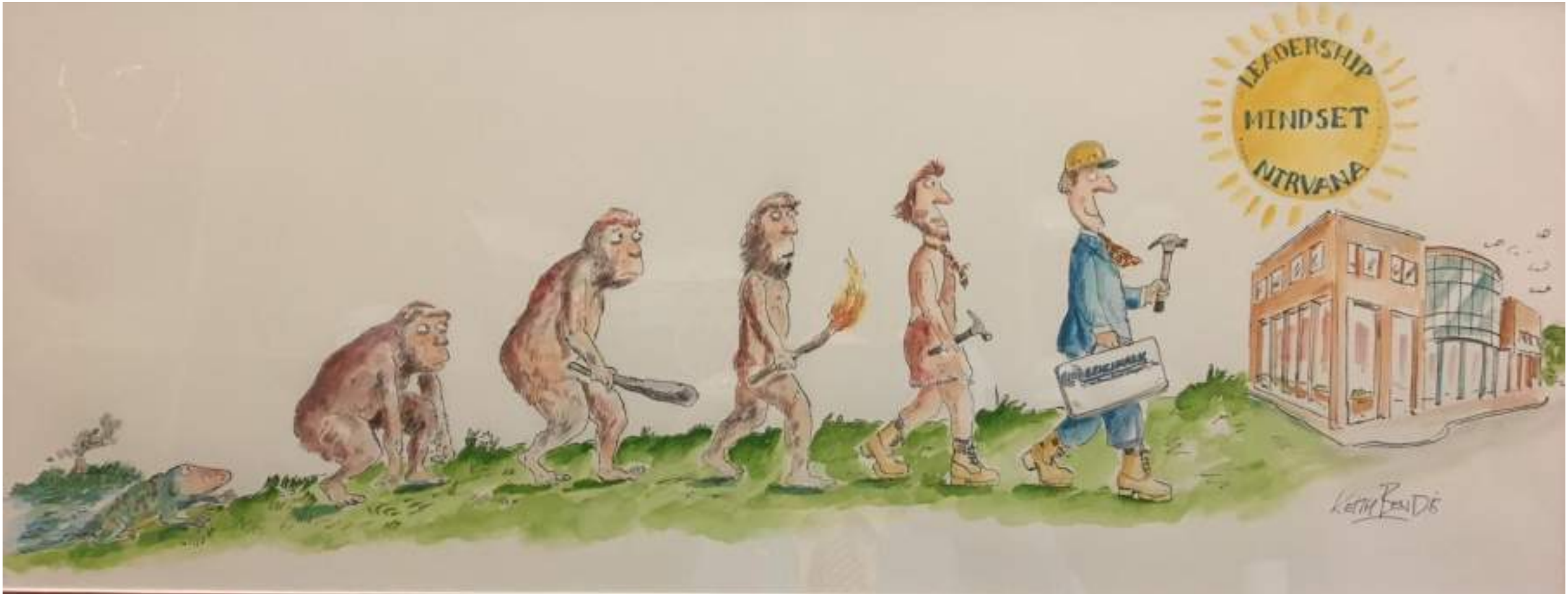






LEAP HR: Construction
Responsive Leadership Design





Founded
1985

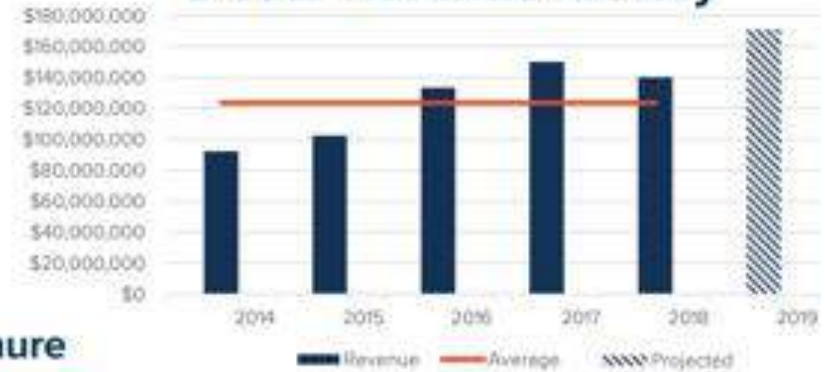


Bonding Capacity

\$150M single
\$250M aggregate

\$123.6 M average five
year revenue

5 Year Revenue History



Employees

194 total employees

82 Foreman / Carpenters / Laborers

52 Administrative & Support

25 Project Superintendents

23 Project Managers & Asst. Project Managers

12 Estimating & Precon



EMR

.762

as of Oct. 1, 2018



Employee Tenure

10 years

Achievements



Associated Builders
and Contractors
National Safety Award
2015 & 2017



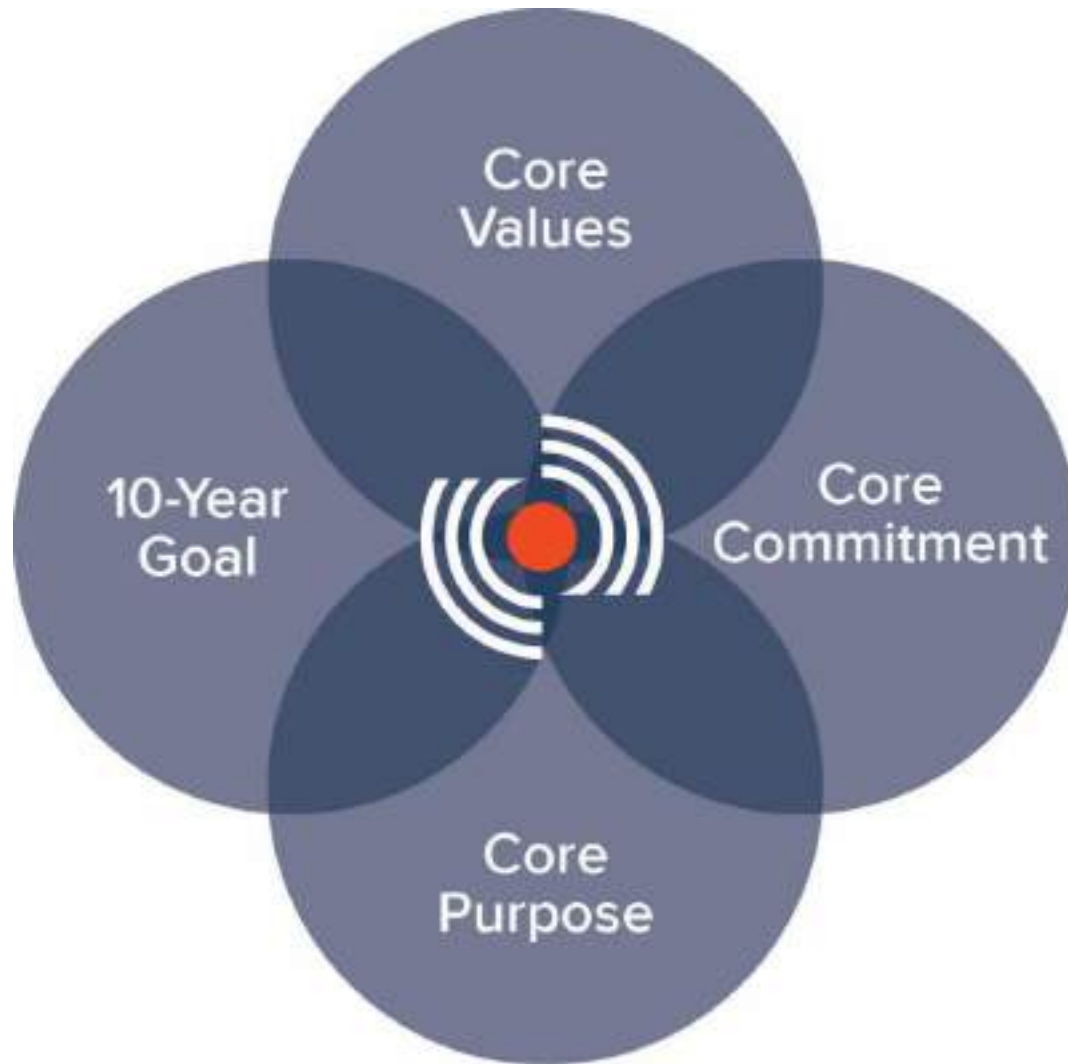
Culture Outcomes

29 2017-2018 new hires

4.11% employee engagement

69% job offer / acceptance

97% fiscal year retention



Core Commitment

We are committed to exceeding our clients' expectations through employee well-being.

Core Values

BALANCE - Fulfilling Relationships

INTEGRITY - Do the Right Thing

LEADERSHIP - Learning, Leading, Getting Results

LOYALTY - Bleed Blue

Core Purpose

Built to Achieve

10-Year Goal

Benchmark is nationally recognized and is listed in ENR's Top 400 at \$259,375,000.



Strategic Focus Areas



Market Growth



Continuous Improvement



Fostering Talent



Business Intelligence



Fostering Talent

Strategic Priorities:

1. Employee growth
 - Internal and external training
 - Technical skill and mindful leadership
 - Develop standardized training
 - Field operations
 - Office staff
2. Employee engagement / retention
3. Acquire top talent
4. Succession planning

BCCI Leadership Intensive

- **Purpose:** Create an experience that provides BCCI executives an opportunity to accelerate their growth and elevate their effectiveness.
- **Outcomes**
 - Increased Self-Awareness
 - Personal Leadership Vision
 - Growth Plan designed to elevate performance
- **Focus on Transformational Leadership principles**
 - People focused
 - Engagement
 - Creative Problem Solving
 - Prioritize Culture
- **Main topics**
 - Self-Awareness
 - Peak Performance
 - Mindful Leadership
 - Systems Thinking
 - Accountability
 - Coaching and Facilitation
 - Executive Presence
- **Tools and Materials**
 - Revolution 360 feedback survey
 - Strength Finder
 - Selected TED Talks and Pod Casts
 - Selected book excerpts

What is the *LEAP*?

- One on One off site
- In House design/delivery
- Mindful Leadership
- Leadership Playbook

Purpose: Facilitate the achievement of consistent peak performance in leaders and teams and establish a high performance culture through core values, mindfulness and coaching.

Guiding Principles

- Peak Performance – Calm, clear & Focused thinking – Resilient, responsive and results oriented action
- Mindfulness - Paying attention to the current moment/situation with a calm, focused and clear mind.
- Continuous Improvement – Focusing attention on fueling future performance, creating higher levels of efficiency and effectiveness
- Love – Prioritize connecting with people, expect the best intentions, be compassionate.

Projected Experience – How others describe my leadership.

- Encourages people to be there best.
- Listens to connect with people and enables people to connect to the bigger picture
- Keeps things light and facilitates focused, clear, resilient and responsive performance



Sr. PM Forum

- **Purpose:** Establish a regular forum for Sr. PMs to share expertise/learn from each other, master leadership competencies, connect to company strategy, establish best practices and commit to championing those practices with larger operations staff.
- **Outcomes**
 - Leadership Growth for Sr. PM
 - Establish a coaching mindset at Sr. PM level
 - Sr. PMs become champions for best practices across markets
 - Shared understanding/consistent execution of project management at Benchmark
 - Prepare candidates to fill future leadership roles to support succession.
- **Process**
 - Quarterly 1.5-2 hour meeting
 - 45-60 mins focus on Project Perf
 - Projecting
 - Job Cost Management
 - Creative solutions for growing profit
 - Scheduling
 - RFI/Submittal Processing
 - Project Start up
 - 45-60 mins focus on People Perf
 - Meeting facilitation/mgmt
 - Influencing client decision making
 - Motivating perf (staff and subs)
 - Building teams
 - Creating an environment of accountability
 - Business Development

What is the *LEAP*?

- Peer to Peer Learning
- People Performance and Project Performance
- Facilitated by Ops Exec and L&C



Carpenter's Job Fair

- **Purpose:** Interactive Skills based First Filter process designed to measure base level skills AND cultural fit.
 - Main Topic Areas –
 1. Job Application
 2. Fasteners Quiz
 3. Basic Knowledge 10 question quiz
 4. Builder's Level
 5. Stair Stringer
 6. Rafter Layout
 7. Interview
- **Outcomes:**
 - 7 hires over 3 years
 - 5 retained (71% retention rate)
 - 2 are sponsored apprentices
 - 1 Journeyman carpenter

What is the *LEAP*?



- Not a “skills test,” an Interactive filter
 - Assess skills to sense most appropriate level to consider
 - Assess attitude related to curiosity, team player, persistence, etc.
- Staffed by Benchmark Field Professionals
- High Touch expression of Benchmark culture and brand.



Orientation/On Boarding

- **Purpose:** Connect new employees to the culture and as many Benchmark people as possible in 90 days. Create “Sticky First Impression” that sets a strong positive bias about the company.
- **Outcomes:**
 - 30 minute interaction with all Key Market and Functional Leaders.
 - 30 day check in with Benchmark Plus/Delta
 - Personal Performance Plan at end of 90 days

What is the LEAP?

- 30-day time period for Orientation/Introductions
- Request for Plus / Delta feedback at 30 days
- Establish Personal Performance Plan at 90 days (incl. Plus/Delta)



Department Introductions and Training

Ben Passon Project Manager, Baltimore Start Date: 10/25/10

V	SCHEDULE	TIME	OFFICE	DEPARTMENT/TEAM	TOPICS
10/25	10:00-11:00	AM	10000	Learning Culture	Goal Setting, Office Safety, Office Staff, Learning Foundations Conference
10/26	8:30-10:00	AM	10000	LEARNING CULTURE	Meet with Project Manager to discuss the Learning Foundations Conference
10/27	8:30-10:00	AM	10000	LEARNING CULTURE	Meet with Project Manager to discuss the Learning Foundations Conference
10/28	8:30-10:00	AM	10000	LEARNING CULTURE	Meet with Project Manager to discuss the Learning Foundations Conference
10/29	8:30-10:00	AM	10000	LEARNING CULTURE	Meet with Project Manager to discuss the Learning Foundations Conference
10/30	8:30-10:00	AM	10000	LEARNING CULTURE	Meet with Project Manager to discuss the Learning Foundations Conference
10/31	8:30-10:00	AM	10000	LEARNING CULTURE	Meet with Project Manager to discuss the Learning Foundations Conference
11/1	8:30-10:00	AM	10000	LEARNING CULTURE	Meet with Project Manager to discuss the Learning Foundations Conference
11/2	8:30-10:00	AM	10000	LEARNING CULTURE	Meet with Project Manager to discuss the Learning Foundations Conference
11/3	8:30-10:00	AM	10000	LEARNING CULTURE	Meet with Project Manager to discuss the Learning Foundations Conference
11/4	8:30-10:00	AM	10000	LEARNING CULTURE	Meet with Project Manager to discuss the Learning Foundations Conference
11/5	8:30-10:00	AM	10000	LEARNING CULTURE	Meet with Project Manager to discuss the Learning Foundations Conference
11/6	8:30-10:00	AM	10000	LEARNING CULTURE	Meet with Project Manager to discuss the Learning Foundations Conference
11/7	8:30-10:00	AM	10000	LEARNING CULTURE	Meet with Project Manager to discuss the Learning Foundations Conference
11/8	8:30-10:00	AM	10000	LEARNING CULTURE	Meet with Project Manager to discuss the Learning Foundations Conference
11/9	8:30-10:00	AM	10000	LEARNING CULTURE	Meet with Project Manager to discuss the Learning Foundations Conference
11/10	8:30-10:00	AM	10000	LEARNING CULTURE	Meet with Project Manager to discuss the Learning Foundations Conference
11/11	8:30-10:00	AM	10000	LEARNING CULTURE	Meet with Project Manager to discuss the Learning Foundations Conference
11/12	8:30-10:00	AM	10000	LEARNING CULTURE	Meet with Project Manager to discuss the Learning Foundations Conference
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11/14	8:30-10:00	AM	10000	LEARNING CULTURE	Meet with Project Manager to discuss the Learning Foundations Conference
11/15	8:30-10:00	AM	10000	LEARNING CULTURE	Meet with Project Manager to discuss the Learning Foundations Conference
11/16	8:30-10:00	AM	10000	LEARNING CULTURE	Meet with Project Manager to discuss the Learning Foundations Conference
11/17	8:30-10:00	AM	10000	LEARNING CULTURE	Meet with Project Manager to discuss the Learning Foundations Conference
11/18	8:30-10:00	AM	10000	LEARNING CULTURE	Meet with Project Manager to discuss the Learning Foundations Conference
11/19	8:30-10:00	AM	10000	LEARNING CULTURE	Meet with Project Manager to discuss the Learning Foundations Conference
11/20	8:30-10:00	AM	10000	LEARNING CULTURE	Meet with Project Manager to discuss the Learning Foundations Conference
11/21	8:30-10:00	AM	10000	LEARNING CULTURE	Meet with Project Manager to discuss the Learning Foundations Conference
11/22	8:30-10:00	AM	10000	LEARNING CULTURE	Meet with Project Manager to discuss the Learning Foundations Conference
11/23	8:30-10:00	AM	10000	LEARNING CULTURE	Meet with Project Manager to discuss the Learning Foundations Conference
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Personal Performance Plan

Employee: Lynke Sherwood
Coach: [Blank]
Timeframe: [Blank]

Elements of Potential

1 - Struggles to meet minimum standards for current position
2 - Meets minimum standards for current position
3 - Exceeds minimum standards for current position
4 - Exhibits some standards for elevated position

Career Path Vision / Objective

What are you excited about doing or being involved with in the future? What do you aspire for in your career?

Core Values

Balance - Fulfilling Relationships
Integrity - Do the Right Thing
Leadership - Learning, Leading, Being Resilient
Quality - Best that

Plus Feedback

What do you want to accomplish this year?

Outcomes Expected

Identify measurable results expected for employee
Coach and employee come up with these together
Be specific to the current role and the outcomes of the agency. Do not specify or measure. "Response within 24 hours" is specific and measurable.

Follow-Up Actions

What are the next steps?

PLUS

- o TEAMWORK APPROACH IN ACTION
- o SUPPORTED
- o VALUE EMPLOYEES + THEIR EXPERIENCE
- o INDIVIDUAL RESPECT
- o NO POWER PLAY / COMBATIVENESS
- o DIRECT + BALANCED
- o OPEN MIND TO OTHER OPINIONS
- o SHADOWING ROLE IS HELPER
- o COMMITMENT OF STAFF IS RELATIONAL - RELATIONSHIP FOCUSED

DELTA

- o DEDICATE STAFF TO PROJECT + SUPPORT THEM THROUGH THE CHALLENGES
- o MORE COMMUNICATION WITH EMPLOYEES RE: CAPITAL IN THIS RELATIONAL - RELATIONSHIP FOCUSED

Built to Achieve

4-year Executive Team Succession

- **Purpose:** Create an actionable plan that identifies specific senior leaders to fill future leadership positions to ensure stability through significant growth and inevitable leadership transition.
- **Outcomes:**
 - 4-year plan transitioning from a President – VP leadership structure to a “C-Suite” leadership team model.
 - Communicate plan including names of candidates to whole company (2016)
 - 2 – year transition (2018);
 - Split President role into CEO and President
 - Current President becomes CEO, VP and Son of Founder becomes President
 - 4 - year transition (2020)
 - CEO becomes Chairman of the Board
 - President becomes CEO
 - Current VP of Senior Living becomes President
 - Current VP of Ops becomes COO
 - Identify Critical Resp/Account for each Senior Leader and focus Performance Planning on growth into that role.

What is the *LEAP*?

- Full transparency regarding who, when and why.
- 2020 team meeting regularly to strengthen rapport, establish strategic relationship, think and plan together.
- In 2016, 3 of the 4 leaders was under 40 yrs old AND had 10+ years at Benchmark.



Fostering Talent – *Other LEAPs*



1. In House Leadership Intensive for Executive leadership growth
2. Sr. PM Forum
3. Carpenter's Job Fair
4. 4-year Executive Leadership succession plan



BENCHMARK CONSTRUCTION Leadership Playbook

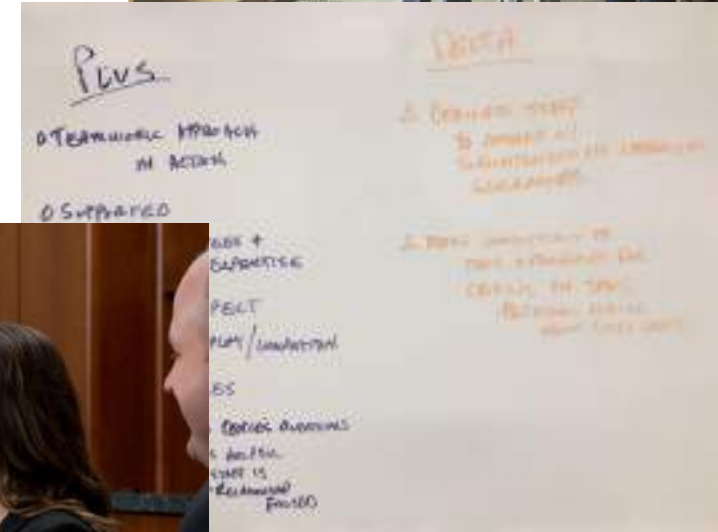
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Built to Achieve