



## **Corporate Excellence Program**



To The Employees of Irwin & Leighton:

The Corporate Excellence Program (CEP) provides an overview of Irwin & Leighton's business philosophy. The Program is significant in that it outlines the fundamentals of the Company's operations which are guided by Irwin & Leighton's Mission Statement, Corporate Values, and Principal Corporate Goal. The Program has been developed and refined over the years with the input of employees, feedback from customers and the benefit of experience.

Section I of the CEP includes Irwin & Leighton's Mission Statement, Corporate Values, and Principal Corporate Goal. These state the purpose of our organization – business continuity and success through strong relationships with customers and employees. Section I also outlines the principles that guide daily efforts to succeed in this purpose by achieving corporate goals.

Section II expresses the Company's firm commitment to quality and customer satisfaction. By excelling for each customer, Irwin & Leighton will achieve its primary long-term goals of continuity and prosperity.

Sections III and IV outline the Company's basic operating procedures and organization. The Comprehensive Quality Systems, which are the basis of the Company's daily operating procedures, are designed to coordinate activities and ensure quality and the on time completion of each project. The description of the Company's organization provides line of communication and staffing criteria.

Section V, Financial Stability, outlines the financial strength of the organization and the fine relationships we maintain with the financial community which are vital to successful operations.

Finally, Section VI, Work Ethic, speaks for itself.

Please feel free to contact any of the officers with any questions or comments regarding the Corporate Excellence Program.

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James F. Brecker, Jr. – Chief Executive Officer



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\*“LEED” and related logo is a trademark owned by the USGBC and is used by permission.



## I. IRWIN & LEIGHTON'S MISSION STATEMENT, CORPORATE VALUES AND PRINCIPAL CORPORATE GOAL

### MISSION STATEMENT

The Company's mission is to continue successfully in business by providing a full range of quality construction services. We will do this by fostering long-term professional relationships, meeting and exceeding the requirements of every customer, and by employing and challenging skilled professionals to promote company and individual growth.

### CORPORATE VALUES

Certain values are fundamental to achieving Irwin & Leighton's mission:

- Commitment
- Effective Communication
- Fairness
- Good Work Ethic
- Integrity
- Loyalty to and Support of the Company
- Respect for Others
- Responsiveness
- Technical Competence

*These values shape policy and procedures, influence daily activities and create a sense of pride in the organization.*

### PRINCIPAL CORPORATE GOAL

Be the builder of choice by providing superior performance for every customer.



## II. COMMITMENT TO QUALITY AND CUSTOMER SATISFACTION

### **Commitment**

Irwin & Leighton is completely committed to quality in all aspects of its business. Each operation is focused on achieving consistent customer satisfaction through the involvement of professionals who are committed to the highest standards of quality for each project and the leadership of senior management. Irwin & Leighton's General Corporate Policies focus broad operations on achieving customer satisfaction.

### **Comprehensive Quality Systems**

Comprehensive Quality Systems are in place that allocate individual responsibility and require management's involvement in the use of proven procedures. These systems as listed are supported by Core Operational Procedures and Position Responsibility Descriptions:

- Project Planning
- Subcontractor Selection
- Material Quality
- Safety and Health
- Jobsite Quality
- Stormwater Pollution Prevention
- Cost Control
- Schedule Control
- Invoice and Payment Processing
- Project Close Out
- LEED/Sustainability

The effectiveness of the Comprehensive Quality Systems is reviewed regularly; required improvements are implemented through input from employees and management.

## II. Commitment to Quality and Customer Satisfaction *(cont.)*

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### **Improvement**

The Company is committed to continual improvement. Irwin & Leighton's organization clearly defines lines of authority and provides avenues of communication for ongoing maintenance and improvement of corporate policies and procedures. Further, the Company's standing committees regularly review many aspects of operations and make suggestions for improvement.

### **Operations**

Each customer benefits from Irwin & Leighton's unique organization and staffing which requires key employees and principals to be directly involved in the implementation of the Comprehensive Quality Systems on a daily basis.

### **Training and Innovation**

Regular technical seminars and training sessions are held with employees to review and discuss customer relations, subcontractor relations, current technology, quality issues, problem trends, etc. Further, the Company's standing Management Information Systems Committee continually reviews issues relative to technology and Company operations. Through the training programs, Irwin & Leighton's staff is knowledgeable of state-of-the-art construction techniques and technological improvements. Many of Irwin & Leighton's personnel have successfully completed:

- LEED Accredited Professional training
- Green Advantage® Certification, and
- ASHE (American Society for Healthcare Engineering) Healthcare Construction Certification.



### III. COMPREHENSIVE QUALITY SYSTEMS

Irwin & Leighton's **Comprehensive Quality Systems** are focused on achieving customer satisfaction through four basic principles:

- Involvement of experienced professionals in the details of a project.
- Active participation of principals in each phase of a project.
- Use of proven procedures which require involvement of professionals and principals as well as daily attention to detail and regular communication among team members.
- Adopting an attitude of complete customer support.

Irwin & Leighton's **Comprehensive Quality Systems** are:

#### **Project Planning**

At the onset of every project, Irwin & Leighton arranges preconstruction meetings with the customer and designers as well as with all internal team members to discuss overall expectations and goals, define schedule including critical milestones, identify potential problem areas, establish avenues of communication, etc. As a construction manager, Irwin & Leighton may also assist the owner with its program requirements and assist in the completion and coordination of documentation, budgeting, etc.

#### **Subcontractor Qualification and Selection**

##### ***Bidding***

Bidders are carefully qualified in order to involve only professional organizations which have the appropriate technical and financial qualifications and who have demonstrated the ability to provide quality and responsive performance. Meaningful competition is maximized among qualified trade contractors in the process.

##### ***Procurement***

Systematic screening of potential trade contractors and suppliers involves evidence of commitment to quality and successful experience with recent relevant projects. Scope and schedule information is thoroughly coordinated with design and other project requirements within every agreement. Each trade contract agreement includes a thorough, coordinated scope of work and milestone commitments for submission of shop drawings, fabrication, on-site durations, etc.

### III. Comprehensive Quality Systems *(cont.)*

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#### **Subcontractor Qualification and Selection *(cont.)***

##### ***Procurement (cont.)***

Further, trade contractors are specifically obligated to provide the level of quality required by the documents from the outset. A tone for quality is established.

##### **Material Quality**

###### ***Administration***

All submittals are continually monitored and expedited with the use of Irwin & Leighton's submittal procedures in order to prevent delays and avoid diminishing quality due to late approvals or forced substitutions. Irwin & Leighton utilizes Primavera's Contract Management System to conduct this process with thoroughness and in accordance with the project schedule. Irwin & Leighton's primary goal throughout the submittal process is to ensure that the manufacturing intent indicated by shop drawings and submittals meets or exceeds the requirements of the architect's design.

Irwin & Leighton has the capability to utilize other Project Management or Scheduling systems (e.g., Microsoft Project, Prolog, etc.) as an Owner may require.

###### ***Fabrication***

Quality control during fabrication involves: a detail schedule of fabrication activities including:

- Submittals
- Expediting subcontractors' purchasing of materials
- Making in-plant inspections with the involvement of the owner, designers, and/or inspection agencies as required, and
- Requiring regular status reports and certifications as appropriate from subcontractors and suppliers.

### III. Comprehensive Quality Systems *(cont.)*

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#### **Jobsite Quality**

Onsite work is continuously monitored and inspected by Irwin & Leighton's Operations Team each of whom has a thorough working knowledge of the contract documents.

Specific Quality Control Procedures include:

- Subcontractor pre-job meetings wherein requirements and procedures relating to quality and schedule are reviewed in detail and a tone is set for the level of quality required by Irwin & Leighton and the contract documents.
- Review and enforcement of each project's specific requirements related to safety and health.
- Enforcement of all procedures and regulations related to stormwater pollution prevention.
- Continuous daily review by the Project Superintendent of the work in progress.
- Regular inspections by the other members of the Irwin & Leighton team.
- Thorough examination of all materials delivered to the job site.
- Routine monitoring and/or requesting of manufacturers' certifications of compliance with quality standards.
- Coordination and cooperation with independent testing agencies and commissioning agents.
- Review and charting of testing agencies' reports.
- Compliance with all LEED requirements.

#### **Safety and Health**

Irwin & Leighton's Safety and Loss Prevention Program is enforced on a daily basis.

The program includes:

- Completion of OSHA's 30-hour training course by all Project Superintendents.
- Regular training sessions regarding specific aspects of the Safety and Loss Prevention Program including OSHA's 10-hour training for management personnel.
- Review and enforcement of specific project requirements relating to safety and health.
- Regular on-site safety inspections by Irwin & Leighton's management and supervisory personnel.
- Toolbox meetings by all trades.

### III. Comprehensive Quality Systems *(cont.)*

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#### Safety and Health *(cont.)*

- Regular jobsite inspections and reports by Irwin & Leighton's insurance carrier and other third party agencies.
- Yearly review and updating of the Safety and Loss Prevention Program.
- Making informational material available to operations personnel.
- Training and certification of management and supervisory personnel in First Aid and CPR. The CPR certification is renewed annually.
- Regular upper management Safety Focus Meetings.

#### Stormwater Pollution Prevention

Conscientious management of onsite work in order to protect the environment is a fundamental responsibility of every contractor. Irwin & Leighton is committed to protection of the environment and conservation of resources in all its activities. The Company implements and maintains environmental standards on all project sites in order to comply with the requirements of the Federal Environmental Protection Agency and their delegated regional or local compliance organizations. Further, many customers have stringent programs for prevention of damage to the environment during construction.

Irwin & Leighton maintains a Stormwater Pollution Prevention Program (SWPPP) that is administered by a corporate committee. The SWPPP accomplishes compliance through the implementation and maintenance of Best Management Practices (BMPs) in accordance with our procedures and programs and any customer-specific programs.

#### Schedule Control

Irwin & Leighton's Scheduling Program is utilized on each project. The system is tailored to each customer's requirements and addresses all phases of the construction process including design, bidding, procurement, fabrication and on-site activities as required.

Irwin & Leighton's scheduling is **milestone focused** and relies heavily on thorough planning and understanding of each project to identify key dates during the preconstruction and construction phases.

Irwin & Leighton utilizes Primavera's scheduling system to coordinate all on and offsite activities and to focus each activity on a **milestone date**. Additionally, the Primavera scheduling system is used to incorporate a **Target** versus **Current Bar-Chart** approach to the scheduling of onsite construction activities with a logistical interface of design, fabrication, and other supporting operations (e.g., submittals or procurement). Simply stated, the Bar-Chart

### III. Comprehensive Quality Systems (cont.)

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#### Schedule Control (cont.)

graphically displays slippages or time gains against target schedules, and the scheduling system displays those supporting operations that require attention in order to maintain each target schedule date. **The focus is to identify design, procurement, and delivery problems long before construction is affected while monitoring actual jobsite construction separately.**

A frequent cause for delays is the failure of manufacturers and/or suppliers to ship materials on a timely basis. To prevent failures from this and other causes, the scheduling system lists specific material delivery items and relates all relevant activities to the associated construction activity item and its onsite start date; thus, potential problems become apparent.

In addition to the above, overall project manpower requirements are established for use in planning and administering the project. During construction, the Project Superintendent and Project Manager monitor the actual manpower and productivity at the site to determine if any corrective measures are required to maintain the schedule.

The schedule is maintained by an organized review process involving four distinct types of meetings:

- **Owner/Architect/Irwin & Leighton Meetings** are held regularly throughout the project to review overall project progress and issues. Further, additional focus is maintained through team “oversight” committees as required by individual projects.
- **Weekly Irwin & Leighton/Trade Subcontractor Meetings** are held with major subcontractors (and specialty subcontractors when required) to review onsite progress and required action relating to purchasing, submittals, change orders, coordination and onsite progress, and to discuss and resolve potential issues.
- **Team Meetings** attended by the Project Manager and the Project Superintendent, and other Irwin & Leighton team members as required are held regularly to review and update the schedule and to address and resolve all project issues. The Project Officer routinely attends these meetings.
- **Operations Review Meetings** are held monthly and attended by all Officers to review schedule, costs, Owner issues, etc.

### III. Comprehensive Quality Systems (cont.)

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#### Invoice and Payment Processing

Prompt payment from the owner and to subcontractors is essential to the success of every project and to maintaining Irwin & Leighton's good reputation. Irwin & Leighton's responsibilities include providing accurate cost requisitions in the required format and detail to its customers on a timely basis and, upon receipt of funds from the customer, making prompt payment to subcontractors and suppliers. In order to protect the interests of the owner and Irwin & Leighton, Irwin & Leighton ensures that invoices fairly represent work completed and that all contractual requirements for insurance, releases, etc. are fulfilled prior to payment to subcontractors and suppliers.

#### Cost Control

Detailed job cost information is maintained by Irwin & Leighton through the Timberline Accounting System at all times. The owner's access to this information depends on the form of contract.

For all projects, lump sum or fee basis, change orders are tracked by a series of reports to keep the owner informed and to maintain project flow. These reports are reviewed at regularly scheduled project meetings and/or as required by the owner. Prior to submission to the owner, the scope of each change order is thoroughly understood and all subcontractors' quotes are scrutinized.

For cost reimbursable contracts, Budget or Guaranteed Maximum Price information is regularly provided to the customer in complete detail. As trade contracts are let for a project, the Budget or Guaranteed Maximum Price is updated through **Financial Status Reports** (or **Indicated Outcome Reports**) to provide current cost information. The Financial Status Report typically includes costs for Base Contract, Change Orders, and Costs to Come.

The format of each report is completely flexible to meet the Owner's needs.

#### Project Close Out

It is Irwin & Leighton's policy to finalize each contract in the most expeditious manner possible. Irwin & Leighton's procedures include use of a Closeout Log for tracking of all required documents such as as-builts, warranties, etc. Resolution of change orders and all other cost issues is also expedited in order to provide the owner with a final accounting promptly after project completion. Irwin & Leighton also holds internal post-job meetings to review its performance and encourages similar sessions with each owner.

### III. Comprehensive Quality Systems *(cont.)*

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#### **LEED/Sustainability**

Sustainability is an integral part of Irwin & Leighton's business as building owners become more conscious of the positive effects efficient energy and environmental design can have on society as well as their bottom line.

Sustainability is measured by The Leadership in Energy and Environmental Design Green Building Rating System™ otherwise known as LEED. Buildings are rated by LEED standards established by the U.S. Green Building Council (USGBC) which defines LEED as “the nationally accepted benchmark for the design, construction, and operation of high performance green buildings. LEED gives building owners and operators the tools they need to have an immediate and measurable impact on their buildings' performance. LEED promotes a whole-building approach to sustainability by recognizing performance in five key areas of human and environmental health: sustainable site development, water savings, energy efficiency, materials selection, and indoor environmental quality.”

Irwin & Leighton is a member of the USGBC and a sustaining member of the Delaware Valley Green Building Council.

The Company maintains a standing Green Committee to help set corporate guidelines regarding sustainability practices, education, etc.



## IV. CORPORATE ORGANIZATION AND MANAGEMENT

Irwin & Leighton's organization provides for:

### **Customer Opinion**

Customers are routinely asked for opinions regarding Irwin & Leighton's performance on a project. Irwin & Leighton adjusts its operations in accordance with this feedback. Further, post job meetings are encouraged as a means of evaluating performance as stated.

### **Subcontractor Opinion**

Subcontractors are routinely asked for opinions regarding Irwin & Leighton's performance on a project. Irwin & Leighton evaluates this information with all project team members in order to improve its performance in the future as required.

### **Professional Staffing**

Irwin & Leighton's personnel are experienced professionals. Individual project assignments require direct involvement with the details of a project and continual personal contact with the representatives of the owner and architect.

### **Internal Communication**

Irwin & Leighton holds regular Team Meetings for each project wherein the status of the project and major issues are reviewed and discussed, and direction is set for required action. Further, Operations Review Meetings, attended by all officers and senior personnel are held to review customer relations, procedures, industry or company-wide issues, technical training, and trade contractor management.

### **Standing Committees**

Irwin & Leighton's committees are a fundamental resource for communication and growth within the organization. The committees address company-wide issues such as customer retention, morale, profitability and employee events as well as technical issues such as Management Information Systems, Procedures, etc. Committee rosters are refreshed on a yearly basis.



## V. FINANCIAL STABILITY

Irwin & Leighton maintains a conservative approach to the construction business. The foundations of the firm's operations include outstanding relationships with its accountants, bankers, insurance representatives, and surety.

### **Accounting**

Meyer Hoffman McCann/CBIZ is retained for performance of all tax and auditing services.

### **Banking**

The Bryn Mawr Trust Company is Irwin & Leighton's lead bank. A seven figure unsecured line of credit is available; the line is not being utilized.

### **Insurance**

Irwin & Leighton maintains liability and property damage coverage in the aggregate amount of \$22,000,000. Representation is provided by USI Insurance Services.

### **Bonding**

The Chubb Group provides bonding to meet all backlog and individual project needs. Bonds are provided to Irwin & Leighton at a preferred rate. Chubb is one of the highest regarded sureties in the world. Irwin & Leighton's bonding agent is Rosenberg & Parker, Inc.



## VI. WORK ETHIC

We approach each project in the interest of our customer, with integrity, with the utmost energy and resourcefulness. At Irwin & Leighton, we believe our continued success will result from the synergy of:

- Teamwork by experienced professionals
- Use of sound procedures, and
- Hard work.