



## AGC of Utah Board of Directors Roundtable

The executive board of the AGC of Utah gathered at the end of 2017 to discuss matters pertaining to Utah's construction industry. The roundtable was moderated by Brian Babcock of Babcock, Scott and Babcock.

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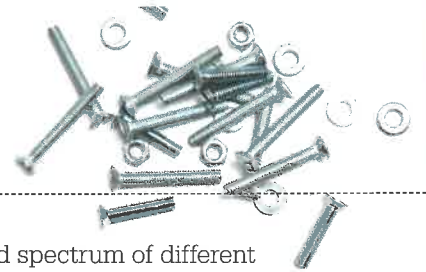
### PARTICIPANTS

*TOP (left to right):*

Bob Tempest, Tempest Enterprises  
 Joe Hurst, Tri-Hurst Construction  
 Jim Slade, Komatsu Equipment  
 Ken Condie, Condie Construction  
 Brett Nielsen, Whitaker Construction  
 Troy Thompson, Big-D Construction  
 Dave Hogan, Wadman Corporation  
 James Gramoll, Gramoll Construction  
 Jim Golding, Geneva Rock  
 Robert Babcock, Babcock Scott & Babcock  
 Dan Pratt, Hughes General Contractors (Not pictured)  
 Doug Welling, Jacobsen Construction (Not pictured)

*BOTTOM (left to right):*

John Tripi, Ames Construction  
 Brian Babcock, Babcock Scott & Babcock  
 Michael Kurz, Staker Parson Companies



**MR. THOMPSON:** I think another aspect is working with folks like DFCM and their building program, and working to help them on certain types of delivery methods. I'm sure the same is true with regards to UDOT. All of the different things that make us, as an industry, better and our clients and our projects more successful.

a broad spectrum of different contractor types.

**MR. BRIAN BABCOCK:**  
*The association is called the Association of General Contractors. Is it only an association for general contractors or is it more inclusive?*



**MR. BRIAN BABCOCK:**  
*Congratulations to the board for another good year of service and success for the Associated General Contractors of Utah (AGC). So first off, what is the AGC and what does the board do?*

**MR. KURZ:** It's a body of individuals that donate their time and come together and manage the issues of the association. We tackle any tough discussions. We bring industry issues forward that the association can help resolve. AGC also does a lot with training, workforce development, community giveback programs, etc. The AGC board is really just a body of people that are willing to put forth a lot of time to make the association the great thing that it is.

**MR. TEMPEST:** I would add that one of the biggest responsibilities the board and the organization have is to focus on the interaction with the government and making sure that our issues are well-represented. Today's board meeting was a perfect example. Things were brought up that included government regulations that are going to affect all of us, and we want to be on the forefront of it.

**MR. CONDIE:** The board is really attuned to the financial responsibilities of the association in spending our monies correctly and wisely and allocating them where they need to go. And I'd also say that we spend time to help develop those opportunities around the community that will better help serve the community.

**MR. WELLING:** I love associating with our industry professionals at AGC. The national organization provides up-to-date information on wide ranges of issues including contract language, labor development, political lobbying, economic forecasts, safety, best business practices, etc. Our Utah AGC provides a unified voice on sensitive issues, training, local lobbying, social opportunities and industry leadership. It's great to belong to such a capable and powerful industry association.

**MR. SLADE:** I think a good part of it is best practices of safety and making sure everybody is doing the best job they can to make everybody more educated and go home safe every day.

**MR. GAMOLL:** This may go without saying, but we are elected by the membership as a whole and represent

**MR. GAMOLL:** It is a general contractor association but does include representation from subcontractors and suppliers.

**MR. CONDIE:** We had specific discussion today in our board meeting: the fact that there's the smallest of small contractors who have federal DOT issues which we are addressing.

**MR. GOLDING:** Our estimators and project managers ask, "Is the AGC all about golf tournaments?" Clearly it is not. We all have the opportunity to help them understand what the AGC does, not only locally but nationally. And it's important that those who are working for us, who are doing our estimates, who are managing our projects, understand who we are.

**MR. HURST:** This is my first year on the board, so I'm pretty new at this thing. But what I've learned about AGC is that it is a group of like-minded contractors getting together to improve the industry.

I'm a very small contractor in contrast to most of the people here. But I have learned that they face the same challenges in their business

[continues on page 38]



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recognized the hours and extreme amount of time that its members do put forth to make the industry a better industry.

**MR. TRIPI:** I'd like to add that the AGC staff relies on us to advise them of what our issues are and what's important for us, and kind of guide them in

air with the vertical builders and the new housing developments. That activity automatically pulls a stream of money in for infrastructure to support the development.

Utah is a great state because maybe our highs aren't as high as some, but our lows definitely aren't as low as

*When you look at it, sometimes we lose track of really just how innovative we are.*

— Michael Kurz, Staker Parson

that I do in mine. But we are all working together to bring improvements to the industry, and I value that association with like-minded companies.

**MR. THOMPSON:** Other things the board does are allocate a certain amount of AGC funds every year to good causes. And so different folks bring those in and we look at all of them, and as a body we decide which ones we think are appropriate and share some of those funds. We appropriate money each year for Workforce Services, something very worthwhile.

**MR. NIELSEN:** Being essentially volunteers to this, being involved with AGC here locally and then AGC of America has opened my eyes to the involvement that Rich Thorn and the staff here have along with those on the national level to protect the interests of contractors.

Actually, I feel often that I'm not a contractor anymore. I don't build projects in the role I'm in. I'm out there to protect our company and protect the interest of the industry as a whole with all of the regulations, laws and other things that affect us. And it takes people getting involved. And being a part of the AGC, I've

what's important to the contracting community.

**MR. BRIAN BABCOCK:**  
*What is the current state of the construction industry? Horizontal construction? Vertical construction?*

**MR. GOLDING:** Through Utah AGC, we have developed a very good relationship with UDOT on the horizontal side through the AGC highway committee. It has been communicated to the legislators and UDOT the need for consistent funding. There was a time when there was billions of dollars going out, and it was difficult to manage that growth, and then all of the sudden it went away.

And if you look at what UDOT has done now, there is a good, steady growth in their budget in capital projects, whether it is for capacity, preservation or maintenance. We have been able work with UDOT to develop a plan for the future that we can all work with.

**MR. KURZ:** When I look at the economy as a contractor I look at all sectors of the market: residential, commercial and infrastructure. Travel around the valley and look at all the cranes in the

others. We have more consistency which allows us to manage our people and our business, to maintain a good, solid workforce. I think Utah's economy is trending upward and there's a lot of good things going on out there.

**MR. BRIAN BABCOCK:**  
*How is the vertical side looking?*

**MR. THOMPSON:** If you go back to the deep part of the recession, a large part of the contractors and subcontractors in this valley were able to work on City Creek, which was a big, long project and employed a lot of people through those tough years. There were other projects—public works and higher education, etc. and slowly the work started to ramp back up. A year ago or 18 months was probably the pinnacle. There was a lot of work out there to chase. And we went into a period where subcontractors were very difficult to get to bid jobs. We were used to getting eight or ten bids on a project for a particular trade; we got to a point where it was three, two or only one bid. So we went through that very significant challenge and through cost escalations in materials and, in particular, labor. And it's been very tough just to keep our people with the demands in the market.



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for a place to go to work. We are looking for that next opportunity to continue to grow our businesses, to continue to sustain our employees. I guess bid day and winning a job lets you sleep.

influence people that we are good neighbors, we need to make sure that we are maintaining our facilities and controlling our air quality. But even looking at your fleets and the number of trucks, to maybe begin the process—and we have—in equipping or purchas-

*One thing from the start is communicating well with your subcontractors and letting them know that you need them as much as they need you. We all need people that do specialty work that takes a skill that some general contractors don't have.*

— John Tripi, Ames Construction

**MR. GAMOLL:** The public sector in the vertical side remains a constant in my mind. It's continuous, where the private sector is much more cyclical. The market was really hot, manna from heaven. It's maybe cooled a little bit, but cooled relative to super-heated. So it's still very good.

**MR. HURST:** I agree that the public money is the constant. In my market, private has been very flat for many years. Right now we are starting to see more private projects come online. From my vantage point, the next year is going to be very good.

**MR. BRIAN BABCOCK:**  
*As to the industry, what keeps you up at night and what helps you get a good night's sleep?*

**MR. KURZ:** As a leader, the things that keep me up at night, that keep us all awake, are the safety and well-being of all of our people, making sure we get each one of them home at the end of the shift, to their families, loved ones, without incident. So there's a large focus and work into the next creative thing that can keep them incident-free. The second thing that I lay awake and think about is sustainability. We have a commitment to a large body of people

**MR. BRIAN BABCOCK:**  
*For one night?*

**MR. KURZ:** Yes. For one night. And every day that we go incident-free is a good night's sleep as well.

**MR. GOLDING:** I agree. The first item on every one of our executive meeting agendas is safety and talking about any recent incidents. It keeps you awake when you have the number of trucks and pieces of equipment out that we have at our company.

But something that involves everyone around this room and you talk about is the sustainability, there's a lot of pressure against gravel pits from which we process and produce concrete aggregate, asphalt aggregate, aggregates that bed trenches, and every one of us are dependent upon that. Those resources are limited and we have to look at the future and work with our neighbors, the cities, counties and state and even the federal government, on helping us maintain those reserves. We are going to double the population of Utah in the next 30 years.

Air quality and our environmental stewardship are very important to our industry. If we are going to try to

ing trucks with CNG, or compressed natural gas engines. Something to think about.

**MR. THOMPSON:** The thing that keeps me up at night is trying to find that next project to keep our people busy. And we all are entrepreneurial and want our companies to grow. As you get bigger, it's harder to fulfill all those needs. You think of the amount of work that we have to have to sustain those people. And those people become your friends and they have families and bills to pay. And we certainly don't want to have reductions of force, so we are out there constantly looking for work. The flip side is that because the market has been so heated, your competition is constantly trying to steal your good people away. Then it's harder to win those jobs without the great people. We need to focus on people and building the people and what can we do to make our people want to stay. And as we looked at things, one of the big things is health benefits.

**MR. PRATT:** Being surrounded by great young professionals in this industry lets me sleep well at night. The confidence of knowing that the next generation is in good hands is very reassuring.



**MR. BABCOCK:** *With that, I think we can segue into the construction workforce. There are two parts to it: bringing new people into the industry and then maintaining your workforce.*



**MR. WELLING:** Attracting, retaining and training an excellent workforce is a paramount challenge in the construction industry today. We must learn how to accomplish more with the resources we have by becoming more efficient. Lean construction methods are key to making

progress in this area. Training, training, training is the name of the game toward a more cohesive and collaborative workforce. Additionally, helping employees to feel engaged, valued, safe and productive enhances attraction and retention.

part of that is educating as to what positions are available.

The average pay in construction is pretty good and you can make a good livelihood in construction. It suits individuals that are, in my mind, conceptual in nature. The guys that work best are those that can visualize what is

*They don't have the desire to go to college, and that is OK. A lot of those kids like to work with their hands and the satisfaction of building something.*

— Dave Hogan, Wadman Construction

**MR. TRIPI:** The AGC has put together a committee that looks at the workforce and going to schools trying to get children or teenagers excited about and interested in the construction industry that can lead them on a different path to success. We have a lot of highpaying jobs in our industry that we all have enjoyed over our careers.

intended from what is on a piece of paper and what it is going to become. And that's a real talent and skill set that a lot of people don't have and bringing that education early to these individuals that do can translate that skill into a very good career.

**MR. ROBERT BABCOCK:**  
*Do you feel you are being received?*

**MR. HOGAN:** I think that there's a misconception held by people that sit in a lot of boardrooms that kids don't want to work anymore. I don't think that's true. I work a lot with the youth and there's a lot of kids that want to work hard. Bottom line, we can kind of

**MR. GAMOLL:** I know they made a real effort to get out to the schools and

*There are two parts to the construction workforce: bringing new people into the industry and then maintaining your workforce.*

— Robert Babcock, Babcock Scott & Babcott

the counselors because there was the perception that construction was a job of last resort. If you couldn't qualify for those other professions, then you went and worked construction. That is not the case and there's been an effort to change that perception. It is a viable career and something to strive for and

tiptoe around the subject, but concrete has to get poured, wood has to get framed, boards have to get hauled. And we are going to have somebody that wants to do things like that.

If someone starts as a laborer and they pay attention and have some of the

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ties to do other things within our industry. There are kids that are ready to work hard and work through different disciplines of our industry and arrive at a great paying job.

About 30 percent of the kids don't go to college. Why? Because they don't have the desire to go to college, and

able to reach out to high school shop teachers, to counselors, and capture those young people that have opportunities in our industry as well.

**MR. PRATT:** I believe the most critical thing facing our industry is the need for a qualified workforce that is not being met. High school counselors

*Imagine an entire grocery store without a single joint for the carts to run over. Or a heavy industrial slab with no joints to wear out.*

*— Dan Pratt, Hughes Construction*

vision we are talking about, they are not always going to be a laborer. They can advance to being a carpenter, foreman, superintendent and opportuni-

ties that is OK. A lot of those kids like to work with their hands and the satisfaction of building something and doing something with their hands. So being

drill into kids that they have to go to college to succeed, but many end up, after five or six years of college, going into jobs they are not excited about,

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need to realize there is a pathway into different skilled jobs and we need to provide those pathways.

Not just them, but their parents. So we have had parent nights where we

been around and ask them if it's something that they are willing to do. And we invite them to share that knowledge and experience with the younger generation, and we have had a great response.

*Air quality and our environmental stewardship are very important to our industry. If we are going to try to influence people that we are good neighbors, we need to make sure that we are maintaining our facilities and controlling our air quality.*

— Jim Golding, Geneva Rock

making far less than they would have if they had chosen a technical training program and become a journeyman in any one of the many construction trades.

**MR. HURST:** There are a lot of young people that are very talented, that can work with their hands. But the breakdown is in our educational system. I have spent a lot of time talking to administrators about curriculum. The curriculum is college-bound curriculum. If you don't go to college, you're a failure. So I'm trying, in my world, to say that is not true. There are other options for them, and we need to provide the educational opportunities in high school for them to leave high school prepared to enter the trades or the workforce at that level.

**MR. SLADE:** Not everybody needs a degree but we all need skills. As long as you learn a skill, you will go places. The Pathway to Professions just provided a great opportunity for these youth. We bussed in 10,000 youth to the South Town Mall to see our industries and get a vision of where they can go and start planning. We have been there to let the counselors understand it's not all about high-tech jobs. A lot of the youth and their parents

invited the parents and they come visit and they see what the benefits are and how their youth can get to that point. And we need to provide more of that information to these youth. I work with the youth a lot and they will come to me and say, "Where do I go to get a job?" And you can come and ask any of these partners, "OK, I have so-and-so and he is a great young man, but are you willing to hire him?" And a lot of times they are lost; we need to provide those pathways so they understand how to get there.

**MR. BRIAN BABCOCK:** *I graduated in construction management from BYU and a professor came back to teach, it was a long time ago, and CAD was just starting to come out and the professor said, "No. You are going to draw it with a pencil. This is the way it's done." How do you mesh the years of experience from the "old school" employee to help train the "new school" with the "new school" bringing innovative ideas to the "old school" How do you bring that all together, the magic?*

**MR. HOGAN:** We put an experienced project superintendent with a younger person that's coming along. We sit down and talk to our guys that have

We have an aging workforce at the end of their career and they have a need to pass something on. They love what they do and are proud of what they have accomplished and are eager to share that knowledge with somebody that is willing to listen and eager to learn. And they are eager to learn, if they are in the right situation.

We have a partnership with the ATC where we can have carpenters receive instruction to go along with training and experience in the field. It's not all in the textbook. It's about repetitions and repeatable outcomes with somebody that has been down that road before.

**MR. KURZ:** We talk about the new generation, the millennials. They are different, but it doesn't mean they don't want to work or work hard. We need to change a little bit in how we manage our business. The days of just putting somebody out there on the end of a shovel and forgetting about them are gone.

We have to change and we have to engage our people. We have a wide range of mentor programs. Everybody is assigned to a mentor and we put good, solid development





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plans and aspiration plans in front of them. "What do you want and where do you want to go inside of the industry?" And we meet with them monthly and try to make them feel like they are part of something bigger than that entry-level position. You've got to develop your front-line leaders who are engaging with new employees and helping them to be something and stay with the industry. But it's very challenging when you think of the overall issues that we face. We are nearing peak volumes in many of our businesses, and doing it with less people. It makes us more efficient but it does stifle our growth going forward.

**MR. SLADE:** Almost every company here has apprenticeship programs. And there's applied technology schools that are available throughout the state that make courses that fit the needs. We can develop people to have the right skills to be productive right as they come out. We need to stay involved with the applied technology schools. That's our future and we have to grow them.

**MR. THOMPSON:** We are developing a learning management system. Basically, people get an email for courses on different subjects, whether it's safety, scheduling or whatever. We can do it with a good degree of frequency because they only take about 15 to 20 minutes and people can do it on their own time. And we make it somewhat mandatory so we know that people are engaging and doing it. It's been successful.



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between them and their subcontractors. While the overall responsibility for a project may rest with the general, often success cannot be achieved without doing everything in our power to help every subcontractor succeed. Excuses don't build buildings. There will always be someone to throw under the proverbial bus, but the

worry that I'm going to string them on for 60 or 90 or 120 days to get paid.

**MR. THOMPSON:** I have been a general contractor all my life and have done real estate development on the side. The one thing that I didn't have an appreciation for as much as I



**MR. BRIAN BABCOCK:**  
*What ways can you improve the relationship between general contractors, subcontractors and suppliers?*

**MR. HOGAN:** I think the first way starts with project delivery. I think a CMGC or design/build situation with more preconstruction communication creates an environment that is more conducive to good interaction between general contractors and subcontractor.

The old traditional low-bid method can strain relationships if there's not a meeting of the minds beforehand. The earlier the general contractor can be brought into the building process, the opportunity for relations with the subcontractors and suppliers skyrockets.

**MR. TRIPI:** One thing from the start is communicating well with your subcontractors and letting them know that you need them as much as they need you. We all need people that do specialty work that takes a skill that some general contractors don't have. Establish mutual respect and make them part of the team.

**MR. PRATT:** One of the mistakes that general contractors make is to overlook how critical the relationship is

successful contractor will get to the finish line with the entire team intact.

**MR. HOGAN:** An earlier question was "what keeps you up at night?" Subcontractor relations. What lets you sleep at night? Subcontractor relations. So it can go either way. It can be something that makes you feel comfortable about a project and being able to meet the schedule and the time frames. And it's also something that can be very unnerving.

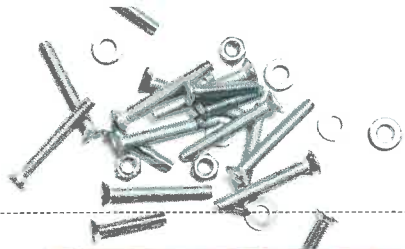
We have a situation here that's going to be very challenging. And that can be a lot of different things that can send that into a tailspin, whether it be project delivery, resources by the subcontractor, demands of the owner. There's different things that can affect those outcomes. But your reason to stay up at night and sleep at night could be the same thing.

**MR. HURST:** There's an adage, a well-paid subcontractor is a happy subcontractor. And we've found that to be true in our business. We pay quick and we have a group of subcontractors that love to work for us because they know they are going to get paid, they know we are going to help them get their job done, and they don't have to

should have is subcontractors. About 12 or 15 years ago I became a silent partner in a subcontracting firm. A company that does about \$10 million a year, and before I sold this last year, I learned a lot of things about the life of a subcontractor. And some of those things that I'm trying to have us do better are the simple things like getting change orders processed on time so a subcontractor can invoice it; getting pay applications done on time so subcontractors can get paid a little faster. They don't have, sometimes, the financial wherewithal to have a million-dollar line of credit to use while they are waiting to get paid by general contractors. They don't have a team of estimators sitting in the office to be able to price-change orders. Sometimes, it's just the owner of the company trying to do it all.

If we can think about putting ourselves in the shoes of a subcontractor and what their world is like, and then try to accommodate them if possible, they are going to want to work for us more, be more attentive on our projects, and at the end of the day we are going to be better off.





and foremen drive. And they are going to be put under this umbrella of hours of service, and they are not going to be able to work as many hours.

**MR. BRIAN BABCOCK:** *And as many as they would like to. They want to and need to work these hours.*

spending most of his time wrenching on something, it's the change in that regulation that is going to force us to treat that particular employee as a commercial driver instead of a mechanic. It's going to force us to mandate hours with a guy that's delivering a roller to a paving crew that's also

*One of the biggest responsibilities the board and the organization have is to focus on the interaction with the government and making sure that our issues are well-represented.*

— Bob Tempest, Tempest Enterprises

**MR. BRIAN BABCOCK:** *What are some discussions about regulations, legislation, safety, etc. that you as the board of AGC are addressing?*

**MR. GOLDING:** We around the table add up to a lot of experience and institutional knowledge. First and foremost, we want to make sure our employees are able to work and be safe. But we also talk about issues where certain legislation, regulations or classifications presented with good intentions may have unintended consequences.

The AGC does a great job working with the government officials in discussing these issues. We talked about a classification of trucks which isn't more than a larger pickup truck up through maybe a larger flatbed truck that hauls equipment or material. And we talked about this regulation going into effect on December 18th. And something that we can talk about around this table and move forward on, as far as state statute goes or federal regulations or legislators, this ELD, or electronic logging device. And the requirement will be for us to have these in place for this certain classification of smaller trucks, which most of our superintendents

**MR. HOGAN:** It was realized in the board meeting that a lot of these people are seasonal workers, so when it is time to put the hay in the barn, for them it's time to make money. When the sun is shining, they make money and can produce. So they do want to work hard during that time knowing that—in December, certainly in January, February and March—there are going to be low-hour types of opportunities for them to work.

**MR. TRIPI:** And many of the changes that we talk about don't only affect the big contractors, but they go all the way down to the small contractor, subcontractor or supplier who has one or two trucks and the owner might be the guy driving that truck and doing the job, and then going home and estimating.

**MR. KURZ:** It's an issue nobody is aware of. During the board meeting, I challenged people to think about it as they drove down the road and just look at what is going on around you. This affects hundreds of contractors.

But it's really for the occasional driver, the guy that is driving the service truck or the mechanic truck and

part of the paving crew. It's going to regulate his hours and shorten his hours. And we can change this, not by changing federal law, but by getting up on Capitol Hill with our state representatives and having them look at a classification on gross vehicle weight. Instead of following federal guidelines, take a look at what some of our surrounding states are doing.

**MR. NIELSEN:** Another one I want to add is the OSHA silica standard. UOSH decided not to adopt federal OSHA's laws going into enforcement this year, and we don't know whether or not UOSH is going to adopt that in the future. They are hopeful that it will be repealed on a federal level before UOSH is forced to adopt it. Part of the problem with the silica rule is the levels they have set are nearly impossible to abide by. In many places where you walk outside, the air you breathe exceeds the levels set by OSHA.

**MR. BRIAN BABCOCK:** *Are there any innovative technological developments or things that you are seeing that are revolutionizing the industry?*

**MR. PRATT:** We have recently patented a new floor slab process that



enables us to eliminate over 90 percent of the joints and cracking in slabs. MagicSlab™ has enabled us to place floor slabs over 30,000 sf without any joints in a single pour. Imagine an entire grocery store without a single joint for the carts to run over. Or a heavy industrial slab with no joints to wear out or cause forklift traffic to slow down. This greatly increases the life of a floor.

**MR. GAMOLL:** At some point there will be buildings done on 3D printers.

**MR. GOLDING:** There was a presentation given where a pedestrian bridge had been 3D printed. For an older engineer like me, it was very interesting, intriguing.

**MR. NIELSEN:** I went to a conference recently in Arizona. UDOT gave a presentation about how it has moved to 3D modeling. A 3D model is built and from that, they are able to develop and expedite the construction. And when UDOT put out the plans in the past, they built a 3D model, printed a 2D set of plans, gave it to the contractor, and then required them to go through the steps and build the 3D model again. UDOT has a couple of pilot projects where they brought on a contractor and provided the contractor with the 3D model to streamline the process.

Having a DOT that has a technological partnering mentality like we have in Utah is pretty special. It makes me feel pretty lucky to be working in a state where we do have such staff. They work well together, and the partnering atmosphere



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- Eccles Theatre—131 S Main
- West Jordan District Attorney Building
- Salt Lake City District Attorney Building
- BYU-various renovation projects on campus
- Sojo Station Office Building
- Sandy East Tower Office Building
- O.C. Tanner Re-skin Remodel (Pavers)
- Crocker Science Building
- Canyon Corners Development: Park City
- Family Search Office Building-Lehi
- USU Clinical Services
- Primary Children's Remodel
- BYU Harman Conference Center Addition

We appreciate our great General Contractor customers and their clients!

**We are members of:**

- The AGC of Utah
- The National Tile Contractor's Association

We strive to adhere to the established industry standards and practices: to give owners a long-lasting and quality finish



Logan Budge Clinic Terrazzo Stair



Provo MTC South Campus Restroom



Sojo Station Office Building Lobby



Huntsman Cancer Center Ph4 restroom wall detail



doTerra Campus Granite pavers at main entrance

product safely, each and every day. So it's a great opportunity.

*MR. BRIAN BABCOCK: Like I said when we started, congratulations to the AGC board for another good year in keeping this organization moving in the right direction. We need leaders and volunteers like you to continue to keep it going down the right path.*

*Congratulations.*

*Come to the legislative meetings. It's important. We, as attorneys, do a lot for AGC; we go up and try to talk on the Hill about issues. But the legislators like to hear from the industry itself, not the hired guns, if that's what you want to consider us.*

*They want the industry to go up and lobby for changes. The things you are talking about, they want to hear from you on the real impacts of the laws. And so I encourage you to get or stay involved with the legislative affairs, with the AGC.*

MR. KURZ: Thank you, gentlemen, for being here today and all the things you do for us. We really do appreciate the opportunity.





[Roundtable]



**MR. KURZ:** Innovation continues to grow and drive our industry. We have innovation in our vehicles and devices to deliver products to our customers through GPS. We have automation in grade controls in our heavy machinery. We have gone from putting a wooden stake in the ground to building a model that allows us to go down the

We are great recyclers bringing rubble into our locations, breaking it down and reusing the materials. We do that in so many different aspects.

**MR. GOLDING:** And now by volume, our industry is probably the largest recycler in the state. By weight, if you start talking asphalt.

AGC brings you an opportunity to meet all these brilliant companies and their leaders and really feel like a part of them.

— Jim Slade, Komatsu

that happens many times here in the state is refreshing and it's good to be a part of.

highway and build what we have designed. There's innovation that goes into rapid-replacement bridges. When you look at it, sometimes we lose track of really just how innovative we are.

**MR. BRIAN BABCOCK:** *Anything else you think people would like to hear about AGC or the construction industry that we haven't covered?*

**MR. SLADE:** From the supplier side, AGC brings you an opportunity to meet all these brilliant companies and their leaders and really feel like a part of them. And I think through subcontractors, suppliers and these generals, it really brings you closer and opportunities to work together. AGC has been wonderful for us, the suppliers, to associate with these great people.

**MR. KURZ:** I'd throw a plug in for the AGC in general. When you think about the Associated General Contractors and the things that we do and accomplish, this fine group of contractors is really working to make life better for all the residents of the state of Utah, and in any of the states that we work in. We come together and look for a better way to deliver our projects, a better way to give the end user what they are actually paying for. It's just a great opportunity for us to come together and talk about industry issues and look for the best solutions that allow us to go out there and deliver a higher quality

These guys are building quicker than it's ever happened. The turn-around times are phenomenal. The schedules and the impact to end user are shrinking. So, we are out there working odd schedules and very short windows and trying to turn these jobs over so that we are not impacting the travel of the general public out there. We have all traveled and it's pretty tough. Our rush hour is nothing like some of the large cities, but it's pretty tough to get around out there during rush hour.

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