

From Pete's Desk

It is incredible how quickly the Holidays came this year. It seems it was just summer, but then Thanksgiving came and went and now we are streaking towards Christmas and the end of the year. It is a busy time, with all of the important personal and family commitments, along with the intensity of getting through all of the work that needs to be done before the end of the year.

Core Purpose and Values

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

It is a great time to reflect on the past year, learn, appreciate the good things we have done and think about all the great things coming up next year! 2018 was a very good year for The Douglas Company. We put in place over \$100m of construction in a challenging environment for wonderful clients. These are impressive facilities that work in the marketplace and will serve our clients and their residents well for decades to come. We had 12 promotions. These are emblematic of our core value of "Growth of our Associates and Business through learning, teamwork and leadership." All of these promotions were hard earned, well deserved, and the demonstrated capabilities of our people will serve us collectively for the future.

We enter 2019 a strong company. Our clients are impressive, our prospects for work are good, and our teammates are ready and able. We did our annual strategic planning and have a plan that will ensure success through the year and into the future. Our senior leadership is working hard, and our next generation is fired up and motivated to advance the business. I am excited for 2019, but also for the future. I and we have a lot of work to do closing out this year and getting ready for next year in the few remaining days of 2018.

Thanks to all who attended and made our holiday parties fun. It was wonderful to see superintendents, spouses and significant others. And thanks to everyone for making 2018 a good year and to the spouses/significant others for letting our Associates work hard in service of our clients. Please join me in congratulating this month's core values winners, Greg Spoerl and Brenda Ohlinger, nominated by Bruce Douglas and Matt Pigula, for setting a great example for us all.

It is hoped everyone has a wonderful and safe Christmas and New Year's with family and friends.

Our Brand Promise

Development, Planning and Leadership is an integral part of our business and one of our company's brand promises. This brand promise is important to our company because it is the reason our Clients entrust us with the responsibility of building their projects; to provide leadership and make the process as smooth as possible. This is achieved by a thorough understanding of what our Client's expectations and desired outcomes are, for each individual project.

Our preconstruction department begins by providing feedback to the design team to ensure the Clients desires and pricing needs are met. The operations staff then takes this responsibility on, leading the project team to build the project well, so it is a successful venture for all involved, which ties to our core purpose, **"To contribute to the success of our Clients and Associates"**.

In today's building environment where material is not readily available and manpower is a limited resource, it is extremely important that we, as a company, deliver on this brand promise of Development, Planning, and Leadership.

By Drew Rahrig

Notes from Orlando

The planning process for 2019 and beyond has commenced with our Planning Session on the 12th & 13th of December in Toledo. The Douglas Company's current and future leaders from both Orlando and Toledo assembled to set the plan for 2019, check our Core Values, and "test" the vision for 2025. It is clear that our Core Values and Purpose remain strong, and as focused as ever, with both offices very well aligned around them.

The vision for the Southeast Region is initially one of stabilization in 2019 and a balanced revenue plan that builds our capacity and our backlog. This is seen to be followed by a mid to long term plan of sustainable growth leading to an updated vision for 2025. In this context, Orlando is anticipating and preparing for some significant project starts in the 1st Quarter that will drive our success in 2019. We are also in the process of wrapping up several large projects and capturing "lessons learned" to ensure operational excellence going forward. To 2019 and beyond...

Happy Holidays.

By David Reaves

Living the Core Values

One of the great uncontrollable challenges on our projects is utility companies. Sometimes, no matter how early we apply for service, timelines seem to drag on and impact our site conditions and profitability. Often we just accept that, but not **Greg Spoerl** who showed an outstanding example of "**Keeping our commitments through proactive attention to detail and execution**".

At the Wellbridge of Clarkston project we suffered through an entire winter without natural gas because Consumers Energy crews continued to drag out our installation and delay completion because of weather issues. As a result, we were forced to use more expensive liquid propane fuel and extend our temporary heater rentals without use of rooftop units. Greg carefully documented every single lost day of work in emails to the gas company, and upon completion of the project took it upon himself to single-handedly put together and submit a claim for financial damages due to their extremely late installation. He then followed up diligently on it for months, finally identifying the head of claims for the State of Michigan and getting him Acknowledgement us \$46,000!

Way to go Greg, and thanks for not giving up!

By Bruce Douglas

Living the Core Values

I would like to nominate Brenda Ohlinger for her integrity and professionalism in everything that she does.

I witnessed something very impressive last week. The grill for Dave Bockbrader's service anniversary was delivered and two people showed up to assemble it. The two people who showed up to assemble it were both completely deaf. They didn't have direction from anyone here. Brenda Ohlinger is proficient in sign language so we asked her to help us communicate with them. She introduced herself, asked them if they needed anything, and made sure they knew what to do and where to go when they were done. This was an awesome display of professionalism where the alternative would have been for us to just point at things and let them figure it out on their own.



By Matt Pigula

Associate News

Acknowledgement

If you receive an email from Chris Vasel soon, you will notice a big change in his signature – Chris is our most recent employee to join the ranks of Licensed Professional Engineers! It became official on Monday of this week.

For those unfamiliar with what it took for Chris to accomplish this feat, it requires a grueling all-day exam that less than half of the people taking it pass. Chris studied for months to prepare and to be honest I still don't know how he did it between a full plate of VA work, plane trips to Rochester, NY, and self-performing construction of a new garage at his home. There doesn't seem to be enough hours for everything he was doing simultaneously this fall, but he passed the exam and the (almost) complete garage prove otherwise!

Having Professional Engineers like Chris in our ranks is a fantastic boost to our expertise as a company. This is an awesome individual achievement that levels up our whole organization. So, thank you and congratulations to Chris!

Excited to share that his wife Chelsea took the exam, and passed as well.

Acknowledgement

In addition, please congratulate Andrew Nowak, Andrew Sokol and Dylan Lewis for completing the 8 week EPP course.

Birthdays!



Chad Martin
January 2

Bob Ritter
January 6

Jeannie Miller
January 9

Sharon Benz
January 9

Tamara Massingill
January 25

Service Anniversaries



Happy Work Anniversary!

4 years
Russ Conklin

3 years
Brendan Willis

2 years
Matt Lebright

1 year
Austin Macon



THE DOUGLAS COMPANY
LEAD. BUILD. SUCCEED.