

The

PYRAMID

Q1 2009



Tribute to Larry H. Miller

By Tom Mabey

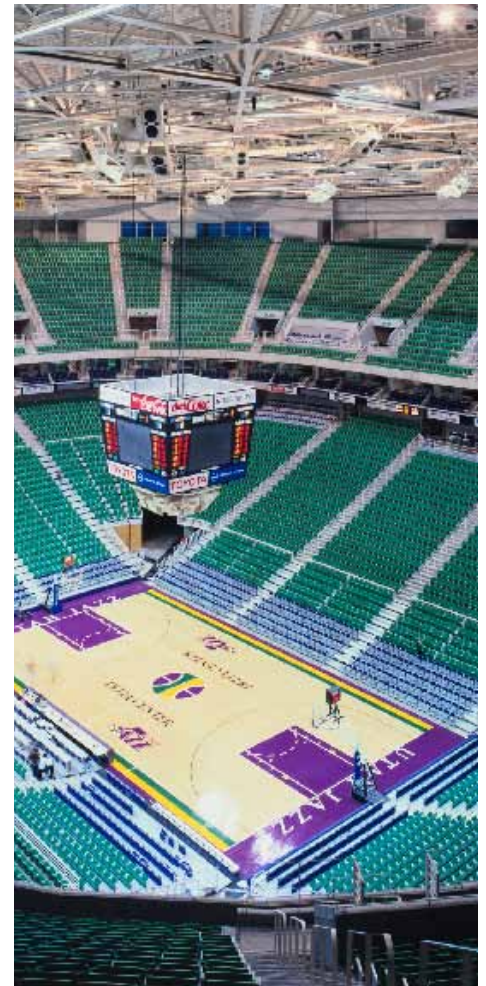
Sometimes in life there is a person one comes in contact with that makes a profound impact on ones business or personal life. I've been very fortunate to have had several friends in my life who have made such an impact. However, Larry Miller is one who stands out in many ways as having had the most personal impact on me and on my business.

After first meeting Larry almost 24 years ago, I felt an immediate connection and a trust that would grow enormously over the years. Starting our relationship with a hand shake began us down a road of repeated and growing trust. All of the elements that would become the six values of Sahara would manifest themselves many times throughout our relationship; proactivity, integrity, quality, loyalty, innovation and commitment. Our relationship and friendship grew because of these values being expressed over and over again by both of us and the trust between us grew and blossomed.

Another trait that Larry manifested was that of helping others and in the last few months of his life he coined the phrase, "Go about doing good until there's too much good in the world." Of course this was one of his never-ending journeys because there can never be too much good in the world; but he never gave up his quest.

Larry was a mentor; client; loyal friend; philanthropist; friend of Utah, patriot; consummate entrepreneur; builder; visionary; car nut; salesman; devoutly religious; good fisherman; impeccable with numbers; HARD worker; generous; and he had a wonderful smile!

There is no doubt that Larry positively impacted many thousands of people and I am just one. My life is better, my business is better, and the world is a better place. THANK YOU LARRY!



Southwest Region Project Updates

Two Waters Administration Complex- Scottsdale, Arizona

SPM Dave Wolff, PS Brian Kielman, PE Ryan Chase, PC Laurie Grizzle (along with our Joint Venture partner staff of PM Steve Hahn, PS Mike Wolff, PS Rick Johnson, PS Steve Paine, PS Andy Murry, APM Phil Deputy, and PE Donnie Manuelito.

We have received a Temporary Certificate of Occupancy (TCO) on both office buildings and the Cafeteria in addition to the previously issued TCO on the Central Plant. The last building, the Council Chambers will be completed shortly. Both the Central Plant and the larger office building are occupied, and the move-in process is continuing at the remaining buildings throughout April. The eastern portion of the site, including the parking lots and both Two Waters Drive and Council Chambers Drive, has been accepted and is in use. The park, including the basketball court, the playground equipment, and the ramadas, will be complete near the end of April.



Cyberslacking?!? – Over-reacting or a Drain on a Company’s Bottom Line?

By Zachary J. Kunkel

Your Neighborhood IT Guy



The notion of cyberslacking may seem a bit ambiguous at first, but I plan on clarifying this enigmatic concept and perhaps offer some knowledge. Cyberslacking is an umbrella-like term that has been coined to help managers understand how employees use the tools and resources provided for unadulterated personal entertainment. This can include, but not limited to: web shopping, email harassment, social networking, dating, gaming, e-trading, and overall wasting of time and bandwidth while behind a computer. This can pose a moral and ethical conundrum, however one underlying principle remains. A work-provided computer is to be used for work, or is it? Throughout my journey into cyber never-never land, I’ve found it increasingly difficult to remain vigilant to my own morals and ethics when it comes to time and bandwidth wasting on the job. The best advice I can provide to all other struggling cyberslackers is always remember that a computer is just a tool, used to extend our talents and capabilities further and quicker than possible without. Humanity’s incessant need for entertainment has perverted this fantastic tool into yet another way to keep our minds focused on being entertained instead of being productive.

The personal computing revolution has spawned many advancements in communication, collaboration, and connectivity. This has given the work place new and exciting capability. This capability is often foreshadowed by the responsibility of such a powerful tool. Broadband internet access has given rise to even greater capability, making it easier to do more because of increased transfer speeds, boosting capability and efficiency even higher. The overall picture is not so rosy, computers and networks alike give us humans this wondrous capability, but not without a cost. The cost is maintenance. Much like a car, it cannot continue to run without maintenance. Notoriously unreliable and complex, automobiles and computers cannot continue to exist without mechanics. Maintaining the stability and reliability of a computer system is responsibility we all have to deal with in exchange for this additional capability. Many hours of work go into creating a network of computer systems that can be used in an office environment. Once created, the network continues to live as an entity all its own. Keeping it healthy and running smoothly is of paramount importance. Down-time causes work to cease. When work ceases, profits and productivity are lost. This impacts any company’s bottom line directly. Cyberslacking throws a sabot in the entire machine. There are many hypothetical situations out there that I could just rant on and on about, but I won’t. Wasting is wasting, plain and simple.

What does all this mean? I’ve done what I can to paint a small picture of the cyber world we live in now. Technology reaches almost every facet of human life. It is this digital dependency that creates the need for discipline and entirely new set of moral and ethical decision making skills. The bottom line here is despite the situation and/or justification we choose to be a cyberslacker or choose not to be. Remaining productive and efficient usually leads to great rewards.



Rocky Mountain Region Project Updates

Daybreak Village Center- South Jordan, Utah

SPM Carl Schrank, PM Josh Hill, PS Corbin Holdaway, PS Wayne Hayes, OE Joe Larsen, OE Christian Phillips, Safety Supervisor Chrystle Kerfoot, Foreman Chris Savage, PC Chantel Bender, and Administrative Assistant Kari Ackman

We are in the final stretch at The Daybreak Village Center. It was a difficult winter yet we continued to make reputable progress on the five Core and Shell buildings. This project is going for Silver LEED certification. The first building was turned over to the Owner on April 3rd, (Building F). This building has a khaki green colored EIFS, wire mesh canopies and many windows that beautify the exterior. Building G was the 2nd to be turned over to the Owner on April 13th. Shingle style Cor-ten corrugated panels are abundant throughout the exterior and a burgundy storefront accents the entrance.

On Building A (The Cheese Wedge), the standing seam acid washed galvanized roof is starting and the storefront is being installed. Cor-ten metal panels are being applied to the exterior for an aesthetically diverse look that can be seen throughout the development. Building A will be turned over to the Owner on May 18th.

Building B, the 3-story 'Ice Cube', is in the final phases of sheetrock and painting has begun. The elevator cab is being installed. Blue/gray EIFS on the exterior provides a splash of color to the Village Center. This building will be turned over to the Owner on April 28th.

Building C, the biggest of the 5 buildings, was originally planned to be turned over on May 14th but we have now been directed to add trampoline pits to this building which will push the schedule to the end of May. The exterior shell is coming together and the steel outlookers have been erected. This building has clear sealed polished steel fins and outlookers which will be very distinctive.

There is a lot of specialty concrete flatwork on site which consists of glass topped concrete called Lihtocrete, acid washed charcoal concrete and steel filing embedded concrete which will add a rusted look. Sitework will be the last project completed at the Village Center in the first week in June. Large trees have been planted throughout the site and islands in parking lot areas are ready for planting. The main road through the site has been demolished and will be paved with asphalt now that the batch plant is running.

Milford Memorial Hospital- Milford, Utah

SPM/PM Steve Sexton, Sr. PE Michelle Willyard, Carpenter/Foreman Tyler Hill, Laborer Colten Sexton and PC Tasha Hincks

Despite some challenges Mother Nature has thrown at the project, Milford Memorial Hospital is on track to complete the first week in August. The exterior of the building is 85% complete and the town is now able to see the vision of what their new hospital will look like. Final grade of the parking lot and approaches will be complete the 2nd week of April waiting for asphalt the 1st of June.

Interior metal framing is 95% complete and 50% one sided with sheet rock. Interior mechanical, plumbing and electrical rough are at 85% complete. The roof is 80% complete with only the standing seam roof to complete. All in all the entire project is moving along very well.

The project team has handled adversity very well, with changing documents, owners wants and additional requirements (updated codes) provided by the State Health Department it would seem as if we were taking one step forward and two steps back but our team has prevailed and continues to keep this train on its tracks.

RM Project Updates continued on page 6



CAUTION

SAFETY UPDATE

We had our first OSHA 10 Hour and First Aid/CPR Class of 2009, in our new training room. The OSHA 10 Hour class finished up with a Field Trip to the Daybreak Village Center project for some "On Hands" training, which received rave reviews! The First Aid/CPR class was a "heart stopping" event...pictures show class set up, and our very own Chrystle Kerfoot saving our "dummy" from certain death!

*"Think Safety,
Act Safely!"*

Sahara Interiors and Special Projects

The Interiors and Special Projects Group was created in order to serve our clients better. Through this group, we can help clients with smaller projects, as well as help owners of larger projects with their tenant improvements and management.

We are focusing on three areas:

Special Projects:

Unique projects from T.I. to renovation to ground-up construction.

Distressed/Receivership Property:

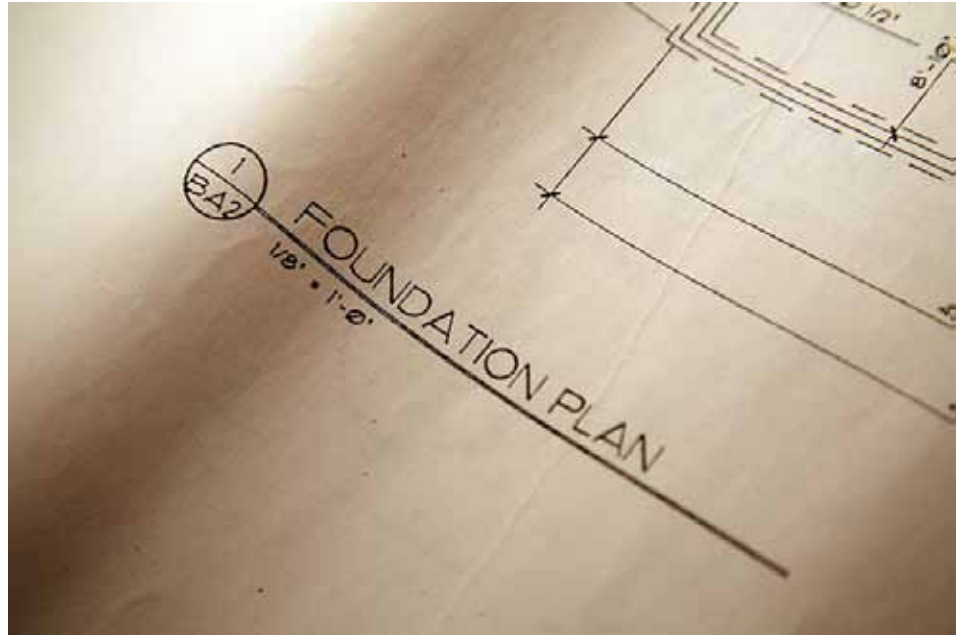
Offer solutions to enhance property values.

Property Management:

Property management services to assist owners manage their resources.

These options have been presented to companies in Arizona, Utah and Nevada. Owners are enthusiastic about the possibilities. We are hoping it will create opportunities for projects in the near future.

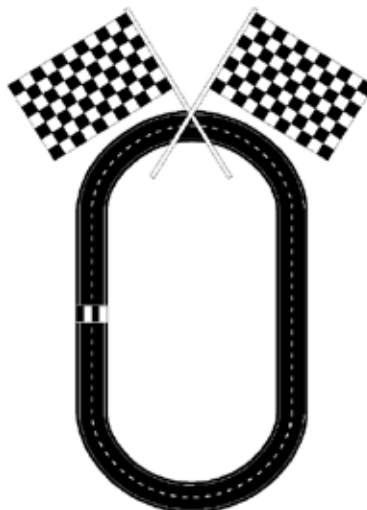
ESTIMATING UPDATE



We are finalizing our first quarterly cost report. Watch for it to be issued shortly! Included in this effort will be monthly updates on cost trends based on building types. These updates will be issued via e-mail for all interested associates.

We are meeting weekly as a Business Development group including our Rocky Mountain and Southwest offices in order to respond quickly and support each other in our efforts. There are several projects we are pursuing. We have recently provided budgets for several Tenant Improvement projects as well as a Charter School and a few sitework only projects. We are continuing to provide cost and schedule information on the Universe Project. We have also teamed with architects and developers on proposals for a few federal government projects recently.

WILSON SAHARA MOTORSPORTS



A lot has been happening at Wilson Sahara Motorsports. We have had inquiries from around the world, including places like India, Singapore, Lebanon and, of course, the United States.

We are currently working on agreements for two track facilities—one in the United States and another in Mexico. We are also working on consulting services in Washington state, California and New York state.

We are receiving inquiries on almost a daily basis and are very excited by the possibilities for Wilson Sahara Motorsports.

ASSOCIATE NEWS

Sahara Anniversaries

Tom Mabey	23 years
Julie Kelley	13 years
Stacey Partner	11 years
Kimberly Showman	11 years
Kimball Rogers	7 years
Melissa Wallentine	6 years
Tasha Hincks	3 years
Kari Ackman	2 years
Trish Evans	2 years
Chrystle Kerfoot	2 years
Brian Kielman	2 years
Jerry Silversmith	2 years
Shad Hales	1 year
Tyler Hill	1 year
Jeff Holm	1 year



MARK YOUR CALENDARS!!

New Hires

Joe Sage, Project Superintendent

Sahara's summer party for the Utah office will be Saturday, June 27th starting at 4 pm with dinner around 5:30. It will be at Lewis Park in Bountiful. We'll have an old-fashioned potluck picnic with carnival games for kids, and a game of softball for those interested. More details to come in early June.



Recent Recognitions for SaharaCares Foundation

SaharaCares has recently been recognized for several of our projects. In March, the national Autism Speaks organization presented us with an "Angels for Autism Award" for making a difference in the lives of children with autism. It was presented at a banquet at the Joseph Smith Memorial Building in front of 500+ people. This was given in appreciation for the autism carnival that we facilitate each year. SaharaCares has also been featured on local television stations over the past few weeks due to the release of the Autism Training DVD for law enforcement personnel. We have distributed over 300 copies of the DVD to police departments, organizations and individuals across the country. It is being used to train law enforcement on how to identify people with autism and how best to interact with them and diffuse potentially tense situations.

We are currently collecting donations for the March of Dimes' "Change for America's Babies" campaign. SaharaCares is sponsoring a seminar on April 30th for parent's of children with cystic fibrosis. We have a national expert on nutrition flying in to educate parents on how to meet their child's nutritional needs. Please let Lisa or Melissa know if you know anyone who could benefit from this seminar. Other upcoming projects include: updating a playhouse for a special needs preschool and providing school supplies for homeless children in the Salt Lake Valley.

Sahara Associates Become LEED® Accredited Professionals

Five of Sahara's associates have passed their exams and have become LEED® accredited professionals. Take a minute to congratulate the following associates:

Clegg Mabey
Don Parker
Kurt Thomas
Steve Santella
Travis Jarman

Eight more associates have registered to take the exam and are studying hard. This is a great opportunity for both our associates and for Sahara to have this expertise in-house.



Rocky Mountain Region Project Updates

RM Project Updates continued from page 3

Sorenson Research Park Bldg VIII- Murray, Utah

SPM Scott Webber, PM Tiffany Anderson, PS Steve Santella, PE/AS Brian Bailey, PC Tasha Hincks

The Sorenson project technically began the first of February, with the exception of some earthwork that took place in December, including the installation of stone columns under all of the building footings for additional geological support due to the high water table in the area. At this point we have poured all of the footings, foundations and the slab on grade. Erection of the structural steel is scheduled for the first of April, with exterior framing to begin immediately thereafter. Site work, including clear and grubbing have begun. The waterline around the building has been installed as well as the west half of the storm drain system.



We are currently on schedule with a completion date of October 15, 2009.



Force for Change Update

by Carl Schrank

The Force for Change process has brought a number of exciting improvements to the way we do things on a day-to-day basis, and will continue to improve things both large and small for the foreseeable future.

Some areas we have touched on already are as simple as updating the subcontracts to include date lines, and clarifying job status reports to remove references to reports no longer used. We have helped move the company into aiding associates in seeking LEED accreditation.

Some larger process we have changed include a new Changes section to the Ops Manual, new project closeout and O&M procedures that have just been introduced to the PMs, and a new contract abstract format for PM's to use to relay salient aspects of their contracts to their teams and to the coordinators/controller. You should start seeing these new processes on new projects, and the closeout of existing projects.

A couple of large initiatives that are just about ready to roll out are a unified preconstruction tracking procedure that does a much better job of relaying information and discussions held in pre-con to the field/operations people so we can be a lot more consistent in our owners eyes. Another upcoming initiative is a systematic way of collecting and disseminating "lessons learned", and incorporating them into future scopes of work and subcontract verbiage, along with assembling a good data base of general scope of work inclusions for subcontract writing.

Other items in process at this time include making Timberline reports accessible to PM's, (this is in the testing mode at this time), developing subcontract attachments for LEED projects, creating standardized jobsite mobilization procedures, improving training for PE's, Supers, and Foremen, and standardizing the way we use Expedition, along with a number of other software programs.

Thank you all for your support of the process, and for your insights into what will make us better as a company. We really appreciate your thoughts, and your desire to make us a better, more satisfying place to work and grow.

Force for Change Completed Initiatives featured on page 7

FORCE FOR CHANGE INITIATIVES COMPLETED

Associate(s)	Idea
Carl Schrank / Don Parker	Develop a "lessons learned" program to capture the experiences of our associates and others to use as a reference.
Chantel Bender	More training on what to look for on bonds.
Clegg Mabey	A new peer review process.
Corbin Holdaway	Help track completion and knowledge of problems on warranty claims.
Dave Wolff	Eliminate the dual Associate of the Year Awards.
Dave Wolff	Move the company toward LEED accreditation. Set up a training program for PMs and Superintendents.
Dave Wolff	Develop a standard scope of work checklist for PMs to use when writing subcontracts.
Don Parker	Decide if the southwest apartment is being utilized the best way and if not, cancel the lease.
Don Parker	Possibly subscribe to Reed Construction Data or other source for Arizona leads on private work.
Don Parker	The executive summary that is listed on the Job Status Report is currently not being used. Eliminated the reference or clarify what is to be provided.
Don Parker	Save Time: Use bell curve published by Sahara in 2005 for cash flow projections, then cursory review by PM.
Don Parker	Invite business partners like FFKR to the seminars (Wind, FFC).
Josh Hill	PE/OE training on steel shop drawing review.
Josh Hill	Define and standardize a method for dealing with time impacts to master schedules due to change orders.
Kirk Greenhalgh	Timberline training class for the accounting department.
Lauri Petersen	Expedition introduction to see if it is a tool that SDI would like to utilize.
Ryan Chase	Have Subcontractor Warranty Forms signed at the time the contract is signed, because it is contractual required anyway. Present the warranty form at the signing of the contract and do not accept the contract until it is signed.
Ryan Chase	Cover technical/trade items for the purpose of understanding submittals better, i.e., understanding how a Make-up Air unit works, or different roofing styles.
Scott Webber	Close-out: O & M's and As-builts are always things that we struggle with at the end of the job. These need to be turned over when we get substantial completion and at the very least when we train.
Scott Webber	Create a Contract Brief – an outline that summarizes requirements of the contract, i.e. Notification, Substantial Completion, payment, termination, authorized representatives.....etc.
Scott Webber	Labor Recap development for when we do self-work.
Scott Webber	Upgrade of the AV system in the conference rooms so we can share movie clips, sound bites, etc... with other people on the video conference call (Enlightenment).
Steve Santella	Have a different PE sit in on each Superintendent meeting to take minutes. In this way we would keep a record of the trainings & topics discussed. It would also expose the PE's to some of what the Supers do.
Tiffany Anderson	Create a force for change initiative form for people to use in submitting new ideas.
Tiffany Anderson	On the current S800 SLF 2003 Subcontract Agreement there is no place where we are required to date our signatures so it is hard to tell when they were actually signed by each party. I suggest that a date line be added below each required signature.
Tiffany Anderson	Add a line item to the weekly team coordination meeting agenda for Force for Change. It will remind everyone on a weekly basis to think about ideas and a forum to discuss them.
Travis Jarman	Recognizing the estimating department as being part of the project team in company parties, project awards, such as ABC conferences, etc.
Trish Evans	I think it would be nice if when our associates received phone messages, that they would call them back within 24 hours of the initial call. Maybe we could add this to our communication policy.



President's Message

By Ken Shulsen

During these difficult economic times, there seems to be a pervasive trend in business to “retrench and go back to the basics,” to recapture the culture and practices we once knew and become again what we once were. While this attitude and the culture and processes inherent with it, may bring about a sense of purpose and comfort to the group, it is in my humble opinion, the exact antithesis of what is actually needed to survive in these unique economic times, as well as position Sahara to grow and expand in the future.

The question I pose is how can we expect to build and sustain an organization that allows us to focus on current priorities and practices, as well as enhancing our opportunities for success in the future if our primary reference points or focuses are on the past? Our success is not predicated on the past, it is singularly dependent on the present and the more immediate future. The very elements that led to our successes in the past can also play a significant role in our demise if we are not ever vigilant in our attention to our present condition and the future we have before us.

This is not to say that all that has transpired in the past is no longer of value and it certainly does not suggest that the Mission and Values that we hold in such high esteem and that are at the very core of who Sahara is, should be diminished in any way. Rather this is a “call to action” for each of us to attain an even greater respect and stronger commitment for those who preceded us and for the lessons we have learned to enable us to push forward to an even greater future.

Our challenge is simply leading, building and sustaining an innovative organization while continuing to focus on current priorities, practices and needs.

I KNOW – this is much easier said than done, but it is within our control. We are fortunate to have the right mix of talented people and skills to accomplish whatever is needed, a culture that supports and enables innovation and growth, and a reputation that will serve us well.

We do have **confidence** in our capacity to serve, to reach out to new markets and to identify new services to meet the needs of our clients. We certainly possess the **competence** to perform. We have the right mix of talented, skilled professionals to be successful in all that we pursue. We possess the **courage** to make the timely and difficult decisions necessary to move forward.

All we need to do is **ACT**.