



KIER

UNPLUGGED

The **ART** of *Survival*

We live in an unsettled world. It's nothing new. It's always been so, but the ongoing pandemic and national unrest have heightened our "What's Next?" meter, and cracked the solid foundation on which we once stood.

It's hard enough to manage ourselves and our loved ones, but add another 80+ people to the mix, and then add two dozen projects with deadlines, budgets and hits, as well as misses. You then have a boatload of hefty cargo swirling in your mental atmosphere.



A metaphor that Steve Kier likened it to is "steering a ship through an ocean of icebergs—sometimes it feels like it's midnight on a moonless

night." In order to effectively manage our risk, we must determine the location of the icebergs and steer clear of them. The downside is ***the icebergs are always there!***

Fortunately for us we have experienced leaders who strategize, plan and put procedures in place based on past successes and failures. These same leaders navigate us forward as our only option.

Managing our risk closely is paramount to KIER Construction's survival, it requires a strategic balance between growth and capabilities. It's about developing a flexible strategy that can easily be adjusted as things inevitably change.

Steve added the illustration that, "A person does not hike or run to the bottom of the Grand Canyon without bringing enough water to get back out." Basically — "Be Prepared!" Don't commit to something if you don't have the tools and resources at your disposal to make good on your obligation.

Growing incrementally is key, especially in our current times. When taking on a new risk the following questions must be answered first:

"Do we have the right team?"

"Do we have the procedures and processes in place?"

"Do we have the knowledge?"

"Do we have the financial strength?"

"Is our company's culture sound?"

"Did we start small in order to consider something bigger?"

Moving forward — away from icebergs:

- Never underestimate the importance of teamwork and collaboration — "a well oiled machine" comes to mind.
- Following reliable procedures and processes are a must.
- We gain valuable knowledge with every project which inspires us to improve, implement and grow as a company.
- Our financial strength is our life blood. It must be protected at all costs. It is the strong ship that we call home.
- We will continue our quest for top talent in all areas of our business; employees and subcontractors alike.

"The art of survival is a story that never ends."
- Christian Bale

Onward and Upward!

THE NEWS

The Granary Campus

Developer, Lake Union Partners (LUP) has once again engaged KIER on a creative new project. This one is focused on building community through a shared enthusiasm for outdoor recreation.

LUP has partnered with 'evo,' an online retailer of outdoor gear and apparel, to bring this exciting project to Salt Lake's Granary district.

The construction involves a significant transformation of the historic Salt Lake Rapid Transit Building into "Campus SLC," a historic masonry and timber warehouse building that will host an ***evo retail store, evo Hotel, All Together Skatepark, Salt Lake Bouldering Project, Level Nine Sports***, an art gallery, and several other undisclosed retailers.

The project involves a full seismic retrofit of the buildings, refinish of all existing materials, integrating new structural mezzanine spaces, and new mechanical, electrical, and plumbing systems.

Our KIER team is comprised of Andrew Smith, Paul West, Roger Graves, Cord Skeen and Dawn Holt. It looks and sounds like an adventure already!



Parker Dixon February 13

Carol Kimball February 16

Casie Coggins February 19

Caleb Preston February 26



CENTER STAGE



CAROL KIMBALL

Carol and her husband, Steve, live in a lovely home in Pleasant View. Their combined family consists of 7 children and 13 grandchildren. Carol's first favorite past time is her grandchildren. Her second favorite past time is making her home and yard a gathering place for her family and friends. She and Steve also love to travel. Her passport has stamps.

FIRST JOB MEMORY:

That I always had a tan. I was the yard crew for the Kier Corporation from age 14 to 18. I then moved into the office, and I'm still here...minus the tan.



FAVORITE ACTIVITY GROWING UP:



I barrel raced and did pole bending racing on my horse, Friskey. I was once the State Champion in Pole Bending.

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PERSON YOU WOULD LIKE TO SPEND A DAY WITH:

My mother passed away when I was two days old. I would love to spend a day with her.



MOTTO YOU LIVE BY:



Always pray for eyes to see the best in people, a heart that forgives the worst, a mind that forgets the bad, and a soul that never loses faith in God.

SCARIEST THING:



Besides answering these questions, one of the scariest things I have done was to make it to the top of Angels Landing in ZNP.

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WHAT WOULD YOU DO NOW IF YOU COULD?



Anything with homes; decorating, designing spaces, sharing ideas, helping people to find their ideal home, etc. I am constantly planning home projects. I get inspiration from every Parade of Homes I can visit from here to St. George.

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WILL SUMMER

Will is from a small town in rural South Carolina. The same town his family helped settle pre-Revolutionary War. Will enjoys being outdoors and traveling to new places with his fiancé, Bailey, and their two dogs. Will is a jack of all trades, but a master of none, evidenced by his golf game, guitar playing, stock trading, handy-man, and mechanic skills.

BUCKET LIST ITEM TO CHECK OFF THE LIST:



To travel to all seven continents. I have checked off three so far:
1. North America
2. South America (Peru)
3. United Kingdom

WHO DO YOU ADMIRE MOST?



RON PAUL

WHAT SONG GETS YOU ON THE DANCE FLOOR?

PROUD MARY



WHAT WAS YOUR BEST VACATION

An eleven-day road trip from South Carolina to Denver. We visited Arches, the Grand Canyon, the Grand Tetons and Yellowstone. It was the first vacation/ trip my fiancé and I took together.



MORNING COMMUTE MUSIC:

I crank up Outlaw Country on Sirius XM



FAVORITE WAY TO SPEND TIME WITH FAMILY"



On vacation anywhere!

IF YOU COULD MAGICALLY BECOME FAMOUS WOULD YOU WANT TO?

NO!