

COST, QUALITY, SCHEDULE: THE THREE-LEGGED STOOL

We often talk about the Three-Legged Stool of construction. The three legs are Cost, Quality, and Schedule. When you picture a stool in your mind, the three legs need to be balanced in order for the stool to work right and serve the user well. Let's briefly talk about each leg in relation to the success of our projects.

COSTS: When we talk about the Cost leg of the stool, we usually talk about reducing costs by increasing productivity and reducing waste. And indeed, these are important things to do. Today, however, I would like to talk about the other two legs of the stool: Schedule and Quality. And, in fact, they both relate directly to costs as well: A shorter schedule generally means lower costs (less general conditions and greater productivity), and good quality generally means fewer mistakes and less costly rework.

However, I'd like us to think of some additional items about these two important aspects of our projects.

QUALITY: As the labor pool continues to tighten, of necessity every trade is having to hire inexperienced people to work for them. This increases the risk of poor quality at every level, from subcontractors ordering the correct materials and in the correct quantity, to the vendor actually shipping the correct product. We have seen problems on our jobs in

each of these areas. This means we need to be proactive with the subs and asking them for verification of their orders and ship dates. It also means we need to double-check materials when they arrive to be sure they comply with the specification and submittals. And we need to be diligent in watching that subs install it correctly. In other words, **please proactively watch quality up front and not just assume everything is correct every time.** Double check it and save yourself the headache of a surprise problem down the road.

SCHEDULE: A couple thoughts about this important subject. First: Even with the shortage of labor, we are continually being asked to shorten our schedules. We need to be honest with ourselves and with our clients. Things are just taking longer given the shortage of manpower. We need to account for that fact in our schedules and set proper expectations with our Clients. But then **we need to hit those milestones we committed to and not let them slide.** Be a stickler for those dates! How to do that is the next point.

Second, and more importantly, we need to be diligent and proactive in planning ahead. We (project managers, superintendents, foremen) need to be making phone calls and reminding subs of our expectations well before we need them on the job and to **make sure they get their submittals in and materials ordered well ahead of**

time. We need to be communicating with them frequently while on the job what the schedule is. And not only that, we need to understand what they need in order to make the schedule. And then do what it takes to make it possible for everyone to make that schedule. Be proactive in managing and coordinating the work being done.

So beware, nothing can suck the profit out of a job like poor quality and late completion.

But that's what I like about our company. **We have awesome leaders and awesome workers who do what it takes to bring our projects in on time and on budget!** You take pride in your work. You strive to be your best and do the right thing! I really appreciate you all and the great work you do. You are what makes this company great! But there is always room for improvement, so I invite you to consider these three legs of the stool and work to balance them on your project through your own personal efforts. **And thank you for being productive, working safe, and working smart!**



APPRENTICESHIP PROGRAM



BRANDON WRIGHT
BUILDER'S PROGRAM

Congratulations to these seven employees who will graduate the apprenticeship program at the end of 2019!

Hogan & Associates Construction is committed to the success of its apprentices, a commitment demonstrated over the years by the company's active and personal involvement with each individual apprentice. Hogan believes if we provide excellence in training as well as growth opportunities, the apprentices will return the excellence through high production and skilled workmanship.

If you are interested in joining Hogan's apprenticeship program, or just want to know a little more about the program, please contact Jared Morgan (801-910-7011).



JOSE DELGADO
BUILDER'S PROGRAM



MIGUEL ARELLANO
BUILDER'S PROGRAM



MICHAEL JOHNSON
BUILDER'S PROGRAM



TAYLOR SNOW
BUILDER'S PROGRAM



TREVOR NEWMAN
OPERATOR PROGRAM



OSCAR SANCHEZ
BUILDER'S PROGRAM

SAFETY SPEAKS



Meet Mike McCrary, Hogan's new Safety Assistant. Mike started with Hogan Construction on June 24, 2013, and has worked on many notable Hogan projects, including:

- Bountiful City Mueller Park
- Centerville Fire Station
- Davis School District Bus Maintenance Facility
- Davis School District Farmington High School
- Indian Hills Middle School

Mike received his Construction Management degree from Weber State University in 2013. In addition, Mike attended Hogan's apprenticeship program sponsored by the Associated General Contractors and graduated in 2015.

Mike conducts the weekly safety meetings for the excavation and steel erection crews, and will be visiting all of our job sites, making certain we are all adhering to OSHA and Hogan safety rules, and that each site is adequately supplied with the necessary safety equipment. Essentially, Mike's job is to spend his work hours making sure we each live a long and injury-free life.

Welcome Mike and thank you!

JOB SPOTLIGHT: BOUNTIFUL PLAZA



The impressive Bountiful Plaza, located at the northwest corner of 100 East 200 South, will become a gathering place for all seasons: changing landscapes for spring and fall, water features for summer, and an ice ribbon for winter.

Project Director: Dennis Forbush
Superintendent: Travis Barnes
Project Engineer: Ben Dean
Project Assistant: Chris Marchant
Architect: EPG
Owner: Bountiful City



PHARMACEUTICAL NEEDS

90 DAY SUPPLY

Employees who take “maintenance medications” (prescriptions taken regularly such as insulin) are required to fill a 90-day supply at either a Target, CVS pharmacy, or through the Aetna mail-order program.

To fill a 90-day supply, you have three options:

IN PERSON

1. Get a prescription from your doctor.
2. Make sure your doctor writes on the prescription “90-day supply.”
3. Take your prescription to a CVS pharmacy and fill it there in person.

THROUGH THE MAIL

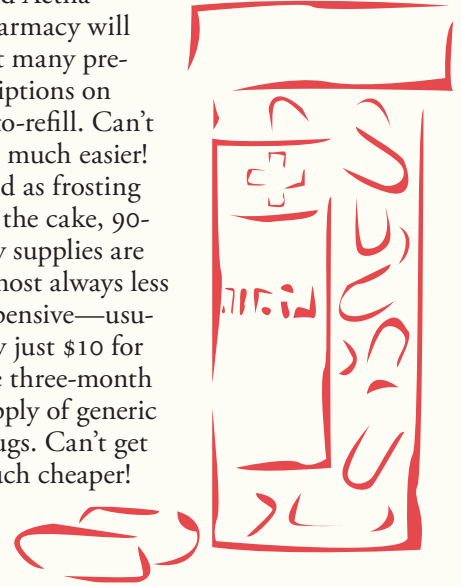
1. In Aetna Navigator, click on “Manage Prescriptions” at the top right. Go to www.aetna.com to find Aetna Navigator.
2. Click on “Pharmacy Coverage and costs.”
3. Click on “View My Pharmacy Benefits.”
4. Click on “View Printable Forms.”
5. Click on “Mail Service Order Form in English or Spanish.”
6. Complete the Aetna Rx Home Delivery form and mail it to the address below. Make sure that your prescription says, “90 day supply” on it.

Aetna Rx Home Delivery
 PO Box 417019
 Kansas City, MO 64179

LET YOUR DOCTOR HANDLE IT

Many doctors’ offices will call in a 90-day prescription directly to Aetna for subsequent mail delivery to your door.

And Aetna Pharmacy will put many prescriptions on auto-refill. Can’t get much easier! And as frosting on the cake, 90-day supplies are almost always less expensive—usually just \$10 for the three-month supply of generic drugs. Can’t get much cheaper!



JOB SPOTLIGHT: SPRINGHOUSE AT DAYBREAK

The Springhouse Village Amenity Center is a community recreation facility. This two-phase 11,153 square-foot project includes:

- | | |
|-------------------------|-------------|
| Phase 1: | Phase 2: |
| ▪ Bocce courts | ▪ Clubhouse |
| ▪ Life-size chess board | ▪ Pool |
| ▪ Pickleball courts | |

We have finished Phase 1 and have begun work on Phase 2 (clubhouse and pool).

Project Manager:.....Scott Bryner
 Superintendent:.....Brett Delgado
 Assistant Project Manager:..Dave Rees
 Project Assistant:.....Mary Robinson
 Architect:JZW Architects
 Owner:.....Oakwood Homes

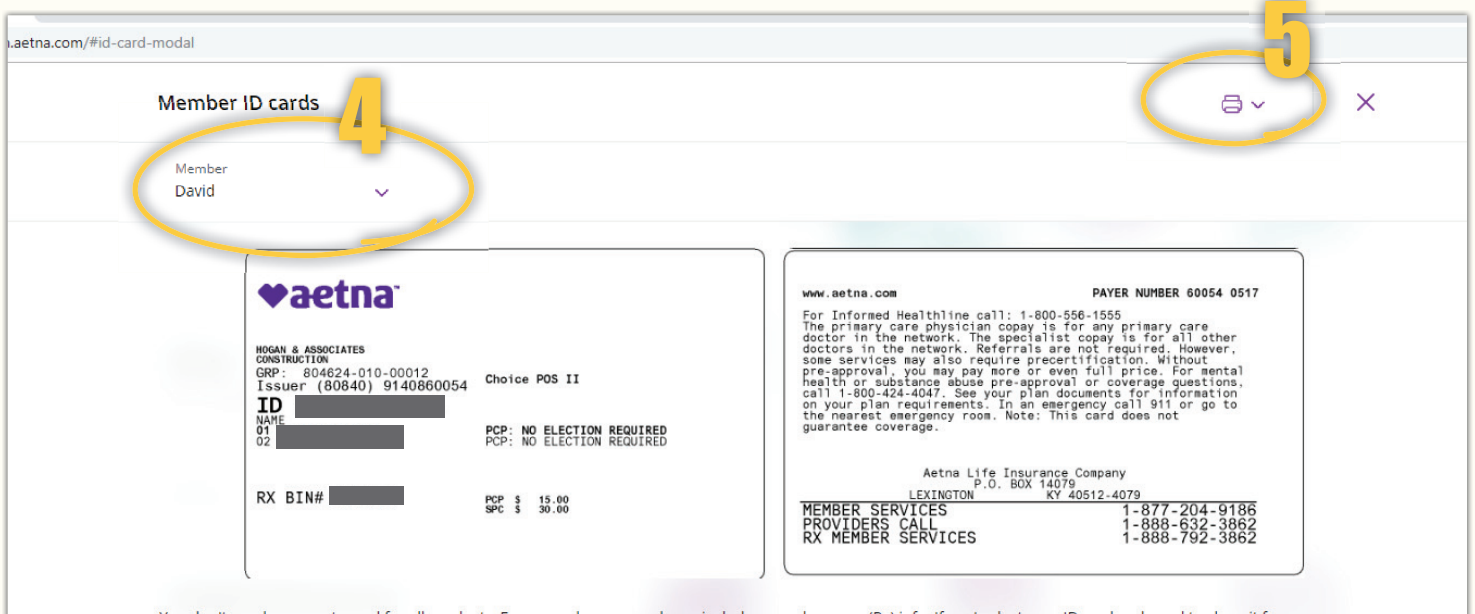
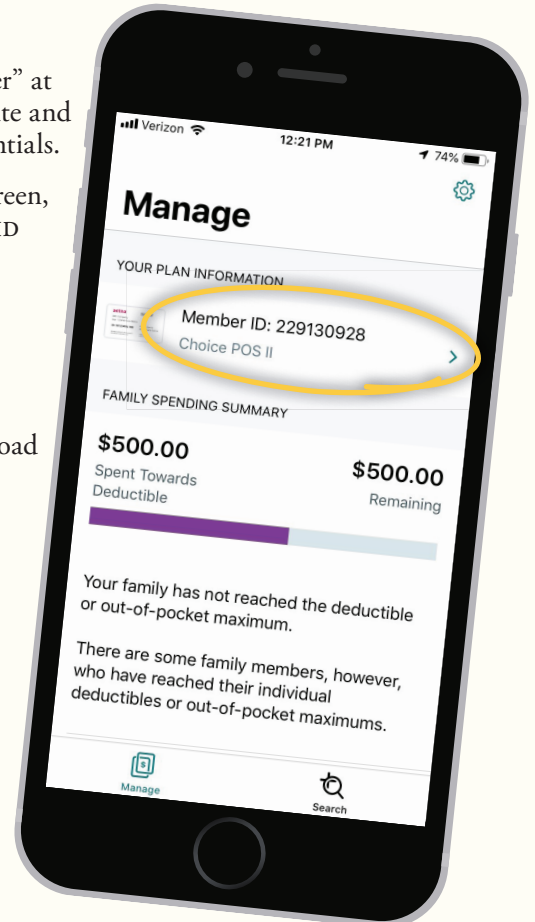
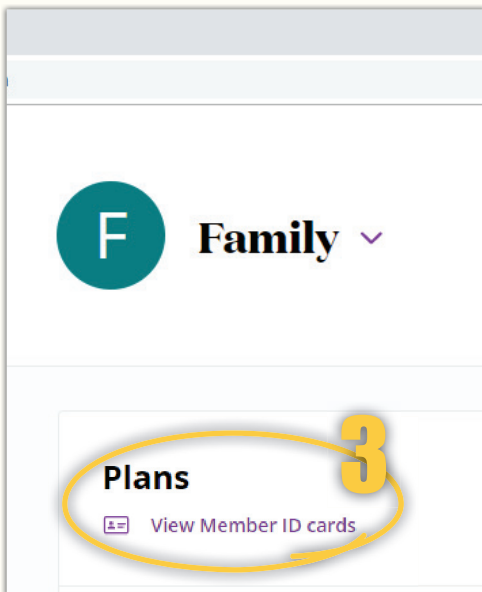
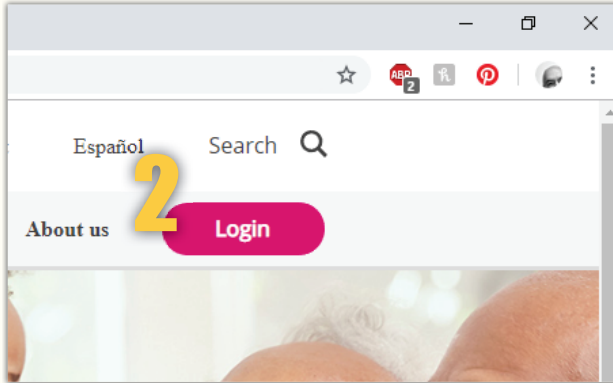


NEED A NEW AETNA ID CARD?

Getting replacement Aetna Insurance ID cards is easy:

1. Go to www.aetna.com.
2. Click on “Log In/Register” at the top right of the website and provide your login credentials.
3. On the left side of the screen, click on “View Member ID Cards”.
4. Choose the appropriate member name.
5. Click on the Print icon.

In addition, you can download the Aetna app to get your medical ID cards. Clicking on the “Member ID” will bring up the card.



You don't need a separate card for all products. For example, your card may include your pharmacy (Rx) info. If you've lost your ID card and need to show it for care, you can

SUMMER SWEAT-A-THON

HOGAN UNIVERSITY

Our third-quarter challenge will start July 21 and run (swim, jog, bike, hike, and otherwise be impressively active) through August 10. Winners will be judged on their accumulated ACTIVE minutes during the Sweat-a-thon. ACTIVE minutes are defined as moderate-to-intense physical activity for at least 10 continuous minutes as measured by your wearable device. Using your wearable Fitbit or similar device, sync to the Orriant app and then get outside your comfort-zone and sweat. Push beyond that brisk walk!

1. Download the Orriant App on your mobile device.
2. Connect the device (FitBit or Apple) to the Orriant App
3. Click COMPETITIONS in the drop-down menu.
4. **Starting July 11**, use the black drop-down to select “Sign up to track [FitBit or Apple].”
5. Click the SIGN ME UP button next to the “Summer Sweat-a-thon” competition.
6. When the competition begins on July 21, scroll down to the section titled GOAL TRACKING.

7. Make sure your ACTIVE minutes are being successfully pulled into the goal. (Apple users: Click SYNC NOW on the bottom of the Orriant app screen regularly to sync your devices.)

HEALTH PROMOTION CREDIT & PRIZES

Orriant participants who display commitment and tracking each week will receive 30 health promotion points toward their Third Quarter requirement.

Prizes will be awarded to the top three participants: those with the highest ACTIVE minutes average for the three weeks—first place gets \$100, second and third places get \$50 each.



Hogan University is now on line. You can go there for many of the training courses you need to take as a new hire, or for your yearly recertifications. You can access it at www.hoganuniversity.com, or under the EMPLOYEE PORTAL menu on the right side of our web site.

A day or two after receiving this newsletter, you should also receive an email with your login ID and password. (If you do not, or have other Hogan University questions, email David Williams—dwilliams@hoganconstruction.com—and let him know.)

Use the big red “LOG IN” button to start. You will then see the screen shown as number with all of our on-line courseware. Clicking on the course’s icon ① will launch it. Each course (except Silica Containment) features a single video ② followed by an end-of-course exam ③. You may take the exam as often as you would like ④ or need in order to get the requisite 80% correct to pass. You can also review the questions to see which ones you got wrong ⑤.

After passing the exam click on the green Continue button ⑥, you will be able to print out a course certificate ⑦. To get credit for the course you must print and sign the certificate and return it to Human Resources. Contact information:

Jared Morgan,
jmorgan@hoganconstruction.com

Laurie Orchard,
lorchard@hoganconstruction.com

Note that signing the certificate is your acknowledgment you did indeed watch the entire video(s).

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HOGAN UNIVERSITY (continued)

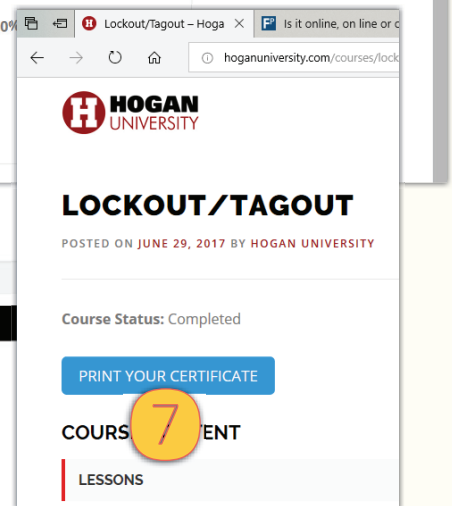
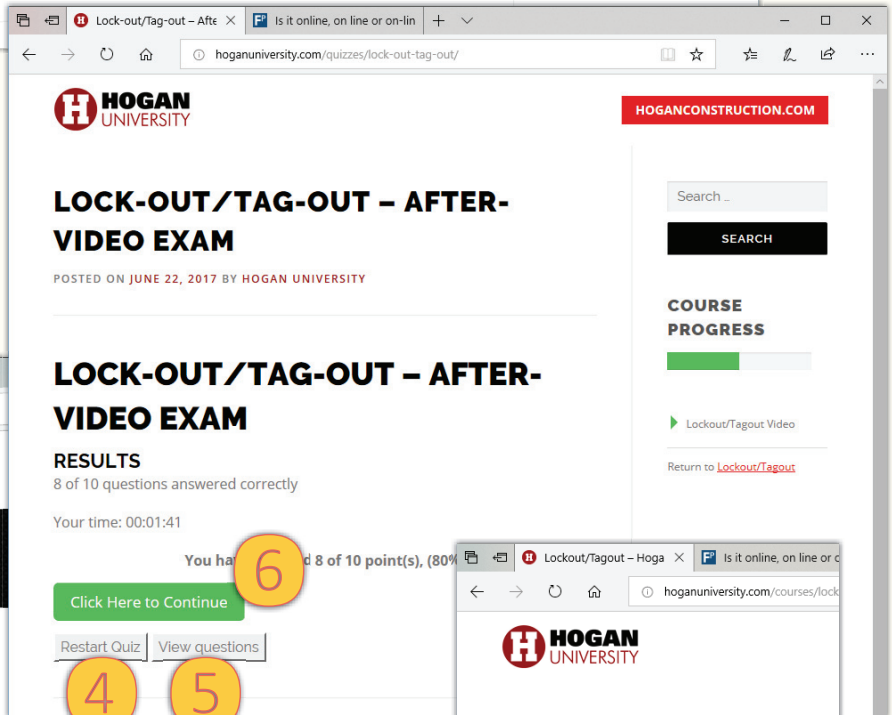
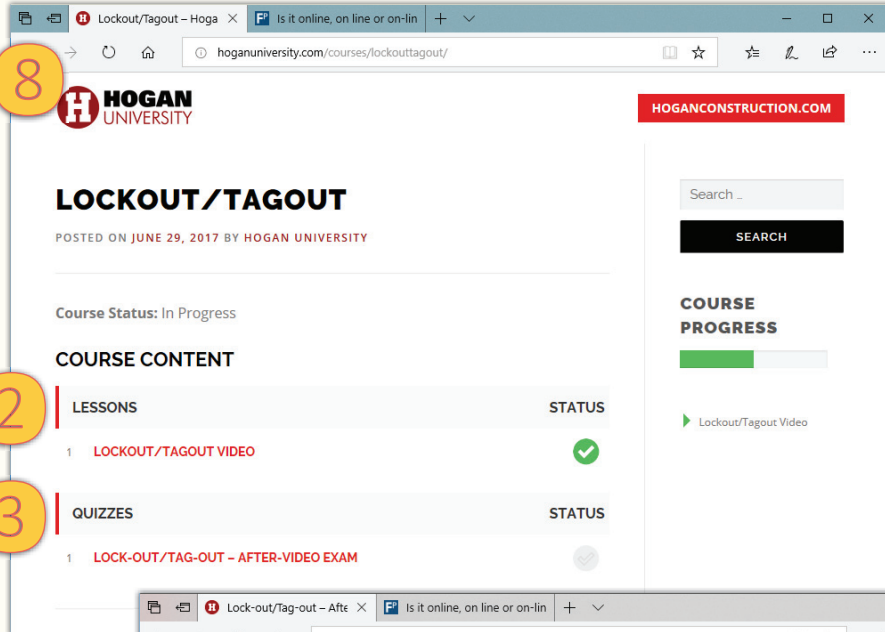
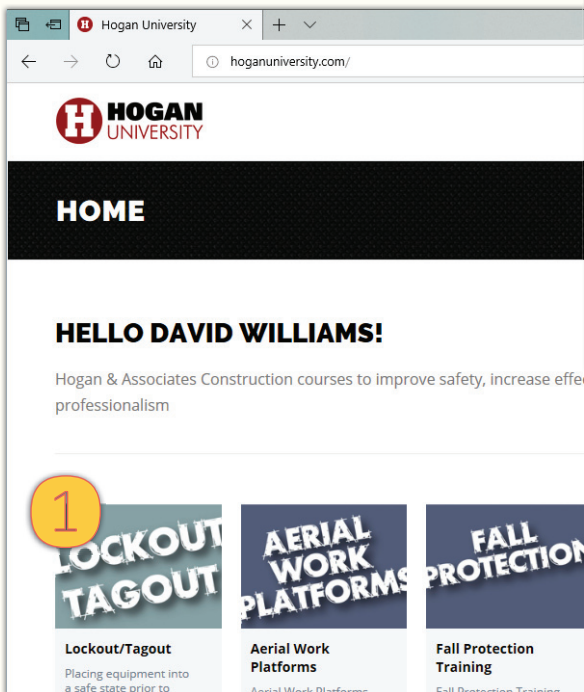
Clicking on the Hogan University logo **6** will take you back to the home page and course listing.

The Silica Containment course includes several videos, each as a separate Lesson. Watch all of the videos and then sign the certificate and turn it in. There is no exam for this course. You can also go back and review any of the individual short lesson videos if you need a refresher on a particular piece of containment equipment.

Some of the courses will require you to do a follow-up session with Brett Horne or Mike McCrary in order to be considered “trained” or “recertified”.

By the end of 2019, you can expect these courses to be added to Hogan University:

- Steel Erection
- Powered Industrial Trucks
- Rigging and Signaling
- New Hire/Safety Orientation
- Fleet Training 2019



401(k) PROFIT SHARING PLAN

In the event of your passing, to ensure your benefits will be distributed according to your current wishes, take a few minutes to designate your beneficiaries.

1. Go to www.netbenefits.com and login. (If you don't have a username or password, click on "Register as a new user.")
2. Click on the menu tab (top-left corner) and select "Beneficiaries."
3. Add your primary beneficiaries and contingent beneficiaries by click on the "Edit" tab. (You will need Social Security number and dates of birth for your primary and contingent beneficiaries).

STEP-INTO- SPRING WINNERS

The winners of our "Step Into Spring Competition" are:

1st place: \$100 to Diana DePriest
(37,842 average steps/day)

2nd place: \$50 to Michael Johnson
(16,840 average steps/day)

3rd place: \$50 to Marissa Rees
(14,797 average steps/day)

Congratulations! All participants received 30 health promotion points for Q2 2019.

Catch our Summer Competition on page six!

JOB SPOTLIGHT: BRIGHTON HIGH SCHOOL REBUILD

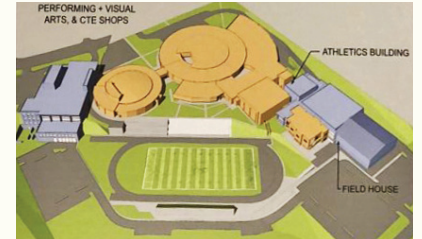
Rebuilding the Brighton High School on the existing site is an exciting challenge for Hogan. The logistics of the site—35-foot steep hill running through the middle of the project and the need to keep both the football field and newer classroom building—meant doing the project in multiple phases, stretched over three years.

Project Director:.....JD Forbush
Project Manager:.....Scott Bryner
Superintendent:.....Kelly Hall
Assistant Project Manager: .Dave Rees
Field Engineer:.....Melissa Hall
Project Assistant:.....Mary Robinson
Architect:.....MHTN Architects
Owner:.....Canyons School District

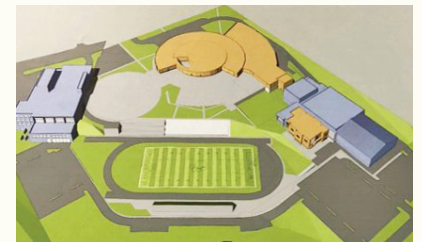


ABOVE: PHASE ONE CONSTRUCTION SHOWING THE 35-FOOT ELEVATION DROP BETWEEN THE OLD AND NEW STRUCTURES.

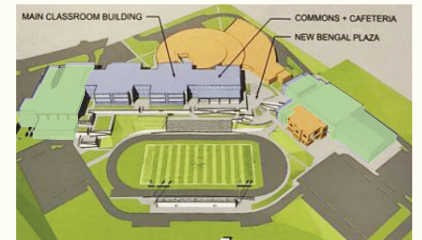
BELOW: NORTH FAÇADE RENDERING



BALL DIAMONDS (NOT SHOWN), SITE PREP, PHASE ONE CONSTRUCTION (BLUE; STARTED JUN. 2018)



DEMO PORTIONS OF EXISTING SCHOOL (LIGHT GRAY)



PHASE TWO CONSTRUCTION (BLUE)



NEW SCHOOL READY TO OCCUPY AUG. 2021;
FINAL DEMO AND SITE FINISH DEC. 2021