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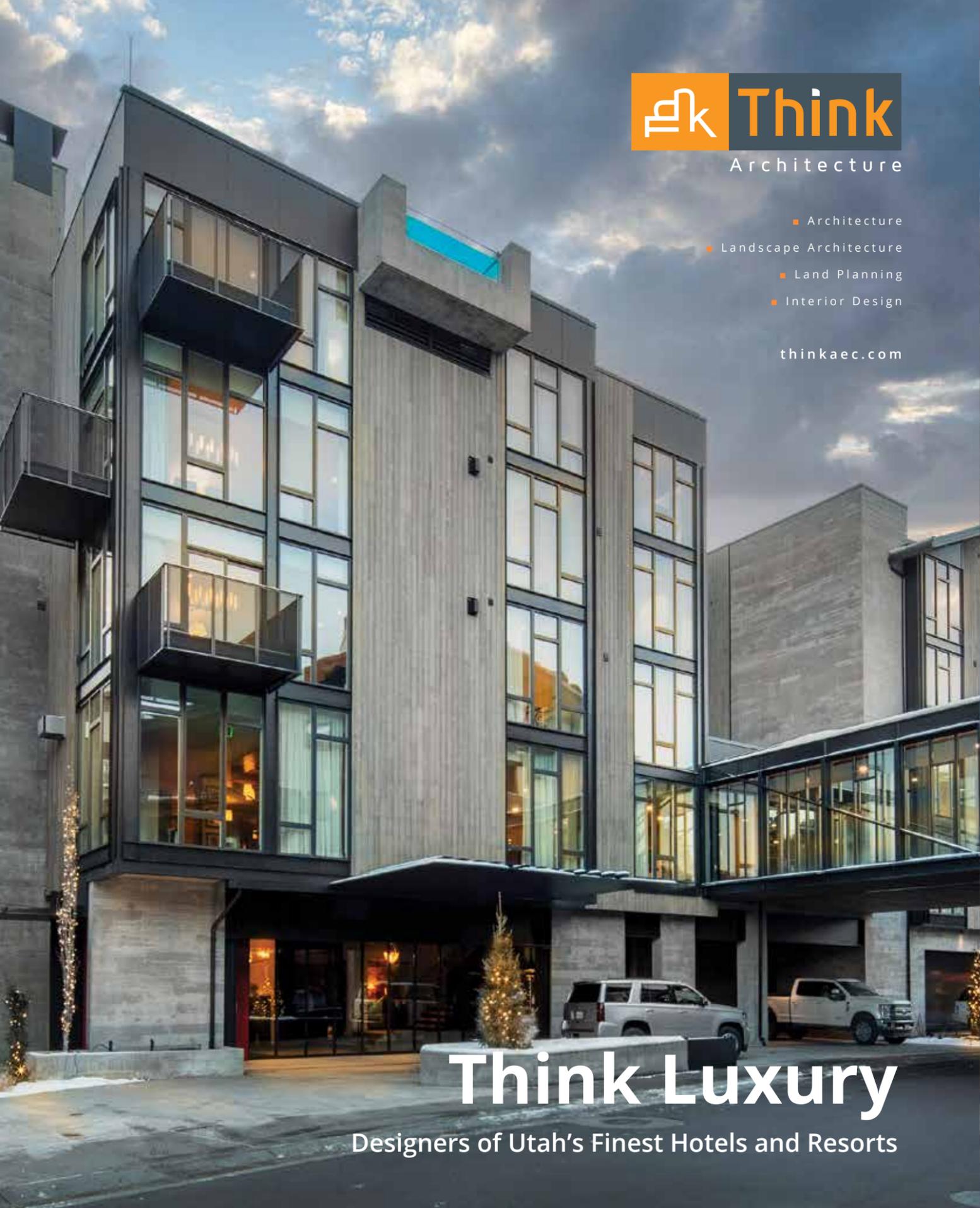
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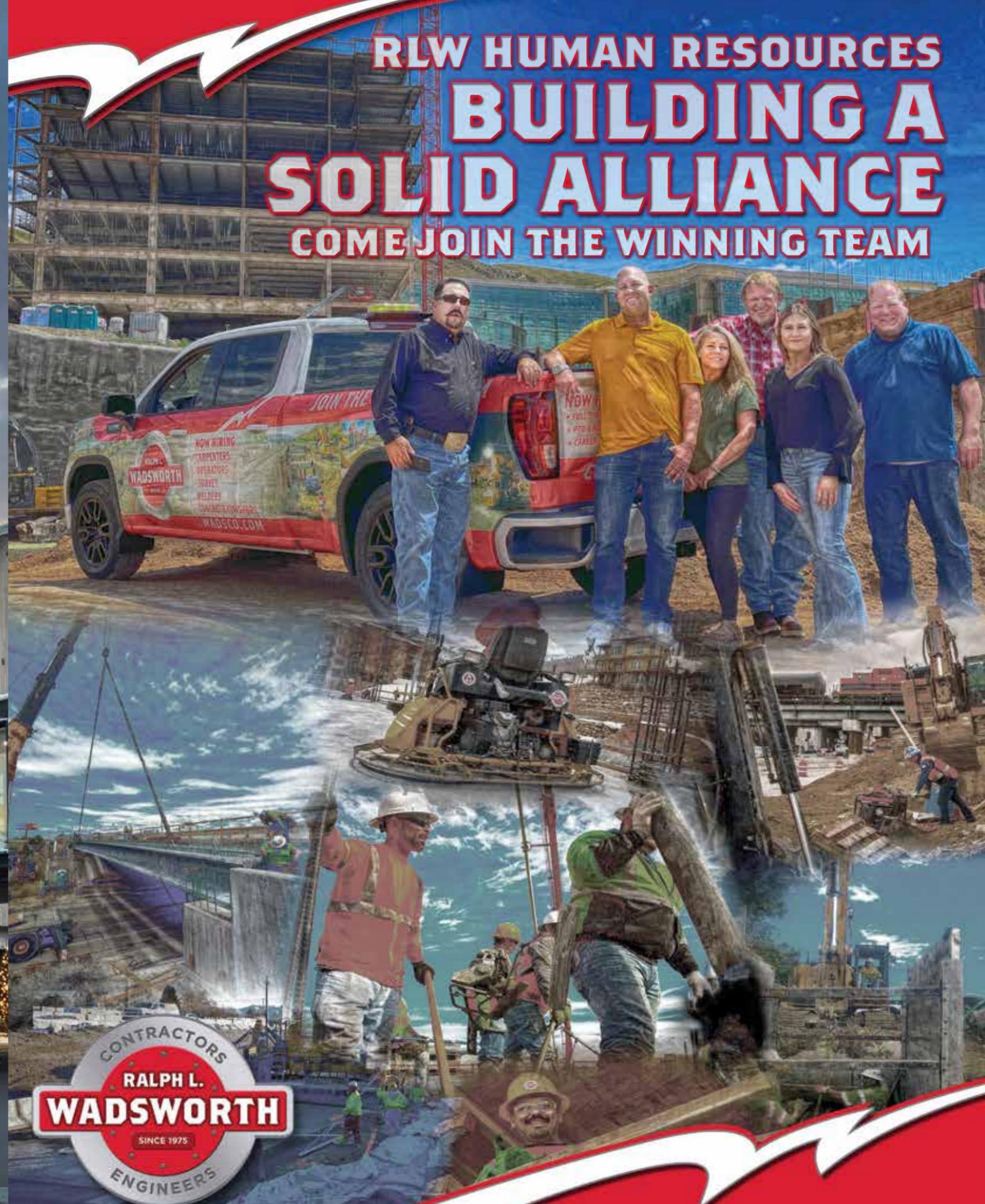
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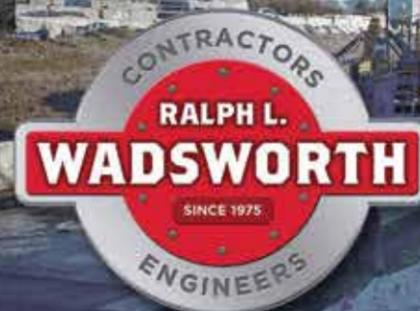
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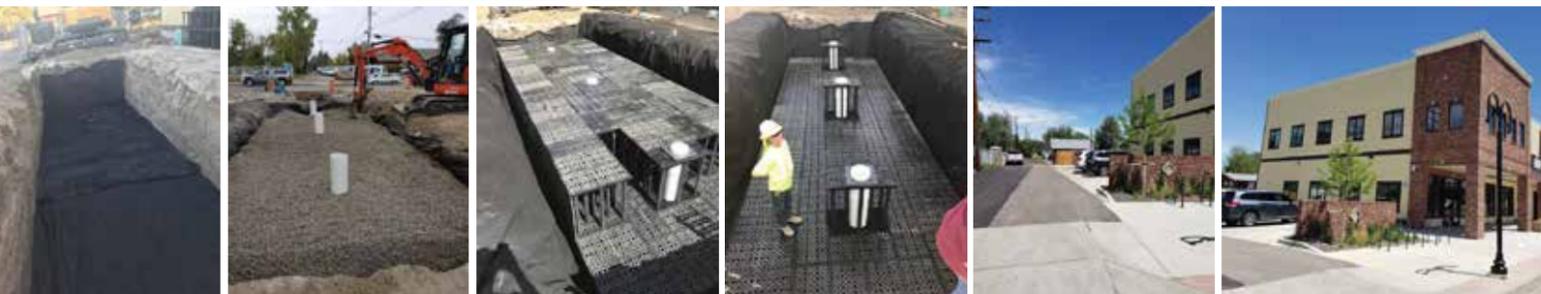
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Are You What You Want to Be?

Every once in a while, the bridge from Foster the People's "Are You What You Want to Be?" gets stuck in my head:

*"With all these things I wait for revelation
These things make me want to duck for cover
With all these things I wait for revolution
These things ask the biggest question to me
And it's: Are you what you want to be?"*



The song is catchy, so it being an earworm isn't a surprise, but what is a surprise is how profound the belief is that you can change who you are. There are so many parts of life that feel out of control, but how we perceive ourselves is always within our power.

Some of you are rolling your eyes at me getting into my philosophical bag, but hear me out: believing in self-change is profound. We're smart people with occasionally silly beliefs. Believing that change is unattainable is one of them.

This issue relates to something near and dear to me: **mental health** (page 26). Coming from social work, I saw how believing in personal change saved people's lives. Coworkers, clients experiencing homelessness, or even myself—we all experienced tremendous growth just from telling ourselves, "I have the power to change."

Grady and Cal, made it starkly clear in their article—our industry needs to make a habit of taking long, hard looks in the mirror to see what positive changes we can make to better our lives, especially at work. Whether that is acknowledging that we need a break, being willing to be vulnerable to present a good idea, or just accepting a compliment, there are so many little things we can do to change for the better and enjoy our work.

Change is often slow, but it doesn't have to be. Whether that is with **virtual design and construction** (page 64) or the mentality on how to best **finance infrastructure projects** (page 54), we can be more agile. We have to be. Not only does our future depend on it, it's worth every step.

Change is also difficult, though. Speaking to this, Chris Parker, Founder of local developer Giv Group and one of the two developers on **The Exchange** (page 40), mentioned the following concerning Salt Lake City: "We have a choice to make in the next five years as to what we want our city to be." He asked if Salt Lake will be just another city among many? Or are we going to be something greater, full of compelling energy where people want to be?

Utah in general needs to ask those same questions. Are we going to be the place that uses our work ethic and community spirit to solve our air and water problems? Are we willing spend more on our projects and our infrastructure to be better stewards of the earth? Will we look at the total cost of how we live and seek to change it for the better? Will we keep acting in good faith to keep our state on its upward trajectory?

That's my question to you, Utah A/E/C industry, what do you want to be? Let's keep striving for our best. We can make the difference, and it all starts with belief.

Taylor Larsen

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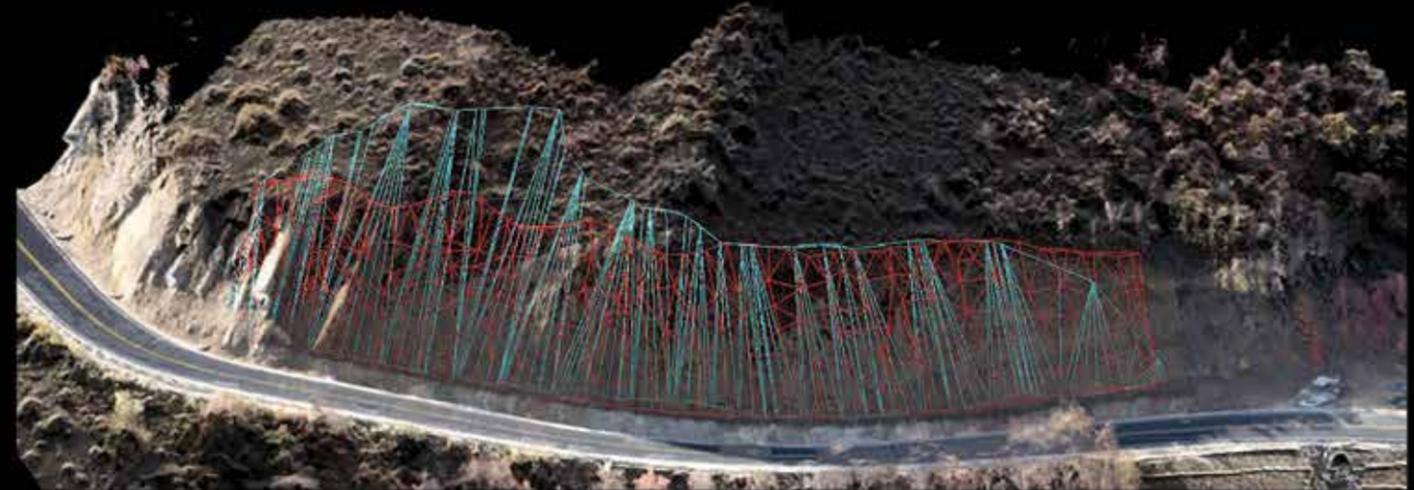


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Coming in June|July issue of UC&D:
2021 Top GC Rankings
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New Titles, New Faces, New Journeys

Legends are celebrated, industry stalwarts are promoted, and new people are brought aboard local A/E/C firms.

Frances “Fran” Pruyn, former Chief Marketing Officer for **CRSA**, retired in April after 18 years of service at CRSA and 38 total years in the the A/E/C industry.

Her presence will not only be missed in CRSA, but professional organizations like SMPS as well. Pruy was one of the founding members of the SMPS Utah chapter in 1990, serving as President and in various positions within the Board of Directors.

Within her company, her news was met with lots of praise for the longtime marketer. Said Scott Gilberg, Director of CRSA’s St. George office, “Over the 15 years I’ve worked with and known Fran, I have always appreciated her strong but appropriate level of confidence. She knows how she feels and expresses herself even better. Her sense of humor lightens up the room. She will be missed.”

Jared Kenitzer, named as Marketing Director in January 2021, officially takes lead of the marketing team following Pruy’s retirement.

Tait Kecham, President of **Dunn Associates, Inc.**, was awarded the Utah Engineer’s Council Engineer of the Year for 2021. Kecham has been a strong advocate for the structural engineering profession for nearly twenty-five years and has been an example of adaptation to new and better design processes throughout his professional career.

“Few things are more rewarding than contributing to our communities and creating sustainably designed environments,” he said.

He has stood for that philosophy since the beginning, starting from his projects and work with Structural Engineers Association of Utah. Some of his more noteworthy projects as the engineer of record include Fairbourne



Frances Pruy



Tait Kecham



Drew Allen



Greg Hardy



Derek Ulm



Jason McKenna



Shan Miller



Brandon Wilkins



Branson Yantes

Station Office Tower, Lehi Tech Park office building, the University of Utah Pierre Lassonde Studios, the Hale Theater in Sandy, and the renovation of the Utah Jazz Practice Facility. Several of these projects have received and been nominated for awards from local and national organizations.

BHI, Co., the Vernal-based general contractor, recently announced changes and promotions in their executive and management teams. The changes and promotions announced at the company’s quarterly leadership meeting are as follows: **Drew Allen**—Project Manager, Renewables

Greg Hardy—Managing Director of Corporate Compliance
Derek Ulm—Director of Business Development and Pre-Construction
Jason McKenna—Director of Project Controls
Shan Miller—Vice President of Operations, Renewables
Brandon Wilkins—Project Director of CMGC Commercial
Branson Yantes—Vice President of Operations, Civil Earthworks
Sal Lopez—Estimator CMGC
Wyatt Olsen—Senior Vice President
Jimmy Glenn—Vice President of Wireless and Communications
Derrick Hacking—Director of Asset Management

FFKR Architects recently awarded Senior Associate and Associate positions to many of their employees. Those who received promotions to Senior Associate include:

Goran Ilic, AIA—Architect
Marty Pierson, AIA—Architect
Heidi Nielsen, CPSM, AIGA—Marketing Director
Adam Zollinger—Director of Visualization
Jeremy Morgan, AIA—Architect
Adam Ferguson, AIA, NCARB—Architect
Keith Jensen, MArch, RA, LEED AP Architect
Courtney Haddick, AIA, LEED GA, NCARB—Architect
Thomas Newman, AIA—Architect
Stephen Nielson, NCARB—Project Manager
Susan Petheram, AICP—Senior Planner
Preston Dean, AIA—Architect

Those receiving promotions to Associate included:

Karen Cottle, IIDA, NCIDQ—Interior Designer
Lisa Humphries, SCCID—Interior Designer
Madison Ditton, NCIDQ, LEED GA, SCCID, ASID, IIDA—Interior Designer
Matthew Lee, PLA—Landscape Architect

Jessica Yurgaitis, Senior Vice President of Marketing and Product



Sal Lopez



Wyatt Olsen



Jimmy Glenn



Derrick Hacking



Goran Ilic



Marty Pierson



Heidi Nielsen



Adam Zollinger



Jeremy Morgan



Adam Ferguson



Keith Jensen



Courtney Haddick

Management with **Industrial Supply Company**, has been awarded one of nineteen inaugural “Women in Distribution Awards” from Modern Distribution Management.

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the exceptional job performance and overall industry influence of women in distribution’s traditionally male-dominated field. Furthermore, the awards showcase successful leaders who demonstrate excellence, each recipient breaking >>



Thomas Newman



Stephen Nielson



Susan Petheram

Kerby brings a wealth of expertise to his role—having served in a number senior leadership capacities in the construction industry over the past 30 years—now President of the elite commercial and residential partner company of Big-D Construction.

“Mike has been an integral and transformative part of the growth and progress of Big-D Companies—especially within Big-D Signature,” said Rob Moore, CEO of Big-D Construction.

Additionally, Kerby has made it a priority for Big-D Signature to not only support its team, but to give back to the local communities by working with organizations like Park City Community Foundation, National Ability Center, Lucky Ones Coffee, and Summit Land Conservancy.

Wade Edwards was promoted to Jr. Project Manager of **FOCUS Engineering and Surveying’s** Site Civil Department.

One specific skill of many that Edwards brings to his new role is his experience with innovative storm drain design for Low Impact Development (LID). When asked about other important skills he may have, he responded, “My ability to compartmentalize issues allows me to stay focused on the task at hand and not let them impact my ability to manage several projects at a time.”

Christopher Thompson was promoted to Project Manager at **Curtis Miner Architecture**. He spent the first 14 years of his career as a contractor before earning his Master’s in Architecture from the University of Utah. No small achievement for a father of eight!

In his new role, Thompson will spend much of his time assisting principals with developing clients’ project visions and coordinating responsibilities to make those visions a reality. Now responsible for several projects at a time, Thompson finds that flexibility is a critical skill. “Things come up, and you have to be able to adapt. You may not have the answers initially, but you must be willing to find them. I’m always learning,” he reflected.

Kristin Winter has been promoted to Estimator with **Pentalon Construction**.

Winter started her career with Pentalon two years ago as Estimating Assistant, where she gained instruction and discipline in conducting company bids, executing presentations and proposals for clients, and supporting all aspects of subcontractor and supplier estimating and bidding processes. She strives to implement accurate project proposals while building and maintaining long term relationships with clients, architects, and subcontractors.

TSA Architects welcomed **Starlee Basinger** to their team as the new Marketing Manager. With 10 years of marketing experience, Basinger is thrilled to be part of a company that brings innovation, experience, and passion to every project. Basinger said she’s grateful to work with people who are not only dedicated to building spaces conducive to healing and service, but who are also aware of the opportunity to elevate brand, improve culture, and enable their clients’ missions through their designs. She was



Kristin Winter



Starlee Basinger



Louie Tafoya

raised around construction, reading blueprints as a young girl. As an adult, she has found herself surrounded by the world of healthcare. The opportunity to meld these experiences is exciting for her.

The Associated Builders and Contractors, Utah Chapter (ABC Utah) announced the immediate appointment of **Louie A. Tafoya** to Director of Workforce Development.

Tafoya will oversee the licensing,

safety, and management training programs, while continuing his role as a National Center for Construction Education and Research-certified master trainer.

Tafoya has been with the ABC Utah for over two years. Prior to ABC, he spent 15 years with Union Pacific Railroad as an instructor for their simulator training program. ABC Utah members will continue to greatly benefit from his vast experience as an instructor. ■



Preston Dean



Karen Cottle



Lisa Humphries



Madison Ditton



Matthew Lee



Jessica Yurgaitis



Mike Kerby



Wade Edwards



Christopher Thompson

barriers and championing other women toward success.

“While the industries we serve may be heavily male-dominated, Jessica has created a space for women to be heard and respected and has opened many doors for

growth and opportunity,” said her Industrial Supply Company colleague, Jasmine Widmer.

Mike Kerby was recently named the President of **Big-D Signature’s** Park City office.



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Next Chapter

After guiding AIA Utah to greater heights for the past decade, Heather Wilson is taking her talents to the Pacific Northwest.

By Brad Fullmer



Heather Wilson

After more than ten years serving as Executive Director of the Utah chapter of the American Institute of Architects (AIA Utah), Heather Wilson is heading to greener pastures (literally, from a geographical standpoint) to become Executive Director of AIA Oregon in Portland. May 15 marks her final day.

Wilson's time in Utah has been profitable and productive for both herself and the chapter as a whole, and she admits to greatly expanding her knowledge of the Salt Lake City industry in ways she couldn't have imagined for someone who "grew up in liberal Cincinnati" (and is a die-hard Reds fan!). She graduated from the University of Cincinnati with a B.S. in Urban Studies and worked for two A/E/C firms before ending up as Director of Programs and Communications at AIA North Carolina for six years, starting in 2005.

She had little trouble fitting in with local AIA Utah chapter members when she initially came to Utah in 2011, and

she comfortably filled the large shoes of Elizabeth Mitchell, who directed AIA Utah from 1990–2011.

"Of course it was hard to follow the 20-year career of Elizabeth. [...] It was clear I'd have to work exceptionally hard to meet the bar she'd set for member service and

"Heather has been an intelligent voice for the Chapter. The fact that her education is in the design field has made her an excellent part of the Utah architectural community. She knows who we are and what we believe in as architects."—Jeanne Jackson, 2015 AIA Utah President

community engagement," Wilson said in a combo Zoom/email interview in April. "I've learned so much about our own unique design community as well as the industry as a whole. I'm really looking forward to what's next, but I'm surely grateful for the time I've spent here with Utah members. I won't easily forget the experience."

"Heather Wilson elevated AIA Utah to another level," said Jim Lohse, a Principal with Salt Lake-based FFKR Architects and chapter President in 2018. "We have new Presidents and Executive Committees every year, but in my view, AIA Utah has been powered by Heather—she does the bulk of the work. Heather brought diversity to AIA Utah."

"Heather has been an intelligent voice for the Chapter," added Jeanne Jackson,

Principal with VCBO Architecture of Salt Lake, citing Wilson as a "facilitator for interactions with the Legislature and with the University (of Utah)." She continued, "The fact that her education is in the design field has made her an excellent part of the Utah architectural community. She knows who we are and what we believe in as architects."

Keith Diaz-Moore, AIA Utah President in 2019 and Dean of the College of Architecture at the U of U, said Wilson stewarded the chapter to endow scholarships to graduate students studying architecture at the U—a gift that he said "will now enrich student lives in perpetuity." He also credited her knowledge of policy for helping AIA Utah become "better advocates for its members and the construction industry as a whole."

New Chapter Headquarters Among Notable Accomplishments

Wilson's efforts to secure a new chapter headquarters for AIA Utah in 2018 landed them the beautiful Historic Ford Building in downtown Salt Lake. It's not a stretch to say that it was one the most notable highlights of her 10-year tenure, and she hopes the building will be utilized in greater capacity as the pandemic subsides.

She said the entire design and construction process of the project—named the Wadman Center at AIA Utah—was simply "an amazing experience that really helped educate me about how the building process works. From programming to developing the vision for what our office could really be, we hoped we could make a gathering space [...] and create an example of how great design

makes a difference. I think we did that."

She continued, "I am encouraged that as the space continues to serve members and the public. We [will continue

"I believe that belonging to AIA makes it easier to be a professional over time, because it provides quality education and opportunities to network. I also believe AIA membership is much like a gym membership—you only get out what you put in. Membership in a professional organization is an investment in yourself. The best way to protect and grow that investment is involvement."—Heather Wilson, AIA Utah Executive Director (2011-21)

to) work with our partners—the (U of U) CA+P, ASLA Utah and the Utah Center for Architecture (UCFA)—to have public-facing conversations about issues in the built environment."

Diaz-Moore credited Wilson with helping diversify AIA Utah's annual conference with panelists such as the Women in Architecture group and Young Architects Forum, and developing programming for the first-in-the-nation collaborative space between an accredited architecture program and a state chapter.

Jackson also touted Wilson's work on legislative issues over the years, including educating local politicians how to better understand the role of professional licensure in protecting the safety of the public, and working to derail the idea of taxing professional services.

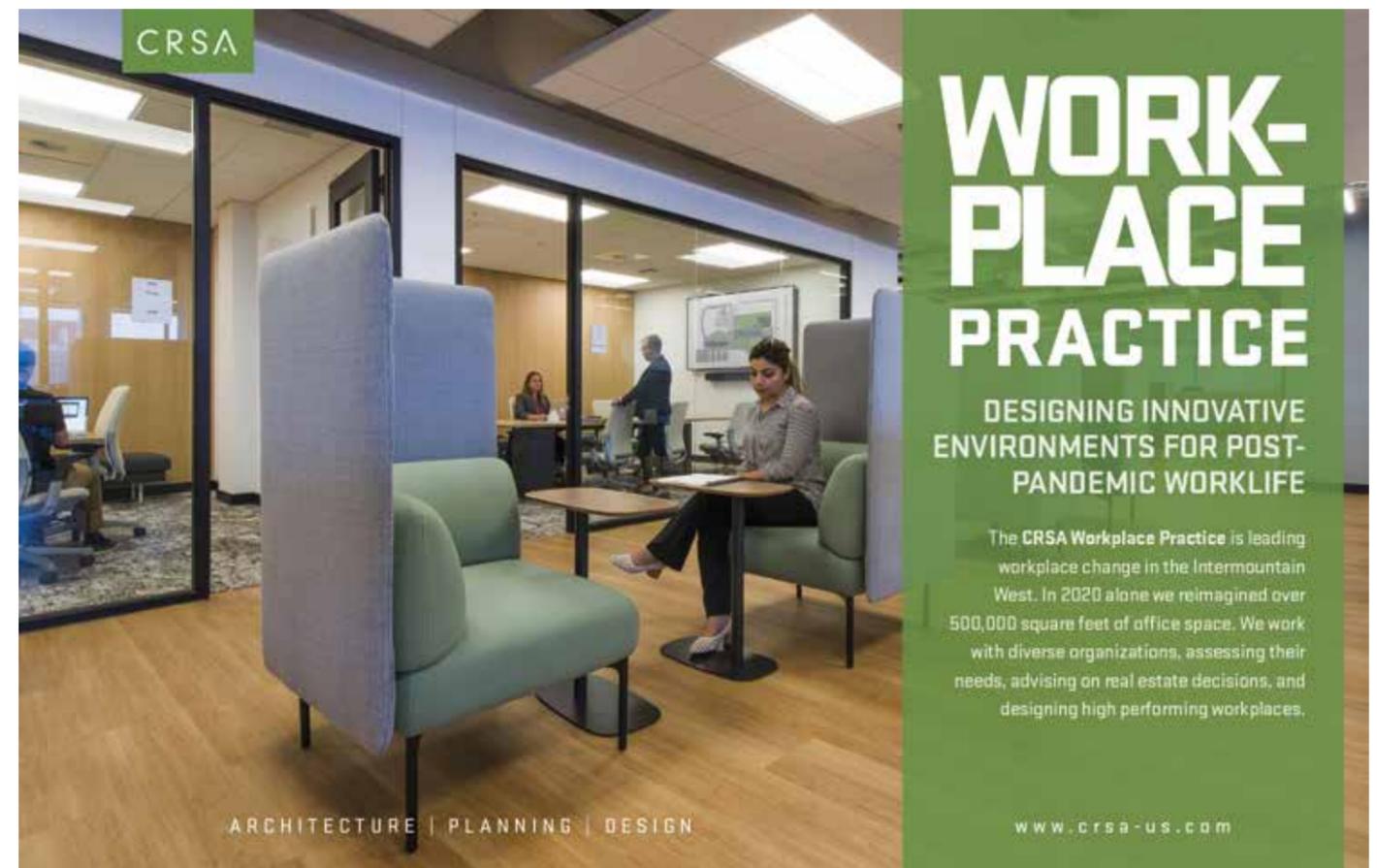
One other interesting highlight was her help in creating a poll to determine the "100 Best Buildings" in Utah, which will coincide with the annual conference

in September.

Wilson is excited to take her experiences to Oregon and help that chapter further its long-term community goals. She said that despite 2020 being an obviously difficult year from a social standpoint due to COVID-19, the chapter is poised for great things during the latter half of 2021 and beyond.

The reality of her new career move hit her a couple months ago during a golf tournament committee meeting—along with the realization of just how much she'll miss the people she's worked and associated with the last 10 years at AIA Utah.

"If there is anything that has gotten me choked up, [...] it's the Presidents," she said. "You spend a year working closely together, [...] and we've been in this for a while now. I've learned so much, and it's all because I have these great relationships with professionals. Utah was just so good for that." ■



Utah Firms Win More Awards; Construction Costs Climb

Weber State and their partners represent well at Solar Decathlon, C.W. Group partners with Larry H. Miller Real Estate for part of Daybreak development



Hogan & Associates Construction Wins Ogden Chamber Award

K-12 general contracting specialist Hogan & Associates Construction was awarded the Sue Westenskow Community Partner Award by the Ogden-Weber Chamber of Commerce. The Annual Awards Gala for the Chamber was held at Peery's Egyptian Theater, recognizing individuals and organizations for their commitment to excellence, involvement in the Chamber, and support of the community in 2020.

Hogan received their award for exceptional partnership with Ogden and Weber School Districts, with Project Manager Rob Birch accepting the award on behalf of the company.

Weber State University Team Places High at 2021 International Solar Decathlon

Weber State was honored with first place for Energy Performance and second place for Presentation in the U.S. Department

of Energy's International Solar Decathlon.

The Solar Decathlon is a collegiate competition where teams design and build high-performance, low-carbon homes powered by renewable energy. More than 100 teams from across the world submitted detailed design proposals, with only nine teams selected from the pool to build their



The Weber State Solar Decathlon team featured students from not only the university, but Davis Technical College and Ogden-Weber Technical College as well.

structures over the course of a year. The Weber State team ultimately placed fifth overall out of the nine finalists. Teams were judged on their innovation and excellence in architecture and engineering. Secretary of the U.S. Department of Energy Jennifer Granholm discussed the importance of the contest during the virtual awards ceremony on Sunday, April 18.

"The resilience and the dedication that you've shown certainly are signs of a bright future," she said. "We need you to bring those skills to the big decathlon, which is solving the climate crisis."

Under the direction of Professor of Building Design & Construction and Wadman Center for Construction Excellence Director Jeremy Farner, 50 students contributed to build a net-zero home in central Ogden. Students from Weber State, Davis Technical College, and Ogden-Weber Technical College worked on the project, which Farner praised for its team approach.

"This was a collaborative effort of a grand magnitude," Farner said. "Along

with students from multiple institutions, we collaborated with industry sponsors and Ogden City to make it happen. Nothing of this size or complexity could have been accomplished without the support of an entire community." Most of the 50 students on the project have since graduated and are now working in the industry.

Weber State's 2,540-SF, net-zero home is located at 2807 Quincy Ave. and is now occupied by the Haslem family—both Weber State alumni—who were selected from a pool of qualified buyers in October 2021 when the home was completed.

The Quincy Avenue home was designed to nearly eliminate all energy bills, showing what the team called "the true cost of ownership." Energy costs to operate the home are estimated at just over \$100 annually or around \$9 per month to be connected to the electrical grid. Weber State will monitor power bills for two years to make sure the HVAC and solar systems perform as they were designed.

Skyrocketing Prices Have Industry on Watch

In a webinar by AGC of America, Ken Simonson, Economist for AGC of America, reported bad news from the continually disrupted supply chain with repercussions being felt in material prices across the contracting industry.

He reported that overall cost of inputs have jumped 12% while bid price has only risen less than 2%. Whether this is from the shutdowns of last year, high unemployment in other areas of the country, natural disasters like the freeze across Texas and the Midwest a few months prior, or some other reason, Simonson wanted everyone to understand the gravity of the situation.

"This is a contractor's nightmare," said Simonson. "They're being stuck with steeply rising prices."

He reported the following jumps in prices from last year until now:

- Diesel up 80%
- Lumber and plywood is up over 200%
- Copper and brass mill shapes up 44%
- Steel mill products up 40%
- Plastic construction products up 10% >>

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Others on the webinar expressed concerns about extended lead times, with what was once readily available now taking weeks or months to arrive. Their solution was to work more contingency plans into their legal agreements and contracts and keeping bid validity periods shorter to help offset the volatility in material prices. Each of them stressed the need for transparency and communication between contractors and suppliers.

Larry H. Miller Companies Purchase 1,300 Acres in Daybreak, Developing thePEARL in Conjunction with C.W. Urban

As Daybreak passed the halfway point in development, local developer Larry H. Miller Real Estate entered the scene, purchasing over 1,000 undeveloped acres in the master-planned community from Minneapolis-based Värde Partners.

Larry H. Miller Real Estate purchased not only a large swath of land, but the sale included ownership interest in existing commercial properties as well as future commercial and residential development, including thePearl at North Shore, a six-acre lakefront development to be developed by C.W. Urban. The company will also serve as the general contractor, with C.W. Design, an affiliate, the lead architect on the project. Key consultants include Spectrum Engineers, Ensign Engineering, LoCi, and Perigee Consultants.

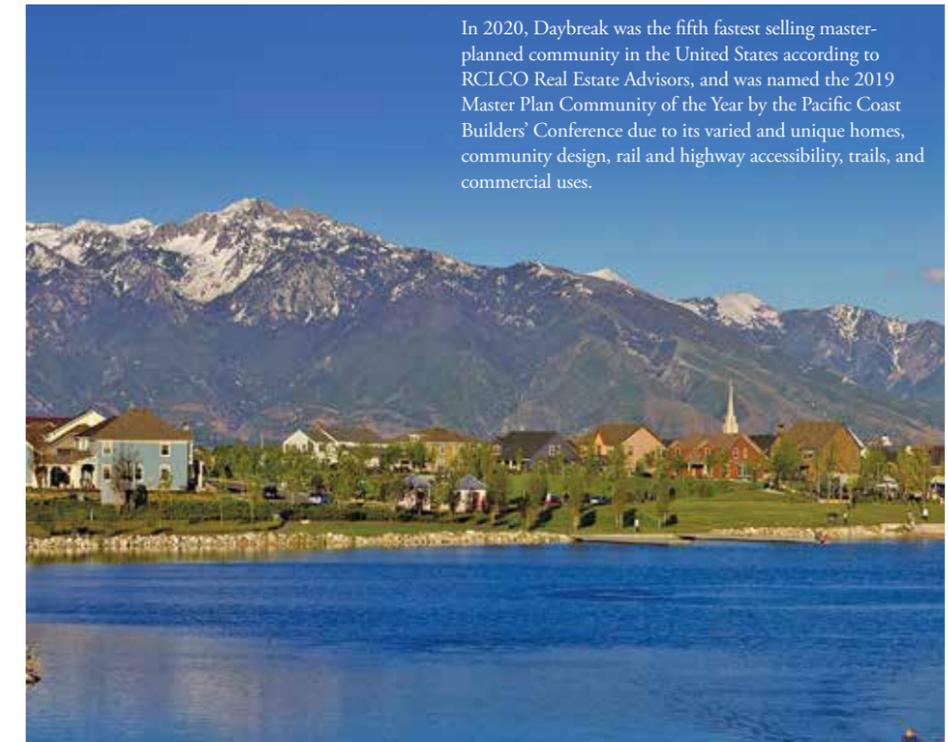
thePEARL at North Shore will be a distinctive mixed-used master-planned rental community within Daybreak. The community will create a new “neighborhood center” by adding a Harmon’s grocery store and ancillary retail locations. The development will feature 119 two and three bedroom townhomes, as well as 89 apartments across three-to five-story apartment buildings. Residents will have premium access to the beach at Oquirrh Lake’s north shore as well as the walking and cycling paths surrounding the lake.

As Daybreak has expanded from its diverse residential offerings, commercial uses have been pursued, including an expansion of the University of Utah

Medical Center campus, the South Jordan VA Clinic, and a new Salt Lake County library set to open this fall. C.W. Urban President Darlene Carter was excited to relay how the vision of both Larry H. Miller Real Estate and her company made a perfect fit.

“The Utah housing market has never been hotter, which means there has never been a greater need for a variety of housing choices,” said Carter. “thePEARL at North Shore will provide a micro community of in-demand luxury for rent housing in one of the most desirable communities in Utah.”

Since it opened in 2004, Daybreak has ballooned in population and developed size. Today it houses nearly 6,000 homes with roughly 21,000 residents, ranking among the most successful master-planned communities in the country. ■



In 2020, Daybreak was the fifth fastest selling master-planned community in the United States according to RCLCO Real Estate Advisors, and was named the 2019 Master Plan Community of the Year by the Pacific Coast Builders’ Conference due to its varied and unique homes, community design, rail and highway accessibility, trails, and commercial uses.



Mediation Provisions; What to Ask Before You Sign the Agreement

By Lincoln Harris

Any attorney will tell you that the number of civil cases that go to trial has decreased significantly in the last few decades. Likely due to the rise in the number of cases that get settled through alternative dispute resolution, this decline is probably not surprising in construction disputes—almost every construction contract I review has a mediation provision.

The mediation provisions in construction contracts vary greatly. While a mediation provision can be a powerful mechanism for controlling how disputes are handled, contracting parties frequently gloss over the mediation provision when negotiating their agreement.

Parties should always ask themselves what they want to accomplish with a mediation provision. Should the mediation provision be a prerequisite to filing a lawsuit? Should the mediation provision have specific requirements, such as who must attend the mediation (owner, project manager, foreman, boots on the ground, etc.)?

Additional considerations may be: Within what period of time should you allow a request for mediation after a dispute arises? Where will the mediation take place? Who pays the cost of the mediation? Are the parties required to attend the mediation for a specific time period? How will the mediator be chosen?

These questions should be asked prior to signing the agreement, not during a dispute.

Assuming you have to attend mediation to settle a dispute, how do you choose a mediator? Typically, this is done by mutual agreement of the parties. But, with so many mediators out there, how do you choose the one that will give you the

best chance of success? Although a highly skilled mediator can transition between different mediation types, most mediators have one of three different mediation styles.

The traditional form of mediation is “facilitative mediation.” In this type of approach, the mediator acts as a neutral third party that facilitates the parties’ negotiation. These mediators do not generally recommend solutions, but rather try to motivate the parties to resolve their own conflict. A facilitative mediator does not generally interject his or her own views regarding the strengths or weaknesses of each parties’ arguments, but rather encourages the parties themselves to arrive at a mutual agreement.

A much different approach is “evaluative mediation.” With this approach, the parties seek out a professional they believe would understand either the legal arguments they are making or the “nuts and bolts” of the construction dispute. The parties may turn to a former judge who likely has ruled on similar legal arguments, or a seasoned construction attorney who can provide sage advice regarding the dispute. Having a former judge or a grey-haired construction attorney agree with your legal position may give a party the confidence to push a case to trial. An adverse opinion may convince a party that the risk of going to trial may not be worth the potential reward.

Finally, there is “transformative mediation.” Although similar to facilitative mediation, transformative mediators attempt to lessen or resolve conflict through productive conversation. These mediators rarely focus on the end result (getting to a yes), but instead seek to improve the relationship between the

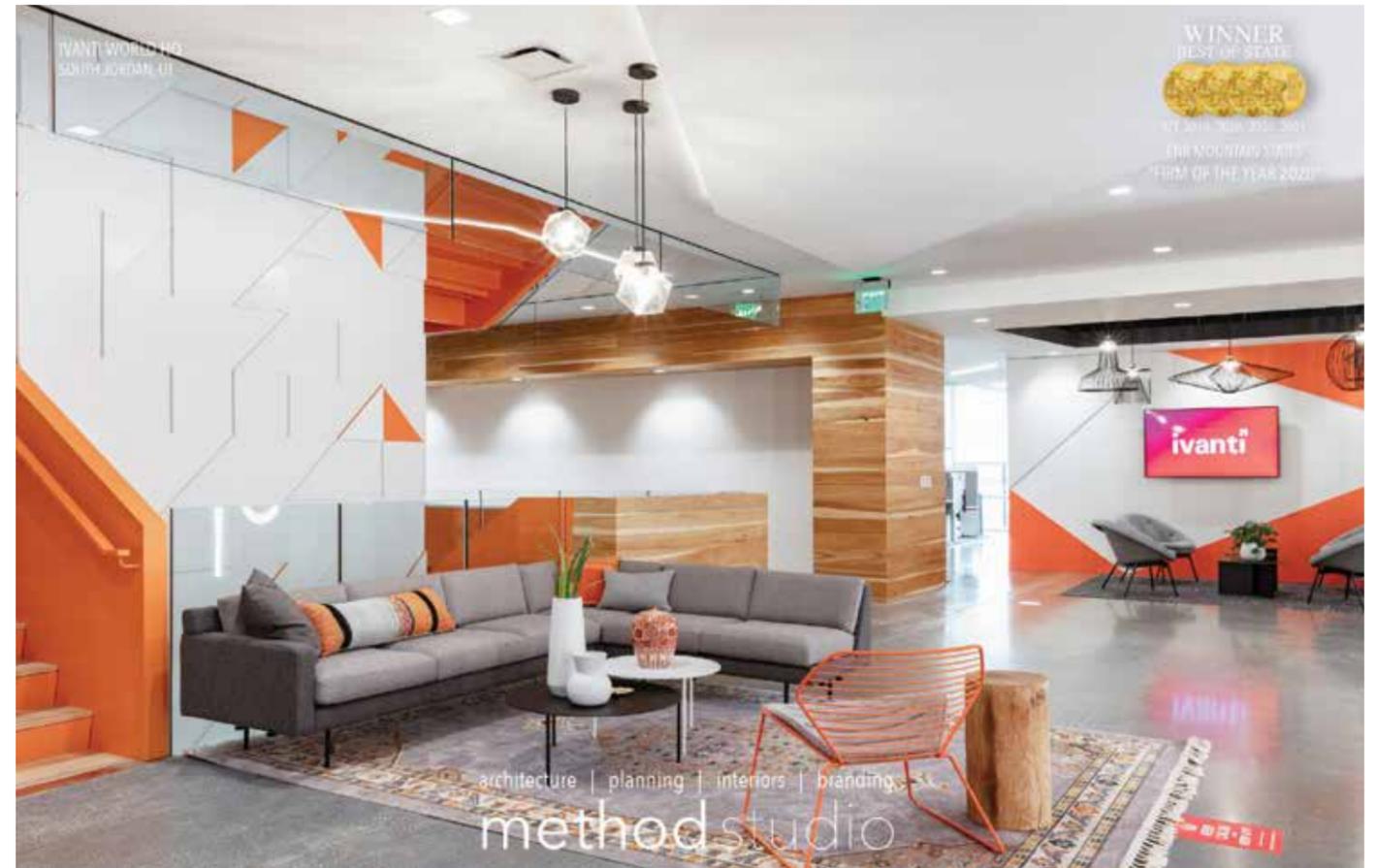


Lincoln Harris

parties through a shared understanding of the dispute. This approach may be best suited for parties that intend on preserving a future working relationship.

In summary, when negotiating your contract, take time to think through what you want to accomplish with the mediation provision. If you need a mediator, choose one that best fits your style, the type of dispute, and/or the nature of the parties’ relationship. Focusing on what you want to accomplish with your mediation provision and choosing a mediator who best fits the dispute will likely lead to a better outcome. ■

Lincoln Harris is a Shareholder at Richards Brandt Miller Nelson and the Chair of the firm’s Construction Services practice group, which also includes Craig Coburn and Brian Bolinder. The group has extensive experience regarding complex construction disputes and litigation, contracting, alternative dispute resolution, liens, and risk management issues. Lincoln can be contacted at (801) 531-2000 or lincoln-harris@rbmn.com.







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Utah Construction Industry Tackling Suicide Prevention

By Grady Dotson and Cal Beyer

Nationally, the construction industry has the second highest rate of suicide among all industries. Based on data from 2016 from the Centers for Disease Control and Prevention (CDC), only the extraction industries (mining and oil/gas production) rank higher. Similarly, according to the US Substance Abuse Mental Health Services Administration (SAMHSA), construction workers who self-reported heavy or binge drinking rank second only to mining at 16.5%—one in six workers. Misuse of alcohol and other substances compounds underlying mental health conditions and can be a contributing factor leading to suicide attempts.

The suicide rate for construction workers is at least 3.5 to 4 times higher than the general US population average. The rate for construction is 45.3 per 100,000 workers versus 13.93 per 100,000 of people. Based on Bureau of Labor of Statistics (BLS) data, more construction workers die nationally from suicide than all occupational injuries. In 2019, 1,066 construction workers died from occupational injuries nationally. Using CDC data, it is estimated that at least 4,500 construction and industrial trades workers die from suicide annually.

Why This is Important to the Utah Construction Industry

The growth in the Utah construction industry and workforce corresponds to the state's growing economy. According to the BLS data (April 9, 2021) Utah had approximately 117,900 workers in construction at the end of January 2021. This has increased from 93,100 in December 2016 (BLS; April 10, 2021). This 26.6% increase in the construction workforce in the past five years equates to

more workers potentially being at risk of substance misuse and suicide. According to the American Foundation for Suicide Prevention (AFSP), Utah is the sixth leading state for suicide among all states. The suicide rate in Utah is 21.21 per 100,000 Utahns, which is 52.1% higher than the average for the US.

Utah Construction Industry Suicide Prevention Task Force

Taryn Hiatt is the Area Director for Utah and Nevada for AFSP and is a member of the Construction Industry Suicide Prevention Task Force launched in November of 2020. "In 2019, the CDC reported that we lost 47,511 Americans to suicide," Hiatt said. She then drove home just how important the task force is: "This represents the first decrease in over two decades, yet 15,157 of those lost were middle aged, working males."

Hiatt continued, expressing appreciation for "the dedicated focus within the construction industry to prevent suicide. Addressing mental health and removing the cultural stigmas surrounding the issue will save lives. We applaud workplaces and jobsites for tackling this leading cause of death".

Suicide Prevention as a Leadership Imperative in the Construction Industry

Another member of the Construction Task Force is Dax Beaudoin, Vice President of Risk Management and Health, Safety, & Environment for Whitaker Construction in Brigham City. Beaudoin described the importance of this initiative by describing it as "an absolute leadership imperative to address the issues of workers with mental health conditions, suffering from



Grady Dotson

Cal Beyer

chronic pain, struggling with substance misuse." Beaudoin stated, "If these issues are not confronted and resolved through awareness, understanding, education, treatment, resources, support, and empathy, it can lead to the suicide of our loved ones and coworkers. This is especially concerning and true in our construction community and industry."

Conclusion

Beaudoin asserted, "In regard to the construction industry being the most at-risk industry for suicide, suicide attempts, severe mental health illnesses, chronic pain, and substance use and abuse, the alarm has been sounded. It has been heard, and it will be responded to in an unprecedented show of force."

Beaudoin cited a Chinese proverb, encouraging the Utah construction industry to become united around this cause: "The best time to plant a tree was 20 years ago. The second-best time is now." Beaudoin concluded that "now is the time to launch our suicide, mental illness, and substance abuse prevention mission."

NOTE: For additional information about the Utah Construction Industry Suicide Prevention Task Force contact Karyn Salerno, Risk/Safety Specialist at ksalerno@cspd.com. >>



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Joseph D. Adams Public Safety Building

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Spectrum Academy High School & Vocational Center



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If you or someone you know has a mental illness, is struggling emotionally, or has concerns about their mental health, there are ways to get help.

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The Lifeline is a free, confidential crisis

hotline that is available to everyone 24 hours a day, seven days a week. The Lifeline connects callers to the nearest crisis center in the Lifeline national network. These centers provide crisis counseling and mental health referrals. People who are deaf, hard of hearing, or have hearing loss can contact the Lifeline via TTY at 1-800-799-4889.

Additional Resources:

Construction Wellbeing Model: <https://www.csdz.com/service/construction-wellbeing-model/>

Worker Wellbeing and Suicide Prevention: <https://www.csdz.com/service/worker-wellbeing-and-suicide-prevention/>

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Coauthor Biographies

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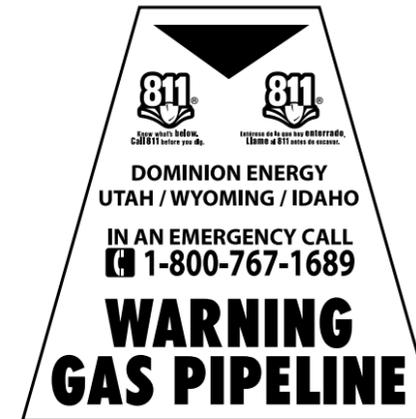
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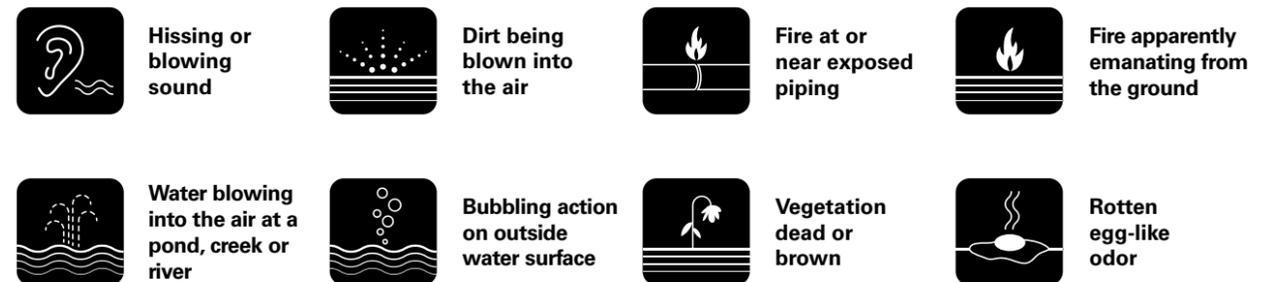
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ABC National (top left) presented the ABC Utah chapter with the prestigious Charles A. Mullen award (top right) for the chapter's impressive membership growth in 2020. It's been a testament to the engagement of people like former Chairman of the Board Rick Higgins (bottom left) and companies like Wadman Corporation (bottom right).

Pathways to be an active participant in the education space. They recently awarded Morgan High School student Jonathan Sheffield a \$2,000 scholarship to continue his studies in the field of construction.

Beyond that, "We're talking to counselors in junior high and high school so they can be educated on what a career path in construction looks like," said DeHerrera. ABC Utah is also working on a program to remove barriers for everyone to fully participate in this collaborative, rewarding industry.

Merit Shop Philosophy

It's their pitch that sets ABC Utah apart. DeHerrera was all smiles as she mentioned the nine new member companies recruited in the last few months.

"We support members in their freedom to do business. We want to help workers with their continuing education and their safety," she said.

It's not just talk. Members have noticed ABC's continual support throughout their time in the organization.

"Our company has had a firm and unwavering commitment to the merit shop philosophy since the mid-1980s when ABC Utah was created," said Rick Higgins, 2021 Past Chair of ABC Utah and Owner of member company Mountain States Fence. "I personally interpret it to encompass a philosophy against government interference in our business and the ways and methods that we do business."

While the power of the individual is emphasized within the organization, they also recognize the collective power of their membership. It's not about unions to the ABC Utah President, and she's certainly not anti-union. "But we believe in fair and open competition and the freedom to do business," DeHerrera said.

Her members enjoy Utah's status as a right-to-work state. Those same members are looking to have a collective voice to talk through concerns and best practices. Said DeHerrera, "[ABC Utah] wants to be a conduit of information for members and their peers."

Political Challenges to the Philosophy

With strong political action, the organization is keeping a close eye on the PRO Act, (H.R. 842 and S. 420) that attempts to increase union leverage across the broader economy.

While ABC Utah is excited about President Biden's infrastructure proposals and the likelihood of new work, DeHerrera says membership is worried that they will be frozen out of those opportunities by the PRO Act and other union-related stipulations in regards to work.

They want the regulations in construction to be sensible ones, not the extreme regulations seen elsewhere in the country that prevent work from getting done. They also don't want to see abandonment of regulations that eventually lead to safety issues. "Trying to find that balance is an art," DeHerrera said.

Which led us to the bad word: COVID-19. Throughout the pandemic, ABC Utah kept with their unwavering commitment to worker safety, facilitating the collaborative nature of construction and getting the >>

Don't Skip this Chapter



The Utah Chapter of the Associated Builders and Contractors had quite the year in 2020 and aims to achieve more to promote safety and prosperity for its membership.

By Taylor Larsen

Chris DeHerrera, President and CEO of the Associated Builders and Contractors, Utah Chapter (ABC Utah), said that COVID-19 is taboo in board meetings—so much so that Chair Tim Gladwell won't even let board members mention the virus by name.

He's not in denial about the pandemic, however. He wants to focus first and foremost on the positives of 2020–2021 and how the organization has stepped up to make construction an essential service, helped craft legislation to improve certain

processes, and helped to make the A/E/C industry better.

They're winning awards and bringing in new members, COVID-19 be damned.

Doubling Down on Trades and Education

It starts with DeHerrera, an industry veteran with two decades of experience in construction and the last 10 years as President/CEO of the trade association. She has taken up the mantle of responsibility to bring people into the trades, whether it is by working with the Davis County

Chamber or Capitol Hill.

"The state is finally coming around," DeHerrera said of Utah's recent shift to emphasize the trades, especially in the political arena. "They're finally putting money into training and apprenticeship. The state cannot grow without construction workers."

But how can they persuade the younger generation to embrace a totally different idea of education or careers? They are getting involved earlier in the K-12 arena. ABC Utah is working with the UAEC



ABC Utah Update

different parties to share best practices in sanitation and hygiene.

Said DeHerrera, “It was fascinating to watch our members respond so positively to crisis. They are peers until bid day,” she continued. “They share best practices, concerns, solutions—that’s what amazes me about them.”

She was quick to praise former Governor Herbert and his task force that helped keep Utah moving during the pandemic. With their various goals and timelines in place, and strong support from the industry on Capitol Hill, construction and the entire A/E/C industry remained both essential and functional during the pandemic.

Changing the Narrative, Winning Awards

As vaccination ramps up around the state, members are excited to see one another, get out, and do business. “They’re definitely ready to move past this last year,” DeHerrera laughed. The interactive, collaborative nature of the industry has

been missing for over a year now and everyone has felt it.

“ABC Utah is about the companies and people in the construction industry,” said Tim Gladwell, the organization’s 2021 Chair as well as Vice President of R&O Construction. “The relationships built through our engagement with ABC Utah would never have been created otherwise. Our chapter will continue to provide training, political action, programs, and events that will provide value to our members and their success now and in the future.”

DeHerrera mentioned that amidst all of the unexpected turns of 2020, ABC Utah increased their membership by about 15% from the previous year. Add to that the Charles A. Mullen Award that the Utah chapter received from ABC National for superior membership growth, and the question isn’t, “Can the organization thrive?” but, “Can it keep the momentum going?”

DeHerrera is certain that the train is just picking up steam. “The real question is how much we will have grown from 2020 through 2021,” she said, smiling.

Positive Momentum

The organization continues to grow and adjust to best support the membership and respond to member needs. They are looking to relocate their offices as they bring more staff aboard, aiming to promote better safety and learning by providing greater space to train member employees. ABC Utah even started a podcast called “Constructive Conversations” that details best practices via interviews with diverse members.

With nearly 200 current members, the sky is the limit for ABC Utah. With 63% of members being contractors, DeHerrera explained that it is important for the organization to hone in on precise ways to solve general problems.

So how has that happened?

It begins with listening and then action. Whether that is advocating for more trade workers, crafting helpful legislation, or just putting members in a position to succeed, ABC Utah is listening. They’re aiming high for 2021 and beyond. ■



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Intentional Office Design

Office managers are turning to Utah's interior designers to lure workers back to the office.

By Emma Penrod



(Western Governor's University, In Partnership with Prescott Muir Architects © 2020 Henriksen Butler. All rights reserved)

If 2020 was supposed to bring about the demise of the office, the message hasn't come through for every office manager in Utah.

According to Paige Wright, Principal and President at Henriksen Butler (HB), COVID-19 challenged the attitude that work must be done in an office—among employers, but especially for employees. For most of last year, interior design work slowed as clients put the brakes on new projects and remodels, waiting to watch the pandemic unfold.

But as of this spring, work has begun to pick up again, Wright said. The majority of managers want their employees to return to the office, but the incremental recovery from COVID-19 and the lessons learned from it present a barrier. Employee feelings on returning to the office vary, and if they don't have an inviting office to return to, they may opt out.

"The need for great spaces was important pre-COVID," Wright said. "It's a

little bit on steroids now because you have to create a truly amazing environment in order to draw [people] out of their homes."

Work for interior designers is returning a bit in fits and starts, particularly depending on the vertical. Although HB is not quite back to pre-pandemic levels, Wright said, they're on track to get there. Some firms have downsized staff; others have maxed out their existing capacity and have begun hiring—particularly among firms that specialize in residential design, according to Jeri Eastman, an Associate Professor in the interior design program at Salt Lake Community College (SLCC).

"Typically at the end of a semester, I always have students coming saying, 'Do you know if there are any jobs?'" said Naima Nawabi, also an Associate Professor of interior design at SLCC, adding that in past years jobs rarely remain unfilled long enough to make it onto the college job board. "This year we have sent out our job board several times." >>

Interior Design Trends

Method Studio is experiencing the opposite side of the job market, according to Marbe Agee, an interior architectural designer, workplace strategist, and Principal at Method Studio. The company needs to hire new staff to keep up with demand, she said, but is struggling to fill available jobs.

Some of this demand stems from trends that predate the pandemic, Nawabi said. Architects, businesses with show rooms, and standalone design firms are all looking to hire designers to help with hotels, housing developments, and

corporate offices. Manufacturers, she said, are even looking to hire designers versed in CAD to help with shop drawings. COVID, it seems, has only increased demand for design.

The demand has shifted, according to Eastman, with clients looking for both home and company offices focused on wellness. "People are so much more aware of their interior surroundings, especially at home, because we're here at home," Eastman said about the home office. Whether it is helping people find ergonomic and comfortable furniture or

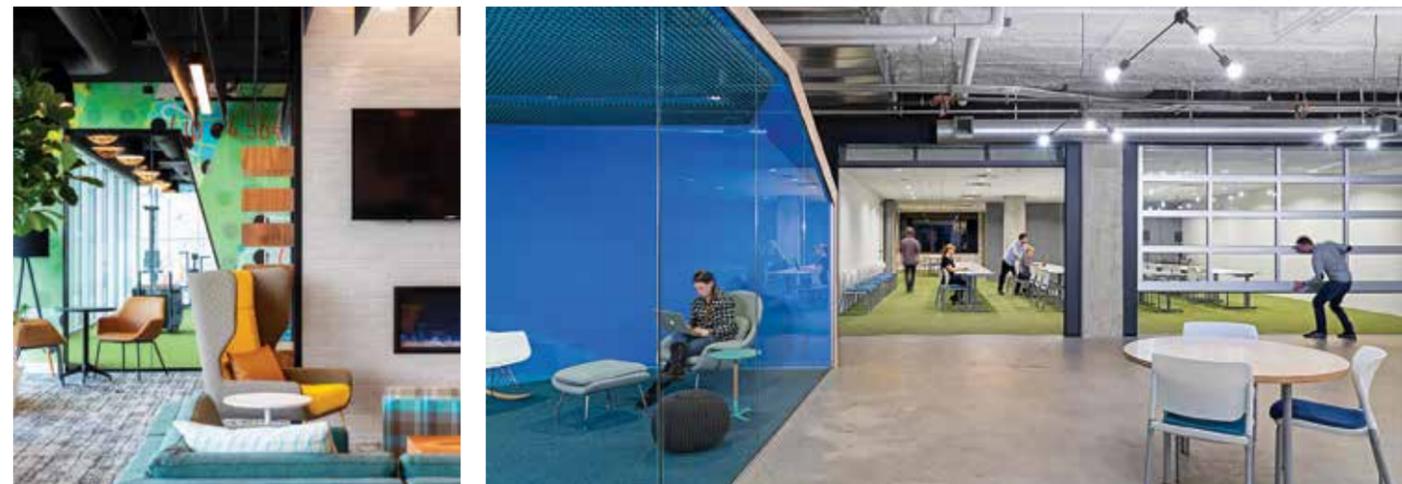
improving the home, "COVID has increased remodeling."

In the workplace, customers are increasingly gravitating toward natural materials and interiors with more plants, sunlight, and better air circulation. And as workers return to the office, this scrutiny of whether the space around us is safe and healthy has begun to bleed into the workplace as well.

Some trends, Agee believes, will remain forever burned into our psyche and the design of our buildings, even if we eventually forget how the trend started. »



(previous page top photos, courtesy Method Studio) The evolution of office space design has had significant changes over the last 10 years with certain aspects even more affected by COVID-19. Employees want a place that they feel comfortable in with flexible spaces to work and collaborate (Pg. 36 photos courtesy MWCI).





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“Bleach cleanable” materials will likely remain a new industry standard, she said, because CEOs and design professionals alike now realize that’s a smarter choice, pandemic or no. More attention will be paid to wayfinding, the width of walkways, and air filtration. The use of touch-free features such as sensor faucets and automatic doors will continue to expand. Thanks to the societal claustrophobia brought on by the pandemic, Agee said,

“I don’t think we’ll ever have to argue with clients again about making sure all employees have access to daylight and views, because that’s something about bringing people in—that open feeling.”

The pivot to screens and dividers in 2020 was short-lived, superseded by social-distancing practices. Because of this, Eastman said, COVID has served to intensify the pre-pandemic trend toward larger, more open offices with a greater

residential feel.

“Locally, especially over the last ten years, we are seeing a lot of walls come down,” Nawabi said. “Private offices are very much becoming pods and shared spaces.”

Some employers have even found that if their office is still decorated with directional arrows and block-off workplaces, it can alienate employees seeking a sense of normal when they return, according to Tami Shulsen, Vice President of Sales and Design at Midwest Commercial Interiors.

“What we have seen in the last few months is people are slowly coming back into the office,” Shulsen said, “but when they see crazy signage and precautions, that was stressing people out again, to where this isn’t the workplace I’m used to. [...] We’re looking at space very differently now. It needs to be more harmonious and a frictionless experience for people, so to speak.”

The shift toward hybrid work structures with more remote meetings and in-person collaboration has created a trend toward more intentional office design, according to Melanie Charlton, Vice President of Design for HB. Rather than floor plans with assigned work spaces for a consistent headcount, Charlton said clients are looking for offices with spaces cordoned off for specific uses. An office might be designed with a lounge-like space for working quietly on a laptop, while another area is designed for socialization and collaboration, and others with private spaces to take calls without disturbing others.

These spaces must not only cater to different uses, but also to different employees with different personalities, Charlton said. While some employees have a lower threshold for risk—or may not even believe COVID-19 exists—and are eager to return to the workplace, others remain concerned about the virus or have simply realized they like working from home.

Accommodating these diverse responses to the pandemic presents an unprecedented challenge for designers, so Shulsen said Midwest has been experimenting with new office designs in several pilot projects intended to identify possible solutions. In one pilot,

she said, Midwest has redesigned the office kitchen into a potential social hub, spreading the food out on carts to both encourage mingling while discouraging crowding in one part of the room. In another experiment, they created an “outdoor oasis”-themed workspace by bringing plants, umbrellas, and outdoor furniture indoors to try to create a sense of wellbeing and openness.

“There is definitely no one, clear-cut answer, that’s for sure,” Shulsen said. “We have never been through this, so we’re all trying to figure out what’s best.”

The consensus is that employees want to come back, but Shulsen mentioned that Midwest executives feel it’s important to give employees the safety and flexibility necessary to feel comfortable at the office. Utah, in particular, has employees

all along this spectrum of feeling comfortable in an office. This may create some new design challenges, but Charlton said the industry is ready to rise to the occasion.

“We go into design to create an experience for people,” she said. “Thinking about the post-pandemic, this is where I roll up my sleeves and say ‘OK, this is a fantastic opportunity.’” ■

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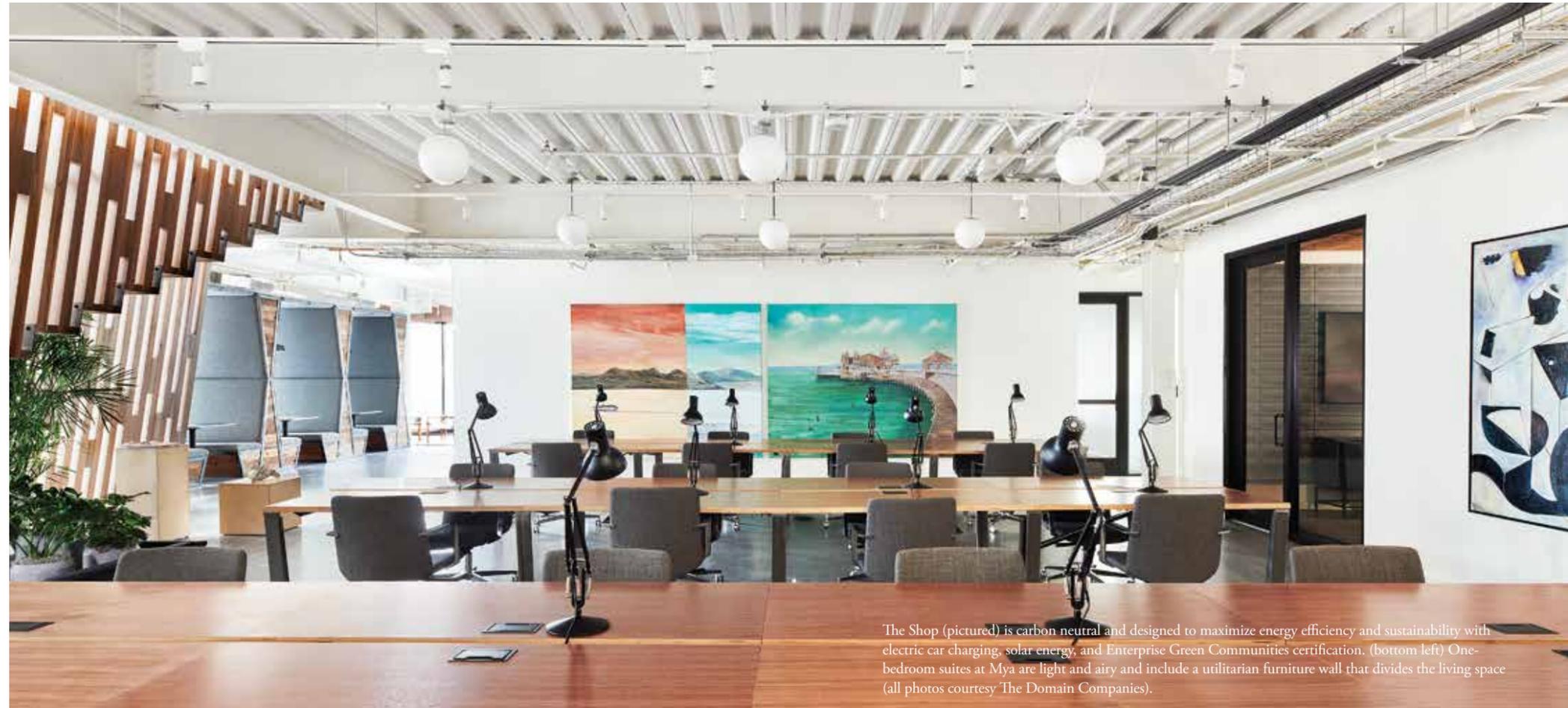
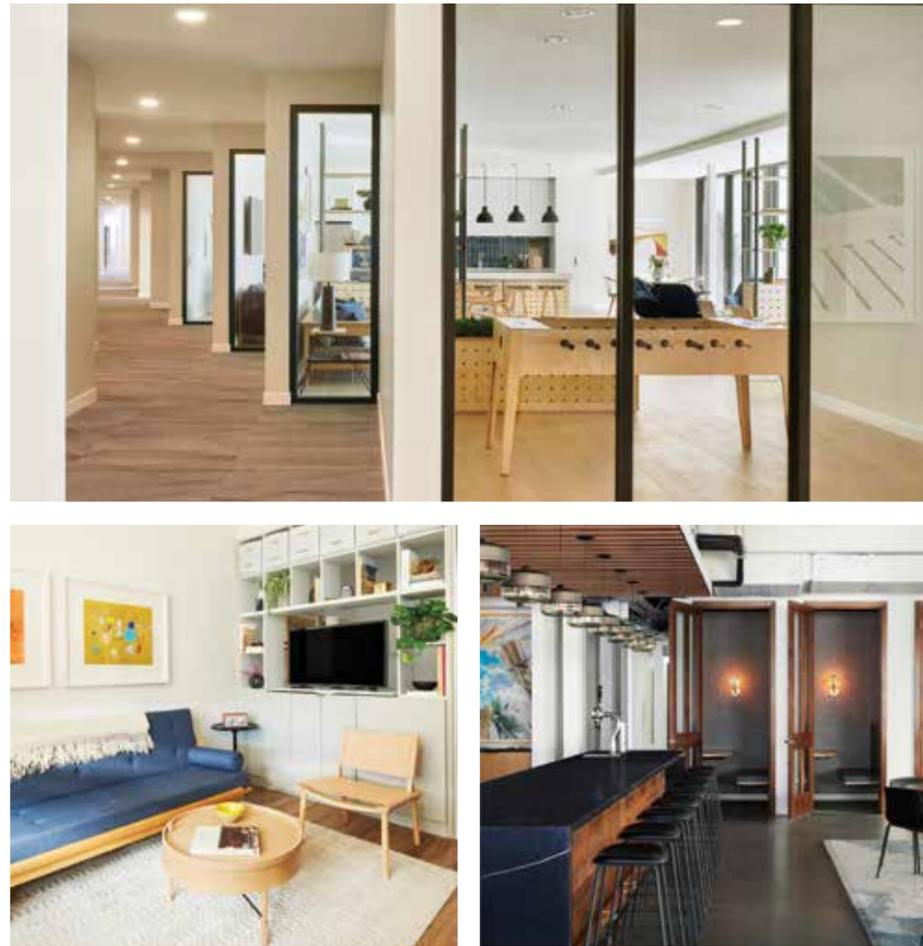
A Different Kind of Jazz

The Exchange brought in out-of-state players and merged them with local contractors to create a breathtaking community in the capital's emerging downtown.

By Taylor Larsen

Who would have thought that New Orleans, the home of jazz, and Salt Lake City, home of the Utah Jazz, would combine their forces to create a new standard in mixed-use development for the Beehive State?

The idea to bring the two together came from local developers at Giv Group teaming up with New Orleans-based developer Domain Companies. Their use of local talent like general contractor Wadman Corporation, as well as out-of-state talent like New Orleans-based architectural firm EskewDumezRipple (EDR), ushered in a development that combines multiple product types into one groundbreaking campus. >>



The Shop (pictured) is carbon neutral and designed to maximize energy efficiency and sustainability with electric car charging, solar energy, and Enterprise Green Communities certification. (bottom left) One-bedroom suites at Mya are light and airy and include a utilitarian furniture wall that divides the living space (all photos courtesy The Domain Companies).

From New Orleans to Salt Lake City

Chris Parker, Executive Director at Giv Group, saw the potential of the southern edge of the downtown core, but he knew that it needed something beyond the token mixed-use development. He reached out to a contact with Goldman Sachs and asked, “Who are the best developers in the nation?”

While most developers he met with were promising, Parker and Giv Group were looking for a higher sense of purpose. It was with Matt Schwartz, Co-CEO of Domain Companies, that Parker found the right combination of innovation and thoughtful talent for the unique task.

“When I walked around with Matt [in New Orleans] and we would go to these projects, he talked about what the neighborhood needed at the time,” said Parker. Whether it was a grocery store, hotel, restaurants, or mixed-income housing, the focal point of their development was on need, not numbers. “I found a kindred spirit—someone who saw development as a response to need.”

As developers, they were committed to building something unique that fulfilled their vision. Thus, The Exchange was born. A combination of housing, coworking, and retail comes via two different buildings: One contains Mya and its 126 one-bedroom units, The Shop coworking space, and 2,700 SF of retail space soon to be occupied by RebelHouse Fitness. The second, called Avia, contains a total of 286 units ranging from studios to three-bedroom, and 14,000 SF of retail space to be leased out when the building completes in the coming weeks.

On the design side, everyone involved wanted to take advantage of Salt Lake City’s unique energy and create something of pride for residents with this new campus.

“One of our driving principles is community building,” said Hussein Alayyan, Associate and Architect with EDR, designers of Mya and The Shop. Whether it is a 1,200-seat theatre in Brazil or a one of a kind mixed-use development in Salt Lake City, Alayyan and his team at EDR want to create buildings that bond with the locals. “We

have strong roots in New Orleans, but that idea of community can be anywhere.”

New Ideas, Amazing Results

All these different notes from out-of-state A/E/C professionals and firms is what makes the music, helping the Beehive State at large to imagine and create even better projects. The outside perspectives bring in new concepts like adding The Shop’s high-end coworking space to an expansive multi-family development.

Having already done a coworking space in New Orleans, ownership wanted to bring that same concept to Salt Lake City. It is these types of new ideas that will keep pushing the capital city to new heights.

Beyond the fundamentals, there are many local design elements that help give The Shop a strong leg to stand on in the increasingly competitive coworking arena.

“We drew inspiration from Salt Lake City’s history in our building design [of The Shop]. We want them to be grounded in their location,” said Alayyan. The industrial

nature of the railroads and the pioneer history of Utah inspired unique design elements that harmonized well with the product type. “Coworking is a crossroads of ideas with various backgrounds working together and collaborating.”

Domain Companies spent \$150,000 commissioning local art pieces in The Shop to showcase famous Utah landmarks like the Salt Flats and The Great Saltair. Breathtaking design elements like the feature stair guide tenants through the building’s 30,000 SF, divided into three floors and a rooftop patio. Alayyan explained that he and his team worked to find the balance between rustic and industrial, with that feature stair being one of his favorite parts of the project.

Smaller details like the collaborative booths in The Shop add a closeness to the work experience, while brass accents and rich leathers elevate the work environment. Reclaimed wood with steel accents and other rough materials with clean lines create both a contemporary and timeless feel.

Even being from out of state, designers wanted to make sure that locals would feel at home. Along with staples of the office like locally brewed and custom coffees, there is a custom soda fountain, dubbed “The Unicorn,” to help whet the whistle of the busybodies at The Shop.

“[The Shop] changes the idea on what an office space has to be,” said Alayyan. “[Remote] Work doesn’t have to feel like you’re working from your bedroom. It can feel like working from a high-end hotel.”

First Building Comes Together

After The Shop comes Mya. With its 80 affordable housing units and 46 market-rate apartments, Alayyan said, “People from various financial means are able to enjoy the building in the same way. It takes forward-thinking clients and developers to say, ‘We want everyone to be able to appreciate this.’” After all, jazz is not complete without its many unique musical elements working in concert.

The units perfectly straddle efficiency

and space. Interior design in the all-electric units is inspired by Japanese minimalism, with a focus on simplicity and functionality. Light, authentic, pared-down materials like open-pore hardwood floors and honed marbles brighten up the space. A large window in each unit helps the building feel connected to the greater city, while custom shelving and a custom-made divider separate the bedroom from the living room area.

It’s an amenity-rich residential property, with a spacious lounge that contains a full-catering kitchen and comfortable seating/dining areas, LuxurOne package lockers, ButterflyMX video intercom for visitors, and state-of-the-art fitness center with CrossFit and HIIT-style equipment and machines.

According to Parker, The Exchange is proof of concept as to whether developers can offer affordability on top of high-end residential. It also serves as proof of concept for the electrification of two buildings that total 530,000 SF. >>



The lovely walnut wood feature stair in The Shop is a nod to the industrial nature of the railroads and the pioneer history of Utah—the crossroads of the West. Design materials like reclaimed wood with steel accents, and other rougher materials combined with clean lines create both a contemporary and timeless feel.

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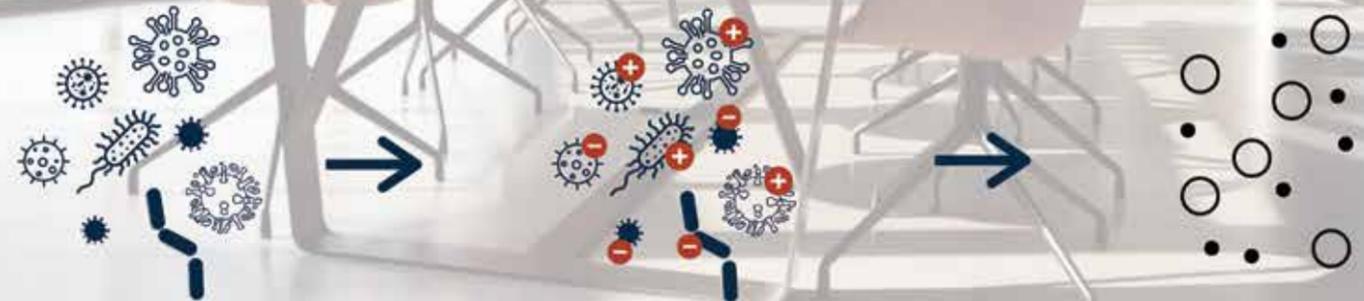
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“We want to show that we can have mixed-income housing, and have everyone not only tolerate it, but like that it is happening,” said Parker.

Unique Architecture for a Unique Project

Said Alayyan, “There is a high sense of purpose [in Salt Lake City]. The city is on an upward trajectory and trending in the right direction.”

That upward trajectory is seen in a growing number of buildings that are helping Salt Lake City emerge as an architectural hotspot in the West, a soprano note ringing high and clear. Whether it is a modern take on a classical concept like the Matheson Courthouse, or a modern wonder like the Salt Lake City Library, architects working across the city—from here or elsewhere—are raising the standard.

Beyond doing a good job, creating something unique in the built environment is fulfilling for Alayyan and EDR. “We ask ourselves, ‘Are we pushing ourselves to find innovative solutions? Are we being good stewards in the process?’” he said.

Parker agreed. The mixed-use nature of the product is the combination of sounds needed to make a jazzy, 24-hour development. Less 4 a.m. bar, more of the lifestyle where a resident can wake up in the morning, work out in the gym, head over to The Shop and work, leave to the downstairs restaurant for dinner, and then hop on the elevator to get back home.

“Cities that have these types of dynamic buildings, ones that have density around the clock—everyone wants to be there,” he said naming places like Hong Kong, Singapore, New Orleans, and New York. But these things don’t just happen, according to Parker. “We have a choice to make in the next five years as to what we want our city to be.”

It’s a passion for all involved to find the balance between design and performance—the steady bassline as the soloist improvises. Just as fresh ideas are being brought from Louisiana, Utah enhances and inspires; innovative solutions come naturally with the incredible opportunity to collaborate with creative

folks from different areas of the country.

According to Alayyan, even progressive zoning guidelines from the city helped EDR to be creative—specifically with the Mya’s exterior massing.

“We wanted to create a dynamic, fluid building,” he said. Moving south from the elevators to reach the units shows off a unique, serrated design visible both inside and out. It’s elements like these that add to a sense of pride from the design team and the residents who inhabit the building.

That serrated exterior is home to a work of art. Pink Floyd, the legendary flamingo that escaped the Tracy Aviary many years ago, adorns the southern side as a giant mural. It’s lenticular, which Alayyan explained creates the art depending on where you’re standing.

More on the Way

As tenants move into Mya and The Shop, Avia is just a few weeks away from completion. Avia sits an impressive nine stories high, includes three levels (one underground) of parking and seven stories

of residential. It will also include a food court open to residents as well as the public, further encouraging an active environment that brings residents and community members together. The entire development will look out to busy 400 South in downtown—the perfect place to take advantage of the downtown core being just one block from TRAX.

Overall, Alayyan explained that the project is a result of “forward-thinking owners and talented contractors. I’m really proud of the work we did.” Whether it was owner and architects from New Orleans, or Utah-based trade partners, the collaboration is proving to be a chart-topper.

It’s challenges like these that Parker embraces, where the best ideas from all over create success for everyone. “Utah is one of the most ingenious, entrepreneurial places in the nation—we should not be afraid of combining the great minds here with the great minds elsewhere,” he said.

The Exchange has shown that regardless of where it comes from, good ownership that demands good design will help bring forth great projects across the Beehive State—music to our ears. ■

THE EXCHANGE

Location: Downtown Salt Lake City

Cost: \$124M+

Total Square Feet:

- Mya/The Shop: 129,101 SF

- Avia: 406,446 SF

Retail Square Feet: 16,900 SF

Owner: The Domain Companies

Owner’s Rep: Mohini Merchant, Marketing Director

Developer: The Domain Companies / Giv Group

DESIGN TEAM

Architect: KTG Architecture + Planning/ EskewDumezRipple

Civil: AWA Engineering

Electrical: PVE, Inc.

Mechanical: PVE, Inc.

Structural: Fortis Structural, LLC

Geotech: GSH Geotechnical

Landscape: Duane Border Design

CONSTRUCTION TEAM

General Contractor: Wadman Corporation

Concrete & Excavation: Phaze Concrete

Plumbing: KHI Mechanical/UMC, Inc.

HVAC: Precision Heating and Cooling/Alta Air

Electrical: NeuWave Electric Company

HedgeHog Electric

Telecom Low-Voltage: SenaWave Communications

Masonry: Allens Masonry Company

Drywall/Acoustics: K&K Drywall, Inc./ Golder Acoustics

Painting: DKP Painting

Tile/Stone: CP Build/Discount Tile & Stone

Carpentry: RJP Construction

Flooring: CP Build

Roofing: Redd Roofing

Glass/Curtain Wall: Mountain Valley Glass

Waterproofing: WeatherSealed Incorporated

Steel Fabrication: Clegg Steel/TRC Fabrication

Steel Erection: Clegg Steel/Paul Higley Construction

Demolition: Grant Mackay Demolition Company

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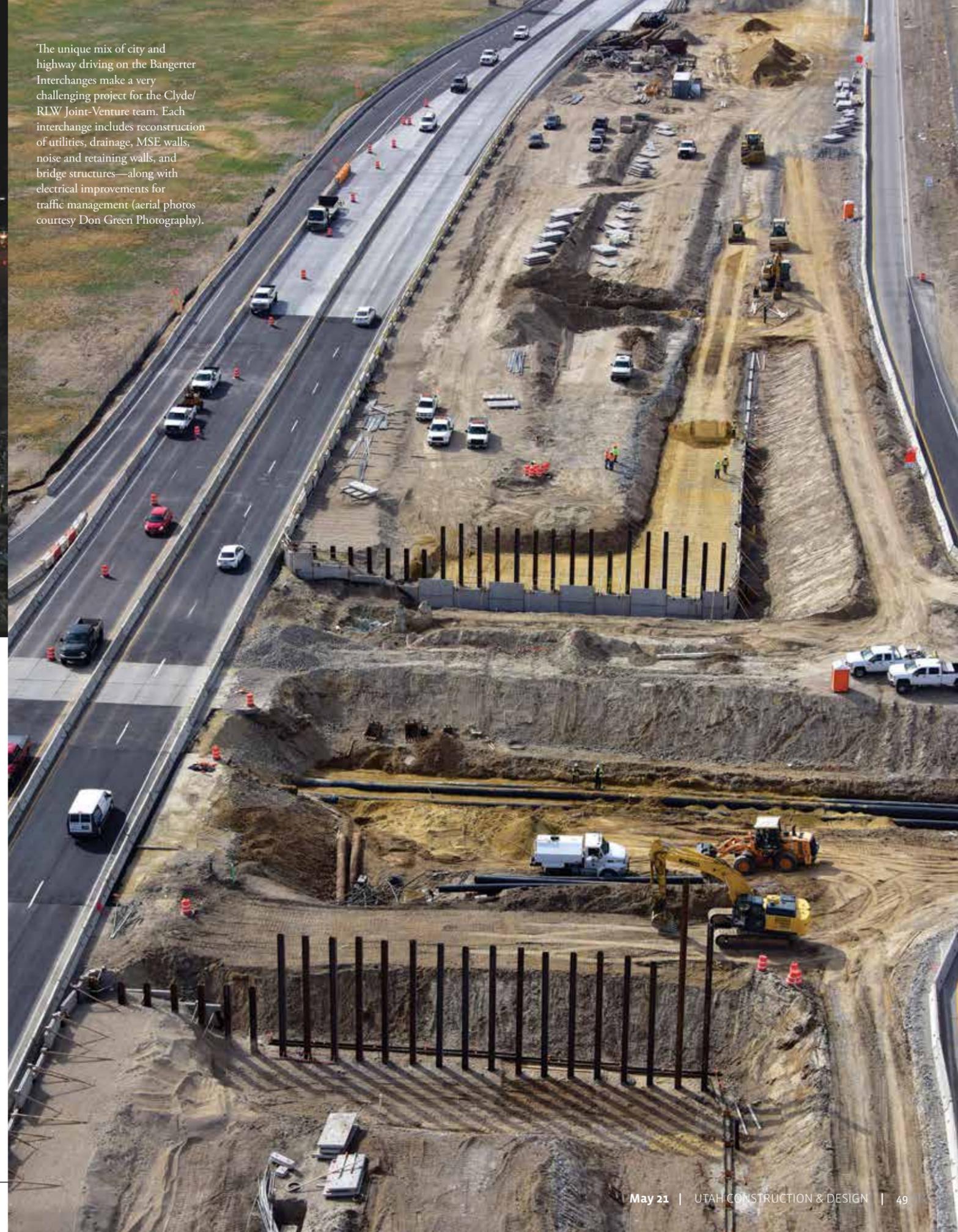
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[BANGING OUT BANGERTER]

Despite initial COVID-19 challenges, the beat goes on for the design-build team tackling the complex Three Interchanges project on Bangerter Highway.

By Brad Fullmer



The unique mix of city and highway driving on the Bangerter Interchanges make a very challenging project for the Clyde/RLW Joint-Venture team. Each interchange includes reconstruction of utilities, drainage, MSE walls, noise and retaining walls, and bridge structures—along with electrical improvements for traffic management (aerial photos courtesy Don Green Photography).

Jeff Mikell didn't mince words when he talked about the challenges associated with constructing the latest Bangerter Highway reconstruction—this one dubbed “Bangerter Three Interchanges,” as it calls for new grade-separated interchanges at 6200 South, 10400 South, and 12600 South on the bustling Salt Lake County west side corridor.

“We think these Bangerter Interchange reconstructions are literally the hardest projects [UDOT] undertakes,” said Mikell, Sr. Project Manager for WW Clyde. He helps oversee the \$221 million job along with Clint Wiscombe of Ralph L. Wadsworth Construction (RLW), who serves as Construction Manager for the Clyde/RLW Joint-Venture team.

Mikell was also on the \$240-million Bangerter Four Interchanges project that wrapped up near the end of 2018, so he's well-versed on how difficult it is to transform traditional intersections into full-on highway interchanges.

With highway traffic speeds approaching 75 mph interacting with traffic on cross streets moving at 35 mph,

it's a unique mix of both city and highway driving, according to Mikell, who has 35 years of construction experience—including the past 13 years with WW Clyde.

“Bangerter Three is as much work as Bangerter Four, with a similar size and schedule, but it's proven to be more complex and costly. But we have a lot of synergy with our team and [UDOT Project Director] Marwan [Farah] on the UDOT side,” Mikell said. “Been there, done that.”

Farah said he's spent the past 10-plus years working on various Bangerter Highway projects, which have greatly increased the efficiency of the SR-154 corridor.

“It's been rewarding to see the transformation of this corridor into a nice highway,” said Farah. “One of the goals of the Department is enhanced mobility, and this corridor is expected to have 60,000 daily motorists on average, and by 2040 that is expected to double.”

Challenging Scope

Converting three at-grade intersections into grade-separated, freeway-style

interchanges requires a yeoman's effort with modern construction techniques and daily dedication to public safety. Each interchange includes demolition of existing structures/facilities and reconstruction of new utilities, drainage, MSE walls, noise and retaining walls, three new bridge structures, and asphalt and concrete paving—along with new signals, lighting, advanced traffic management systems, and other improvements. The 6200 Interchange also includes removal and replacement of a pedestrian bridge over 6200 South.

Mikell and Wiscombe said a significant challenge is maintaining the existing traffic flow and volumes of 60,000 daily vehicles, given the limited right-of-way and available work zones for actually building project improvements. Some closures are allowed for safety and logistics, but for the most part, the design-build team provided unique, innovative traffic control measures and work phasing plans to ensure work progressed on schedule while minimizing the construction impact on the traveling public. It has been a Herculean feat for >>

all involved, especially considering the effects of the COVID-19 pandemic.

The COVID-19 Factor

Like dozens of construction projects that kicked off in the first 10 weeks of 2020, Bangarter Three Interchanges was initially impacted by COVID-19, forcing the project team to make significant adjustments on the fly as soon as formal precautions started on March 14. All meetings immediately went virtual, and it took a couple of weeks for crews in the field to adapt to new protocols of mask-wearing and social distancing.

This project is the only large UDOT design-build (D/B) project of its size and scope to be designed and constructed entirely during the pandemic. Within 10 days of the Notice-to-Proceed, the project office was forced to shut down and more than 50 employees—including UDOT and D/B team members—switched to remote work during the six-month design phase. It was no small task to do this work efficiently via virtual meetings and the lack of face-to-face collaboration.

Fourteen months later, the project is on budget and on schedule to finish at the end of 2021, a testament to the hard work and innovation of all firms involved, from

designers and contractors to UDOT personnel.

“It’s remarkable where we’re at with all the circumstances we’ve faced starting last year—we continue plugging away,” Farah said. “We had some material delays [initially], but we were able to move materials between the [three major interchange] job sites based on needs.”

“Things are going really well,” added Mackenzie Smith, Resident Engineer for Region 2, at an April 15 UDOT press conference near the 12600 South Interchange site. “We’ve been able to work through issues and delays caused by COVID. In the last two months, this whole section has been excavated and removed, walls have been built, and we’re getting ready to set girders next week. We’re moving!”

The Meeting After

For designers and project managers, working remotely and collaborating via virtual meetings has simply been what everyone needed to adapt to. It hasn’t always been easy given the nature of big D/B projects and the level of communication required to hammer out intricate details of a nearly quarter-billion dollar project. Many have lamented missing opportunities to talk in a one-on-one

setting after main meetings.

“It’s the meeting after the meeting you miss,” said Dayle Coburn, Project Manager for Midvale-based Michael Baker International, one of two lead design firms on the project. “With networking, after a meeting you pull someone aside, go into a corner and talk, and none of that happens with a virtual meeting.”

“We all miss the meeting after the meeting,” echoed Mikell. “[D/B] is supposed to be a collaborative process. Sometimes you get the best nuggets [of information] in conversations after the meeting.”

Despite the COVID-driven obstacles presented by virtual meetings and enhanced on-site safety protocols, the project has been a success thus far according to Robert Stewart, UDOT Region 2 Director.

“I can’t say enough about our [construction and design] community—they didn’t flinch,” said Stewart. “They’ve taken in stride the supply side ramifications of COVID. It’s not just this project, it’s every project. We haven’t slowed down at all in terms of delivering projects. It shows where our industry is. Our contractors? I’d put them up against anyone in the country on delivering projects.” ■



A large yellow sign with a blue border and rounded corners. The text on the sign is in bold blue letters: "MOUNTAIN STATES FENCE", "SALT LAKE CITY, UTAH", and "801-261-4224". In the bottom left corner, there is a logo for "Realock Fence" featuring a stylized mountain peak. In the bottom right corner, there is a logo for "MOUNTAIN STATES FENCE" featuring a stylized mountain peak.

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BANGERTE THREE INTERCHANGES

Location: Salt Lake County
Cost: \$221 million (total cost); \$142 million (construction cost)
Start/Completion: March 2020/ December 2021
Delivery Method: Design-Build
Scope: Three new bridges/interchanges; six miles of roadway (32,000 LF)
Surface: Concrete (PCCP) and HMA (asphalt) paving

PROJECT TEAM

Owner: UDOT; Region 2
Region 2 Director: Robert Stewart
Bangerter Highway Director: Marwan Farah
Region 2 Engineer: Mackenzie Smith

DESIGN TEAM

Prime: Michael Baker International—Dayle Coburn, Project Manager
Subconsultants: Lochner—Matt Wildauer, Project Manger

Owner's Rep: Horrocks Engineers; HDR
Geotech: Terracon Consultants

CONSTRUCTION TEAM

General Contractor: Clyde/RLW (Joint Venture)
 WW Clyde – Jeff Mikell, Project Manager
 Ralph L. Wadsworth Construction – Clint Wiscombe, Construction Manager
Sitework (Excavation, Drainage, Utilities, Bridges, MSE walls): Clyde/RLW
Trucking/Hauling: Dustin Miller Transport, Ralph Smith Trucking
Paving: Geneva Rock Productions (HMA), Ralph L. Wadsworth (PCCP)
Electrical: Cache Valley Electric
Utilities: Red Pine Construction, Condie Construction, BHI Co., Beck Construction, Whitaker Construction, Cobb Fendley
Concrete: Dry Creek Concrete, Harper Concrete
Girders: Utah Pacific Bridge & Steel
Noise Walls: Harper Precast

Fencing: Vinyl Industries
Striping: Peck Striping
 Signs; Striping: Innovative Marking Systems

Soil Nail Wall/Shoring: Malcolm Drilling
Architectural Concrete: Boulderscape
Concrete Cutting: A-Core Concrete
Painting: The Gateway Company
Fencing: Vinyl Industries

MATERIALS USED

50,000 LF (9.5 Miles) of new storm drainpipe
 500 (each) of drainage manholes/boxes
 500,000 CY of soils excavation and hauling
 730,000 tons of aggregates imported and hauled
 3.6 million pounds of structure steel bridge girders
 1.2 million pounds of rebar
 4.1 million SF of HMA asphalt paving
 2.8 million SF (100,000 CY) of PCCP concrete paving

PUBLIC? PRIVATE? PARTNERS IN FINANCE

Whether public or private, those involved in financing and building Utah's projects work together to meet resident wants and needs.

By Taylor Larsen



Professionals who help put together project financing agree: matching up capital with the project demands across Utah is a challenging but exciting endeavor. But it's one they are ready to meet head on, especially as Utah continues to grapple with growth and affordability.

Private Funding

Whether it's the money to finance a new logistics facility in southern Utah, a downtown office tower, or a housing development in the burgeoning suburbs, everything begins with a need and the money to fund it.

Wendy Leonelli, Commercial Real Estate Loan Officer with Zions Bank, talked through the preliminary process of looking at project economics and budgets to help the bank and her clients make the best financial decisions.

For the banker, "My job is to support their business case or tell them where we think they are missing something," said Leonelli. With an existing portfolio of similar, successful assets, she stated that local developers have a keen eye for the true costs of projects.

It's an appraisal, but with a dozen

variables factored in.

"We're looking at everything," she began. "When I underwrite a deal, it's not just 'How do we get this project built on this parcel?' We analyze the sponsors and their experience building similar projects, their existing real estate portfolio, overall occupancy, cash flow, and performance history."

But the questions are also localized. Leonelli and her team check the immediate market area and any similar project types that have come on line in the last year—along with what is planned, permitted, or under construction.

Many of the projects Zions Bank funds are expected to generate net incomes at 20% to 30% more than the cost to operate. This way, they can cover debt service on the loan with some degree of buffer for unexpected blips. However, projects like affordable housing are in the 10% to 15% range, due to the strength of the LIHTC program and investor partners, which make the product a far safer asset class.

She and Zions Bank want clients to succeed; it's the mark of good business as a good partner. "Our customers' success

is evidenced by the revenue their projects generate, which pays us back," she said.

Leonelli reported that there are billions of dollars to invest in these types of projects—whether from Zions Bank or others—especially as Utah keeps growing.

Needs-Focus Collaboration

However, she cautioned that the ever-increasing price per square foot in multi-family, quickly approaching \$300 across the city, is something that needs more data before becoming an expectation for developers. It's sustainable with some projects, but as a baseline? She and many others in this sector find it questionable.

"We recognize that the market studies are saying Utah is still in an environment of positive absorption, but as a lender, we are constantly questioning and stressing these numbers. Real estate is cyclical," she said. "We cannot continue to go up indefinitely."

It's why she and other bankers are reliant on people like Greg Cola, Development Director for New Orleans-based developer Domain Companies, to help understand where the market is going and what projects can be supported locally. >>



Whether it is local projects like the Liberty Square townhomes (left, courtesy Zions Bank) near Trolley Square in Salt Lake City, or The Standard at South Market condos in New Orleans (pictured, courtesy Domain Companies), banks and developers are working together to get financing for upcoming projects.

“As the city’s housing market quickly changes and catches up to other non-coastal markets, the word ‘affordability’ is more important than it’s ever been,” said Cola, speaking specifically of The Exchange, his company’s massive, mixed-use and mixed-income development going up by Library Square in downtown Salt Lake City. “The city is leaning on the creativity and diverse experience of developers for knowledge on how to make affordable and mixed-income housing developments pencil when land prices are escalating.”

To give an example, The Exchange required funding from a host of sources to bring in various components like a coworking space and both market-rate and affordable housing. The \$100 million-plus project was financed with tax-exempt bonds, Goldman Sachs as an equity partner, the local partner GIV Group, and agencies like the Redevelopment Agency of Salt Lake City and the Olene Walker Housing Trust Fund.

Cola spoke to the collaboration that happens to provide affordable housing, not just in Salt Lake City, but across the country.

“Whether it is through real estate tax abatements, land subsidies, variances, or secondary financing, cities need to be open and flexible so affordability can reach those seeking housing in the downtown core.”

Publicly Funded Projects

Much like the work done in the private sphere between developers and banks, public entities like cities, school districts, and utility districts need help from financial professionals to meet the challenges of financing infrastructure and facilities, and incentivizing development to meet master planning and budgeting objectives.

Randall Larsen, Director and Bond Counsel at the law firm of Gilmore & Bell, P.C., is advising these entities to consider and implement the available tools to finance public projects like highways and water treatment plants, but also public-private projects like convention centers and internet infrastructure.

The financing for these needs happens via bonds. Bonding is the public version of a loan, with the bonding entity—usually a municipal government—promising to pay investors (bondholders) back with a



negotiated interest rate before the principal is returned by the bond’s expiration date. Because the collateral for this type of investment is typically a public asset, there are many parameters around how these bonds may be issued.

Bonds can be secured, or paid back, through different methods. One is via tax revenues from residents—like how most school districts pay back bonds. Another is via revenues from fees from usage of a utility or service. Those revenue bonds helped finance the new Salt Lake City International Airport. The billions of dollars are paid back through fees, rents, and other revenue streams charged to users.

With a growing population and aging infrastructure, Larsen said it might seem counter-intuitive, but, “Governments can actually save money for future budgets by appropriately considering bonding options.”

As today’s interest rates for many bonds are very low, now may be the exact right time to bond. “If I’m saving for a \$10 million project, but my construction costs are running away from me at 5% or more per year, I’m never going to save my way to it as efficiently as I can bond for it,” he said.

Utah’s Fiscal Foundation

Larsen mentioned that, much like anything else that involves money and government, bonding is in part politics—school district bonds being a prime example. He mentioned that while low interest rates make bonding ideal now, Utah’s conservative nature keeps it from

embracing this type of financing in a way to take advantage of Utah’s good stewardship and today’s unique financial circumstances.

Larsen said, “Utah as a state and its local governments have a long-earned reputation for being conservative in issuing debt, keeping taxes down and creating very attractive investment credits to bondholders.”

He ultimately sees that commitment to fiscal conservatism as a good thing—look at the high percentage AAA credit ratings across Utah that keep bonding costs very low relative to other states.

And the conservative approach comes from residents. The majority have voted against school bond measures in many local elections over the past few years. While saving up taxpayer money for that special something might be the Utah way, it doesn’t make fiscal sense in the 2021 construction environment, when the best time to lock in pricing for labor and materials was yesterday.

Thankfully, the Utah State Legislature came through in 2021. Though they came short of the proposed \$1.4 billion in bonding initially proposed, state politicians landed on \$264 million to move forward on much-needed transit projects across the Wasatch Front.

Finding Equilibrium

Political willpower from informed residents and A/E/C professionals can change the outlook on bonding and related processes across the state. Voting “yes” to build tomorrow’s schools or advocating for the infrastructure and amenities—done at the correct time—will not make our credit rating nosedive as is feared. Raising the quality of life across the state is easiest with the funds to back it, and the results pay off.

Likewise, whether it is the next commercial office tower, a revamped airport, or a private-public partnership between multiple entities, Leonelli, Cola, and Larsen all want these projects to succeed. The funding mechanisms for doing so may be different, but the continual work between public and private entities, sometimes working separately or together, will help bring needed projects on board across Utah. ■

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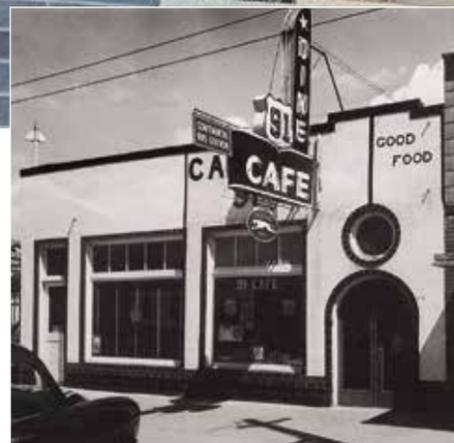


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POLE POSITION

From barbershop to modern headquarters, KMA Architect's new Spanish Fork office building has all the trimmings.

By Doug Fox

plans of the location—where Zions Bank now stands—that he realized the restaurant was literally right across the wall from where his dad's barber chair had twirled for nearly 50 years.

"It gave me chills to know the generations were physically that close," Christensen said.

If you look closely at the front of KMA's new headquarters, you will see an ode to the location's barbershop heritage in the form of a bronze and stainless steel light fixture—a modern, abstract take on the old barber pole.

"I wanted to do something as a throwback tribute to my dad and the barbershop," Christensen said, noting that he collaborated on the piece with good friend and sculptor/metal fabricator Jason Butler from Arizona. "In the initial design renderings, I put a barber pole in, and it evolved from there."

The pole fixture contains two dates—1945 and 2020—signifying when the location first became a barbershop, then when it ceased being one. A nice touch, to be sure.

KMA's original office space had been in Provo for the past two decades. Christensen, who was already working

at the firm, acquired the company from owner Kevin Madsen in 2017 and had been intrigued with potentially building an architecture office on the barbershop site in Spanish Fork for several years.

Finally in the position to follow through with those plans, Christensen then faced the question of whether to remodel or rebuild.

Christensen said, "I remember sitting on the roof of the old building with Jay Adams, our structural engineer, saying, 'What do you think?' And he said, 'If these aren't sentimental walls, there's no use keeping them. Just take it down.' Anyway, when we did the demo, it was probably the most stressful week of my life, you know, basically cutting a building in half and hoping everything goes well."

The new KMA office—which doubles the square footage of its previous Provo site—may be in a great Main Street location, but its narrow site and minimal staging area did create some challenges, said Jennifer Dahl, Preconstruction Manager for Westland Construction, which handled the demolition and rebuild.

"We were faced with a few unique challenges," Dahl said, "including the Main Street location. We kept crews working on >>



Wes Christensen, Principal of KMA Architects wanted their new office space to showcase not only the firm's design abilities, but also for clients to see how the different materials would function in a finished room (project photos courtesy Endeavour Architectural Photography).

the exterior of the building at the best hours for the local businesses to have minimal interruption. The neighboring businesses and Spanish Fork City were easy to work with and helped encourage the success. The majority of the construction staging and subcontractor access was at the back of the building and out of the way of everyone."

As for designing the new building... it may seem cliché, but quite literally the sky was the limit. The location space being long and narrow naturally pushed the new building's design skyward.

"I think that the challenge we had designing our own space is that the

possibilities were endless from a design standpoint," Christensen said. "Of course, there are constraints like budget, property boundaries, etc., but the question we asked is, 'What do we do with this unique site?' We wanted it to feel big. We wanted it to bring light throughout, and we wanted it to look

cool. We wanted to utilize every inch of the space, and we couldn't push it out, so we went up."

Taking advantage of natural light with lots of glass in the three-story building, as well as a skylight, helped accomplish that.

"I really loved the way that the main

staircase worked out with the amount of light let in with the skylight," Dahl said.

A textured Solberg wall near the staircase, featuring an abstract version of Mt. Nebo, helps tie all the floors together, Dahl said.

"We incorporated as much opportunity for natural light, even with the challenge of a narrow space and limited exposure," she explained. "I also loved the open third floor. This space is meant for a break room area and has a nana-wall opening so it can be made into a completely open space."

KMA's bread and butter over the years has been designing classic-style K-12 schools—especially those in rural areas where they often become one of the main focal points in their smaller towns. In addition to the high visual impact of KMA's impressive new Spanish Fork digs, its design serves a very functional purpose as well. Specific sections of the new building, for example, showcase different styles, techniques, and products that would be right at home in schools, giving officials an opportunity to do their homework, so to speak, before finalizing their own specific designs.

"We wanted to have our office be a showcase not only for our design abilities, but also for the materials, so we can show our clients," Christensen said. "We've already had meetings here where we're like, 'So this is the carpet we're talking about' or 'This is the panel I'm talking about,' and they can go touch it and see it firsthand, which is nice."

One of KMA's hallmarks is seeking out the advice of the general contractors and subcontractors on every project. That day-to-day philosophy took on added significance when Christensen was designing his own building.

"When Wes and I were budgeting the project, we would call subcontractors and talk through the look and/or feel that was wanted in that space and request suggestions to achieve that goal," Dahl said. "The best way to construct anything is to get input from the professionals who do it daily. In the front entry there is a very detailed reception desk space with an acoustical grid system that travels from the walls up to >>



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KMA Architects New Office

the ceiling. This Armstrong Woodwork’s product that was used was something suggested to us by the subcontractor because of its affordable cost, ease of installation, and overall look. It has easily turned into one of my favorite parts of the space.”

Before the old barbershop building was demolished, Christensen said family gathered there for a final round of haircuts in early 2020 from his father, who had just retired. The old barbershop may be gone, but it’s certainly not forgotten. There’s a couch in the new lobby that offers the exact same view Christensen had as a kid sitting in his dad’s barber chair.

“With the eclectic fabric of Spanish Fork Main Street, we liked the fact that we could do what we wanted and bring some modern style to downtown,” he said. “From our open house to all the scuttlebutt in town, it has been well-received.” ■

KMA ARCHITECTS OFFICE

Owner: KMA Architects
Owner’s Rep: Wes Christensen

DESIGN TEAM

Architect: KMA Architects
Civil: KMA Architects
Electrical: Royal Engineering
Mechanical: Olsen and Peterson
Structural: Dynamic Structures
Interior Design: Elle Interiors

CONSTRUCTION TEAM

General Contractor: Westland Construction
Plumbing: Horizon Mechanical
HVAC: Central Utah Sheet Metal
Electrical: Tri-Phase Electric
Concrete: Kenny Seng Construction
Steel Fabrication: South Shop Steel
Glass/Curtain Wall: Jones Paint and Glass
Masonry: Dartco Masonry
Drywall/Acoustics: Brinkerhoff Drywall / MAH Acoustics
Painting: Pulham Enterprises
Tile/Stone: CK Tile
Carpentry: RJP Construction
Flooring: CP Flooring
Roofing: UTR Roofing
Excavation: Kenny Seng Construction
Demolition: RB Construction



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DO IT FOR TRUST

Virtual design and construction has the chance to change A/E/C forever, but trust, practice, and collaboration are needed for it to be utilized fully.

By Taylor Larsen



It's mesmerizing to watch the virtual design of a building play out on the computer screen—with the multi-color models showing off the various building systems—it's akin to watching the Windows 98 3D pipes screensaver.

The network of pipes, wiring, ductwork, frames—the modeling work that begins the construction process—it's just one part of the broad concept of virtual design and construction, or VDC.

Much like a square is also a rectangle but a rectangle is not a square, BIM, 3D CAD, and other processes are all parts of VDC, but those only encompass the virtual and design aspects. VDC aims to improve the collaborative nature of design and construction by incorporating cost, schedule, and customization to produce smoother processes and better projects.

Initial VDC Success

Local firms have used VDC to do everything from switch up unit configurations and building sizes early in the construction process to coordinating vertical plumbing through post-tension decks.

It's satisfying in design, but that joy is found on the construction end, too. Jon Lee, Founder of DOT-Architecture, is excited about the specific future of VDC in this area of customization and prefabrication. "If we have a specification that isn't normal or the owner is looking for a custom feature, we can create the Revit file and take it to the manufacturer so that they can create it," he said.

"Data is the foundation of really good VDC," said Mallie Lanham, Director of Business Development for DOT-Architecture. And it isn't just data for making custom components or building models. The data that Mallie is referring to uses the design portion of VDC to reign in some of construction's more chaotic elements.

Instead of solving problems on the fly during the building phase, teams can collaborate in real time to make sure everything is maximized for efficiency to schedule in pre-design.

The information goes beyond specifications, too. Lanham mentioned that installation videos and other video

content from either manufacturer or previous builds can be attached to these model files—they provide succinct explanations at every job site, content readily understood by workers in the field.

Pre-Design and its Role in VDC

"If we can build it digitally before we get started, we can solve so many problems beforehand," said Ryan Boogaard, Principal for MEP engineering firm Spectrum Engineers.

Bowen Call, VDC Manager for general contractor Zwick Construction, mentioned that they have seen the pre-design phase benefiting from especially large cost and labor savings.

"We had a recent job where the vertical drains entered the ceiling of the parking podium, but no calculations had been made for slope," he said. "Over the horizontal run of the large concrete podium, the necessary drop for gravity-fed drains would have been impossible. We caught that early on and solved it before it became an issue."

Another helpful aspect of VDC is

making sure the different trades have the space to work their magic. Said Call, "As the plumber performs layout, we verify with dynamic scanning to ensure that plumbing and framing are in sync."

He continued, "We have also had good success coordinating duct systems with pre-manufactured wood trusses for multi-family residential buildings."

It's this type of information where architects and planners like Lee think they can be of most benefit.

He demonstrated how much information is available at their fingertips. Dimensions, measurements, R-ratings, STC ratings, material tags, and even pricing can be put into the software. "We can start generating cost takeoffs before we ever start the traditional pre-construction process," he said.

It allows everything to go quicker—scheduling, product purchasing, building the project, and getting it to market—something essential to owners looking to get in the black as soon as possible.

"You never learn something new on game day,"

— Jon Lee, Founder, DOT-Architecture

Missing Parties

The issue is that with many projects, subcontractors aren't involved in the initial stages, whether because of delivery method or to save money on time costs. While just involving subcontractors earlier on may be a simple fix in theory, construction's inertia means a slow response to VDC's approach.

It's a "unicorn dream" in Gabe Cottam's "BIM-topia." He, the BIM Trainer for Spectrum Engineers, wants to see designs from the different members of the design team working in conjunction with trade partners. He is confident that this would improve the entire overall process of VDC and the projects themselves.

Reaching that unicorn dream first involves getting everyone on board with VDC. Cottam mentioned that the education to use these 3D modeling

programs is sparse. There is also no economy of scale for smaller trade partners to spend the money on these programs, as applicable projects appear only once in a blue moon.

Call agreed. "VDC is still percolating through the layers of our industry, and we often find field trades who haven't had the experience to step into this new tool," he said. But they are willing to work with inexperienced trade partners and help them

see how VDC can make their job easier.

Companies need to invest in the necessary training and time to bring their teams up to speed—and be willing to take the lumps that come with learning these processes. After all, "You never learn something new on game day," said Lee.

Stuck in the Silo

But allowing for practice and fully embracing VDC involves a lot of trust. >>

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A/E/C companies will need to work through the risk of liability. VDC is good, but it comes with a hidden cost.

“The more information there is, the higher the likelihood that some part of the information contains a mistake,” said Boogaard. Each of these mistakes can lead to potential revenue streams for any party that chooses to engage in bad faith to undercut bids and asks for change orders.

“The low bid is usually coming from the group who has missed something, which then leads them to charge more on the back end to make up for their losses,” he explained. Boogaard and everyone else interviewed rolled their eyes whenever the low-bid model was brought up.

Cottam said, “The whole compensation system feels flawed. The way we are incentivized as the different parties pits us all against each other.”

The communication pain point is felt on the contracting side too. “We need a better way to share and disseminate information in real time,” said Call. The

current process goes from 3D models to 2D shop drawings for use in the field. “It’s not the turn-key solution that we fantasize about, but it’s the language of construction that is most commonly used right now.”

Process Needs Work

But beyond the liability and cost concerns, even the process itself could benefit from a reevaluation—starting with the initial design work.

Since none of the work or materials have gone out to bid, owners don’t want to sole source specify the exact equipment—for cost or liability reasons.

Boogaard explained, “We can model it, but we have a bunch of other manufacturers with different shapes and sizes [for their equipment]. We can’t guarantee the specifications, because none of those [purchasing] decisions have been made yet.”

He said that currently the VDC concept works well one step downstream from the engineers. “When we give our designs to the

GC, it’s just not enough information in our models, so it needs to happen again,” he said. The problem is that it isn’t happening again.

“Even with management software that can send out notifications of updated drawings being published immediately after they have been updated, there is still a breakdown of getting those new drawings into the hands of the subcontractors,” said Call.

So how does that happen?

Much like Lee’s words about game day, Lanham suggested that it comes through practice. “And it isn’t just one go. It’s practice on multiple types and sizes of projects to get comfortable with this type of process.”

Getting Owners Aboard

A big win for VDC would be getting owners’ support—owners who know what to look for and expect out of the positive methodologies surrounding VDC.

Call talked about the communication

gap between owners, designers, and contractors: “We encounter owners who believe they don’t need VDC coordination because they’ve assumed the design team has already performed it to the levels necessary to achieve efficiencies.” But there are levels to VDC, he explained. “It’s not a ‘one size fits all’ solution.”

Lee agreed. “It’s more because they don’t know what is possible. It’s our job as architects to be the expert in that and to understand what problems they are trying to solve.”

While owners are the ones spending money and making final decisions, they need resources like Lee and Lanham who can help them understand how to utilize VDC and how it will benefit owners—specifically from the cost perspective.

Next Level

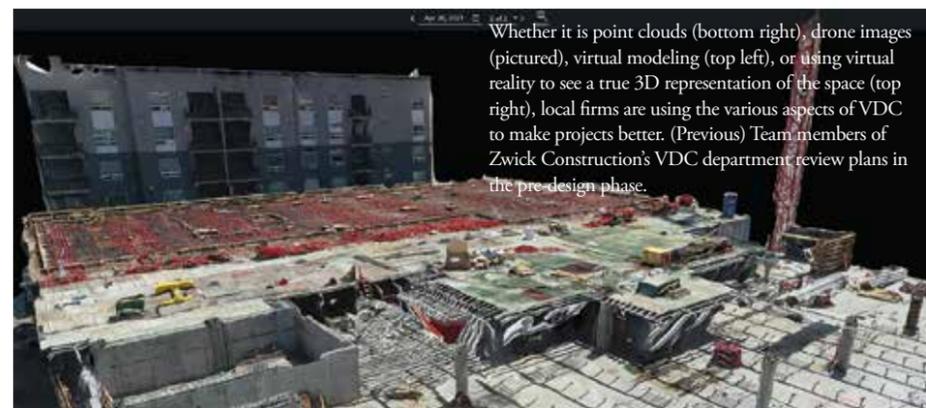
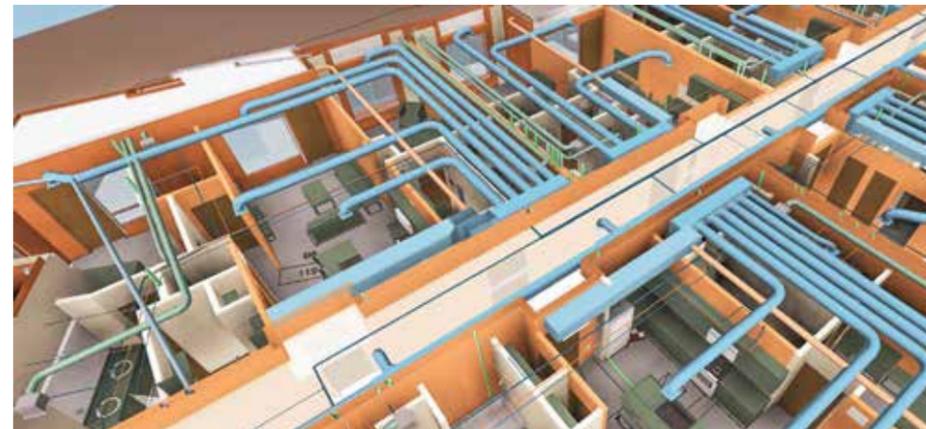
Industry support all hinges on the question, “Does VDC work right now?” The answer is “Yes.”

“There are GCs around that are doing it. It’s got a lot of holes and flaws, but in practice it is working. But it has the potential to solve so many more problems,” said Cottam.

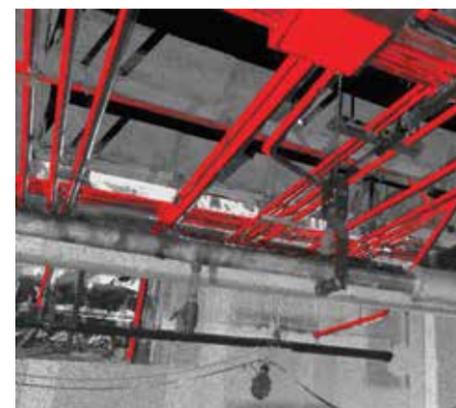
Beyond pre-design and navigating the construction process, Lee sees how the information that makes up VDC can be valuable in so many ways. Whether it is using a point cloud to have a near-perfect 3D model of a space, prefabrication based on the models, the succinct coordination between trades to maximize time, or even using design-life data to predict maintenance after the project is completed, the potential is there.

Cottam agreed, “When it is done correctly, it saves so much time and money and can solve so many pain points.”

Each of those interviewed is confident that the VDC concept is gaining steam across the local industry, even if certain logistical problems need additional work. With everyone well acquainted with software like Revit and general contractors employing experts in the digital space, there is hope that the industry will shift further into that necessary trust and fully embrace VDC. ■



Whether it is point clouds (bottom right), drone images (pictured), virtual modeling (top left), or using virtual reality to see a true 3D representation of the space (top right), local firms are using the various aspects of VDC to make projects better. (Previous) Team members of Zwick Construction’s VDC department review plans in the pre-design phase.



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Heber E. Slabbert

HUMANITY at the HEART

To celebrate 30 years of business, community-centered ajc architects turns focus to local challenges.

By Emma Penrod



Although ajc architects has always had deep roots in the earth and natural environments, humanity is at the heart of their firm's work.

Founder Jill Jones came to the architecture field with a background in recreation resource management and has maintained her interest throughout the years in public lands and the outdoors, leading her firm in projects for clients such as Wheeler Historic Farm, Petzl North America, and the National Park Service.

But the firm's principals took an early interest in humanitarian and community-oriented projects as well, starting within a few years of its founding with an initial project for the YWCA. Over the years, ajc has left its mark on the community, contributing to the design of multiple community resources centers and, last year, winning state honors for their design of the Geraldine E. King Women's Resource Center.

Even as ajc celebrates its 30-year anniversary this year, the firm's partners aren't finished. Inspired by their recent work on homeless resource centers and transitional housing, Principal Partner Justin Heppler said ajc has several new initiatives in the works intended to tackle one of Utah's most pressing problems: affordable housing.

From Saving the Earth to Touching Lives

Jones grew up in Valley Forge, Pennsylvania, but a college summer job as a mountain guide in Jackson Hole and Grand Teton National Park introduced her to the landscapes of the West early in life. Her pursuit of a master's degree in resource management brought her to the University of Utah. This was also where her interest first shifted from land management to architecture. A land planning class for her master's degree exposed her to architectural drawing and prompted her to pursue a third degree in architecture.

Women were not particularly prevalent in her architecture classes, Jones said, but the gender disparity didn't prevent her from getting into the program.

"Getting into graduate school was not difficult. Getting through graduate school was not difficult," she explained. "Getting my first job in architecture was difficult."

Jones worked for a half dozen firms over the first seven years of her career, but the difficulty of finding that first job stuck with her; it prompted her to open her own firm, ajc architects.

Only 15% of architects in Utah today are women, according to Heather Wilson, Executive Director of AIA Utah, and ajc

remains one of the state's only women-owned architecture firms. But this isn't the only way in which ajc stands out. The lasting legacy of ajc, Wilson said, is the impact of their work on the community.

"[Jones] treats design as a civil right," Wilson said. "Somehow, she manages to touch people's lives for the better but also reduce the impact on the earth."

A belief that people from all walks of life deserve quality designs led ajc to win a design honor award from AIA Utah last year for their work on the Geraldine King Resource Center. But ajc's work with nonprofit, minority and disadvantaged populations isn't a recent development. A women's shelter built for the YWCA was among the firm's first projects.

When they first bid on the YWCA women's shelter, Jones recalled, ajc wasn't necessarily angling to make work for nonprofits a central focus. "Like any startup firm, we were working for any clients we could get, to get our name out there," she said. "We were doing anything or everything we could to get established—residential, small commercial ..."

While they weren't looking to specialize, ajc did want to be known for quality architecture, Jones said. They also >>



wanted to prioritize relationships—with their clients and with the people who would use the space they were tasked with designing. That first project for YWCA taught ajc the importance of listening.

“Our entire staff is interested in having conversations so we can really learn what the user needs,” Jones said. Though the exact process is different for every project, Jones said they strive to conduct in-depth research—including interviews and focus groups with each group of users and stakeholders—to come up with designs that reflect not the style of ajc, but the needs of the community.

While designing the visitor and education center at Mesa Verde National Park, ajc collaborated with 24 tribes and pueblos to find common ground and

incorporate symbols from each of that region’s native peoples. While working on recent homeless shelter projects, they had a vision board to which they affixed feedback from the unhoused community and noticed one word that appeared over and over again: respect.

“It’s not like, ‘Here is a problem and here is a solution,’” Jones said. “It’s this constant iteration of conversation and ideas until everyone feels represented.”

Tackling Today’s Challenges

Jones takes a democratic approach to management—allowing her staff to determine what projects the firm should take on, rather than pursuing a particular specialty—which means that ajc is itself subject to constant iteration. But for the



ajc architects has designed many memorable projects over the years including Tracy Aviary (pictured), Petzl America Headquarters in West Valley City (bottom left), Blue Sky Lodge and USU Botanical Wetland Center (opposite top and bottom right respectively; photos courtesy ajc architects).

last decade, she said, they seem to have hit their stride at a headcount of 25. While opportunities to grow remain, Jones said, she doesn’t plan to expand the firm further.

“We don’t want to be a 30-plus person firm,” she said. “You have to control size if you’re going to have a principal on every project.”

Being a “medium-sized” firm, Heppler explained, has allowed ajc to maintain a studio-like work culture while pursuing

competitive jobs—from government and corporate offices to luxury resorts. But amid the high-profile jobs, ajc still makes time to pursue work that feels meaningful to the staff, including the previously-mentioned homeless resource centers, libraries, and transitional housing.

Heppler described how working on local homeless resource centers led ajc to ask what more it could do to solve local homelessness. That, in turn, led to several new partnerships

with affordable housing developers such as Giv Group and the Community Development Corporation of Utah. They’ve also taken an interest in innovative housing models and have begun work on a project to convert underperforming hotels into affordable housing.

In the future, Heppler said, he would like to see ajc maintain a rate of at least 50% affordable housing projects to market rate projects in its portfolio.

According to Principal Partner Heber Slabbert, it’s important to ajc to “be able to design for the community, for Salt Lake, and Utah, based on an understanding of what we are and what we want to be—for our projects to really represent the values and desires of our clients and city, as we evolve.”

For 30 years, the firm has exemplified this value. Utah—and the entire West—can expect more of this work from ajc architects in the future. ■

UC&D

2021 TOP UTAH ARCHITECTURAL FIRMS

Utah Construction & Design is pleased to publish its 9th annual list of the Top Architectural Firms in Utah, based on revenues generated in 2020 by a firm's Utah offices. Projects outside of Utah that are billed to Utah-based offices are included. Firms who chose not to disclose revenues (DND) are ranked after revenue-disclosing firms by number of employees.



2020 DATA PAINTS INTERESTING PICTURE FOR UTAH ARCHITECTS

2020 was ... let's just say a 'unique' year. Data from 2020 Utah architects revealed some effects from the pandemic as well as provided insight into future construction work. Utah based architects overall weathered the storm well and held flat with some decreases and slight shifts in market segments for most firms listed in UC&D's annual Top Utah Architectural Firms rankings. Twenty-six firms submitted surveys this year with 21 disclosing revenue. **FFKR Architects** remains at No. 1 with a reported \$45.8 million, a 14% increase from last year (\$40.3 million). Coming in at No. 2 was **VCBO Architecture** at \$30.5 million, followed by **Architectural Nexus** who moved up to No. 3 (\$20.9 million), **GSBS Architects** at No. 4 (\$20.3 million), and **MHTN Architects** at No. 5 (\$19.5 million). **NWL Architects** moved up to the 6th spot (No. 8 last year) with \$18.9 million, a 25% year over year increase. Positions No. 7-10 were claimed by **CRSA** (\$18.0 million), **method studio** (\$16.0 million), **Think Architecture** (\$8.9 million), followed by **AE Urbia** (\$8.6 million).

Looking at different markets Civic/Institutional was significant for **NWL** (48%), **GSBS** (40%), and **MHTN** (23%); Healthcare revenues dropped with only **Nexus** (23% compared to 42% in 2019) having it in their top three markets among the top 10 firms; Higher Ed was a top two market for **VCBO** (21%), and **method** (35%) yet again in 2020; K-12 was prominent for **VCBO** (63%), **MHTN** (30%), and **NWL** (49%).

Commercial Office had a slight drop and Multi-family (MF) was a relative winner in 2020: Office was led by **Nexus** (\$6.89 million), **FFKR** (\$6.87 million), **EDA** (\$2.2 million), **method studio** (\$1.76 million), **AE Urbia** (\$1.72 million), and **Beecher Walker** (\$1.3 million); top MF >>

Firm Name Address	Phone Website	Year Est.	Top Executive Title Years at Firm	Largest Project Completed in 2020 Largest Project to Break Ground in 2021	# Employees # Lic. Archs # LEED AP	Annual Revenues (millions)			Top Markets	%
						2020	2019	2018		
1. FFKR Architects 730 Pacific Ave. SLC, UT 84104	(801) 521-6186 www.ffkr.com	1976	Kevin Mass President	U of U Health Ambulatory Care Complex, SLC Deseret Peak Temple, Tooele	160 67 23	\$45.8	\$40.3	\$28.9	Other Office Multi-Family	60% 15% 5%
2. VCBO Architecture 524 S. 600 E. SLC, UT 84102	(801) 575-8800 www.vcbo.com	1973	Derek Payne President 15	USU, Biology and Natural Resources Building Timpview High School, Provo	89 38 8	\$30.5	\$29.5	\$24.8	K-12 Higher Ed Other	63% 21% 5%
3. Architectural Nexus 2505 Parley's Way SLC, UT 84109	(801) 924-5000 www.archnexus.com	2003	Kenner Kingston President 25	Roy Innovation Center Building 1 Roy Innovation Center Building 2	88 39 22	\$20.9	\$21.2	\$21.8	Office Healthcare Civic/Inst.	33% 23% 16%
4. GSBS Architects 375 W. 200 S. SLC, UT 84101	(801) 521-8600 www.gsbsarchitects.com	1978	Kevin Miller President/CEO 33	Tyson Case Ready Facility, Eagle Mountain America First Credit Union Campus, Riverdale	64 23 20	\$20.3	\$29.6	\$32.8	Civic/Inst. Other Industrial	40% 18% 13%
5. MHTN Architects 420 E. South Temple Ste. 100 SLC, UT 84111	(801) 595-6700 www.mhtn.com	1923	Peggy McDonough-Jan President 19	U of U Kahlert Village Student Housing Grantsville Elementary School	79 38 14	\$19.5	\$21.4	\$23.8	K-12 Civic/Inst. Higher Ed	30% 23% 29%
6. NWL Architects 723 W. Pacific Ave. SLC, UT 84104	(801) 355-5959 www.nwlarchitects.com	1952	Christopher Lund President 26	Church of Jesus Christ of Latter-day Saints Temple, SA Cyprus High School, Magna	68 20 7	\$18.9	\$15.1	\$11.2	K-12 Civic/Inst. Higher Ed	49% 48% 1%
7. CRSA 175 S. Main STE 300 SLC, UT 84111	(801) 355-5915 www.crsa-usa.com	1975	Benjamin Rogers President 22	Joule Plaza Mixed-Use, St. George Idaho Falls Event Center, ID	58 18 6	\$18.0	\$18.4	\$12.9	Other Multi-Family Higher Ed	70% 13% 5%
8. Method Studio 360 W. Aspen Ave. SLC, UT 84101	(801) 532-4422 www.method-studio.com	2007	Becky Hawkins CEO 14	Axis Student Housing, Orem Confidential Student Housing, Provo	76 31 13	\$16.0	\$17.3	\$14.6	Higher Ed Multi-Family Office	35% 25% 11%
9. Think Architecture 7927 S. High Point Prkwy Sandy, UT 84094	(801) 269-0055 www.thinkaec.com	1980	Corey Solum CEO 25	Goldener Hirsch Residences, Park City Sorella Apartments, Herriman	44 10 2	\$8.9	\$8.8	\$11.1	Resort/Hosp. Multi-Family Civic/Inst.	21% 19% 15%
10. AE Urbia 909 W. South Jordan Pkwy South Jordan, UT 84095	(801) 746-0456 www.aeurbia.com	2004	James Williams President 15	Soleil Technology Park Global Logistics Center	40 7 1	\$8.6	\$9.0	\$6.5	Industrial Office Multi-Family	30% 20% 20%
11. Design West Architects 795 N. 400 W. SLC, UT 84103	(801) 539-8221 www.designwestarchitects.com	1892	Blake Wright President 33	Roy Junior High School Staybridge Suites, SLC	40 11 4	\$6.9	\$6.9	\$4.9	K-12 Comm/Retail Civic/Inst.	51% 12% 9%

2021 TOP UTAH ARCHITECTURAL FIRMS

Firm Name Address	Phone Website	Year Est.	Top Executive Title Years at Firm	Largest Project Completed in 2020 Largest Project to Break Ground in 2021	# Employees # Lic. Archs # LEED AP	Annual Revenues (millions)			Top Markets	%
						2020	2019	2018		
12. Beecher Walker 3115 E. Lion Ln. Ste. 200 Holladay, UT 84121	(801) 438-9500 www.beecherwalker.com	1998	Jory Walker/Lyle Beecher President/CEO 23	Legacy Village of Salt River Holladay Hills Block D	36 9 2	\$6.5	\$75	\$73	Multi-Family Resort/Hosp. Office	35% 25% 20%
13. Curtis Miner Architecture 233 S. Pleasant Grove Blvd. Ste. 105 Pleasant Grove, UT 84062	(801) 769-3000 www.cmautah.com	1998	Curtis Miner President 22	Ten Mile Creek Apartments 2, Meridian ID Crismon Commons Apartments, Mesa AZ	32 10 2	\$5.9	\$8.8	\$4.5	Multi-Family K-12 Healthcare	27% 22% 13%
14. Babcock Design 52 Exchange Place Salt Lake City, UT 84111	(801) 531-1144 www.babcockdesign.com	1974	Robert Cottle President 20	Weave Office Headquarters at Lehi Block Harris Provo Multifamily	36 14 2	\$5.7	\$73	\$5.0	Comm/Retail Multi-Family Healthcare	25% 20% 20%
15. EDA Architects 9 Exchange Place Ste. 1100 SLC, UT 84111	(801) 531-7600 www.edaarch.com	1954	Thomas Brennan Managing Partner 27	Fairbourne Station Office Tower, WVC The Waterford School, Sandy	24 8 8	\$5.4	\$5.4	\$5.2	Office Civic/Inst. Higher Ed	41% 35% 13%
16. NJRA Architects 5272 S. College Dr. Ste. 104 Murray, UT 84123	(801) 364-9259 www.njraarchitects.com	1977	Selvam Rajavelu President 21	Midvalley Elementary School, Midvale Peruvian Park Elementary, Sandy	17 3 3	\$3.3	\$3.3	\$3.2	Healthcare K-12 Other	53% 45% 2%
17. JRCA 577 S. 200 E. SLC, UT 84111	(801) 533-2100 www.jrcadesign.com	1983	Jim Child President 38	UDOT Milford Maintenance Facility South Utah Valley Solid Waste Disposal, Springville	18 7 3	\$3.1	\$3.2	\$3.0	Civic/Inst. Comm/Retail Healthcare	56% 24% 16%
18. Prescott Muir Architects 171 W. Pierpont Ave. SLC, UT 84101	(801) 521-9111 www.prescottmuir.com	1976	Jay Lems President 21	DND DND	17 6	\$2.9	\$3.5	\$3.9	Comm/Retail Other Office	84% 8% 3%
19. Case, Lowe & Hart 2484 Washington Blvd. Ste. 510 Ogden, UT 84401	(801) 399-5821 www.clhae.com	1963	Steve Peterson President 15	Northrop Grumman GBSD, SLC Young Powersports Park, Centerville	10 1 2	\$2.3	\$2.0	\$2.3	Industrial Other Sports/Rec.	80% 17% 3%
20. TSA Architects 1486 S. 1100 E. SLC, UT 84105	(801) 463-7108 www.tsa-usa.com	1996	Tracy Stocking President 24	University Hospital Radiology Infill, SLC Mission at Summit Vista, Taylorsville	14 5	\$1.7	\$3.1	\$1.5	Healthcare Higher Ed	90% 10%
21. WPA Architecture 475 N. Freedom Blvd. Provo, UT 84601	(801) 374-0800 www.wpa-architecture.com	1994	Alan Poulson President 27	Central Valley Medical Center - Phase V, Nephi Santaquin City Hall	10 3 1	\$1.1	\$1.3	\$2.1	Civic/Inst. Healthcare Resort/Hosp.	36% 32% 13%
Firms that Did Not Disclose Revenues (listed by # of employees)										
ajc architects 703 E. 1700 S. SLC, UT 84105	(801) 466-8818 www.ajcarchitects.com	1991	Jill Jones Principal in Charge 30	City View Multi-Family/Advenire Hotel, St. George SLCC Juniper Academic Building, Herriman	25 12 3	DND	DND	DND	Multi-Family Higher Ed Resort/Hosp.	25% 20% 15%
Architecture Belgique 7583 S. Main St. Midvale, UT 84047	(801) 502-9710 www.archbelgique.com	2003	Guillaume Belgique President 18	Soleil Lofts, Herriman Village at North Station, SLC	13 2	DND	DND	DND	Multi-Family Comm/Retail Resort/Hosp.	85% 10% 5%
KMA Architects, Inc. 170 N. Main St. Spanish Fork, UT 84660	(801) 377-5062 www.kmaarchitects.com	1996	Wes Christensen President 16	Cascade Elementary, Orem Spanish Fork High School	12 1	DND	DND	DND	K-12 Comm/Retail Office	80% 5% 5%
Archiplex Group, LLC 255 Crossroad Square SLC, UT 84115	(801) 961-7070 www.archiplexgroup.com	2004	Ralph Stanislaw Principal 17	Park City Public Works Renovation Projects Davis County Jail Medical Wing, Farmington	8 2 1	DND	DND	DND	Office Civic/Inst. Industrial	20% 20% 20%
Evans & Assoc. Architecture 11576 S State St. STE 103b Draper, UT 84020	(801) 553-8272 www.instagram.com/studio_eaa	2004	Paul Evans Principal Architect 17	Pioneer Office Building, Draper Walden Clubhouse, Eagle Mountain	4 2	DND	DND	DND	Office Civic/Inst. Comm/Retail	34% 32% 12%

performers included method studio (\$4 million), CRSA (\$2.34 million), FFKR (\$2.29), Beecher Walker (\$2.27 million), AE Urbia (\$1.72 million), and Think Architecture (\$1.69 million).

The next group of firms (Nos. 11-21) is led by **Design West Architects** moving up two spots to No. 11 with \$6.9 million, followed by **Beecher Walker** (\$6.5 million), and **Curtis Miner Architecture** (\$5.9 million). No. 14 **Babcock Design** was posted \$5.7 Million in revenue followed by **EDA Architects** (\$5.4 million), **NJRA Architects** (\$3.3 million), **JRCA** (\$3.1 M), and **Prescott Muir Architects** (\$2.9 million). **Case Lowe Hart** was No. 19 with \$2.3 million, followed by **TSA Architects** (\$1.7 million), and **WPA Architecture** (\$1.1 million).

Office was a top market for EDA (41%) while Design West and NJRA had strong components of K-12 (51% and 45%) in both of their respective portfolios. TSA and NJRA both did large portions of their work in Healthcare (with 90% and 53%) while Civic/Institutional remained a top market for JRCA (63%) and WPA (36%). Prescott Muir had 84% of its work in Commercial Retail while Babcock Design also had this market as its top market segment with 34% of revenues.

Of firms not disclosing revenues **ajc architects** had a large increase in MF and remained strong in Higher Ed (30%) work. **Architecture Belgique's** dominant market remained MF (85%) and **KMA Architects** specialized in K-12 with (80%) of revenues in this niche market. **Archiplex Group's** top markets were spread evenly between Office, Civic/Institutional and Industrial while **Evans & Associates Architecture** earned the majority of revenues in Office (34%) and Civic/Institutional (32%) work. ■

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