



Current Connections: August 2026

August brings us into the full momentum of summer's busiest season. As we close in on fall, it's a perfect time to reflect on our progress and recommit to the work ahead. The projects our teams are executing across our six-state footprint demonstrate the strength we've built together. By staying focused on safety, teamwork, and excellence, and supporting each other through these demanding months, we're building momentum toward a strong finish to the year.



Where Finance Meets the Field

Scott Choi

Chief Financial Officer



People sometimes think finance's job is counting what's already happened - closing the books, running reports, telling everyone no. That's part of it, but it's not the point. The real job is making sure the company can say yes to the right things: the next project, the next hire, the next piece of equipment, without putting everything else at risk.

Every bid the estimate team prices, every contract the business development team negotiates, every crew the field coordination team put on a job - all of it runs through cash flow, bonding capacity, and margin discipline before it ever becomes real. Finance doesn't win the work. But finance decides how much work we can safely carry at once, and that shapes what H&W is able to chase.

Construction finance isn't like most industries. We're managing retainage, pay applications, lien exposure, and change orders across multiple states with different rules, on top of the normal job of payroll, AP, and reporting. A job can look profitable on paper and still create a cash problem if billing and collections don't keep pace with the work in the field. That's why we watch WIP schedules closely - not to slow projects down, but to catch the gap between what's been earned and what's been billed before it becomes a real shortfall.

None of that happens without the rest of the company doing its part. Field leaders who submit accurate time and material tracking, PMs who stay on top of change order documentation, estimators who build a bid we can actually execute - all of it feeds the numbers we report and the decisions we make. Finance is only as good as the information coming in from everyone else.

Since joining H&W, I've been impressed by how genuinely the company lives its 'people first' values. That shows up in finance too - in how we think about benefits, in how carefully we look at labor burden before we set a rate, in making sure the people doing the work get paid accurately and on time, every time. A strong balance sheet isn't the goal. It's what lets us keep doing right by our people and taking on the work that grows this company the right way.



PROJECT PROFILE: CONTEC EXPANSION

Project Manager: Lee Boynton

Deep inside the Contec expansion sits a concrete maze engineered to house state-of-the-art contamination controls. H&W's team is approaching substantial completion on this turnkey electrical installation, which broke ground last fall and will ultimately support work that gives back to the community. Contec is a leading manufacturer of contamination control products for cleanrooms and other critical clean environments worldwide — and this expansion furthers that mission.

The 27,000 SF facility includes two concrete mazes leading to the equipment itself, along with power supply rooms, a control room, lab, offices, and a staging and storage area. All work was completed without interrupting production in the existing facility — and without a single safety incident.

The mazes presented the most specialized scope on the job requiring stainless steel conduit, basket tray, and fixtures rated to withstand the facility's specialized environment once operational.

Scope also included furnishing and installing distribution gear, transformers, and a UPS, along with power and raceways for process equipment throughout the facility. Strict schedule adherence was essential to ensure the client could receive specialized equipment arriving from overseas on time.

Final punch list items and scope additions are underway, with substantial completion expected within the next two months.

[Learn more](#)



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