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**ELEVATING
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**AI WILL CHANGE THE CONSTRUCTION
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Pictured: 340AJ Boomlift



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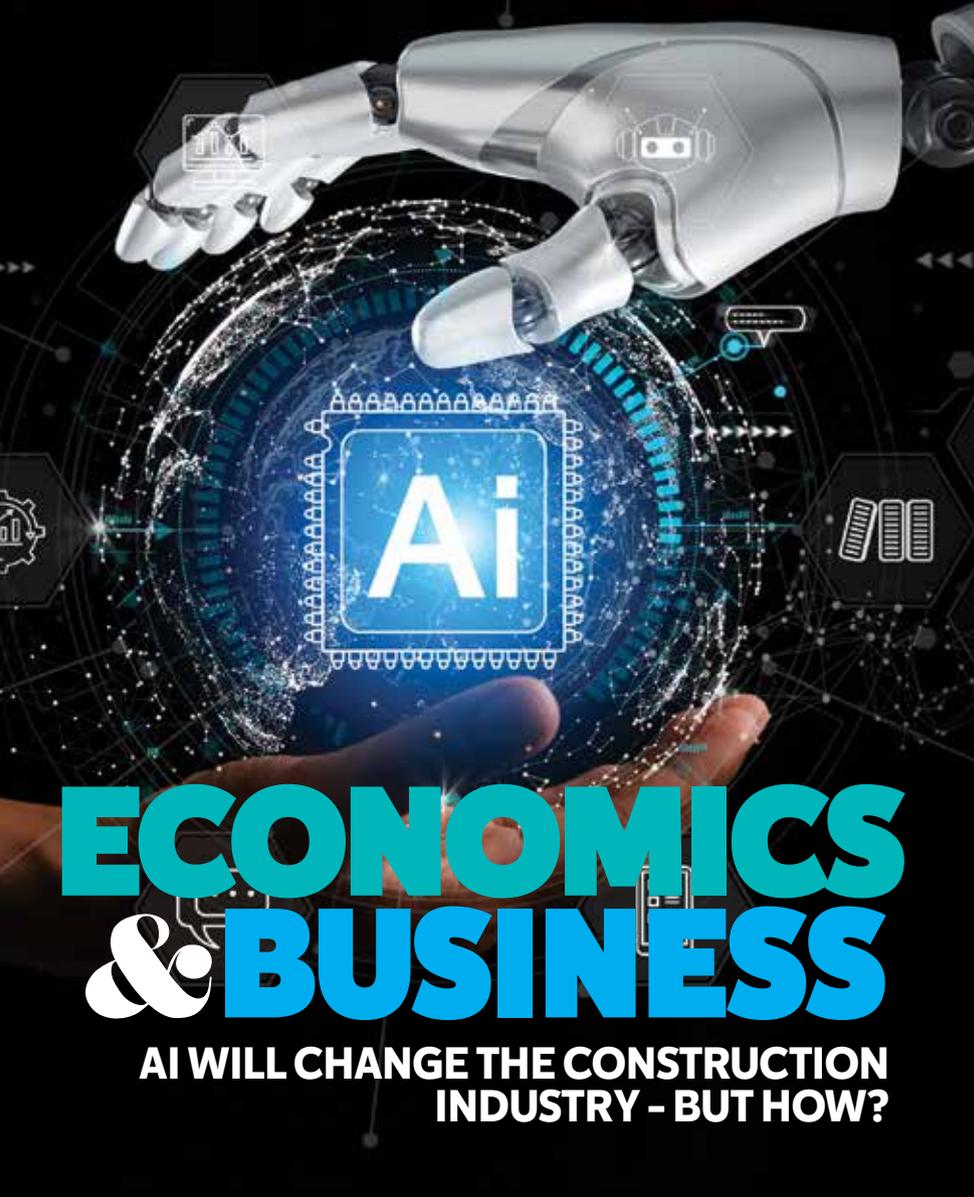
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ECONOMICS & BUSINESS

AI WILL CHANGE THE CONSTRUCTION INDUSTRY - BUT HOW?

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FROM OUR PRESIDENT

Merit is Opportunity



WE JUST WRAPPED UP ANOTHER SUCCESSFUL SUPERCON!

It's one of my favorite events, as we get to network with members (more than 700 attended this year!), and provide high quality training. ABC members are doing impressive work and demonstrating a strong commitment to healthy work culture. Our conference was full of speakers who reflect this mission. You'll notice that this issue includes articles from some of our speakers.

Darren Fisher gave our keynote address on Thursday, "The win is in the work." In this issue, he expands on the message further and explores what physical AI is going to do to transform construction. He explains that AI will require adjustments to how we develop people, so that we can pivot to the new opportunities AI provides.

Marlena Cavanaugh also explores AI in this issue- but from a different business angle. She looks at the changes and applications to our office work, to our websites, and how it can be woven into our existing processes.

Our other conference keynote, Eric Bailey, spent his time at SuperCon talking about how our brains work (and make us unique in our communication). His article in this issue recognizes the need to develop relationships, and provides advice (based on science), to help you market your work more effectively.

Cory Kundert explores the importance of "Elevating the Trades" and provides tips to connect the broader community to the excel-

lent work happening in construction.

And finally, Kyle Kmiec reviews how you take your successful business, and prepare it to transfer to the next generation, preserving its success, and preparing new leaders to continue the work.

In each article- there's a common thread. It's developing people. At ABC Wisconsin, we are committed to providing excellent education, networking and the tools needed to attract and train new employees, grow leaders from within, retain our teams, and make the commercial construction industry the best it can be.

Merit is opportunity. We know our approach works, especially when developing our teams is a natural part of our collective culture. I encourage you to enjoy this issue, and take a look at the wide range of courses available at abcwi.org to train your teams for the future. 

— Kelly Tourdot, President



**WE KNOW OUR
APPROACH WORKS,
ESPECIALLY WHEN
DEVELOPING OUR
TEAMS IS A NATURAL
PART OF OUR
COLLECTIVE
CULTURE.**



TRAINING

WHY CONSTRUCTION LEADERS NEED AN IRONMAN MINDSET FOR THE PHYSICAL AI ERA

By Darren Fisher – Spearity

September 2021. Lake Monona, Wisconsin. The 2.4-mile swim start for Ironman Wisconsin. I'd trained for months, since the COVID lockdown meant no commute, which meant additional training time. I'd put miles on my shoes, butt

in the seat and body in the open water. I had a nutritional plan, a pacing strategy, and the confidence that comes from completing a Tough Mudder earlier that year.

Then I jumped into the water.

By mile one, my left tricep started cramping. Not my calf. Not my shoulder. My tricep. Who

gets cramping in their tricep? I swam the remaining 1.6 miles at 20% capacity, essentially one-armed. When I exited the water, I got out to greet my family cheering me on and I was woozy. Then I jumped on the bike.

As I gathered my food and started peddling, I felt off. My perfect nutritional plan?



AI

FOR WHAT YOU CAN'T PREDICT

Worthless. I could only keep down bananas and water. After gathering myself I continued on but had to pick up the pace to not get cut off on the bike. I picked my pace and completed the initial 56-mile loop and began the next loop. Within the first 5 miles of loop 2, I hit a wall. I tried to keep going but I didn't have anything left in me from not getting enough calories. I physically and mentally broke down as a neighbor stepped out to see if I was okay. I asked if I could use the phone to call my wife, because I was done and definitely defeated.

Once I got home and took a shower, I winced as the water hit my foot. I thought that was

strange and noticed that I had an inch cut on my foot. I'd read about people getting sick during that swim but it was just fodder at the time. Later that morning, I was talking to my brother Bryan, who is a vascular surgeon, about what happened to me and he said, "Man, you got blue-green algae poisoning. Because you're healthy, it only caused nausea and cramping. It could've been way worse for you."

Totally Blue-green algae poisoning made continuing impossible.

I didn't finish Ironman Wisconsin. But here's what I tell people: I won. And that's the same conversation construction leaders need to have about physical AI.

The Robots Are Already On Site

I couldn't have predicted the algae in Lake Monona. Construction leaders today can't fully predict how physical AI will reshape their jobsites, but it's already happening. Unlike software AI that optimizes scheduling, physical AI performs actual construction tasks: autonomous excavators, bricklaying robots, exoskeletons, safety-monitoring drones, 3D-printed components, robotic welding.

This isn't future speculation. These technologies are deployed right now. Like the algae I couldn't see until I was in the water, physical AI is a condition you're already competing in.

The question isn't "Will physical AI disrupt



CONSTRUCTION LEADERS TODAY CAN'T FULLY PREDICT HOW PHYSICAL AI WILL RESHAPE THEIR JOBSITES, BUT IT'S ALREADY HAPPENING.

construction?" (It already is.) The question is: "How do we lead organizations through a transformation where machines perform tasks our crews have done for generations?"

The Horse-and-Buggy Moment for Physical Labor

When I couldn't continue the bike portion, I had to make a decision my training never prepared me for. Construction leaders face a similar moment with physical AI—not because it's analogous to cycling, but because it represents the same kind of fundamental shift.

When automobiles replaced horses, physical work didn't disappear, it transformed. Blacksmiths became mechanics. Stable hands became garage attendants. New roles emerged: traffic engineers, safety inspectors, specialized mechanics.

The key insight: The transition wasn't primarily about technology. It was about workforce transformation. The smiths who thrived understood that their skills in working with metal and solving practical problems could translate to a new context.

Physical AI in construction is following the same pattern:

Laborers become robot operators, making judgment calls when systems encounter unexpected conditions. Equipment operators evolve into technology coordinators, understanding when human control trumps algorithms. Foremen transform into human-robot team coordinators,

balancing efficiency gains with human factors AI can't measure. Project managers decide which tasks benefit from automation and which require human expertise. Craftspeople specialize in complex, high-judgment work AI can't replicate.

The construction companies that will dominate the next decade aren't asking "How do we avoid physical AI?" They're asking: "How do we prepare our workforce to compete in an environment where humans and machines work together?"

That's a leadership challenge, not a technology problem.

What Physical AI Can't Do

When my tricep cramped during that swim, no algorithm could have decided whether I should stop immediately, adjust my stroke, or push through. The "right" answer depended on dozens of variables: my training history, pain tolerance, long-term health goals, ability to read my body's signals.

Construction is filled with these moments. Physical AI has fundamental limitations:

Complex, novel problem-solving. A bricklaying robot is extraordinary for standard walls. But when it encounters an unexpected substrate condition or jobsite constraint, human expertise remains essential.

Judgment in high-stakes situations. Should this excavation continue given the soil conditions? Is this structural concern serious enough to stop work? Physical AI provides data; humans make judgment calls balancing safety, schedule, quality, cost, and relationships.

Relationship building. Construction runs on relationships with clients, crews, subcontractors, inspectors, and communities. Physical AI can't defuse tension when schedules slip or build the trust that carries you through challenges.

Adaptive response to unpredictability. Like my algae poisoning, construction faces novel disruptions: pandemic lockdowns, supply chain collapses, unprecedented regulations, unique site conditions. Physical AI operates within parameters. Humans handle everything outside those parameters—which is often where competitive advantage lives.

Leadership through change. When I decided to stop, it required understanding my body, my long-term health, my broader goals. Construction leaders face analogous decisions: when to walk away from a problematic project, when to invest in unproven technology, when to sacrifice short-term efficiency for long-term culture.

These human capabilities become more valuable, not less, as physical AI proliferates. The strategic questions construction executives must answer:

- What does our workforce need to know that physical AI fundamentally cannot provide?
- How do we develop leaders who can leverage AI capabilities while exercising sound judgment?
- What does our organizational culture need to look like when technology handles routine tasks but humans handle everything complex and relational?

Training for Work That Doesn't Exist Yet

I still work out 4-5 days a week. But I train differently now. I only do exercises I love. I listen to my body more carefully. I appreciate the work itself, not just outcomes. I'm not training for a specific race, but for sustainable capability into my 90s (I'm currently 54).

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Construction organizations need the same adaptive approach. This isn't "AI training" in the traditional sense. It's strategic workforce development for a fundamentally different competitive environment.

Teaching someone to operate a specific robot is tactical. Those skills become obsolete as technology evolves. Strategic preparation develops capabilities that transfer across technologies:

Critical thinking when AI provides recommendations. Your project managers need to recognize when to override AI-generated plans based on project-specific context. They need to ask: "What is this system not seeing?"

Adaptive leadership when conditions change faster than planning cycles. Your foremen need to maintain crew trust when technology changes daily workflows, balancing efficiency gains with human factors AI can't measure.

Emotional intelligence when teams face disruption. Your executives need to recognize when "AI implementation" is actually a culture transformation challenge (spoiler alert: it's always a culture transformation).

Strategic judgment when data conflicts with experience. Your entire organization needs comfort with ambiguity—making decisions when

AI recommendations point one direction but human expertise suggests another.

The real competitive advantage isn't having the best robots. It's having the best-prepared people—workers, supervisors, managers, and executives who can adapt, decide, relate, and lead in constantly evolving conditions.

The Win Is In The Work

I didn't finish Ironman Wisconsin. I don't have a finisher medal. But I won something more valuable: preparation work standards, proof I could do hard things, clarity on what matters, resilience for the next challenge, appreciation for people who support me, and wisdom about when to push and when to adapt.

Construction organizations facing physical AI disruption are at the same inflection point I was at mile 0.8 of that swim: conditions are harder than expected, your perfect plan isn't working, and you're not sure you'll "finish" the way you envisioned.

What you can control is the work:

Strategic planning that honestly assesses organizational readiness. Can your culture handle role transitions? Do your leaders have the skills to guide teams through disruption?

Leadership development that prepares managers to lead in uncertainty. How do your foremen handle conversations when crew members fear automation? How do your project managers make judgment calls when AI conflicts with experience?

Culture building that creates psychological safety when jobs change.

“
PHYSICAL AI
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HUMANS
HANDLE
EVERYTHING
OUTSIDE THOSE
PARAMETERS —
WHICH IS
OFTEN WHERE
COMPETITIVE
ADVANTAGE
LIVES.

Can people raise concerns without fear? Do workers trust that leadership has their long-term interests in mind?

Workforce investment that develops capabilities AI can't replicate. Are you building critical thinking, adaptive leadership, emotional intelligence, and strategic judgment?

The organizations that will thrive five years from now won't be the ones that deployed the most AI tools fastest. They'll be the ones whose leaders asked better questions, made harder workforce investments, and built cultures that could adapt to relentless change.

They'll be the ones who understood that the win is in the work—the work of strategic thinking, leadership development, culture transformation, and preparing people for challenges we can't fully anticipate.

I still train 4-5 days a week for the capability to function into my 90s. The discipline. The resilience. The daily choice to do the work.

What is your organization training for? 

About the Author:

Darren Fisher is Founder & CEO of Spearity, a Milwaukee-based firm providing executive coaching and strategic planning for construction and industrial organizations. A service-disabled Air Force veteran, he is the best-selling author of The Confidence Quadrant and speaks nationally on leadership, resilience, and organizational transformation. He still doesn't have an Ironman finisher medal—and he's fine with that.



Darren Fisher
Founder & CEO
of Spearity

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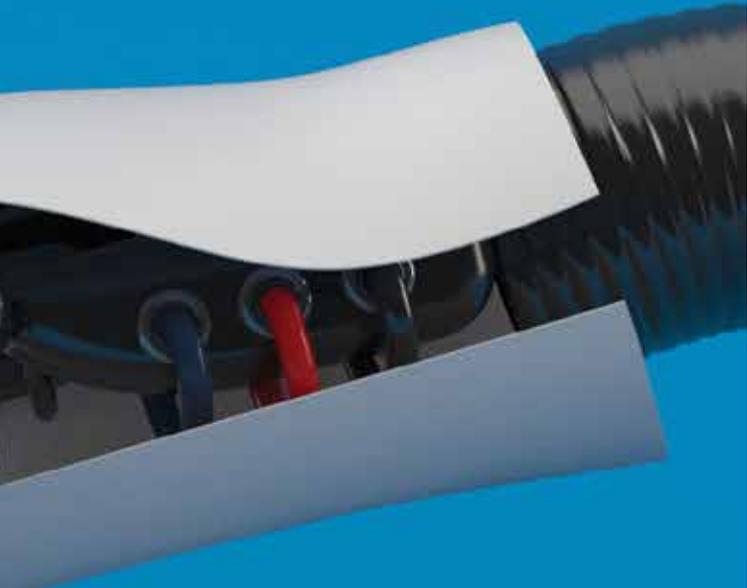


RATHER THAN FUNCTIONING AS ADD-ON SOFTWARE, AI SYSTEMS ARE BEING SEAMLESSLY WOVEN INTO ENTERPRISE ARCHITECTURE.

BUILDING AI

By Marlena Cavanaugh – Lion Tree Group





WITH

Artificial intelligence is no longer a technology used strictly as a generative engine for question-answer queries. In 2026, AI became operational, embedded into workflows, shaping strategy, redefining jobs, and quietly reorganizing how companies function from the inside out. It changes how organizations market, hire, communicate with clients, and scale. The conversation has shifted from “Should we use AI?” to “How do we rebuild corporations around it?”

The organizational transformation is not simply technological but also structural, cultural, and economic. At a speed at which it accelerates, AI adaptation across departments - from marketing to production - is not only recommended but necessary.

For small organizations, the AI introduction starts with delivering access to professional-level tools and basic training on how to automate everyday tasks and improve simple workflows. For large enterprises, this extends to complex agentic AI solutions that do not apply to single employees but rather involve cross-organizational deployments.

From Early Adopters to Revolutionizing Corporate Strategy

The launch of ChatGPT 3.5 created an unprecedented level of enthusiasm, allowing millions of people to access advanced AI capabilities through any browser using plain language. Early adopters were marketing teams experimenting with content generation, HR departments trialing AI resume screeners, and IT leveraging the enhanced coding capabilities to what today we refer to as “vibe coding.” Many of those initiatives remained isolated and limited to single departments without ever considering the need for collaboration.

In 2026, that fragmentation is quickly fading, and enterprises are integrating AI into their core systems - from supply chain management and finance operations to customer service. Rather than functioning as add-on software, AI systems are being seamlessly woven into enterprise architecture.

The Rise of AI Agents

Understanding the difference between generative and agentic AI can help better evaluate corporate needs and determine best-suited applications. Generative AI refers to tools that create specific outputs in various media and generally complete a single task in isolation. Agentic AI can take autonomous action, proactively adapt to context, execute goals in a complex environment, and collaborate with other agents.

In customer support, agents can resolve inquiries end-to-end. In procurement, they can negotiate pricing within defined parameters. In finance, they can reconcile accounts and flag irregularities before human review.

The key area of focus for the near future, as organizations begin to implement agentic AI, is human involvement. As these tools continue to increase organizational efficiency, the human element must monitor, train, and provide feedback, especially in critical decision-making scenarios. The employee's role shifts toward judgment, strategy, and process-building rather than task execution.

The move from experimentation to embedded deployment requires a core understanding of the technology, its capabilities, risks, and related costs. Layering AI capabilities over legacy software proves challenging, as data retrieval is more complex and often not as accurate.

For those who remain at the forefront of technology, AI implementation can be seamless, as many software solutions already offer AI tools as a part of their own infrastructure.

Connecting AI systems and existing business tools will be paramount to building a seamless architecture that can fully execute end-to-end workflows. This can be facilitated with the Model Context Protocol (MCP) - a standardized framework enabling AI agents to interact with various applications efficiently.

For many organizations, preparing their infrastructure might be the first step in AI technology adaptation, and it often involves modernizing environments and governance frameworks.



RATHER THAN FUNCTIONING AS ADD-ON SOFTWARE, AI SYSTEMS ARE BEING SEAMLESSLY WOVEN INTO ENTERPRISE ARCHITECTURE.

Workforce Impact

Companies are rethinking workforce strategy, and rather than elevating concerns about widespread displacement, many organizations are adapting traditional roles to improve overall efficiencies.

AI fluency, which is defined as the ability to understand how AI systems work, interpret outputs, and question results, is becoming a significant asset. Soon, employees at all levels are going to be expected to interact confidently with AI tools. At the executive level, AI knowledge will become a prerequisite for strategic decision-making.

AI allows roles to evolve, with humans moving toward higher-value, strategic tasks while AI handles routine work. Building a team that can lead AI architecture implementation in the organization will be crucial for future growth.

The Real Cost of AI Implementation

Implementing AI involves both upfront and ongoing costs. Initial investments often include data infrastructure upgrades and external expertise, such as consultants or systems integrators. In many cases, there are additional costs associated with equipment, data preparation, governance frameworks, cybersecurity enhancements, and compliance. These foundational expenses can be substantial, particularly for enterprises modernizing legacy systems to support AI capabilities.

Beyond implementation, ongoing efficiency plays a role in making the systems a valuable solution. Operational costs often include model maintenance, API usage fees, and ongoing security audits. Smart deployment

considers models that offer the right mix of speed, accuracy, cost, and context handling, as some LLMs can be 500x more expensive than others when completing similar tasks.

There are also indirect costs tied to risk mitigation, such as bias testing, explainability tools, and legal oversight. While AI can generate long-term efficiency gains and competitive advantage, achieving meaningful ROI will depend on careful planning and strategic implementation.

Governance, Risk, and Regulation

As AI systems become more autonomous and deeply embedded in operations, the risks significantly increase. Transparency, accountability, and ethical deployment are fundamental, especially in hiring, lending, healthcare, legal, and insurance.

Security concerns are also evolving. AI systems introduce new vulnerabilities that will require cybersecurity protocols and monitoring frameworks.

Scaling AI without supervision is a flawed strategy. Governance structures for larger organizations will require AI oversight committees or appointed chief AI officers, with compliance teams tracking emerging regulatory standards.

Client-Facing Applications

Widely implemented AI customer applications are web agents that leverage ChatGPT, Claude, or other LLMs and serve as online assistants trained on brand voice, products, and services, offering 24/7 human-like customer support. Integration of generative and agentic AI into customer service is more than a cost-saving strategy. These tools help build trust, improve brand loyalty, and offer a much better experience across the entire customer journey.

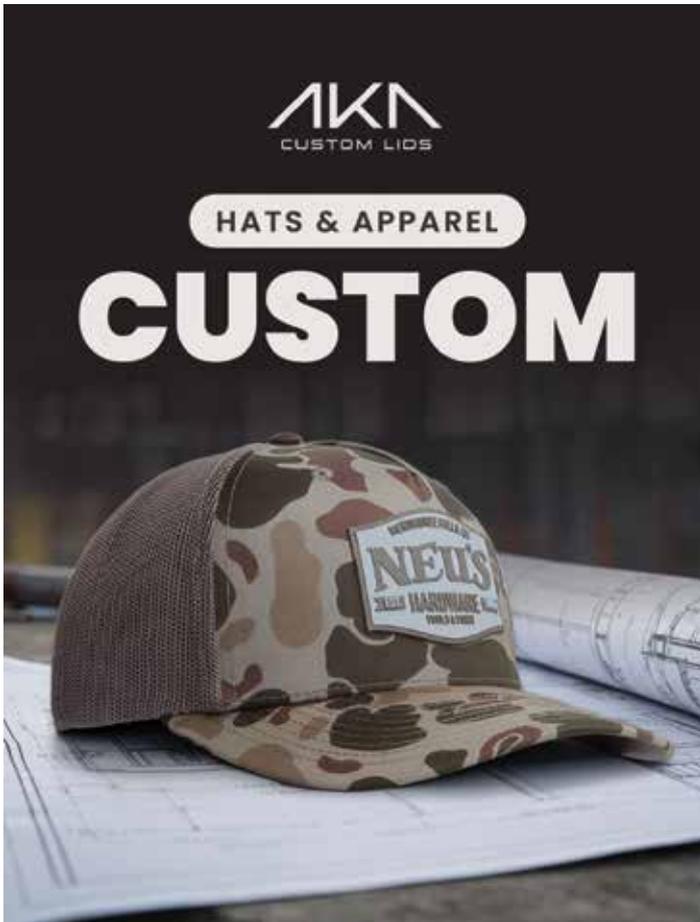
What differentiates AI web tools from traditional chatbots is the overall quality of the interactions. Fine-tuning is a process of training AI agents to utilize domain-specific data while still communicating using the principles of LLMs. Web agents answer questions without the need for a user to navigate pages of the website, performing more complex tasks like resetting passwords, checking order status, or, for B2B organizations, delivering sell sheets, specification documentation, and more. Via MCP (Model Context Protocol), the agent can connect to the CRM platform and assist with customer lookup, order status updates, appointment scheduling, and offer end-to-end support solutions. Building empathy into customer-facing agents often delivers much better client satisfaction scores and reduces bias.

Charting the Future

One of the most significant challenges facing organizations is cultural adaptation. Resistance to AI adoption often stems from fear of redundancy, skepticism about accuracy, discomfort with new workflows, and concerns about job safety.

The companies that will thrive in this new ecosystem will likely be those that view AI not as an expectation, but as an opportunity for business growth.

A decade from now, the question may not be how AI transformed organizations, but how organizations once operated without it. [ABC Wisconsin](#)



About the Author:

Marlena Cavanaugh is the Founder and CEO of Lion Tree Group, a full service website and marketing firm. Learn more at liontreegroup.com.



Marlena Cavanaugh
Founder & CEO
of Lion Tree
Group



THE HUMAN ELEMENT:

WHY BUSINESS DEVELOPMENT IS JUST RELATIONSHIP DEVELOPMENT IN DISGUISE

By Eric M. Bailey – Bailey Strategic Innovation Group

If you look at my resume, it reads like a work of fiction. I often tell people my life is a bit "Forrest Gumpian." I have done barrel rolls in an F-16 fighter jet. I have helped NFL legend Larry Fitzgerald pet a rhinoceros. I have managed the Twitter account for a zoo, engaged in a race to get 10,000 followers, and ended up getting a retweet from LL Cool J. I have been homeless on the streets of Seattle, and I have walked the halls of Harvard.

On paper, none of this makes sense. There is no logical, linear line drawn from popping Kettle Korn at the Phoenix Zoo to consulting for Google and the U.S. Air Force. But if you look closer, there is a thread that ties every single one of these erratic knots together. It isn't luck, and it certainly isn't traditional sales tactics.

It is relationships.

Ten years ago when my wife and I started

our firm, Bailey Strategic Innovation Group, we had zero clients. We didn't have a marketing budget. We didn't have a sales funnel. Yet today, we are one of the fastest-growing human communication consulting firms in the country. We have grown 200% year over year, and until very recently, we spent zero dollars on advertising. Every single contract, every keynote, every consulting gig came from a referral or a relationship.

In the corporate world, we love to overcomplicate "Business Development." We wrap it in jargon. We talk about KPIs, conversion rates, and pipeline velocity. We dehumanize the process until it becomes a game of numbers. But I want to challenge that perspective: business development is not about developing business; it is about developing trust. It is about understanding that the person sitting across the table from you—whether they are a vendor, a buyer, or a frantic HR director—is a human being whose brain works exactly like yours.



IT ISN'T LUCK,
AND IT
CERTAINLY
ISN'T
TRADITIONAL
SALES
TACTICS.
IT IS
RELATIONSHIPS.



If we want to grow our businesses, we have to stop trying to close deals and start trying to open relationships. And to do that, we have to understand the brain science of how humans connect.

The Illusion of Certainty in Sales

One of the biggest killers of business relationships is something I call the Illusion of Certainty. As adults, our brains are wired to project certainty even when we don't actually know the answer. We crave cognitive ease. When we walk into a pitch meeting or a networking lunch, we usually think we know what the other person needs. We have done our research. We have looked at their website. We have convinced ourselves that we have the solution to their problem before they have even opened their mouths.

The problem is, when we operate from a place of certainty, we don't actually listen, we end up just waiting for our turn to talk.

I remember a time early in my career when I was trying to convince a potential client that they needed a specific leadership training program. I was certain it was the right fit. Every time they raised an objection, I had a counter-argument ready. I was sharp. I was quick. I was winning the debate.

But I lost the deal.

Why? Because I was fighting to be right. In my brain science framework, "the Principles of Human Understanding," I talk a lot about the "Fight to Be Right." It is this instinctual drive to prove that our perspective is the correct one. But here is the catch: in any competition, if there is a winner, there has to be a loser. If I "win" the argument about why my product is perfect for you, that makes you the loser. And here is a universal truth about human psychology: nobody likes doing business with someone who makes them feel like a loser.

If I had set aside my Illusion of Certainty, I might have realized that their hesitation wasn't about the curriculum; it was about fear. Maybe they had brought in a consultant two years ago who burned them. Maybe the HR director was worried that if this failed, it would be her job on

the line. But I couldn't see that because I was too busy being right.

Business development requires us to trade certainty for curiosity. I call it Radical Curiosity. It means entering a conversation with the humble admission that you don't know what you don't know. It means asking questions not to lead them to your solution, but to genuinely understand their world. When you do that, you aren't selling; you're relating.

Empathy: The Ultimate Business Tool

We hear the word "empathy" thrown around in boardrooms like a buzzword, usually printed on a poster next to a picture of a rowing team. But true empathy is a biological mechanism for survival and connection. The word comes from the Greek *en* (in) and *pathos* (feeling). It isn't just feeling *for* someone; it is feeling *in* their experience.

Let me tell you a story about a missed connection that taught me everything I need to know about this.

A few years ago, I was sitting in a lecture hall at Harvard Business School. My mentor, Dr. John Kotter, had invited me to sit in on a session. During a break, there was a buzz in the hallway. Apparently, in the room next to us, there was a class for the Business of Entertainment, and the attendees included Channing Tatum, two NBA players, and LL Cool J.

Now, you have to understand something. My mother-in-law, Karla, is the world's biggest LL Cool J fan. She has beaten cancer multiple times, she is a fighter, and she loves LL Cool J. At that exact moment, while I was standing in the hall at Harvard, Karla was under general anesthesia at the Mayo Clinic in Scottsdale, undergoing another surgery.

I saw LL Cool J standing there. And I froze.

My brain started doing what our brains do. I felt fear. I felt nervous. I told myself a story: "He's a celebrity. He doesn't want to talk to you. Don't be that guy." I was letting my perception of his status override the reality of our shared humanity.

But then I thought about Karla. I thought

about the "Why." I took a deep breath, walked up to him, and said, "Mr. Smith?" (because his real name is James Todd Smith). I tripped over my words, my tongue felt like it was swelling up, but I managed to explain that my mother-in-law was in surgery and she was his biggest fan.

He didn't brush me off. He didn't call security. He looked me in the eye, smiled, and recorded a video on my phone. He said, "Hey Karla, good luck with your surgery. Just lay back, relax, and you'll wake up better. Much love."

When Karla woke up and saw that video, she passed right back out!

Here is what that experience taught me about business: I was terrified because I was focused on the transaction—the "ask." But the moment I focused on the human connection—the love for my mother-in-law, the shared humanity—the barrier disappeared.

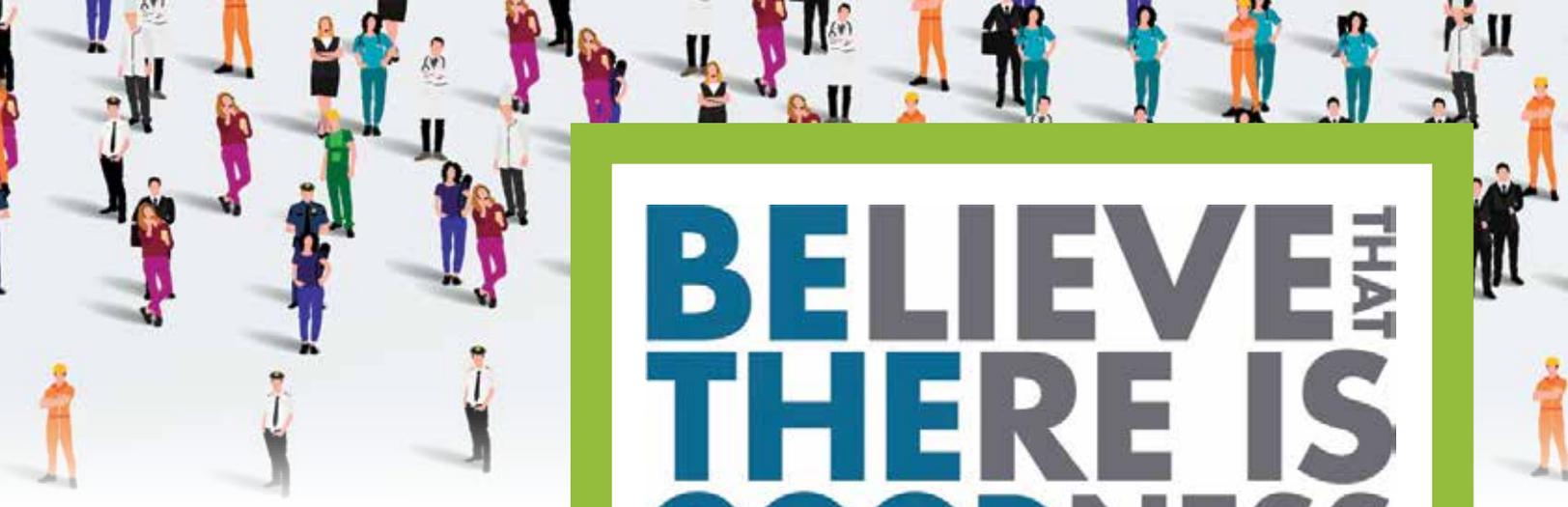
In business development, we often put our prospects on pedestals. We view them as "The Decision Maker" or "The Gatekeeper." We dehumanize them into titles to be conquered. But the most effective business development happens when we realize that the CEO is just a person who might be worried about their kid's grades, or their aging parents, or the fact that they feel overwhelmed.

When you practice true empathy, you stop trying to extract value from people and start trying to add value to their lives. You stop seeing them as a means to a commission check and start seeing them as people you can serve. And people can feel the difference.

The Power of Context

Another principle that is critical for relationships is understanding Context. We often judge a potential client's behavior based on our own context, not theirs. Context is all of the important information OUTSIDE of the content. Things like body language, tone of voice, past experiences, situational impacts, etc.

Let's say you send a proposal to a prospect. You poured your heart into it. You know it's exactly what they need. You hit send. And then...



crickets. You wait a day. Nothing. You wait a week. Nothing.

What happens in your brain? You start climbing, what I call the Perception Escalator.

■ **Perception:** They haven't replied.

■ **Story:** They hate the proposal. Or worse, they found someone cheaper. Or maybe I offended them in the meeting.

■ **Judgment:** They don't know what's good for them. They are rude. I am a failure.

■ **Reaction:** You send a passive-aggressive follow-up email, or you give up entirely.

Then based on the reaction, which likely will have an impact on the situation, we perceive the world again, tell another story, make another judgment, and have another reaction.

But what if we changed the story? What if we looked for the context we are missing?

Maybe their budget got frozen. Maybe they are out sick. Maybe they are fighting a fire in their department that has nothing to do with you. When we fall victim to the Fundamental Attribution Error, we attribute their behavior to their character (they are rude) rather than their circumstances (they are busy).

I have saved countless business relationships simply by assuming positive intent — what I call Presumed Benevolence - and being curious about their context. Instead of getting frustrated when a lead goes cold, I reach out with empathy. Once I understand their context, I can respond with something like, "Hey, I know this time of year is crazy, and you probably have a thousand things on your plate. No pressure on this, just wanted to float it to the top of your inbox in case it got buried."

That tone shift, from demanding to understanding, changes everything. It signals, "I am on your team. I understand your context."

The Long Game

Finally, we have to talk about time. We live in a quarterly-earnings world. We want results now. But human relationships do not operate on a fiscal calendar.

There is a distinction in brain science between *fluid intelligence* (the ability to solve

BELIEVE THAT THERE IS GOODNESS IN THE PEOPLE OF THE WORLD

Eric M. Bailey | @EricMbailey | www.EricMbailey.com

new problems) and *crystallized intelligence* (wisdom gained from experience). When we are young in our careers, we run on fluid intelligence. We hustle. We sprint. We try to force things to happen. But as we mature, we rely on crystallized intelligence. We realize that the seed you plant today might not sprout for three years, and that is okay.

I have clients today who told me "no" five years ago. But because I didn't take the "no" personally, because I didn't try to "win" the interaction, and because I kept treating them with kindness and respect, they came back.

When you view business development as relationship building, you stop worrying about the "No." A "no" is just data. It's part of the conversation. It creates a distinction. It tells you what they don't need, which brings you one step closer to understanding what they *do* need.

Serving Those Who Serve

My philosophy has always been to "Serve those who serve." I dedicate a huge portion of my business to working with people in the service of others. Over the course of my life I have been fortunate enough to have people serve me without the expectation of appreciation. I realized that there is nothing more noble than that. So I serve those who serve. This mission is the greatest business development "strat-

egy" I have ever stumbled upon. People want to work with people who care. People want to buy from people who are authentic.

If you want to explode your business development, stop trying to be interesting and start being interested. Stop trying to be the smartest person in the room and start being the most curious. Stop trying to close the deal and start trying to open a relationship.

We are living in a divided, disconnected world. We are starving for connection. If you can be the person who bridges that gap, who listens when others talk over people, and who seeks to understand rather than to be right, you won't just build a book of business. You will build a life of impact. [abcWisconsin](#)



Eric M. Bailey

About the Author:

Eric M. Bailey is the bestselling author of *The Cure for Stupidity: Using Brain Science to Explain Irrational Behavior* and President of Bailey Strategic Innovation Group, one of the fastest-growing human communication consulting firms in the United States, <https://ericmbailey.com/>

ELEVATING THE TRADES:

HOW COMMUNITY, COLLABORATION AND CULTURE ARE REBUILDING RESPECT FOR SKILLED WORK

By Cory Kundert – CEO, Kundert Construction

For years, we've heard the same narrative about the skilled trades.

"There aren't enough workers."
"Kids don't want to work with their hands anymore."
"Construction is dying."
I don't buy it.

What's really dying is the way we've talked about the trades. In some cases, it's the way we've treated the people in them.

If we want stronger crews, better leaders, and a healthier future for our industry, we have to stop treating workforce development like a recruitment problem and start treating it like a leadership problem.

In Green County, Wisconsin, we're proving that when communities come together with intention, creativity and respect, the trades don't just survive. They thrive.

From Shortage to Stewardship

At Kundert Construction, we've learned that elevating the trades doesn't start with job postings. It starts with stewardship.

It's about asking better questions:

- How are we developing people, not just employing them?
- How are we telling the story of this work?
- How are we building pride in craftsmanship?
- How are we investing in the next generation before they ever fill out an application?

Those questions led us to partnerships that changed everything, especially our work with the Green County Development Corporation (GCDC) and leaders like Olivia Otte.

Together, we've shifted from reacting to workforce challenges to proactively building a pipeline of talent, leadership and opportunity. One that comes with its own set of challenges.

Through these initiatives and great programming from the Monroe High School, we have an overabundance of students wanting to enter the trades. A good problem we are now tackling.

Olivia Otte – Executive Director of the Green County Development Corporation had this to say about the collaboration that happens in Green County:

"This collaboration matters because workforce doesn't happen by accident. When schools, contractors, and economic development align, we stop reacting to shortages and start building a long-term talent strategy. In Green County, we're not just filling jobs, we're building a sustainable pipeline of skilled professionals who see the trades as a respected, viable first choice career."

Building More Than Homes

One of the most powerful examples of this collaboration is the Home Construction Cooperative. This is a project led by GCDC in partnership with Monroe High School.

Each year, students help build a real home from the ground up.

Not a mock project.

Not a simulation.

A real house.

They learn framing, layout, problem-solving, teamwork and accountability. They experience deadlines, quality standards and pride in seeing something tangible rise from their effort.

When our team shows up to help set trusses on that home, we're not just installing lumber.



Chris Deadmond, Operations Manager, training our Youth Apprentice, Carsen Bartholf, on the proper way to install windows.



Chad Kundert, Owner, training our Development Intern, Ethan Rosenstiel, on the fundamentals of carpentry.

We're installing belief.

Belief that this work matters.

Belief that craftsmanship is valuable.

Belief that building things with your hands is something to be proud of.

For many of these students, it's the first time they've seen adults in the trades treat their work with professional-level seriousness and respect. That moment changes trajectories.

Olivia Otte added:

"We truly couldn't do this work without our business partners. When companies step up and engage directly with schools and students, it gives young people a real understanding of what a career in the trades looks like. That exposure matters. It connects classroom learning to practical skills and shows students that there are stable, rewarding opportunities right here in their own community."

The Power of the Roundtable

Another cornerstone of our work has been contractor roundtables we host in partnership with GCDC.

These aren't complaint sessions.

They aren't sales pitches.

They're leadership rooms.

Local contractors, builders and trade partners come together to talk honestly about hiring, training, culture, and work.

We share what's working.

We admit what's not.

We challenge each other.

That kind of transparency is rare in construction. But it's essential.

When contractors stop seeing each other as competitors and start seeing each other as stewards of the industry, everything improves:

- Quality goes up
- Safety improves
- Young workers get better mentorship
- Customers get better experiences
- Communities get stronger businesses

Rising tides lift all crews.

Changing the Story We Tell

One of the biggest mistakes our industry has made is allowing others to define us.

For too long, the narrative has been:

"Trades are for kids who aren't good at school."

"Construction is a fallback."

"Blue-collar work is second-class."

That story is false and dangerous.

Through creative initiatives with GCDC and community partners like ABC of Wisconsin, we've worked hard to tell a different story:

- Trades are skilled professions.
- Builders are problem-solvers.
- Craftspeople are innovators.
- Construction leaders are culture shapers.

When young people see carpenters, electricians and project managers being treated like professionals, because they are, it changes how they see their future.

It also changes how parents, teachers and counselors talk about those futures too.

Culture Is the Real Workforce Strategy

Here's the truth no one likes to admit:

You can't recruit your way out of bad culture.

If your jobsite is toxic,

If your leaders don't coach,

If your company doesn't invest in growth,

If your people feel disposable,

No bonus, ad campaign, or signing incentive will fix that.

Through our partnerships and industry associations, we've learned that elevating the trades starts inside companies.

It means:

- Training foremen to be mentors
- Teaching communication alongside technical skills
- Rewarding integrity, not just production
- Making leadership development normal



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- Treating people like long-term investments
When culture improves, retention improves.
When retention improves, experience grows.
When experience grows, quality rises.
When quality rises, reputations follow.
That's how you build a culture worth fighting for.

Collaboration Beats Isolation

What makes Green County special isn't one company, one school or one organization.

It's alignment.

Economic development leaders, educators, contractors and community partners are rowing in the same direction.

We're not duplicating efforts.

We're multiplying impact.

Through GCDC, industry associations and regional partnerships, we've created shared standards and shared ownership of the future.

We don't wait for "someone else" to fix workforce challenges.

We take responsibility together.

The Long Game

Elevating the trades is slow work.

It doesn't show up on quarterly reports.

It doesn't always produce immediate ROI.

It requires patience.

But it pays dividends for decades.

When a student chooses carpentry over quitting school,

When a young apprentice becomes a crew leader,

When a struggling contractor raises their standards,

When a community takes pride in its builders,

That's legacy work.

A Call to Industry Leaders

If you lead in construction—whether you're an owner, superintendent, educator or policy-maker—here's my challenge:

Stop waiting for solutions.

Start becoming one.

Partner locally.

Invest early.

Build culture.

Share knowledge.

Raise standards.

Tell better stories.

Your company doesn't exist in isolation. Neither does your workforce.

When we elevate the trades, we elevate families, communities and futures.

In Green County, we're proving that when leadership, education and industry align, the trades don't just survive.

They lead.

And that's a blueprint worth building anywhere.



This article was written by Cory Kundert – CEO of Kundert Construction. Kundert Construction is a residential and light commercial construction company based in Monroe, WI who's mission goes beyond building new homes. They are passionate about Elevating The Trades and getting the next generation excited and into the trades. Cory is a sought-after speaker and consultant in the industry and will be speaking on this very topic at the ABC National Convention in Salt Lake City in March.

EVENT REMINDERS



abcwi.org

• First Aid/CPR/AED/BBP

March 13, Madison
March 30, West Bend

• Regional Safety Breakfast

March 11, Stevens Point
March 25, Eau Claire
March 31, La Crosse

• Networking Social

March 11, Menomonie
March 26, Slinger

• OSHA 10-Hour

March 20 & 27, Milwaukee
April 6 & 7, Appleton

• Qualified Rigger & Crane Signal Person

March 23, Wausau
April 24, Sheboygan
April 30, West Bend

• Crew Leadership: The Good, The Bad, and the Uncomfortable

March 24, Madison

• Enhancing Emotional Intelligence in Construction

March 27, Madison

• ACI Course & Certification Exam

April 3, Madison

• Communication Skills – For You and Your Crew

April 7, Madison

• Transition to Trainer

April 10, Madison

• Construction Estimating Principles & Application

April 14, Live-Online

• ABC WI Lobby Day & Networking Social

April 15, Madison

• Foreman Fundamentals

April 17, Madison

• Bluebeam Baseline Basics

April 21, Live-Online
April 22, Live-Online

• Plan & Spec Reading

April 23-24, Madison

• Bluebeam Basics Materials Takeoffs & Estimates

April 23, Live-Online

• Bluebeam Advanced Materials Takeoffs & Estimates

April 24, Live-Online

• Milwaukee Brewers Game

April 24, Milwaukee

• Bluebeam for Administrative Professionals

April 28, Live-Online

SUCCESSION PLANNING

STRATEGIES FOR CONTRACTORS

By Kyle Kniec
SVA Certified Public Accountants

Most contractors spend their careers focused on what's in front of them: the next bid, the next project, the next deadline. Long days turn into long years, and before you know it, you've built more than structures. You've built a reputation, a team, and a business that supports families and communities.

But at some point, every owner faces a question: What happens when I step back?

Succession planning isn't just about retirement. It's about protecting what you've built and positioning the company to continue thriving, whether that transition happens five years from now or unexpectedly next month. For construction business owners, planning ahead allows you to guide the process instead of reacting to it.

Why Succession Planning Matters in Construction

In many industries, succession revolves around intellectual property or systems. In construction, the value of a business often lives in relationships and field expertise. Clients trust your company because of your track record. Your crews rely on experienced leadership. Suppliers extend terms based on years of reliability.

When ownership transitions without preparation, uncertainty can spread. Clients may wonder whether service levels will change, employees may question job security, and bonding companies and lenders may request additional assurances.

A thoughtful succession strategy minimizes those concerns. It signals stability and continuity and shows that leadership changes are intentional rather than reactive.

The goal isn't just transferring ownership. It's maintaining confidence across the entire network that supports your business.

Defining What Success Looks Like for You

Before evaluating transition options, take a step back and define your personal objectives. Do you want to sell and fully retire? Remain involved in an advisory capacity? Keep the

company in the family? Maximize sale value? Prioritize employee continuity?

Your answers shape the structure of the plan.

Many contractors benefit from working backward from a target retirement date. If you envision stepping back in 10 years, that timeline allows for leadership development and financial planning. If you anticipate transitioning sooner, decisions may need to move more quickly.

Common Transition Paths

Construction businesses typically move forward under one of three broad approaches: family transition, internal leadership transition, or sale to an outside buyer. Each path has advantages and tradeoffs.

Keeping the Business in the Family

For some owners, passing the company to the next generation feels like the natural next step. Family transitions can preserve legacy and maintain cultural continuity. However, they require careful planning to work well.

Success often depends on whether the next generation is prepared and genuinely interested in leading the business. Experience, credibility with employees, and financial structure all play a role. In some cases, ownership and management responsibilities may need to be separated. A family member might hold equity while a seasoned operations leader manages daily activity.

Gradual transition can help. As the current owner reduces involvement over time, successors gain visibility and authority in front of employees and clients. This phased approach builds confidence across the organization.

From a financial standpoint, family transitions may involve gifting strategies, structured sales, or ownership restructuring. Early planning opens the door to more flexibility.

Transitioning to Key Employees or Management

Many construction firms discover their strongest successor is already on payroll. Long-time



project managers or operations leaders often understand the company's systems and culture better than anyone else.

An internal transition can take many forms. Some owners structure gradual equity transfers tied to performance or tenure, while others implement management buyouts or employee ownership arrangements.

The advantage of this path is continuity. Employees already know the leadership team, and clients experience less disruption. However, financial feasibility must be evaluated carefully. Can the management team realistically finance a purchase? Would seller financing be part of the structure? How long would payments extend?

Thoughtful modeling and professional guidance help align expectations on both sides.

Selling to an Outside Buyer

An external sale may provide liquidity and potentially position the company for expanded growth. Strategic buyers, regional competitors, or investment groups may see value in your workforce, geographic presence, specialty services, or backlog.

Outside transactions typically involve valuation, due diligence, and negotiation of terms. Buyers look closely at financial performance, customer concentration, safety records, leadership depth, and operational consistency.

Preparation matters in this scenario. Companies with organized financial records, strong management teams, and documented processes often command stronger offers and experience smoother transactions.

Increasing Value Before Transition

Regardless of which path you pursue, strengthening the company ahead of time improves both stability and valuation.

A common challenge in contractor-led firms is owner dependence. If too many relationships or decisions flow through one individual, potential successors may view the company as risky. Expanding leadership depth reduces that vulnerability and increases confidence.

Financial clarity also plays a significant role. Accurate job costing, consistent reporting, and strong cash flow management make the business easier to evaluate and transfer. Cleaning up accounting systems well before a transition avoids last-minute stress.

Documented procedures add another layer of strength. Standard operating processes for estimating, project management, safety, and human resources demonstrate maturity and stability. They also make onboarding new leadership more manageable.

Even if you have no immediate plans to exit, these improvements support day-to-day efficiency and profitability.

Aligning Tax and Estate Planning

Ownership transitions intersect with personal financial planning in meaningful ways. The structure of a sale or transfer affects tax exposure, retirement income, and estate considerations.

For contractors, valuation often includes more than just revenue and earnings. Equipment holdings, real estate ownership, bonding capacity, and long-term contracts all influence the financial picture.

Coordinating succession with estate planning and retirement strategy creates alignment between business and personal objectives. Working

with advisors who understand the construction industry can uncover planning opportunities tailored to your situation.

Starting these conversations early provides flexibility. Waiting until the final year before transition can limit available options.

Communication Builds Confidence

Even the strongest financial strategy can stumble if communication is mishandled.

Employees want reassurance that their roles are secure. Clients want to know service levels won't decline. Vendors and lenders want clarity about financial stability.

The timing and tone of communication matter. Introducing successor leadership gradually helps employees and customers grow comfortable with the change. Framing the transition as part of a long-term vision reinforces stability.

Transparency, when delivered thoughtfully, builds trust.

Planning for the Unexpected

While many succession plans follow a gradual timeline, unexpected events can accelerate decisions. Health challenges, economic shifts, or unforeseen opportunities may require quicker action than anticipated.

Having an emergency succession outline provides direction during those moments. It identifies who steps into leadership roles and clarifies immediate operational authority. This preparation protects projects, employees, and client relationships if rapid change occurs.

Think of it as a contingency plan for your business leadership. It's something you hope not to need, but one that provides peace of mind.

Starting Sooner Expands Your Options

One of the biggest misconceptions about succession planning is that it's only relevant when retirement is near. In reality, beginning the conversation earlier expands your choices.

Beginning early gives you time to:

- Develop internal leaders intentionally
- Strengthen financial systems
- Explore tax strategies over multiple years
- Improve overall business value

It also allows you to transition at a pace that feels comfortable rather than rushed.

Succession planning is less about exiting and more about guiding the next chapter. It reflects confidence in the organization you've built and respect for the people who depend on it.

Building a Lasting Legacy

In construction, every project begins with a strong foundation. The same principle applies to leadership transition.

Planning for succession protects your employees, reassures clients, and preserves the value you've created through years of hard work. It allows you to step back on your terms, knowing the company is positioned to continue building long after you've handed over day-to-day control.

By taking the time now to map out what comes next, you're not just planning an exit. You're building the future of your company.



Kyle Kniec CPA/CCIFP is a Principal at SVA Certified Public Accountants with deep expertise in tax compliance and consulting, serving partnerships, S-corporations, corporations, and individuals. Much of Kyle's practice centers on working with business owners in the construction industry, where he provides specialized guidance to help companies navigate the unique financial and regulatory demands of the sector. Learn more <https://accountants.sva.com/>

JANUARY 2026

• BMO Commercial Bank NA

Abby Kuehni

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 Madison, WI 53703
 608-514-2099

Description: Associate

Sponsor: Kyle Kraemer, Kraember Brothers
 Beam Club Members-to-Date: 18

• Dayton Electric

Alex Dayton

3009 Holland Road
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 920-737-9140

Description: Contractor

Sponsor: Jenna Milis, Milis Flatwork
 Beam Club Members-to-Date: 10

• Ebit Associates

Paul Curtiss

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Description: Associate

Sponsor: Dan Paulson, InVision Development
 International, LLC
 Beam Club Members-to-Date: 5

• Express Electric LLC

Mauricio Bonilha

7255 N Wayside Drive
 Glendale, WI 53209
 262-271-6591

Description: Contractor

Sponsor: Connor Day, Baird
 Beam Club Members-to-Date: 2

• Febco Inc. / Miller Electric Co., Inc.

Gary Beyer

1751 North Doctor Martin Luther King Junior
 Drive
 Milwaukee, WI 53210
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Description: Contractor

Sponsor: James Feroah, Great Lakes Skilled
 Trades, LLC
 Beam Club Members-to-Date: 3

• Lynch Truck Center

Jim Little

2530 Beck Drive
 Waterford, WI 53185
 262-332-6495

Description: Supplier

Sponsor: JR Reesman, Reesman's Excavating
 & Grading, Inc.
 Beam Club Members-to-Date: 24

• Stier Construction, Inc.

Dave Bergmann

N8 W22195 Johnson Drive #160
 Waukesha, WI 53186
 262-574-0306

Description: Contractor

Sponsor: Chad Smith, Master Electric A Div. of
 Excel Electric of WI
 Beam Club Members-to-Date: 1

• Tri-City Refrigeration Inc. / Tri-City Services

Andrea Jensen

321 4th Ave. N.
 Wisconsin Rapids, WI 54495
 715-423-5840

Description: Contractor

Sponsor: Mitch Altmann, Altmann Construction
 Company, Inc.
 Beam Club Members-to-Date: 18

• Beyond Reality Heating

Erin Paap

822 Bakke Ave.
 Waterford, WI 53185
 262-930-4696

Description: Contractor

Sponsor: Dave Murphy, Precision Drive and
 Control
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• Bliffert Lumber

Josh Brown

6826 S. 13th St.
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Description: Supplier

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 ing, Inc.
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FEBRUARY 2026

• Cast & Copper Plumbing LLC

Marie Cyborowski

6600 Schoolway
 Greendale, WI 53129
 414-423-9200

Description: Contractor

Sponsor: Jessie Cannizzaro, Milestone Plumb-
 ing, Inc.
 Beam Club Members-to-Date: 42

• CurrentFlow Electric LLC

Paul Scharenbrock

1250 S 8th St.
 Medford, WI 54451
 715-965-2478

Description: Contractor

Sponsor: Mitch Altmann, Altmann Construction
 Company, Inc.
 Beam Club Members-to-Date: 19

• Dairyland Development Advisors

Scott Truehl

713 Cozy Farm Road
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Description: Associate

Sponsor: Dan Truehl, LIFT Consulting, LLC
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• Enterprise Mobility

Erin Kramarich

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Description: Supplier

Sponsor: Troy Carlson, USI Insurance Services
 Beam Club Members-to-Date: 42

• Habitat for Humanity Waukesha - Jefferson - Rock

Anna Rousseau

2020 Springdale Road
 Waukesha, WI 53186
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Description: Associate

Sponsor: Nikki Lawson, Saturn Lounge
 Beam Club Members-to-Date: 1

• Hackel Plumbing, LLC

Eric Hackel

W6424 Nokomis Drive
 Tomahawk, WI 54487
 715-613-6106

Description: Contractor

Sponsor: Adam Mueller, Staab Construction
 Beam Club Members-to-Date: 1

• Kimme Plumbing Service Corporation

Erika Pfeifer

N7498 Lakeshore Road
 Sheboygan, WI 53083
 920-918-8566

Description: Contractor

Sponsor: Courtney Stelter, Ansay & Associates,
 LLC
 Beam Club Members-to-Date: 10

• Opal & Oak Marketing

Prue Lotharius

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 Sun Prairie, WI 53590
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Description: Associate

Sponsor: Dan Truehl, LIFT Consulting, LLC
 Beam Club Members-to-Date: 2

• Priority Plumbing LLC

Randy Schoonover

1188 Berlin Road
 Marshall, WI 53559
 608-931-8629

Description: Contractor

Sponsor: Dave Murphy, Precision Drive and
 Control
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For membership information contact **Bill Stranberg, Membership Director**
Associated Builders and Contractors of Wisconsin – 608-244-5883

• **Rangeline Electric LLC**

Luke Draeger

W18994 State Hwy 52

Aniwa, WI 54408

715-350-1873

Description: Contractor

Sponsor: Mitch Altmann, Altmann Construction Company, Inc.

Beam Club Members-to-Date: 20

• **Rivera Construction & Services LLC**

Hector Rivera

8175 Stewart St.

Madison, WI 53718

608-515-2604

Description: Contractor

Sponsor: Sam Daniels, Daniels Construction

Beam Club Members-to-Date: 6.5

• **Superior Skilled Trades**

Kevin Boser

345 Kennedy Drive

Oregon, WI 53575

507-272-7137

Description: Assocaite

Sponsor: Abby Voss, Wieser Brothers General Contractor, Inc.

Beam Club Members-to-Date: 3

• **TEC Electrical Services**

Christy Timm

W255S8545 Hilo Drive

Mukwonago, WI 53149

262-500-4812

Description: Contractor

Sponsor: Mike Ritt, Ctaccess, Inc.

Beam Club Members-to-Date: 1

• **Tech Electric Company Inc.**

Victor Bande

W143 N9340 Henry Stark Road

Menomonee Falls, WI 53051

262-783-2222

Description: Supplier

Sponsor: Scott Blazek, Vrakas CPAs+ Advisors

Beam Club Members-to-Date: 1

• **Tim Butterfield Drilling, Inc.**

Tim Butterfield

395 Reed St.

Somerset, WI 54025

715-247-4873

Description: Contractor

Sponsor: Chad Derrick, Derrick Companies

Beam Club Members-to-Date: 4

• **Tu Construction Corp.**

Chanelle Stum

872 S. Milwaukee Ave., Ste 183

Libertyville, IL 60048

224-225-5000

Description: Contractor

Sponsor: Jordan Nelson, Nelson Development LLC

Beam Club Members-to-Date: 1

• **Vesta**

Marissa Anderson

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Fond du Lac, WI 54935

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Description: Associate

Sponsor: Brett Roth, Lake Ridge B ank

Beam Club Members-to-Date: 1

• **Wegener Electric LLC**

Chad Wegener

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Manawa, WI 54949

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Description: Contractor

Sponsor: Mitch Altmann, Altmann Construction Company, Inc.

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Join your fellow members and political experts to talk about key issues that affect your business, and connect with your elected officials. The event is followed by a debrief and networking social at Best Western Premier Park Hotel on the Capitol Square in Madison.



Wednesday, April 15, 2026 | 9:00am-6:00pm