



STRATEGIC PLAN 2008 – 2013

OUR VISION

***To Build the Premier Construction Services Company
"Safely Exceeding Expectations"***

OUR MISSION

***Our mission is to make improvements to our world's
landscapes, buildings, facilities and infrastructure by:***

- Serving our clients with quality proactive construction services which add value to their properties and instill pride in their ownership.***
- Nurturing the ethical practices and dedicated performance of our employees and furthering their career opportunities through comprehensive training and internal promotions.***
- Our active involvement within the communities in which we live and work.***

These principle actions will serve to secure and enhance value to each shareholder and each stakeholder of Wayne Brothers.

**Wayne Brothers, Inc.
Davidson, NC**

***Strategic Plan
(2008-2013)***

WBI Vision Statement

**To Build the Premier Construction Services Company
“Safely Exceeding Expectations”**

The WBI Mission Statement

**Our mission is to make improvements to our world’s
landscapes, buildings, facilities and infrastructure by:**

- **Serving our clients with quality proactive construction services which add value to their properties and instill pride in their ownership.**
- **Nurturing the ethical practices and dedicated performance of our employees and furthering their career opportunities through comprehensive training and internal promotions.**
- **Our active involvement within the communities in which we live and work.**

These principle actions will serve to secure and enhance value to each shareholder and each stakeholder of Wayne Brothers.

Wayne Brothers, Inc.
Strategic Plan
January 2008-2013

Beliefs/Core Values

We believe that:

- Serving our clients with quality-based, proactive construction services that add value to their projects and properties, exceed their expectations and instill pride in ownership is a primary focus of our business;
- Nurturing the ethical practices and dedicated performance of our employees, as well as furthering their opportunities, are key challenges for enhancing their livelihood, advancing their career and improving their overall quality of life;
- Developing the personal knowledge and performance capability of our employees (craft-level, supervisory and leadership) through comprehensive, state of the art education and training programs is the key ingredient to building “competitive advantage” and productive innovation in our industry;
- Company participation in our local community is a major social responsibility;
- Teamwork and strong family values build the company character and employee loyalty essential to personal and corporate growth;
- Valuing our employees, customers and business partners while committing to their satisfaction is essential to company success now and into the future; and
- Maintaining humility while pursuing “best of class” performance is vital to lasting success.

Our mission is to make improvements to our world’s landscapes, facilities and infrastructure by acting upon these principal beliefs and core values.

Strategic Priority I: Safety Performance

Objectives

- A) To reduce job site safety related incidents and loss time accidents to zero.
- B) To maintain an Experience Modification Rate (EMR) less than .95.

Strategies

WE WILL:

1. Improve the hiring and orientation process for the purpose of safety performance enhancement.
2. Require a project specific safety plan prior to jobsite mobilization, and update in advance of changing jobsite conditions.
3. Develop and implement a comprehensive accountability/incentive program.

Quality Indicators

Strategic Priority II: Performance Excellence

Objectives

- A) To increase the satisfaction levels of *all* customers related to product/service quality, thus “Safely Exceeding Expectations.”
- B) To increase the level of involvement of project managers/group managers with the estimators throughout the bidding and pre-award activities, and improve overall project outcomes through the quality and level of involvement of Operations in pre-project planning activities.
- C) To increase the capability of project teams to manage the budgets for assigned construction projects as measured by predictive indicators.
- D) To optimize the equipment fleet in order to align with project demands and improve utilization of all equipment across the company.
- E) To continue to improve through technological advancements, the operations and work functions of WBI.

Strategies

WE WILL:

1. Develop operational definitions of “Quality and Productivity” for the major core/support work processes related to this strategic priority, implement means of improving them and establish appropriate responsibilities and accountabilities.
2. Promote and nurture a culture of innovation to improve core work processes.
3. Identify, implement and standardize the key management processes (i.e., pre-bid, pre-project planning, budgeting, “resourcing”, and project documentation) related to effective construction project management.

Quality Indicators

Core Group

- Cubic yards of concrete in place, per man-hour worked, compared to estimated cyd/mh. – Reported at the job level on the time card entry system and audited through vendor quantity review.

- Estimated percentage of concrete placed not meeting specifications or WBI standards. Reported at job level on the time card entry system and/or reported on a “Non Conforming Work Report.” (Defined as “concrete quantity estimated in cubic yards of affected area only which required, or could have required, chipping, grinding or patching beyond normal point/patch and rub, or which required, or could have required, saw cut and removal, divided by total of all concrete quantities placed.”)

Finishing Group

- Square feet of concrete finished per man-hour worked, compared to estimated sft/mh. Reported at the job level on the time card entry system and audited through Project Management review.
- Estimated percentage of concrete finishing in place not meeting specifications or WBI standards. Reported at job level on the time card entry system and/or reported on a “Non Conforming Work Report.” (Defined as concrete quantity estimated in square feet of affected area only which required, or could have required, chipping, grinding, patching or re-finishing at a subsequent time, or which required, or could have required, saw cut and removal, divided by total of all square foot quantities finished.)

Grading Group

- Cubic yards of excavation/fill and compact completed per man hour worked, compared to estimated cyd/mh. Reported at job level on time card entry and audited by Project Manager monthly through job projections.
- Linear Feet of piped utility completed including structures, excavation and backfill per man hour worked, compared to estimated lin/mh. Reported at job level on time card entry and audited by Project Manager monthly through job projections.
- Estimated percentage of units (items #1 and #2 above) not meeting specifications or WBI standards. (Defined as quantity of units of items #1 or # 2 above, not meeting specifications or WBI standards, and such work which required, or could have required, removal, replacement, regrading, re-compaction, realignment of previously reported work in place. Reported at job level on the time card entry system and/or reported on a “Non Conforming Work Report.”)

Equipment Group

- Utilization Ratio monthly and year to date. – Defined as (EM Usage Revenue divided by annualized fleet costs, adjust such that monthly and annual figures are comparable.)

- Equipment Group Revenue per man-hour, monthly and year to date. – Defined as (EM Usage Revenue plus all other Equipment/Transportation revenue, divided by the total man hours reported through payroll for all Equipment Group employees, including managers)

Other

- Customer/client satisfaction ratings of product/service quality, quarterly and year to date, as produced and reported by the Business Development Survey.
- Internal/external stakeholder ratings of communication processes to be developed and reported by Human Resources and Business Development biannually.

Strategic Priority III: Workforce

Objectives

- A) To substantially increase the candidate pool of new hire potentials.
- B) To improve workforce capabilities (i.e., skills, knowledge and work behavior) at all levels of the company.
- C) To improve employee retention ratios compared to same quarter prior year.

Strategies

WE WILL:

1. Research comprehensive compensation/benefits packages in the construction industry, compare standardized ones with those of the company and make any adjustments necessary to assure these “best of class.”
2. Substantially expand and evaluate recruitment and retention approaches and implement those necessary to improve the company’s ability to attract, hire and retain a qualified, safe, productive and diverse workforce.
3. Reauthorize and increase support of a “best of class” skills training / safety training program for all employees.
4. Develop and implement a company wide wellness program.

Quality Indicators

- Percentage of craft, supervisory and leadership level employees successfully completing training courses (by categories) reported quarterly
- Percentage of employees (salaried/hourly) holding related training/skills certifications reported quarterly

Quarterly Employee retention ratios:

Percent of salaried employees with three years or greater service
Percent of hourly employees with three years or greater service

Strategic Priority IV: Organizational Structure

Objectives

- A) To improve the overall effectiveness and efficiency of the company.
- B) To improve the flow of information, and decision-making throughout the company.
- C) To increase the satisfaction of internal and external stakeholders relative to company communication processes.
- D) To increase leadership awareness and opportunities for employees who aspire to be leaders.
- E) To consider providing opportunities for select employees to become shareholders.

Strategies

WE WILL:

1. Continually update the organizational structure to support the company needs.
2. Identify and analyze internal and external communication processes within the company and optimize communications through a “Continual Improvement Process.”
3. Plan, construct or purchase a new facility. Relocate company operations in this new facility.
4. Research additional approaches to senior leadership opportunities and consider implementation of promising option(s).

Quality Indicators

- Current Organizational Chart accurate defined and updated.
- Core/support processes descriptions by position developed, adopted and related accountabilities assigned.
- New senior leadership opportunities provided
- Employee survey item responses on “satisfaction with communication processes”, bi-annually, as reported by Human Resources.
- External stakeholder ratings of communication processes to be developed and reported by Business Development.

Strategic Priority V: Business Development and Growth

Objectives

- A) To increase the total volume, profit margin and market share to meet the strategic revenue goal.
- B) To research, determine and initiate a satellite operations location.
- C) To significantly increase “New Client Prospecting” activity.
- D) To enhance and increase the existing client experience.

Strategies

WE WILL:

1. Establish business alliances/partnerships with suppliers/vendors and other partners (e.g., architects, subcontractors, owners, engineers) as necessary to meet the objectives under this priority area.
2. Expand comprehensive sales and marketing approach that promotes the company and the construction services it offers.
3. Conduct extensive research to determine what new or emerging business opportunities exist and where they are expected to occur.
4. Perform post project reviews for significant projects.

Quality Indicators

- Quarterly and annual reviews of financial results checking total revenue, profit margin, and market share
- Client/customer survey and post-project review scorecards
- Analysis of revenue/profit growth by segment
- Percentage met on New Alliance partner goal – quarterly
- Backlog/Projections

Overall Strategies

WE WILL:

1. Use the strategic plan to provide direction for all project and functional team (i.e., operational) planning within the company. Align the *Strategic Action/Operational Plan (including budgets) to the strategic plan once adopted.
2. Communicate the WBI Strategic Plan to all employees in order to build commitment for implementation. Communicate a public version to external stakeholders.
3. Provide appropriate training and financial support to all “action teams” as necessary to accomplish the objectives under each Strategic Priority.

***NOTE: A summary of Action/Operational Plans (To include *Action Steps, Person(s) Responsible, Resources Needed, Evaluation and Timelines*) will be developed and added to the *WBI Strategic Plan* in its *final* form.**

Wayne Brothers, Inc.
Assignment of Strategic Priority and Strategy Champions

Strategic Priority I: Safety

[Bobby Phillips]

- Strategy 1 – *Safety Performance (Jason Sisk)*
- Strategy 2 – *Jobsite Safety Plan (Michael Picciano)*
- Strategy 3 – *Accountability / Incentive Program (Matthew Surface)*

Strategic Priority II: Performance Excellence

[John Ashworth]

- Strategy 1 – *Quality/Production (Adam Weisner)*
- Strategy 2 – *Innovation (Laura Sharpe)*
- Strategy 3 – *Project Management (Chad Hensley)*

Strategic Priority III: Workforce

[Dick Reece]

- Strategy 1 – *Compensation/Benefits Package (Brad Price)*
- Strategy 2 – *Recruitment and Retention (Kathy Kent)*
- Strategy 3 – *“Best of Class” Skills / Safety Training (Jim Lunsford)*
- Strategy 4 – *Wellness Program (Kevin Steele)*

Strategic Priority IV: Organizational Structure

[Andrew Rogers]

- Strategy 1 – *Organizational Structure (Andrew Rogers)*
- Strategy 2 – *Communication (Dick Reece)*
- Strategy 3 – *New Facility (TBD)*
- Strategy 4 – *Senior Leadership Opportunities (Alan Goodman)*

Strategic Priority V: Business Development

[Tim Waddell]

- Strategy 1 – *Business Partnerships (Isaiah Wayne)*
- Strategy 2 – *Sales and Marketing Approaches (Cassie Utter)*
- Strategy 3 – *New Business Opportunities (Jim Rhodes)*
- Strategy 4 – *Post Project Review of Client Experience (Jim Elder)*

Overall Strategies

- Strategy 1 – *Plan Alignment (TBD)*
- Strategy 2 – *Communication of Strategic Plan (TBD)*
- Strategy 3 – *Training and Financial Support (TBD)*