



OARS OF EXCELLENCE

FACILITIES

INTRODUCTION TO THE CORPORATE OARS OF EXCELLENCE

At WhiteWater, the Oars of Excellence define the leadership behaviors that move the company forward. Much like rowing a boat, progress only happens when everyone is pulling in the same direction with discipline, clarity, and shared expectations.

Operations already uses the Oars to guide how teams run the field. The Corporate Oars of Excellence align with those same principles, ensuring our support functions strengthen operations rather than create complexity around them. This framework helps ensure that corporate teams remain focused on what matters most: enabling safe operations, developing strong leaders, and supporting the company's growth.

PURPOSE OF THE OARS

- 1. Anchor us as a people-first company.** Every role begins with behaviors tied to respect, communication, and leadership because culture is the foundation of performance. Our Oars reinforce this through an intentional approach to continuously interviewing and seeking the most qualified candidates to lead our teams, and through our responsibility to support and develop those leaders once they join us.
- 2. Create a shared language for training and development.** Whether someone is a team leader in the field or a corporate executive, the expectations follow the same five-part structure. This consistency makes it easier to train, coach, and promote leaders while reinforcing the company's values and leadership standards.
- 3. Connect daily actions to business outcomes.** Each role ultimately contributes to measurable business results. However, those results can only be achieved when the people, training, and systems are in place and protected with integrity. The Oars ensure that strong leadership and disciplined execution lead to sustainable performance.





MAINTENANCE TECHNICIAN

1. **Demonstrate ownership and reliability**
 - Take ownership of your role, build technical skills, and support your team in delivering operational excellence.
2. **Train and learn consistently with Operations partners**
 - Complete development modules and help operational teammates understand equipment basics and safe practices.
3. **Execute preventive maintenance systems**
 - Perform scheduled PMs, wash quality reports, and document accurately in MaintainX.
4. **Deliver a 5-star and safe experience**
 - Ensure all equipment functions safely for both employees and customers.
5. **Contribute to results**
 - Use time efficiently to close out work orders and minimize downtime and support site performance.



FACILITIES MAINTENANCE SUPERVISOR (LEAD TECHNICIAN)

1. **Select, develop, and lead technicians**
 - Recruit, train, and mentor techs to ensure coverage and readiness.
2. **Develop technicians with clear career paths and specialized training**
 - Ensure techs have a defined roadmap for advancement within Facilities and partner with Operations and IT to deliver joint training on specialized systems.
3. **Proactively manage preventive maintenance and spot trends**
 - Ensure PMs and Wash Quality reports are completed consistently, identify recurring issues, and get ahead of problems before they impact operations.
4. **Ensure a 5-star employee and customer safety experience**
 - Audit sites for hazards, enforce OSHA standards, and support a safe workplace.
5. **Achieve efficiency and budget results**
 - Track labor, travel, and R&M spend to maximize ROI.



REGIONAL FACILITIES MANAGER

1. **Build and retain a pipeline of facility leaders**
 - Interview, hire and develop Lead Techs and high-potential technicians for future roles.
2. **Drive a culture of training with Operations partners**
 - Standardize onboarding for new managers, certifications, and workshops across the region in collaboration with Operations and IT leaders.
3. **Proactively lead preventive maintenance and identify regional trends**
 - Validate PM compliance for both lead technicians and general managers, analyze repair data for patterns, and take proactive steps to prevent recurring issues across multiple sites.
4. **Deliver a 5-star employee and customer experience with safety at the forefront**
 - Lead safety audits, prepare sites for emergencies, and ensure service excellence.
5. **Achieve regional efficiency and financial results**
 - Manage R&M, utilities, labor and travel, and CapEx budgets and prioritization while reducing downtime.