

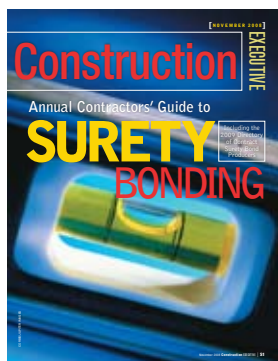
# Construction

EXECUTIVE

## Executive Insights

ANALYSIS  
AND  
ADVICE  
FROM SURETY  
INDUSTRY  
LEADERS

“ LOOK FOR  
PROJECTS IN WHICH  
EFFICIENCY GAINS  
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HAVE A COMPETITIVE  
ADVANTAGE ”



**RICK KINNAID**  
*Chair of the Board*  
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Be selective when choosing projects to bid. Look for projects in which efficiency gains can be realized and the company may have a competitive advantage, whether it is geographical, familiarity with the owner/architect or past work on similar projects.

Contractors that develop good project teams are more apt to execute work flawlessly. A bottom line-focused contractor employs only the best personnel.

Be thorough when selecting subcontractors and utilize contracts with clear language to avoid contract disputes and unintended consequences.

Strengthening relationships with project owners during the construction process

also adds to the bottom line when it comes time to close out a project. Shorter punch lists will allow for timely project closings and release of retainage.

Beyond right-sizing, improving efficiencies and other overhead cuts, get out of debt as soon as possible. As margins slip and the interest on debt obligations rises, paying off debt will become increasingly more difficult.

Contractors must stay competitive to retain talent, but that doesn't mean they have to be the top paying company in the market. Many quality workers are looking for a workplace where they are challenged and paid a reasonable wage. Quality of life is important to many workers facing the current economy. The security afforded by a company that provides training and development, a safe positive work environment and long-term career paths helps attract and retain quality employees.