



# “Gaps” Exercise

**SMALL CONTRACTORS INITIATIVE:  
BONDING & ACCESS TO CAPITAL**

## “Gaps” Exercise

- This is a tool for contractors to assess their strengths and weaknesses related to winning contracts for Federally funded construction projects. After completing the exercise, contractors should be able to identify “gaps” in their capacity and competitiveness. The exercise will also help identify strategies for addressing those issues.
- The exercise is designed to look at capacity issues in broad terms. As the participants proceed through the course, they will be able to add detail and modify their self--assessments.
- The handout (paper and online) will include a sample and a blank template. There are two parts to the exercise: Part 1: Identifying Your Gaps, and Part 2: Capacity Building Strategies. In the sample, the shaded items on Part 1 were identified as “gaps” and transferred to Part 2.

## Sample

Part 1: Identifying Your Gaps			
Capacity	Strength	Needs Work	Weakness
Quality construction work	X		
Construction management		X	
Facilities and equipment			X
Financial management and accounting			X
Estimating and winning bids		X	
Marketing		X	
Working capital	X		
Bonding			X

Part 2: Capacity--Building Strategies			
Capacity Gap	People	Product	Partner
Construction management	2nd superintendent.		
Facilities and equipment		2nd truck; garage space; shoptools.	Financing for equipment; possible
Financial management and accounting	CPA could do more; job cost tracking and projections.	Software for reporting.	Possibly rely on their systems until ours has developed.
Estimating and winning bids	Use consultant.		
Marketing			To reach their sources of work.
Bonding			To demonstrate the capacity for larger jobs.

