

OURCHARTER

WHAT MAKES US, US



CHARTER Homes & Neighborhoods

CHARACTER

*comes from ancient times, meaning
to scrape the earth, to make a mark.*

OUR MARK WILL SET
THE NEW STANDARD.



CHARTER

Homes & Neighborhoods

IMAGINE

Several generations of a family celebrate an important milestone together in a barn handcrafted nearly two centuries ago, and carefully brought back to life to respect who, and what, came before.

She was planning to spend the day preparing for a big meeting at home but finds the environment unproductive. Grabbing her laptop, she tells the dog she'll be back, and takes a quick walk to the coffee shop, where she sits with a view into the square, and finds the big idea she was looking for.

As a young couple walk up the front steps of their first home for the first time, one of the two, filled with anticipation, takes a knee just outside the front door and asks her to marry him.

Everyone drives down Main Street as it gently bends south at the end of town, admiring the new clocktower, a landmark that overlooks the special moments of each day.

CHOOSE

Few people ever get the opportunity
to have their work touch the lives
of tens of thousands of people and change
what our country looks like for generations.

AND FEWER CHOOSE TO TAKE IT.

We do, fearlessly counting on
what we have in common, setting us apart
and ensuring our success.

What we do is not easy, but
NOTHING WORTHWHILE EVER IS.

Our work matters; to our homebuyers,
to our team, to our neighbors,
and to our future.

Along the way you will discover
you stand for something, you have what it takes,
you can be counted on, and you finish
what you set out to do.

The choice to make a mark
in what you do IS YOURS.

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*Our country is DEFINED by stories
people tell about themselves, that
include special places, moments, and memories
we all want to have and hold on to.*

*But today much of what is built
has no story worth sharing; it is simply more of the same,
often taking more than it gives.*

*We started ASKING WHY are we building
these kinds of places, and learned the rules
that define where people live are broken.*

*Getting around quickly has become more important than
the journey itself or what the destination looks like when
you get there. Everything being the same
has replaced ONE OF A KIND, and
following the letter of the law is more important
than having places people want and DESERVE.*

*We decided it was time to CHANGE the game
by again putting people first and
asking what's possible, rather than what's allowed.*

*Today we are creating places that people find
engaging, endearing, and valuable,
that RESPECT what came before in what comes next.
Each one unique, just like the people who call them home.*

*The ideas we use are not new, and they are not ours.
What is new, and what sets us apart,
is why we do what we do,
together setting the new standard
one neighborhood at a time,
INSPIRING others.*

OUR PURPOSE

why

*We are working together
to set the new standard,*

REIMAGINING AMERICA™

One Neighborhood at a Time.

FOR PEOPLE.

People are unique.
Where they live should be too.

TO RESPECT.

We include the story of what came
before and what comes next.

BY DESIGN.

We always ask “what’s possible”,
rather than “what’s allowed.”

*Ask people to describe where they WANT to live,
what it looks like, and what they want to do
there, and they rarely describe what is being
built today.*

*They speak about places they visit on vacation
or see in pictures, that ENGAGE them and
that are one-of-a-kind, where
they can take a break and connect with friends, that
include the beauty of trees and natural spaces,
all just a short walk from their front door.*

*For more than fifteen years, we've been asking people
that question, and listening carefully.*

*It wasn't so much the places they talked about
that got our attention, but how they spoke
about them that MOVED us.*

*The places they described endeared themselves
to people. They included the FEELINGS, hopes, and
MEMORIES that they wanted to have
and to hold on to.*

*These conversations made us recognize
what we do becomes a part of who people are,
and the UNIQUE story they tell about themselves.*

*So we visited the places people shared with us,
learned what made them so SPECIAL,
and CREATED a new way
to give people what they want.*

REIMAGINING AMERICA™

demands that we

DELIVER
OUR PROMISE
FOR
OUR PEOPLE
DEMONSTRATING
OUR PRINCIPLES
AND WORKING
THE CHARTERWAY
EVERY DAY.

OUR PROMISE IS WHAT
OUR HOMEBUYERS CAN
EXPECT FROM US.

OUR PROMISE

what

We create

THE GREAT
AMERICAN
NEIGHBORHOOD

each one delivering

LIFE A WALK AWAY®

and

A HOME AS SPECIAL
AS YOU ARE®

WE WORK HARD
EVERY DAY TO PUT OUR
PEOPLE FIRST, KNOWING
THEY HAVE A CHOICE AND
THEY CHOOSE US. WE ARE
NEVER SATISFIED WITH
SECOND PLACE WHEN IT
COMES TO SATISFYING
OUR PEOPLE.

OUR PEOPLE

who

We are in the *people* business,
which means we know
who we work for and with;

HOMEBUYERS

THE

BEST PEOPLE

IN OUR INDUSTRY,

& NEIGHBORS

who value OUR PROMISE
and share OUR PURPOSE

WE CHOOSE, TRAIN,
AND DEVELOP PEOPLE WHO
PUT OUR PRINCIPLES INTO
PRACTICE EVERY DAY.

OUR PRINCIPLES

how

The best people are defined by

ATTITUDE,

EFFORT,

& BELIEF

Together we share ten principles
that define us.

OUR ATTITUDE *to* CARE MORE.

OUR EFFORT *to* DO MORE.

OUR BELIEF *to* BE MORE.

OUR PRINCIPLE *No. 1*

LISTEN

GENEROUSLY

with the intent to understand

You are *willing* to be influenced.

You understand the *purpose* of listening
is understanding, not agreement.

You demonstrate the active listening
position, facing the speaker with your
eyes and body *focused*.

You let the other person finish
before formulating your response.

You listen for *what* is being said
without being spoken.

Action is character.

F. SCOTT FITZGERALD

OUR PRINCIPLE No. 2
DO WHAT'S RIGHT
AS PROMISED,
EVERY TIME.

This is *the* definition of integrity.

This is the basis for all your
decision making, *regardless* of how
difficult it is to follow.

You know doing this *consistently*
is how you create trust.

Your own self-interest comes
second if there is ever a conflict
between the two.

*Character may almost be called the
most effective means of persuasion.*

ARISTOTLE

OUR PRINCIPLE No. 3

MAKE A
DIFFERENCE

personally and professionally.

Things happens because of you,
not circumstance.

You know that your *willingness* to muster a few
seconds of courage to take the right action or
speak up can *change* the future for
the better.

You *own* what you think and say.

You see the opportunity in *every* challenge
you face to develop your problem solving skills.

You speak *truthfully* and for yourself
when there is something important to say.

You only say things about others
that you would say in their presence.

You pick cigarette butts off the ground,
knowing the *little things* count.

*The man of character falls back on himself.
He imposes his own stamp of action,
takes responsibility for it, makes it his own.*

CHARLES DE GAULLE

OUR PRINCIPLE No. 4

BE SAFE

everyone home safe every night.

You are an example for how to BeSAFE™
in all you do, at all times.

You are *proactive* in maintaining
and encouraging a safe workplace.

You are confident in telling others to
STOP WORK if you think it is being
done in an unsafe manner.

*Be more concerned with your character
than your reputation, because your character
is what you really are, while your reputation
is merely what others think you are.*

JOHN WOODEN

OUR PRINCIPLE No. 5

PREPARE FOR
THE MOMENT

your best in seven seconds.

You ensure that you make a great impression as a *result* of the hard work of preparing for it.

You know it is not *what* you say that matters, but what others hear, so mastering what and how you communicate is important.

What sets you apart is doing it right the *first* time.

Character may be manifested in the great moments, but it is made in the small ones.

PHILLIPS BROOKS

OUR PRINCIPLE No. 6

HONOR COMMITMENTS

who, what, by when.

You take responsibility to see a commitment *through* completion, whether you make it or agree to it.

You strive for *clarity*, detailing what needs to be done, when it needs to be completed, and who will do it, with the only responses being yes, no, or offering a counter proposal.

You *proactively* confirm, before the deadline, that a commitment will be met, and you understand and have (or can give) the support needed to achieve it.

You know that an unmet commitment results in us *all* losing.

Blame never makes anything better.
The *right* response is to fix it fast.

*You cannot escape the responsibility of tomorrow
by evading it today.*

ABRAHAM LINCOLN

OUR PRINCIPLE No. 7

SPEED WINS

doing it all the Charter way.

You know the *value* of doing everything faster without ever sacrificing anything. Finishing the job completely and correctly is how we beat the competition.

You *embrace* the challenge of always providing your best, for less, faster.

Be quick, but don't hurry.

JOHN WOODEN

OUR PRINCIPLE No. 8
SERVE OTHERS
become a leader.

You ensure others have what
they need to succeed.

You take *pride* when others get the credit.

You seek the best idea and what is best for
the *team*, rather than what is best for you.

You treat others with *respect*, even
when they have a different perspective
that you may disagree with.

*People with good intentions make promises.
People with character keep them.*

UNKNOWN

OUR PRINCIPLE No. 9
ALWAYS IMPROVE
always be valuable.

You can always make and do everything
simpler, faster, better, for less.

You are always open to training.

Your value is your *willingness* to learn,
not just simply what you know.

Your *first* response to a new idea is curiosity.

You improve your skills and knowledge
on your own, gaining comfort in knowing
your journey never ends.

You know it is your responsibility to
manage your career and to find your mentor.

You postgame *all* you do, asking
yourself what could I have said, what
could I have done better.

We never lose; we either win or we learn.

NELSON MANDELA

OUR PRINCIPLE No. 10

DELIVER EVERY DAY

secure the future.

You deliver our work The Charter Way
on time, on budget, to plan (100% complete).
How you secure the future.

You value being measured by whether
or not, and how well you *accomplish*
what you set out to do.

You know your opportunities come
from a track record of success.

You *prioritize* your tasks to ensure your
work provides the most value to the team.

You *never* quit.

You understand there is no try;
there is *only* do and not do.

Character, not circumstance, makes the man.

BOOKER T. WASHINGTON

THE CHARTER WAY

We have *one* way we work.

THE CHARTER WAY

It is not the only way,
but it is the way we have chosen,
knowing when we follow it,
we will consistently meet the
Charter standard.

THE CHARTER WAY

We have organized the team
with our homebuyer on top,
to remind us we are in the people business,
and so we know what we have to do
deliver OUR PROMISE.



CHARACTER IS DESTINY

HERACLITUS

Our business is built on *one* idea.

CHARACTER

It is included in *all* we do.

It is what everything in
OUR CHARTER
comes from.

It tells the *story* of people and place.
It shares what is *unique* about both.

It *connects* people, creates value,
and leaves an endearing *legacy*.

It *inspires* us to inspire others,
and to make our mark.

MAKE *your* MARK.