
6XPPDU\ RI &RQVWUXFWLRQ ,QG XVWU\ (YDOXDWLRQV

	([FHOOHQRW H WKDQW	6DWLVIDFWRU\	FWRGV	8QRV	DWLVIDFWRU\	\$QVZHU
\$EOLW\ WR ZRUN ZLWK DOO W\SHV RI SHRSOH						
\$EOLW\ WR WKLQN DQG UHDVRQ ORJLFDQO\						
\$EOLW\ WR XQGHUVWDQG DQG VROYH FRQVWUXFWLRQ SUREOHPV						
\$EOLW\ WR PDNH VRXQG HFRQRPLF GHFLVLRQV						
\$EOLW\ WR FRPPXQLFDWH FOHDUO\ DQG FRQFLVHO\ ERWK RUDO DQG ZULWWHQ						
\$UH FRPSXWHU OLWHUDWH DQG LQWHUQHW FDSDEOH .QRZV DQG XSKROGV HWKLFDO VWDQGDUGV RI WKH ILHOG						
3UHSDUHG IRU VXFFHVVIXO HQWU\ LQWR WKH FRQVWUXFWLRQ LQG XVWU\ 3RWHQWLDO WR EH D OHDGHU LQ WKH FRQVWUXFWLRQ LQG XVWU\ DQG LQ WKH FRPPXQLW\						
2YHUDOO 5DWLQJ						

2EVHUYDWLRQV DQG &RQFOXVLRQV

VDIHW\ JURXS IRUQ ZIDURXDKIHLUQWYWXGLHQZKLOGI ZDV
EXLOG WKH F+XUKDFXSIXFNHG XS RQ WKH VXEMHFW PDWV
LQWHUHVW , GR QRW EHOIRYCH MLPOJWR ERQWVORIEHV
H[SHULHQFH WKH FRQVWUXFWLRQ ZRUOG
7KH LQWHUQ KDV JURZWKVLUQELFDQWEHJLQQLQJ RI KLV
FRQWLQXH WR FKDOVONMGKLPZDKKPRELW\ WR KDQG
GDLO\ REVWDFOHV ZH IDFH
:RUN HWKLFV DQG GUHV IRU VXFFHV 7KH LQWHUQ KD
7KH LQWHUQDFRXSIGURUPHG EHVWHU
,QWHJUDWLRQ RI DGGLWLRQDO ILQDQFLDO DQG DJHQGD
FRQVWUXFWLRQ EXGJHWLQJ VXEFRQWUDFWRU SURFXU
PDQDJPHQW ODERU DXGLWV SD\ DSSOLFWLRQVPHSW
UHVSHFWLYHO\
2YHUDOO GRLQJ HYHU\WKLQJ WKH ULJKW ZD\ IRU LPSUR
GLIIHUHQWREWSURIHVVLQRQDO JURZWK ZLOO LPSURYH
SHRSOH KH ZLOO DOVR JURZWKVWZQWRIZDRISCHVQLQIDF
MRE
7KH LQWHUQ ZDV DEOH WR SHUIRUP DQG FRPSOHWH WD
IRU EHLQJ KLV ILUVW 0(3 LQWHUQVCLS ,WHPV WKDW F
WKH ILHOG RIILFH SULWUWDFDQDGLPHQW QW OHYHOV
ZDV FRPSOHWHG E\ RWKHUZHUGLYHQGLYRQXDOODXQGH
VSHFLILF 0(3 WUDGHV FRPHV ZLWK WLPH LQ WKH ILHO
PDGH SURDWHVV KHUH EXW FRXOG DOZD\ XVH PRUH
3XW \RXUVHOI RXW WKHUH DVN ORWV RI TXHVWLRQV D
-XVW QHHGV PRUH WHPKDLVQWKKHUILJHOW VWXII
7KH 81) VWXGHQWV , KDYH ZRUZHGOZDQKDYH DOZDSW
SURIHVVLQRQDO\ GUHVHG (DFK 81) VWXGHQW KDV DO
SURIHVVLQRQDO PDQQHU
7KH LQWHUQ LV ZHOORXQGHG +H DFWLYHO\ SXUVXH
LQWHUQ LV D ILQH FDQGLGDWH IRURPSXURPHQWVKRQ
GHFLGH WKLV LV WKH LQGXVWU\ KH LQWHQGV RQ SXUV
7KH LQWHUQ QHHGV WRRZDQJRNKDO SURKOHZLVKHV W
PDQDJHU LQ WKH IXWXUH , EHOLHYH KH JLYHV XS WR
ORRNW WRUPWKH VROXWLRQ
7KH LQWHUQ KDV D EULJKW IXWXUH LQ WKH FRQVWUXF
FRPSDQ\ KH KDV VKRZQ LQGLYLGXDO JURZWK

JHQHUDWLRQDO GLIIHUHQFHV DQG FRUSRUDWH FXOWXU
WKDW KH ZRUNHG ZLWK LQGHOOHQWV LQVWHDQV LQGHOOHQWV
DYNHG DORW R+H XGLGWQRW VKRZ WKH VDPH LQWHUHV
FRQVWUXFWLRQ PDQDJHPHQW YLZRUVRIZD VVYSKUDVGLVDSS
ODFN RI LQWHUHVW DQG SRRU SHUIRUPDQFH ZLWK RIIL
TXDQWLWRYWV \$XFDVERQ SURMHFW PDQDJHU IRU PDQ\ \\
\RXU WLPH LV VSHQW LQ WMLRQIGFHEZRNINLQJ, FZRXOG/LK
H[SHFWHG KLP WR EH PRUH IOH[LEOH

7KH LQWHUQ KDV GRQH D JUHDXP MHE DWHV MHE RRF QGD
SOHQW\ RI TXHVWLRQV LQ RUGHU WR XQGHUVWDQG WK
+LV PDLQ IRFXV IRU JURZWK ZRXOG EH WR IRFXV RQ KL
ZULWWHQ :KLOH PFK RQ GRHQWHEXHQY RQULDWWRLQ K
FRPPXQLFDWLQJ FRPSOH[FRQFHSWV WKURXJK HPDLO L
KLV FRPPXQLFDWLRQ ZDV XQVDWLVIDFWRU\ EXW WKLV
ELZHNO\ UHSRUW MDMR XIDGOM RFR OSURYHG 0XFK RI ZKDW
WKURXJK UHSRUWLQJ HGGV XS LQ WKH KDQGV RI RZQH
EH ZHOO ZUDV FRQFOMED DV ZHOO DV DWHV MHE RRF QGD
XQGHUVWDQGV WKH FRQVHSWV HQWVZWL FKKDW XQGHUVW
ZRUGV LV D FKDOOHQJH WKDW FDQ WDNH \HDUV WR PD
IURP ILHOG H[SHULHQFH LQ WKH FRQVW SDFWLRQ VLQGX
FDUHHU GLG SURFHH[SLPXZLHWKW LV VWLOO FULWLFDO
PXFK ILHOG H[SHULHQFH DV SRVVLEOH 7KLV FRLQFLG
XSRQ FRPPXQLFDWLRQ &RPPXQLFDWLQJ LQ WKH ILHOG
WUDGHVPHHQW DLGIRUFRPPXQLFDWLRQ WKDW FDQ RQ
7KLV ILHOG H[SHULHQFH ZLOO QRW RQO\ SURYLGH KLP
WHDFK KLP WKLQJV WKDW FDQ RQO\ EH OHDUQHG LQ ZF
7KH LQWHUQ KDV KHEOSIQDKHWDKRUW WLPH DQG LV RQ V
FDUHHU 6KH LV GSHQGDEOH DQG KDUG ZRUNLQJ , H
VKH JDLQV H[SHULHQFH DQG NQRZOHGJH
&RQWLQXH WR H[SDQG LPPHUVLRQ LQWR YDULRXV FORX

5HDOO\ MXVW WLPH GOKHHDVQUQZLQHDGHHUVKLS DQG OH
ZRUN LQ FRPPHUF LDO ODQGVFD SH WDNHV WLPH
:RUN DQG UHDG DEKXWKHGWWSUHQH DQLJHG
\$V ZLWK DQ\ VWXGHQW KH ZRXOG EHQHILW IURP DGGLW
7KHQZHXOG EHQHILW IURP XQGHUVWDOVKLQJ WKHEQWHR
LQSWXW KLV FDOMRGIDUORZHPSCGH DWDVN KH ZDV DVVL
SKRQH FDOO UHWXUQH GZLWKLQ KRXUV PHDQV LW PD
/HDYLQJ D PHVVDJH LV QRW HQRXJK HIIRUW WR FRPSOH
&RQVWUXFWLRQ UHODWHG NQRZOHGJH HOSHXO MRRJ KRSU
PRUH WLPH RQ D FRQVWUXFWLRQ VLWH YHUVXV RIILFH
VWDQGDUGV QHHGV WR LPSURYH 3URMHFW PDQDJPH
VFKHGXORQJ WDDGHSURMHFW HGRFBHQWDPWLQVQ 1HHGV
RZQHUVKLS RI WKH SURMHFW KHIV ZRUNLQJ RQ
7KH LQWHUQ ZDV D WUHPHQGRXV DVVHW WR P\ WHDP
LQTXLVLWLWYWDQGHU VH:GDWHYHUZVDVDFRHSZLRWKHFW W
KDQGOHG OLNH D VHDVRQH GYHWHUDQ , DP VXUH KH
ODQGV ,W DSSHUV \RXU SURJUDP LV JLYLQJ WKH VWX
YHU\ VFFHVVIXO LQ WKH FRQVWUXFWLRQ LQG XVWU\
.HHS XS WKH JRRG ZRUN FXUULFXOXZRUWDGXJUKHTRIDWHFKH
([FHOOHQZLQORZHWK D IHZ PRUH \HUV LQ WKH ILHOC
LQWHUQ KDV GRQH D JUHDW MRE
1RWKLQJ UHSODFHV H[SHULHQFH DQG NQRZOHGJH 7KD
WR LPSURYH' PDUNV &RQILGHQFH H[SHWKHWEFH DQGH
WKH LQWHUQ H[KLELWHG JRRG TXDOLWLHV ZLWK DOO
FRPPHQWV UHJDUGLGRKHWDELOLWVWKH LQWHUQ KDV W
FRPPHUF LDO FRQVWUXFWLRQ LQG XVWU\
)RFXV RQ FRWPRQLZLWKLQ WKH WHDP
7U\ DQG EHFPH PRUH UHOLDEOH LQ \RXU DELOLW\ WR

OHDUQ KRZ WR GR WKH MREV WKH VXEFRQWUDFWRUV G
LPSRUWDQW