CONSTRUCTION PROGRESS COALITION

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INITIATIVE TEAM REPORT

SHOULD I SHARE OR SHOULD I NOT

Creating a safe, structured pathway for sharing project issues and lessons learned while protecting sensitive information and reducing repeated mistakes.

Context Report | Should I Share or Should I Not?

Topic Sponsor: Zachry Construction
Presenting Sponsor: Esri, Inc.

EXECUTIVE SUMMARY

The "Should I Share or Should I Not?" team spent two days unpacking one of construction's most persistent contradictions: contractors benefit from the sharing of lessons learned, yet sharing the project issues from which those lessons were derived can create risk exposure and a perceived loss of competitive advantage.

The team's core insight was that construction does not suffer from a lack of knowledge; it suffers from a lack of safe, structured, and incentivized knowledge sharing. Issues are discovered on projects every day through BIM coordination, RFIs, field observations, reality capture, GIS analysis, work orders, and project management systems. After issues are resolved, those learnings are rarely shared outside the project or company level, let alone industry-wide. As a result, the same design gaps, constructability failures, coordination issues, and workflow mistakes are repeated across projects.

The team framed the dilemma around the incentives - or disincentives - for making project issues and resolutions public and determining the appropriate level of access. Their answer was not "share everything." Instead, they proposed a Public Insight Protocol (PIP) that separates **public findings** from **private details** through a workflow of **capture** → **classify** → **sanitize** → **approve** → **publish**. The protocol would allow teams to contribute anonymized, useful, context-rich issue-resolution data without exposing sensitive project, client, contractual, security, or reputational information.

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DIGEST

The following initiative report of findings began as an AI-generated summary extracted from recorded transcripts of each team's breakout sessions and their final presentations. Team participants provided a thorough review and comments to validate the report findings and supporting graphics.

TEAM — SHOULD I SHARE OR SHOULD I NOT

Led by Ralph Kreider from Building Better, the team's cross-section of designer, contractor, and software perspectives came together to unpack the paradox that prevents construction projects from sharing lessons learned: Is the risk of sharing mistakes greater than the benefit of learning from the mistakes of others?

TEAM OBJECTIVE

HOW MIGHT WE — encourage project stakeholders to share issues and their resolutions publicly

...IN WAYS THAT — protect privacy, remove liability, and reduce the individual's burden to contribute

...SO THAT — project teams can avoid preventable issues, increase margins, and improve client satisfaction

DELIVERABLE
Public Insight Protocol

INITIATIVE PARTICIPANTS

Ralph Kreider · Team Lead
Building Better

Aaron Wright
The Construction Channel ®

Devon Tilly
Art of Construction

Dustin Williams
FlywheelAEC

Jesse Lavine
Trimble ProjectSight

Meredith Rogers
Cumulus

Josh Ward
JHL Constructors

Stephanie Bronchick
Esri

Todd Sutton
Zachry Construction

THE GROUNDING SCENARIO
Perpetual Issues on Hyperscale Data Centers

The discussion was anchored by a recurring challenge facing hyperscale data center owners. Due to the scale and speed of delivery, any small issue can quickly snowball into costly delays (note: see the Ch-changes team report to learn more). The issue lifecycle is defined as the progression from the identification of an issue to the acceptance of its resolution through a request for information (RFI) response, work order, or change order.

Reality capture - from 360-degree videos to aerial scanning - provides valuable data that can reveal common deviations between the design and installed conditions. While field teams may know a fix, those fixes impact productivity and the quality of the components that need modifying. When these “small” project fixes go undocumented, they can’t be prevented on the next project. This ultimately perpetuates the stagnant productivity that has come to define the construction industry.

This example captured the team’s central tension: **people may want to share what they learned, but they often do not know what they are allowed to share, who must approve it, or what risk they create by sharing it.** When lessons are not transferred, mistakes propagate. Unconstructible details and recurring utility clashes can move from one project to the next, creating the “unavoidable” rework, delay, and cost escalation that hyperscalers are no longer willing to accept.

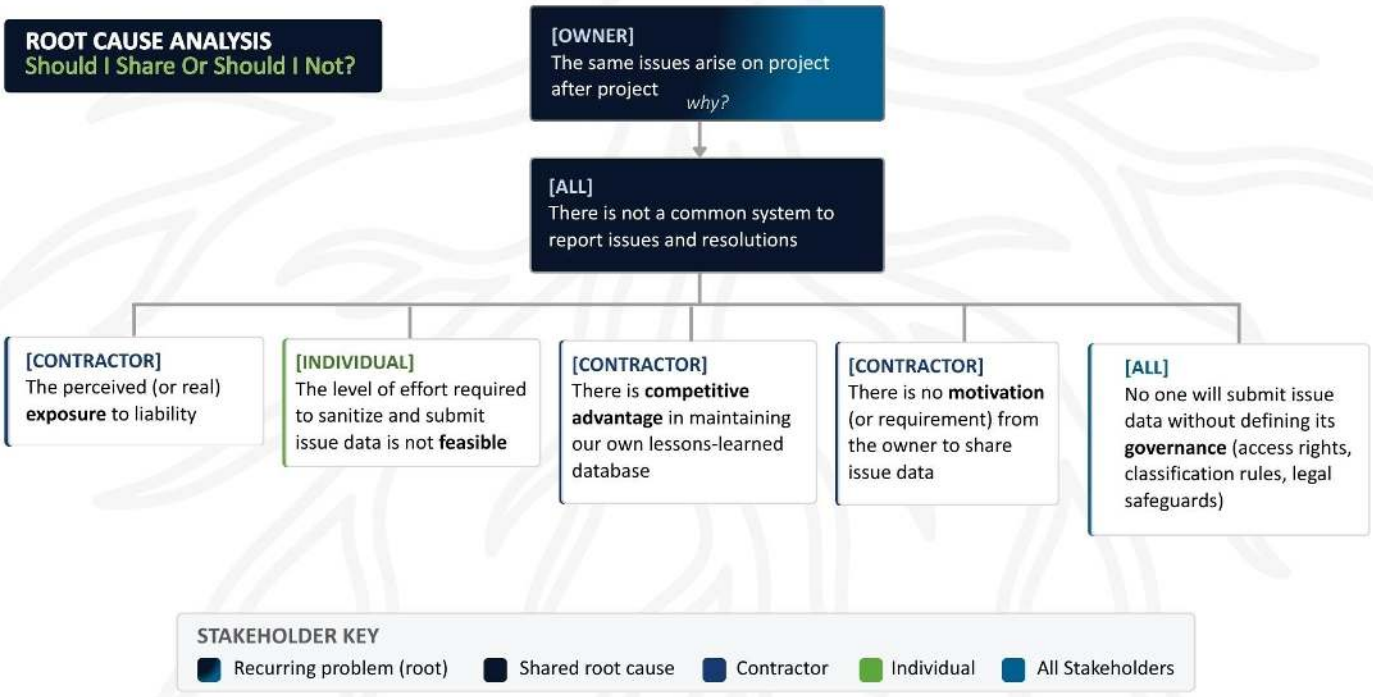


DEBATE
Root Cause Analysis

The industry already has the tools needed to capture issues. Thanks to the rise of cloud-based project management (PM) software, the entire history of RFIs, coordination issues, submittals, field reports, etc., can be searched and sorted from anywhere. While this makes it even easier to share issue data publicly, the challenge is convincing project stakeholders *why* they should share their issue data in the first place.

When issues are not documented formally, that knowledge remains in the decades of lived experience from project managers, superintendents, designers, trades, owners, and technology partners. Highly collaborative Design-Build projects may find creative ways to share lessons openly. Yet, very little of that knowledge becomes reusable outside that project unless it is sanitized and normalized to a common industry standard. Contractors already investing in issue data capture are even less likely to share publicly if it threatens their competitive advantage.

The team identified the culture of non-sharing as both a rational response to risk and a destructive industry habit. Organizations may avoid sharing because they fear litigation, reputational harm, loss of competitive advantage, NDA breaches, misuse of intellectual property, or simply extra work. At the same time, silence creates “industry amnesia,” allowing failures to repeat.



Five key root causes were identified that contribute to the lack of issue data reporting.

1. Exposure

The strongest barrier is the fear that sharing reveals liability. There is an important distinction between creating new liability and revealing liability that already exists. Stakeholders may redact or omit key lessons learned to avoid legal, reputational, or client-facing consequences.

2. Feasibility

If sharing issue data requires more effort from the project team, it won't happen. Project teams are busy, issue data is scattered across systems, and lessons-learned reports are often created too late to influence the next project. Without simple workflows, templates, connectors, and automation, sharing becomes another administrative burden.

3. Competition

If rework, redesign, repeated coordination failures, or proprietary fixes generate revenue, then open issue sharing threatens the current business model. Contractors may know how to fix recurring design flaws. Designers may want to protect proprietary details. Vendors may benefit when their solution is the only known workaround. This knowledge has traditionally been their competitive advantage, creating a disincentive to share openly.

4. Motivation

Most contracts do not require issue sharing. Most companies do not reward employees for documenting lessons learned. Most project teams are measured on delivery speed, not industry learning. The result is a system where people may agree with sharing in principle but lack the incentive to do it in practice.

5. Governance

In reality, a public repository for issues is more likely to come from a federal mandate than any private owner requirement. As such, we need to define clear access levels: public, consortium, project team, internal, and private. Without governance over anonymization and data classification rules, teams will either overshare dangerously or under-share to the point of uselessness.

WHICH STAKEHOLDERS ARE IMPACTED?
How Are They Impacted?



Owners ultimately pay for repeated mistakes through higher project costs, longer schedules, risk premiums, inefficient facilities, and lost program-level learning. This is especially true for owners with repeatable capital programs such as data centers, schools, healthcare facilities, industrial campuses, and public infrastructure.



General contractors and construction managers may absorb the waste from preventable RFIs, rework, and schedule disruptions. Alternatively, they may pass the associated cost upstream to the owner as a claim or downstream to the trade contractor as a backcharge. Because of this, GCs often "gate" information to control project narratives and manage their own liability.



Designers and engineers need field feedback to improve future design packages, but they also face professional liability concerns when project issues trace back to design flaws that were hidden in plain sight.



Trade contractors are typically the first to spot constructability issues, but their motivation to report them depends on the contract type. In a qualifications-based Design-Build proposal, highlighting known issues in a proposal can help win the job. But in a hard-bid scenario, sharing that knowledge pre-bid could significantly hurt their chances of winning.



Technology providers have already invested heavily in the API development necessary to support frictionless reporting of insights to a public platform. However, there are concerns that some platforms advertise open standards while still generating proprietary datasets, limiting true interoperability.

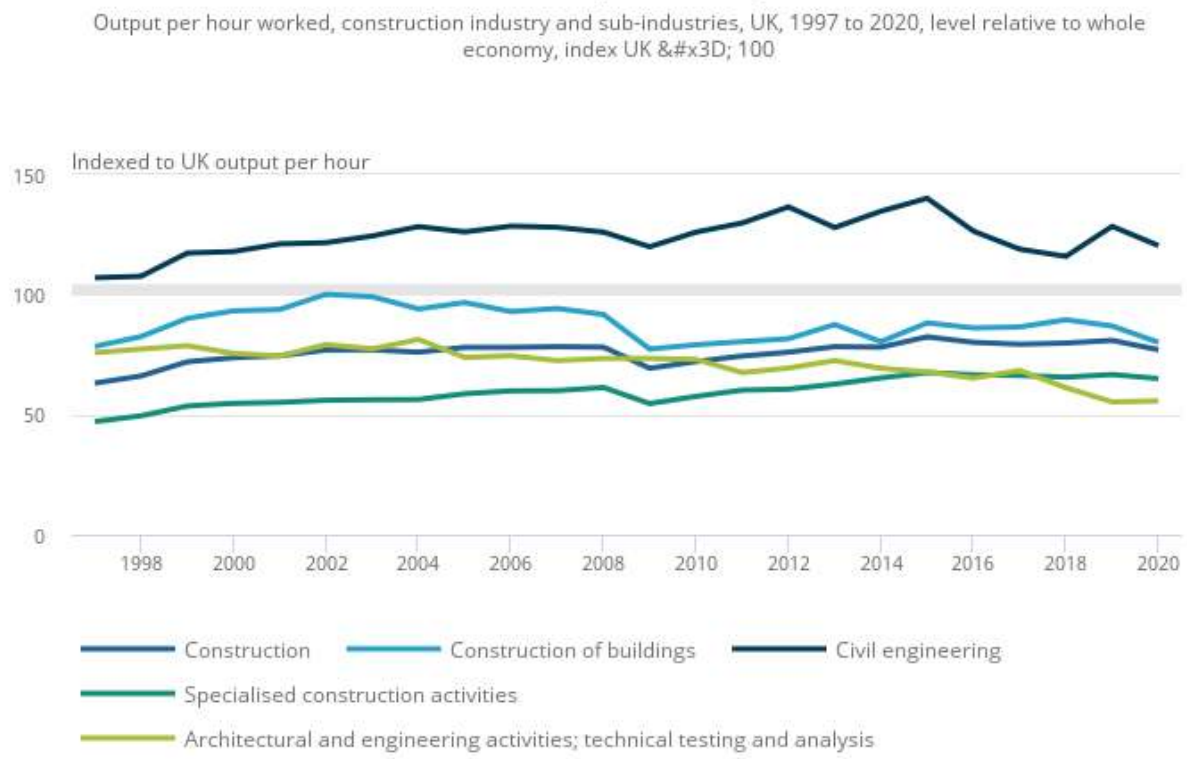


Industry associations and standards bodies are needed because no single company is trusted to own the full exchange. A neutral structure, potentially the CPC, a protected consortium, or another non-monetary forum, is recommended to host the shared framework and govern participation.

Decide: Opportunities

DECIDE: OPPORTUNITIES
What Are The Opportunities?

The opportunity to convert fragmented project issue data into a structured knowledge database that supports safer, faster, and more predictable project delivery is massive. Research from the UK[1] shows how both design and overall building construction productivity have decreased over the past 20 years, while productivity in construction and trade activities has improved.

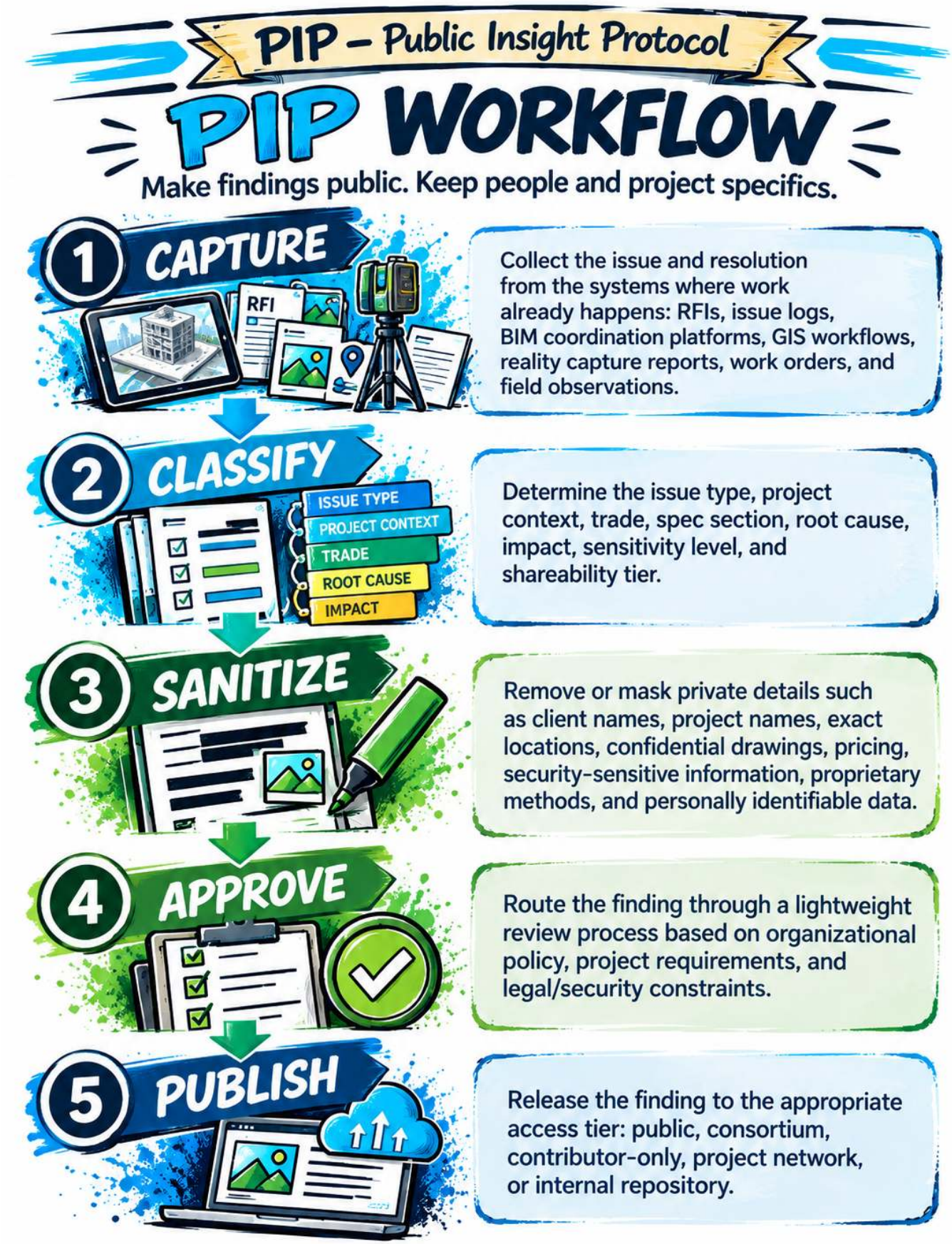


Source: Office for National Statistics – Labour productivity

Essentially, construction is more productive at generating the same rework based on poor design. This ultimately creates more costs and delays for the owner. Although owners would benefit from a public knowledge base like this, the primary users are still the industry participants. Enforcing a code of conduct is a self-governing incentive model that keeps the database reliable and up to date.

The team dubbed their future-state framework the **Public Insight Protocol — From Silence to Shared Wins**. The central idea is to build a community where individuals on different teams, working for different companies, can share their toughest issues and discover how past projects resolved them.

The PIP would become the standard workflow for converting a project-driven issue into a universal industry finding. The protocol is a simple, five-step process.



What is constraining adoption today?

DECIDE: CONSTRAINTS
What is Constraining Adoption Today?

CONCERNS



Liability concerns

Stakeholders fear being sued, blamed, or exposed for sharing project issues. NDAs, attorney-client privilege, data privacy, cybersecurity, and client confidentiality can all be valid reasons not to share certain information.



Privacy concerns

The term "public sharing" remains ambiguous. After separating public findings from private details, there is another layer of access rights (i.e., general public, consortium-level, project-level, internal, and restricted).



Quality concerns

Individuals (or bots) could contribute low-value or false issues. Whether out of ignorance or malice, there must be a vigilant gatekeeper supported by proper system governance, approval workflows, and contribution metrics.

ADOPTION GAPS



Lack of standards

The group had not yet agreed on a definitive data schema or issue taxonomy. Without a common list for category type, object ID, location tag, etc., the submitted findings lack the structure required to support reliable AI analysis.



Lack of motivation

Convincing individuals to start adopting a new system is not easy. The team emphasized three adoption levers: ease, motivation, and requirement. Submitting must be effortless, and contributing must provide direct value in return.



Lack of integration

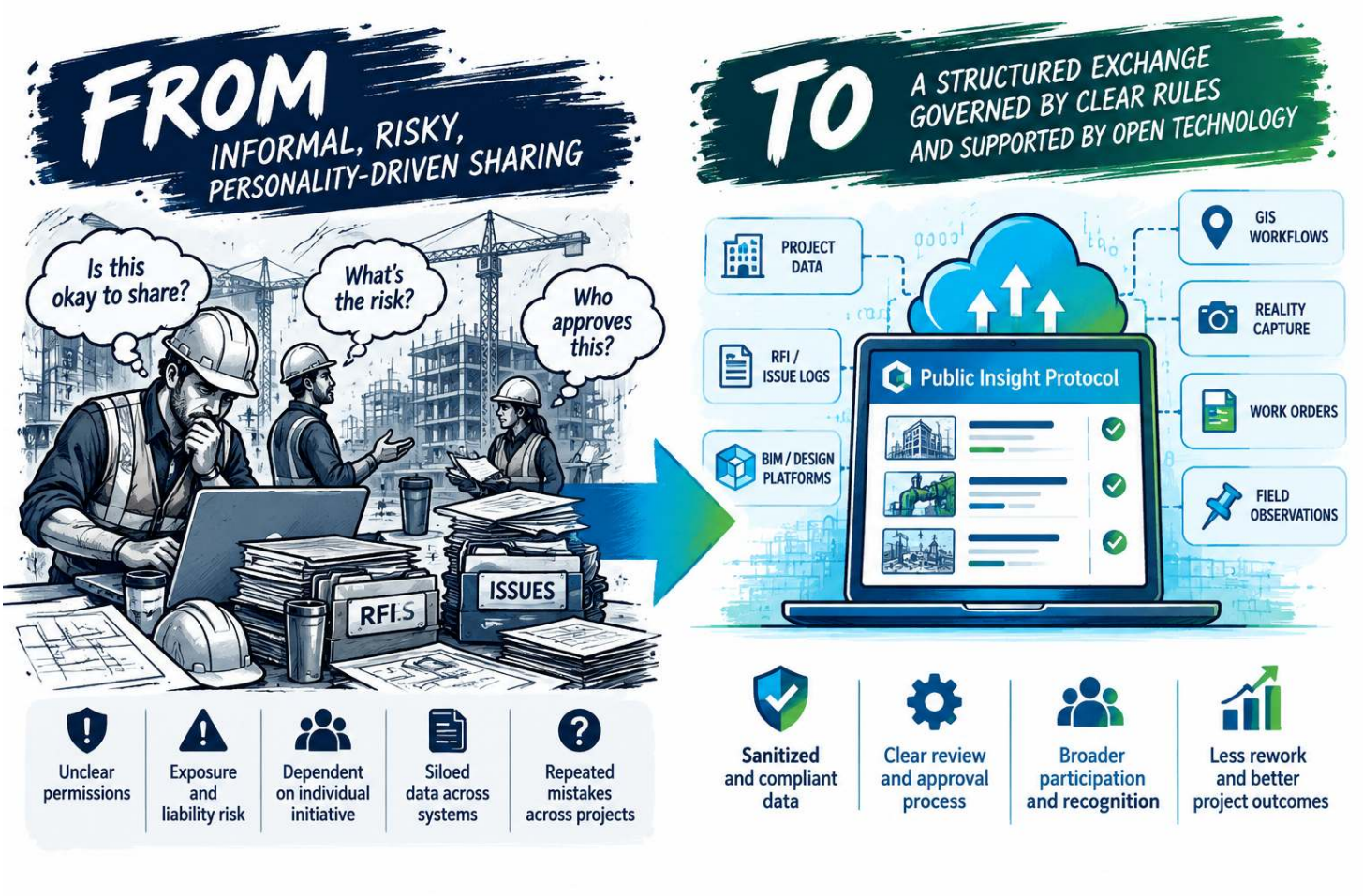
Issue data already exists, but it lives across BIM coordination platforms, GIS systems, RFIs, PM software, field tools, reality capture workflows, and spreadsheets. If the exchange does not integrate with existing systems, participation will remain too burdensome.

DELIVER
What Needs to Change? Who Is Responsible?

A knowledge sharing platform is a flywheel that needs a healthy supply of issue *and* resolution providers to keep running. One approach that platforms like Reddit and others have taken is to use gamification and dashboards to recognize individuals for their contributions.

The team's proposed change, however, is to move construction knowledge sharing from an informal, risky, personality-driven activity into a structured exchange governed by clear rules and supported by open technology. By convincing stakeholders to "opt in" and share their sanitized issue and resolution data, API-enabled apps can simply watch for issue data across multiple systems and aggregate it without a human having to lift a finger.

The concept of PIP compliance is similar to the requirements on some federal projects that must adhere to the Cybersecurity Maturity Model Certification (CMMC). Applications have already been developed that can capture, classify, and sanitize CMMC data without the need for a human in the loop.



Innovation Opportunities

The team identified six other opportunities that would collectively support industry-wide adoption of a Public Insight Protocol.

Innovation Opportunity	Key Deliverable	Use Case	Responsible Stakeholder
Public Insight Protocol	Standard framework to capture → classify → sanitize → approve → publish issues	Standardize how issue-resolution pairs become safe, reusable findings	Industry coalition/CPC
Issue Taxonomy	Standard categories for issue type, trade, spec section, root cause, impact, and resolution	Prevent duplicate entry and enable analytics	Standards body/CPC
Contract Language	Spec or addendum requiring controlled issue sharing	Create minimum participation requirements on pilot projects	Owners/legal teams
Open Issues Database	Anonymized database of issues, resolutions, metadata, root causes, and impacts	Search and reuse lessons across projects and companies	Neutral exchange host
PM System Connectors	Open API connections to report RFI and issue log insights from PM, BIM, and GIS platforms	Reduce duplicate entry and make contribution transparent	Technology providers
AI Risk Watch-List	Predictive insights returned to project teams based on public findings	Flag potential issues in current designs/specs before they become RFIs or change orders	Platform provider/ contributors
Badge of Honor	Recognition program for contributors	Make sharing culturally and contractually acceptable and reputationally positive	Industry coalition/ sponsors

The team acknowledged that the hardest part of adoption would be the culture change. Rather than a culture that rewards taking and keeping, the new culture must believe that sharing delivers a higher return on investment than taking. What if stakeholders who contribute structured findings receive earlier warnings, better “watch-outs,” recommended resolutions, and predictive insights inside the project management systems they already use?

CLOSING INSIGHT

The culture of issue management in construction must evolve from celebrating the experience behind the solution to celebrating the bravery of those who share issues publicly - with or without a resolution.

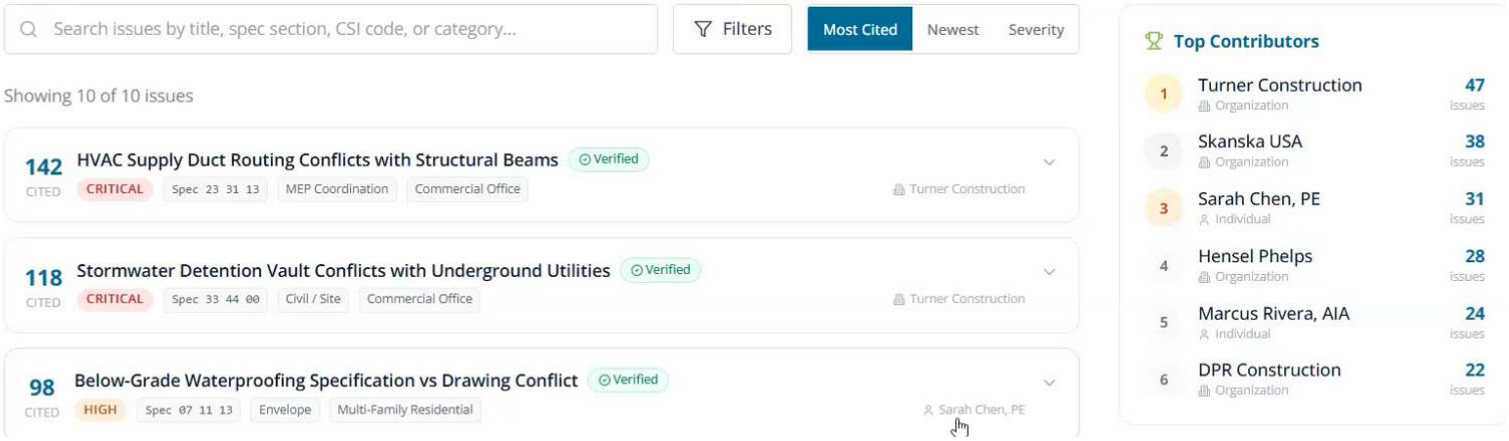
The problem is not that teams lack issue data. The problem is that issue data lacks the incentive and safe pathway needed to become public insight. The Public Insight Protocol gives the industry a way to protect private details while publishing useful findings, reward contributors while reducing repeated mistakes, and transform isolated project pain into collective project intelligence.

Prototype: Public Issues Database + AI Risk Feed

The team produced a mock-up prototype for a public issues database that connects to existing PM systems through open APIs and uses gamification to encourage participation. The platform would let you log in with your project management software and opt in your data, while still allowing manual entry or spreadsheet imports. Contributors would publish approved, anonymized issue-resolution pairs, while the platform returns predictive value through AI-generated risk warnings.

The value proposition is strongest when AI insights show up inside the systems teams already use. For example, if a project's drawings or specifications contain a pattern similar to a previously published issue, the system could flag the risk, provide severity, identify likely root causes, suggest prior resolutions, and allow the user to convert the alert into an issue or RFI.





Summary of Proposed Changes

Change Driver	Beneficiary	Suggested Change	Responsible Stakeholder	Effort	Impact
Data governance	All parties	Establish the Public Insight Protocol: capture, classify, sanitize, approve, publish	CPC / coalition/ standards body	Med	Transformative
Contract innovation	Owner/ GC/ trade partners	Add spec language requiring controlled issue-resolution sharing on pilot projects	Owners /legal teams	Med	High
Standards development	All parties	Define a minimum issue taxonomy and data schema for anonymized issue/work order sharing	CPC / industry standards group	Med	Transformative
Technology integration	GC/ trade/owner	Build open API connectors to existing PM systems, BIM tools, GIS platforms, and issue logs	Technology providers	High	Transformative
Incentive design	Contributors	Create “share to get” reciprocal access: contributors receive AI risk insights and richer benchmark data	Exchange host/sponsors	Med	High
Recognition	Contributors	Launch a badge, leaderboard, or public pledge for participating organizations	CPC / sponsors	Low	Medium
Legal safeguards	Owners/designers/contractors	Define access tiers, anonymization rules, consent process, and liability boundaries	Legal teams/ governance board	High	Transformative
Pilot program	Repeat owners /GCs	Test the exchange on non-sensitive repetitive projects such as data centers, schools, or infrastructure programs	Owners/GC partners	Med	High

Change Driver	Beneficiary	Suggested Change	Responsible Stakeholder	Effort	Impact
AI enablement	Project teams	Use the shared issue database to generate risk watch-lists and suggested resolutions inside PM systems	Platform provider	Med	High
Cultural change	All parties	Treat issue sharing like safety reporting: normalize positive and negative observations to improve outcomes	Executive leadership	Med	High
Internal knowledge base	Contractors/ designers/ owners	Start with controlled internal or program-level knowledge exchanges before public sharing	Company leadership	Low	Medium
Quality control	Exchange participants	Create contribution review, validation, scoring, and abuse prevention workflows	Governance board	Med	High
Education	Owners/project teams	Train stakeholders on open data, GIS-BIM workflows, issue classification, and safe sharing practices	Coalition/tech partners	Low	Medium
Adoption strategy	Industry	Recruit first adopters and sponsors to seed the database and prove the network effect	CPC/coalition	Med	Transformative

Minimum data schema

To support AI-enabled risk detection and consistent retrieval, each published issue-resolution pair should include:

Field	Purpose
Issue title	Plain-language description of the problem
Issue category	Design, coordination, constructability, safety, quality, schedule, cost, procurement, commissioning, operations
Root cause	Design gap, field condition, scope ambiguity, sequencing conflict, code issue, unclear spec, model discrepancy
Project type	Data center, school, healthcare, infrastructure, commercial, industrial, etc.
Trade/discipline	Mechanical, electrical, structural, civil, architectural, drywall, controls, GIS, etc.
Spec section/system	Connects the issue to contract documents and repeatable assemblies
Detection method	RFI, field observation, BIM clash, reality capture, GIS analysis, work order, inspection
Resolution summary	What fixed the issue
Impact type	Cost, schedule, safety, quality, rework, operational performance
Severity	Low, medium, high, critical
Shareability tier	Public, consortium, contributor-only, internal, private
Sanitization status	Raw, sanitized, approved, published
Reuse warning	Suggested “watch-out” for future teams

REFERENCES

1. Office for National Statistics. ***Productivity in the construction industry, UK: 2021.***
https://www.ons.gov.uk/economy/economicoutputandproductivity/productivitymeasures/articles/productivityintheconstructionindustryuk2021/2021-10-19