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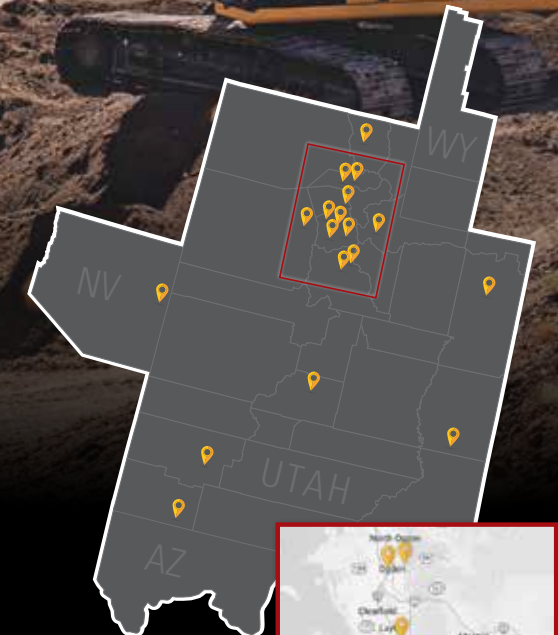
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On the Cover:

Correction: In the Oct/Nov issue, we incorrectly labeled Andrew Newbold's title and firm on pg. 22. While Newbold is one of the partners at Sandy-based Bonneville Builders, he serves as the Director of Business Development.

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LHM Company Making a Splash in Real Estate; Congrats to Hogan Construction on 80 Years

When the **Larry H. Miller Company** sold the Utah Jazz in October 2020, followed a year later by the sale of its automobile dealership empire—with the deals netting a reported \$5 billion combined—it marked the end of one era and the beginning of a bold new future, with real estate being king.

In the past five years, **LHM Real Estate** (a division of Larry H. Miller Company) has been involved in a bevy of high-profile transactions, including purchasing the sprawling South Jordan-based Daybreak Development and embarking upon the ambitious Downtown Daybreak project—replete with a stunning baseball stadium for the Salt Lake Bees Triple-A franchise, a new Megaplex theater, bowling alley, arcade, and a dynamic open air plaza—making it a true entertainment destination in South Salt Lake Valley.

On October 27, LHM Real Estate broke ground on a new 10-story, 300,000-SF corporate campus for **Rocky Mountain Power**, the first project within “The Power District” development—one that aims to ultimately attract a Major League Baseball (MLB) expansion team. Kudos to the team at LHM, led by Gail Miller, Steve Miller, Steve Starks, and Brad Holmes, for their efforts on this first new building within The Power District, and for the vision of pro baseball in Utah. Let me be the first to say how *ridiculously awesome* it would be for Salt Lake City to be the home of an MLB team! Count me in!

You can read about RMP's new campus within our Industry News section (pg. 16), along with our owner spotlight on LHM (pg. 50).

Our final regular issue of 2025 (look for December's **Most Outstanding Projects** next month) is highlighted with the **80th Anniversary** profile of **Hogan & Associates Construction** (pg. 44). The Centerville-based general contractor has made its mark building quality public and private projects, with a strong presence in K-12, Higher Ed, Municipal, and other markets. Congratulations to Mike and Cris Hogan and their entire team on eight decades of construction excellence! (We had Hogan's 75th Anniversary article planned for 2020, but the pandemic sidetracked it, so we're honored for it to be our cover story.)

This issue features two other anniversary profiles: **Taylor Electric** of Salt Lake is celebrating 50 years (pg. 34), while Salt Lake-based **Lloyd Architects** marks 25 years (pg. 56). Congrats to Jerry and Ryan Taylor, and Warren and Jennie Lloyd, on these milestones!

Twenty-five years ago, I had the privilege of interviewing Jerry Taylor for an article in *Intermountain Contractor* celebrating the company's 25th anniversary. It was nice to catch up with Jerry and to see Ryan's success as a second-generation owner.

Another popular annual UC+D feature is our **40 & Under A/E/C Professionals** (pg. 22), a nice mix of seven individuals spanning telecommunications engineering, structural engineering, heavy/civil construction, real estate development, and construction insurance.

The end of every calendar year always seems to be hellaciously busy, and this year certainly is no exception. Tons of projects are finishing up in Q4, including the latest delivery of 10 new gates and six new concessions spaces (pg. 14) for the **Salt Lake City Department of Airports**, as Phase IV continues for another year on **The New SLC**, marking the “final approach” on the transformative \$5.1 billion project, aiming for an October 2026 completion.

Our **Industry News** section also includes the groundbreaking of the new **Utah Jazz Practice Facility**, the next great major sports project for **Smith Entertainment Group** (SEG), which has already built the new Utah Mammoth Practice Facility in Sandy at The Shops at South Town (the same location as the future Jazz facility and SEG administrative offices), as well as gone through the first phase of construction on a Delta Center renovation.

Other content includes a look at the evolving building envelope market (pg. 40), an update on Operation Gigawatt (pg. 74), part of Utah's recent push to expand energy independence for the Beehive State, and three other project features:

—The **Carolyn & Kem Gardner Learning & Leadership Building** at Utah State University (pg. 62);

—The **USDC Comprehensive Therapies Building** in American Fork (pg. 68);

—The **Residences at Sugar Alley** in Sugar House (pg. 80).

The Sugar Alley multi-family project is notable in that it was built *twice* by Ogden-based **Kier Construction**. On October 27, 2022, a four-alarm fire consumed the 8-story structure, which was more than 80% complete. The project was rebuilt—it opened in April—an incredible test of fortitude and resilience from **Kier**, Irvine-based architect **MVE**, and the developer, **Lowe Property Group** of Salt Lake, which assumed full ownership post-fire and made significant improvements to the overall project.

Another year is almost in the can! We're excited to be hosting our **Most Outstanding Projects of the Year** on December 11 at the **Little America Hotel** and hope to see many of you there!

Regards,



Bradley Fullmer



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Utah Construction + Design is published seven (7) times a year. Postage paid in Salt Lake City, UT. All rights reserved. Reproduction in whole or in part without written permission is prohibited. Subscribers: If Postal Service alerts us that magazine is undeliverable to present address, we need to receive corrected address. Postmaster: Send address changes to 2075 S Pioneer Rd. STE B, Salt Lake City UT 84104. To subscribe, contribute editorial content, or for Advertising rates/Media Kit, please email lmarshall@utahcdmag.com.

Vol. 13 No. 6

Coming in December issue of UC+D:

Most Outstanding Projects of 2025



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Final Approach: 10 New Gates, Six New Concessions Highlight Latest Phase IV Activity at SLC International Airport

LHM Real Estate breaks ground on RMP’s new 10-story, 300,000-SF corporate campus; SEG breaks ground on new Utah Jazz practice facility; Low-carbon concrete project in SLC earns national ACI award; New multi-family projects announced by Gardner Group, Cowboy Partners.

The Salt Lake City Department of Airports (SLCDA) reached another major milestone, holding a ribbon cutting on October 28 to mark the opening of 10 new gates and six additional concession spaces as part of The New SLC Redevelopment Program, the largest project in Utah’s history at \$5.1 billion. The new gates—five were holdovers from Phase III, the other five as part of Phase IV—will house arrivals and departures for Delta Air Lines and Southwest Airlines in Concourse B.

“We are getting close to the finish line,” said Bill Wyatt, SLCDA Executive Director. “It has been five years since we launched The New SLC. With today’s ribbon cutting, we have introduced 10 more gates, six concessions, and two new lounges that will elevate the traveler experience through our airport.”

The new concession spaces are bright and vibrant, with eclectic dining and shopping options in each one. Concession operators selected for the nearly 9,000 SF of space include At SLC Airport Concessions, Hudson Group, Paradies Lagardère and TuGals, which represent the following brands and concepts:

Food and Beverage: Aubergine Kitchen and Moab Brewery—both local brands.

Retail, News and Gifts: Art of Aesthetics, Good Earth Market (local brand), Hudson, and Utah National Parks.

“It’s bittersweet, knowing this team unity and everything that has been accomplished is coming towards an end,” said Jordan Cammack, Construction Director for HDJV (Holder/Big-D joint-venture). “The band won’t be playing together forever.”

Cammack said the most recent delivery went smoothly, with the concession spaces getting ahead of the curve and finishing early, improving the entire project.

“There was great coordination between our teams—these are great additions to the airport,” added Cammack.

This most recent opening was dedicated to the memory of Mike Williams, the long-time SLCDA Program Director, who passed away in May from cancer at age 72. Williams was the heart and soul of this project for more than 13 years, said Cammack, and it is fitting that he be honored, with his saying “Keep your promises, tell the truth, treat everyone fair”—the message embodied by everyone involved in the project.

“It was a nice way of honoring him. That’s what makes these [phases]

successful, the mantra that everybody goes by. The sheer number of craftworkers who knew him and would talk to him [...] you just don’t see that,” added Cammack.

In addition to the new gates and concessions, two swanky new private clubs opened in Concourse B the same day—a second Delta Sky Club adjacent to the Ally the Allosaurus display, and the American Express Centurion Lounge. Both clubs offer optimum members-only guest experiences, with opulent, decorative spaces replete with high-end finishes and ample room to relax and unwind before and after a flight.

The airport also added a new sensory room in Concourse B-West, making it the airport’s third such space.

The New SLC Redevelopment broke ground in July 2014. Phase I opened in September 2020; Phase II opened in October 2023; Phase III opened in October 2024. The final 11 gates and six concession spaces will open in October 2026, bringing the total to 101 concessions and 94 aircraft gates in the two concourses.»



SLCDA Executive Director Bill Wyatt cuts the ribbon on 10 new gates and six new concessions October 28, which were delivered at the mid-point of Phase IV, the final phase of the historic \$5.1 billion SLC International Airport Redevelopment. (courtesy SLC Dept. of Airports) Ally the Allosaurus (bottom) has a dino-eye’s view of the new Delta Sky Club, located at the center of Concourse B. (Other photos by Dana Sohm, Sohm Photogrfx)





Executives from The Larry H. Miller Company and Rocky Mountain Power (RMP) dig in during a ceremonial groundbreaking event on October 27 for RMP's new 10-story, 300,000-SF corporate campus headquarters, the first project to launch within "The Power District"—a proposed 100-acre development along Salt Lake City's North Temple corridor that aims to attract an MLB team (rendering courtesy Larry H. Miller Real Estate).



The Power District is Going Vertical with RMP's New 300,000 SF Corporate Campus

In the 1960s, then-Oakland Raider head coach—and later legendary owner—Al Davis built his offensive scheme around the philosophy of “go vertical”, and that is exactly what is happening at the Power District in Salt Lake City. Larry H. Miller Real Estate broke ground on October 27 on a new 10-story, 300,000-SF corporate campus for Rocky Mountain Power, just west of RMP's existing HQ, which was originally built in 1951.

The much-needed project is the first of many projects to come within the Power District—a master-planned, 100-plus acre mixed-use development which would be the hopeful site of a future MLB stadium, possibly within the next five years.

“The Power District is set to expand downtown Salt Lake City—we're expanding it to the west with this incredible mixed-use development that will now be anchored by Rocky Mountain Power's corporate headquarters,” said Brad Holmes, President of Larry H. Miller Real Estate. “This will be a sports and entertainment district; it promises to deliver family-friendly experiences. We've worked diligently with architectural firms and planners across the country, with local partners, to ensure that this is a place for family [...] where all are welcome.”

Those gathered hail The Power

District's proximity to both the downtown core and the Salt Lake City International Airport, as well as its connection to two key state amenities: the Jordan River and Utah State Fairpark.

“The Power District is more than a project—it's our family and organization's commitment to Salt Lake City and the State of Utah,” said Steve Miller, Chairman of the Larry H. Miller Company. “This development will create thousands of jobs, ignite economic growth, and serve as the gateway neighborhood to Utah's Capital City.”

“We are excited to break ground on The Power District's first building [...] that will expand Salt Lake's skyline to the west,” said Steve Starks, CEO of the Larry H. Miller Company. “There is great momentum in this community, and we are grateful for our many partners who share

our commitment to developing this world-class, sports and entertainment anchored, mixed-use project.”

Incorporating sustainable practices and innovative design into The Power District's master plan is a top priority for LHM. This approach ensures spaces not only meet today's needs, but respect and enhance the community and state for future generations.

LHM is working closely with myriad stakeholders, including the Utah Legislature, Utah State Fairpark, Salt Lake City, the Jordan River Commission, and other westside leaders to incorporate

several area master plans that have been studied over the years and coalesce in a unified vision for the capital city's westside community. The plan creates enriching experiences, celebrates the area's cultural and agricultural heritage, and provides a place for families and visitors alike to enjoy purposeful amenities and connection.

The Power District master plan overview includes:

- 100-plus acre shovel-ready site with flexible zoning and building options.
- 1.3 million SF of office space, with a corporate campus with connected transportation options, amenities, open space and direct access to the airport and downtown.
- 4,700 housing units, including various housing types and price points.
- 320,000 SF of retail space.
- A 300-key hotel.
- One-mile riverfront clean-up and access to the Jordan River.
- Walkable, mixed-use experience with abundant trails and optimal green space.
- A potential Major League Baseball ballpark, the anticipated crown jewel of the entire project.

“At Larry H. Miller Real Estate, we build the places where life takes place,” said Holmes. “In an area currently devoid of housing, The Power District will add a mixture of housing types and price points, including introducing 2-3+ bedroom housing options, opportunities for home

ownership, and family-friendly amenities. This catalytic project allows us to not only

enhance the quality of life for residents but also attract opportunities that benefit our [state] with the remediation, enhancement and activation of the Jordan River and its banks.”

This first RMP corporate campus is being built in conjunction with architectural firms SOM of Chicago and Architectural Nexus of Salt Lake, and general contractor Okland Construction of Salt Lake.

The all-electric campus is inspired by the character of the historic Gadsby Power Plant, which once resided there. It translates the district's industrial past into a modern, efficient, and human-centered workplace. Purpose-built for RMP, the design responds to the company's culture, workforce, and role in the community. Its efficient structural system and thoughtful exterior form create a high-performance, adaptable environment and establish a distinctive presence on the skyline. When completed, the building will be more than a corporate campus; it will be a workplace designed around people, a landmark that honors history while looking forward, and a catalyst for The Power District.

“Rocky Mountain Power is 3,000 committed employees dedicated to providing the essential services that are the backbone of our economic development and our quality of life, and that's electricity,” said Dick Garlish, RMP President. “We've been [working] in a facility that's been around a while. Just to put this in context, it was built when Harry Truman was President. It's exciting to be [...] transitioning to a new building that is an all-electric building, with modern tools and technology.”

Through the Larry H. & Gail Miller Family Foundation, the Westside Community Grant Initiative has awarded more than \$1 million to build the capacity of nonprofit organizations serving Salt Lake City's west side residents. Additionally, Intermountain Health has contributed \$175,000 in matching funds.>>

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Rendering of the new Utah Jazz Practice Facility in Sandy features a stunning glass facade that will offer inspiring views of the Wasatch Mountains. (Inset) Executives from the Utah Jazz, Smith Entertainment Group (including Ashley and Ryan Smith), Babcock Design, and Okland Construction participated in the groundbreaking ceremony (rendering courtesy SEG; inset pix by B.H. Fullmer).

SEG Breaks Ground on Slick New Utah Jazz Practice Facility

Utah Jazz rookie Ace Bailey flashed a wide smile as he made his way to a mound of dirt and shovels as part of the groundbreaking ceremony announcing a sparkling new practice facility for the Jazz, located at the 111-acre site at The Shops at South Town in Sandy.

“I’m about to be part of history,” muttered the 19-year-old Bailey to no one in particular. And indeed, he was, along with Jazz teammates, coaches, and Smith Entertainment Group (SEG) executives and employees, led by SEG owners Ryan and Ashley Smith. SEG owns both the Utah Jazz and Utah Mammoth professional franchises.

Located less than 20 minutes from the Delta Center in downtown Salt Lake City, the facility will feature premier resources, including two basketball courts, a team locker room, state-of-the-art workout and training spaces, a performance kitchen, and amenities designed to foster player development and team connectivity.

The new Utah Jazz facility will be a central piece in the incredible sports campus SEG is building, which also includes the recently completed Utah Mammoth practice and training facility. It will also house SEG’s business offices, creating a unique, dynamic sports environment

designed to foster greater innovation and connectedness.

“It’s pretty crazy how stuff gets done in Utah,” said Ryan Smith, referencing closing on the property that will house the Jazz and Mammoth practice facilities, along with SEG’s organization, on August 24, 2024, just over a year ago.

Smith said he envisions a synergistic environment where basketball players and hockey players can work together and learn from each other as professional athletes striving to improve.

“I think there is a lot we can learn from each other. It’s our job at SEG to put these moments together and take the benefits we get from both teams.”

In a joint statement, the Smiths added, “Creating a new, world-class practice facility for the Utah Jazz is one more step in our investment into the long-term growth and success of the Jazz. We’re building an amazing sports campus here with the Jazz practice facility connected to the Utah Mammoth practice facility, including the opportunity for the teams to cross-collaborate and support each other’s development. By also incorporating our business offices, this campus will promote efficiency, innovation, and collaboration, continuing to focus on bringing the best experiences to our fans.”

“SEG continues to invest in the Jazz, showing our players and fans their

commitment to building a world-class organization,” said Austin Ainge, President of Basketball Operations at the Utah Jazz. “They are constantly looking at innovative ways to help our players achieve their potential. This will be a state-of-the-art facility and a tremendous environment where our players and coaches can work, train, and develop.”

The project will be built in partnership with Babcock Design of Salt Lake, Okland Construction of Salt Lake (also the general contractor on the transformation of Delta Center), and Ezra Lee Design + Build of Alpine.

Utah Project Earns National ACI Award for Low Carbon Concrete

The American Concrete Institute (ACI) recently honored a Utah-based project with a 1st Place Award in the Flatwork category at its 11th annual ACI Excellence in Concrete Construction Awards, which honors outstanding, innovative concrete projects from around the world. The awards program was part of the ACI Concrete Convention on October 27 in Baltimore, Maryland.

The Salt Lake-based project, Low-Carbon Concrete: Bus Charging Station, demonstrates innovative low-carbon concrete using Bountiful-based Roman Cement’s patented technology.

According to ACI, redesigning standard

concrete mixtures improved cement hydration, particle packing, and workability while reducing cement use, costs, and CO₂ emissions by 20%. Completed in September 2022, the project showcases exceptional durability, with gains in compressive and flexural strength, improved alkali-silica reaction, rapid chloride permeability, surface resistivity, and scaling resistance.

After three winters, the concrete shows no cracking or spalling. This project highlights high-performance, cost-effective, and environmentally responsible flatwork, setting a benchmark for sustainable concrete applications in public infrastructure.

Owner: Roman Cement

Engineer: CMT Technical Services

GC: Stacy Witbeck

Supplier: Geneva Rock Products, Inc.; Altaview Concrete

Nominator: ACI Intermountain Chapter

Gardner, PGIM Break Ground on 336-unit Project

Salt Lake-based Gardner Group, along with partner PGIM, broke ground in September on its flagship “GEM by Gardner” branded community, a 336-unit development in West Jordan. This is Gardner’s exclusive multi-family brand aimed at bringing institutional-quality, best-in-class offerings to the Utah market.

GEM West Jordan is envisioned as a new kind of attainable product, blending sophistication with efficiency in direct response to Utah’s affordable housing crisis. Significant effort went into creating a sustainable, modern community highlighted by an elevated clubhouse and amenity package. The design emphasizes efficiency to foster inclusivity throughout the community.

The project features a mix of one-, two-, and three-bedroom units with a focus on larger units for families. Community amenities include a pool, clubhouse, gym, bike repair, and dog wash, along with significant outdoor living space. Gardner is also building a four-acre public park for the City of West Jordan adjacent to this project, with dedicated parking to enhance access from local neighborhoods.



(top) A groundbreaking was held in September for “GEM by Gardner” in West Jordan, a new flagship brand from Gardner Group, along with partner PGIM. The 336-unit multi-family project was designed by FFKR Architects and is being built by Zwick Construction (courtesy Gardner). (middle) Rendering of Liberty Corner, a new 200-unit multi-family project designed by MVE + Partners and being built by Pentalon Construction (courtesy Cowboy Partners). (bottom) Aerial view of a UTA Bus Charging Station that earned an ACI National Concrete award for low-carbon concrete (courtesy ACI).



The project was designed by Salt Lake-based FFKR Architects and is being built by Murray-based Zwick Construction.

Cowboy Partners Breaks Ground on \$68 million Liberty Corner

Salt Lake-based Cowboy Partners broke ground in October on the \$68 million Liberty Corner affordable housing development, a 200-unit project designed by Irvine, Calif.-based MVE + Partners and being constructed by Salt Lake-based Pentalon Construction.

The 387,857-SF ground-up residential development is in a single building, though it appears as two distinct structures

to provide a humanistic scale and seamless integration into the Ballpark District. The project will include a mix of townhomes and apartments, perfect for intergenerational families. Other highlights include:

- Base level retail highlighting local restaurants and shops.
- Brick and stucco elements to blend in with the warm tones of the Ballpark District while also leveraging sustainability and durability.
- Indoor and outdoor amenities including a daycare, co-working spaces, green space with Wi-Fi benches, and more.
- Units are ADA accessible. ■

Who's First? The Utah Court of Appeals Clarifies When a Prior Material Breach Justifies a Refusal to Make Further Payments Under a Construction Contract

By Brandon S. Fuller and Mark O. Morris

When can I stop work on a construction job? When can I refuse to make a payment? These questions are ubiquitous when either an owner or a contractor fails to perform. Failure to perform puts everyone in a tight spot. Contractors often continue working, even though an owner has stopped paying, to avoid remobilization costs and with the hope that payment will come in the future. Owners may continue paying even where construction is defective, hoping that the contractor will fix it. But parties to a contract are not necessarily bound to continue performing where the other party has failed to perform in some material way.

In some cases, the first-breach rule may excuse any further contractual obligations when the other side has failed to perform. The Utah Court of Appeals recently clarified this rule in *Globe Contracting LLC v. Raymond R. Hour et al.*, 2025 UT App 98, 575 P.3d 235 (*Globe Contracting v. Hour*) wherein the court concluded that an owner was not justified in refusing to pay a contractor where the contractor's alleged material breaches arose **after** the owner refused to pay. Leveraging this rule early in construction disputes could save substantial time, money, and stress when the other side fails to meet their obligations.

Summary of Opinion

The *Globe Contracting v. Hour* opinion came from a contractor-owner dispute. The owner, Raymond R. Hour (Hour), contracted with Globe Contracting LLC (Globe) to construct a chiropractor clinic. The contract required substantial completion by July 5, 2016, which was within 210 days after the building permits were issued. However, due to abnormally cold weather, rainfall and

mud, concealed debris at the building site, and Hour's requested change orders, the project was not substantially complete until September 28, 2016, about 85 days late. On June 7, 2016, Hour sent a default letter to Globe, purporting to terminate the contract because there was no way Globe could complete construction by July 5, 2016. Hour sent an additional default letter on July 18, 2016, giving Globe until September 2016 to complete construction.

After the July 5, 2016 completion deadline passed, however, Hour failed to make progress payments for July, August, and September, each of which was due 30 days after Globe sent the relevant payment applications. Globe sued Hour for breach of contract, seeking the outstanding progress payments. Hour counterclaimed based on the first-breach rule, alleging that it had no obligation to pay Globe because Globe had materially breached the contract first. These breaches, Hour claimed, included Globe's (i) failure to complete the project by July 5, 2016 without good cause, (ii) performing defective work, (iii) hiring unlicensed subcontractors, and (iv) failing to pay subcontractors.

The Third District Court rejected Hour's arguments, noting that in "construction contracts, no other breach is more material to contractors than the unjustified nonpayment to contractors and suppliers." It concluded that the contract set forth four circumstances in which Hour could withhold payment: (i) if Globe performed defective work not remedied, (ii) if Globe failed to make prompt payments to subcontractors, (iii) if Globe failed to pay for labor, materials, or equipment, or (iv) if another contractor was damaged by Globe's



Brandon S. Fuller

Mark O. Morris

acts. The contract did not expressly allow Hour to withhold payment based on mere delay. The contract also did not include a "time is of the essence" clause, which would highlight the parties' obligations to strictly adhere to deadlines. The district court also concluded that the alleged defective work did not arise until September of 2016, well after Hour had stopped making payments. Hour could not claim it was excused from making payments under a first-breach theory, because it had stopped making payments before discovering the defective work. The court concluded, at least impliedly, that the licensing status of subcontractors was not a material provision of the contract and that Globe could not pay subcontractors if Hour did not pay Globe first. In sum, the district court concluded that Hour's nonpayment actions were not justified and awarded Globe the outstanding payments of \$61,901.92. The Utah Court of Appeals affirmed this conclusion.

The First-Breach Rule

The *Globe Contracting v. Hour* opinion clarifies the first-breach rule. Under this rule, "when one party materially breaches a provision of a contract, the other party's subsequent failure to perform a specific

obligation is excused if the promises are mutually dependent." *Globe Contracting v. Hour*, 2025 UT App 98, ¶ 38 (quoting *Larson v. Stauffer*, 2022 UT App 108, ¶ 26, 518 P.3d 175). To justify a party's refusal to further perform under a contract under this rule, the other party's breach must be (1) material, and (2) must arise and be discovered prior to the refusal to perform. *Id.*

For example, if an owner fails to make progress payments on a contract, a contractor may be justified—after that failure and with proper notice—in stopping work. After all, timely payment is a material requirement of almost every construction contract. The owner's prior material breach would excuse the contractor's obligation to perform further construction services. If the contractor stops work before the owner fails to make progress payments, or without providing proper notice and opportunity to cure, the contractor may be liable for damages caused by the delay.

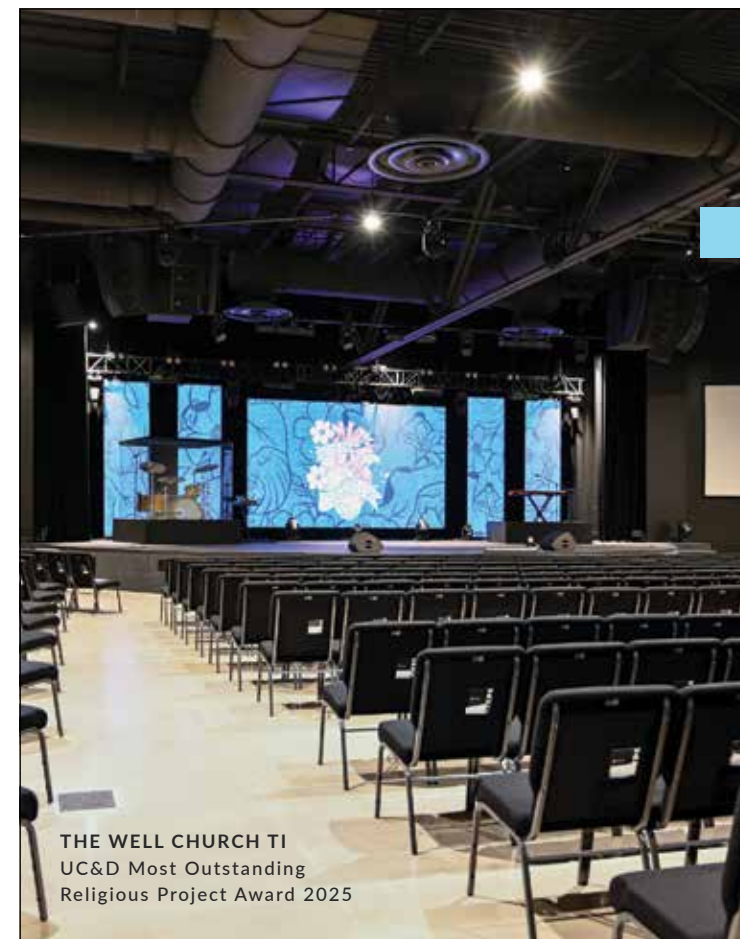
Conclusion

Contractors and owners alike should be aware of *Globe Contracting v. Hour*'s standard in the course of construction. If there is a failure to perform under the contract, the performing party should promptly evaluate whether that failure is material and whether it would justify stopping work or, respectively, refusing payment. These are highly consequential and fact-dependent decisions that should be made with the benefit of legal counsel. The first-breach rule is a powerful tool to minimize losses and leverage full performance where the other party to a construction contract fails to perform. ■

Brandon Fuller is an associate in Snell & Wilmer's Litigation, Investigations, and Trials Practice Group, where he handles complex business disputes in both state and federal courts. He represents a variety of clients, ranging from small private

companies to publicly held corporations, in matters including construction law, real estate disputes, contract disputes, trademark issues, trade secrets, product liability, legal malpractice, constitutional law, and Uniform Commercial Code issues.

Mark Morris is a former chair of the Construction Section of the Utah Bar. He has a diverse practice, with experience in general business disputes of all kinds, including matters in the areas of construction law, real estate, securities, legal malpractice, employment, professional liability, trade secrets and defense of class action matters. He always seeks efficient, amicable and reasonable resolution to his clients' problems, including informal and formal negotiation and mediation before and after a case commences.



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ADAM
DEL TORO, 39

President & Founder
Reliance Engineering
Services

NICK
PEXTON, 35

Vice-President & Founder
Reliance Engineering
Services

ALEX
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Principal + Partner
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THORN, 40

Sr. Vice President
Beehive Insurance

UC+D is pleased to feature the 2025 cohort of 40 & Under Professionals. This stellar group of seven has collective expertise spanning key scopes—business development, insurance, engineering, scheduling, and project management. While their skill sets may differ, each shares one key trait: a hunger to take every potential opportunity their way and deliver success.

Profiles By Bradley Fullmer & Taylor Larsen



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President & Founder
Reliance Engineering Services

ADAM DEL TORO - 39

By Bradley Fullmer

It's been a whirlwind 18 months for Adam Del Toro and Nick Pexton, who co-founded Fountain Green-based Reliance Engineering Services in May 2024, a company specializing in full-service telecommunications engineering, including design, project management, permitting, and funding and grant applications.

Two years ago, Del Toro was more than a decade into his career as a Research & Development Supervisor for natural gas giant Dominion Energy, while Pexton was working for Nephi-based Rocky Mountain West Telcom (RMWT) as a Sr. Director of Business Development, with just over four years at the company. The two had met a couple of years earlier while collaborating on a potential fiber optic network project in Mona that never happened. Neither was particularly content with their respective positions, so when Del Toro got a random call from Pexton in March 2024, the timing could not have been better.

"I was planning on leaving the natural gas industry and start my own firm [...] Nick happened to call the day I was putting in my two weeks [at Dominion]," said Del Toro. "It definitely felt like Providence was helping us."

"Somebody was looking after us, because the timing was unbelievable," added Pexton. "It's crazy how things lined up."



Vice-President & Founder
Reliance Engineering Services

NICK PEXTON - 35

Del Toro is a native of St. George and earned a Bachelor of Mechanical Engineering from Utah State University in 2011. After 2.5 years as a USU Graduate Research Assistant, he joined Dominion Energy in January 2013, where he designed major natural gas systems and structures.

Del Toro also earned a Master of Clinical Mental Health Counseling from the University of the Cumberlands (Williamsburg, Kentucky) in 2023, and moonlights as a counselor at The Center for Hope in Springville, where he helps clients address life challenges both personally and professionally.

Pexton is a native of Nephi and studied at Utah Valley University from 2008 to 2010, and earned the Certified Telecommunications Network Specialist designation from Teracom Training Institute (2013-2014). Pexton joined Nephi-based Mid-State Consultants, a telecommunications engineering firm, in March 2011 and spent more than nine years there. He joined RMWT in June 2020, gaining experience in project management and operations.

After that fortuitous phone call from Pexton to Del Toro, the pair met four times from March to May to "make sure we were aligned on what the company would look like," Pexton said.

"It was a pretty quick process," added



"Our outlook has been wise. We've taken into consideration diversification into other sectors—that's a key element. Adam has experience in the natural gas industry, and we want to further our diversification and get into the power side of the industry."

— Nick Pexton

Del Toro. "We got talking about goals, how to build a general company vision. I trusted Nick's background and experience, and his character, as well. It was a big risk, but I'm a sink-or-swim guy. If those are my options, I'm going to swim!"

Since teaming up, the pair have been aggressive regarding company growth, having exploded from just the two of them to 30 employees, with revenues expected to more than quintuple from \$560,000 in 2024 to nearly \$3 million by the end of this year.

Both expect the telecommunication market to be a fruitful, busy market given the need for fiber optics to rural America, in addition to the "Internet for All" initiative in May 2022 that was part of the National Telecommunications and Information Administration's (NTIA) implementation of the infrastructure law that allocated \$65 billion to improve high-speed Internet access. Utah, specifically, received \$330 million, with the goal of reaching some 40,000 unserved homes and businesses.

The firm's location in Sanpete County puts them in the center of the state geographically, and they're committed to working with communities of all sizes to improve their internet capacity. In addition to Utah, Reliance is working in Michigan and

Oklahoma, and Del Toro and Pexton expect to land significant future work throughout the Midwest. They want to grow intentionally while ensuring a diversity of revenue streams.

"We set some early goals, and we've been able to do really well—we're on track to beat our goals," said Del Toro, crediting the many employees who have joined the firm. "Those individuals took great risks coming on board. We anticipate we'll be even larger next year with the work coming down the pipeline."

"Our outlook has been wise," said Pexton. "We've taken into consideration diversification into other sectors—that's a key element. Adam has experience in the natural gas industry, and we want to further our diversification and get into the power side of the industry."

Major clients include the federal government (U.S. Department of Agriculture), utility companies, and municipalities, with a focus on rural communities.

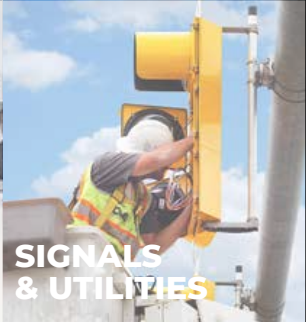
"We love Sanpete County," said Del Toro. "We value helping the communities we live and work in and providing services that help build up the community and hopefully help the residents."

"We depend on repeat work from 18 major clients, and continuously getting work from them," said Pexton. "The minute we stop doing a good job, they can go someplace else. As long as we do a good job, we'll keep getting work."

The pair expect Reliance to maintain its explosive growth, perhaps even doubling its employee total in another 12 months.

"Next year's [revenue] goal is \$4.8 million," said Pexton. "We have confidence in what our workload will be like. We are scaling quite dramatically and want to grow at a healthy pace, where we're not stringing ourselves out too thin. We're in a good position right now."»

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Principal + Partner
Calder Richards Structural Engineers

ALEX KARRAS, SE - 36

By Taylor Larsen

As Alex Karras speaks about his career, he jokes about designing the downtown apartments that would replace Calder Richards’ previous office. Offices changed; titles, too. Karras became Principal and Partner earlier this year, gaining a new appreciation for those who led the firm before him while changing how he views the entire project pipeline.

“I think about projects differently; I think about every interaction differently,” he said of another change since becoming a fellow Calder Richards principal—the buck now stops with him. “Ownership was something I always wanted to aspire to, but it was a little daunting—I’ve got skin in the game. When the design goes out, my name is on it.”

But he’s excited for what that future brings.

“I looked around to who I would be sharing that risk with—you work here long enough and you know where the motivation lies and what the common goal is,” he said. “And looking over the team when new partners will be brought in—I wanted to be part of it.”

But before he literally bought into Calder Richards, he grew up in Harrisville in Weber County, eventually attending Utah State University and working for a small engineering firm in Brigham City.



After graduation (B.S. ‘15, MEng ‘16), a friend recommended applying to Calder Richards to challenge Karras to work on bigger projects.

What’s kept him there since joining in 2016?

“There’s no ceiling at Calder Richards. It allows employees to stretch themselves,” he said. Whether embracing new techniques or new understanding, “it makes you feel fulfilled.”

So much has changed from his early days as a new engineer—AI and computing technology, for starters. Still, he credits his mentors for teaching him to “trust but verify” what technological tools can do by staying up to date on fundamentals and hand calculations. “If you don’t understand the concepts, you will probably fly past an error that you couldn’t recognize.”

To do so, he’s joined organizations like the Earthquake Engineering Research Institute (EERI) and the Structural Engineering Association of Utah (SEAU). He’s attended EERI events and conferences since joining the organization in 2019. He’s attended SEAU events since his college days, helping him stay at the cutting edge of his profession among a great community of engineers.

Karras said that any chance to gain more knowledge is worth taking, advising fellow engineers, “Stay thirsty for knowledge, jump on every learning opportunity, every webinar you can, because it will serve you in the long run.”

Following his own advice and working toward his goals put him in a position to structurally design The Residences at the Tower, a part of the Talisker Club in Deer Valley.

“I grew to enjoy concrete design and what you could do with it,” he said, crediting the project team for creating great memories as they collaborated on post-tensioned concrete decks and concrete shear walls.

Karras beamed about Hillcrest High

School and the opportunity to work with the architectural team to design the school’s steel structure, reinforced masonry, and an amazing auditorium with a column-free, cantilevered balcony.

Karras said these and many other moments have given him a deep appreciation for contractors, an appreciation that began when he framed houses after returning to Utah from a religious service mission in Brazil in 2010.

“It was so hard,” he laughed. “Whether it’s the dead of winter or the middle of summer, you’re hauling lumber, and you’re up high.”

Being in the field made him realize, “This is serious work,” he said. “To this day, it’s informed how I detail plans for wood structures.”

He’s welded, too, after completing a welding class at the local trade school that has helped inform how Karras calls out welds.

“Having that understanding of what it takes better informs design and creates a more efficient design,” he said, joking that it’s his “trade secret.”

Karras wants to lay masonry block next, revealing the real trade secret: bringing good design to the table means physically meeting builders in the field and getting their input.

“I always like to quiz the different trades on how we did [by asking], ‘What was hard about building what we designed?’” Karras said. After all, “They know what is and isn’t working.”

In the industry, “there’s a separation between designer and general contractor, and there’s a bigger one between designer and subcontractor,” he said. “And going out to the job site and asking them [these questions] bridges that just a little bit.”

Karras has received a few curious glances and plenty of critiques and suggestions from those he’s asked, which is fine by him.

“The more we learn, the better service we can provide.”>>



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Bonneville Builders

ANDREW NEWBOLD - 32

By Taylor Larsen

Andrew Newbold never thought he'd be in construction, especially after his first job routing vinyl fence posts on a CNC machine. Nor did he think he'd end up in sales after spending one summer knocking doors for a pest control company in San Antonio.

"I wanted to be helping people," he said. With that noble goal in mind, Newbold earned a soccer scholarship to Western Wyoming Community College in Rock Springs, where he met and began dating Crystal Tebbs during their first year before serving a mission for The Church of Jesus Christ of Latter-day Saints in Chile. Upon his return, he married Crystal, then went back to Rock Springs and worked as a Field Representative for U.S. Senator John Barrasso of Wyoming.

After earning a B.A. in Communications from Utah Valley University in 2018, Newbold thought his future path would be public service. Shortly after, he and his wife moved into her grandmother's house as caretakers while Newbold prepared for a graduate program in public administration.

A frequent guest at grandma's house was "Uncle John" Tebbs, Crystal's uncle and the founder of Bonneville Builders. Newbold only knew him as the fun uncle he had met at a few family Christmas parties. But one night, as Newbold spoke to Tebbs about his

graduate school plans, Tebbs blurted: "What are you doing?" Newbold recalled him saying, "I know you, and you belong in sales and marketing!"

Newbold was shocked. "All I could think was, 'Okay, Crystal's uncle. Thank you for that.'"

But the idea percolated, and Tebbs called a few weeks later with an offer that sounded more like a demand: "I can't watch you do this," Newbold recalled him saying. "I want you to be an intern for us at Bonneville."

In 2018, Newbold started the internship and was hooked just two weeks in. The purpose and meaning he desired were readily available in the private sector.

But with no leads, no contacts, and just a vinyl fence post's worth of construction knowledge, Newbold followed a coworker's advice, subscribing to every planning commission and city council email alert across Utah, and creating a system to navigate RFPs and other documents and find projects to pursue and people to contact.

"The deal I had was that if it were a new client or project that I found, I would get to be involved from the very beginning to the very end of the project," said Newbold. Sometimes, that meant he was "a fly on the wall, gaining information." But he kept building relationships, even when the deals didn't materialize right away. Over time, those relationships have flourished, helping the company grow significantly.

Bonneville's new tagline, "Built by relationships, defined by results," reflects Newbold's belief that positive relationships across the project team—not the cheapest bid—are what can steer his firm and the industry toward greater success.

When Newbold started as an intern in 2018, Bonneville Builders' 30 employees earned \$45 million in revenue.

"We were excited about it. We had done some big projects."

Since then, the company has

prioritized negotiated work—bringing on preconstruction experts, superintendents, project managers, and project engineers in a spirit of collaboration and mutual care. This approach has helped Bonneville expand into new market verticals, grow its team to more than 80 employees, and achieve a record-breaking \$205 million in revenue in 2024.

Newbold became a partner for Bonneville Builders in October 2024. He credits fellow partners John and Garrett Tebbs, and many others outside of Bonneville, for steering him toward success—Connie Gonzalez, Brad Boardman, Ruth Hill, Brett Hopper, and Doug Archibald were thanked by name.

So how does the young business developer pay it forward? For Newbold, LIHTC housing is the first thing that comes to mind. He points to multi-family developers such as Cowboy Partners and GIV Group as partners whose purpose extends beyond financial returns.

"The people that live in these [LIHTC] units often do not have the easiest of lives, and I think it's important that we're building projects like those—projects that matter," he said.

Projects matter, but people remain front of mind for Newbold, as he said, "We've got some great employees here that are very capable, and we try to give them every opportunity to grow. They bring a human-first value to the projects our Bonneville team helps advance."

Tebbs' original advice may have come from left field, but Newbold is immensely thankful for it.

"As much as he was just my wife's fun-loving uncle, now he's one of my dearest friends," said Newbold, who considers Tebbs his greatest mentor. "He gave me an opportunity to do something that I never would have thought to do, and I'm grateful that he saw something in me.">>



Scheduler; Adjunct Professor
Ames Construction; Utah Valley University

ARIKA MORRIS, PSP - 31

By Taylor Larsen

If you’re looking for someone to say “yes” to new experiences, look no further than Arika Morris. It started when her electrician father had the young Morris wire her bedroom in the family’s Yuma, Arizona home for internet access and wire her Honda Civic for the sound system she wanted.

“I didn’t do it properly, and it didn’t work most of the time, but I did it,” she said. She may not be an electrician, but somebody needed to step up—why not her?

Saying “yes” and taking the reins are key in bringing great work to life and shaping great people in the process.

She started in the industry as an Administrative Assistant working under Carl Watkins (now retired) for a major general contractor. Morris described him as her favorite person and a father figure after Morris’s father passed a few months after she finished high school.

“Carl did not promote himself in any way, but he championed everybody else. He cared more about you than he did about the job—and he was excellent at his job,” she said. Watkins taught Morris the role of Field Engineer and gave her the responsibilities that would advance her career, even if she wasn’t eligible for the title because she didn’t have a bachelor’s degree.

Many of her coworkers recommended



that she pursue her studies to qualify for advancement, so off she went to Utah Valley University (B.S. Construction Management, 2021).

She has worked at heavy civil contractor Ames Construction for the last six years, rapidly making a name for herself by stepping up into important roles—Scheduler, association representative, and leader of Ames’s internship program in Utah and Nevada.

If you haven’t caught on yet, “I say ‘yes’ to too many things,” Morris laughed. She does so in hopes of following the example many in her life have set before her to empower others.

That “yes” attitude allowed her to join NAWIC’s Salt Lake Chapter in August 2023 and then volunteer to sponsor a Women in Construction Week lunch in 2024. Morris connected with Kaitlin Eaton, former Chapter President and now lifelong friend, as well as Tonya Timothy, current Chapter President and former mentor. Morris described her mentorship with Timothy as that of a cheerleading companion who helped to champion Morris as she grew into the industry. Morris also recently joined the NAWIC Salt Lake Chapter Board of Directors.

Sometimes, taking on new duties takes a little cajoling.

“When Chris Kemper, my PM, asked me if I wanted to be the scheduler, I was like, ‘No! No! No!’” she said. But after hearing the pitch and agreeing, “It’s been a complete trajectory change—explosive, totally random—but it was because he saw that I was the right person to take on the challenge.”

Her advice to her younger self—and everyone in the industry—is to know when to say “no” and stand by it.

“Know your value and hold your boundaries,” she said. She’s passed that lesson along to her interns, calling for personal authenticity. “The most important things are the relationships,” she said. “And that the things you say are authentic.”

Adhering to boundaries is essential to her role on the project management team, especially when delineating the roles and responsibilities of general contractors and their trade partners. She spoke of the importance of reading contracts to ensure that Ames’s responsibilities and duties are covered.

“Contracts are our marriage agreement; our prenup,” she said. “They describe exactly how our relationship is going to go and how we are going to solve problems.”

She even showed a trade partner that they hadn’t been compensated for a long-completed scope because they hadn’t billed for it, and told them to bill for it, she said, “Because that’s the contract we signed, and it’s important to be honest. [...] I want subcontractors to want to work with us.”


She’s enjoyed scheduling so far, building the roadmap, recognizing the risks and challenges, and organizing the thousands of activities that go into construction projects so that superintendents can successfully manage work moving forward.

The role has meant a lot of asking “why?” Which doesn’t always bring sympathetic responses to those she’s questioning.


“I’ve been called nosy, and I’ve accepted it,” she smiled. “Because those who say it recognize it’s the reason I’m in the room.”

Staying curious is one piece of advice for those new to the industry as well as her UVU students—be engaged, ask questions, put your learning into practice, and hold to your boundaries and your word. Much as they have helped Morris, this level of engagement, ownership, and problem-solving will help move the industry forward. »

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BRADY THORN - 40

By Bradley Fullmer

Brady Thorn always figured he’d wind up with a career in the construction industry, having been raised in a family with deep roots in heavy/civil construction dating back to great-grandfather Ashel O. Thorn, who founded Springville-based Thorn Construction in the 1920s.

How Thorn ended up working in construction insurance came about while serving a two-year mission for the Church of Jesus Christ of Latter-day Saints, as the now Sr. Vice President for Salt Lake-based Beehive Insurance—part of the Orem-based Clyde Companies—met a fellow church member who told Thorn he’d do well in this industry.

“It was Chuck Eaglestone,” recalled Thorn, who was one of three Haitian Creole-speaking missionaries in the Florida Tampa Mission (2004-2006). “We were standing outside the chapel in Fort Myers, and he said, ‘When you get home, you should do what I do for a career.’ I came home and started in the industry, against my dad’s wishes.”

His father, Rich Thorn, who led the Associated General Contractors (AGC) of Utah for more than 40 years before retiring in 2023, felt that Brady would be better off pursuing a different career.

“He wanted me to do something else,



but once he saw me going for it, he got behind me and was 100% supportive,” said Thorn, who valued his father’s role in the industry and appreciated the benefits the association provides to many construction-related companies.

After returning home from his mission, he started working at a Salt Lake-based commercial insurance firm in 2007, where he spent four years honing his craft. During that time, he also attended the University of Utah, ultimately graduating with a Bachelor of Accounting (plus a Minor in Finance) in 2011, the same year he joined Beehive Insurance.

It didn’t take Thorn long to establish himself as a top performer at Beehive in part because of his interpersonal communication skills, which he attributes to his father, who was renowned for his genuine appreciation for others and ability to make everyone feel like a friend.

“Dad was a tremendous influence—his genuine care for others was real,” said Thorn. “That’s just who he was. Anybody can sell a product. If you care about people and build that personal relationship, you’ll succeed in life. Why am I experiencing success? It’s because I genuinely care about my clients and want to be an extension of their business.”

Thorn estimates he has 75 main clients, for whom he provides construction insurance and surety bonding. His client list includes a mix of general contractors and specialty contractors working in both commercial and residential construction, all mid-to-large-sized companies.

Thorn considers himself a consultant, not a salesman, as he spends hours each month tracking myriad changes in the industry and how they may impact clients.

“I care about my clients’ best interest and never take their trust for granted,” he said. “I know intimate details about a client’s finances. There needs to be a lot of trust. My clients know I’m going to look after their best interest, always.”

“Whether it’s a client of one year or 18 years, we study the market hard and offer multiple options, best practices, and advice on current trends.”

— Brady Thorn

“Whether it’s a client of one year or 18 years, we study the market hard and offer multiple options, best practices, and advice on current trends,” Thorn added. “Utah’s climate is becoming more litigious, so we work hard figuring out how to protect clients from potential risks. I feel like I take more of a consulting role, not just peddling insurance.”

Sr. Project Manager
Columbus Pacific

JAMES KILPATRICK - 40

By Bradley Fullmer

It’s been a circuitous road for James Kilpatrick through the A/E/C and CRE industries, with a bevy of unique work experiences over the past 13 years that ultimately landed him in the fast-paced world of commercial development.

Kilpatrick was hired as a Sr. Project Manager in April 2019 for Park City-based Columbus Pacific, a 30-year-old boutique real estate investment, development, and management firm that mainly deals in retail and multi-family/student housing projects, in addition to some custom residential and property management.

An East High School graduate (2004), Kilpatrick earned a Bachelor of Marketing in 2010 from the University of Utah, spinning records as a hired DJ, until landing a job with Salt Lake-based BNA Consulting (now Resolut) in 2012 in a marketing/business development role.

He didn’t know anything about the A/E/C industry but quickly learned to appreciate its role in society and enjoyed the people he interacted with. After 3.5 years at BNA, Kilpatrick moved to architectural illustration firm Bowen Studios of Salt Lake (2016-2018) and to general contractor Cameron Construction of Salt Lake (2018-2019).

“I wouldn’t say that it was very mapped out,” said Kilpatrick, who earned his Master



of Real Estate Development (MRED) in 2019, also from the U of U, after deciding that was his ultimate career path while at Bowen and interacting with various owners and developers.

“At the time, I thought, ‘[Developers] live a captivating life, they’re making big-money decisions on great projects,’ and that sphere was fascinating.”

Right before earning his MRED, Kilpatrick found a job posting for a PM position at Columbus Pacific and interviewed with Tony Tyler, the firm’s Principal, who has been a valuable mentor as Kilpatrick progressed from “drinking from a fire hose” to mastering the finer nuances of the profession.

“What I didn’t realize about commercial real estate development is that problem-solving and learning something new daily go hand-in-hand. Routine is a loose term in this profession, as every week introduces a new objective,” said Kilpatrick. “What keeps it interesting is the flow and progression of each project. I am involved with projects from acquisition all the way through building handoff and beyond construction. It’s a more challenging job [...] one that forces me to grow, but allows me to use my creative side and my analytical side in one role. It’s a lot of coordination, meetings, job site visits—but I wouldn’t have it any other way. There are many skills I use every day that are a carryover from my A/E/C time. Like reading plan sets, understanding the processes and sequencing of a project, and relying on my strong A/E/C network any time I have [what seems to be] an insurmountable challenge.”

Columbus Pacific Development began developing in Park City in 2017, with early local projects including Kimball on Main, Apex Residences, and Pendry Park City. The firm has five current projects in the hopper—two under construction (Elevation and Skyview), two in entitlements, and a Property Improvement Plan of the Hyatt Centric Park City.

“Some of the skills I use every day are a carry over from my A/E/C time, like reading plan sets and knowing the processes and sequencing of a project. CRE has opened a whole new chapter of what all goes into making a project happen. It’s exciting.”

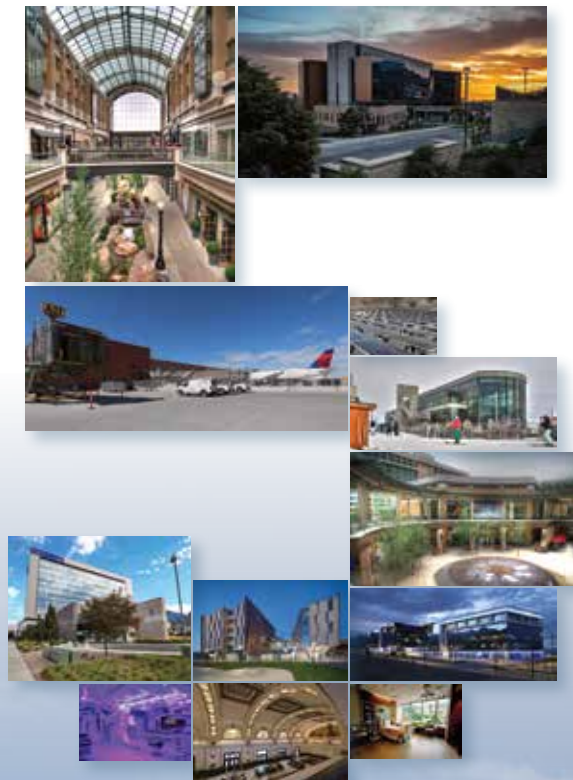
— James Kilpatrick

Elevation, located in the Canyons Village of Park City Resort, is a collection of six fully furnished turn-key ski-in/ski-out townhomes approximately 5,500 SF, and will reach completion during this ski season. SkyView is a 149-unit workforce housing project consisting of two buildings, geared toward full-time resort operations employees within Summit County.

Kilpatrick appreciates the wide network of people he can interact with and strongly believes in the type of projects Columbus Pacific is developing.

“I feel that we’re making a positive impact to communities with our upcoming Crossroads and Cline Dahle projects that include affordable and attainable housing,” he said. “CRE has opened a whole new chapter of understanding the myriad of components and consultants necessary to create a successful project. This path that has chosen me is like a roller coaster, but that means there’s always something exciting.” ■

Taylor Electric Thriving at 50



Led by Ryan Taylor, son of founder Jerry Taylor, the company has posted record revenues for the past three years and is eyeing continued success in Utah and other regional markets with a diverse portfolio and talented crews.

By Bradley Fullmer

Over the course of its 50-year history, Salt Lake-based Taylor Electric has experienced myriad ups and downs—as is typical with any company plying its trade in the cyclical construction industry.

But few firms have gone through a full-blown sale, as Taylor did in 1998 when it was acquired by a national “rollup” company that ultimately became Houston-based Encompass Services Corp.—and then started back up again four years later, which proved fortuitous when Encompass filed bankruptcy in 2002.

“It’s a helluva circle,” quipped Ryan Taylor, 57, President of Taylor Electric and the second-generation family member to serve as the top executive, following in the footsteps of his father, Jerry, who founded the company in 1975 at age 35. “It was never planned to happen that way. We just started back up and built it to where we are now.”

Under the younger Taylor’s leadership over the past two decades—post Jerry’s retirement—Taylor Electric has consistently been one of the top performing electrical contractors in Utah, with record annual revenues the past two years of \$89 million in 2023 and \$91 million in 2024, with projections of hitting the \$80 million mark by the end of 2025. The past decade has been one of consistent growth and increased profitability, with Taylor saying the company posted good years even

during the pandemic.

“Over the last five years, we’ve held steady,” said Taylor, citing employee growth—now up to 300 people, including field workers and office staff—profitability, and building a strong culture as key indicators of company progress. “Ironically, we had one of our best years in 2021 [during the pandemic]. Like most businesses during that period, we were nervous, but everything turned out better than expected—we didn’t miss a beat.”

Jerry Taylor’s Philosophy Centered on Hard Work, Maximizing Efficiencies

A native of Salt Lake City, Jerry Taylor grew up in a hardscrabble environment and learned the value of frugality at an early age. He attended Granite High and played football for Coach LaVell Edwards. Jerry spoke highly of his former coach and credits Edwards for helping him graduate.

“I would not have graduated high school without him,” said Jerry, 85. “I had dropped out—I had an attitude back then. Two weeks later, I went back and asked the principal if I could come back, and he said ‘No.’ LaVell went to every teacher and asked if they’d give me a second chance. It got me reinstated, and the rest is history. He saved my butt.”

After a stint in the military, Jerry pursued work as an electrician. He joined

the union and traveled wherever there was work, and ultimately spent 13 years working for Salt Lake-based Yates Electric.

“We were on the front edge of going non-union as a legitimate contractor. I knew how to do it right, knew how to do the electrical work [...] To be in a competitive market like Utah, you’ve got to know how to be meaner and leaner.”

— Jerry Taylor

A notoriously hard worker, Jerry had gained enough confidence over 15 years to start his own company, initially called Design Electric, with little more than a pickup truck and enough tools and equipment to complete small commercial electrical jobs. After two years, Jerry had a falling out with the union and went with a merit shop policy, in addition to changing the company name to Taylor Electric.

“The early years were a little tougher,” Jerry recalled. “It was just me and my tools. My mom was my first secretary—she knew how to collect money!”>>

Jerry credits Dee Clark, founder of Sandy-based Arco Electric, for helping him figure out labor units after leaving the union. “We were on the front edge of going non-union as a legitimate contractor. I knew how to do it right, knew how to do the electrical work. Dee Clark taught me his labor units, and I just modified them as time went on. Dee was a real thinker. To be in a competitive market like Utah, you’ve got to know how to be meaner and leaner.”

Taylor recalled the 70s and 80s as being difficult climates to work in as a contractor because of a sluggish economy. “It was tougher, more competitive,” said Jerry. “We started at the toughest time imaginable. The fact we survived made us stronger, faster, because we had to be heads up or not make it.”

Ryan started working in his father’s shop the summer after 6th grade and got to see Jerry’s work ethic up close, making a valuable impression on the youngster. Beyond the routine 12 hours a day, six days a week schedule, the younger Taylor became fascinated with Jerry’s meticulous nature and insistence on working efficiently. It would irk his father to no end to see workers wasting time going back and forth for tools, with the belief that wearing a beefy

tool belt—regardless of how heavy and cumbersome it was—saved unprecedented time.

He also saved everything, Taylor recalled, with his early shop days spent sifting through five-gallon buckets for miscellaneous parts. “Dad had a saying in those days—‘If that was a quarter, you’d pick it up.’ He grew up poor, so every penny counted. He started the company by saving everything he made and investing in penny stocks.”

Jerry spent considerable time reading business journals and trade magazines, heeding advice from Wall Street investors like Warren Buffett and Charlie Munger.

“He told me he purchased one share of Berkshire Hathaway just so he could get the annual reports,” said Taylor. “He felt like there was an equivalent of a college education contained in them.”

Jerry was also keen on prefabrication, “long before it became popular,” said Taylor. “We had an early version of a prefabrication shop. In the early days, it was looked at as taking work away from the field [workers]. My dad saw it differently—he looked at it as being efficient.”

As an example, Taylor said he would cut 1/2” and 3/4” flex to a predetermined

length, then push #12’s through it and put connectors on each end. Prefabricated parts would be bundled and placed on pallets for ease of storage and movement on the jobsite.

“We started at the toughest time imaginable. The fact we survived made us stronger, faster, because we had to be heads up or not make it.”

— Jerry Taylor

By age 15, Taylor was working on jobsites, where he quickly learned the ropes, which included lighting prefab, bending conduit, and other field tasks. The next four years were essentially his apprenticeship training, as he pursued a degree at the University of Utah, earning a Bachelor of Electrical Engineering in 1994. After another year in the field, he was brought into the office to learn estimating and project management.

His first major job was the Utah Valley Regional Medical Center Women’s and

Children’s Center addition, a \$7 million contract, which was a big deal in 1996. “Most of the other estimator/project managers didn’t like the big job, but that is where I feel like I excelled,” said Taylor. He also recalled landing a \$14.7 million contract on the McKay-Dee Hospital in Ogden, another great project that helped him spread his wings.

Being “Taylorized”

Jerry also made shrewd hires, including men like Grant Marchant (retired in 2015), Marty Andruss (retired in 2019), Richard Harris (47-year vet, retiring at the end of 2025), Rick Blue (43-year vet), and Greg Williams (40 years in May). Taylor said Marchant essentially founded the company’s estimating procedures and was a whiz with numbers. Andruss was in operations and was an expert at running field crews. Harris coined the term “Taylorized”, which essentially means doing everything as efficiently as possible, particularly in the field.

Jerry would write a couple of “memos” a week, notes that Taylor said were “focused on efficiencies, like wearing your tools. It’s the way you operate. We have a 20 ft. rule—don’t go more than 20 ft. to get a part

or tool.” The company was an early adopter of utilizing handheld two-way radios and the Mikita 9-volt cordless drill. Taylor still considers two-way radios better than cell phones because radio communications are broadcast to the entire team, which can aid in troubleshooting.

Taylor said the company also operates with a unique “cradle to grave” philosophy


on estimating and managing projects, with one person responsible for both estimating/landing the job and seeing it through final completion.

“There is no finger-pointing when it’s all said and done,” said Taylor of this approach. In addition, project superintendents and foremen are empowered to make key decisions on a jobsite. “We believe this >>

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The firm counts RiverPark Corporate Center as a long-time client (pictured), having done the electrical work on multiple office buildings in addition to providing long-term maintenance. City Creek Center was an important project for the firm from 2008-10 (next page).



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makes us more streamlined and able to address challenges quickly and efficiently.”

Creating a loyal, positive workforce and top-shelf company culture is something Jerry excelled at, said Taylor. Jerry himself had a simple philosophy when dealing with employees.

“We just treated people like I wanted to be treated,” Jerry said. “We never had problems with people over the years because we treated them well. Ryan’s doing the same thing. When people like you, they back you up, they support you.”

**Eye on Technology;
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With a wide diversity of projects and market expertise Taylor says Healthcare has been particularly strong market over the years. “Our bread and butter is the healthcare market—that’s where we excel,” said Taylor. It’s no secret that the rise of AI is fueling unprecedented demand for large-scale data centers. Taylor Electric has also positioned itself well in that market, with considerable experience in that sector.

Taylor added that AI is going to require more energy, with nuclear energy a likely up-and-coming market that will soon need experienced electrical designers and contractors. “The industry will need to build the infrastructure to support it.” He said nuclear seems like a good option to power future data centers, but “that is a technical skill that a lot of electrical contractors may not have the expertise at this point.”

Utilizing AI internally is a hot topic of discussion within the office, with Taylor saying, “We’re still in the early stages of exploration [...] how it can help us streamline what we do. I don’t look at AI as replacing anyone’s job. I look at it as a tool to supplement what we do.”

Other improvements in recent years include expanding prefabrication efforts, developing a robust BIM/VDC department, and utilizing distributor partners for material warehousing and delivery.

“For a larger company, you must invest in technology—it’s a given,” said Taylor. “Like most, we’ve adapted technology to our trade.”

The future of the company is bright, with all signs pointing to Utah’s economy remaining solid, and Taylor believes his company is capable of even more. He’s surrounded himself with talented, hardworking people. Top executives besides Taylor have more than 80 combined years at the company: Sheldon Dale, Vice President (hired in 1989); Dustin Sahli, Chief Operating Officer (hired in 1997); Mike Freeman, Chief Financial Officer (hired in 2006). The same principles and values that Jerry Taylor

“Mostly, we’ve stuck to what got us here—provide solutions to challenges, treat your employees with respect, and put customer service at the top. At the end of the day, most of what we do isn’t all that complicated.”

— Ryan Taylor

established 50 years ago remain the hallmark of Taylor Electric today. And Taylor said he’s committed to keep pushing hard to ensure his company maintains its place in the A/E/C market.

“Mostly, we’ve stuck to what got us here—provide solutions to challenges, treat your employees with respect, and put customer service at the top. At the end of the day, most of what we do isn’t all that complicated.”

Ryan credits his dad’s example for laying the foundation of how to work hard.

“I would say my strengths are being resilient and having a strong work ethic,” he said.

Jerry concurs. “Ryan works seven days a week if it’s needed,” he said. “Our attitude is: we’ll do whatever it takes.”

“I have a plaque on my desk, given to me by a retired estimator,” Taylor added. “It says, ‘Hard work beats talent, when talent doesn’t work’. I think that’s me in a nutshell.” ■



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Ryan Taylor
President



Sheldon Dale
Vice President



Dustin Sahli
Field Operations Manager



Mike Freeman
Chief Financial Officer

Taylor Electric Top Projects

Project	Location	Completed
Salt Lake City and County Building Restoration	SLC	1989
Univ. of Utah Craig H. Neilsen Rehab Hospital	SLC	2020
Univ. of Utah Kahlert Village Phases I & II	SLC	2020; 2023
Myriad Genetics	SLC	2021
Hillcrest High School	Midvale	2021
Univ. of Utah Helix Building	SLC	2023
Weber State Univ. Noorda Engineering Building	Ogden	2023
Innovation Pointe Buildings 1-4	Lehi	2023
Trager Grills Headquarters	SLC	2023
Univ. of Utah Impact Housing	SLC	2025
Univ. of Utah Applied Science Building	SLC	2025



Building envelope contractors weigh in on the state of the trade—what’s working, what’s hot, and what’s changing to deliver ever-more-efficient building envelopes.

By Taylor Larsen

Imagine this: A company has just begun a meeting with the intent of moving forward with a major investment. One party knows something that will help minimize the investment’s risk. Should that party tell everyone, it will save money, time, and everyone involved from future headaches.

So when should that party spill the beans?

- A) At the beginning of the meeting
- B) At the end of the meeting
- C) At the right time during the meeting
- D) Never

Bradley Crocker, Director of Preconstruction for Mollerup Glass, has seen how answering this question correctly—and choosing “A”—brings about successful and profitable investment in commercial construction.

“I think that [project teams] need to

bring in subcontractors early to help guide budgets in general,” said Crocker, detailing how every trade can bring a similar level of expertise to architects and owners by being involved from the beginning of the “meeting”, while the project is in design.

Why?

“We can vet cost versus performance and find the best value for the performance, which is essential as meeting or beating the budgets gets the project to construction on time,” said Ben Hiatt, Chief Estimator for Steel Encounters.

After all, he said, “Nothing moves if budgets are not met.”

Design-assist is a positive step forward, where subcontractors assist in matching design intent with a deep understanding of building envelopes to ensure glazing, roofing, walls, and fenestrations perform at their highest level.

Glenn Rainey, Salt Lake City Branch Manager, and Larry Luque, Senior Estimator and Business Developer for Flynn Companies, each said efforts in design-assist fulfill what owners and architects want: buildings that meet the design intent and perform at their highest level for as long as possible. It’s not just architects who benefit from that early involvement.

“More GCs realize they need us right up front,” said Luque.

With teams whose combined experience totals thousands of hours, building envelope contractors stay up to date on changing codes, materials, and specifications, which is highly beneficial to the project. Their close involvement with vendors can help ensure a variety of solutions that meet each job’s needs and help optimize building envelope performance.

Consultant Involvement

Other parties are lending their expertise. Brandt Strong said building envelope quality has increased with the arrival of more building envelope consultants in Utah and a greater dedication to the building envelope in general.

“We had a time where we could say ‘This is a Vegas project, and we have to have the belt and suspenders,’” said Strong, Director of Operations for Mollerup Glass. On Utah projects, the building envelope used to be an afterthought. But it’s changed for the better over the years. “The Utah teams are as sophisticated as anywhere else.”

While the markups on shop drawings can draw some ire, Strong and Crocker mentioned how working with consultants has led to better, more efficient projects, potentially reducing the need for future repairs by inspecting every material and transition on the building envelope.

Said Crocker, “We cannot discredit the envelope consultants’ role in making us, and the industry as a whole, perform at a higher level.”

Hiatt credited each party overseeing the building envelope scope for learning and adapting to create a better building environment, specifically in understanding seismic drift and its relationship to glazing, as well as thermal performance and continuity. Improvements to air-barrier coordination and tie-ins to stop water and air leaks are helping buildings operate at peak efficiency.

“The architects, general contractors, consultants, and trades have improved their knowledge over the years,” said Hiatt. “Design and execution of façades are better coordinated and executed.”

Pushing the Envelope in Products and Approach

Glazing is a significant part of many human-centric spaces, where proper installation of fenestration systems and their finishes improves dynamic and thermal performance. Prefabricating the window systems at the shop before delivery and installation isn’t a new concept, but “pre-glazing”, as it is known in the industry, is growing in importance.

Hiatt said product improvements come from including more argon in insulating glass, as well as improvements in aluminum curtain wall systems, lowering system U-Values to as low as 0.31, depending on the design. Fabricators are also improving their pre-charge technology, which alleviates the need for breather tubes and keeps argon gas where it needs to be. Utilizing this technical expertise is bringing about the practical. Said Hiatt, “façades should perform better and last longer.”

While this is good news, Hiatt cautioned that the design emphasis on U-Value or solar control may miss a larger issue: large buildings with a high percentage of vision glass will still heat up in full sun during the winter. Even when it’s below freezing outside, said Hiatt, “It’s not uncommon for a south or southwest face of

a glass building see the A/C come on a sunny day in February.”

He said mechanical engineers, architects, and contractors must align to correctly prioritize U-Value, solar heat gain coefficient, and visible transmittance so that building envelope systems can work in concert with right-sized mechanical systems.

Metal paneling will remain an essential façade piece moving forward in hopes of lowering envelope costs.

“Metal panels and design innovations on these buildings drive what we do,” said Rainey, “We’re trying to bring products to market that are less expensive, more desirable.”

Cladding like insulated metal panels is growing in popularity, as are argon-gas-insulated window units and ultra-thermal glazing systems that give building systems lower U-Values. While some of these changes are practical, some are decorative. Luque described it as “jewelry on the outside of the building.”

Rainey explained, “We’re seeing more [designs] wanting to hang stuff on the building. You’re trying to increase the look of these buildings, but it imposes a lot of difficulties for the engineers to make it work.”

Architects are pushing the limits on glass sizes, too.

“Everybody wants one piece of glass for their entire elevation or entire opening,” said Crocker. The “open air” look may be eye-catching, but product quality, warranty, and constructability require additional consideration. As design reaches new >>



Steel Encounters (field team pictured left) is among the handful of building envelope contractors showcasing Utah's growing expertise in delivering high-quality, highly efficient building envelope systems. Their efforts include the Mountain America Credit Union Headquarters (previous page), 95 State (middle), and Huntsman's Kathryn F. Kirk Center for Comprehensive Care and Women's Cancers (right, all courtesy Steel Encounters).

frontiers, design teams must consider its effect on installation methods and sequencing.

“There is inherent risk when you’re pushing the envelope,” Strong said, pun intended. “And it can’t all be rolled down to the subcontractor.”

Trending Projects

That is especially true when the fieldwork required to deliver in today’s construction environment is more sophisticated and coordinated than ever.

“As far as construction goes, it’s a lot more coordinated,” said Crocker. “We’re all stacked on top of each other, but we’re fluid; we work well together.”

Time taken in planning and procurement may be extended, Hiatt said, but with key façade trades coordinating drawings and dimensions to ensure fit-up at installation, building envelope contractors are speeding up install times by a few months.

Early involvement, from shop drawings to engineering to procurement, “allows us to front-load our schedule a little bit,” said Crocker. “We end up with a lot fewer change orders, and we usually hit the ground running.”

Those efforts have led to stellar features, like the stunning glazing on the University of Utah’s Impact & Prosperity Epicenter. By involving Mollerup Glass early, the firm developed custom splayed mullions

that allowed for segmented glazing around the building’s many curves and created 1,000 pre-glazed, operable windows ready for installation on the job site.

Adaptive reuse and renovation work are utilizing updated building envelope systems and installation methods to breathe new life into old builds. Steel Encounters recently completed the remodel of the former University Club Building into Seraph—24 stories of high-rise luxury living. The firm played a key role by replacing exterior fenestration in the tower to provide higher U-Values and solar heat gain performance.

Both Flynn Companies representatives said that Salt Lake is still a “gold mine” in terms of ongoing work as many building envelope contractors continue to prospect on upcoming projects in different sectors—higher education, healthcare, and K-12—with the latter vertical experiencing a major change in budget and involvement.

“Schools aren’t just a square building—they’re showpieces,” said Luque.

The Future of Building Envelope

Knowledge, understanding, and coordination are all improving, but those in the field continue to make the difference between a standard project and a great one.

“For our trade, it’s finding trade craft workers,” Hiatt said of the still-missing piece in all of this—field workers trained and ready to safely and successfully build and

install the high-quality systems required of 21st-century structures. He said the Utah Glass Association’s apprenticeship program helps, but contractors must find additional ways to bring new talent into the fold.

Finding good field workers is challenging enough, and keeping them on the team further complicates the dynamic, especially when ongoing work goes on hold.

“You have a good crew, but you have peaks and valleys, and so what do you do with your good crew?” Strong said. “Do you lay them all off and then try to get a new crew? Is that ethical? Is that right?”

But employment costs are rising in the office, too.

“Over the last few years, we’ve really had to increase our staff, too,” said Strong. Where it was once just a project manager assisting a field team, increased risk levels mean more staff to mitigate it—engineering, drafting, additional foreman—and prioritizing projects that require a higher level of expertise.

Solving that problem will require that preconstruction lose the “free construction” nickname, where, again, earlier contractual agreements mean shared risk and reward, and better industry norms are established.

Although there are many challenges and opportunities ahead for the building envelope trade, the best way to make a difference today is from the jump—the meeting just started. ■



Mollerup Glass is another building envelope contractor with a stellar reputation for delivering top-notch glazing work. Their work on the U of U Impact & Prosperity Epicenter included creating custom splayed mullions and “pre-glazing” and installing 1,000 operable windows across the curvature-heavy project (pictured during and after construction, courtesy Mollerup Glass)

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Building Community Since 1945

Centerville-based Hogan & Associates Construction has followed a straightforward approach to build communities across their 80-year history.

By Taylor Larsen



Mike Hogan
President



Cris Hogan
Vice President

80

Much has changed about Hogan & Associates Construction since the company's inception 80 years ago. The name may be the most obvious example, the size of the company may be another giveaway, and the difference in markets served might require a double take if the founders could see the company today.

But what hasn't changed is the firm's desire to build communities. It has regularly built important, community-focused projects with a similar purpose since the company came to life in 1945.

kept the books. The latter had a lumber source in the Pacific Northwest, a material in very short supply as the war ended. Their small firm built houses in Centerville and across Davis County—"home territory," said Mike—for troops returning from the war. The company has operated in Centerville since its inception, with a pioneer-era brick home at 310 South Main Street as its first headquarters.

As Hogan & Tingey grew, they started building commercial buildings. Mike joined in at age 10 as a water boy, taking water to the workers. He worked under Superintendents Richard "Hod" Hodson, Clifford Forbush, and Arthur "Sparky" Forbush. "They were all hard-working construction guys like Dad," said Mike.

Working in construction wasn't an expectation from his father, Mike described, "I just never did anything else." Mike continued working as a union carpenter, earning wages that helped put him through his engineering degree at the University of Utah.

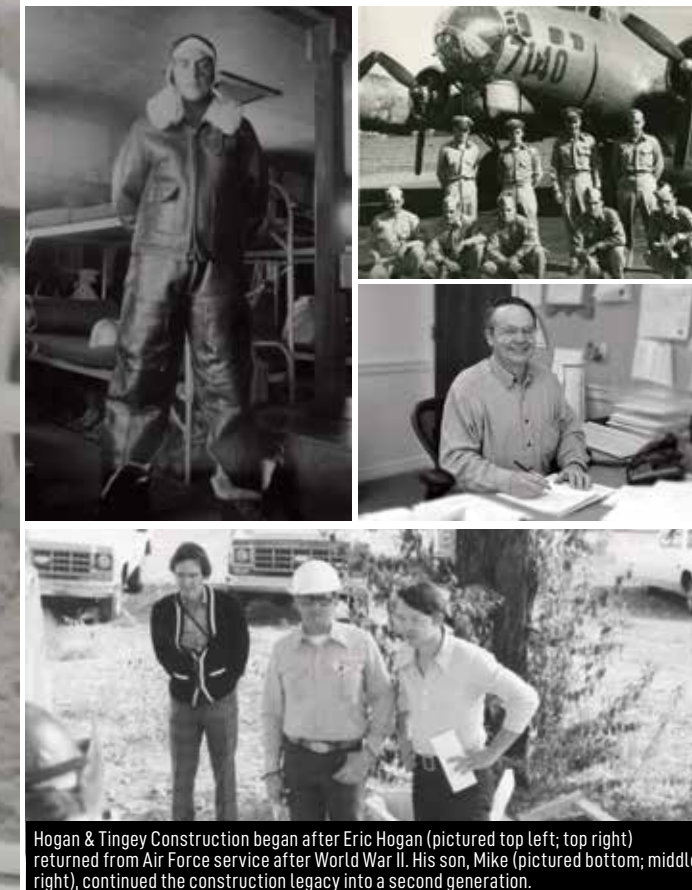
With so much time in construction, why did the young builder choose engineering?

"I wanted to know the theory and understanding behind what I was doing," Mike said. "I wanted to know why concrete mixes work, the strength of steel beams, and why we built trusses in a certain way."

Mike graduated in 1970 and, after four years working for Morrison Knudsen, earned his professional engineering license.

Three of Mike's sons followed their father into the family business, starting as laborers and progressing through the ranks. Andy created the company's safety program, building the safety culture that still permeates the company today. Eddy worked on jobsites for many years as he worked toward his college degree in Construction Management. He currently serves as Project Executive, overseeing and managing key projects.

Cris followed his father's career arc as a carpenter who worked through school to earn an engineering degree in 1995 from the University of Utah. Like his father, he never felt pressured to join the family business, saying, "Construction is just in my blood, and I never wanted to do anything else." He moved into the office during college as >>



Hogan & Tingey Construction began after Eric Hogan (pictured top left; top right) returned from Air Force service after World War II. His son, Mike (pictured bottom; middle right), continued the construction legacy into a second generation.

Company Beginnings and Family Legacy

As World War II came to a close and Eric Hogan returned home from his Air Force service, he partnered with his childhood friend Daryl "Bud" Tingey to form Hogan & Tingey Construction.

"Dad had the construction expertise," said Mike Hogan of his father, who passed away in 2007. "He was raised in a family of Centerville rock masons, and [he and Tingey] became general contractors."

Where Eric knew construction, Tingey

a scheduler using the cutting-edge P3 CPM software on a new 386 desktop PC running DOS. He joined the estimating team and then led it for more than a decade.

When Mike retired in 2019, Cris stepped into the role of President, the third generation to lead the company.

Pioneering CM/GC

But before the company’s succession came a pivotal moment. In 1988, the firm submitted a proposal to serve as the construction manager on the new Northridge High School in Layton. The

industry, as the new delivery method came to town.

“[CM/GC] was taking off nationally,” said Mike of the state of the industry at the time. “Owners were starting to think how low bid wasn’t working for them.”

Cris mentioned how the company was already involved in that type of work in an unofficial role, and jumped at the chance to be the “first in Utah” to work in a CM/GC capacity when the delivery method became contract-based and formalized with Northridge High.

“[CM/GC] is relationship-based,” said

stakeholders inherent in low-bid contracted projects.

Who would have guessed?

Not only did the job go well, “The Davis School District saved all kinds of money and got a better end product,” said Mike. “And so then from there on, not only Davis, but other school districts started doing the same things, and then it spread to other public entities.”

From Hogan & Tingey to Hogan & Associates

The firm partners went their separate ways in 1995. Mike and Cris described the division as amicable and respectful; one that allowed each company to pursue its desired goals. While the Tingey’s efforts diversified beyond the construction industry, the Hogans would pursue commercial construction.

With Mike as President and Cris as Vice President, the company purchased and moved into the Ideal Concrete batch plant in Centerville, which would serve as headquarters for the next 17 years as the newly named Hogan & Associates Construction.

The 25-member field team was supported by four teammates in the office, with longtime employees Dennis Forbush and Dave Andersen shifting roles from superintendent to project management. Capable management, active projects, and a half-century of good customer service helped the company expand quickly across the Mountain West.

One landmark project at the time was the new Star Valley High School in Afton, Wyoming. Forbush, who was experienced with out-of-state construction, managed the project after serving as superintendent on several distant projects for the company, including two for the Navy in California.

Another memorable job came as Mike and longtime employee Bob Bennion led a complete remodel, seismic upgrade, and eight-story addition to Questar Gas’s Salt Lake headquarters.

“I just remember trying to drive piles right by operating natural gas generators, that was exciting,” Mike said as he smiled, underselling the complexity of the job.

Cris jumped in to remember conversations as those piles went in. “You can’t shake the building!” he repeated as he laughed from the comforts of their present-day headquarters.

Self-Perform as a Core Competency

Hogan Construction has always been a general contractor that sought to self-perform much of the work. It began with concrete, but as opportunities came along, the firm would build a team to fill the need. One example is an addition to the Cokeville High School in Wyoming, where the firm

“It was hard,” said Mike. “It was a whole different world.”

Over the years, the company developed in-house capabilities to self-perform excavation, site utilities, structural and miscellaneous steel fabrication, steel erection, rough carpentry, millwork and stone countertops, and finish carpentry.

“[Self-performing] highlights our values, and the first one of them is being a builder. We build,” said Cris. “We come through the trades, and it’s important to us to be the guys that physically build something.”

The firm’s current Centerville

Brett Horne, longtime employee and General Superintendent, helped mill and install the wood finishings and post and tendon beams, which Mike said are not just a façade that covers structural steel, but are assembled in true pioneer fashion with actual wooden dowels holding them together.

All of the walls at the office are tilt-up concrete—with a twist.

“If you look at the outside of the building, we inlaid images right into the concrete to make it a showpiece of a construction scene, using photos of Hogan’s actual projects, then under construction,” said Mike. “You can even recognize the people doing the work.”

Just above the glass ceiling of their conference room is one of several heat pumps that make up the building’s ground source heat exchanger system. The purpose of the glass ceiling is to demonstrate the company’s capabilities to build financially and operationally efficient systems.

The two said that self-performing allows for greater control on the job—quality, scheduling, and cost—to ensure a high-quality building that maximizes value for owners and the community.

Community Builder in the Mountain West

Both men shared a sense of personal pride that the firm bearing their family name seeks community-elevating projects.

“It’s always been that way. When Grandpa started, he was building homes for the vets coming back,” Cris said. “We are continuing that tradition with our emphasis on public buildings that enhance the communities we work in.”

While the company exited the residential construction realm, it has pursued public and institutional markets and delivered top-notch publicly funded projects, from historic renovations, parks, or the six fire stations in various stages of development the company is currently building. Mike said the steady nature and amount of projects, and the payment guarantees that come from public work, mesh well with the company philosophy, bringing value to their clients and ensuring taxpayers are getting the most for their money.>>



The company became Hogan & Associates Construction in 1995 after Hogan and Tingey split, and continued to develop iconic projects in Utah, including South Davis Recreation Center (pictured).

Moab Regional Hospital

Millcreek Common

proposal requested a general contractor that would also act as the construction manager, providing budgeting and other preconstruction services, managing the bid process for trade subcontractors, and then serving as the general contractor to build the project—Construction Manager/General Contractor (CM/GC).

“That was right up our alley,” said Mike.

The project would be a game-changer for the company and the local construction

Cris, mentioning how the contractual agreement that prioritized working in a spirit of quality and collaboration fit their values like a glove. “We care. We want things to be done right.”

The Hogan team, with Mike as Project Manager and “Hod” as Superintendent, enjoyed the experience under the new contractual agreement. Mike detailed how that first CM/GC job removed the adversarial relationship among



The Centerville-based general contractors were the first firm to utilize CM/GC as a delivery method on Northridge High School (pictured).



Davis County Courthouse Restoration

couldn’t find a masonry contractor willing to bid on the project. So the Hogan team stepped up, got out the trowels, mixed up the mortar, and laid the CMU blockwork.

While it may have been in Eric Hogan’s DNA growing up in a family of masons, both men laughed that it would be the first and last time the company self-performed the masonry scope.

Reflecting on doing masonry in the unforgiving environment of Wyoming,

headquarters is a case in point. After moving out of the batch plant as Legacy Highway went in its place, the company constructed an office that would serve as a testament to their self-perform prowess, according to Mike. “We wanted to make a place that would emphasize what we’re good at.”

It’s also a testament to the quality of people working at the firm: “It was built by the craftsmen we have here,” Cris smiled.



Brighton High School Rebuild



USU Moab Academic Building



Delta Sky Club Restoration



Hoodoo Moab, Curio Collection by Hilton

What better way to build a community? The question may be rhetorical, but Mike emphasized that the personal and professional combine to create noteworthy experiences in which their teams thrive. “Our employees feel a purpose, a deeper purpose, where they are contributing to the well-being of a community,” said Cris. Hogan believes in that value and purpose so much that the company trademarked “Utah’s Community Builder”.

are close [to our projects], whether they’re on our payroll or subcontractors.” He said that way of working has created treasured relationships with employees, trade partners, and clients, and has built a stellar roster of talented people who intimately know the areas in which they work, many of whom stayed with Hogan Construction after their projects finished. Asking Mike and Cris to name the remote locales where Hogan teammates



Hogan Construction's 80th Anniversary party in September was an excellent way for Cris (below, in red), Mike (below, in white), and the rest of the team to enjoy camaraderie and celebrate the firm's historic milestone (event photos courtesy Kyle Aiken Photography).



Mike cited the firm’s work on the Legacy Theater in Centerville as just one nearby example that stands out. Cris agreed before he quipped, “And I have season tickets there. I go there every month!” Within Hogan’s 80-year history, the firm has completed other commercial work, including hotels (a more recent development), healthcare, historical preservation, and corporate office projects. Wherever they win work, Mike pointed out, “We try and hire locally as much as we can,” he said. “We try and use people that

live is a lesson in rural Utah geography—Gunnison, Fountain Green, Monroe, Eden, Mendon, and Delta are all mentioned. One superintendent even lives across the border in Evanston, Wyoming. The contractor has followed this build-where-you-live ethos to complete projects throughout the Mountain West. Whether traveling in reverse from pioneer routes to Wyoming communities like Rock Springs, Farson, and Pinedale, north to Idaho Falls, Soda Springs, and Preston in Idaho, or even south to Monticello, Blanding, and Moab, where the firm completed Utahraptor State

Park earlier this year, the firm is willing and able to create the built environment for all communities to succeed. “A gratifying thing for everyone in the company is driving around with your family and seeing our projects and telling them, ‘I helped build that!’” said Cris. “You really feel like you’re contributing.” Mike agreed. “You feel like your life means something.”

Emerging as a Premier Builder in Education

Perhaps their most notable market has been education. Since the first education job, East Elementary in St. George, which first welcomed students in 1956, the firm has become synonymous with delivering high-quality, award-winning learning environments for public and private clients ranging from K-12 to higher education. Among the builder’s 386 education projects completed since 1945, many are particularly meaningful to specific individuals. “It makes me feel good to think that I built an elementary school that’s right by where Cris lives,” said Mike of Endeavour Elementary in Kaysville, which he personally managed. “My grandkids went to the school that I built. We put a lot of effort into little extra things at that school to make it extra special, because of those kids that were going there.”

More recently, the company partnered with local school districts to build a total of 17 “teen centers” to give greater stability and opportunity to students currently experiencing homelessness or other difficult situations at home. Teen center facilities include kitchens, food pantries, laundry and shower facilities, study areas, and other services to help students get back on their feet.

Hogan Heads to the Future

From wherever they hail and in whatever market they pursue, the firm’s team of 275 people continues to hold fast to their core values and build communities. The inclusion of “Associates” in the firm’s name is purposeful, with Cris saying he is acutely aware of the personal responsibility he has as a leader to provide the means for his

associates to support their families. The company recently hosted employees, clients, and trade partners in a celebration of Hogan Construction’s 80th anniversary. Mike and Cris described the festivities as a good experience where everyone could see fellow “associates”, clients, and trade partners, and celebrate the milestone together. When asked for lessons learned over the years, Cris laughed—he has a book-full, an ongoing note he calls “The School of Hard Knocks”.

One lesson in “The School of Hard Knocks” is more positive than the title lets on: “It doesn’t matter what you’re doing, it’s all about people,” said Cris before smiling as he continued, “Construction is a tough business. There are some real hard-headed, type-A personalities.” The key in all of it, to which he credits his father for teaching him by example:

“Listen first. It’s so hard to do, but if you listen and promote understanding, you can come up with better solutions.” In such a challenging industry, listening has served Hogan Construction well over the firm’s 80 years of building, helping it develop the best solutions. Mike, Cris, and their team of associates have listened closely, holding true to their values to build up strong teams and even stronger communities. ■

Hogan & Associates Construction Top Projects

Name	Location	Year Completed
East Elementary	St. George	1956
Provo Temple	Provo	1972
Northridge High School	Layton	1992
Moab Regional Hospital	Moab	2011
Hoodoo Moab, Curio Collection by Hilton	Moab	2019
Delta Sky Club	Salt Lake City	2020
Millcreek Common	Millcreek	2022
Brighton High School Rebuild	Cottonwood Heights	2022
Davis County Memorial Courthouse Restoration	Farmington	2022



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POWER PLAYER

The Larry H. Miller Company has been making a major splash in real estate development for the past five years, with Downtown Daybreak rapidly becoming a go-to entertainment hub, as well as an all-in mentality on luring Major League Baseball to the Beehive State via “The Power District”, a potential multi-billion dollar, once-in-a-generation project.

By Bradley Fullmer



Spectacular rendering of what “The Power District” could look like in the near future—a vibrant, walkable sports and entertainment district highlighted by a Major League Baseball stadium located adjacent to the Jordan River (courtesy LHM Real Estate).

The content and drawings are conceptual in nature and not intended to represent or be relied upon as specific designs for specific uses or outcomes. Copyright LHM, Inc. 2025



Aerial of the Downtown Daybreak development (top right), including The Ballpark at America First Square. The exciting South Jordan-based entertainment hub includes a MegaPlex theater, bowling alley, arcade, and a spacious plaza for concerts and gatherings. (bottom) Rendering of Rocky Mountain Power's new 10-story corporate campus, the first project within LHM's "Power District" development. (images courtesy LHM Real Estate)



“The goal for us was to make it feel like it fit in with the community, almost like having a baseball stadium inside of a park, with an open corridor that connects to a plaza.”

—Brad Holmes

Brad Holmes, President of Larry H. Miller Real Estate since 2018, calling Downtown Daybreak a “new urban center that is central to where the majority of growth is occurring” and combines a “full spectrum of business and year-round entertainment, culture and connectivity, as well as a wide range of housing options.”

When LHM executives first conceived of a new home for the Salt Lake Bees, Holmes said they went on a “ballpark tour” of MLB and minor league stadiums, and “really fell in love with a ballpark” in Durham, North Carolina—home of the Durham Bulls—which had buildings that framed in the stadium. So, The Ballpark at America First Square has the multi-family project underway in right field, with a proposed hotel slated to begin next year in left field.

“In another two seasons, you’ll have this urban setting for the ballpark that frames the mountain views. [The design is] really intentional, and I think it will bring a finished edge to Downtown Daybreak,” said Holmes. “It was a process trying to figure out the best location, site plan, traffic, but it’s in a great spot. The goal for us was to make it feel like it fit in with the community,

almost like having a baseball stadium inside of a park, with an open corridor that connects to a plaza.”

Holmes said the seemingly small 8,000-capacity stadium (about half the capacity of the Bees former home at Smith’s Ballpark) aligns with national trends. “It’s better to play in front of a sold-out crowd than in a half-empty stadium. Some new MLB stadiums are at 30,000 [capacity]. The trend is smaller, more intimate venues with closer views of the field.”

Pumped Up About “The Power District”

If everything shakes out the way LHM envisions, The Ballpark at America First Square will be but a precursor to their ultimate goal: bringing Major League Baseball to the Beehive State, which will spark a massive sports- and entertainment-anchored district in Salt Lake’s long-overlooked west side along North Temple.

Following up on its creation of the “Big League Utah” organization in 2023, in February of this year LHM announced plans to invest \$3.5 billion into “The Power District”—a mixed-used development with a new MLB stadium as its centerpiece, much

like The Battery Atlanta development that surrounds the Atlanta Braves stadium, which opened in 2017 after a four-year planning and design process.

LHM Real Estate has been aggressively assembling land along North Temple over the past year, including 100 acres from Rocky Mountain Power and another 30-plus acres in separate deals along the corridor.

Rocky Mountain Power broke ground on October 27 on a new 10-story corporate headquarters (Industry News, page 16) and with a separate emergency services building breaking ground in July, it paves the way for a future stadium to be located adjacent to a revitalized, restored Jordan River, a process that is underway and likely to take a few years.

“Their current building is exactly where the ballpark would sit according to our Master Plan,” said Holmes. “We’re doing all the environmental cleanup and remediation, and we’re planning for improvements to the Jordan River. We’re interviewing landscape architects from across the country. [The Power District] is a world-class project. So, we’re putting our best foot forward with the best architects and consultants.” >>



The last five years have been a whirlwind for the Larry H. Miller Company (LHM), with the organization selling the majority of its beloved Utah Jazz franchise in October 2020 for a reported \$1.66 billion, followed by the sale of its auto dealership empire of more than 70 properties for a reported \$3.2 billion a year later.

The influx of nearly \$5 billion was parlayed into several jaw-dropping real estate and other corporate purchases, including:

- 1,300 undeveloped acres within the massive 4,100-acre Daybreak development in South Jordan in April 2021.
- Advanced Health Care Corp. in January 2021, a transitional health care provider with operations in eight states (primarily in the west) and 3,500 employees.

- The purchase of the majority stake in Swig, a leader in the flavored soda craze, in May 2023.
- Partnering with Utah Trust Lands Administration to develop 1,200 acres in Saratoga Springs.
- The acquisition of over 1,000 acres near Park City and Hideout will include multi-family units, housing, restaurants, and retail.
- 100+ acre mixed-use development in an area along North Temple being dubbed “The Power District”; the future home of not only Rocky Mountain Power’s new corporate campus but potentially a ballpark for a future Major League Baseball expansion team.
- A reported \$600 million acquisition of controlling interest in MLS team Real Salt Lake and NWSL team Utah Royals, along

with associated infrastructure, including America First Field and Zions Bank Training Center.

- The development of Downtown Daybreak, a 200-acre parcel that this year saw its 30-acre Phase I debut with the completion of the Salt Lake Bees’ new 8,000 capacity stadium—dubbed The Ballpark at America First Square—in April, followed by a new Megaplex cinema entertainment center in July with luxury theatres, bowling, games and a scratch-made kitchen in addition to an open air plaza. A seven-story, 190-unit multi-family development is currently under construction and rising along the right field bleachers, with views that will look down into the ballpark upon completion next year.

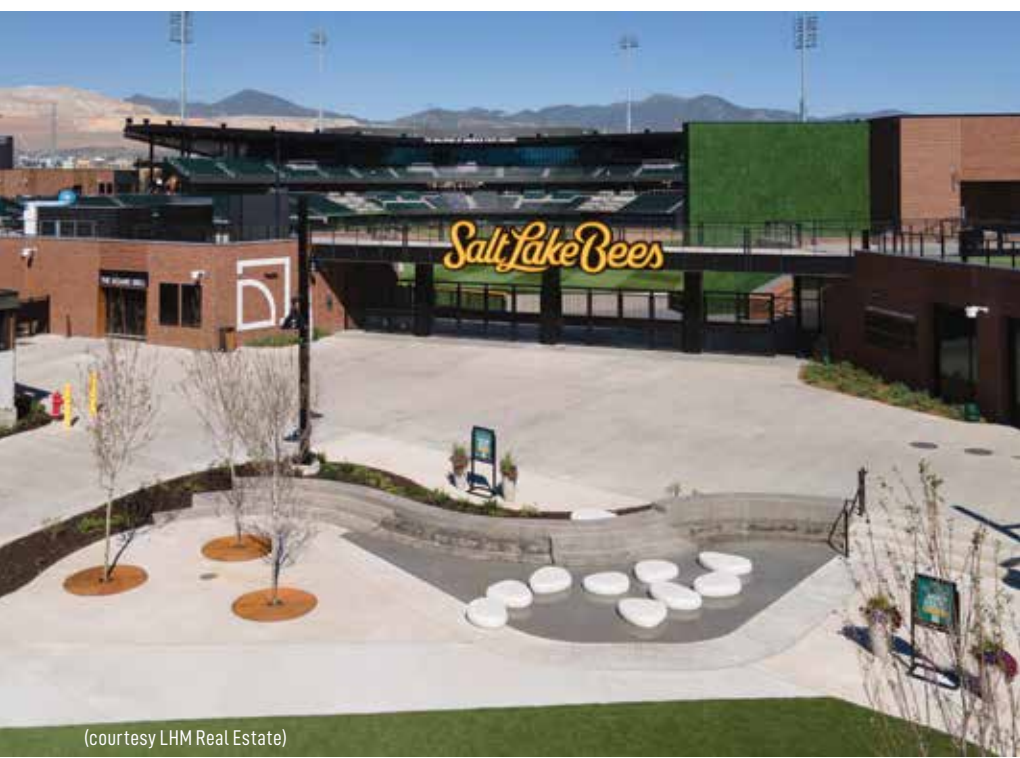
And LHM is just getting started, said



Aerial rendering shows what the “The Power District” could look like—with a Major League Baseball stadium as the crown jewel of the proposed 100-acre-plus development. (courtesy LHM Real Estate)



The Ballpark at America First Square—home of the Salt Lake Bees—opened in April, sparking huge local interest in the Triple-A affiliate of the Los Angeles Angels and serving as an exciting anchor to Downtown Daybreak. (photos courtesy Oakland Construction, except where indicated)



(courtesy LHM Real Estate)

Renovations of Jordan Commons, REAL Salt Lake Stadium on the Horizon

It's been more than 25 years—November 1, 1999—since Larry H. Miller opened the 25-acre Jordan Commons in Sandy at the site of the former Jordan High School. It featured LHM's first-ever Megaplex with 17 screens, restaurants (remember the Mayan?), and a 10-story, 300,000-SF office tower. Couple that with LHM's reported \$600 million purchase in April for controlling rights of Real Salt Lake and the Utah Royals men's and women's soccer teams—along with the 20,200-seat America First Field stadium and parking that sits on 23 acres, and LHM has nearly 50 acres of property on both sides of State Street from 9000 to 9400 South.

It allows for some interesting ideas on a combined sports and entertainment district, with Holmes saying, "I think it's going to be a really cool project, one that we're just getting the initial concept done and in conversations with our partners in Sandy City and Salt Lake County. We have a lot more design work in 2026, then you'll see [construction activity] begin in 2027."

Holmes grew up in a family that loved sports, so having a front-row seat on the development of the 2017 renovation for the Utah Jazz at the Delta Center, a new Triple-A ballpark for the Salt Lake Bees, potential renovations to an MLS stadium, and perhaps an MLB stadium-centered entertainment district—all of it is beyond any career expectation he could have imagined.

"The sports side of [development] is super fun—everybody gets energized around sports," said Holmes. "Every business [opportunity] seems to need real estate. The [LHM] organization is so entrepreneurial that great opportunities keep arising. These are once-in-a-career opportunities, it feels like, and they keep coming. I oversaw the renovation of the [Delta Center] arena, and it was like, 'How will I ever top that?' Now we have a Triple-A ballpark for the Bees, and maybe Major League Baseball comes next. It's certainly an exciting time for us!" ■



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The Long and Winding Road



Warren and Jennie Lloyd have built Salt Lake-based Lloyd Architects into a well-rounded, versatile firm capable of excelling in both the commercial and custom residential markets, as evidenced by projects such as Snuck Farm in Pleasant Grove and this cozy private Powder Mountain-based cabin in Eden (opposite).



As Lloyd Architects marks 25 years, the husband-wife team of Warren and Jennie Lloyd reflect on their unique journey of architectural design and travel, and on a quarter century of building a successful architecture practice.

By Bradley Fullmer

It's been quite a ride for Warren and Jennie Lloyd since they married 33 years ago and embarked on a journey of architectural design and traveling that has taken them to myriad interesting places—both domestically and abroad—where they learned about different cultures, lifestyles, and design philosophies.

The past quarter-century has been

particularly interesting as they have owned and operated Salt Lake-based Lloyd Architects, a 17-person firm celebrating its 25th anniversary, while also carrying on the legacy of Warren's father, Glen Lloyd, a well-respected, talented architect who practiced in Utah from 1959 to 2000. Glen began a planning and architecture practice with Ron Molen in the early 1960s, which evolved

into Lloyd and Butler Associates through the 80s, then Lloyd Design Group through the 90s.

The significance of reaching a quarter century of operating their own firm is not lost on the Lloyds, who have taken time throughout the year to reflect on a winding, up-and-down path that has produced a thriving firm with substantial

annual revenues and consistent growth in recent years, while also acknowledging the need to figure out how to transition firm ownership to the next generation.

For now, Warren, the firm's Founding Partner, and Jennie, who serves as Managing Partner, plan to guide the firm into the early 2030s, perhaps on a more part-time schedule depending on how things transpire.

"It does force some contemplation about your longevity," said Warren, 62, about nearing "traditional" mid-60s retirement age and figuring out the next chapter in life—both for him and Jennie,

and the firm and its employees. "When we came back [from Seattle in 2000], I didn't know what we'd look like in 25 years."

Forging His Own Architectural Path

Warren graduated from West High in 1980 and then served a mission for The Church of Jesus Christ of Latter-day Saints in Tokyo, Japan (1981-1983), where he developed a genuine passion for the country and its people. He attended Brigham Young University (BYU) in Provo, intending to go to medical school. "I said I didn't want to be an architect, despite having grown up working

summer jobs in construction."

"During my Junior year, my microbiology coursework was offered at Timp Lodge near Sundance, where the research for my environmental science and ecology courses took me outdoors, where the relationship between nature and design finally clicked for me. I realized that architecture and design could fuel a passion to create, and I transferred into the design department and chartered my path towards architecture."

Warren earned a Bachelor of Arts with a minor in Japanese from BYU in 1986 and headed to Seattle to pursue a Master >>

of Architecture from the University of Washington. The Pacific Northwest served as a bridge between his interests in Japan and wood construction, and in 1989, Warren was awarded a Mombusho Research Scholarship at Kobe University to study the spatial development of traditional Japanese architecture. Meanwhile, Jennie also graduated from BYU and returned to her home in Seattle for a Master of Arts in Slavic Languages & Literatures.

Warren gained experience during his time in Seattle, spending a summer at both NBBJ and Miller Hull, two high-profile, northwest firms that gave him valuable insight into the profession. He then spent several years working for Tom Bosworth, FAIA—his university professor and thesis advisor—in his respected studio, crafting custom homes, primarily in the San Juan Islands.

“We designed a handful of exquisite residences—Tom practiced at a really high level for some great clients,” said Warren, specifically recalling the design of a 64-SF guest house tower near Friday Harbor. “I had designed houses before, but to have that kind of experience was unique for me. Being able to board a floatplane for site visits in the San Juan Islands was pretty compelling. I realized architecture has the power to build emotions and to support family living in a variety of different ways.”

Upon earning their respective master’s degrees in 1992 and subsequently getting married, the next eight years were a whirlwind for the couple, including time in Utah (1992-1993), St. Petersburg, Russia (1993), Seattle (1995-1997), Yamagata, Japan (1997-1998), and back to Seattle (1998-2000). That final stop, working for the Shelter Company, offered a look at a unique

Japanese wood-frame structural system ultimately used on four Latter-day Saint Temples from 1998 to 2000.

It may have been an unconventional way to begin a career, but living abroad offered amazing experiences, and having to scramble speaks to a willingness to do whatever it takes to get by.

“I could just see that he needed some help with things, and it allowed him to focus on what he loved to do and was good at. [My role] started initially a few hours a week, but then just kept adding [responsibilities] as we went along.”

—Jennie Lloyd

“I spent time doing my own thing, doing some work with dad’s office in Salt Lake while working for Tom Bosworth [...] you just sort of figure it out and do a little bit of everything. I thought, at some point, I wanted to be doing my own thing. You work for other firms to try and build your work portfolio.”

In 2000, Warren’s parents were called to serve in the England Leeds Mission, prompting Warren and Jennie to return to Utah and take over Lloyd Design Group for Glen, restructuring the firm as Lloyd Architects, with the intention that Glen would return and assist Warren in carrying on the family name. “They were

just in heaven,” said Warren. “They felt great joy in searching for lost sheep from my mom’s parents’ hometown.” Tragically, nine months into their mission, Glen died suddenly of a heart attack in July 2001 at the age of 72.

Transitioning Back to the Beehive State

Jennie had already planned to help Warren, but upon Glen’s passing, she was prompted to assume a more full-time role, particularly in business administration.

“I sort of accidentally backed into it in a way,” said Jennie of gradually developing her role at the firm while also raising their three children and foster children as a stay-at-home mom as much as possible. “I could just see that he needed some help with things, and it allowed him to focus on what he loved to do and was good at. [My role] started initially a few hours a week, but then just kept adding [responsibilities] as we went along.”

“I am so blessed to have her,” said Warren. “She realized if we weren’t sending out invoices, we wouldn’t be around very long. What we inherited was an analog practice—we had to reinvent how we operated based on what I’d seen from Bosworth. As we started organizing the firm, she was helping figure out systems, and as we grew, her role expanded.”

Those early years in the 2000s were spent tending to Glen’s existing clients, closing out some projects, and then figuring out which markets to pursue.

“I was just feeling my way,” Warren said of those first five years or so. “You have to be somewhat selective about what kind of work you want to do, but we took whatever came in the door. I always liked residential work; I just wasn’t sure we could support a firm around it.”

The firm landed projects within developments like Promontory and Glenwild (then Red Hawk), with Warren adamant that a commercial architect could thrive with a healthy mix of high-end residential work and small-to-medium commercial projects.

“We realized Utah was a great place [for future building], and that there were a



lot of great architects coming out of school, but the residential architecture community wasn’t as mature. I was interested in exploring residential architecture at its best and see if we could sustain that type of practice.”

The recession hit right as the Lloyds moved into their new office in January 2009, where they still reside at 573 E. 600 S. in Salt Lake City. Warren said the firm “went 18 months without a new project start.” Fortunately, because of their involvement in community preservation and neighborhood events, they were able to scratch out enough work through residential remodels and adaptive reuse projects to keep the doors open.

In 2006, Aaron Day joined the firm while still in college, bringing further structure and creativity and approaching design through a practical lens.

“I’m more on the analytical, critical thinking side,” said Day, 48, who was promoted to Principal in 2024, and then named a Junior Partner in October, with the plan of taking over as the firm’s top

executive when the Lloyds decide they’re ready to retire. “I know construction well,” Day added, having spent considerable time in the field interacting with contractors on larger multi-family and other commercial projects.

Growth Through Market Diversity, Repeat Clientele

By 2012-2013, the firm had crawled out of the recession, busy with a mix of high-end residential design and smaller commercial projects, including Publik Coffee House and Campos Coffee, two creative adaptive reuse projects.

In 2018, Warren’s connection to Seattle and expertise with historical renovation and adaptive reuse projects led to one of the firm’s most impressive projects to date—the Granary Campus Salt Lake/Evo Hotel.

Developed by Seattle-based Lake Union Partners and Evo Founder Bryce Phillips, the award-winning adaptive reuse project comprises five connected historic warehouse buildings and helped

to transform a formerly dilapidated area of Salt Lake into a hot entertainment zone and catalyze further development.

“We realized Utah was a great place [...] but the residential architecture community wasn’t as mature. I was interested in exploring residential architecture at its best and see if we could sustain that type of practice.”

—Warren Lloyd

It was a complex, transformative project that showcased Lloyd Architects’ skill set and ability to turn a historic industrial space into a cutting-edge, modern hospitality and mixed-use project, one a little larger than past projects.

Warren said when Lake Union and >>



Red Iguana 2 in Salt Lake City was built in 2016. (photo by Mark Weinberg)

Evo executives came to Salt Lake, they were hanging out in Publik and Campos, so “they could see we had an interesting understanding of the Granary District, and understanding of adaptive reuse, and we had a good track record with [retail] and hospitality spaces, plus we had done tax credit projects,” Warren said.

The firm’s work in the custom residential space is among the finest of any commercial architect in Utah, with Warren’s prowess extending to the American Institute of Architects (AIA), and specifically the National AIA CRAN Knowledge Community—the Custom Residential Architects Network—of which Warren was National Chair in 2023. He was also recently elected as President-Elect of the AIA Utah chapter in 2026, with a commitment to serve as AIA Utah President in 2027.

“For me, AIA is a valuable institution,” said Warren, adding his reason to get involved with AIA Utah is that a primarily residential architect hasn’t led it in recent

memory. “I think one of Utah’s biggest construction expansions has been luxury custom residences—the Wasatch Back is one of the biggest things happening. So, it was worth it to me to represent all firms, including small firms and residential architects.”

Lloyd Architects has designed multiple signature custom homes in luxury confines like Powder Mountain, the exclusive Wasatch Peaks community, Sundance, Park City, and more. These owners are highly particular about what goes into their homes—the experience rivals any big-time commercial developer in terms of complexity and detail.

Ownership Transition Underway; Lloyd Remains Passionate About Work

With Day being named a Junior Partner and obtaining part of Jennie’s ownership stake in October, the first formal step to a second generation of leadership at Lloyd Architects

is underway. As he closes in on 20 years at the firm, Day is excited about the prospect of ownership and committed to working harder than ever to justify the Lloyds’ faith in him.

“For me, it’s seeing where we can keep improving with operational efficiencies,” said Day, regarding his approach to ownership and balancing the Lloyd’s strengths. “Where I look at [a project] analytically and conservatively, Warren looks at it as futuristic. His entrepreneurial spirit, he has in spades. Between the three of us, we all have different skillsets that make us compatible and that work well.”

While Jennie is ready to wind down to part-time work, Warren is still pedal-to-the-metal passionate about the architectural profession and has no intention of slowing down. He even recalled a conversation he had with Niels Valentiner, FAIA, legendary founder of Salt Lake-based VCBO Architecture, who continues to work, even as he closes in on being an octogenarian.



(clockwise from top left) Publik Kitchen in Salt Lake; Granary Campus exterior; Publik Coffee interior (photos by Mark Weinberg); Pierpont by Urbana (photo by Chris Knoles).



“I had a conversation with Niels about the Rome Temple, and what life experience an architect can bring to a design project,” said Warren, emphasizing the value of experiences and what a veteran architect can bring to a client’s project versus an architect within their first decade of practice. “Architecture is such a broad, deep, encompassing field—I’ll never feel like I’ll master it.”

“I don’t know that I’m ready to retire,” he continued, chuckling. “There is nothing

more interesting than being involved in the design process.”

As for the firm, he said, “I feel that we’re creating a structure where hopefully the best generation of Lloyd Architects is the one to come, because we’ve got great people here. If I practice for 10 or 15 more years, I feel like I’m still in good company with relevant architects—and even prolific—into their 80s. I rely on collaboration with team members, so I can share and encourage those around

me, as another way to stay relevant. If there is a secret to remaining relevant, it’s not thinking that you know it all, it’s being inquisitive.”

“It’s been an amazing journey for us,” he added. “I remember the faces, the people who have worked here, as much as the buildings. It’s really heartening to think about creating an environment where young designers can learn and grow. The majority of our employees came to us right out of school—we’ve grown with them.”

“It’s been really fun to reflect on the past 25 years,” said Jennie. “When we started, I would not have imagined being where we are now. It’s amazing to see the growth and to think about all the people we’ve met over the years. We were reflecting [recently] on meeting the right person at the right time. Sometimes, that was a client or someone who helped us grow professionally or understand marketing or operations better. We’ve been around a lot of good people, and things have worked out very nicely in ways we wouldn’t have anticipated.” ■



Lloyd Architects Top Projects

Name	Location	Completed
Westgate Lofts	Salt Lake City	2008
Olympus Drive Residence	Holladay	2014
Publik Coffee Roasters	Salt Lake City	2015
63 Center St	Provo	2016
Campos Coffee	Salt Lake City	2018
Urbana on 21	Salt Lake City	2018
Victory Ranch	Wasatch County	2019
Pierpont by Urbana	Salt Lake City	2021
Moab Wyndham Resort	Moab	2021
Granary Campus/Evo Hotel	Salt Lake City	2022
Homestead Resort	Midway	2025

BUILT DIFFERENT

Thoughtful design and construction of the newest building for USU's Jon M. Huntsman School of Business provides students and faculty with a beautiful, mission-driven home.

By Taylor Larsen

On a fall tour of Utah State University's (USU) Carolyn & Kem Gardner Learning & Leadership Building (Gardner Building), students and faculty are hard at work on a late Tuesday afternoon.

Getting here, where USU's business school students could thrive, was a long time coming. The University commissioned the Gardner Building to meet a new mission for the school outside the traditional knowledge acquisition and transfer for which USU has excelled since its founding in 1888: Giving students a differentiated experience they cannot get anywhere else.

Purpose Revealed

Frank Caliendo, Senior Associate Dean of the Huntsman School of Business, said that the new building is the third and final piece of the business complex, "a realization of the longtime vision of Dean Douglas Anderson, the driving force behind the school's transformation, to meet the needs of students for generations to come."

Caliendo, a longtime Aggie (USU BS, '98; PhD, '03), said that, even after the opening of the George S. Eccles Business Building

and its faculty offices and classrooms in 1970, growth in business courses eventually outpaced the school's capacity. Jon M. Huntsman Hall's 2016 opening broke the campus bottleneck, with classrooms and other spaces dedicated to business school participants.

"But we still needed space for our centers and experiential learning programs," Caliendo said, of the importance of collaborative spaces and differentiated experience for the five programs that would call the Gardner Building home.

USU Business Programs in a New Home

- Analytics Solutions Center
- The Center for Entrepreneurship
- The Stephen R. Covey Leadership Center
- The Huntsman Scholar Program
- The Freshmen Academy and Huntsman Hive

The design intent for this final piece wasn't a re-creation of Huntsman Hall, Caliendo said of the initial message to MHTN Architects, "But it does need to rhyme with Huntsman Hall."



The learning stair is one of many lumber-forward features that add a sense of warmth to the Carolyn & Kem Gardner Learning & Leadership Building (courtesy Kyle Aiken Photography). The building itself is the final piece of Utah State University's Jon M. Huntsman School of Business (right).

Working Within a Busy Environment

The first order of business was siting the new building just east of the other two business school structures. Stan Burke, Project Manager for Jacobsen Construction, said the Gardner Building was part of a trio of concurrently constructed projects that included Ridge Point Hall and a parking garage—three Jacobsen-led projects that utilized the same construction corridor.

"An active campus is difficult enough," said Burke of the challenges of simultaneous construction, which required constant coordination amongst the three teams, made a tad easier as they shared

a job trailer. "We had to stay cognizant of the school's activities and coordinate with them so that everyone was aware of what we were doing."

Coordination went from important to critical, with the three teams meeting daily to discuss coordination and scheduling material and equipment deliveries in 15-minute intervals as the respective construction teams worked on each of the three structures.

Choosing Mass Timber

Coordination was critical in design, too, with MHTN suggesting a mass timber

build—a first for USU and Utah's public universities.

Mass timber use in commercial design and construction is growing, well, like a tree. Woodworks Innovation Network has tracked 2,598 mass timber projects in progress or built nationwide as of September 2025. Baltic Pointe in Draper is one such project—five stories of cross-laminated timber columns and beams—and signaled the arrival of mass timber to Utah's commercial scene.

But what would the material look like in an institutional setting? One more constrained by budgetary demands?

"Architects brought us that idea—we had never heard of it," said Caliendo of bringing mass timber to USU's flagship campus. "But we listened."

He credited Ryan Wallace, MHTN Principal and the firm's Director of Planning & Urban Design, for playing the role of educator and tour guide, taking Dean Anderson and others to see the aforementioned Baltic Pointe before flying out to Seattle to tour Founder's Hall at the University of Washington.

Darah Jakab, MHTN Associate Principal, said that mass timber's unique look and feel required full buy-in from end users and »

facility maintenance to pursue, especially as USU’s first experience.

“They have to love it,” she said. “And they did.”

Executing the Hybrid Design

USU chose a hybrid design, with mass timber accounting for 40% of the building in front-facing and gathering spaces. The remaining 60% would be a steel structure for a differentiated experience for the project team and the Gardner Building’s eventual end-users.

Burke said MHTN’s willingness to include Jacobsen early in the design phase

fostered a collaborative environment for owner, architect, and general contractor.

Early visioning sessions, conversations during schematic design, and consistent site visits ensured the project stayed true to design, feasibility, and budget. The MHTN team said the project required the most renderings that they had ever done.

For their part, Burke said construction teams spent six weeks modeling the hybrid structure, crediting steel trade partner D&D Welding & Fabrication and mass timber consultants at TimberLab for ensuring both materials would meet their respective tolerances for a successful structure.

Burke said D&D’s efforts to tie in their steel scope to the mass timber components of the build made them standout performers on the job, especially preparing the steel learning stair to receive its timber finishes.

“[D&D was] great to work with and quick to figure out good solutions,” he said. One solution was to bring the learning stair’s supporting steel structure through the courtyard-facing storefront in pieces instead of fully assembled, erect it inside the nearly completed building, and install wood cladding on and around the stair feature. Burke said the steel fabricator’s efforts, combined with precision millwork from Clients Design, ensured the beautiful timber elements and a grand entrance into the Gardner Building.

“Infusing the building with color was a departure from many of USU’s buildings, but they were open to bringing in a lot of colors inspired by Logan Canyon and Cache Valley.”

— Julie Braam

Naarah Kristensen, MHTN Project Architect, said the hybrid approach allowed the design team to eliminate any utilities that weren’t necessary per code and life safety. Plans involved running infrastructure along specific corridors outside of the mass timber and creating “designed” areas where the electrical features could run in the slab and then punch through the wood below. She credited Salmon Electric as a solid collaborator, laying out the pathways and mockups and following the designers’ vision to keep timber front and center.

“Of all the timber buildings I’ve been to, I’ve never seen a ceiling as clean,” she said, praising the efforts of the entire project team for pulling off such a stunning feat. She explained how the design team performed extensive upfront modeling

with their MEP consultants and worked with USU facilities personnel to achieve a “next level” design layout, ensuring Jacobsen and their trade partners could construct the building per the design intent. Specifications and drawings carried extra layout plans and requirements for shops and mockups before cutting into timber.

“The construction team did an excellent job meeting this requirement.”

Exceptional craftsmanship resulted in an interior that provides an immediate warmth upon arrival. The magnificent wood features—White Oak-covered learning stair and Douglas Fir mass timber ceilings and columns—are daylit by west-facing windows to frame the two floors of timber in all their biophilic beauty.

Staying True to Place

Stepping up the learning stair takes students and faculty to a resplendent view of “Dare Mighty Things,” a five-panel art piece by Utah artist Abigale Palmer depicting nearby Mount Logan. The art’s colors—sky and grey sea blues, salmon pink, deep pine green—are present in additional artwork from Palmer and other interior elements.

Julie Braam, MHTN Senior Interior Designer, said, “Infusing the building with color was a departure from many of USU’s buildings, but they were open to bringing in a lot of colors inspired by Logan Canyon and Cache Valley.”

Caliendo was effusive in his praise of the communication from interior designers to readily share color swatches and fabric samples with Palmer, allowing her to create pieces that stun in their cohesiveness with both building and location.

Jakab said that colors, mass timber, and art combined to bring character and identity to the building and the five programs housed within it. “Not only is it biophilic, it gives you the feeling of hiking up Logan Canyon with the light filtering through the tree canopy.”

Tales Brito, MHTN Project Architect, spoke to the strategy behind the window design to create the dappled-light effect on the interior, a critical element given the site’s challenging solar orientation from the

building’s elongated north-south axis.

“The massing of the building and the size of the floorplate reinforce the idea that we want as much daylight coming into this building as possible,” said Brito, mentioning how he and MHTN teammates conducted light studies and worked hand-in-hand with USU to thread the needle and ensure programming could maximize daylighting

benefits and capture the breathtaking views out to campus and stunning Cache Valley vistas. The design team called for trellises and solar shading on the south side and off-pattern vertical windows on the west side to let the sun work its magic while minimizing the harsh heat gain of active daylight.

Jacobsen Superintendent Chad>>



The large balcony (pictured) on the third level overlooks Logan Canyon, connecting students and faculty to the beauty surrounding the Utah State University campus. The Gardner Building required stellar coordination between design and construction teams to deliver its unique exterior of metal paneling, glazing, and masonry elements (below, both images courtesy USU).



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Osborne matched the thoughtful design with a willingness to combine the unique window pattern, an equally unique pattern of differ-ently sized metal panels, and earth-toned masonry at the ground level to create an exterior that “rhymed” with Huntsman Hall.

“I don’t think they could have designed a more difficult exterior,” Burke laughed. “And it’s magnificent. It required so much from our subcontractors and our superintendent, but those challenges are what make this work fun.”

New(est) Home for the Huntsman School
Windows, views, mass timber, and paintings—all are great—but what about the student experience?

Braam said the message the MHTN team heard loud and clear was two-fold: First, the Gardner Building needed to be “a place for doing” that could match the energy of business school students. Second, a place for students to “see and be seen.”

Design achieved the first mission with aplomb, as each mass timber and color element joined a plethora of spaces and

an array of furniture supplied by CCG for solo students and collaborative cohorts. Enclosed study nooks, open spaces, conference rooms, and gathering spaces vary across the Gardner Building’s three floors, with equally varied furniture—high top tables, couches, lounge chairs, and more—providing students with the canvas to work their scholastic magic. Curvilinear forms in the walls, floors, and ceilings meander and add visual intrigue, aided and abetted by color splashes that hearken to the natural surroundings.

Caliendo spoke highly of how design-oriented faculty offices hug the building exterior, encasing student areas like a cocoon. Interior office windows bring visual accessibility and allow mentors to open their doors and spill out into the learning environment. Some “offices” in that cocoon are private study rooms for students to use for job interviews, video calls, or head-down sprints to finish their next project.

“These porous spaces facilitate a lot of different types of learning,” said Jakob. Perhaps, more importantly, “This building gives them a wellness factor for students to flourish, knowing that they have a home here.”

The constraints Caliendo remembered from years ago are a relic of the past. Even with a confluence of five programs, each has a dedicated, differentiated home in the Gardner Building.

The “see and be seen” element came to life during the tour. Two students in the Huntsman School’s Analytic Solutions Center program, Ryan and Owen, excitedly spoke about their ongoing projects. Ryan was working on a software solution that would allow residents in his home country of Rwanda to instantly access the country’s prepaid electrical grid system from a smartphone. Owen showed off his AI-optimized system for project management and efficiency, which he hopes to fine-tune and distribute to others as they seek to build on their own ideas.

We’re sure to see these and more great ideas from students hard at work in the Gardner Building, one designed to be different; dedicated to elevating those who will make a difference. ■

Carolyn & Kem Gardner Learning & Leadership Building
Location: 1020 E 525 N, Logan Utah 84322
Cost: \$26 Million
Delivery Method: CM/GC
Size: 42,000 SF
Levels/Stories: 3

Project Team
Owner: Utah State University; DFCM
Owner’s Reps: Lorin Wilcox (USU); Lucas Davis (DFCM)

Design Team
Architect: MHTN Architects
Civil: Cache Landmark Engineering
Electrical: Spectrum Engineers
Mechanical: Resolut
Structural: BHB Structural
Geotechnical: CMT Technical Services
Landscape: MHTN Architects
Furniture: CCG

Construction Team
General Contractor: Jacobsen Construction
Concrete: Jacobsen Construction (structural); Axiom Constructors (site)
Plumbing: KHI Mechanical
HVAC: KHI Mechanical
Electrical: Salmon Electric
Masonry: Shane Demler Masonry
Drywall/Acoustics: Alpine Drywall
Painting: Performance Painting
Tile/Stone: CP Build
Carpentry: Jacobsen Construction
Flooring: Jacobsen Construction (carpet); Stone Touch (polished concrete)
Roofing: Superior Roofing, Inc.
Glass/Curtain Wall: LCG Facades
Waterproofing: Select Specialties
Steel Fabrication: D&D Welding & Fabrication
Steel Erection: Steel Krest Construction
Excavation: Sunroc
Landscaping: Highmark Landscaping



“Of all the timber buildings I’ve been to, I’ve never seen a ceiling as clean,” said Naarah Kristensen, MHTN Project Architect. She credited Salmon Electric as a solid collaborator that laid out the pathways and mockups for the electrical systems, following the designers’ vision and featuring the mass timber in its fullest on both the first (below) and second floors (pictured, both images courtesy Kyle Aiken Photography).



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ONE-STOP SHOP

The new \$36 million USDC Comprehensive Therapies Building offers myriad services within one facility for individuals with extreme physical and behavioral health challenges, enabling them to lead independent, authentic lives.

By Bradley Fullmer

And the King shall answer and say unto them, "Verily I say unto you, inasmuch as ye have done it unto one of the least of these my brethren, ye have done it unto me."
—KJV Matthew 25:40

From a social and community impact standpoint, few projects match the value to disabled and special needs individuals as the new Utah State Development Center (USDC) Comprehensive Therapies Building in American Fork.

The \$36 million, 65,000-SF facility was designed as a "one-stop shop," said Joe Jacoby, President of Salt Lake-based Jacoby

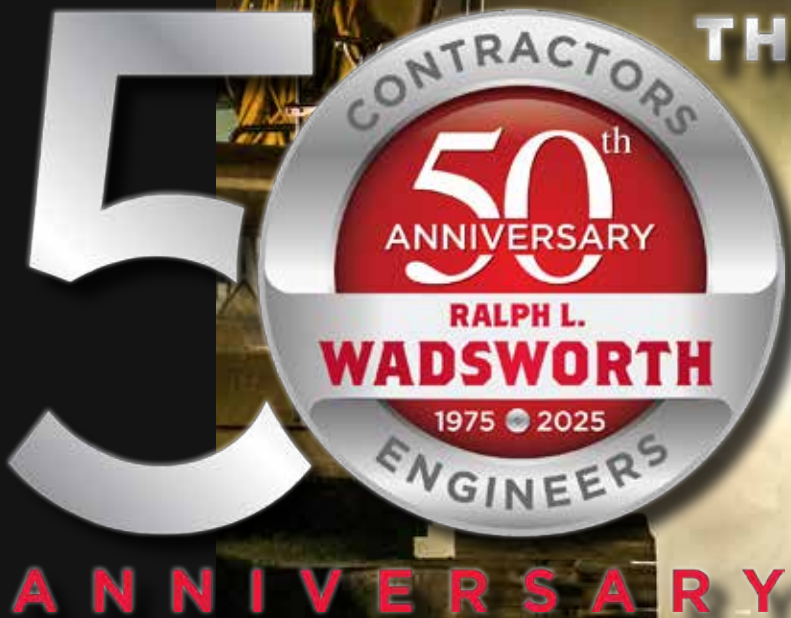
Architects, whose team led the project's design. It consolidates and modernizes myriad services under one roof, including physical therapy, occupational therapy, recreational therapy, speech, language, and hearing resources, and behavioral health resources. In addition, the new building offers full-service medical and dental clinics, an indoor therapy pool, an Autism treatment wing, and workshops for life skills and vocational training—all geared to helping people live independent, authentic lives, while striving to reach their full potential.

"This building was very much about accessibility," Jacoby said, "and putting in many different types of resources for these residents—all in one building."

Jacoby's firm has significant recent experience in projects that combine education and healthcare for people with special needs. The firm's design of the Sorenson Legacy Foundation Center for Clinical Excellence in Utah State University's College of Education and Human Services earned UC+D's 2016 Most Outstanding K-12 Project.

Two years later, the firm earned >>

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another UC+D award for the C. Mark Openshaw Education Center for the Utah Schools for the Deaf and the Blind, a project similar to this one in that it contains an array of services, including education and therapy for varying levels of sensory, behavioral, physical, and cognitive abilities.

“We’ve been working on different [design] aspects for many years, starting with a deaf preschool, which led to working with the Utah Schools for the Deaf and the Blind,” said Jacoby. “With that came many other sub-specialties, like therapy for behavioral issues, cognitive issues, development disabilities, and even speech, language and hearing clinics. It helps people with a variety of disabilities and serves an underserved population of people.”

Life Skills Apartments, Vocational Training Allow for Growth, Functionality

A fully furnished, residential-style space enables residents to practice daily living activities such as cooking, cleaning, and personal care in a safe, supportive environment that fosters greater independence. Alongside it, a vocational training room provides hands-on opportunities for residents to develop job skills—such as crafting, assembly, or customer service—to prepare them for meaningful work and community engagement.

The building’s design aimed to foster a positive, healing atmosphere rather than a traditional institutional feeling by

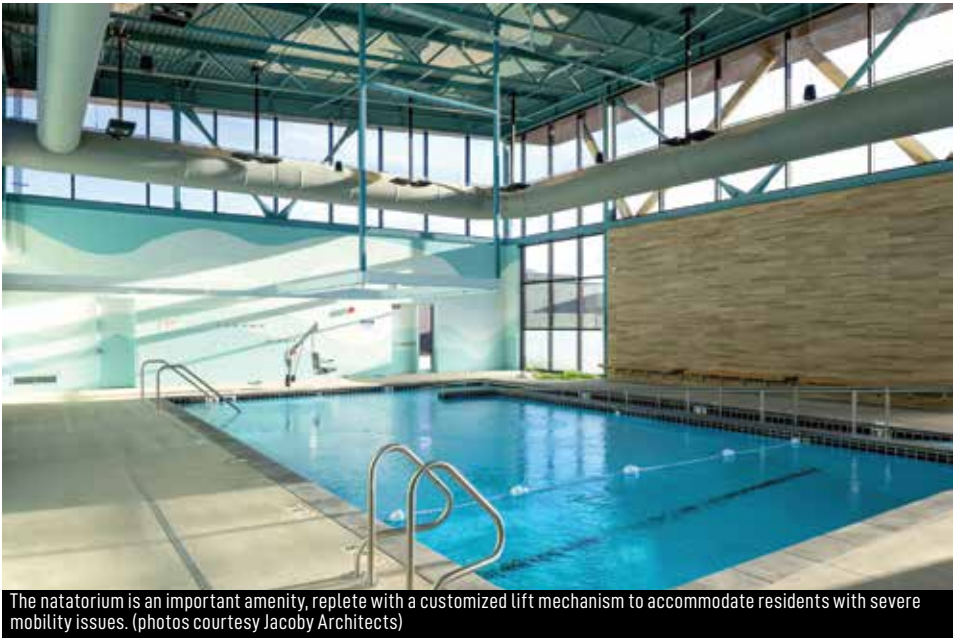
dynamically forming site plan, floor plan, and building sections with angles, notches, and volumetric stepping to embrace natural light and playful forms throughout every space. The chosen exterior materials, with walnut and oak tones, resemble the warmth and coziness of a “Hope Lodge”. The interior materials, colors, and textures utilized color theory to create a healing environment with warm wood tones and an array of soft blue and teal tones.

An outdoor sculpture garden with playful, uplifting designs—including animals and musical elements—offers visual interest and a connection to the outdoors. The site includes xeriscape art gardens, stormwater retention basins, and accessible pathways.»



The facility includes a full-size basketball court and spacious, well-designed public areas, with drought-tolerant landscaping adding to the aesthetics. (top left, center photos courtesy Jacoby Architects; exterior photos by Paul Richer, courtesy Layton Construction)





The natatorium is an important amenity, replete with a customized lift mechanism to accommodate residents with severe mobility issues. (photos courtesy Jacoby Architects)

The indoor natatorium therapy pool is one of the stars of the facility. Beyond ADA changing areas and support spaces, a customized lift mechanism with a built-in ramp and rail system accommodates residents with severe accessibility and mobility issues, allowing staff to safely

“We find opportunities to help [residents] through the use of design, furniture, [and] appropriate colors, and there is an immediate [positive] result that is enhancing their lives the second they move in.”

— Joe Jacoby

hoist residents in and out of the pool. Mechanical systems maintain a warm environment (both water and humidity) and prevent room humidity from impacting other parts of the building.

The gymnasium is another great amenity, with an attractive regulation basketball court that opens to the physical therapy room, which features state-of-the-art equipment. Both spaces offer sweeping views of the Wasatch Mountains to the east.

On-site medical and dental facilities provide optimal healthcare for residents, with an adjacent port-a-cochere for ambulances, offering urgent care, diagnosis, treatment planning, and preventative care.

Jacoby, with extensive experience designing facilities for people with disabilities, said a project like this brings out the best in design and construction team members, where everyone involved realizes its importance to those with overwhelming physical and mental challenges.

“There is a direct correlation with the architecture assisting people with their needs,” said Jacoby of both the aesthetics and functionality. “You see [previous] spaces that they were operating in, and most of them were inadequate. We find opportunities to help [residents] through the use of design, furniture, [and] appropriate colors, and there is an immediate [positive] result that is enhancing their lives the second they move in. That’s pretty cool, not only for the architect, but the contractor and even the subcontractors. I feel like the whole team gets on board with an attitude that we’re doing something special that makes their lives better.” ■



Utah State Development Center
Comprehensive Therapies Building

Location: American Fork

Start/Completion: November 2023/
August 2025

Cost: \$36 million

Delivery Method: CMAR

Stories/Levels: 1

Square Footage: 65,000 SF

Owner: DFCM

Design Team

Architect: Jacoby Architects

Civil: Meridian Engineering

Electrical: Envision Engineering

Mechanical: WHW Engineering

Structural: TBSE

Geotechnical: GSH Geotechnical, Inc.

Interior: Jacoby Architects

Landscape: Landmark Design

Construction Team

General Contractor: Layton Construction

Concrete: AK Masonry & Concrete

Plumbing: Mechanical Service & Systems

HVAC: Mechanical Service & Systems

Electrical: Copper Mountain Electric

Masonry: IMS Masonry

Drywall: CSI Drywall

Flooring: Town & Country Flooring
Company; Croft-Beck Floors

Roofing: Superior Roofing and Sheet Metal

Glazing/Curtain Wall: Linford Contract
Glazing

Waterproofing: Insulation from Hale

Landscaping: Western Meadows
Landscaping

Demolition: TID Inc

Pool: CEM Aquatics

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Utah Construction + Design is proud to announce its list of 2025 Most Outstanding Projects. A panel of eight industry professionals reviewed over 110 project submissions, awarding 38 projects the designation of Utah's "Most Outstanding" in their respective category, including Black Desert Resort, which earned the coveted "Project of the Year" award.

Join us Thursday morning, December 11th at Little America Hotel for Utah Construction + Design's 11th annual "Most Outstanding Projects" Awards Breakfast. We encourage winning firms to invite clients, employees, and project partners to the event, and we look forward to seeing you there!

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Contact Ladd Marshall at Lmarshall@utahcdmag.com with any questions

2025 'MOST OUTSTANDING PROJECTS' AWARDS

CATEGORY	PROJECT NAME	SUBMITTING FIRM(S)
Project of the Year	Black Desert Resort	SIRQ Construction
Adaptive Reuse	Arbor 515	Architecture Belgique / Bonneville Builders
Commercial/Financial	Mountain America Credit Union West Valley Branch	City Creek Construction
Commercial/Mixed-Use	Downtown Daybreak	Okland Construction
Commercial/Office	Wavetronix Springs	FFKR Architects / Jacobsen Construction
Commercial/Retail	Lagoon Amusement Park Carousel Candy Shop & Peacock Parlour	Big-D Construction
Community Impact	Fort Duchesne Health Clinic	BHI
Community/Cultural	Marshall N. White Community Center	VCBO Architecture / BHI
Concrete/Structures	Salt Lake City International Airport Terminal Redevelopment Program Phases 3 and 4, Paving and Walls	Ralph L. Wadsworth Construction Company
Concrete/Tilt-Up	Nusano Radioisotope Pharmaceutical Production Facility - Core and Shell	AE Urbia / Stout Building Contractors
Design/Build	Lakeshore Learning Distribution Center 3	ARCO Design/Build
Energy	Hornshadow Solar	BHI
Entertainment	The Ballpark at America First Square	Okland Construction
Green/Sustainable	Utah State University Carolyn & Kem Gardner Learning & Leadership Building	MHTN Architects / Jacobsen Construction
Healthcare	Kem and Carolyn Gardner Mental Health Crisis Care Center	Okland Construction
Higher Education	The University of Utah Applied Sciences at the Crocker Sciences Center	Okland Construction
Highway	Bangerter South Interchanges Design-Build and Bangerter 4700 S. Progressive Design-Build	RLW Construction & W.W. Clyde JV
Hospitality/Resort	The Inn at Sundance	BSA Architects / R&O Construction
Industrial	O.C. Tanner Warehouse	Big-D Construction
K-12	Hillcrest Elementary School	VCBO Architecture / R&O Construction
K-12 - Large	Deseret Peak High School	Hughes General Contractors
Multi-Family	The Residences at Sugar Alley	Kier Construction Corporation
Municipal	Wasatch Fire District Station 51	ajc architects / Big-D Signature
Parks / Public Space	Cook Family Park	Big-D Construction
Private Over \$10 M	Snowbird The Nest	Layton Construction
Private Under \$10 M	The Mathis Event Space	Lloyd Architects
Public Over \$10 M	Spanish Fork Recreation Center	Westland Construction
Public Under \$10 M	Murray Armory	ajc architects / Paulsen Construction
Publisher's Pick	Ogden Eccles Conference Center	Hogan & Associates Construction
Religious	The Well Church	Engage Contracting
Renovation/Restoration	Weber State University David O McKay Education Center	Okland Construction
Specialty Contracting - Mechanical	Utah Mammoth Practice and Training Facility - Mechanical	Palmer-Christiansen Co.
Specialty Contracting - Electrical	Provo Wastewater Reclamation Facility Project - Electrical	Skyline Electric Company
Specialty Contracting - Masonry	Sandy City Fire Station #31 - Masonry	IMS Masonry
Sports/Recreation	Utah Mammoth Practice and Training Facility	Babcock Design / Layton Construction
Tenant Improvement	JP Morgan Chase	rand* construction
Wastewater	Spanish Fork & Mapleton Wastewater Reclamation Facility	Alder Construction Company
Water	Davis Aqueduct Reach 1 Parallel Pipeline Project	Whitaker Construction



MISSION: IN PROGRESS

Operation Gigawatt is a year in the making, but how will Utah’s power sector respond for calls to double the state’s power production by 2034?

By Taylor Larsen

Solar power makes up 14% of Utah’s overall electricity mix, a welcome change since grid-connected solar capacity arrived in Utah over 15 years ago. (photos by Jeremy Gudac, courtesy BHI)

Steve Green is out in McCornick, Utah. Where is that? And what’s near McCornick? “Nothing,” joked Green, the Sr. Vice President for Wheeler Machinery Co. While he may be far from even the smallest of small towns, with Holden and its 492 residents 13 miles away, he’s close to the site of a major development in data center technology. Isolated on the western edge of the Sevier Desert, the Joule Data Center will also be isolated from the grid—by design.

Operation Gigawatt Rolls On

Green is one of many energy and power professionals hoping to double Utah’s

power generation capacity by 2034 as a part of Operation Gigawatt, an initiative launched by Utah Governor Spencer Cox in October 2024.

Utah has long been an economic growth leader; Operation Gigawatt aims to make Utah a power player in energy development by increasing transmission capacity, increasing energy production, strengthening policy, and investing in energy innovation.

While Governor Cox’s Operation Gigawatt moves forward statewide, out in McCornick, Green said, “We’re doing ‘Operation Gigawatt-and-a-Half’ off-grid.” Green and the Wheeler Machinery

Co. team will deliver “in-situ power generation”—power not connected to any electrical distribution or transmission system. It starts with Caterpillar G3520K reciprocating generator sets that produce 1.5 gigawatts of electricity. Waste heat and exhaust from the generators then move through an absorption chiller system as part of the overall systems’ combined cooling, heat, and power (CCHP) solution, providing much of the water required to cool the data center servers.

Beyond the electric power to be generated for the Joule project, there will be 1.5 gigawatts of thermal energy and 1.1 gigawatts of available battery storage

to meet the data center’s peak electricity needs.

Added Green, “And we’re not taxing the local utility grid.”

Isolated or Community Power?

The massive power capabilities delivered there are impressive, but they reveal a troubling trend in how Utah will double its power generation capabilities. Will it be from well-funded companies looking to power data centers and AI technology separate from the grid? Or will Utah fulfill the mission of Operation Gigawatt by creating power solutions accessible to all?

According to Troy Thompson, Chief

Operations Officer for Big-D Companies, power generation is about more than supplying data centers.

“In my mind, how do we build a billion-dollar hospital downtown that needs ten megawatts of power?” he said, referencing Intermountain Health’s future downtown Salt Lake campus, “let alone the data centers and manufacturers who we are hoping that will come here?”

Ten megawatts of power may pale in comparison to what data centers require, but it is one of many projects seeking regulatory approval to move forward. The Utah Inland Port Authority, the Economic Development Corporation of Utah, and others continue to drive projects and jobs into Utah—data centers, too. But Thompson said he has heard from many potential clients who are hesitant to bring their energy-intensive projects to the state without firm guarantees of available power.

Operation Gigawatt and state leaders have embraced an “all-of-the-above” approach to energy sources, extending the design lifespans of coal plants, embracing new technologies and power sources, and developing new power-generating capabilities. While the industry is willing, the operating environment needs rewiring to meet state goals.

Changing for 21st Century Needs

“With as hot as the Utah market is,” began Eric Haslem, “there are too many obstacles for us to overcome.”

The market may be ready to ramp up production, said Haslem, Chief Operating Officer for Vernal-based utility and heavy civil contractors BHI, “But the current system can’t handle it. We have this massive web of transmission and distribution infrastructure that was not designed or built for the power demands of the 21st century.”

“In 1970, they didn’t know what a smartphone was,” Haslem said, “let alone AI.”

Transmission projects, like Rocky Mountain Power’s Energy Gateway South transmission line, have been developed.

The 416-mile, high-voltage 500-kilovolt transmission line runs from Mona to Medicine Bow, Wyoming went live in 2024. But as just one project amidst a plethora of needs, Haslem stated that Utah’s growth over the 10 years the project spent in permitting and design meant a large majority of the transmission line’s capacity was already accounted for upon completion.

Managing Regulatory Challenges

In response to these and other challenges, full service experts are emerging.

Thompson said Big-D Companies created Big-D Power Solutions in late 2024, a turn-key solution for energy-intensive projects. The new business unit aligns a consortium of developers, financiers, and energy experts to develop the project, finance the on-site power development required, and build the infrastructure.

Price-based Castle Gate Engineering also follows a full-service business model, with in-house energy expertise and full life-cycle maintenance of the energy systems. Business is good, but it could be much better through regulatory changes.

“Before you begin any project that can connect to the grid,” began Brok Thayn, Chief Executive Officer of Castle Gate Engineering, “there must be a study to see that the grid can handle either the generation or the load.”

For those looking to use power from utilities such as Utah Associated Municipal Power, Utah Municipal Power Agency, Deseret Power, and Rocky Mountain Power, the answer seems to be “wait and see.”

“We’ve had projects sitting in the queue for up to eight years,” said Thayn. “You lose a lot of projects and a lot of capital when you can’t get a project through.”

The regulatory environment is improving. S.B. 132 Electric Utility Amendments, which, among other provisions, established alternative processes for large-scale power users (100 megawatts or more within five years) to obtain power outside of the utility, should>>

the utility not be able to meet that demand without significant investments.

Thayn reported that certain utilities have also changed their approach by shifting from “first-come, first-served” to “first ready”, prioritizing interconnection requests from those with financial commitments and site control to generate the power required. Under the new rules and regulations, a current Castle Gate Engineering project, one under study for three years and projected to complete by 2032, is set to be completed by 2027.

Is it that bad?
“The [power] supply is so low and the demand is so high,” Thayn explained, that power quality is growing more critical to their clients. He explained that wildfires and the subsequent power restrictions imposed by utilities during disasters make brownouts more likely than ever before. It seems Californians aren’t the only thing migrating to Utah—power issues are migrating this way, too.

“I think that [Utah electric utilities] have done a good job of trying to let customers have choice,” said Thayn, specifically crediting the utilities for their work to bring about more renewable power and filtering through a massive amount of projects. Those efforts are complicated as utilities are required to maintain rates and would rather have the developer take the risk in bringing additional power to the grid.



The natural gas-fired turbines pictured here will be critical in delivering both “in-situ” and grid-ready power required by Operation Gigawatt.

The Nexus of Capital, Expertise, and Procurement

Legislation and policy continue to evolve, but traditional capital will remain sidelined until the sector stabilizes. Even if capital is willing to invest, the relative novelty of power development creates hesitancy as the project moves ahead.

“It’s not that these power developments are overly complicated,” said Renee Swinburne, Chief Business Officer for Castle Gate Engineering, “but power systems are different than traditional building developments, and power systems require monitoring and care to ensure they’re working at optimal levels.”

But the people capable of building and maintaining such systems are, much like Utah’s available electrical power, dwindling.

“We’re lacking in that area,” said Bryce Fowles of the shrinking pool of power experts at every level—engineers, electricians, linemen—capable of helping Utah complete Operation Gigawatt. Fowles, Castle Gate Engineering’s Chief Operations Officer, said the industry is playing catch-up after decades of investment and education in electrical engineering shifted to the microchip and data-processing sector and away from energy systems.

It’s getting better; the Utah Legislature approved higher education funding for energy-related programs, some of which are coming to Utah State.

“Schooling helps,” Fowles concluded, “but there is a bigger lack of experience, and if we don’t remedy that, we’re going to lose quite a bit of momentum.”

The job market can (hopefully) remedy the dearth of expertise. Regulatory timelines, on the other hand, need a surge of political support, especially if developers are willing to sign off on millions of dollars’ worth of large, specialized products that require at least 12 months of lead time.

Out in McCornick, Green and his team at Wheeler Machinery Co. received the go-ahead on the Joule Data Center to purchase generator sets, controls and switch gears, emission control systems, battery energy storage, absorption chillers, cogeneration equipment, logic controls, and more, which Green said mostly come from US-based manufacturers. Joule and their partners aren’t the only ones willing to sign off on approved power generation projects.

“We’ve heard from so many firms that want to deploy capital to the energy sector,” said Haslem. “Developers are wanting to get in and stack capital.”

The Future of “All-of-the-Above” Energy

As more energy-intensive projects seek the Beehive State, Thompson said the “all-of-the-above” approach to power development is bearing fruit, with new sources coming online. He spoke about future biofuel production coming to Fairfield, capturing methane at the Intermountain Regional Landfill and turning it into electricity.

The sun still shines on solar, with Haslem saying the Intermountain West remains a prime spot for solar development. He has also been seeing significant growth in engine-driven power from natural gas-fired turbines—especially to meet the enormous power needs of data centers.

For Castle Gate Engineering, many of their clients have corporate goals to consume environmentally conscious power, lower overall energy costs, or keep their facilities fully powered during power drops. Swinburne said the firm mirrors the state’s all-of-the-above approach: developing solar and other on-site power generation; assisting traditional power plants with innovative automation; interconnection, >>

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transmission, and power analysis solutions; and battery storage.

The sources mentioned previously account for around 98% of Utah’s power mix, but not for long.

Across the border in Wyoming, nuclear reactor designer TerraPower broke ground on its first Natrium reactor project in 2024, with plans to deliver 345 megawatts at base output, and storage technology can boost the system’s output to 500 megawatts to meet peak demand.

Back in the beehive, TerraPower signed an agreement with developers at Flagship Companies and the Utah Office of Energy Development to jointly identify and assess Utah sites for a potential advanced nuclear plant. Preliminary site recommendations should arrive by year’s end.

Operation Gigawatt and federal support are welcome to help geothermal energy production utilize the estimated 10 gigawatts of untapped capacity in Utah. The Department of Energy gave the Frontier

Observatory for Research in Geothermal Energy (Utah FORGE) a \$218 million research grant and \$80 million in additional funding for the observatory to develop, test, and optimize the methods and techniques required to develop enhanced geothermal systems (EGS) resources and make geothermal energy possible anywhere.

The Journal of Petroleum Technology reported two breakthroughs in 2024. Utah FORGE injected water from one hydraulically fractured well, where over 90% of the produced water recovered at the production well reached geothermal-ready temperatures around 370°F. The second came from nearby Cape Station, a multiphase EGS run by Houston-based Fervo Energy. Two enhanced geothermal flow tests produced over 10 megawatts of electricity, with plans for Cape Station to supply up to 90 megawatts of grid power by 2026, with 400 megawatts contracted and set to be supplied by 2028.

Future Outlook
While new technologies emerge, each of these power players and their teammates field client calls to build the power infrastructure required for their respective projects, and, in the process, Operation Gigawatt.

“This is a highly political item right now,” said Thayn. “And instead of making a political statement, legislators need to understand the math and the physics behind how we will double our power.”

If capital, expertise, and innovation combine to double Utah’s power production by 2034, state leaders will need to learn and align to create an environment where investment feels safe to enter. With that level of consistency, professionals like those interviewed can work together to develop solar, natural gas, geothermal, and nuclear energy sources—all of the above—to revitalize our grid and ensure Operation Gigawatt is a success that actively meets our future power demands. ■



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— LIKE A — PHOENIX RISING



Sugar Alley emerges from the ashes, showcasing the extreme dedication of a project team to reimagine, redesign, and rebuild the 193-unit multi-family complex.



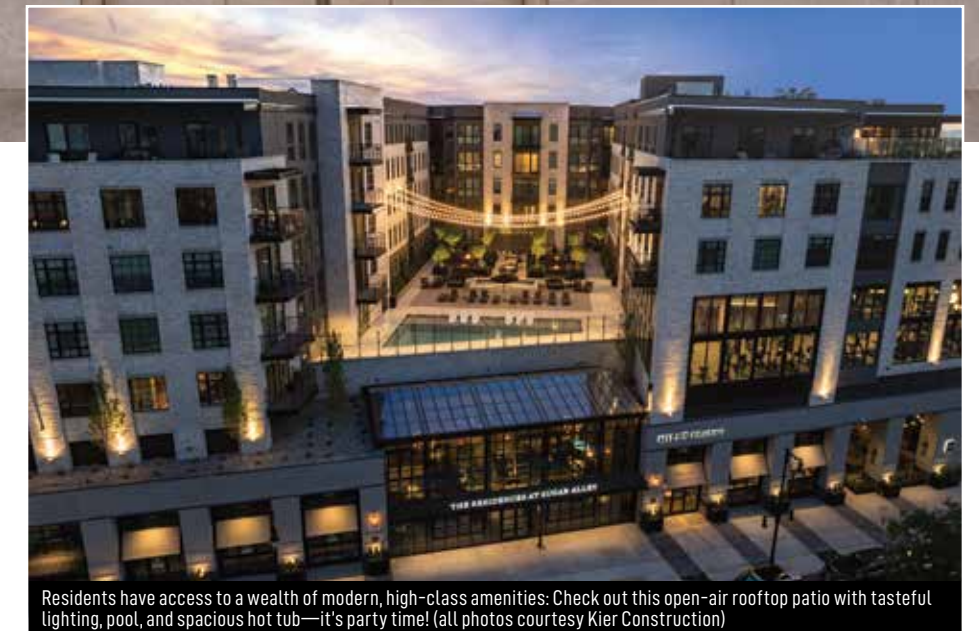
By B.H. Wright

Late in the evening on October 26, 2022, the unthinkable happened when a fire ripped through The Residences at Sugar Alley multi-family project in the heart of Salt Lake's Sugar House neighborhood. The four-alarm blaze gutted the building, which was more than 80% complete.

The devastation at the time was overwhelming, with the fire ranking among the largest in Salt Lake City's history. The effect on the project team was noticeable and, to a degree, expected.

"It was traumatic from a personal standpoint," said Clint Costley, President of Ogden-based Kier Construction, the general contractor that twice oversaw the construction of The Residences at Sugar Alley, with it ultimately opening this past April. "There were a lot of workers that struggled going back—we weren't able to use the same team. It was hard for some of them to process having to build it again."

Paul West was the Project Manager for Kier, one of a few who stayed on board through an arduous 4.5-year process. For West, knowing the project's history and what had been built previously "gave me assurance that we could build it again," said the 11-year Kier veteran. "There were



Residents have access to a wealth of modern, high-class amenities: Check out this open-air rooftop patio with tasteful lighting, pool, and spacious hot tub—it's party time! (all photos courtesy Kier Construction)

a lot of hoops to jump through to get from original build to second build—demolition, insurance. I had never experienced it before, and I never want to experience it again."

He thoroughly understands the mental toll on someone who sees two-plus years of time and energy invested in a project literally destroyed overnight by fire.

"We're there from the very beginning of the project, from the conceptual stage all the way to finishing out and handing it over to the owners," said West. "It's where we spend 70 hours a week—it's our life for that duration of time. So, we take a personal interest, a personal love and care

for projects."

Having West stay on board, along with as many of the previous subcontractors as possible, was crucial to Salt Lake-based Lowe Property Group (LPG), which assumed full ownership of the project post-fire, having bought out California-based Eight Bay Advisors, who had managed construction during the first build, with LPG leading design and entitlement efforts.

West described the post-fire process as "enlightening and eye-opening" and enjoyed the opportunity to "share my insight and help the developer and architect get through the process. Some of the >>



(clockwise from top left) Rooftop patio space with comfortable furniture sparks conversation amongst residents; this dynamic atrium is actually a public easement, an interesting concept that has proven to be a spectacular feature of the project; aerial view looking down on the rooftop patio; guests have access to this swanky bar/hosting space.



All units are decked out with high-end, top-of-the-line appliances and fixtures.

subs we did bring back because they had availability and they were invested in the project as well.”

Like a Phoenix Rising

The damage was thorough, toppling the eight-story project down to the original three-story concrete podium, which—remarkably—stayed mostly intact. The investigation and demolition process took until March 2023, at which point Kier began mobilizing operations and restoring the deck and performing other minor repairs, including some on compromised post-tension cables.

“Everything got scraped down to the concrete,” said Pieter Berger, Principal-in-Charge for Irvine, Calif.-based MVE + Partners. “We actually did an inspection of the concrete with the structural engineer [...] there were one or two areas that got patched up, but overall, that was good.”

Berger said Sugar Alley was the second major fire MVE has had to contend with in its history, on a project in San Francisco about a decade ago that was also close to being finished. Allegedly, a “rogue welder”

didn’t get paid and set fire to the building.

“In a weird way, we’ve gone through this before,” said Berger, adding that a principal from his office worked on that previous project and was able to help with the process “because, sadly, he had lived it first-hand before.”

Berger said of experiencing the Sugar Alley fire, “It was tough; we were punching units—getting to a point where, you know, units were getting done and we were signing off on them. The building was almost done when it caught fire.”

By August 2023, the start of framing signaled that reconstruction was in full swing. “With the Lowe’s taking over, it injected new life into the project,” said West.

Splendid Atrium Space, Upgraded Finishes Add to the Project’s Allure

According to Katie Heald, Design and Construction Manager for LPG, once Lowe assumed control of the project, it decided to raise an already high bar on thoughtful design and top-shelf amenities, with upgraded, higher-end finishes in all units,

in addition to bumping up the number of units to 193—a mix of studio, one- and two-bedroom units within the \$61.7 million project.

The upgrades were significant, said Heald, with GE Café appliances in bronze trim—a design accent used throughout the project’s finishes and details—waterfall countertops, and enhanced plumbing fixtures across the board, including touch kitchen faucets.

A signature feature of the project is Sugar Alley’s dynamic atrium—a gorgeous, open-air area directly connected to the adjacent Hill’s Kitchen restaurant, bringing life and energy to a true communal space. The atrium is an actual public easement space, another unique attribute of the project.

“We love the atrium!” said Heald. “What I enjoy most is seeing how comfortable people feel using it in so many ways—studying, working, meeting a friend for coffee, or enjoying food. It’s a space that naturally invites people in and allows them to linger, which is exactly what we hoped for.”

Heald said the success of the atrium

is the result of thoughtful collaboration between lighting designer Kristine Paterno and Cactus & Tropicals plant shop.

“The lighting design, in particular, allows the atmosphere to shift beautifully with the time of day and the weather,” said Heald. “You might expect a glass atrium to feel its best on a sunny day, but I’m especially looking forward to seeing how the atrium evolves at different times of year—I think it will become even cozier and more dynamic in autumn and winter as the seasons change.”

Heald said raising the quality level throughout the building was highly important to LPG owners Ben and Alex Lowe, and that the opportunity to build it a second time helped them make strategic improvements.

“I think the nature of doing something twice is that you want to improve on it,” said Heald. “When the fire occurred late in the project, we had already started to see the spaces take shape. That gave us a unique perspective—we could see how the design was being executed and envision how to evolve it further. Because the design

“In the end, it was about turning a setback into an opportunity to create something even better than originally planned.”

— Karlie Heald

was already so far along, it was easier to identify opportunities and introduce special details during the re-envisioning process, and Steven Rosier at MVE and our equity partner, Ascentris, really embraced this with our team.”

LPG refined details, strengthened spaces that hadn’t reached full potential, and raised overall quality, with an expanded amenity package that includes conference rooms for remote work, an expansive, modern gym with top-shelf equipment, a spa with top-of-the-line infrared sauna technology, a cold plunge pool, a sweet outdoor pool/patio, a treatment room with optional massage therapy, and scintillating rooftop deck areas with sweeping views of

the Wasatch mountains.

“In the end, it was about turning a setback into an opportunity to create something even better than originally planned,” added Heald. “On every project, we carry forward a list of lessons learned, and Sugar Alley was able to benefit from those insights mid-build. That experience continues to inform how we refine floor plans, consider quality-of-life features, and approach the design of future projects.”

Heald was impressed by how MVE and Kier responded to their needs and put aside the drama of the fire to deliver a world-class building.

“Both MVE and Kier were excellent partners,” said Heald, “but what stood out most was how well they worked together. MVE created a strong rapport with Kier’s on-site team, which made problem-solving, [especially when unique challenges arose from the fire and rebuild], far more efficient and collaborative.”

This collaboration likely influenced LPG’s decision to hire MVE and Kier for its next project, a massive mixed-use development called Silo Park, which sits »

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directly west of The Post District and will include an eye-popping 740 residential units, a boutique hotel, and significant retail and restaurant space.

“When design and construction are aligned like that, challenges get resolved quickly, decisions come easier, and the entire process runs more smoothly. That team chemistry truly elevated the project,” said Heald.

Not only was the project elevated—like a phoenix, it literally rose from the ashes. ■

The Residences at Sugar Alley

Location: Salt Lake City

Start/Completion: September 2020/April 2025

Cost: \$61.7 million

Delivery Method:

Stories/Levels: 5 stories over 3 parking levels

Square Footage: 210,362 sq. ft.

Owners: Lowe Property Group, Ascentris, Eight Bay

Design Team

Architect: MVE + Partners, Inc.

Civil Engineer: McNeil Engineering

Electrical Engineer: AME Design Group

Mechanical Engineer: AME Design Group

Structural Engineer: Dunn Associates

Geotechnical Engineer: AGECE

Interior Design: Lowe Property Group

Landscape Architect: Loft Six Four

Construction Team

General Contractor: KIER Construction

Concrete: Climb Concrete

Plumbing: Robert W. Speirs Plumbing

HVAC: MJ Mechanical

Electrical: Knight Electric

Masonry: Thueson Masonry

Drywall: Quality Drywall Specialties

Painting: Keith Pulham & Painting

Tile/Stone: Acts Tile & Stone

Millwork: Oakler Interiors

Flooring: DesignTeam

Roofing: D-7 Roofing

Glazing/Curtain Wall: AL2, Inc.

Waterproofing: C & R Coatings

Steel Fabrication: Essency Iron Works

Steel Erection: Rightway Steel

Excavation: Cazier Excavating

Precast: New Cast Stone

Landscaping: Waterscape Landscaping

Demolition: Cazier Excavating

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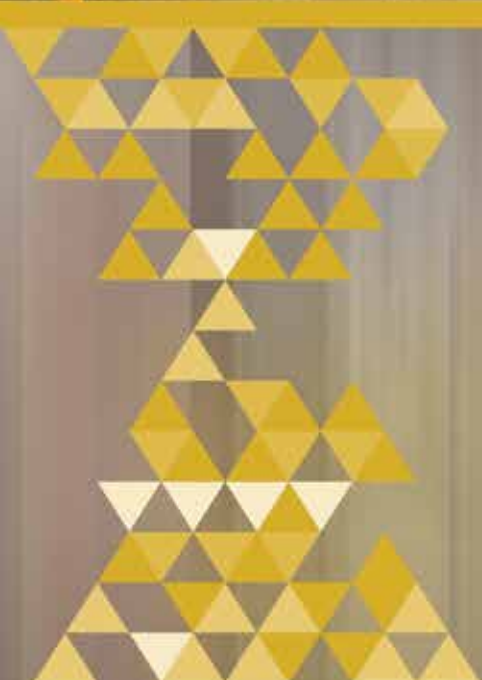
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