

April 29, 2009

[Print this Issue](#) | [Forward to a Co-Worker](#) | [Subscription Management](#) | [Calendar of Events](#) | [Search Back Issues](#)

InThis Issue

[Chairman's Message](#)
Help ABC Grow to Ensure a Fair and Competitive Marketplace

[Member News](#)
ABC Massachusetts Chapter Members Blazing a Path of Leadership
[Blanchard Wins Gold Medal in National Pipefitting](#)
[ABC Leads the Way in Green Construction](#)

[Chapter News](#)
ABC Massachusetts Names New Public Affairs Director

[Editorial on the Employee Free Choice Act \(EFCA\)](#)
Secret Ballots Still Pass The Test

[From One Member to Another ...](#)
[Surviving the Times While Building a Solid Future](#)

News Briefs

Does your company have a project you think stands apart from the rest? Be on the lookout for the Excellence in Construction Awards (EICA) application in the coming weeks.

From One Member to Another ...

Surviving the Times While Building a Solid Future

By: Bob O'Hara

How you manage your business in an economic downturn and the decisions that you make will play a major role in how you plan to realize the value of your business in the future.

It is estimated that the construction industry will be reduced by half as a result of the downturn, but now is the time to remember that any crisis brings opportunity and authority to be creative and strive towards the future with positive change.

With the construction industry reaching its fulfillment stage and the majority of work previously on the books complete, you now will need to manage your business to withstand the recession and position your business to have long term value. The construction industry is the last industry to enter a recession and the last to exit.

For those in the beginning stage of re-positioning your business model, this is the period to begin looking at your employees. Key people are critical to the success of your business during challenging times and these same people will also have a direct impact on your ability to plan for the future and successfully exit your business. Identify those people, remembering to incentivize and they will help your company to succeed in your long term planning.

Join us for a night of recognition and celebration at the Gould Construction Institute (GCI) "Safety & Education Night." Highlights of the evening include an OSHA Seminar, dinner, and the award presentations. This event will be held on May 21st at the Montvale Plaza in Stoneham, MA. To register, please call (781) 270-9990.

Congratulations to the following ABC members who have been certified as Accredited Quality Contractors:

DECCO, Inc., C. E. Floyd Company, Inc.,

Erland Construction, Inc., J.M. Coull, Inc.,

Kaplan Corporation, Methuen Construction Co., Inc.,

Notch Mechanical Constructors, & The RELCO Companies.

This program publicly recognizes and honors those construction firms which have documented their commitment in four key areas of corporate responsibility: safety, employee benefits, training, and community relations.

Find a Contractor

To be successful, make decisions that will affect the long term success of your business. You should perform a liquidation analysis today and justify why you should remain in business. Then begin your planning.

A written plan will greatly benefit from a checklist that assigns responsibility for all tasks necessary for completion throughout the re-positioning process. This vital directory should also set a date for task completion and designate parties responsible for completing each assignment.

This plan should review the viability of your business, identify all efficiencies, budget your overhead, create proactive changes, create quality monetary incentives for key employees, assist in becoming debt-free and set your exit objectives – financial and otherwise – and document how you will achieve those goals.

No matter how skilled or experienced a business person you are, executing a long-term plan is not something to be done solo. If you opt to go it alone, chances are you will leave a lot on the table – in terms of money, time and perhaps even your emotional well being.

Since a successful plan involves a number of elements, including legal, financial and tax issues, it is in your best interest to hire an experienced team of professionals, including an attorney, CPA and financial advisor to assist you through the process. And, designate one key point person to organize and manage the process. Remember you are the owner and need to lead by example, by keeping a positive attitude and keeping consistent with your message and sharing your plans. Be the signee of all vendor checks, spend more time at your job sites and review how the jobs are being executed and the

money is being spent. Begin to make changes proactively, creating a foundation to stay in business and keep your reputation and credibility with you until the end.

Construction companies are experts at collecting people. Begin to put your key people together, package them into the service and product that the marketplace wants and your expertise is highly known. People are the most important entity of business and they will help you with your transition through the difficult time, while you manage your business and personal financial affairs for growth.

Plan to build a business on what you do best, manage it to create positive cash flow, hire the best people you can find and you will create sustainable value for your business that will realize value in the long term. By being diligent in both your personal and business affairs, your long term goals will be accomplished.

With the future in sight, and 90% of the current sales/transfers in the construction industry being internal, it will be imperative to plan and to keep and find the future owners of your business in your company or in the employment market. Either way, key people are critical to your success. With the proper guidance and realistic expectations, your plan could be the start of something very good – for your future and your employees’.

Editor's note: Bob O'Hara is President/ CEO of O'Hara & Company, founded in 1995 to address the growing need for entrepreneurs to create a comprehensive exit strategy for their businesses. O'Hara & Company hosts an educational website for business owners at www.exitplanning-edu.com. The company is located in Chelmsford, MA. For more information you visit www.oharaco.com or call 978-244-9860.