

Always do what's in line with our values, in the best interest of the company, using good judgment, and it will be hard for you to go wrong. Remember, it's One Team, One Fight.

Accountability: Your team should always know where you are. If you need to be off the grid for some reason, let your team know. Leaders are available for your folks if they need you.

Attire: We're professionals here and Colorado business casual is appropriate. Jeans are cool, as are business casual comfortable shoes. Dirty tennis shoes, not so much. No ripped jeans, short dresses, hats, sweatshirts, etc. And when we're working from home, it's the same as we're working from the office for external facing meetings.

Broken Windows: Physical signs of disorder will lead to disorder. Keep your individual workspaces organized and make sure all other spaces of the office are picked up and organized. We don't have a maid service, if you see a mess clean it up and clean up all spaces after yourself.

Common Areas: Dishes should never be left in the sink. If you have time to walk your dish over to the sink, wash the damn thing. If you are putting your dish in the sink because the dishwasher is full of clean dishes. Put the dishes away. If you see the trash is full in the office, empty it.

Calendars: Keep them up to date and check them often. If your calendar isn't updated, be prepared to be called out. If you're unavailable, mark it. Also look at others calendars before scheduling meetings.

Cameras On: If you are working remotely or attending a meeting virtually cameras should always be on. Unless you are driving or in an unsafe position to do so, there should not be a reason you can't have your camera on.

Communication: We are over communicators. For Spartan's, we never want anyone waiting to hear from us.

Conference Areas: Book your space (War Room, Hazelnut, and Wilson Room can all be formally booked). Don't just assume a space will be available, put up a sign if you need a room outside the above for when you need it. Put the room back to the way it was when you got there.

Cyber Security – Cyber security is everyone's job. You have access to sensitive information and need to manage data and issued technology responsibly. Store data appropriately, use OnePass, AVG and VPNs. NO orange dots of death.

Deadlines: Unless you ask and receive permission from the person setting the deadline to not meet the deadline, meet the deadline. If you're the person setting the deadlines, involve those that need to meet it to make sure it's realistic.

Do not Disturb: Everyone is given nice headphones, and we have red buttons available. If you don't want to be disturbed, put on your headphones or light up your red button. If someone is wearing headphones or their red button lit, don't disturb them. Very few things are urgent.

Email: No one is expected to immediately respond to email. If you need an immediate response, talk to the person. If you receive an email, make sure you respond to it in an appropriate amount of time, say within 48 hours.

Feedback: We use the 4A method here. When giving feedback, Aim to assist and make it Actionable. When receiving feedback, appreciate it and Accept or discard it. We all are looking to grow every day. Don't wait to give feedback. Do it immediately.

Hours: No one is counting. Be respectful of the need to collaborate and be present in the office so folks can be certain to meet with you. Our norm is to be in the office Monday, Tuesday, Thursday and Friday for a full day. If you are going to be out those days collaborate with your team and supervisor and mark it on your calendar.

KISS: Keep it simple Spartans! Let's be constantly focused on not letting complexity creep in as we grow. Use our process improvement tools and attack complexity like a bear on a picnic basket.

Leave: We have unlimited leave, and we aren't interested in micromanaging. Requests still need to be made and overlapping leave needs to be monitored amongst teams. Things still have to move forward, plan to cover the important stuff, there is no excuse for pausing strategic initiatives for time away. If you're going to be gone for more than a couple days, chat with your team and supervisor to make a plan.

Meetings: Man, do we hate meetings, but bad meetings are 10x worse. So, meetings will start on time and end on time. Respect everyone's time and limit rescheduling of meetings. Purpose, Key tasks and Outcome should be a part of all calendar invites. And if no agenda, no attenda. Period

Office Space: Our office space is collaborative, but people need to get the work done. If you're going to have a long phone call or a group meeting, get out of the common area.

Pets: We love our furry friends and want them to be a part of our team. When they're in the office, they need to be on their best behavior and not distract anyone. As much as possible keep them near you and don't let them roam freely for long periods of time. - Remember to always clean up after your pets promptly if they make a mess.

Prioritize: We need to focus on the things that drive us towards our goals the most. Don't let the good idea fairy buzz around your team causing havoc on chasing mediocre half-baked ideas. Shoot it out of the sky before too much damage is done.

Processes: We have a continuous improvement mindset. There are no scared cows. If a process isn't working, bring in all parties who are involved whether they are internal or external to solve the issue. Take the time today to save time tomorrow. There are no scared cows.

Radical Honesty: If someone does a great job, tell them. If someone does a shitty job, tell them. No one is exempt here regardless of position. Just do it with candor. Speak your mind. Tell leadership if something isn't working.

Resources: We trust everyone is going to leverage our resources to the max. We're small and scrappy, but we'll get you what you need to get the job done. Manage your resources when the toothpaste is full, not just try and get that last little bit out of the tube.

Safety: We are not only an investment firm, but we are a property management and construction company. Safety is everyone's job. Everyone goes home the way they came. That goes for employees, customers, vendors, contractors, and you.

Sense of Urgency: Get after it today, tomorrow is forever away. Spartan's don't wait, we execute quickly and efficiently.

Scheduling: No 30 min and 1 hour meetings. 25 minutes and 50 minutes. You will take the amount of time you schedule this prevents wasting time and allow individuals a buffer so they are not late to their next meeting.

Snow: It's Colorado, it snows. Be prepared. Talk to your team leader if you feel that it would be unsafe to travel or if you need to change your hours due to weather or road conditions. Snow tires are recommended for all.

Solve for X: Make sure you understand the problem. Don't guess. Use our processes to identify and solve the right problem the first time. Root causes are the X. Find the root cause and solve for X.

Travel: Be smart here. We're a small company. While we would love to fly first class and dine on lobster and caviar, it's just not feasible right now. Be smart about booking your travel. Don't always pick the cheapest option, because your time is valuable, but also ask yourself, if this was my money, would I do it?

Wellness Matters: Health and well-being are vital to performing at the highest level we are capable. Keep yourself healthy physically and mentally, we have a performance program and coach specifically for this.

Yes, and...: Be additive in your suggestions when working with the team. When brainstorming think of "yes, and..." vs. "no". Don't get trapped by "or." Be set free by "and." Encourage experimentation and trying new things.

Now Go Improve Lives through Our Values!