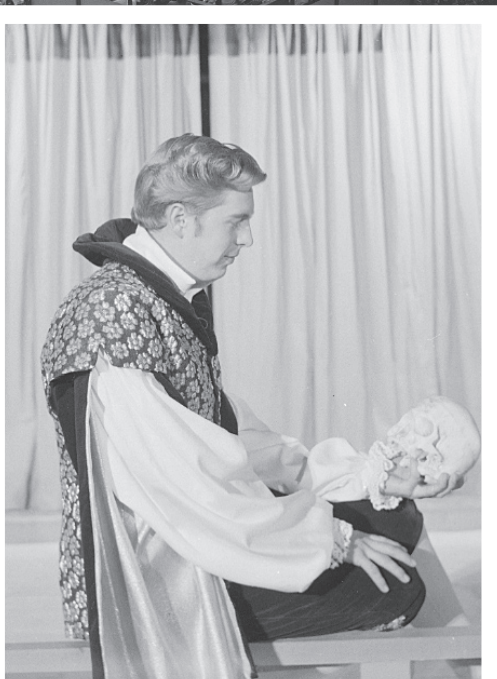
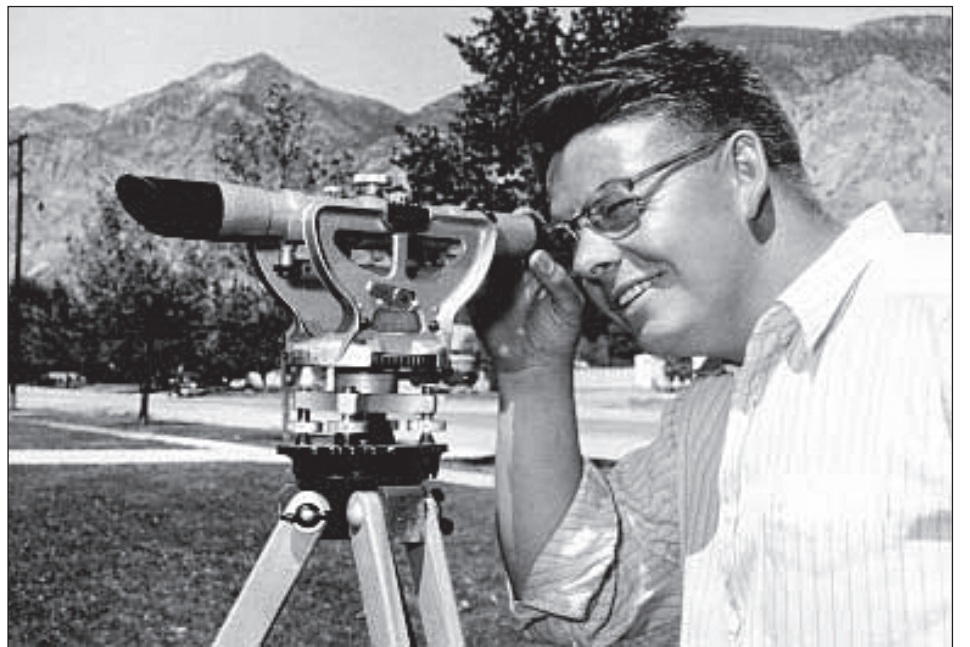
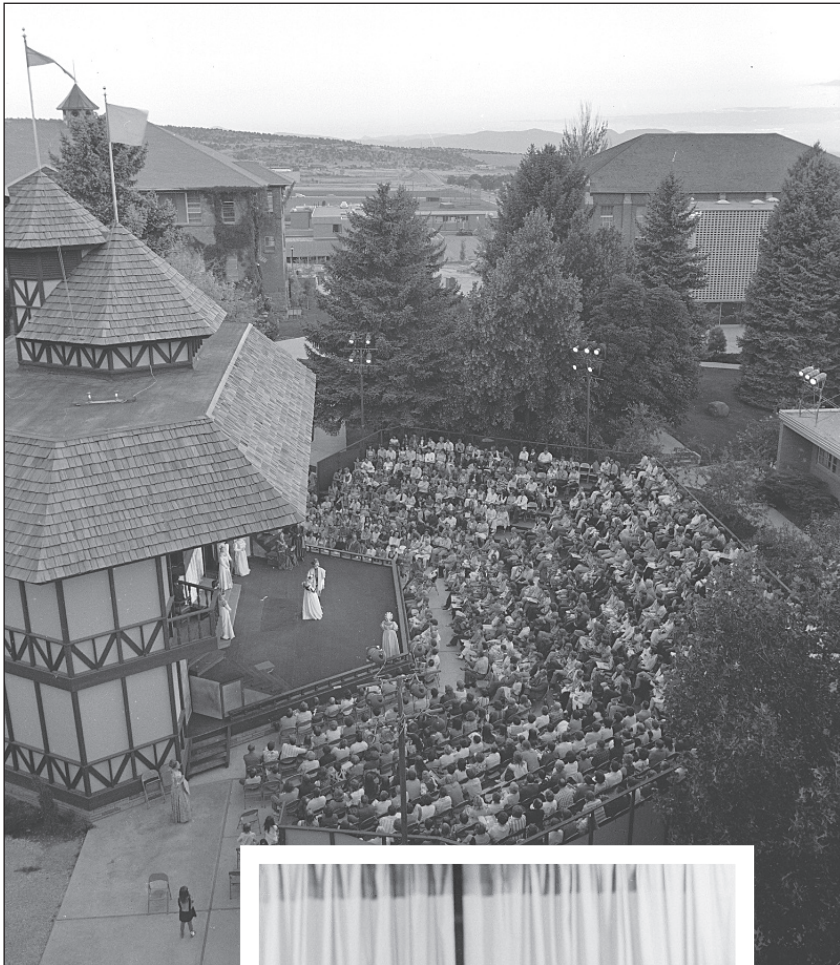


# UTAH *Focus*

May 2011

A Publication of The Enterprise - Utah's Business Journal

## Utah's Legacy Businesses



# Celebrating "60 Years of Building Value"



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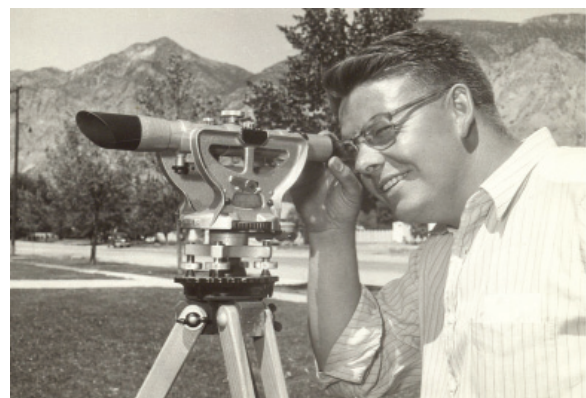


2920 South 925 West  
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801.621.4185  
[www.wadman.com](http://www.wadman.com)

# Wadman Corporation Celebrates its 60th Anniversary

2011 marks the 60th Anniversary of being in business for Wadman Corporation, a regional general contractor based in Ogden, Utah. For 60 years, Wadman Corporation has been building – building relationships and building value for owners and developers throughout the eleven western states.

In 1951, after a tour of duty with the United States Navy, Jay Wadman started his own construction company working on small remodel projects, repair work and a handful of small jobs for Hill Air Force Base in Utah. Jay learned



the construction business and his work ethic from his father, Ben. Jay's father had the philosophy that "no job is too small" and work was often done on a handshake. Ben earned the nickname "Honest Ben" because of his integrity and business philosophy. He was more interested in doing a good job for his customers than anything else. Wadman

Corporation still carries on this work ethic and business philosophy today. Much of the company's success can be attributed to a high percentage of loyal repeat clients.

Wadman Corporation has gone through quite an evolution over the last 60 years. In 1984, Jay's son David was named President of Wadman Corporation. For the last 27 years, David has led the company to become one of the top general contractors in the West. In 2007, Dave Hogan was named President of the company as David Wadman took on the role as Chief Executive Officer. When asked to talk about the business, Dave Wadman says:

"I remember at about 17 years old, really getting into an argument with my dad telling him this is the stupidest business there could be. I never want to be in it. Nobody in their right mind would be in this kind of business. It's just hard work, and you sweat your guts out, and there's no reward other than just tired body every day. ...As I look back, I am extremely grateful to him for helping learn how to work. ...I love the fact that you can feel and see the creation that you're part of. To me there's nothing that's more rewarding than seeing what you are doing, and it's a blast. I love it."

Wadman Corporation has experienced nearly everything a business and its employees can over the last 60 years; from tragedy to elation, struggling for work and struggling to make ends meet to having plenty of work. Although small remodel work remains a part of Wadman Corporation, Wadman's portfolio now includes Educational (K-12 and Higher Education), Office, Industrial, Hospitality, Multi-family, Resort, Retail, Religious, Government and Health Care projects. Since 2008, Wadman Corporation has been ranked as one of the Top 400 contractors in the nation.



Project values are as diverse as Wadman Corporation's portfolio, with project costs ranging from a few thousand dollars to projects totaling over \$150 million. During the last decade, Wadman Corporation has completed over \$1 billion in construction. Most of the work has occurred in the 11 Western States with a handful of projects occurring in four other states.

When boiled down to its essence, Wadman Corporation's success is due to its employees. While it is true Wadman Corporation has many repeat clients and referrals which contribute to reasonably stable revenues, those repeat clients come back to Wadman Corporation because of the experience they have with the employees. It is often said at Wadman Corporation,

"We don't need to or want to be the biggest. However, we want to be the best at what we do."

Being the best at providing the best value and the best customer care is what brings repeat clients and referrals to the company.

The business philosophies of Jay and Dave Wadman are instilled and exhibited by all of Wadman Corporation's employees. The values of being trusting, committed and passionate are exhibited every day. The company culture

at Wadman Corporation encourages these values and encourages growth in each employee's careers. The work environment at Wadman Corporation has led to employee loyalty and tenure that is nothing short of amazing. In 2010, a superintendent retired who had been with Wadman Corporation for 43 years. There are a number of employees who have been with Wadman from over 20 years to over 30 years. This diverse and deep experience is the key to why Wadman Corporation's employees make the company successful. Dave Hogan, President of Wadman Corporation states:

"No one person at Wadman has all the answers, but collectively there's not very much that we can't figure out as a team."

To be the best and stay "on top of their game" Wadman Corporation is committed to giving its employees the tools they need to stay on the cutting edge of technology and the business. Wadman Corporation ensures all of its employees receive regular training and continuing education in their area of expertise. Training and continuing education subjects include but are not limited to safety, storm water pollution prevention planning (SWPPP), project management, estimating, materials, sustainability, LEED, building information modeling (BIM) and marketing. All of Wadman Corporation's project managers are LEED Green Associates and a handful of other employees are LEED APs (Accredited Professionals) with additional employees training for accreditation.



Wadman Corporation's pre-construction and construction services.

Wadman Corporation takes safety very seriously. The company goes to great lengths to ensure their job sites and employees safe. Wadman Corporation consistently earns local, regional and national safety awards and recognition. While the awards and recognition are appreciated, the plaques on the company's office walls represent something much more important than the award. They represent Wadman Corporation's commitment to safety and one of its primary goals which is ensuring each employee returns home safely to their families every night.

Wadman Corporation also believes that "people that give are successful". Wadman exhibits this by giving back the community. Wadman Corporation performs a service project every year as part of its annual leadership conference. Recent projects have included the Ogden City Dog Park and a Women's shelter makeover where Wadman renovated 9 apartments in a single day. Wadman Corporation supports many local charities and foundations. Additionally, Wadman's employees participate on their own time in multiple charity events including walks, bike rides and other service projects.

Wadman Corporation is grateful for the first 60 years of success and will continue to live the values by building value for its customers for the next 60 years and beyond.



Left to right: Dave Hogan, President;  
Dave Wadman, CEO  
Waldorf-Astoria, Park City

Technology is making things possible that were not possible even 10 to 15 years ago. Wadman Corporation's estimating department uses very robust estimating software tools for more accurate and faster estimates. Wadman Corporation has also implemented an aggressive training program to not only utilize building information modeling (BIM) but to be at the leading edge of what BIM technology has to offer in



YCC Women's Shelter Service Project



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## BEEHIVE INSURANCE



*Dick Walton*

Beehive Insurance is celebrating 50 years in business this year. Like many who have reached this mile stone, we look back over the years with a mixture of emotions and a sense of wonder at how the time has slipped by. An insurance policy is promise of coverage bound in a contract. Insurance policies are what we sell, but not who we are. Beehive is hard-working and friendly people focused on building trust, one client at a time. This is our story.

In 1961, construction mogul Wilford W Clyde, head of the WW Clyde & Co., and his associate, J Richard Walton, founded Beehive Insurance Agency. They set up a one man shop in a tiny building at 227 West 600 South in Salt Lake City. Even then, the building was on the fringes of decent society. The office was tucked in near the railroad yards and warehouses of Salt Lake's shipping and industrial district. It was a tiny operation, run by Walton, with start-up capital provided by Clyde.

The Clyde's have proven over several generations to be one of the great business families in Utah. Their business has always been centered on heavy construction and the supply of building materials. Of necessity, they have employed large teams of men and women, long lists of huge earth moving equipment, and a fleet of trucks. Of course, all of this must be insured; Workers Compensation Insurance to protect those men and women, Auto insurance for the fleet, coverage for the equipment and Liability Insurance to protect the public at large. Vertical integration may have been twinkling in Wilford Clyde's eye, but Beehive has always been more than just an in-house insurance agency for the Clyde Companies.

Policy holders soon realized that Richard Walton was man you could trust. He developed relationships with Utah's construction and trucking leaders that would sow the seeds of our future prosperity. He had a special knack for earning the trust of those he met, and the sincerity to work hard and validate that trust. Walton worked tirelessly as a broker to bring customers and insurance companies together and negotiate a deal between them; a diplomat in the business world.

As the early years of the business slipped by, Beehive remained small while the city grew around them. The 600 South off-ramp buried the Beehive office building behind a viaduct. Under this highway, the city's vagrants often sought shelter and maybe a nights rest. The surrounding streets and nearby Pioneer Park became a nefarious land traversed by those pushing drugs and the police officers that chased them. Despite these declining conditions, the handful of Beehive employees came to work as they always had, working long hours to protect the financial future of their clients.

In 1979 Doug Snow joined the agency. Snow has fond memories of working closely with Richard, as he was mentored in the business of Business Insurance. In 1991 Richard announced his retirement and Doug Snow was promoted to CEO and President of Beehive Insurance.

For the first six years as President of Beehive, he carried on as his mentor had, working as the agency's only producer. He continued to



*Doug Snow*

grow his book of clients and managed an office of four. Then, in 1997, Snow saw an opportunity and moved Beehive's operations out of its humble 600 South office to its current headquarters in Murray.

Two years later, the economy was booming with unprecedented growth in the construction sector. This surge in the economy allowed the Clyde family to consolidate all of its enterprises, including Beehive, under one parent company. The consolidation gave Beehive access to resources previously unavailable. Snow realized he was at the crossroads of another great opportunity.

Taking advantage of the financial backing of the newly consolidated Clyde Companies, and the economy in overdrive, Snow began hiring talented career producers starting with Susan Smith, Cory Payne, and Aaron Griffith. In 2003 Beehive further expanded by acquiring the talents of Super-producers, Rand Austin, Mark Austin and Jim Dickson along with their respective custom-



ers. Over the years Snow continued to seek out additional producers, both seasoned pros and new starts, that exemplified hard work and high standards of integrity.

Methodically, Snow has guided Beehive from a one agent operation into a much larger agency that quickly began to reap the benefits of economies of scale. Each new agent brought their customers with them. This increased Beehive's profitability and provided access to additional insurance carriers. Collectively these building blocks have positioned Beehive to be a market leader in negotiating the best for their clients. In a true positive feedback loop, growth begat growth, and with it came increased competitiveness and profitability.

For everyone affiliated with the construction industry, much of the 2000's were boom years with unprecedented growth. In 2007 – 2008 the banking and lending sector suffered a global meltdown which immediately put the brakes on almost all building projects. Since the cost of insurance coverage for a trucking or construction company is based on things like mileage, payrolls, and vehicle counts, a sharp decrease there translates to sharp fall in premiums and agency profits.

For Beehive the Great Recession started out painfully. It was difficult to see the lending and construction break so quickly. Our many contractor and building materials clients had no immunity from these market forces. As these clients shrank or closed so did their insurance policies. In the best organizations, tough times call for sharpening the sword. This recession has caused us to get leaner and more focused. We have trimmed our expenses, increased our marketing, and further invested in technology accelerators.

In the last twenty-two years, the company has grown from a single producer in an office of four, to an agency of seventeen producers in an office of thirty-five. On the horizon Snow sees further growth. Beehive has recently opened a Benefits division lead by the talents of Todd Valentine. Furthermore, Snow is always on the lookout for talented and truthful insurance professionals looking for a friendly and equitable place to build a career.

Today we are positioned better than ever to find the right coverages, at the best price. As much as we have changed, and the world has changed around us, we know that the fuel for our business is in establishing long-lasting relationships with our customers built on trust.



50  
YEARS

## Our 2011 Season

June 23 — October 22

*A Midsummer Night's Dream*

*Richard III*

*Romeo and Juliet*

*The Music Man*

*The Glass Menagerie*

*Noises Off!*

*The Winter's Tale*

*Dial M for Murder*



Utah Shakespeare  
Festival

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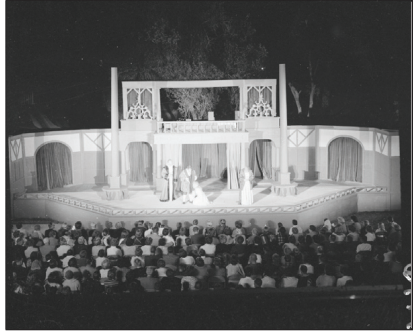


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# History of the Festival

The Utah Shakespeare Festival was founded in 1961 and presented its first season in 1962. It was started in response to two influences: An estimated quarter of a million summer tourists desiring more evening activities after visiting the area's national parks, and a young entrepreneur and actor's desire to produce great theatre.



Festival Founder Fred C. Adams, having joined the faculty in 1959 as an assistant professor of theatre arts at what was then the College of Southern Utah (now Southern Utah University), was wondering what could draw people off the newly planned I-15 freeway to stop in Cedar City for awhile. City leaders were desperate to find a way to attract people and dollars to Cedar City and its Main Street.

One day while he and his girlfriend Barbara (later to become his wife), were in the Fluffy Bundle Laundromat, an idea was born: Why not start a Shakespearean festival! Excited by the idea, Fred packed up his notes and ideas and visited Ashland, Oregon, the site of the granddaddy of all Shakespeare festivals, the Oregon Shakespeare Festival. While there, he closely observed operations and was befriended by Angus Bowmer, the OSF founder, whom Adams interviewed extensively. Fred, Barbara, Barbara's mother Louise, and two CSU students also visited theatres in Canada and Connecticut and on the long ride back to Cedar City the Utah Shakespearean Festival was born with Fred and Barbara the proud parents!

The dream was launched. Adams appeared at the Cedar City Council and the Chamber of Commerce and told them he had the solution to attract people to Cedar City: Build a Shakespeare theatre that would attract visitors looking for something to do at night after they had visited the area national parks. Their reaction was predictable. He heard snickering as he left the room. "It went over like a pregnant pole vaulter," Adams likes to say. "They thought it was a dumb idea. Really dumb." But the Lions Club agreed to underwrite his plan with \$1,000 after he told them he expected to recover all of the money in ticket sales. CSU President Royden Braithwaite was supportive of the Festival, but could not supply any funding.



Shakespeare was a natural choice for Cedar City. Historically, the people of southern Utah have a love for drama and especially the works of Shakespeare. Adams proceeded with his new company and presented *The Taming of the Shrew*, *Hamlet*, and *The Merchant of Venice* that first season. A small company of college students and townspeople produced the plays on an outdoor platform, backed by a partial replica of an Elizabethan stagehouse. Between rehearsals, volunteer actors wielded hammers and scissors, building their own stage, props, and costumes. The initial two-week season attracted an excited 3,276 spectators, yielded a much-needed \$2,000 profit on which to build a second season.

Barbara was adamant that the Festival include a nightly Greenshow, pre-show entertainment featuring music, dancing, and a Punch and Judy puppet show. LaVeve Whetten was in charge of the dancing; and Barbara, the music. She obtained recorders and taught a group of musicians to play the instruments. Because no one knew about the Festival, the group would go downtown in the afternoons/early evenings and wander into the cafes and play and sing medieval music and invite them to come and see the Festival that evening. For many years, Barbara was the force that kept The Greenshow improving and growing.

This cooperative relationship between the Festival, the university, and the community still flourishes today. The partnership is one of the reasons for the Festival's consistent growth. In 2010, over 130,000 ticket-holders viewed nearly 300 performances in three theatres during the sixteen-week season. The Festival is now a year-round operation with a full-time staff of twenty-six and a budget of over \$6.5 million dollars.

The Festival's well-known outdoor theatre materialized in stages. The Adams Memorial Shakespearean Theatre, located on the campus of Southern Utah University and one of the most authentic Elizabethan theatres in the world, be-



gan as a stagehouse; but in five years' time was gradually surrounded by its permanent orchestra and gallery seating. The Adams Theatre was dedicated in 1977 and so closely resembles Shakespeare's Globe Theatre in London that the British Broadcasting Company chose it as the location for some of their filming of their Shakespeare series. The Adams Theatre features three plays each season (usually Shakespearean), mounted by professional directors, designers, and actors from around the world, along with graduate students from top professional graduate schools.

The indoor, modern Randall L. Jones Theatre opened its first season June 23, 1989, offering classics of world drama. Its repertoire has spanned more than three centuries of playwrights and has included the classics of France, England, Italy, Ireland, Norway, and the United States.

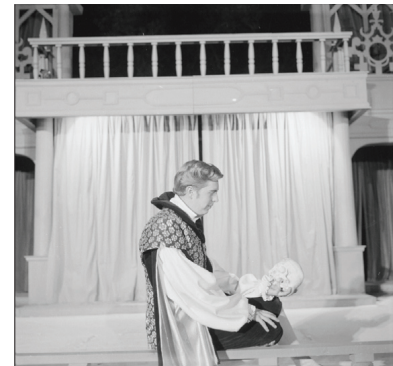
Within a decade, the Festival plans to construct additional buildings near the Randall L. Jones Theatre, including a third theatre, a Renaissance study center, and gallery, condominiums and restaurants, pubs, and other retail shops. These will form the Utah Shakespearean Festival Centre for the Performing Arts. The nearly eight-acre planned centre spans one and one-half city blocks.

In 1992, the Festival started the ground-work (and has built on it every year since) for what will eventually become the program of this third theatre. Staged readings of the New American Playwrights Project (NAPP) are presented to Festival patrons who desire an opportunity to view the current work of some of today's best playwrights. The program will eventually evolve into fully-mounted, modern plays, by "the Shakespeares of tomorrow," presented in a small, state-of-the-art flexible theatre that will be part of the Centre for the Performing Arts.

The Festival was named the recipient of the coveted Tony Award for America's Outstanding Regional Theatre on May 8, 2000. The Tony Award is the most prestigious and sought-after award in live theatre, the

equivalent to the Academy Awards in film.

In 2005, Fred C. Adams was named founder and executive producer emeritus and is now



concentrating his efforts on fulfilling this dream of the Utah Shakespearean Festival Centre for the Performing Arts. In October 2005, R. Scott Phillips was named executive director of the Utah Shakespearean

Festival; and, in January 2011, David Ivers and Brian Vaughn were named artistic directors. According to Phillips, the future of the Festival is nothing but positive. "The next generation of theatre-goers at the Festival will be the recipients of great productions resulting from the foresight of Fred, as well as our past and present artistic leadership."

As part of its commitment to great theatre, the Festival fosters activities that bring Shakespeare and other great playwrights to new audiences. Through theatre, and the activities surrounding it, entire eras come to life and enrich people of all ages and from all walks of life. The Utah Shakespearean Festival remains a total "experience" for its patrons, many of whom have been coming to every season for nearly fifty years and now bring their children and grandchildren. The Festival's economic impact in Cedar City and the surrounding area is enormous. In 2002 alone, direct and indirect expenditures by the Festival and its patrons as estimated at over \$45 million.

The feeling of partnership with the audience (which extends so far that the Festival even offers child care during the plays) is a trademark, inspiring patrons to speak of it as "their Festival." Striving to satisfy our modern audience's desires, the Festival works hard to keep alive that bright and shining view first envisioned by Fred C. Adams nearly five decades ago.

The Utah Shakespearean Festival is hosted on the campus of Southern Utah University and is one of the oldest and largest Shakespearean Festival is North America. Each summer six productions are presented in rotating repertory in three different theatres. Each fall three plays are offered, and a touring production plays to schools throughout the West during the winter months. In keeping with its mission to entertain, enrich, and educate its audiences, the Festival also offers a variety of activities such as orientations, literary and production seminars, classes, workshops, and backstage tours—making it a true destination theatre, and one of Utah's cultural treasures.

These are exciting times at the Utah Shakespearean Festival, times of growth and vision, times of genuinely understanding "what we are" and "what we may be." The works of William Shakespeare and other master dramatists are "not of an age, but for all time."



Brian Vaughn as Hamlet, 2006

**INDUSTRIAL SUPPLY COMPANY:  
95 YEARS TOOLING BUSINESS  
AND INDUSTRY FOR SUCCESS**

**S**alt Lake City, Utah – Since its inception in 1916, Industrial Supply Company has never had a year in which they were not profitable.

**T**o emphasize what an achievement that is, consider the myriad of obstacles the construction industry has seen over the years. Industrial Supply survived the great depression; the mini-recession of 1982 when the largest foundry, the second largest copper mine and two of the largest steel fabricators in the region closed within 18 months of one another. Yet, Industrial Supply continues to thrive.

**A**s a family-owned business, it is celebrating 95 years as a supplier and distributor of maintenance, repair, operations and production (MROP) supplies throughout the Intermountain Region.

**I**ndustrial Supply credits this ability to overcome and prosper to two major factors: dedication to customer satisfaction, and a capacity to adapt to a changing business climate.

**C**ustomer satisfaction is a tradition that has long-standing roots within Industrial Supply. Company founder, Rudolph (Rudy) Orlob, based Industrial Supply around a dedication to the values of integrity and respect for those with whom the company does business, and for the community in which he lived and worked. Today, little has changed as grandson of Rudy Orlob, and now President of Industrial Supply, Phil Thompson, readily admits. His own style of managing the growing distributorship is a timeless version of Rudy Orlob's framework.

**“RESPECT THE DIGNITY OF THE CUSTOMER AND UNDERSTAND THAT QUALITY IS DEFINED BY THEM. IF PRACTICED CONSISTENTLY, EVERYTHING ELSE WILL FALL INTO PLACE,” SAYS THOMPSON.**

**T**o keep up with an ever-changing industry, Industrial Supply has a long history of market adaptation. When it was originally founded in 1916, it was called the

Mountain States Rubber Company, and sold rubber products to the mining industry. Ten years later Orlob formed Industrial Supply to identify with Utah's growing industry, and in 1941, only months after the outbreak of World War II he formed company number three, Metals Supply, which specialized in fasteners and metals. The company has never let this tradition of adaptability die.

**T**hompson says, “Changing quickly to meet our customer's emerging demands has been central to our success”. Now, being a company that primarily focuses on MROP distribution, it's apparent that this tradition of evolution is still very much alive within Industrial Supply.

**B**ecause community involvement has always been an Industrial Supply mainstay, Industrial Supply plans to celebrate their 95th anniversary with the industry and all of the individuals that have made significant achievements spanning the last nine decades. This has

consisted of promotions, events, and a recent contest that allowed customers to determine which logo would represent the company's 95th anniversary year. The company's recent television campaign was also recently awarded Gold ADDY Awards at the state and regional level by the American Advertising Federation (AAF).

**E**ach of these events is aimed at recognizing the industry and the community that has contributed to Industrial Supply's 95 years of success. By raising awareness to the outstanding contributions they've made, Industrial Supply looks ahead to the industry's continued growth and fulfilled potential.

locations in Wyoming, Utah and Nevada, and has been in business since 1916. In addition to supplies, Industrial Supply also offers customized services that enable customers to increase productivity and manage their inventory.

**T**hese services include product specialist reviews, vendor management inventory (VMI), safety training, storage and shelving design, blueprint copying, tool repair and custom paint mixing. Visit [www.indsupply.com](http://www.indsupply.com) for more information, and watch their award-winning television campaign by searching for “Industrial Supply Company – Acropolis” on [www.youtube.com](http://www.youtube.com).

**ABOUT INDUSTRIAL SUPPLY COMPANY**

**I**ndustrial Supply provides maintenance, repair, operations and production (MROP) materials for the manufacturing, energy, utilities, mining, government and construction sectors. The company has six



**INDUSTRIAL SUPPLY ONCE OPERATED AS THREE COMPANIES FROM ONE LOCATION AND FOCUSED ON MINING, STEEL MAKING AND FABRICATION, FOUNDRY'S UTILITIES, AND MANUFACTURING SEGMENTS.**

