CLAYCO HISTORY & INITIAL STRATEGIC PLAN

Clayco started in 1984 as a construction company. There was no specific target of type of work. I was inspired by architecture and constructions sites since I was young.

These are the original commitments to a strategic plan for the business, which revolved around three simple components that we still use today.

1. Hire the best and the brightest.

2. Market to the supply community and create a true partnership to subcontractors-suppliers // Use the golden rule always!

3. If we are truly successful on the first two we should be able to pick our Customers and be selective about where we apply our craft.

Real simple, straight forward, three things: 1) best and the brightest, 2) the golden rule with subcontractors and suppliers and 3) be selective about where we apply our craft.

Strategic planning began early at Clayco by a young management team constantly plotting our future. Some early critical strategies were:

1. Always hire people in front of the opportunities.

2. To recognize that we are in a risky business and take risk.

3. To make an early and constant investment in technology.

4. Become a leading marketing company and create name recognition in the industry.

5. To create a five-year plan that makes the success of a five-year outcome more Important than short-term gains.

As an advisor on the sideline, my dad always said, crawl, walk and then run and that’s what we did. In 1984 we only did $1,200,000 in revenue; by 1989 we were
approaching the $30 million-dollar mark. Clayco grew more than 40% in 9 of our first 16 years.

We developed a super-ordinate goal with seven different components,

1. To aggressively grow the business on a profitable basis retaining the rare sense of ownership and involvement among key people that then enjoyed.

2. Become known in the industry as the most customer responsive builder and as the new paradigm of effectiveness in our area and be seen by all who would deal with us as straight, exceptionally fair and worthy of their best effort.

3. That we would develop flexibility and capability to do virtually any type of Construction that would come our way and we would continue to be selective about where we would apply our craft.

4. That we would build work which in itself would be a source of admiration and pride for its quality and aesthetic appeal even while others remark on how it must have been impossible to build in the time frame and at the cost in which we built it.

5. To develop an organization and infrastructure which is characterized by intense pride, ambition, professionalism, and personal commitment and be seen as an unbeatable opportunity by those who would consider joining us and operate in such a way that the best among us would have no reason to seek greater personal fulfillment elsewhere.

6. To reinvest in tangible ways in the community which provide the opportunities from which our wealth and satisfaction is derived.

7. To become less dependent on current income as our growth and net worth in financial security.

By 1999 we completed 500,000,000 of revenue, and had developed much of the basic strategy in place today.