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To whom it may concern,

I am the CEO of Joseph J. Albanese, a third-generation family business founded by my grandfather in 1955 in Santa Clara, California. We are a commercial, multiple scope sub-contractor with more than 900 employees operating throughout the western United States.

When I took over as CEO in 2020, I quickly realized that we were at a pivotal leadership moment. Most of our leadership team had served with our company for more than 30 years and were approaching retirement. Based on this dynamic, I decided to start building my next generation of leaders across multiple departments which I named "The Engine Room." They are talented, hard-charging managers who are experts in their field. I wanted to help these managers grow to become the future leaders of our company as I knew that they would be critical in taking our business to the next level. More importantly, I needed to break down potential silos/fiefdoms, get them to trust each other, elevate our SOPs and eliminate any internal politics that could prevent us from achieving our goals. Most importantly, I needed them to trust me and provide me the honest feedback that I needed as CEO to lead our company, take care of our customers and employees and to keep everyone safe.

Based on these needs, I had the pleasure of hiring Anthony "AB" Bourke to work with my "Engine Room Team" to accelerate our journey of leadership, teamwork, communication, execution, and safety. AB led us in half-day training sessions over the course of four months to facilitate our journey. AB was, and still is, a GAME CHANGER for our team. The parallels between his experience as a fighter pilot and the construction industry are expansive and incredibly relevant. The answer to our problems is all rooted in the TEAM. AB receives immediate credibility from his time in the Air Force and brings real-life experiences as a pilot and business leader to drive very specific processes and tools. Tools that our team now implements to build and continue our journey of being a safe, more deliberate, high-execution contractor.

One concept that particularly hit home for our team was the focus on the "debrief." Starting with, "I made this mistake, and I'll fix it," the debrief allows the team to accelerate experience while simultaneously increasing trust and engagement amongst members. We have taken this so far to the point where debriefs are now being led by foremen everyday across the 80+ projects we are on. Since implemented, we have seen a 100% reduction in recordable injuries and a 50% reduction in rework. Furthermore, I am very proud to say that three of the Engine Rooms leaders have since been promoted to Vice Presidents. AB's lessons work!

Thanks to AB's fighter pilot approach to our business, we have dramatically improved our trust, our communication, execution, and our safety record.

We will continue to work with AB, and I am happy to be a reference for anyone looking to take their team to the next level.

Sincerely,

Phillip J. Albanese  
President & CEO

[www.jjalbanese.com](http://www.jjalbanese.com)