

WILLIAM J. DALZIEL AND ASSOC.
BUSINESS POLICIES

Date: 09 June 1995

To: John, Sam & Cathia

From: Bill Dalziel

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ALL EMPLOYEE'S

1. Be polite, well mannered, kind and helpful in person and on the telephone.
2. Keep "PERSONAL" feelings and problems away form business, out of your space during business activities.
3. No chips on the shoulder are allowed for what ever reason.
4. Don't be "QUICK" with clients or workmen.
5. Take your time to get your communications understood. Explain and diagram carefully if necessary to know that you have been understood.
6. Let others take their time to communicate to you.
7. Answer the telephone with cheerful accent, like you enjoy your work and want to understand their problems and that you have the time to listen (if not, make the time, make at another time), and that you want to help them (if we can &/or are able).
8. Be accurate, find out the whole truth and tell the whole truth.
9. Be efficient, waste not, be frugal. Try to use what we already have.
10. Safety first!! For you, the client, the workman, clients neighbors, public and W.J.D & Assoc.
11. Be on time, keep our promises or communicate immediately.
12. Be through, don't omit information and data.

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ALL EMPLOYEE'S: Continued

13. Do not betray a trust one given you or W.J.D. & Assoc.
14. Stay within the law in your personal and business life.
15. No alcohol or drugs are allowed during business hours or activities. Also if you have any DUI's in the last five year's you are not to be driving one of W.J.D. & Assoc. Vehicles.
16. No socializing or fraternizing with clients or clients relations or neighbors or W.J.D. and Assoc. business associates (unless it is "REAL" love)
17. No gossiping or spreading of rumors (personal or business) with clients or business associates.
18. Do not disclose to others "SECRETS" of our trade or of W.J.D. and Assoc.
19. Keep up a clean and efficient construction/office business like appearance. All work area, such as desk or job site must be keep neat and clean.
20. If necessary for the potential client to understand, take the time to diagram &/or teach them the what the correct solution is to their problems.
21. Maintain in good safe working order all tools, equipment & materials.
22. Maintain orderly and easily understandable, retrievable records.
23. Job sites must be maintained in a safe secure organized condition; free of confusion, disorder, hazardous and dangerous materials.
24. The public and our clients (their neighbors and family) must be kept from harm and warned of all potential dangers and obstructions to their right of ways.

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ALL EMPLOYEE'S: Continued

25. Equipment, trucks & personal vehicles must be operated, parked and stored securely and safely at all times
26. The company will "NOT" pay for traffic tickets or parking violations caused by any employee while working for W.J.D. and Assoc. The employee should be paying attention to what is going on around them at all time. If they should get a ticket it will be deducted from their paycheck.
27. Maintain a well fed, rested, alert, sober, healthy body and mind during all business activities.
28. Do not say you or W.J.D and Assoc. can do something you or we cannot do. This decision is is up to W.J. D. only.
29. Do not put off what you can &/or need to do today.
30. Know the difference between what we can do and what we cannot do.
31. Accidents and mishaps must immediately be reported to W.J.D. and a detailed report written within the same day and given to W.J.D. within 48 hours.
32. All and any mental &/or physical disorders must be disclosed immediately to W.J.D. and in writing prior to commencement of any work.
33. ALL telephone calls returned that day and second messages returned within next 24 hours.
34. Foreman, Superintendent & Estimator - Shall inform Office Manager or W.J.D. immediately of any and all unsafe conditions or altercations as soon as confirmed to be true.
35. Employee's are to clock in and out for lunch, personal business as the company will not pay for this time.
36. If you are having difficulty getting work done in a timely manner, you are to talk with Bill immediately.

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ALL EMPLOYEE'S: Continued

37. Criticism of any and all employees or work shall not be accepted unless in writing and accompanied with a workable solution and given to W.J.D.
38. Turn off all equipment if you are the last person to leave the office and lock the door.
39. If you take the last copy of something make more copies. If you take the last item such pencil's, leave a note on the bookkeepers desk so that it can be ordered.
40. Anything to do with a job or client should be done in writing, so that an accurate file can be keep.
41. Any and All difficulties W.J.D. should be notified and he can run interference.
42. Superintendent, Estimator & Bookkeeper - On cost plus jobs your time and notes are to be recorded at the end of the day or at the time you are working for that client.
47. Bookkeeper, Superintendent & Estimator - Incentives and Bonus shall be paid within 30 days of due date.

SUPERINTENDENT

01. Regarding ordering concrete: He is to get quotes from two of our vendors on concrete per yard and get the lowest price. He is to get agreement from our Vendors that we are not going to pay standing time, unless it is our fault or the pumper's fault. If it is the pumpers fault the Superintendent is to notify the bookkeeper so that the standing fee is deducted from his bill.
02. Subject Concrete: Is to call in the concrete price per yard to the bookkeeper, so that she can make sure we are billed correctly.
03. Subject Concrete: It is better to order more that you need than to order less or try to order the exact amount needed.

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SUPERINTENDENT: continued

04. Prepare "Extra Work Order's" and "Change Orders," a copy is to be given to the Bookkeeper, as soon as possible.
05. All additional unit price items and deletions are to be given to the Bookkeeper within 24 hours of completion, so that she can bill on a timely manner.
06. Any and all change of job or scope of work should be written on the field's file folder for our records Such as how many anchor bolts where installed and what kind.
07. At job completion the Superintendent is to give the file folder to the Estimator within that week of final sign off.
08. To make sure that his crew has the proper tools and material for each job.
09. Makes sure that he gets the best prices for all materials and equipment that might be needed.
10. Take the time to explain to the owner what the crew will be doing and give the owner updates on the job progress.
11. Hiring and firing of crew and subcontractor.
12. Meet with inspector to get an up date on inspection card or signed off.
13. Responsible for the purchase and up keep of all tools and equipment.
14. Over see all jobs in progress and completion.

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ESTIMATOR

01. Prepare "Extra Work Order's" and "Change Orders," a copy is to be given to the Bookkeeper, as soon as possible.
02. He is to visit each job site, to make sure that everything is going smoothly, inspect for conditions of site, men, work and equipment. He is also to make sure that safety rules are being adhered too. This is to be done at least once a week.
03. He is to check on progress of work to completion. Also checking on scope of work - "No More, No Less."
04. The estimator is responsible for the efforts to acquire the building permits.
05. Estimates shall be completed and mailed out within 7 days of sight visit. Except those estimates that have plans or Engineering report.
06. Estimator - If Client cannot wait for us to start a job, the Estimator is to talk to W.J.D. to determine a discount for them to wait the time period the estimator thinks their job will start.
07. W.J.D. is the ONLY person to determine whether we will turn down any or all work. Estimator is not to turn away any work with out talking with W.J.D.
08. He is to work out job scheduling, either using discount method, third crew and/or weekend overtime pay. If this cannot be worked out review with W.J.D. or refer client to W.J.D.
09. His hours are to be approximately Monday, Wednesday and Friday from 7:00am to 4:00pm and Tuesday and Thursday 5:00am to 5:00, these are the days he will be in Los Angeles. W.J.D. is to be notified of any changes as soon as possible.
10. Any and all changes of job or scope of work should be written on the field's file folder for our records. Such as how many anchor bolts where installed and what kind.

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ESTIMATOR: Continued

11. At job completion the Superintendent is to give the file folder to the Estimator within that week of final sign off.
12. Filing shall be done once week on Friday, so that the cleaning lady can clean the office on Saturday. Watch out, she'll rearrange your desk top stuff; best remove as much as possible.
13. Primary responsibility i to obtain new work. To accomplish this he's to talk to prospective clients, make appointment to look at potential work.
14. Prepare and Estimate, either form what I see or from an engineers report or blue prints. Prepare a contract when the client request us to do the work.
15. Arrange for the obtaining of the building permits and other required paper work, such a plans or engineering reports.
16. Keeps other personal informed as to what they need to do to keep a job on track. Let's Office Manger know when a payment is due to be paid.
17. Responsible for coordinating the actual work with the field superintendent. This includes supplying plan, permits, engineering or other information necessary for the work.
18. Helps solve problems in order to keep the job running smoothly.
19. Answer Clients questions about their job as best he can and refer them to others when there is a questions he is unable to answer.
20. He keeps track of the payment schedule and when each item has been completed, so that the clients are b billed promptly.

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BOOKKEEPER

01. Billing shall be done and mailed or phoned into client within 24 hours of receiving notification from Estimator and/or Superintendent.
02. Is to stay current with all accounts receivable and payable. Unless for some unforeseen reason that W.J.D. is make aware of.
03. Give W.J.D. in writing all balances of all bank accounts, total dollar amounts deposited and total dollar amount paid out. Cut off date will be Thursday, the above information will be given to W.J.D. on Friday.
04. Money received shall be deposited within 24 hours - unless specified by client or W.J.D.
05. Filing shall be done once week on Friday, so that the cleaning lady can clean the office on Saturday. Watch out, she'll rearrange your desk top stuff, best remove as much as possible.
06. The bookkeeper is a Subcontract and hours are to be approximately Monday thru Friday from 5:30 am to 2:00pm except on Wednesdays and Friday which will be 5:30am to 12:00pm. W.J.D. is to be notified of any changes as soon as possible.
07. Agrees to complete collection of all data required for business and personal tax returns and have it transited to CPA by August 9. This work is not extra, but to be done as part of the regular work week.
08. A job cost summary shall be completed and given to W.J.D. and the Estimator within 10 days of receiving final payment and or when all the purchase orders have been turned in.
09. The bookkeeper is to take care of all correspondence as needed.
10. The bookkeeper is to keep track and complete application of all credit accounts.
11. Fax letter to both Liability insurance and Worker's Compensation insurance so that they sent a notice to clients who have signed a contract

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BOOKKEEPER: Continued

12. Process Payroll every Wednesday so that the Estimator take it with him on Thursday.
13. Answer the phone and direct the caller to the appropriate person.

This business policies is not a complete list. If there are any corrections or additions please note as soon as possible..