

From Pete's Desk

It's February. As I maneuvered through the two to three inches of new snow we got last night, in addition to the six that was already on the ground and the ten to twelve that is expected tonight, I think about the challenges we and this industry fight, then have an appreciation for all of our partners who are out there braving the elements and fighting proudly to keep our commitments to clients and help the teams succeed. Thank you.

It's important, always, in this industry to keep our spirits up. It's not an easy industry, and as a couple of us were reflecting last week, it's not for everyone. You have to be comfortable with and willing to fight the fight, and for those of us who are, there is nothing more exhilarating. We get to create amazing environments for our nation's seniors, who are in need. It's not something everyone can do and do well, but as one client said to me on Friday, we are unique in our approach and our ability to get things done. That's what keeps clients coming back to us, and that's what keeps us working hard fighting the fight.

It's not just in our construction efforts. Right now, between the two offices, we have a remarkable five firm bids underway. I can't remember that ever happening. That speaks to our clients' remarkable resilience, who confidently continue to forge ahead in a challenged lending environment. It also speaks to the need for us, in our preconstruction, to be equally aggressive in our efforts to get the best prices for them in a resource-constrained, inflationary environment. NIC tells us that the senior living industry occupancy is the lowest in recorded history. From personal and industry experience, I can say that these facilities are the safest environment we can put our mothers and fathers into. It's just a matter of time before the public is aware of this and the pent-up demand is released. I'm thankful to our visionary clients who see and believe this and trust us with these important projects.

A lot is going on in this company. In addition to the above, we have developed a new performance management system called PACT (Performance and Career Tracker) that we are rolling out this month. We are making progress on many of our strategic initiatives. We also moved into our new Florida office and are grateful for Laureen Josselyn's efforts, who worked tirelessly to make it our home for the foreseeable future. This month we welcome our new associate, Alan Kluczynski, Assistant Project Manager in Toledo. Congratulations to our Core Values winner, Laureen Josselyn-Clancy, who Dave Kelbley nominated. Keep up the fight everyone; Spring is just around the corner!

By Pete Douglas

Notes from Orlando

As this article is being written, we are just over half-way through with the 1st Quarter of 2021 and I am looking ahead to the year in front of us. We had a good year in 2020 and we are projected to have a good 2021. When I took the VP position, consistent delivery of good results was very high on my list of goals for the office. Delivering consistent results can sometimes be tough in this business, but it doesn't have to be. As a matter of fact, it can be quite easy if we remained focus on the basics. Many have heard the term "blocking and tackling" used by Pete and others but what does that mean for us? Some easy, yet undeniably important basics are:

- Consistent use of our weekly meetings with effective goal setting and prioritization of activities
- Close attention to project scheduling, with weekly focus on implementation of recovery plans to overcome roadblocks or set-backs
- Formulating and executing new project start-up plans, with focus on completing the Design-Check and High Performance Scheduling processes early
- Timely completion of purchasing and submittal review activities
- Carefully reviewing bids to avoid gaps in work covered in the estimates.
- Consistent use of Quality Checklists and pre-installation meetings to ensure the work is going in correctly
- Tracking of materials to ensure timely deliveries are made to keep the work pushing forward in the field.

I'd like to challenge our preconstruction and operations teams to keep these items and others a focused priority as we move through the year. Consistent delivery of good results is achieved through continuous individual dedication to evaluate and improve in all that we do, and it is encouraging and exciting to know that I have the privilege of working with the group of dedicated Florida Associates who want to see us grow and prosper as an organization.

By Jeremy Bartolovitch



Welcome to the Team!

**Alan
Kluczynski**

Our Brand Promise

“Development Planning and Leadership” is one of our three Brand Promises. It is a well-known fact that securing a construction permit can be a lengthy and challenging process for any project. Starting in the preconstruction process, we start working to meet the needs and deadlines of our clients by establishing a leadership role amongst the parties involved in order to streamline what can be a lengthy process.

An important first step within the municipal system is gaining credibility and trust with administrators, plan reviewers, fire marshals, etc by building relationships. Relationships with these individuals can be enhanced by sampling asking questions of what their needs and expectations are for the project. It is also critical to manage all submittals and paperwork efficiently and with detail, while coordinating between state, city, county, and local government bodies. Working to gain a clear understanding of the building and zoning code, fees, timeframes, and project requirements specific to each jurisdiction prevents common delays in gaining permit approval. Leading the project team through the permitting process will ensure all aspects of the design and permit requirements have been addressed properly and that our clients’ projects start off successfully.

By Jeremy Bartolovitch



Happy Work Anniversary!!

Carter Kunz - 1 Year
Chris Chambers- 3 Years
Rey Rodriguez - 6 Years
Nick Arduine - 7 Years
Pete Douglas- 40 Years

Happy Birthday!!

Jeff Bigelow - March 4
Laureen Josselyn March 17

Core Purpose

To contribute to the success of our Clients and Associates

Core Values

- Great client relationships with high customer loyalty
- Integrity and professionalism in all we do
- Keeping our commitments through proactive attention to detail and execution
- Growth of our Associates and Business through learning, teamwork, and leadership

If anyone has ever experienced moving in your lifetime, you know what a tremendous undertaking it can be. There is such an effort to coordinate packing all belongings, getting it transported to the new location, unpacking all of the belongings, and then taking care of the other ancillary items such as turning off & reestablishment of such items as utilities & cable/satellite hook-ups in addition to such items such as mail, and just simple communications that you have moved locations. Now imagine moving an entire business office, not only once but twice in less than one year. Laureen Josselyn-Clancy took on that challenge for the Orlando office this past year, and successfully coordinated all efforts in this large logistical endeavor twice, in addition to her regular day job.

There are many items that had to be dealt with both of these moves that included the office furniture, as well as the coordination & move of other office systems including the phones/internet, office equipment (copiers, postage meter, office supplies, pictures), & the computer systems in addition to getting rid of office equipment & furniture that wasn't worth moving in addition to her savvy shopping efforts to locate new conference room furniture including a new large conference room table. Success was achieved in the first move to a temporary office location (as the permanent new location needed to be built to our needs) as well as the final permanent move that just occurred here in the last week of December. I would nominate Laureen as demonstrating the Core Value of “Keeping our commitments through proactive attention and execution” as what is now a final successful move to our new Orlando office location.

