

VIVID VISION 2020

HERLIHY

MID-CONTINENT CO.



A NOTE FROM DOUG SCHULTZ

This Vivid Vision is a look into the future, three years from now. Although this document could be considered a continuation of The Business Strategy Plan that I introduced back in 2013, my hope is that this Vivid Vision will create a buzz and excitement about where we are headed.

Without your commitment and dedication to this company, I would not have been able to create these visions and dreams. I hope that by being open and sharing my vision for our company, that you will feel a sense of ownership, take action, and help us get there.

This might be a bit overwhelming the first time you read through it. So here's what I suggest... the first time, simply read it and digest it; the second time, read through it and highlight some information you feel you can help with; and after that, find something that hits home with you and circle it.

That's it! This is where we'll be in 2020, I can't wait to see you there!





INTRO

The year is 2020, and Herlihy Mid-Continent Co. is closing in on its 100 year anniversary. Our grass-roots legacy and wisdom, integrated with cutting-edge technology and innovation, makes us the obvious leaders in our industry.

From the moment you walk through our front door, it's clear that we lead with our core values. We take great pride in our culture and what we are building for generations to come. Our family-owned company is unique in that our team members feel like family and have a strong sense

of community. We regularly celebrate our accomplishments with each other, as well as attend fun work events outside of the office.

We only attract in the best talent and team members who are dedicated to excellence. As a result of our team, we continue to be the BEST Bridge Builder in the industry and in The Metropolitan Chicago Area, year after year.

This is our Vivid Vision.

WHAT WE ARE KNOWN FOR

Best Bridge Builder In The Industry

We Are A Team

We Are Innovative

We Are Safe

We Are A Great Place

We Build Quality

To Work

CORE VALUES

Value & Excellence

We show our team how highly we value them, and in turn they feel a sense of ownership in taking care of our equipment and keeping it in excellent condition.

Trust & Respect

We trust each other to say what we mean in a constructive way, as well as listen to each other's ideas with the utmost respect.

Teamwork & Collaboration

We're able to approach each other with ideas, keep an open mind, and come together to find the best idea to execute.

Plan & Live Safely

Our #1 priority is for everyone to return home safely, and this is accomplished through proper systems and planning.

Quality & Pride

We recognize the importance of doing the job right the first time, and we proudly stand behind what we create.



TEAM & CULTURE

We have a team of incredible, high caliber employees who are dedicated to making us a great company. We've created a culture that draws the right people in and makes them want to stay!

We create opportunities for our team to hang out outside of work, including BBQs, company picnics, and dinner events. We strive to create more enjoyment out of coming to work by creating a fun, low-stress environment and doing small things like ordering in lunch or dinner.

Our employees are truly the rock of our company.

They are engaged, team players who are not afraid to step up and take on more responsibility. They take initiative to make things happen and hold themselves accountable to deadlines. We can trust that when someone commits to a project or task, it will get done thoroughly and on time, no matter what it takes.

We look to local colleges to recruit the brightest and finest talent available to become part of our family. And because they're truly part of the family, my goal is to help each team member realize their dreams and help them in any way I can.



THE NEW ENLIGHTENED OFFICE

We have a brand new office space that better reflects our company culture. It still feels like a construction company, but it looks modern, clean,

and creative. The creative energy that is portrayed translates to our employees, which creates an energetic, engaged team.

As you walk through the front door of the new office, you hear soft, relaxing music that inspires you to begin your day. The first thing you see when you walk in is a mural of a bridge on the wall. When you look around, you see a modern, efficient workspace.

The office features an open space for collaboration and meetings. The latest technology is everywhere: Magic Boards in the conference rooms, updated computers, and TV screens that display messages, announcements, and accomplishments.

As you walk around, you see the walls covered with our accomplishments and safety awards. We have signs on the walls that display our core values or slogans which have special meaning to our team.

Examples:

"IMPOSSIBLE IS JUST **A LITTLE HARDER**"

"THERE ARE **NOT LIMITATIONS** TO WHAT YOU CAN DO, HAVE, OR BE EXCEPT THE LIMITATIONS YOU PLACE ON YOURSELF BY **YOUR OWN THINKING.**"

The new office allows for every team member to have their own space, including their own workstation with double screen monitors, comfortable chairs, and ergonomic desks. We have a Safety Training Room that holds 30 people, where we provide training to ensure everyone has the latest tools needed to perform their job safely. We also share webinars and videos to help our team learn and grow, because we are fully invested in their continued education. Additionally, we have a large executive conference room where we host larger meetings and company-wide trainings.

Because we spend a lot of time in the office, we now have a large lunch room that includes a coffee bar. There are multiple sitting areas and tables, an island bar, and a TV. Our team members relax, hang out, talk shop, hold meetings, sit at a comfortable table to do some work, and of course, eat in this room.



The refrigerator is stocked with fresh fruit, and we often have lunch or dinner brought in. And the best part? We have an enclosed outdoor patio with a grill to hold regular lunch cookouts!

We've built a bigger shop that has enough space to hold multiple pieces of equipment at a time. The new shop is set up with the tools needed to perform maintenance on the machines. It also includes a shipping and receiving bay so we can handle deliveries with ease.

BRANDING & AWARDS

We've updated our company branding with a new logo, website, and increased social media presence. Our Brand Manager keeps our web presence up to date so that we remain top of mind, and our new look has the industry buzzing about us.

Over the past three years we've stepped up our community involvement by supporting charities that are important to our employees. We were even named Best Place to Work by The Chicago Tribune, which has helped attract high caliber people who fit in with our company.

We continue to collect safety awards and industry association awards, such as the Safety Excellence Award and the Contractor Of The Year Award, for our hard work.



SYSTEMS & STANDARDIZATION

We have systematized all of our day-to-day operations to allow for greater efficiency and accuracy. We now have systems in place across all departments for handling Payouts, Change Orders, Subcontracts and Purchase Orders, Submittals, Safety Meetings, Audits, and Cost Projections.

We have procedures in place for holding project reviews at the end of each project, so that we can continue to improve our process and our end results. Additionally, we now have electronic sign ups in the field for our employee application process.



PROJECT MANAGEMENT

We have a dedicated Project Management staff who works closely together with those in the field, as well as our agency partners, to determine the best solutions to any problems that may arise. Everyone works together to ensure that the project is finished on time and under budget.

Due to our state-of-the-art Project Management Dashboard, people are able to work together in a seamless flow. Everyone is on track, on the same page, and able to see what stage the project is in. This Dashboard has created full transparency among departments on any given project. We are able to have an accurate financial outlook, track issues, track sub-contractor payments, and get

agencies the information they need to close out the project.

The entire management team gets together on a weekly basis to discuss the Who, What, and Where of every project. These meetings also include some deeper dives into project specifics to ensure everyone is on the same page. We collaborate together to come up with the best solutions to any roadblocks that might arise. We have created Key Performance Indicators on the PM Dashboard that allows us to monitor performance and schedules. Since we all have access to the KPI's, our meetings are much more efficient and transparent.



ACCOUNTING

Viewpoint, our accounting software, is now fully integrated with our PM Dashboard. With a project accountant added to the team, we now have an enhanced link between accounting and project management. This allows us to be standardized in all aspects of project management, including subcontracts, purchase orders, change orders, and cost to completes.

This full integration allows the accounting team to produce accurate financial documents and

outlooks for our stakeholders. As a result of our ability to collect and track a greater amount of data, we have a set of measurable KPI's that give us valuable insights into our performance. These KPI's provide a "scoreboard," which gives everyone in the game a purpose and a measure of how we are doing. In the end this allows our team to win!

With all of these new systems in place, we are even closer to our goal of being entirely paperless.

ESTIMATING

We now have a full-time, dedicated estimating staff. Our new office encourages and better allows our estimators to collaborate as a team in an open space.

The field managers and estimators engage on a regular basis in "think tank sessions" to game plan, innovate, and strategize on how to build in the most economical way. There is an emphasis on creating and building as a team, rather than

anyone "owning" a single project.

The estimators utilize the PM Dashboard to transition projects from the estimating department to the project management department, or from low bidder to project startup. These systems keep everyone happier and less stressed, as there is less confusion and miscommunication around each project.

HUMAN RESOURCES

Although our team is still rather small, we have Human Resources systems in place in order to better serve them. We have an updated employee handbook that outlines our company's core values so that everyone joining our team is clear on who we are and what we stand for. We also have electronic applications for people wanting to join our team and for union workforce in the field.

Our vacation policy has been updated to give vacation time to all management personnel (including field supervisors). It is important that these employees have time to get away from work and spend time with their family, and we want them to know that we care about their lives outside of work.

BUSINESS DEVELOPMENT

We are constantly looking for opportunities that will diversify and grow the company. With the startup of Continental Land, we will continue to pursue entering into other sectors in order to diversify and position ourselves as the leader in our industry for years to come.

SAFETY

As always, safety remains our top priority and is in the forefront of everything we do. We have standardized software in place that provides the tools needed to complete safety meetings, audits, and incident reports. The system flows from the bottom up - tracking our safety performance and providing us with leading indicators.

Our office now has a safety training room to ensure all of our employees have the latest training needed to ensure they return home safely every day. Our dedication to safety has won us many awards and made us a leader in the industry.

IT

We continue to invest in the latest technology which allows us to be ahead of our competition and work as efficiently as possible. Our investment in machine control and GPS Technology will keep us on the cutting edge. Our IT Technology and Project Management Software allows our field and project management personnel to work remotely when needed and still remain in the loop with their project.

Building The Bridge For A Better Tomorrow

Herlihy Mid-Continent Co. is not just a construction company. We are here to make a ripple effect to building a bigger and brighter future... one bridge at a time.