

## Plan of Operation

Drexel Building Supply is a leading provider of building materials and services to professional contractors and homeowners throughout Wisconsin. Drexel offers Lumber, Roofing/Siding, Trusses, Millwork, Doors, Windows, Pole Building, Decking, Cabinetry, Flooring, and Window Treatments. Since 1985, Drexel has remained committed to providing quality products and services. Family owned, the Fleischman's feature eight Drexel locations located in Berlin, Brookfield, Campbellsport, Columbus, Kiel, Little Chute, Sheboygan Falls and Wrightstown Wisconsin.

Locally owned Drexel has operated in Wisconsin for over 3 decades, beginning in 1985 with its flagship location in Campbellsport, WI - formerly named Campbellsport Building Supply. Owner & Solution Provider, Joel Fleischman states, "Drexel has grown by providing a world class buying experience to our customers. We wouldn't be here today if it were not for the local communities and the local builders. They have not only become our customers, but our friends." The Drexel Team is rooted by our team culture. At Drexel Building Supply we align our entire Team around one mission: Supply. Happiness. We live and operate around our 10 core values, these values are the backbone of what drives our team to success. Ethics, Respect, Balance, Winning Attitude, Communication, Development, Team Work, Change, Have Fun, and Accountability.

Drexel has been recognized as a "Top Workplace" for the past 10 years as showcased by the Milwaukee Journal Sentinel's Top Workplace. Milwaukee Journal Sentinel measures businesses on several qualities such as company leadership, career opportunities, workplace flexibility, compensation and benefits, and the impact companies policies have on the innovation, productivity and morale of its workforce.

## Activities

Drexel plans to have approximately 60 employees working out of this New Berlin facility. Drexel's hours of business are from 6:30am - 5:00pm. Traffic entering the facility will peak at approx. 30/ hr. as employees have overlapping start times based on their department. The largest work shift will be approx. 30 employees. Receiving hours are 7am - 4pm. Hwy 94 & Hwy 43 will be the main avenues for traffic incoming and outgoing, using expressways as much as possible. Drexel receives material from vendors on average of 10 trucks per day. Drexel ships out on average 15-20 truckloads per day. Truckload sizes vary from pickup trucks, single axle flatbed trucks, box van trucks, quad axle moffett trucks, quad axle crane trucks, and semi trucks.

## Construction

The proposed start date of construction is April 2020. Excavation (weather permitting) will take place from April 2020 through June 2020. Building construction will begin in June 2020 through February 2021. We plan to open for business in March of 2021.

## More about Drexel:

At Drexel Building Supply we align our entire team around one mission: Supply Happiness. We not only care about Supplying Happiness to our customers and to our communities but to our team Members as well. Unique ways that Drexel Supplies Happiness to team members beyond the basic benefits package are listed below.

**Focus on Family** - Family is at the top of our list at Drexel. As part of our Team Blue culture, our goal is to encourage and support our team members to spend time with their family. Drexel team members are given \$100 each year to create a memory with their family. We encourage the team to do something they may not typically do - it can be anything! The Focus on Family event could be as special as a dinner out, a trip to Wisconsin Dells, a Harley Ride to the north woods of Wisconsin, or swimming with the dolphins on your next family vacation.

**Drexel Book Club**- Personal and professional growth are key to our team's success. At Drexel we offer team members the opportunity to participate in our Drexel Book Club which includes reading 10 pre-selected books with a variety of themes within one year along with a short summary of each sent to their store leader. Once completed the team member is recognized for their accomplishment and awarded a \$1,000 payroll bonus for their hard work and commitment.

**Charity Match Program**- Giving back to our communities is a big part of Team Blue culture. We encourage team members to volunteer and contribute to charitable organizations. Drexel matches 2X the amount of a team member's donation. Drexel will donate up to \$200 a year on each team member's behalf. This program allows Drexel to support causes that are important to team members and their families.

**Weather Bonus**- As a way to appreciate and thank our operational team members for Supplying Happiness in all weather conditions Drexel offers a wage increase for extreme temperatures. \$1.00/hr. increase for days that are 90 to 99 degrees or 0 to -9 degrees and \$2.00/hr. increase for days that are 100 degrees or above and -10 degrees or below.

**Drexel Scholarship Program**- Drexel Building Supply created the Drexel Scholarship Program to provide college scholarships to the children of Drexel team members. This scholarship program truly aligns with Drexel's mission to Supply Happiness by assisting these students with the financial cost of their college education. It also extends beyond that via the ripple effects these scholarship recipients will make with in the communities they choose to live and flourish in. If a team member has been with Drexel for at least three years their children will receive a full scholarship to any UW school or the equivalent for private or out of state universities. Last year Drexel gave \$72,000 in scholarships to children of Drexel Team Members.

At Drexel everyone has the opportunity to work in a team environment and provide solutions to ensure happiness is supplied. Using our 10 core values all team members are encouraged and empowered to work together to create solutions and bring innovative ideas to the table. Instead of the typical corporate structure with a pyramid design, Drexel is set up like a honeycomb. Each department with the honeycomb is viewed equal and all work together towards the same mission: Supply Happiness. Each of our 20 departments have a coach whose role is to help foster communication and teamwork within their department or piece of the honeycomb. When a challenge arises all departments work together by discussing the challenge at hand and finding ways their department can assist with the solution. Coaches then assist by communicating that solution to their entire department.

Beyond our unique organization structure Drexel has groups of team members who work together to expand our mission of Supplying Happiness. Culture Club is a group of 10 individuals from all of our locations who meet monthly to review, foster, and implement new ideas into Drexel. As ideas surface at the store level, they are discussed with the culture club and put into action if they are deemed as the right thing to do!

Another group within Team Blue is the 1% Club. The 1% Club is a group of sales team members who meet monthly to find efficiencies in our processes and procedures and work together to provide solutions for sales based challenges that arise. Their goal is to help our team become 1% better each day. By our team members growing, learning, and communicating together 1% better each day, as a team we are able to Supply Happiness better than ever.

One of Drexel's core values is BALANCE. At Drexel we understand you have a life outside of work, you need to enjoy it! Our team works together to make sure that if you have something that you are part of outside of work that you are able to have time to do it. Team Blue is made up of team members who are involved in sports leagues, coaches, community board members, volunteer firefighters, etc.. The list could truly go on and on and we love that our team is involved and have passions outside of work. That is what gives Drexel its unique culture, you have people from diverse backgrounds coming together to Supply Happiness who just happen to sell building materials. When team members need off their Store Leader and team work with them to make sure they are able to do it and have the support while they are gone that they can feel relaxed. This happens on a daily, weekly basis across all locations and departments.

Specific ways Drexel addresses work/life balance beyond our flexible schedule is our Friday Off Schedule. At Drexel all team members take turns working a Saturday shift of 7am-11am. To encourage balance for our team if you work a Saturday the following Friday you are off at Noon. Since we took part of your weekend with your family, we want to give you it back by giving you an extended weekend the following week.

For some families it is difficult to connect everyone together however at Drexel we know how important family time is. With our Focus on Family program mentioned above, team members are given \$100 to create a memory

with their family. It's can be a dinner with friends or riding roller coasters at Great America. At the end of the day it's about focusing on what truly matter - your family. Whatever that means to you, Drexel wants you to make time for it.

Since the beginning our founder, Albert Fleischman, has had a passion for working with students to help them develop their skills and passions at an early age. That passion of working with students to develop their professional skills has become part of the Team Blue Culture. Drexel has been heavily involved in the School to Work Programs with area high schools and sponsors internship and externship programs with local colleges. Through these partnerships we are able to connect with students to help develop their professional skills which benefit both the students and Drexel as we offer many full time positions upon completion of their schooling. These team members who Drexel helped to professionally mentor have grown into leadership roles within all departments of our company.

Our culture puts a tremendous amount of work into continuous professional development. Drexel offers the following educational and industry based programs to encourage professional development:

**Dale Carnegie-** This eight week long class helps team members enhance their communication skills which benefit them professionally as well as personally. Team Members learn to strengthen interpersonal relationships, manage stress and handle fast-changing workplace conditions. By strengthening their communication skills our team is better able to work together and provide solutions to everyday challenges.

**Onsite Trainings-** Large, onsite trainings to allow team members from all of our locations come together to get industry knowledge to assist them in their current roles. Together they create and share innovative ideas that can lead to professional development individually and department wide. In the past we have brought in a variety of industry professionals who specialize in sales, team building, estimating, and communication. Our team is given the opportunity to develop professional skills during the day and still be able to have dinner with their families that same night.

**Tuition Reimbursement-** Drexel believes in the value of continuing your education. Team members who in pursuit of addition coursework or degree related to their career at Drexel will receive tuition reimbursement of \$170 per credit with annual maximum of \$2,000 per year. This program allows our team members to maintain their position within the company while also assisting them developing the skills and fulfilling their educational needs.

**Drexel Book Club-** Drexel offers all Full Time Team Members the opportunity to participate in our Drexel Book Club which includes reading 10 pre-selected books with a variety of themes within one year and a summary of each with their store leader. Once completed the Team Member is recognized for their accomplishment and awarded a \$1,000 payroll bonus for their hard work and commitment. The pre-selected book cover a variety of

topics that can help with their professional development including: communication, leadership, team building, and much more.

At Drexel we know that engagement for team members starts the minute they walk in the door. To foster engagement from that first moment, Drexel has developed a new type of onboarding called the Supply Happiness University (SHU). The SHU is Drexel's week long onboarding program that is designed to help new hires from outside the industry as well as industry vets learn about Drexel's mission. On their first day new team members take a deep look into what Supplying Happiness means, how they can do it on a daily basis, history and vision of the company, and how our honeycomb organizational structure works. The following day new team members are introduced to their mentors and together hear from different department leaders on industry knowledge and are given a snapshot view of how all departments work together to Supply Happiness. The following week all new team members work in our operational department to get an understanding what happens on the operational end of our company.

Drexel's Mentorship Program for new team members takes the high energy they left with after the first week and pulls into their careers at their home locations. Each new hire has a mentor for their first 120 days. The mentor is a team member who has been with Drexel and is part of the new team member's department and location. The mentor helps the new team member connect with the team and feel more comfortable in their role. After 120 days the new team member, mentor, and Store Leader meet to see how the new team member is doing with connecting with the team, training, and if they need to work together to create a game plan for any areas needing improvement.

Each year at Drexel our team completes a survey on how they feel about our alignment, connection, effectiveness, and store leaders. This data is collected and with the help of Culture Club we set up focus groups with our team members. Together we review the results to hear directly from them on what keeps team members engaged, happy, and balanced as well as areas that need improvement. This feedback is discussed with Store Leaders and key items are immediately worked on while other items take time to develop. When team members feel their input matters and they help provide solutions it creates an environment where everyone is engaged and moving in the same direction.

Every Friday our team kicks off the morning by attending a Pep Rally! Instead of having standard meeting to discuss department happenings and company goals, team members take turns hosting a Pep Rally which includes a brief rundown of company goals and happenings, successes of the week, and celebrating team members who have gone above and beyond to Supply Happiness. Each week one team member is recognized for going the extra mile for a team member and receives the Traveling Trophy. To end the Pep Rally everyone takes part in a team activity of anything from Team Blue jeopardy to a March Madness Basketball Shoot-out! You never know what it may be but by the end of the pep rally everyone is working together and walking away feeling engaged.

As an extension of our mission: Supply Happiness, Drexel opened Blue Door Coffee Co. in the heart of downtown Campbellsport. This is not your average coffee shop. Along with serving delicious caffeinated beverages and sandwiches, all profits are donated to local charities within the community. The “100% of Profits to Charity” commitment aligns with our DNA, it’s why we exist, it motivates all of us to do better, be better, and follow Drexel’s core values. We are guided by faith on this path. For us, it simply means what’s left over (i.e. surplus, balance, etc.) after normal business and operating expenses are deducted from all the income we derive from sales from our little coffee co. goes back to the people that serve us and need us.

As mentioned above in previous questions giving back to our communities is a big part of our Team Blue Culture. We encourage team members to contribute to charitable organizations. Through our Charity Match Program, Drexel will match 2x your donation up to \$200 per person per year in order to improve our communities. Example: You donate \$100, Drexel will double your donation and donate \$200 on your behalf, which makes you donation \$300!! Woo hoo!

Many team members at Drexel are involved on community boards, associations, teach Sunday school, coach different sporting events, and much more! Drexel supports these team members by allowing them plenty of balance with flexibility and support so they can take part in these activities and not feel that there is a pile of work to be done once they return. Our team rallies behind them to make sure they can be active in their communities.

In the last 10 years we have focused our recruiting strategies to look beyond those who are in our industry. At Drexel, we look for good people whose values and passions speak to our mission and core values. We are confident in our training and mentoring programs which allows us to train anyone what a 2x4 or how windows are installed. As long as they are eager to learn and want to supply happiness we have an opportunity for them. This recruiting strategy has allowed for a more diverse team as we now have team members whose backgrounds and previous specialties do not include construction and building materials. This diverse group of team members has pushed Drexel to become more innovative and think outside of the box with challenges. In recent years our different programs such as the State of Happiness Summit, Supply Happiness University, and Drexel Mentorship Program have brought these diverse individuals together to feel included and empower them to Supply Happiness.

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Drexel Building Supply has 8 locations, most of which are located in rural markets with accessibility to local grocery stores and local restaurants. Drexel values our local communities, and encourages the team to work, live and shop within their community. Our 8 locations are deemed more car-dependent than walk and bike dependent just do to the fact that we are a building supply company that needs land to support our infrastructures and materials we buy and sell. Drexel headquarter office does feature a local coffee shop called Blue Door Coffee Co which provides access to coffee and food for the Campbellsport location team. The coffee shop enhances Drexel's presence in the community as well provides a great service to the Campbellsport team and surrounding businesses in Campbellsport

Drexel is always encouraging ideas and innovation within its team. There are several ways that new ideas surface within the team, and we have committees in place to encourage those ideas and implement them. All of our locations have at least 1 team member that services on our Culture Club, which meets monthly to review, foster, and implement new ideas into Drexel. As ideas surface at the store level, they are discussed with the culture club and put into action if they are deemed as the right thing to do! Drexel is always focusing on creating efficiencies with our team, with our processes, and those ideas always come from our own team members sparking change, seeing opportunity and bringing it to the attention of their store leaders, of their coaches, and their culture club members.

Additionally, each department across stores hosts a yearly round-table where new ideas are generated and implemented to continue to improve the organization.

Two of Drexel's 10 core values are "Change" & "Development" The intrapreneurs within our team are encouraged to always push for change, to always surface new concepts, and to continue to develop their positions and departments as we grow! The Drexel team reacts fast to put the right ideas into action.

For more on Drexel, please visit our website at: [www.drexelteam.com](http://www.drexelteam.com)