporting teams, and engaging guests.

Encouraged by these results, the company is applying the same integrated approach to further streamline its budgeting processes for 2027, extending forecasting discipline from the operational calendar into the annual planning cycle.

How Portfolio-Wide Data Visibility Improves Hotel Performance

I strongly believe that every hotel operation is unique and should be managed as such. At the same time, having a portfolio-wide view through ProfitSword has unlocked new opportunities for performance improvement that individual property management simply cannot replicate.

Broad visibility allows us to identify best-in-class execution across both high-demand and low-demand periods. These insights serve as practical case studies enabling teams to apply proven approaches rather than reinventing the wheel.

It's a model that blends local autonomy with enterprise-level intelligence, and it's a balance that's often difficult to achieve in multi-property hotel management operations.

Equally important is the role technology plays in fostering accountability. With consistent data and full transparency across the organization, performance conversations are grounded in a shared reality.

Leaders at every level operate from the same playbook, eliminating ambiguity and, simply said, eliminating surprises. This clarity not only strengthens operational discipline but also builds trust across teams and with ownership partners.

Today's operating environment is digital-first, where schedules, assignments and communications flow seamlessly to team members' devices and guest engagement extends far beyond the front desk.





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Adoption, that often is a stumbling block in large-scale technology initiatives, has been a relative strength. Our culture is rooted in adaptability, one of our core PEACH values and our workforce is comprised of experienced hoteliers who understand the value of these tools.

While structured weekly roll-up reporting ensures consistency, most leaders have gone a step further by embedding these systems into their daily operating cadence.

Why Technology Investment Drives GM Retention and Ownership Returns

As Hospitality America looks ahead to the next 30 years, technology will continue to play a central role in shaping its competitive edge. Our long-standing commitment to equipping leaders with best-in-class operational tools has contributed directly to one of our most important differentiators: strong general manager retention (arguably among the best in the third-party hotel management industry).

By investing in platforms like Actabl, ProfitSword, and Hotel Effectiveness that empower rather than burden, Hospitality America is reinforcing its position as an employer of choice. That commitment has earned recognition from USA Today as a "Top Workplace" for three consecutive years: 2024, 2025 and 2026.

Ultimately, the strategy is as much about people as it is about technology. Tools that enhance efficiency, clarity and confidence enable leaders to focus on what matters most: delivering exceptional guest experiences. In doing so, they also drive the financial performance and ownership returns that underpin long-term success.

Thirty years in, Hospitality America's evolution offers a clear lesson for the industry: operational excellence isn't just about adopting new technology; it's about integrating it thoughtfully, aligning it with strategy and using it to unlock the full potential of people. ■

Ryan Sistare is VP of Operations for Hospitality America, a Greenville, South Carolina-based third-party hotel management company with three decades of experience operating award-winning properties across the Southeastern U.S. Specializing in top-performing branded hotels, the company has been recognized by USA Today as a "Top Workplace" for three consecutive years—2024, 2025 and 2026—reflecting a culture built as much on people as on performance.

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BY NORTHSTAR

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Building a Legacy of Conservation

Mass timber takes center stage at the National Conservation Legacy Center

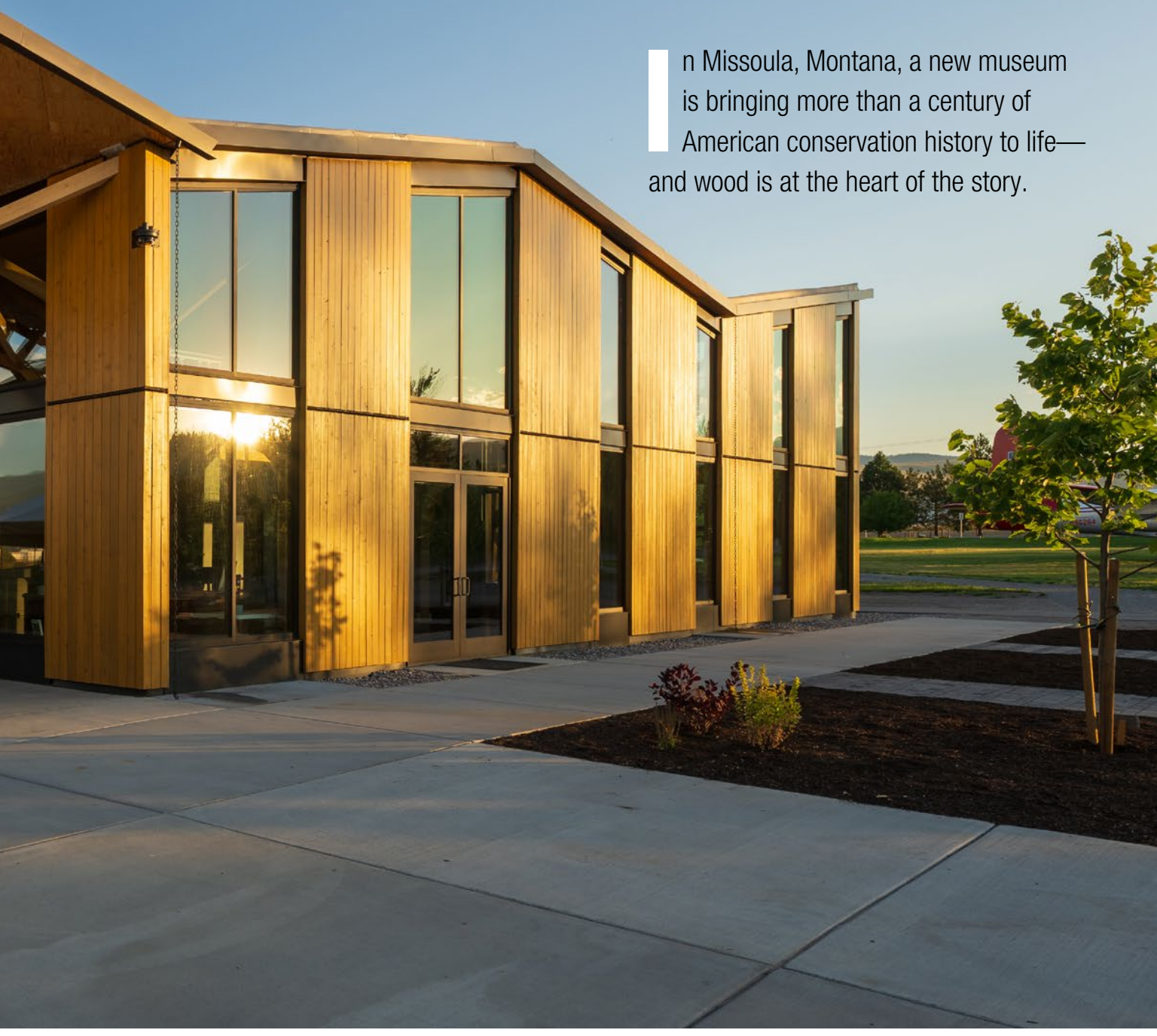


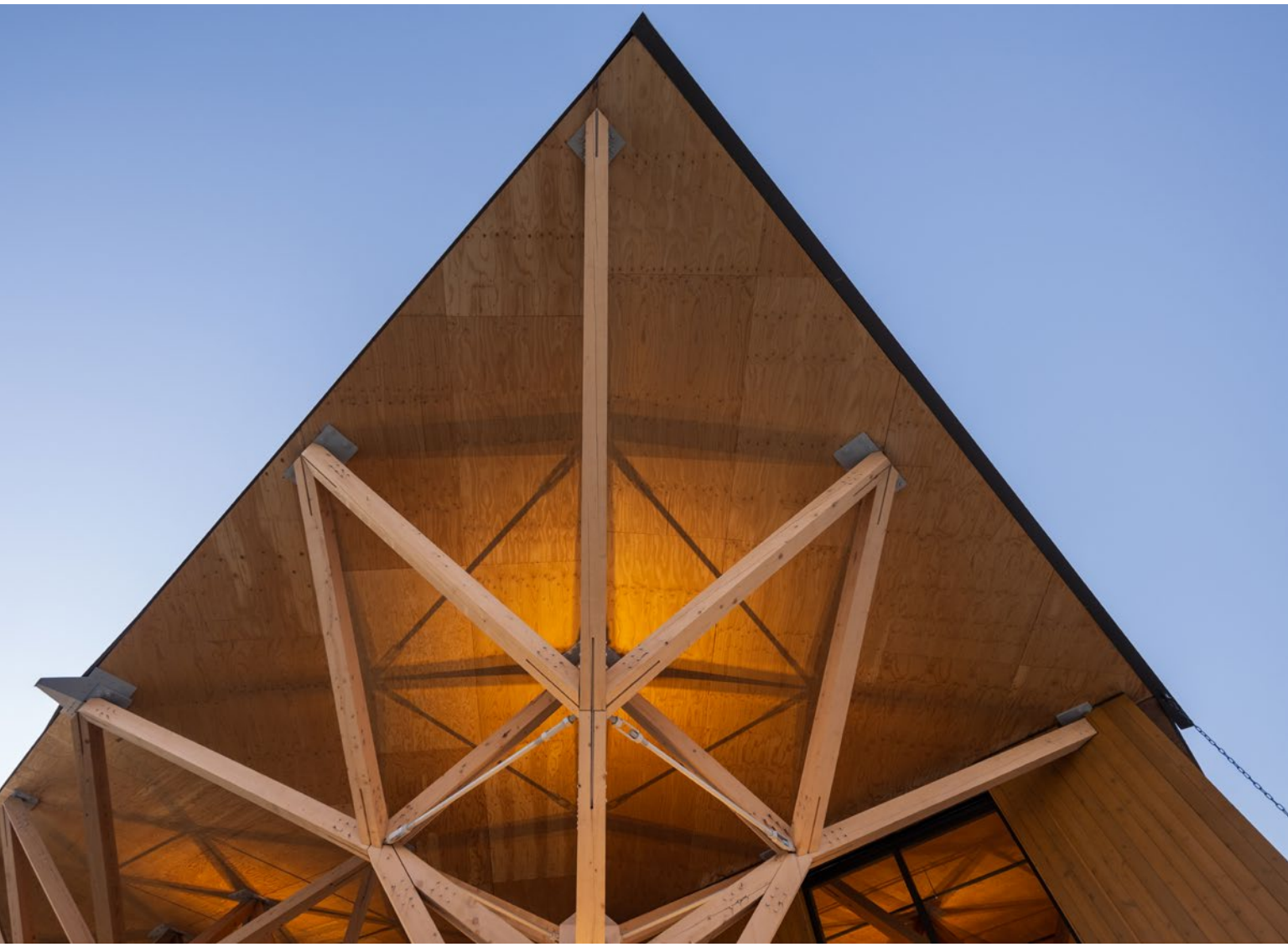
Building a Legacy of Conservation

Mass timber takes center stage at the National Conservation Legacy Center

By Rob Freres

In Missoula, Montana, a new museum is bringing more than a century of American conservation history to life—and wood is at the heart of the story.





The National Conservation Legacy Center arrives at a time when conversations around forests, wildfire, public lands and natural resource management continue to evolve.

The National Conservation Legacy Center opened to the public in July 2026 following a decades-long effort to preserve and share the history of forest conservation in the United States.

Designed as a learning center for forest stewardship, the museum—which houses more than 55,000 conservation artifacts—is expected to welcome between 80,000 and 100,000 visitors each year.

The center was designed to promote a deeper understanding of forests and forest stewardship, with wood playing a central role in both the building and its story. More than a dozen wood products companies contributed materials and support to the project. Among them was Oregon-based Freres Engineered Wood, which contributed its Mass Ply CLT to the museum's mass timber construction.

The National Museum of Forest Service History has preserved the history of the U.S. Forest Service since 1988. Operating independently of the U.S. Forest Service, the nonprofit organization documents the people, policies and practices that have shaped the nation's approach to public lands and natural resource management.

The new center expands that mission, giving visitors a place to explore the complexities of conservation and the evolution of forest management. "We're the only museum that has the full breadth of conservation history under our wing," says



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Lisa Tate, Executive Director of the National Museum of Forest Service History. "This new building will help people understand how public lands are managed, including the controversies behind those decisions and why collaboration is what makes conservation work."

The decision to use mass timber was also rooted in the museum's desire to look toward the future of forestry and wood construction. That vision began taking shape early in the design process, when Tom Chung, principal of Leers Weinzapfel Associates, became involved and began conversations with the museum about the possibilities of contemporary wood construction.

"We started talking about the benefits of mass timber—why I thought it made sense to build with contemporary materials rather than looking back at the past," Chung says. "We understood each other's goals and priorities, and that conversation led to a larger one with the board of directors, and it started from there."

The project ultimately took shape through the contributions of wood manufacturers involved in its construction. Freres Wood, a manufacturer with more than a century of experience in the timber industry, was among the project's suppliers and made one of its largest contributions.



"We're the only museum that has the full breadth of conservation history under our wing. This new building will help people understand how public lands are managed."

— Lisa Tate, Executive Director, National Museum of Forest Service History

The company supplied 8,520 cubic feet of its innovative Mass Ply CLT for the building's folded roof, exterior decks and staircase treads, along with laminated veneer lumber used to frame the exterior shear walls.

Leaning in on Prominent Architectural Elements

Rather than keeping the wood hidden behind finishes, the building incorporates





it into prominent architectural elements that visitors encounter throughout the museum. The folded roof creates a distinctive form overhead, while wood decks and stair treads carry the material throughout the visitor experience.

The result is a physical connection between the building and the story it was designed to tell. A museum dedicated to the history of forests and conservation is itself built, in part, from wood products that demonstrate how timber can be transformed into modern building materials.

The museum has been decades in the making, and we're glad to be part of this. After more than 100 years in the timber industry, we have learned that good conservation work takes a lot of partners.

The National Conservation Legacy Center arrives at a time when conversations around forests, wildfire, public lands and natural resource management continue to evolve. Its exhibits explore not only the accomplishments of forest conservation, but also the disagreements and challenges that have shaped land management.

The building offers another perspective on those conversations. By incorporating Mass Ply CLT and other mass timber products into its architecture, the center demonstrates how timber can move from the forest into contemporary civic design—giving wood a visible role in a building dedicated to understanding the past while looking toward the future of forest stewardship.

The National Conservation Legacy Center is expected to become a significant educational and cultural destination in Missoula, introducing a new generation to the history of forest management and the people who have shaped it. ■

Rob Freres is President of Freres Engineered Wood, an Oregon-based, family-owned manufacturer specializing in innovative mass timber and engineered wood products, including Mass Ply CLT and laminated veneer lumber (LVL).

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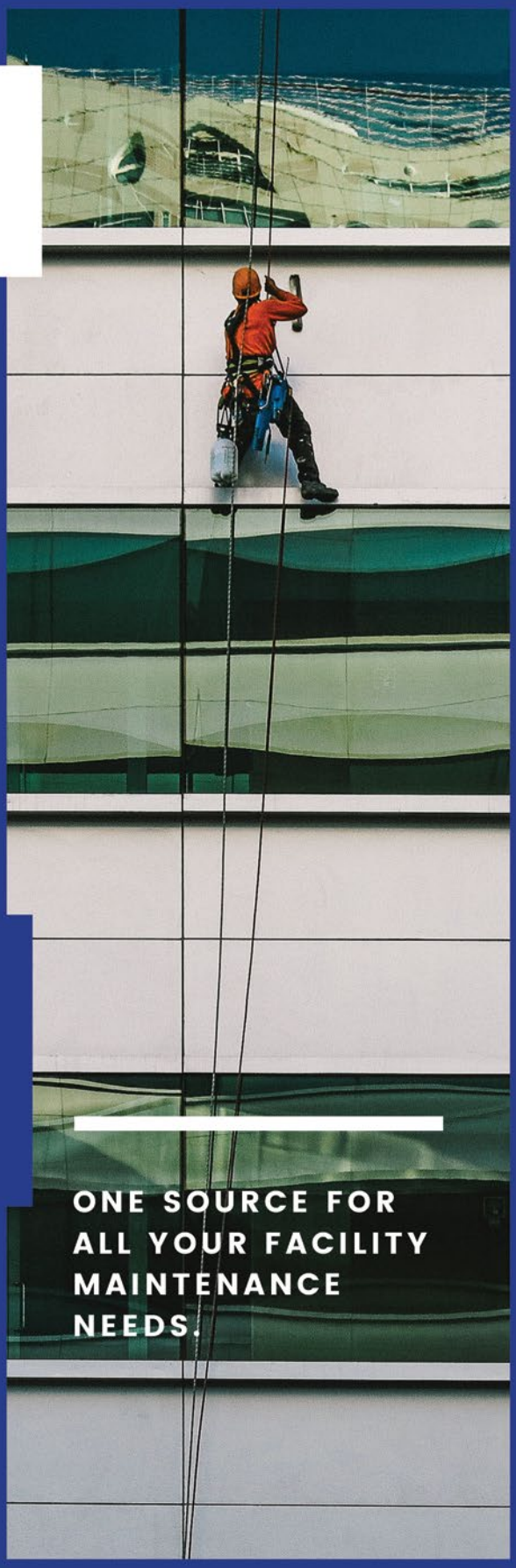
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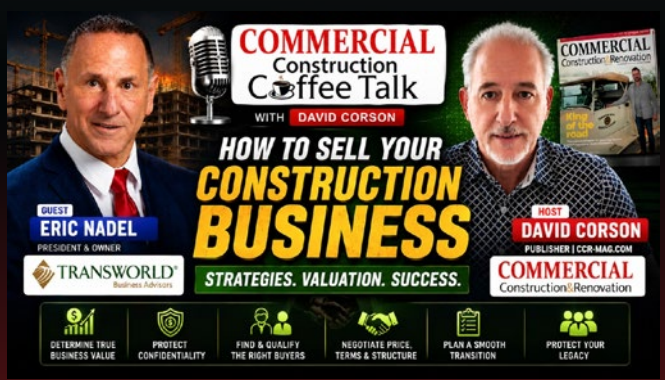
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How to Sell Your Construction Business | Eric Nadel

Eric Nadel, president and owner of Transworld Business Advisors of Upper Bergen County, joins David Corson to talk about what business owners can do now to prepare for an eventual sale. Nadel explains how buyers use provable earnings to assess value, why clean financial records matter, and what owners should expect once the sale process begins. The conversation gives construction business owners a practical starting point for thinking about valuation, succession, and who will carry the company forward.

NASA Lighting Technology Comes to Commercial Buildings | Robert Soler

Rob Soler, founder and chief scientist at **BIOS Lighting**, traces his work on LED lighting for the International Space Station and explains how it shaped his approach to commercial buildings. In conversation with David Corson, he explores how the timing and spectrum of light can support circadian rhythms, why daylight alone can be difficult to rely on throughout the day, and how familiar fixtures can bring those principles into schools, stores, hotels, and other spaces.

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Reinventing Indoor Air Quality | Austin Riesenberger of SWERV Air

Growing up with asthma and allergies made indoor air quality personal for Austin Riesenberger, founder and CEO of **SWERV Air**. He tells David Corson how his background in commercial HVAC engineering led him to develop a window-mounted energy recovery ventilator that brings outdoor air into homes while recovering heat and moisture. The conversation explains the difference between filtering the air already in a room and bringing in fresh air to address issues such as carbon dioxide buildup.



How AI Is Transforming Construction Management | Adam Stark, Jet.Build

Adam Stark, founder of **Jet.Build**, joins David Corson to discuss how his experience working for a real estate developer led him to build software that connects construction workflows from predevelopment through closeout. Stark shares where AI can help project teams put historical data to work and handle routine tasks, and where experienced people still need to make the call. He also reflects on a standout data center project and the opportunities construction offers military veterans.

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Grit. Manufacturing. Precision.

How Terry Lee Eggert built Genesis Global into a construction powerhouse



Grit. Manufacturing. Precision.

How Terry Lee Eggert built Genesis Global into a construction powerhouse

Terry Lee Eggert's life changed forever on a rainy day in 1972, thanks to a tire iron and a stranger in need. Just 22 and fresh out of the Army, he was running a modest 5,000-square-foot kitchen cabinet business when he spotted a motorist stranded alongside the highway in a vintage car.



After changing the tire in the pouring rain, the stranded motorist offered him $100. “I stopped out of kindness, not for a paycheck,” Eggert recalled.

Two weeks later, the stranger walked into Eggert’s shop. It was Edward J. DeBartolo Sr., then the world’s largest mall developer, carrying blueprints for 100 retail kiosks. When Eggert told him his shop was too small for the order, DeBartolo offered advice that would change his career: “You’re going to need a bigger shop. You, young man, are going to be my new vendor.”

Eggert quickly expanded into a 25,000-square-foot facility. By 25, he had purchased a 300,000-square-foot former Goodyear facility, employed 265 people and earned the nickname “Kiosk King,” generating $35 million annually.

Through DeBartolo and his Temporary Tenant Network, Eggert’s business grew into a major supplier of retail kiosks for shopping malls across the country. DeBartolo provided opportunities for more than 200 kiosks, including work connected to Sunglass Hut founder Sanford Ziff.

Those relationships opened the door to additional opportunities. Over time, Eggert’s company built more than 4,000 kiosks for retailers, including Sunglass Hut, Piercing Pagoda, Things Remembered, The Added Touch, Frontier Fruit & Nut and Hickory Farms, among others.

Built on grit, manufacturing expertise and a simple act of kindness, Eggert’s entrepreneurial legacy continues through Genesis Global Inc., which he founded in 1970 and operates in Cartersville, Georgia.

Tell us a little about yourself.

I’ve been an entrepreneur from very early on in my life—from things like mowing yards and shoveling snow, to a paper route and playing in a band. Then I thought about how I could invent something that made lots of money.

My first invention was at 28, Reel EZ Putter, a novelty item that generated more than $1.4 million in sales. After cost, I made about 600,000. Then I invented a corn gripper, where I received a patent. It was a huge investment. I never considered packaging, molds and dies in stainless steel. After investing more than 100,000, I gave up.

What is your industry story?

My story is unique; most of my career I’ve dedicated my life to the architectural

millwork and store fixture industry. Along the way, when I began making money, I invested in real estate, including the Portage Lakes areas near Akron, Ohio where I grew up. That was where Goodyear, Firestone, and Goodrich and Seiberling executives spent their weekends in the summer.

Over the years, people started to live out their full time. They fixed up these shack homes and cottages to become full-time residences. Because of the codes and history, one wall had to remain to keep its authenticity. Many would build new walls and then tear their old wall down as a last resort.

A friend of mine who lived on the lake near me, Joe Marsh, was a very successful entrepreneur in the entertainment industry. One day over cocktails we decided to open a new company. We bought up areas on the water or near the water with a view.

There wasn't much for sale, so we had to figure out how to do it. I decided to go door-to-door and offer to buy their homes. We took care of the closing costs and cut a deal with an attorney.

I asked Joe how much we should budget and Joe said, "It depends on what we pay for each house."

We agreed on a purchase budget of $300,000 and set our sights on the area we wanted to target. That weekend, I went door to door with a contract from our closing attorney in hand. Joe and I were supposed to meet Saturday evening at the Harbor Inn, our usual spot, but I was exhausted. I slept right through dinner and into the next morning.

Joe called to check on me. "You all right, Terry?"

"Yes, sir. But I walked my butt off covering the area we wanted."

"Well, did you buy anything?"

"Yes, sir. But I walked my butt off covering the area we wanted." "Well, did you buy anything?" "Yes, sir. You're not going to believe this, but we own some cottages now. We're going to call it Shoreview Bay in Portage Lakes."

Joe loved the name. Then I told him we had gone a little over budget.

"How much?" he asked.

"About $200,000."

"Yikes! How many did you buy, Terry?"

"That's the good news, Joe. We bought 37 homes for $500,000."

I told him I could back out of the deals if he wanted, but I had already sold one home for a small profit to Rod Smith, an Akron police officer and good friend of ours.







Joe couldn't believe it. "Thirty-seven homes for $500,000? That's a steal! When are you going out again?"

I figured we were finished. Joe had other ideas.

"No, we're just getting started."

And he was right. We eventually acquired about 60 homes, selling some and renting others. My company handled the design and construction work. About 10 years later, we sold the development to a group of investors and sold some of the homes directly to our renters.

Looking back, the craziest part is that I purchased those first homes in just two or three days. It was a wild ride, especially considering this was a side investment while we were busy selling fixtures and manufacturing them at our facility before 1990.

We believe the future of residential construction combines yesterday's craftsmanship with tomorrow's innovation.

What inspired you to establish your company?

That's a funny question. The truth is, we were making good money in the fixture business back in the 1970s and being single, we needed a tax break. Real estate seemed like a smart investment and a good opportunity to diversify.

How has your founding mission evolved over time?

About 10 years later, we sold off our real estate holdings after realizing the rental market wasn't for us. Looking back, building and selling would have been the better approach.

Fast forward more than 40 years to 2026, and we saw a greater need than ever to bring that same commitment to quality, service and relationships to the construction industry. Together with a partner who shared my vision, we founded Waymark Builders & Remodelers LLC. We took our time getting started, focusing on assembling the right team and establishing a strong foundation for the future.

Today, our mission extends beyond construction. My partner and our alliance partners share a Christian faith and a commitment to serving the Lord, our communities and the people who place their trust in us.

We have also surrounded ourselves with faith-based vendors who support our commercial and residential projects, helping us build a business grounded in shared values, integrity and service.

We've also surrounded ourselves with faith-based Alliance Partners who support our commercial and residential projects. These relationships are important because our partners understand our mission and share our commitment to making it successful.

Among them is an architect whose faith has guided his career and who served our community as an elected official for more than 25 years.

Our Alliance Partners are the foundation of our success, working together as one team with a shared mission and commitment to serving our communities.



Describe the signature style or characteristics that define your residential projects.

Our focus is on building unique, affordable custom homes with smaller footprints on spacious lots, typically ranging from three-quarters of an acre to two acres, compared to the one-third-acre lots common in traditional tract home developments. We also accommodate larger homes when they align with our clients' needs and vision.

Our primary market is seniors and first-time homebuyers seeking quality, affordability and personalization. By combining alternative construction methods with 21st-Century technology, we strive to make custom homeownership more accessible while helping our clients bring their dreams to life.

Our leadership team brings 92 years of combined experience. Together, we specialize in creating distinctive, custom-designed barndominiums that stand apart from traditional, cookie-cutter construction. By blending Southern craftsmanship with modern building technology and personalized turnkey services, we deliver homes tailored to each client's vision and lifestyle.

Our foundation is built on faith, trust, honesty, quality craftsmanship and treating others as we would want to be treated. We believe our customers deserve transparency, personal attention and a commitment to excellence from concept through completion. These values will guide every decision we make and be reflected in every home we design and build.

What types of residential projects do you specialize in?

Boutique and unique alternative homes such as Barndominiums, Quonset hut homes, and timber frame and custom homes for seniors and first-time buyers. We work with buyers who want unique homes and lifestyles that are more intimate. We also produce the same in commercial settings, where we use and repurpose materials whenever possible for accents in each project

What market segment do you primarily serve?

We primarily serve the boutique custom home market, with a focus on alternative housing styles and innovative designs. Over the years, I've watched housing prices soar and construction costs continue to climb. Even when building costs stabilized, some builders maintained higher prices per square foot, making homeownership increasingly difficult for seniors and young families.

I began exploring alternative housing concepts, spending weekends researching designs and visiting barndominiums. I believed there had to be a better way to build quality homes at a more affordable price. That thinking led me to explore new construction methods, alternative structures and innovative housing concepts that could

make homeownership more attainable for both younger and older buyers.

What has been your most challenging project to date?

Waymark is a relatively new company, but we face the same challenges as established GCs, particularly when it comes to finding and retaining skilled, dependable workers.

How did overcoming those challenges shape your approach to construction?

We've become smarter buyers and more resourceful when it comes to sourcing materials and subcontractors. You'd be surprised how many builders don't shop around for better pricing on materials, plumbing, HVAC and other services.

Instead, they rely on the same suppliers and subcontractors they've always used. There's nothing wrong with maintaining those relationships, but you have to stay on top of pricing to remain competitive and deliver the best value to your customers.



Can you share details about your favorite completed project and what made it particularly meaningful or successful?

One of my most memorable projects began in 2016 on 6.2 acres of land I owned. I designed a 36-by-64-foot pole barn with 14-foot eave heights to serve as a woodworking shop, art studio and storage space for tractors, classic cars and other projects.

At the time, I had been renting space from a friend for more than 14 years. His business had grown tremendously and he needed more room, while I needed less. I decided to expand my barn with a 14-by-88-foot addition featuring three offices, a conference room and a customer sitting area with a large fireplace.

When we finished the offices, my wife looked around and said, "Terry, this is nice. We could live in this."

That comment changed everything.

What started as a 2,304-square-foot workshop continued to grow. We added a second floor for offices and storage,



extended the front to accommodate a three-car garage and expanded the living and bathroom areas. Before long, we had transformed a simple pole barn into a 7,300-square-foot barndominium.

It became a remarkable property, but it also taught me an expensive lesson: Stick to your original plan. Constantly expanding and modifying an existing structure costs more money and requires an enormous amount of time moving, removing and reworking things you've already built.

My advice? Never do what I did.

Despite the challenges, the finished project attracted tremendous interest. Eventually, a family fell in love with the property and wanted it so badly that we decided to sell. It was a rewarding experience and one that reinforced my interest in alternative housing concepts.

How do you integrate sustainable building practices into your construction process?

We believe sustainability begins with the philosophy to build it right, build it responsibly and build it to last for generations.

Our approach to Barndominium construction combines traditional craftsmanship with modern innovations and energy-efficient building practices. We emphasize thoughtful site planning, quality insulation, high-performance windows and durable materials that reduce long-term maintenance and operating costs.

We also incorporate reclaimed timber, vintage brick, natural stone and other architectural materials that bring warmth, history and character to modern living spaces. Whenever possible, we work to preserve natural surroundings through responsible land development, drainage planning and erosion control.

Metal roofing and siding, timber-frame elements and carefully selected building systems provide lasting durability without sacrificing architectural character.

Ultimately, we believe the most sustainable home is one that's thoughtfully designed, responsibly built and made to stand the test of time. We're not simply building barndominiums. We're creating distinctive homes, lasting value and legacies for the families who live in them.

Our mission says it best: "Guided by Faith. Forged by Character. Building Legacies."

What specific eco-friendly innovations have you implemented?

We combine traditional craftsmanship with modern building technologies that improve energy efficiency, sustainability and long-term durability.

Our Barndominium designs emphasize high-performance insulation, energy-efficient windows and doors, advanced heating and cooling systems and durable metal roofing

Our foundation is faith, integrity, quality and lasting customer relationships. We're not just building homes. We're building legacies.











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With trends toward wood accents and nature-inspired facades, the new plank colors, varied hues, and authentic wood designs are a perfect choice to enhance curb appeal on any project or home. The plank colors lean toward true neutrals, accenting almost any look. The versatility of the plank complements both modern homes and traditional styles, making a distinctive statement.

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and siding that minimize maintenance and operating costs.

We also incorporate reclaimed and repurposed materials, including 1800s vintage brick, reclaimed timber and natural stone. These materials reduce the need for newly manufactured products while giving each home its own architectural character.

Flexible design is another priority. Open floor plans, vaulted ceilings and adaptable living spaces allow homes to evolve with changing family needs without extensive remodeling. We also explore modern framing systems, energy-efficient construction methods and water conservation solutions that deliver lasting value.

Our goal is to create homes that combine yesterday's craftsmanship with today's technology and tomorrow's expectations. We believe meaningful innovation should make a home more comfortable, durable and economical to maintain for generations.

What sets your company apart from other residential product suppliers/ contractors in your market?

Our leadership team brings 140 years of combined experience. We create distinctive, custom-designed barndominiums rather than cookie-cutter buildings, combining traditional Southern craftsmanship, modern building technology and personalized turnkey services.

Our foundation is faith, integrity, quality and lasting customer relationships. We're not just building homes. We're building legacies.

How do you balance client design preferences with structural integrity and building code requirements?

We believe great design must be supported by sound engineering and quality construction. We work closely with our clients, architects, engineers, and building professionals to bring creative ideas to life while meeting structural and local building code requirements.

Our philosophy is to never compromise safety or structural integrity for appearance. Beautiful design and quality construction should always work together.



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What emerging trends in residential construction are you most excited about, and how are you incorporating them?

We're particularly excited about the growing interest in timber-frame construction, innovative barndominiums and Quonset hut homes as an emerging affordable housing alternative.

We're exploring ways to combine traditional post-and-beam craftsmanship with modern metal building systems, energy-efficient materials, and creative architectural designs. Our goal is to offer distinctive, durable, and affordable housing solutions without sacrificing character, quality or comfort.

We believe the future of residential construction combines yesterday's craftsmanship with tomorrow's innovation.

How do you approach collaboration with architects, designers and other professionals during your projects?

We believe successful projects begin with teamwork and open communication. We bring architects, designers, engineers and skilled craftsmen together early in the planning process to ensure creativity, functionality and structural integrity work hand in hand.

Our philosophy is to surround yourself with talented professionals, respect their expertise and work together to turn our customers' dreams into reality.

What values drive your day-to-day operations? How do these translate into the final homes you deliver?

Our foundation is built on faith, integrity, honesty, quality craftsmanship and treating others as we would want to be treated. Our commitment is to build quality, affordable homes designed around what people need today while providing flexibility for tomorrow. For growing families, that means creating homes that can accommodate future additions as their needs and incomes change, eliminating the need to move.

For seniors, it means providing comfortable, accessible homes that support independence without unnecessary space. We consider features such as wider hallways and doorways, accessible bathrooms with grab bars, zero-threshold showers and designs that minimize steps and other obstacles.

Above all, we believe our customers deserve transparency, personal attention and a commitment to excellence from concept through completion. These values will be reflected in every home we design and build.

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What trends are you seeing in the residential construction market today?

We're seeing a significant shift toward innovative construction methods that offer greater efficiency, faster installation and lower costs. Structural insulated panels (SIPs), timber-frame construction and advanced metal building systems are helping reshape the industry.

SIPs, in particular, provide excellent energy efficiency, streamline installation and reduce construction time while maintaining structural strength and long-term performance.

How are they shaping the industry?

Innovative construction methods such as Structural Insulated Panels (SIPs), timber framing and advanced metal building systems are reshaping the residential construction industry by improving energy efficiency, reducing construction time and potentially lowering building costs.

These advancements are creating opportunities for more affordable, durable, and customizable homes.

At Waymark, we believe innovation isn't about changing how homes look, it's about improving how they're built while preserving quality, character and long-term value.

What are your goals for your company's growth and impact on the residential construction industry?

Our vision is to establish Waymark Builders & Remodelers as a leader in boutique residential construction throughout the Southeastern United States, delivering custom homes with faster construction timelines.

By using innovative methods such as SIPs, timber framing and advanced metal building systems, we aim to improve efficiency, reduce costs and make quality housing more affordable.

Our growth strategy focuses on partnerships with architects, GCs, utility contractors, skilled trades and vendors who share our values. We also welcome builders looking to expand their markets through the Waymark business model.

Our goal is simple: Build smarter, build faster and deliver exceptional quality while establishing Waymark as a trusted name throughout the Southeast. ■

One-on-One with... Terry Lee Eggert



Describe a typical day

After more than 56 years in business and founding multiple companies, I've learned that true leadership is about building great teams, not managing every detail. I believe being a visionary is a gift from God.

The beauty of having trusted partners is empowering them to manage daily operations while I concentrate on vision, business development, and new opportunities.

It takes a leap of faith to entrust others with something you've created. I've been blessed with handpicked partners who share my values and work in unison.

I'm always available when they need me—and they know it. That's the beauty of building a business around people you trust.

What's the biggest item on your to-do list?

That's a loaded question. On Jan. 24, Genesis Global Inc., my primary business, will celebrate 57 years. I still genuinely love what I do. Representing architectural millwork and store fixture manufacturers and helping clients find creative solutions remains both exciting and rewarding.

The other companies I've found are equally exciting. I've been blessed with exceptional partners who understand their businesses and manage daily operations.

At this stage of my life, one of my greatest pleasures is creating opportunities, mentoring talented people, and watching the businesses we've built together grow and prosper.

What's the most rewarding part of your job?

After nearly 57 years in the industry, my greatest reward comes from building lasting relationships, earning the trust of clients and customers and watching those I've mentored succeed. There's tremendous satisfaction in creating something meaningful that makes a lasting difference in people's lives.

Best advice you ever received?

My grandfather once told me, "Always keep your manufacturing company separate from your marketing company."

Twenty years later, that advice proved invaluable. When my manufacturing business was sold, the buyer acquired the inventory and equipment, but I retained my marketing company, which was generating approximately $35 million annually in sales.

The experience taught me to always listen to those who have walked the road before you. Sometimes the best advice doesn't reveal its value until years later.

When faced with tough decisions in life, whether business or personal, always trust your gut instincts, regardless of the cost.

I nearly made two major mistakes that ultimately cost me over $100,000 combined to avoid. Looking back, it was the best $100,000 I ever spent.

Want to know what happened? Well, I guess you'll have to buy my book, "Laughter and Life's Journey," or maybe someday watch it at the movies.





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A Yard Ahead

How winter planning can set the stage for a more beautiful, functional outdoor space

The grass may be dormant, the garden beds empty and the patio furniture tucked away for the season, but that doesn't mean your backyard should be an afterthought. In fact, winter may be the best time to start thinking about what comes next.

While spring tends to get all the attention when it comes to landscaping and outdoor improvements, the colder months offer something homeowners rarely have once the weather warms up: time to plan. Whether you're considering a few fresh plantings, a new patio or a complete backyard transformation, a little preparation now can make a big difference when spring arrives.

The TurfMutt Foundation, which advocates for the care and use of backyards, parks and other green spaces, encourages homeowners to look beyond the winter landscape and start envisioning how their outdoor spaces can better serve their lifestyles.

After all, a well-designed yard is more than a patch of grass and a few flower beds. It's an extension of the home, offering opportunities to entertain, unwind, connect with nature and spend time with family and friends.

Making the most of your space requires understanding how it fits into your everyday life. What works? What doesn't? And what changes could make it more inviting, functional and easier to maintain? Winter provides the opportunity to answer those questions without the pressure of tackling everything at once. It also gives homeowners time to explore ideas, research options and make informed decisions before the busy spring season arrives.

The key is approaching your yard with a plan rather than a shopping list. Here are four ways to make the most of winter and set the stage for a more beautiful, functional outdoor space.

1 Think Beyond the Lawn

Before choosing plants, furniture or hardscaping materials, consider how you actually want to use your outdoor space.

Maybe your backyard needs a dedicated area where children can play without trampling the garden. Perhaps your dog could use more room to roam. Or maybe you're ready to transform an underused corner into a quiet retreat where you can enjoy your morning coffee.

Outdoor living spaces work best when they're designed around the people who use them. Think about creating distinct zones for entertaining, dining, relaxing, gardening and recreation. Consider how those areas connect and whether pathways, lighting or landscaping could make the space more accessible and inviting.



Take stock of what already works, too. A mature shade tree might become the centerpiece of a seating area. An overlooked side yard could offer room for a vegetable garden or a small outdoor workspace.

The goal isn't necessarily to do more. It's to make the space you already have work harder and smarter.

2 Get Ahead of the Spring Rush

A beautiful backyard doesn't happen overnight, especially when larger improvements are involved.

Patios, pergolas, outdoor kitchens, firepits and other hardscaping projects require thoughtful design, budgeting and coordination. Waiting until the first warm weekend to start planning can mean competing with everyone else who suddenly has the same idea.

Winter offers an opportunity to establish priorities, research materials and determine how much you're comfortable spending.

Start by separating must-have improvements from nice-to-have additions. Consider which projects will deliver the greatest immediate benefit and which can wait until another season. If your plans involve multiple phases, think about how each improvement will fit into the overall design.

This is also a good time to contact landscape architects, contractors and certified arborists. Request estimates, discuss timelines and review project requirements before schedules fill up.

For projects involving electrical work, drainage changes or permanent structures, check local permitting requirements and homeowners association guidelines early.

A little homework now can help prevent costly surprises later.

3 Choose Plants with a Purpose

It's easy to get carried away at the garden center when spring flowers start appearing. Everything looks beautiful, everything seems like a good idea and suddenly your cart is full of plants that may not survive the summer.

Winter is the time to avoid that temptation by doing your research.

Start with the USDA Plant Hardiness Zone Map to identify plants suited to your region's typical winter temperatures. Then look more closely at your property's individual growing conditions.

Does one corner receive full afternoon sun while another stays shaded most of the day? Are there areas where water collects after heavy rain? Does the soil drain quickly or remain damp?

These details matter because even plants suited to your region may struggle in the wrong location.

Consider incorporating native plants, flowering perennials and shrubs that support pollinators while providing seasonal color and texture. A mix of evergreen and deciduous plants can also help maintain visual interest throughout the year.



Think long term. A small tree may look perfect near the patio today but create problems as its roots and canopy expand.

Creating a plant wish list now helps ensure every addition has a purpose.

4 Give Your Equipment a Head Start

Nothing puts a damper on the first beautiful spring weekend quite like a lawn mower that refuses to start.

Before the growing season arrives, take inventory of your outdoor power equipment and tools. Mowers, string trimmers, leaf blowers and other equipment may need cleaning, sharpening, maintenance or replacement parts.

Check manufacturer recommendations for servicing engines, batteries, filters and cutting blades. Inspect extension cords, hoses and hand tools for wear or damage.

If you're considering new equipment, winter gives you time to compare options based on your property's size, terrain and maintenance needs.

A larger yard may require a different mower, while mature trees and extensive landscaping could make pole pruners or other specialized tools worthwhile.

Proper preparation also means thinking about storage. Organizing tools and supplies now can make routine maintenance easier once the season gets underway.

Make Every Square Foot Count

Making the most of your outdoor space isn't necessarily about spending more money or taking on bigger projects. It's about making thoughtful decisions that improve how your yard looks, feels and functions throughout the year.

Whether you're considering a complete landscape renovation or simply creating a more comfortable place to unwind, winter offers an opportunity to assess your needs, establish priorities and put a plan in motion.

After all, a little preparation during the quieter months can go a long way toward creating an outdoor space that's ready for whatever the seasons bring.

For more outdoor living and landscaping tips, visit turfmutt.com.

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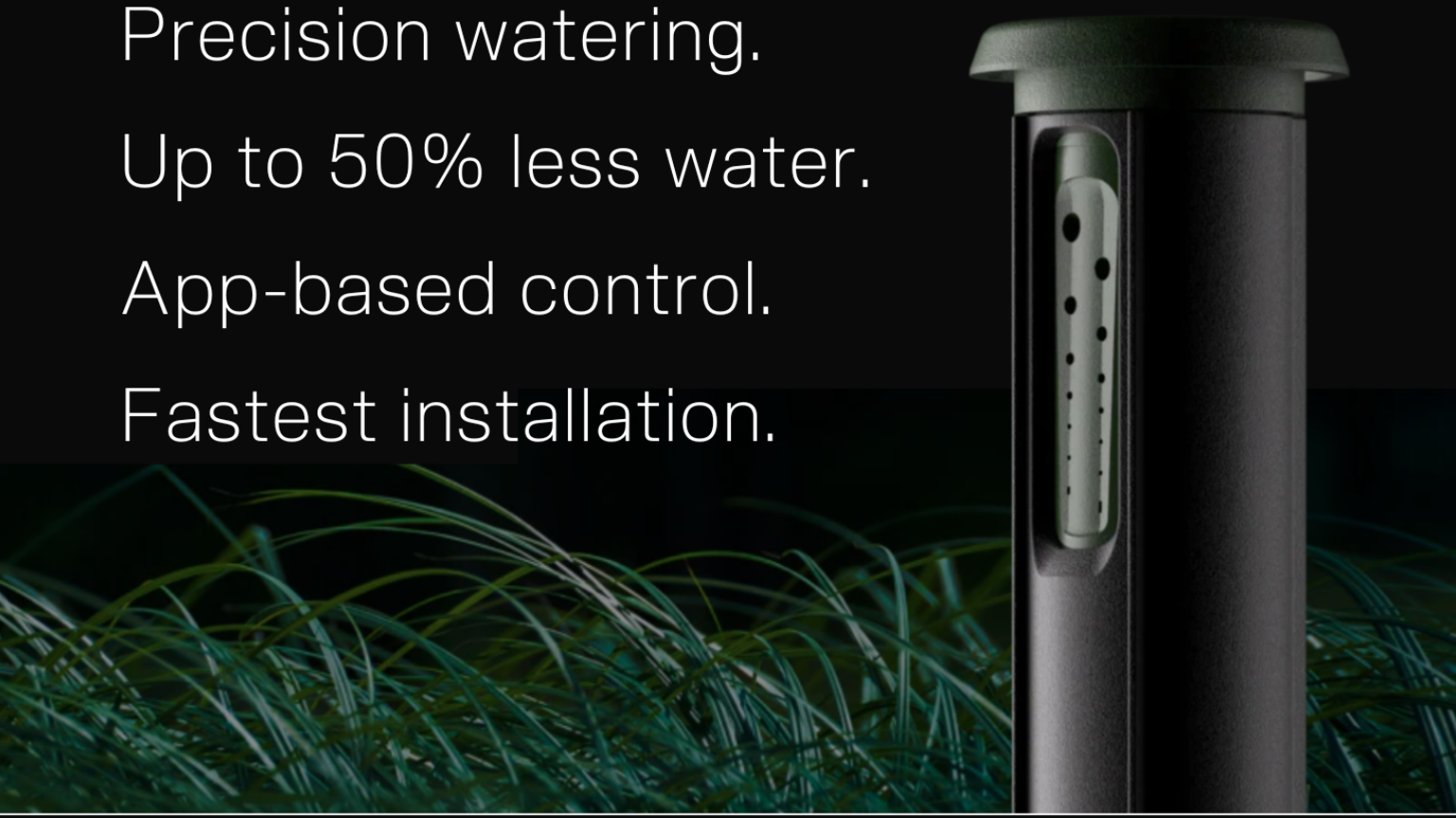
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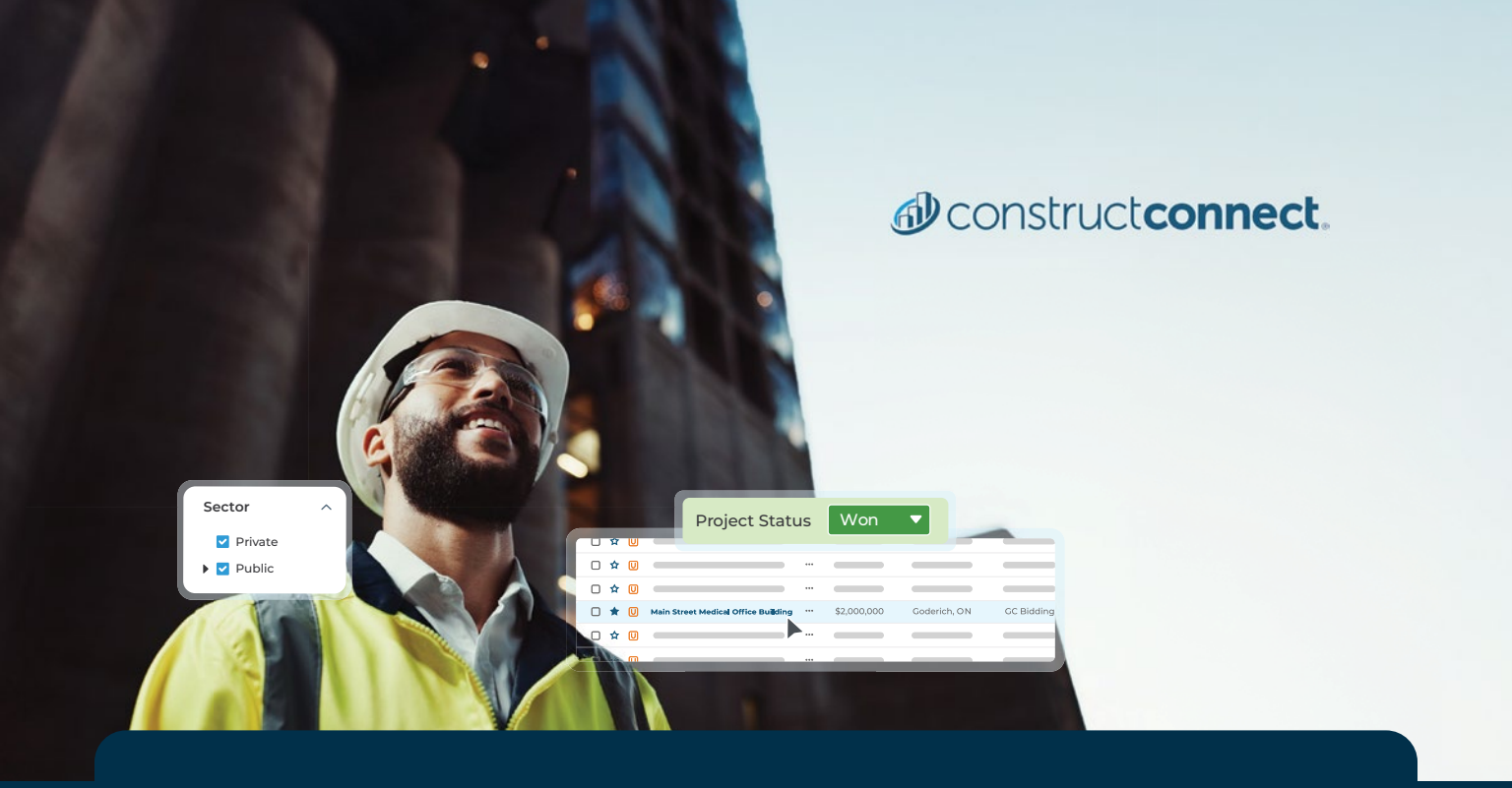
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USGBC MEMBER

Commercial Construction Data

The following is a brief report on new commercial construction projects.
The information is presented as a service of **ConstructConnect**.
For more information, visit projects.constructconnect.com.

PROJECT NAME	CITY	PROJECT VALUE	SQ. FT.	CONSTRUCTION TYPE	START DATE
RETAIL/RESTAURANTS/QUICK SERVE:					
Sheetz - Babcock Blvd	Pittsburgh, PA	$5,000,000	6,139	New Construction	Q1 2027
Chick-fil-A	Lebanon, OH	$1,200,000	4,800	New Construction	Q1 2027
Gratitude	Baltimore, MD	$600,000	2,000	Renovation	Q2 2027
Stewart's Shops #349	Albany, NY	$2,000,000	4,500	New Construction	Q1 2027
RETAIL/STORES/MALLS:					
Lee's Community Thrift Store	Pleasantville, NJ	$1,800,000	6,315	New Construction	Q2 2027
Dollar General	Dayton, OH	$1,938,000	9,100	New Construction	Q1 2027
Aldi	Vineland, NJ	$3,300,000	21,421	Renovation/Addition	Q1 2027
Grace West Indian Market Renovation	Rotterdam, NY	$250,000	1,334	Renovation	Q1 2027
RESIDENTIAL/MIXED USE:					
The Frances Mixed-Use	New York, NY	$80,000,000	280,000	New Construction	Q2 2027
Washington Street Mixed-Use Project	Snow Hill, MD	$7,800,000	22,000	New Construction	Q1 2027
DuPont Highway Mixed-Use	New Castle, DE	$30,000,000	109,956	New Construction	Q2 2027
Sky Ranch at Darby Creek	West Jefferson, OH	$100,000,000	500,000	New Construction	Q1 2027
HOSPITALITY:					
35-39 9th St Hotel	New York, NY	$50,000,000	111,627	New Construction	Q1 2027
Cocoa Avenue Hotel	Hershey, PA	$38,000,000	70,000	New Construction	Q1 2027
Marriott Hotel Redevelopment	Cincinnati, OH	$36,000,000	165,000	Renovation	Q1 2027
The Lowell Modern	New York, NY	$50,000,000	139,000	Reno/Addition	Q2 2027
EDUCATION:					
The Early Childhood Wellness and Resilience Center	Dayton, OH	$4,500,000	19,000	New Construction	Q1 2027
Rye Arts Center	Rye, NY	$3,300,000	12,821	New Construction	Q1 2027
Nefesh Hachaim Private High School	Jackson Township, NJ	$10,900,000	31,143	New Construction	Q2 2027
James E. Duckworth Elementary School	Beltsville, MD	$85,000,000	95,067	New Construction	Q4 2026
MEDICAL:					
St. Luke's Medical Office Building	Souderton, PA	$10,000,000	45,000	New Construction	Q2 2027
Cleveland Clinic Level 1 Trauma Center	Cleveland, OH	$50,000,000	228,000	Renovtion	Q2 2027
FF Thompson Medical Office Building	Honeoye Falls, NY	$3,400,000	9,840	New Construction	Q1 2027
Southside Plaza Medical Campus	Mount Airy, MD	$7,300,000	12,672	New Construction	Q1 2027



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The Power of Showing Up



In 1972, a 22-year-old cabinetmaker pulled over in the pouring rain to change a stranger's tire. He was fresh out of the Army and running a 5,000-square-foot kitchen cabinet shop. When the tire was changed, the driver offered him a hundred-dollar bill. The young man turned it down. He had stopped because somebody needed a hand.

Two weeks later, the driver walked into his cabinet shop carrying blueprints.

The driver's name was Edward J. DeBartolo, Sr. He built shopping malls and he needed 100 retail kiosks. The cabinetmaker took a look at the plans and told him his shop was too small for an order that size.

"You're going to need a bigger shop," DeBartolo told him. "You, young man are going to be my new vendor."

He got the bigger shop. DeBartolo later made an introduction that led to a major kiosk order for Sunglass Hut's expansion. Decades into his career, that rainy day still stands out.

We talk a lot about timing in construction. Get in front of the customer before the job goes out to bid. Get the fixtures on site before the store opens. There's a lot you can plan for. Being on that stretch of highway at that particular moment was luck. Pulling over was a choice.

These are the stories we'll tell in the CCR Hall of Fame. You can walk through a mall and see the stores and the fixtures. What you rarely get to hear is how the people behind that work got their start, who gave them a shot, and what they did with it. You could look at a thousand kiosks and never guess there was a flat tire anywhere in the story.

I'm in my 27th year as a publisher, and this Dec. 17 marks 25 years since I left Nielsen in 2001 to bite the entrepreneurial apple and go into business for myself. When I think back on those years, I remember the people who took my calls before there was an issue to show them and the ones who kept taking my calls when I was figuring out how to get the next issue out.

This Thanksgiving, I'm grateful for the people who stopped to help me when they had somewhere else to be. Some gave me a chance early on. Others picked up the phone when I needed a straight answer. What took them a few minutes might still be something I remember years later.

Happy Thanksgiving from our family to yours. And, as always, GSD, ABM and Keep the Faith.

Good Planning,
DC



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