

# Better Communication = Better Results

## EXTRAORDINARY PEOPLE

*We invest in developing  
our team members*

## OPERATIONAL EXCELLENCE

*We Build with Mastery*

## SUSTAINABLE REVENUE

*We are a diversified enterprise*

## 2020 Business Plan

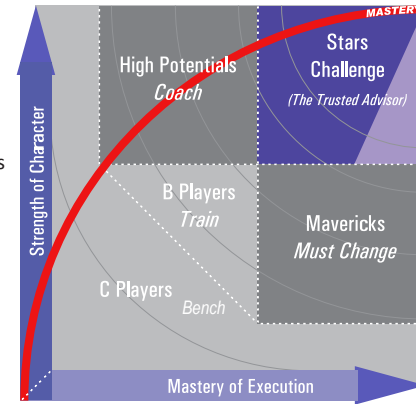
HUMAN RESOURCES	COMMUNITY SUPPORT   BRIDGE	QUALITY MANAGEMENT & SLU
<p><b>Employee Engagement</b></p> <ul style="list-style-type: none"> <li>- New On-boarding Program</li> <li>- Manager Training</li> </ul> <p><b>Talent Pipeline</b></p> <ul style="list-style-type: none"> <li>- College Recruiting Program</li> <li>- Military Hiring Program</li> </ul>	<p><b>Partnerships with our Community</b></p> <ul style="list-style-type: none"> <li>- Clients, Architects and Trade Partners</li> </ul> <p><b>Increase Participation</b></p> <ul style="list-style-type: none"> <li>- Focus on L.A. Events</li> </ul>	<p><b>Field Quality Control Plan</b></p> <ul style="list-style-type: none"> <li>- Issue Updated Manual</li> <li>- Procore Training</li> </ul> <p><b>New Operations On-boarding Program</b></p> <ul style="list-style-type: none"> <li>- Part 1: First Week</li> <li>- Part 2: First 9 months</li> </ul>
PRECONSTRUCTION	OPERATIONS	RISK MANAGEMENT & SAFETY
<p><b>Preconstruction Process and Language</b></p> <ul style="list-style-type: none"> <li>- Preconstruction Business Plan</li> <li>- Constructability Review Plan</li> </ul> <p><b>Model all Projects</b></p> <ul style="list-style-type: none"> <li>- Hire a BIM Manager</li> <li>- All Projects Have a BIM Plan</li> </ul>	<p><b>Schedule Excellence</b></p> <ul style="list-style-type: none"> <li>- Essential Milestones</li> <li>- Critical Path Focus</li> <li>- Time Impact Analysis</li> </ul> <p><b>Connect with our Teams</b></p> <ul style="list-style-type: none"> <li>- Quality 1:1s</li> <li>- Everyone Trains</li> <li>- Celebrate Milestones</li> </ul>	<p><b>Proactive Safety Mind-set</b></p> <ul style="list-style-type: none"> <li>- Improve Worker Orientation Program</li> <li>- Strong Relationships with Major Trade Partners</li> <li>- Proactive Safety Strategy in Preconstruction</li> </ul> <p><b>Crisis Management</b></p> <ul style="list-style-type: none"> <li>- Update the Crisis Management Plan</li> <li>- Provide Crisis Management Training</li> </ul>
BUSINESS DEVELOPMENT	ESTIMATING	FINANCE & ACCOUNTING
<p><b>Diversification per Strategic Plan</b></p> <ul style="list-style-type: none"> <li>- Maintain \$400MM Signed Backlog</li> <li>- L.A. Institutional Client Focus</li> </ul> <p><b>Client Communication and Satisfaction</b></p> <ul style="list-style-type: none"> <li>- Increase Storytelling through Digital Presence</li> <li>- Ritz Carlton Training</li> </ul>	<p><b>Estimating Capacity &amp; Efficiency</b></p> <ul style="list-style-type: none"> <li>- Add Senior Level Estimator</li> <li>- Increase Training on Systems</li> </ul> <p><b>Modelogix Database</b></p> <ul style="list-style-type: none"> <li>- Expand Input and Use</li> </ul>	<p><b>Early Pay Discount Program</b></p> <ul style="list-style-type: none"> <li>- Implement Early Pay Discount Program</li> </ul> <p><b>Operations Collaboration</b></p> <ul style="list-style-type: none"> <li>- Reduce Late Owner Billings</li> </ul>

# Our Brand

60 YEARS OF BUILDING TRUST

- Purpose** **Building with Mastery**  
As a Master Builder, I create success for my teammates by using my skills and capabilities to anticipate and overcome obstacles, discover efficient solutions and execute flawlessly with each endeavor.
- Values**  
**Exceed Expectations**  
I take responsibility to know my goals and exceed them with integrity.  
**Build Relationships**  
I build trusting relationships by being responsive, respectful and reliable.  
**Develop Expertise**  
I develop my potential by converting curiosity into knowledge.
- Vision**  
Renowned for being an exceptional builder who is called upon by elite clients at the earliest stages to be a Trusted Advisor and guarantee success for their most critical projects.
- Mission**  
A self sustaining business that is relentless in the pursuit of excellence.

TRUSTED ADVISOR



- Characteristics
- Respect
  - Integrity
  - Candor

- Competencies
- Proactive
  - Detailed
  - Results

Appreciation and credit are owed to David Maister, author of The Trusted Advisor, and to Vance Caesar for his contributions to this document.

100% CUSTOMER SATISFACTION

**As a Trusted Advisor I:**

- Have respect for my client’s viewpoint.
- Listen first to understand—listen patiently before I speak.
- Know my client’s business and what they define as success—I verify my assumptions.
- Deliver on my promises and over-deliver on my clients’ expectations.
- Advocate for my client—treat their project and their money as if it were my own.
- Know my job role and execute with mastery.
- Continuously build the relationship with my client.
- Am concerned with the stories influential people tell other influential people about

**The Quality Policy**

- Creating Value Through Leadership in Real Estate and Construction by:
- Establishing and striving to meet business plans and objectives
  - Satisfying customer, statutory and regulatory requirements
  - Continually improving the quality management system

**Brandline** Building with Mastery

**Brand Promise [Client Benefit]** Exceed Expectations Excellence Planned In Know My Client Do The Right Thing (when no one is watching) Make It Happen External

**Pinnacles of Success** Competencies Characteristics Internal

**Brand Pillars** Proactive Detailed Respect Integrity Candor

- Guiding Characteristics**
- Proactive:** Intense Curiosity, Plan and Organize, Perseverance, Problem Solver, Change Management
  - Detailed:** Anticipate, Rigorous Study, High Standards, Business Process Orientation, Meticulous
  - Respect:** Listen First, Intimate, Punctual, Responsive, Consistent
  - Integrity:** Credible, Transparent, Reliable, Honest, Judgement
  - Candor:** Assumes Responsibility, Decisive, Inspires, Resilient, Advocate

**Personality Attributes** Results Quality Trusting Thoughtful Leadership

**Culture** Team of Trusted Advisors

- Our Strengths**
- Results:** Solves problems before they affect the project, Is knowledgeable in all aspects of the project, Understands the time sensitive nature of the industry and has an early start- early finish mind-set, Accomplishes objectives with rigorous preparation and relentless follow through, Ambitious and assumes responsibility to make it happen
  - Quality:** Complete projects on time, within budget with no surprises, Identifies best-in-business clients and subcontractors to associate with, Excellent attention to detail when planning and organizing work, Ensures project is compliant with building codes and contract documents, Knows when to seek peer reviews and when to test completed work for compliance with specs, Plan and organize the work with a LEAN approach
  - Trusting:** Responds unbelievably fast, Develops meaningful business relationships, Assumes “ownership” oversight on every project, Treats clients, subcontractors, and co-workers equally and respectfully, Is prepared and fully attentive in meetings - does not multi-task (off cell phone), Is caring and empathetic towards others in the community
  - Thoughtful:** Culture of transparency and integrity, Known to deliver on promises- say what we do and do what we say, Does not compromise ethics to make it happen- the ends do not justify the means, Known for honesty and fair dealing, Proactive - seeks out and manages the tough issues, Maintains poise and integrity during high pressure situations, Ensure our work does not harm the environment
  - Leadership:** Principled leadership and management that makes strong choices, Learns clients’ business and project objectives, Committed to continuous learning and ever-evolving knowledge, Collaborates with stakeholders to develop the best course of action, Hires high potentials and develops them into leaders