

**MCAA25**



# Today's Mechanical Industry: An Interactive Look at Being a Mechanical Contractor

## Robert Beck, Curtis Harbour, Brian Helm & Mark Rogers

Monday, March 3<sup>rd</sup>  
10:30 a.m. – 12:00 p.m.

Please let us know what you thought of this session



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# MCAA<sup>25</sup>

## Today's Mechanical Industry: An Interactive Look at Being a Mechanical Contractor



Brian Helm  
Helm Group, Inc.



Mark Rogers  
West Chester Mechanical



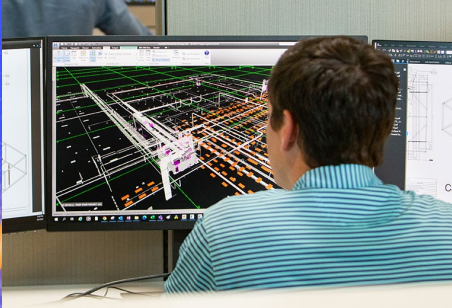
Robert Beck  
JW Danforth



Curtis Harbour  
Southland Industries



# Introductions – Curtis Harbour



## COMPANY PROFILE

- Founded in 1949
- Provides full building lifecycle expertise in engineering, construction, service and energy
- \$2.8 billion revenue and \$2+ billion bonding capacity
- 7K+ employees with 300 employee owners
- 23 locations across the U.S. in California, Oregon, Washington, Nevada, Arizona, Texas, Virginia, Maryland, and Philadelphia
- EMR: Interstate 0.61/CA 0.48 (2024)

## COMPANY FOCUS

- People first culture
- Leverages Lean principles to deliver innovative solutions
- Prioritizes manufacturing and prefabrication
- +727K total square footage of fabrication shops
- **Market Sectors**  
Commercial, Data Centers, Federal, Healthcare, Higher Education, Hospitality, Industrial, Life Science, K–12 Education, Sports & Entertainment, State & Municipal, Water & Wastewater



# Introductions – Robert Beck, CEO



## COMPANY PROFILE

- Founded in 1884 – Buffalo, New York
- 2024 Revenue at \$300mm+
- **Regional Offices**
  - **VT** - Burlington
  - **OH** - Columbus
  - **NY** - Buffalo, Rochester, Syracuse, Albany
- ESOP – 100% Employee Owned
- Self-perform Pipe and Sheet Metal fabrication:
  - (14) United Association Local Unions
  - (8) SMART Local Unions
- 1.2 million trade hours in 2024
- **Markets we serve:**
  - Commercial, Institutional, Healthcare
  - Manufacturing, Industrial
  - Energy, Utility
  - Mission Critical, Advanced Technology

## COMPANY FOCUS

- **Vision**
  - Build meaningful relationships coast to coast
- **Mission**
  - Deliver industry leading experiences to our customers everyday
- **Key Strategies**
  - **Engineered Construction**  
Deliver projects at lowest cost
  - **Negotiated Solutions**  
Provide value-based results
  - **Geographic Expansion**  
Markets where we provide value
  - **Power of Our People**  
Hire, train, reward and retain the industry's best
  - **Community Engagement**  
Integrate and invest in our communities





# Introductions – Brian Helm

## COMPANY PROFILE

- \$675+ million revenue
- 3 million work hours
- Locations
  - Chicago
  - Milwaukee
  - Omaha
  - Kansas City
- 250+ service techs
- Self-perform work with 10 trades
- Commercial Building, Industrial, Heavy Highway, Marine, Aggregates, and others



## WHAT'S IMPORTANT TO US

- Safety
- Fabrication
- VDC
- Using technology to differentiate ourselves
- Employees' career development
- Customer satisfaction
- In-house engineering
- Being union and multi-trade
- Being a good community partner



# TODAY'S MECHANICAL CONTRACTOR TOPICS

- Mitigating Risks
- Employees & Company Culture
- Company Performance & Growth
- Leadership

- Mitigating Risks

- Employees & Company Culture
- Company Performance & Growth
- Leadership

- Bid Day
- Contract & Purchasing Risks
- Insurance & Limits

- Mitigating Risks
- Employees & Company Culture
- Company Performance & Growth
- Leadership

- Retaining Key Employees
- Effective Onboarding
- Connection to Field Teams
- Empowered/Safe Culture
- Mental Health



- Mitigating Risks
- Employees & Company Culture
- Company Performance & Growth
- Leadership
- Standardizing Processes
- Traveling for Projects
- Mechanical as Prime

- Mitigating Risks
  - Employees & Company Culture
  - Company Performance & Growth
  - Leadership
- Relate, Communicate & Serve
  - Ego Management

# Open Q&A