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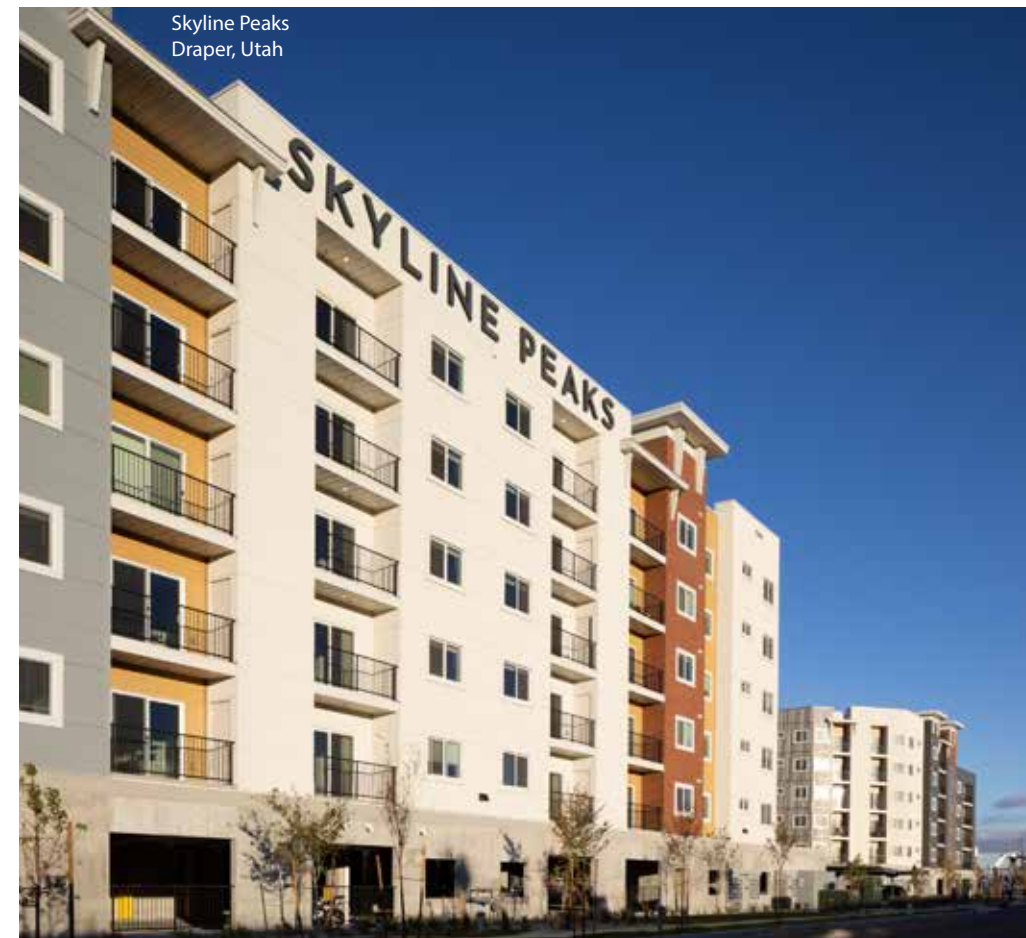
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- 16 Publisher's Message
- 18 Association Viewpoint
- 20 Industry News
- 24 A/E/C People

Features

- 26 **Short and Sweet** "Microlearning" apps are designed to help firms disseminate safety information quickly and efficiently, while boosting learning and retention rates.
- 28 **Q&A w/ Nathan Goodrich** Division Manager of Helix Electric and current Chair of the Associated Builders and Contractors (ABC) of Utah reflects on ABC's impact as it marks 75 years nationally.
- 30 **Daybreak: Then and Now** Two decade-old development in South Jordan continues to draw rave reviews for its urbanism and prioritization of open spaces.
- 34 **Community First** Newly rebuilt Marshall N. White Community Center emerges as a best-in-class facility in Ogden.
- 40 **One for the Ages** Few individuals have positively impacted Utah's A/E/C industry quite like Ralph L. Wadsworth, as the venerable company that bears his name celebrates 50 years of construction excellence.
- 52 **Toward the Promised Land** While Utah devotes billions to maintain its transportation network, mass transit grows to meet resident transportation needs around the state.
- 58 **Showroom Showstopper** The mass appeal of Baltic Pointe's gorgeous mass timber offers a world-class environment for HB Workplaces clients and employees.
- 70 **100 Years & Five Generations** Paulsen Construction celebrates the ultimate milestone this year—its 100th Anniversary—and its future is bright with a fifth generation of family members slated to eventually lead the company.
- 78 **ASCE 2025 Utah Report Card** The Beehive State maintains its "C+" average—one of only four states to earn that high of a mark—with roads (B+) and bridges (B) earning the best grades.
- 82 **State of Industry; State of Progress** UC+D publishes a roundup of exciting new projects breaking ground in 2025.
- 90 **Limitless Sky** Unparalleled Salt Lake Valley views from its towering 41st floor and more than 40,000 SF of top-shelf amenity spaces make the record-breaking 451-foot Astra Tower perhaps the most exciting high-rise project in state history.
- 104 **2025 Top Utah General Contractor Rankings**

On the Cover: HB Workplaces serves a dual role from its Draper headquarters in the award-winning Baltic Pointe. While it is a showroom where interior designers can draw inspiration, the space is also a showstopping Class A office for employees of the high-commercial furniture retailer. (photo by Dana Sohm, Sohm Photografx)

Table of Contents



Correction: In the June 2025 issue of UC+D (page 80) we mistakenly did not give proper credit to Salt Lake-based Calder Richards as the structural engineer on the Alta High School Performing Arts Addition, which is among the tallest tilt-up concrete panels in the state at more than 75 ft. in height.



Summer's Over, Industry Rolls On

Our end-of-summer issue of *UC+D*—typically July/August—is historically our most popular regular issue of the year, in part due to our annual **Top Utah General Contractor Rankings** (page 104). It's also one of our largest issues page-wise, and this year is no different.

Two anniversary profiles—**Paulsen Construction's 100th Anniversary** (page 70) and **Ralph L. Wadsworth Construction's 50th Anniversary** (page 40)—offer unique insights into these two long-time general contractors. Paulsen has made a name for itself in the historic restoration/renovation space, while Ralph L. Wadsworth Construction is renowned for its heavy/highway construction, particularly its unrivaled success in the Accelerated Bridge Construction market. Kudos to both firms on their respective historic milestones.

Project features include the **Marshall N. White Community Center** in Ogden (page 34), a closer look at the skyline-busting **Astra Tower** in downtown Salt Lake (page 90)—the tallest building in the Beehive State at 41 stories and 451 feet—and our cover story on **HB Workplaces'** new showroom and office in Baltic Pointe in Draper (page 58).

Other content includes:

- A Q&A with **Nathan Goodrich** of Helix Electric, current Chair of the **Utah Chapter of the Associated Builders and Contractors** (ABC Utah), an organization celebrating its 75th Anniversary this year.
- A look at the **Daybreak Development** in South Jordan, a master-planned community renowned for its good urbanism and dedication to open space (page 30).
- Two infrastructure-related articles, including a look at the future of **Mass Transit** (page 52) in Utah, and a recap of **ASCE's 2025 Utah Report Card** (page 78), with Utah earning one of only four "C+" grades nationally.
- A roundup of several exciting new projects that break ground in 2025 (page 82)

Finally, we pay homage to three outstanding people in the A/E/C industry who recently passed away (page 24).

Mike Williams, 72, passed away on May 12 after a three-year battle with cancer. Williams was the longtime Program Director of the **Salt Lake City Airport Redevelopment**, the largest project in state history at \$5.2 billion and one that Williams brilliantly led for more than a dozen years. He was honored on August 19 during a plaque dedication ceremony.

Peggy Wadsworth, 90, the matriarch of the Ralph L. Wadsworth family, passed away on July 1. Peggy was renowned for being a faithful, supportive partner to Ralph for 70 years, and for being humble, selfless, and kind, and for raising seven hardworking sons who have contributed mightily to Utah's A/E/C industry.

Greg Beecher, 67, died August 4 after a brave battle with cancer. Beecher spent nearly 27 years at MHTN Architects, designing many high-profile, community-changing projects.

Each will be missed by family, friends, and co-workers alike.

Regards,

Bradley Fullmer



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Vol. 13 No. 4

Coming in September issue of *UC+D*:
UC+D Celebrates its 100th Issue
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Building Momentum: A Mid-Season Reflection from AGC of Utah

By Brett Nielsen

As Utah's 2025 construction season moves into its final stretch, we're not slowing down, and I'm proud to reflect on the tremendous progress we've made. The Associated General Contractors (AGC) of Utah is proud to be at the center of the progress our industry continues to make, and I want to take this opportunity to reflect on what we've achieved together so far this year.

First, my sincere thanks go to our Board of Directors and our incredible AGC staff. Your dedication and engagement have been essential in keeping AGC of Utah focused, future-oriented, and impactful as a major contributor to our state's economy and growth.

AGC continues to advocate for meaningful, sensible foreign worker authorization policy reform that addresses the labor needs of the construction sector.

One of our standout events this year was our always-popular annual golf tournament. During this completely sold-out event, we hosted 664 golfers across five courses. Thank you to everyone who helped organize the day and to our generous sponsors, whose support made it another huge success.

We've also seen an outstanding level of effort from our committees. Our committees are where the rubber meets the road and true progress occurs. I've been particularly encouraged by the committee chairs who have stepped up to present at our board meetings. Their updates have not only kept the Board informed but have created opportunities for collaboration, assistance, and mutual support. These

are the kinds of connections that make our industry stronger. If you or anyone from your organization is interested in getting more involved with AGC, I highly recommend participating in one or more of our 15 different committees.

Throughout my tenure at AGC, two themes have remained at the forefront of AGC of Utah's focus: foreign worker authorization and workforce development. These are not just political talking points—they're essential to the sustainability and growth of our industry and economy. AGC continues to advocate for meaningful, sensible foreign worker authorization policy reform that addresses the labor needs of the construction sector. In addition, we're expanding our workforce development efforts, creating new training and career pathways to attract and retain the next generation of skilled professionals.

One of the most exciting developments this year has been the formation and momentum of our AGC of Utah Construction Leadership Committee (CLC). Under the leadership of Chairman Sage Thorpe, the CLC has laid a strong foundation that is already making an impact, with a strong emphasis on ensuring cross-industry participation.

The committee has identified four key pillars to guide its mission:

- Leadership Development
- Professional Networking
- Community Involvement
- Industry Education

With planning well underway, the CLC has scheduled its first official networking event — "An Introduction to CLC Breakfast" for October 15th, from 7:30–9:30 AM at AGC of Utah's Headquarters. This event marks a major milestone for the CLC and will set the tone for what's to come. In addition, the CLC is also preparing to host a breakout session



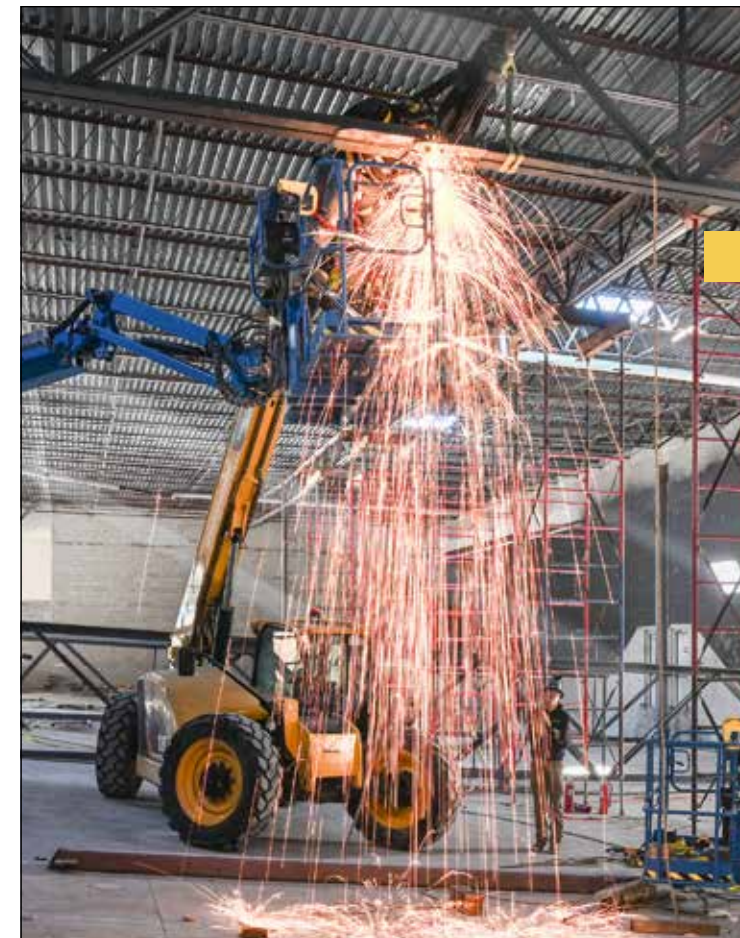
at AGC's Annual Convention in January 2026, further showcasing the chapter's progress and value to our membership.

I'd also like to recognize Joey, who is serving as the liaison between the National CLC and the Executive Leadership Committee through AGC of America. This role is vital in connecting our local chapter with the broader national conversation and unlocking even more opportunities for AGC of Utah members.

Participation continues to grow, with an impressive mix of professionals across various roles and companies, with an average member age in the early 30s—a special thank you to our Board for supporting me in championing this initiative.

As we look ahead to the remainder of the construction season, I want to wish every contractor, company, and crew continued success and safety on the job. Your commitment and hard work are what keep Utah growing, innovating, and building stronger communities. Let's finish the season strong...together.

Brett Nielsen is the President of Brigham City-based Whitaker Construction, and the 2025 Chairman of the Associated General Contractors of Utah. He can be reached at (435) 723-2921.



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West Point's Horizon Junior High Opens to Community Fanfare

Expansion for Cache Valley Electric; U of U Applied Science Project Opens; Nature's Bakery Opens West Side Facility; Harrisville Celebrates New Public Works Facility

All of West Point was on hand to tour the new Horizon Jr. High on August 15th.

Ok, maybe not all of the city's 9,000-plus residents. Still, attendance was high as cars filled the 376-stall parking lot and residents, future students, and their families streamed into the school's 22-plus-acre campus to see the first junior high school built in West Point in the last two decades.

Those in attendance witnessed another successful project from Davis School District's prototype system, as well as another between the project team, led in design by Salt Lake-based VBCO, with construction led by Centerville-based Hogan Construction.

Horizon Jr. High is one of the larger junior high schools in the district, spanning a massive 254,000 SF across three levels, each with its color-coded wing to help the most absent-minded pre-teens navigate. With a thermal displacement vent system for a quiet and comfortable learning environment, classrooms and collaboration spaces designed for 21st-century learning, and durable finish materials for a long design life, the school stands ready to be the hub for 1,600 students at maximum capacity.

According to VBCO's Brian Peterson and Wesley Aldrich, Associate Principal and Project Manager, respectively, Horizon Jr. High quickly earned the moniker as

"West West Point Jr. High" from project team members due to its location on the western edge of the city along 4500 West—and distinguish it from the original West Point Jr. High, which had reached student capacity. Design began shortly after VCBO was awarded the project in 2021, with construction greenlit in March 2023 to build a new school that will educate students from both West Point and Syracuse.

Hogan VP of Construction, JD Forbush, who served as the general contractor's Project Manager, invoked Winston Churchill's "We shape our buildings; thereafter they shape us" to speak to working on the school. Said Forbush, "It's been an honor and privilege to be part of this team. To be part of something that will help improve lives for generations to come, is a blessing."

Designers said that the prototype process has been a success for every member of the project team, with Horizon being the most recent example. Anderson said that it is beneficial for teachers within the district to have a level of familiarity with layouts as well as building maintenance teams who can diagnose and fix similar problems as they monitor the life cycles of their building systems.

Peterson emphasized that, even as the fourth prototype of this generation of Davis School District facilities, there is continuous improvement and context-dependent

design and construction. This work ensures that Horizon Jr. High isn't just unique, but meets the needs of the students, faculty, and staff expected to attend or work there.

For new Horizon Principal Brett Sims, a longtime Davis School District teacher and administrator who first taught at Centennial Jr. High in Kaysville 16 years ago, this latest prototype school is exciting for him and his team to establish a new culture for students and faculty.

"The old school 'sit-n-git', where you get hours of lectures, that's a thing of the past," said Sims. With Horizon's more open and flexible classrooms and collaborative areas, students will be able to make the best use of the building.

Sims said the new building also allows his entire faculty to engage in "shared leadership", where each member of the faculty can take responsibility for the success of the school and ensure everyone can grow together.

It will also grow with West Point City. Instead of funding and constructing an entirely separate recreation center, city officials funded a portion of the double gym to allow for West Point City use outside of school hours. With 1,523 seats in the gym and a 491-foot indoor running track, students and residents will be able to use it for school athletics, recreation, city events, and community meetings.

While Hogan and trade partners wrap

up punch list items, faculty and staff were anxiously awaiting the first-ever Horizon Jr. High Ducks to waddle into their first day of class on the following Monday, August 18th.

Cache Valley Electric Announces New Site for Salt Lake Expansion
Logan-based Cache Valley Electric (CVE) has unveiled plans for a new facility in Salt Lake City to support its continued growth and long-term strategic vision.

The new site—located at 900 South and Gladiola Street in Salt Lake City's Northwest Quadrant—will span 6.42 acres and include more than 100,000 SF of operational space. It will serve as the future home of CVE's Line and Substation Division, expanding the company's prefabrication capabilities to meet the demands of increasingly complex projects across the West.

"This investment is about preparing for what's next," said Eric Laub, CVE's Co-Chief Executive Officer. "We're building the kind of space that empowers our people, supports our work, and positions us for the future of the industry."

The new development will complement CVE's existing Salt Lake City campus, which includes more than 100,000 SF of space on a 14-acre footprint. Together, the two campuses will enhance CVE's ability to serve a growing portfolio of projects and clients across critical infrastructure, utility, transportation, and technology sectors.

Site planning and design are already underway, with construction expected to begin in early fall 2025. The facility is anticipated to be fully operational by the end of 2026.

Applied Science Project Building Opens at the U
At the ribbon-cutting ceremony on July 16, donors, policymakers, university leaders, and business luminaries praised a visionary investment in scientific research and a launchpad for future innovators—the \$97 million Applied Science Project at the University of Utah (U of U). This project combines the L. S. Skaggs Applied Science Building and the renovated historic William Stewart Building.

"I want to make it clear that the state of Utah is doubling down on research, doubling down on science," said Utah Governor Spencer Cox during the ceremony. "We're not just solving Utah's problems anymore, we're solving the world's problems, and we're doing it right here."

Designed by EDA Architects and built by Okland Construction, both based in Salt Lake, the facility will house the university's Departments of Physics & Astronomy and Atmospheric Sciences and the Wilkes Center for Climate Science & Policy.

Currently, the University of Utah educates more than half of all STEM undergraduates and 75% of graduate students among the Utah System of Higher Education institutions. The new 140,000-SF facilities help meet unprecedented STEM enrollment, a feat made possible by the Utah Legislature's \$675 million appropriation and significant donations from others.

"The full impact of the investment in this space, in world-class research and teaching facilities, can't be known at this moment, but as you look around, it's easy to see that the technical infrastructure

alone is transformational," said Pearl Sandick, Interim Dean for the U of U's College of Science. "The impact is felt often through the application, whether it's technology that grew out of research done on our campus, or data provided by the Wilkes Center to decision makers in the government and in the industry, as well as the trajectories of the students who pass through these halls."

Aside from research and education, the spaces are an asset for all Utahns to enjoy. The west entrance has a new, outdoor gathering space for connection and well-being. Astronomers host weekly public stargazing parties for the community to enjoy the majesty of the universe through state-of-the-art telescopes—all for free.

Inside are two major public art pieces by artist Bruce Shapiro, commissioned by the Utah Division of Arts and Museums: the "Sisyphus" sand sculpture table in the entrance of the Stewart Building and the "Three Medusae" kinetic artwork hanging from the ceiling in the Applied Science Building atrium.

Amid the cutting-edge features are details rooted in Utah's past, with preserved architectural elements including original staircases and fireplaces. The historic Stewart Building is itself a Utah legacy through which hundreds of thousands of Salt Lake City residents experienced elementary school until the 1960s. William M. Stewart founded the school on the U campus as an experimental model that emphasized hands-on learning.

The facility blends a 100,000-plus-SF modern expansion with a 30,000-plus-SF renovation of the historic Stewart Building, prioritizing energy efficiency as leaders work toward LEED Gold certification. With state-of-the-art labs, classrooms, and a student research support center, it's a space built for innovation—and built to last.>>





Nature's Bakery Celebrates New Facility on Salt Lake's West Side

Mars, Inc., the parent company of Nature's Bakery, announced a new \$237 million cutting-edge baking facility for Nature's Bakery in Salt Lake City. The facility, spanning 339,000 SF, will create over 190 new jobs and is scheduled to be fully operational in July 2025.

Officials for Mars, Inc., the American multinational manufacturer of confectionery, pet food, and other food products, stated that the money pledged toward the facility is part of Mars, Inc.'s commitment to invest \$2 billion in U.S. manufacturing by 2026.

"I am thrilled for our strategic expansion with the establishment of a cutting-edge baking facility in Salt Lake City," shared Steve Gardiner, CEO of Nature's Bakery. "This investment marks a significant milestone in our brand's ability to drive greater capacity to meet growing consumer and retailer demand. As a self-manufacturer, this facility joins our existing bakeries to reflect our commitment to innovation and quality, and underscores our confidence in the thriving business environment of Utah."

To bring the plant to Utah, the state approved the snack brand for a post-performance tax incentive through the Economic Development Tax Increment Financing program. The incentive encourages companies to invest and create jobs in the state, said Daniel Royal, Business Development Director for the Governor's Office of Economic Opportunity.

"As companies are creating jobs and paying taxes to the state, what we call new state revenue, we're able to give a portion of those taxes back to them as a tax credit," Royal said.

Under the agreement, Nature's Bakery may receive a 20% tax credit of the revenue it generates over the next decade, but only



after it fulfills its commitments, including creating 65 high-paying jobs within the 190 total created, according to a news release.

Gardiner told other news outlets that 160 of the 230 positions have already been filled, with most new hires coming from within Utah. The new facility marks Nature's Bakery's largest expansion investment to date.

Harrisville City Opens Public Works Building

Extensive forethought was put into the design and function of Harrisville's new public works facility to ensure it would be a 50-year operations center.

While ideation and design of the facility began decades ago, with the final design by Blalock and Partners, construction began with a June 2023 groundbreaking. R&O Construction led the building efforts on an 11-month vertical construction timeline, completing the project in May 2025.

The new 7,000-SF facility serves as a hub for public works maintenance on the 3.63-acre campus. It contains a truck wash, interior/exterior materials storage bays, a heated/cooled repair garage that can service 12 bays, a yard space, and wash stations designed to allow preservation and upkeep of city properties with city equipment serviced and stored here, helping to preserve Harrisville's current investments while being conscientious to taxpayer input.

The new building was constructed with a masonry block and steel exterior. Inside, city workers can also access the two conference/community rooms, office spaces, break rooms, and laundry facilities.

Harrisville City officials are planning future municipal buildings near the new public works buildings.



Sunroc Unifies; Now Suncore Construction & Materials, Inc.

Sunroc Corporation, a subsidiary of Orem-based Clyde Companies, announced in July that the company will now operate as Suncore Construction & Materials, Inc.

With a new name and new look, the company emphasized its plans to remain an industry partner and supplier of high-quality construction materials and services. Suncore's rebrand marks a new chapter built on an 80-year legacy and eliminates current legal barriers that currently prevent the Sunroc name from being used everywhere it operates.

Mark Elder, Suncore President, saw the transition as a bridge for growth in new areas for the newly unified subsidiary, which boasts over 1,600 employees.

"Our new identity as Suncore positions us to build a future without limits. Our world-class operations and quality products will not change," said Elder. "This simply allows us to operate under one name in our existing markets as we expand into new markets."

While the red sun sets on Sunroc's famous logo, the deeper, earthier colors of Suncore's new sun and bolt logo draws a closer visual identity to Clyde Companies' bolt logo to signify the unification of brands, especially as work across the Intermountain West continues for the construction materials and services company.

"The future is bright for Suncore," said Jeremy Hafen, President & CEO of Clyde Companies. "This new name showcases Suncore's commitment to continuous improvement and its contribution to Clyde Companies' mission to 'Build a Better Community'."

Suncore's new name will roll out over the next several months, reaching customers and partners where it operates—Utah, Idaho, Colorado, Arizona, Wyoming, Nevada—with plans for the newly named brand to expand into additional markets. ■



SUBMISSION DEADLINE: OCTOBER 16th, 2025

UC+D is proud to announce its 13th Annual Outstanding Projects of the Year competition for 2025, which honors the very best commercial construction and design projects in the State of Utah that were 90-100% completed within the 2025 calendar year (Jan. 1 to Dec. 31). Projects will be considered in a wide range of categories including (but not limited to) the following:

Project of the Year (Overall Most Outstanding Project)	Healthcare (Large) Healthcare (Small) Higher Education Commercial/Mixed-Use Commercial/Office Commercial/Retail Community/Cultural Concrete/Structures Concrete/Tilt-Up Design/Build Entertainment Green/Sustainable	Private Over \$10 M Private Under \$10 M Public Under \$10 M Publisher's Pick Renovation/Restoration Specialty Contracting: Electrical Specialty Contracting: Masonry Specialty Contracting: Mechanical Sports/Recreation Tenant Improvement Water/Wastewater
-------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Submittals will be judged by a panel of A/E/C industry professionals and awarded based on a number of criteria.

ELIGIBILITY

1. The project must be located in Utah.
2. The project must be 90-100% completed in 2025
3. Firms can submit multiple projects in multiple categories. The most successful entries include input from various team members, including the A/E firms, general contractor, & owner.

JUDGING CRITERIA

1. Contribution to the Industry and Community
2. Innovation in Design and Construction
3. Overcoming Unique Challenges/Obstacles
4. Safety, Quality and Craftsmanship
5. Aesthetics/Design

SUBMISSION/ENTRY FEE

All entries must complete the submission overview document. **This document may be found at www.utahcdmag.com/events.** Entries should be submitted electronically, either by email/email delivery service (such as DropBox/Google Drive, etc.). Submissions emailed should be sent to: lmars@utahcdmag.com. Questions may be emailed to Ladd Marshall at: lmars@utahcdmag.com

PHOTOGRAPHS/DIGITAL IMAGES

Firms should plan on submitting a minimum of twelve (12) photos (max 24), all high resolution files (minimum 5" x 7", 300 dpi, .jpg preferred). Firms can also submit other documents, including renderings, floor plans, etc. Applicants need to ensure they have total permission to copy and submit photographs to *Utah Construction + Design* for publication without limits. Any liability for copyright violations will be borne solely by the applicant.

There is a \$70 entry fee per submitted project. Fees will be invoiced after project submissions are received.



UC+D will host an
OUTSTANDING PROJECTS AWARDS BREAKFAST, Thursday, DEC.11th
Registration from 7-8:20 a.m., Breakfast at 8:20 a.m. sharp. Program will run from 9 a.m. to 10:30 a.m.

~In Memory~



Mike Williams

Mike Williams, longtime Program Director of the Salt Lake City Airport Redevelopment project, was honored at a dedication ceremony August 19. A plaque was placed on a wall near the famed Canyons Overlook art installation in Terminal 1, cementing his legacy on the impressive \$5.2 billion transformation—the single most expensive project in state history.

Williams passed away from cancer May 12, 2025, after battling the disease for three years. He is survived by his partner, Rodney.

Williams' expertise in airport construction was unmatched, with three major airport projects under his belt prior to joining the Salt Lake City Department of Airports (SLCDA) as Program Director in November 2012.

He had more than 40 years of experience in construction, primarily in project management, and was the President of Making Projects Work, Inc., a project management consulting firm that he formed in 1997.

Previous experience included three significant airport projects:

- He was a Project Manager on Terminal 2 at JFK Airport in Washington, D.C..
- He was Delta Airlines' Project Executive on the \$508 million redevelopment of Boston's Logan Airport Terminal A.



- He served as Project Executive on the \$1.4 billion Maynard Holbrook Jackson, Jr. International Terminal at Hartsfield-Jackson Atlanta International Airport.

As impressive as those projects were, nothing can match Williams' contributions to "The New SLC" Airport, a project spanning more than a dozen years and topping \$5 billion.

"Mike had those basic set of values that he imparted to others," said Bill Wyatt, Executive Director of Airports for Salt Lake City. Wyatt added that, when he arrived on the project in 2017, "It took me a good six months to figure out how things were organized. I came to realize that Mike was the center this big spinning top, and all of us came to buy into this incredible system Mike had developed over a career how to [build projects] like this. It became clear to me that this guy had what it would take to complete the project successfully."

"No challenge was too big to take on," said Brian Stetson, who had taken Williams' role, having worked under him throughout the various phases, in addition to being his nephew. "And there was no question we would deliver [phases] on time and on budget. It's a testament to his desire to succeed. He set a high bar for others to follow."

"Building airports is more than concrete and steel—it's done with a little bit of stubbornness," said Mark Pearson, Vice President of Corporate Real Estate for Delta Airlines. "Mike never wore a Delta badge, but he was part of the Delta family. He was able to create order out of chaos. His ability to bring order to these complex projects is unmatched."

"He was able to cut through a lot of the political noise—he was project-focused," said Kevin Fauvell, Project Director for HDJV (Holder/Big-D JV), the contractor on the project for all four phases (Phase 4 is slated for final completion October 2026). "He didn't have an agenda, he just wanted to make these big projects successful. He kept his commitments, and he held you to that same high standard of being honest, fair, tough, and hard working. If you had to write a script on what it means to be an owner's rep, he'd be at the top of the list."

"There's no way to express his impact," said Jordan Cammack, Construction Director for HDJV, who worked with Williams throughout the entire SLC Airport redevelopment. "As he was passing, I sent a text trying to share my gratitude for what he's taught me. He had a quote: 'Treat people fairly, treat them with kindness, and always tell the truth'—that was Mike. That's what he instilled in everybody. If you do those things, you'll set yourself up for success."

Williams was no fan of praise and attention, and likely would not approve of being honored with a plaque (he was also honored for his work on the Logan Airport Terminal A project), but as Cammack remarked, "We'll ask for his forgiveness when we see him again."

Williams would also no doubt smile at the fact that Salt Lake International Airport's incredible transformation has captured worldwide acclaim. AirHelp, an online compensation service, recently ranked "The New SLC" #1 in the U.S. and #8 in the world in a comparison of more than 200 airports worldwide—staggering numbers for little 'ol Utah.



Peggy Naomi Kahler Wadsworth

As the matriarch of the Ralph L. Wadsworth family, Peggy Wadsworth was known for her kindness, love, and selfless charity. On July 1, 2025, Peggy passed away at age 90, surrounded by family and friends.

Peggy was born July 31, 1934, in Sioux Falls, South Dakota, where she grew up on a farm. The family moved to Idaho Falls, where she met Ralph Wadsworth at Idaho Falls High School. Peggy and Ralph married in November of 1953 and went on to have seven children—all boys. Throughout their 70 years of marriage, Peggy was a faithful partner to Ralph—humble, hardworking, resourceful, loving, and unselfish. In Peggy's later years, her deep love for Ralph became even more apparent, not wanting to spend a moment apart and always worried when Ralph wasn't there.

She was an amazing parent to her seven sons and took every opportunity to teach them valuable lessons about how to be honest, giving, hard working men—leading by example, of course.

She was often the family peacemaker, particularly in the past 30-plus years, as competition between rival family construction companies had a way of sparking contention, at times. She had a unique way of keeping people in check and not letting petty differences fester.

"She was never mean to anyone in

The Ralph L. and Peggy Wadsworth family, circa early 70s. (left to right) Row 1: Ty, Nic, Kip. Row 2: Con, Ralph, Tod. Row 3: Cal, Guy, Peggy.



her life," said Tod Wadsworth. "Through all those years, she was such a strong support for my dad and us kids, and our kids as well. She's the family matriarch that's been able to hold it all together. Dad wouldn't be successful, by any means, without her. She toughed it out. I don't think I ever heard her judge one of dad's decisions."

At Peggy's 90th birthday party last summer, Kip said there were over 60 people there, everyone a member of the Ralph and Peggy Wadsworth family.

"That's a cool legacy in and of itself, having their posterity, first and foremost," said Kip.

Peggy's sacrifices, values, and leadership set examples for everyone, but mainly for her sons. The construction and real estate companies that the Wadsworth family has built continue to be successful, in large part to Peggy's influence on the boys. She worked hard every day, setting an example of how life was meant to be lived. Peggy was an icon, a beloved matriarch, and the true heart of the Wadsworth family.

She is survived by her husband, Ralph, and their seven sons: Guy, Cal, Con, Tod, Kip, Ty, and Nic, along with their spouses and families, including 24 grandchildren and 12 great-grandchildren.



Gregory Alan Beecher

Gregory Alan Beecher, as Associate with Salt Lake-based MHTN Architects, passed away peacefully August 4, 2025, after a brave battle with cancer.

Beecher was born in Ogden and graduated from Cottonwood High School in 1976, where he took architectural drafting classes in his quest to be an architect. He started as a draftsman for two firms before landing at Kevin Watts Architects, where he worked for nearly three years. He joined MHTN in October 1998 and worked on many important, high-profile projects throughout Utah over nearly 27 years.

"Greg excelled at bringing people together. With his calm humor, light-hearted know-how, and broad smile, he was a mentor architect, among the finest," said Peggy McDonough Jan, President of MHTN. "Greg had a way of making the newest person at the table feel at ease. He was a central influence on everyone here, shaping MHTN's culture. We miss him dearly."

"Greg had a remarkable ability to understand project complexities and navigate the nuances of the industry with ease," added Chad Nielsen, CEO of MHTN. "He consistently cut through the noise to bring the essential elements to the forefront, offering clarity that guided both teams and clients with confidence."

Among his notable project are Millcreek City Hall, Salt Lake County District Attorney Offices, Salt Lake County West Jordan Library and Viridian Event Center, Draper Library, Salt Lake Public Health Building, Zions Bank Tower Reskin, Myriad Genetics, numerous municipal buildings, and many projects for Merit Medical.

His greatest joy in life was spending time with his family. He is survived by his wife, Kathi, seven children, and 17 grandchildren. ■

Short and SWEET



Construction companies are utilizing microlearning apps and quick-hitting videos to aid their approach to safety and training, with short, 5- to 10-minute sessions designed to improve comprehension and retention.

By Bradley Fullmer

After more than 25 years as a construction safety professional in Utah, Chelly Heninger has seen the industry make major improvements across the board and witnessed dozens of trends that have helped incrementally raise the bar on overall safety and training.

As the new Director of Risk and Training for COP Construction (offices in North Salt Lake and Billings, Montana), Heninger said the company is trying out “microlearning”, a concept that has been around since the advent of smartphones, with the idea of delivering short, quick-hitting video content easily disseminated to an entire team.

The company is utilizing BuildWitt, an LMS (learning management system) platform founded in 2018, which offers more than 1,500 videos geared to the heavy/civil construction industry.

“We started using BuildWitt on a weekly basis—we want a walk-before-we-run approach, or a layered approach,” said Heninger, who ran her own safety consulting firm, Awareness is Key, for six years prior to joining COP in June, along with 19 years at Granite Construction in North Salt Lake. “It’s a unique platform in that the video content is very construction geared—that’s what was attractive to us. They have courses outlined for different work types with microlearnings to build on.”

“It’s about making it fun, simple, short,

sweet, and accessible,” said Jason Cuskelly, VP of Business Development for Springville-based Tyfoom, a firm he said “didn’t invent microlearning, but we were one of the first to put it together creatively. It’s not necessarily what we do but how we do it.”

Microlearning Can Be Customized with Firm Specific Content

Cuskelly said microlearning offers a slew of advantages to firms of all sizes that are constantly working on maintaining, and even subtly improving, their internal safety programs. Among the benefits:

—Flexibility and Accessibility

The days of parking your keister in a chair for a couple of hours in some staid office are rapidly going the way of the Dodo. Cuskelly said the hot trend is automated microlearning videos that are automatically sent to a worker’s email—they don’t even have to go looking for content. “These are little nuances as to why people use Tyfoom and why it’s impactful,” he said.

“It creates accessibility with what we can teach in under 10 minutes, and still give effective training,” added Heninger. “It’s short, it’s quick, and it’s in their hand.”

—Improved Knowledge Retention

It’s no secret that information that comes in small, bite-sized doses is easier



to digest and retain, and helps mitigate cognitive overload. It also offers the ability for safety directors to focus on specific topics, in addition to on-the-spot training that can happen at daily meetings to begin the workday.

—Personalized Learning Experiences

Certain apps offer firms the ability to create custom content, including company policies and other directives aimed at making the learning specific to the type of work a firm does.

“It’s about how companies utilize it,” said Cuskelly. “We have a delivery mechanism that is accessible and searchable. We have a library of 800-plus industry-related and business-related videos. It gives companies the ability to create their own content.”

Heninger said in mid-July the firm had a heat illness prevention course that included educating subcontractors and craftworkers in addition to COP personnel. Being able to customize the learning makes it more effective, as they were able to present OSHA content in addition to real-life examples and situations.

In an effort to gauge how effective it is, Heninger said, “We’ve sent out surveys on what’s working, issues with troubleshooting. Getting feedback is important with any app-based system.”

Utilizing AI in Safety Apps

Bountiful-based Stout Building Contractors has been testing a safety app driven by AI called Safety EDH. This app is designed to identify risk even in fluid or rapidly changing situations, allowing for real, on-time solutions, according to Matt Lechtenberg, Safety Manager, and Robby Loose, Director of HR & Safety for Stout.

“Often in safety training we dump a load of information on a person, whether it be monthly, weekly, daily, and hopefully they pocket enough of that content to make good decisions in the field,” said Lechtenberg. “The biggest thing I’ve seen that makes me excited is that AI is half the formula. The other half, the human formula, is us giving daily, just-in-time training, and it’s training for that day. [Workers are] getting a one- to two-minute lesson and applying it. That makes our program 1% better a day than maybe 5% better a month. Retention rate has been phenomenal.”

“We set about building the brains of this AI program,” said Loose. “[The creator] took the logic of AI and programmed it with specific sources of information, like all OSHA (Occupational Safety and Hazard Association) regulations, ANSI (American National Standards Institute), basically all safety sources. This is the brains of Safety EHD.”

Sourcing information to the AI in this manner—along with entering a company’s own safety program information—offers a key benefit in mitigating what Lechtenberg and Loose referred to as AI “hallucinations”, a phenomenon where an AI program generates outputs that are factually incorrect, nonsensical, or fabricated. Loose said Safety EHD is accurate more than 90% of the time.

As project superintendents get to understand the program better, the intelligence of their questions has improved significantly over nearly a year of testing and prompting the AI machine.

“I’ve seen the level of questions get better and better over the past couple of months,” Loose added. “It’s about enhancing human decisions. It’s changing our guys.”

Even though the product is still in its development and testing phase, the program is available for contractors to download for both Apple and Android devices.

“It can be very company-centric,” added Loose. “Our [safety] policies are [programmed] in there, so when we take a picture of a construction site and ask the program what is not safe, it summons our own policy. The cool thing about an AI program like this is that it learns and becomes better. Maybe in the future we’re talking hallucination rates under 1%.”

As the programs improve, so do the workers that use them, making a safer construction industry in the process—which is something that we all are working towards. ■

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with Nathan Goodrich

Celebrating 75 Years of the Associated Builders and Contractors

ABC of Utah Chair Nathan Goodrich, who serves as Division Manager for Helix Electric's Salt Lake office, sat down with *UC+D* to discuss the Associated Builders and Contractors' 75th anniversary as the leader of merit shop philosophy and free enterprise in the construction industry. Locally, the ABC of Utah continues to build high-quality projects, as shown in the ABC of Utah Excellence in Construction awards (next page), which occurred in May. Goodrich detailed the mood of the association and its opinions on various industry concerns. Responses edited for brevity.

UCD: *ABC is celebrating 75 years as a national association. What is the legacy of the Associated Builders and Contractors?*

Goodrich: The legacy started with five member companies. Today, ABC has 23,000 member firms, and hundreds of thousands of employees all participating in that common cause of winning work based on merit. Our legacy is more than just fighting for the rights of merit shops; it also advocates for safer work conditions, as well as training and developing good people. ABC members who participate in our STEP safety program have incident rates far below the industry averages. ABC has

made significant investments in training and education, including our National Craft Championships. Part of our legacy is that we keep getting better. It's a much better industry to work in today than it was when I started 30 years ago, and we have our member firms and employees to thank for that.

Our Excellence in Construction awards in Utah are special, but attending our national Excellence in Construction awards event showed me what our national membership is capable of building for communities across the country. We're builders. We build some of the most impressive buildings in the country, and do so much good for so many people.

UCD: *Merit shop philosophy always boils down to fair competition. But what may the industry be missing when understanding ABC's commitment to this philosophy?*

Goodrich: Merit shop does not mean anti-union. Unions have been a vital part of American labor history, helping to stop numerous abuses that were occurring. Merit shop means ensuring open and transparent competition for jobs so that—regardless of union affiliation—they can be done efficiently by teams qualified to work them.

What we see as problematic is an

insistence on laws that limit non-union firms from winning federal jobs. Former President Biden signed an executive order requiring Project Labor Agreements (PLAs) for all federally funded projects over \$35 million. Approximately 88% of all contractors are not affiliated with a union. I would argue that the ABC contractors working on large federal projects are as smart, safe, and well-trained as any union contractor. Creating laws that exclude the majority of contractors, especially from federal projects paid for with our tax dollars, seems pretty un-American to me.

UCD: *ABC received considerable attention for opposing the COVID vaccine mandate required by OSHA. What other lobbying and advocacy have you all done nationally or locally since then?*

Goodrich: Nationally, ABC advocated for the Fair and Open Competition Act. We have been lobbying for that for a while. Government-mandated PLAs in federal work, specifically, lead to fewer jobs and increase construction costs. PLAs are presented under the guise that we all will agree that we will ensure worker safety and wages during ongoing work, and that workers will not strike. But our ABC of Utah member firms want to work, and we want

our employees to be safe. We want open competition on federal projects to ensure the most qualified teams are doing jobs funded by our taxpayer dollars, and I don't know of a single open shop that has ever gone on strike.

Most of the things we push for locally are very different. We don't have the same battles at the national and federal level that we do in Utah. Last year, we pushed for more trade school opportunities and advocated for more shop-like classes as well as schools dedicated to trade-based learning. The Davis Catalyst Center is a great example of what we're trying to do to get young people more exposure to the construction industry.

UCD: *Utah is a much more business-friendly state than the average. What is your overall outlook on the construction market in Utah?*

Goodrich: We're seeing massive jobs coming up in places all over the state. The University of Utah hospital in West Valley, all of the resort work around Wasatch and Summit counties, Texas Instruments in Lehi—there is so much work on the horizon that we fear that we will not have enough people coming into the trades to do it.

Utah has done a great job in diversifying our economy, but just because we've done a good job doesn't mean we're immune to problems. Success has now become our biggest problem because the cost of living in Utah is so much higher than in years past.

UCD: *How do you ensure that workers within association firms have wages that keep up with the cost of living?*

Goodrich: If you think the path to profitability comes from taking from your people and suppressing wages, you've

missed the boat, and you're about to lose your best people. Whether it is paying people more to work on some of these remote or distant jobs, offering incentives to apprentices as they complete their education toward journeyman status, or other solutions, the path to profitability in our companies is to reward workers.

At Helix Electric, we see data center work in Utah as a driving force for electrical contracting, where electricians can earn well into the six figures annually, including per diem and overtime rates. It's hard work, but it's an excellent way to make a living. It's not just electricians, but other trade contractors benefit from these higher-dollar jobs where labor and resources, instead of price, are the constraints. It forces all jobs to compete, and we think our industry is at its best when we're all competing to win good jobs and bring in good people.

UCD: *Speaking of labor, what is the overall employment outlook? Will we ever fix the "labor crisis"?*

Goodrich: The economy has been uncertain lately, but the issue we're having is that more people are retiring from construction than are entering the field—that's not going away. It's a challenge, but we're making a big push. I think the stigma of going into the trades is going away. We need to be doing our job, showing younger people what it actually looks like to work in construction today. I think we still need to spread this message to parents too, and show them that this isn't just a good job, but a great career.

Going back to politics and advocacy, we at ABC of Utah, and probably the entire country, want an immigration system that works. We continue to advocate for that because immigration is what keeps our country running. I believe that, regardless of nationality, if you show up and work hard,

you're going to be rewarded. You're going to get raises. You're going to move up. Merit is the American Dream.

UCD: *How do you all couch those labor concerns with the recent push for AI?*

Goodrich: There is already so much artificial intelligence baked into the software and programs that we use in estimating, building information modeling, and other construction services. But AI is now helping us to review contracts and legal documents. It's a tool.

But when I think about the work done by our member firms and their employees—AI can't hammer nails, it can't install conduit, it can't install a prefab wall panel... yet. Again, it's a tool that will help us do our best work but the tradespeople who build our communities will only become more important.

UCD: *What are you and your ABC of Utah members most excited about for the future?*

Goodrich: We're excited to see the Winter Olympics coming in 2034 and everything that comes with it. It's great to see the foresight from state leaders and those in sports and recreation to preserve and maintain our facilities since 2002. We're excited to see what projects the 2034 Olympics bring.

We have been underserved in high-end amenity spaces within Salt Lake City and Utah in general. But that is quickly changing with the amazing resort properties being built in Park City, downtown redevelopment, and other plans going into place all over the state. Utah has always been an amazing state—we're a destination—Utahns have always known this, but now the rest of the world is seeing it too. ■

Daybreak: Then and Now



Thoughtful consideration on Oquirrh Lake transformed the initial idea for the water feature into a community and ecological asset. The 67-acre lake weaves around the 130-acre recreation space, residential area, and wildlife habitat. (Left rendering and photo pictured courtesy LHM)

Daybreak in South Jordan has been a nexus of good urbanism, as the execution of the design has followed the same trajectory outlined over 20 years ago to create a highly livable community.

By Taylor Larsen

Daybreak is in South Jordan, but it feels like a different town—and it has the HOA fees to prove it.

HOA jokes aside, Daybreak is distinct within the context of Utah and urban development more broadly for what has been prioritized there since its inception in 2004. Of its 4,100-acre footprint, 20% is dedicated to trails, parks, and green spaces. Beyond recreation, the community has streets and commercial areas that look much different than its city neighbors.

Daybreak, across three ownership groups over the last 21 years, has been designed and built to maximize livability.

New Ideas for a New Community

The area known as Daybreak was originally part of over 100,000 undeveloped acres in Salt Lake and Tooele counties owned by Kennecott Land, a subsidiary of mining conglomerate Rio Tinto Group. Kennecott Land set out to create a well-planned

community a few miles from its Bingham Canyon Mine. Daybreak was named for its location, where sunlight first hits the landscape as it rises above the Wasatch Mountains to the east.

Jim MacRae, Principal of Design Workshop's office in Denver, said that Kennecott Land asked his firm to review the park and open space portion of the master plan developed by Peter Calthorpe and his team at Calthorpe Associates. Instead of selling the land to the highest bidder, Design Workshop and others on the early project team noted a few key differences in the plan, like connected streets, alleyways to garages, ample green spaces, and design guidelines for builders to construct houses and front yards to make it all fit together.

Designers of the master-planned community were interested in reintroducing traditional town planning principles reemerging in a growing urban design movement called "New Urbanism". The

movement sought to get off the highway of car-centric sprawl. Instead, its followers designed cities and towns that prioritized mobility choice and human-scaled design.

Brothers Terrall and Michael Budge have been longtime design consultants for Daybreak and fans of New Urbanism. They started at Design Workshop before opening their own firm, Loci, to continue working on Daybreak. Terrall said the concepts outlined in New Urbanism "had never been done before in Utah, especially in a new community."

Stephen James is another longtime member of Daybreak's development team, and currently serves as the Chief Visioning Officer at Larry H. Miller Real Estate, the current owner of Daybreak. James remembered the energy of the Daybreak design teams in the early 2000s, with Rio Tinto/Kennecott Land project managers, urban planners, architects, and landscape architects who built the initial vision.

James recalled that Rio Tinto wanted to create a model for sustainable growth, and the young team of designers said, "Yeah! Why not?"

"We were asking, 'What does quality growth in this market look like?' We were testing, pushing, refreshing, trying to discover and uncover how to develop."

— Stephen James

Land Planning for Connection

James said initial city planning conversations sought to rethink transportation.

"We wanted to find an alternative development pattern that would encourage people to leave their car at home," said James. The transportation network still needed to connect people to amenities, services, and jobs, and be oriented in a way

where people could choose to walk or bike instead of driving.

"As we began to look at cities trying to retrofit bicycle paths into their communities, they were always running along busy roads," said James. "And that's not always comfortable for cyclists."

James and other designers envisioned what it would take to get young mothers and children out on bicycles.

"We needed to create trails and an open space system parallel to, and equitable with, the street system, so that walking and cycling are actually legitimate choices that people would opt in to using," James said.

Designers researched how to create open spaces effectively, link them together with other amenities, and encourage people to use them.

"It's like a string of pearls," James laughed. "We learned that not only do you have to create connections, but you have to create desirable, amenity-filled experiences. It has to be beautiful. It has to be designed and scaled to the human pace—three to four miles an hour—which means the architecture had to change."

Designers continued tinkering, imagining how infrastructure would relate to architecture and housing, how residents would flow out of their homes and into the community, and how design could make it as easy to walk out the front door as it is to drive out of the garage door.

"It was a laboratory for growth [...] and preservation of quality of life," James recalled of those conversations with South Jordan, Kennecott Land, and the design teams. "We were asking, 'What does quality growth in this market look like?' We were testing, pushing, refreshing, trying to discover and uncover how to develop."

Design Team Coalesces

That laboratory mentality led to refining the development team's approach to housing community form and the design of parks and open spaces.

"To [Kennecott Land's] credit, they wanted to preserve open space within their development. It was unheard of at the time," said Michael Budge, Principal at Loci. Both he and Terrall, a fellow Principal at Loci, credited the developer for pushing their team to imagine something better. "And»



Courtesy Brandon Huttenlocher/Design Workshop, Inc.



Courtesy LHM



Courtesy D.A. Horchner/Design Workshop

that seeped through to us to rethink things,” added Michael.

One of the first examples of rethinking came via Oquirrh Lake. Original plans, said Terrall, had the lake lined in concrete, chemically treated, and fountains spraying “like a commercial office pond.”

“Daybreak is one of the most successful master planned communities, and it has been for years.”

— Terrall Budge

Would it be successful? Probably. But environmentally sustainable? No chance.

After a rethink and a redesign, Oquirrh Lake became not just a 67-acre body of water, but over 130 acres of recreation space and reinvigorated wildlife habitat—a residential island with several miles of pedestrian trails, picnic areas, bridges, and a reflecting pond to go with a new home for fish like rainbow trout and largemouth bass, and birds like grebes and coots.

“It was more than something nice to paddleboard on,” said MacRae of the new

design, which opened to the public in 2006. “Oquirrh Lake became an ecological asset for the community.”

Water remained a key topic in all discussions surrounding Daybreak’s green spaces. Collaboration between ownership and Loc, as landscape architects, brought forth water-saving landscaping that required less irrigation. Those same landscapes were designed to capture stormwater to recharge aquifers instead of sending it into the South Jordan storm drains.

According to Don Tingey, Assistant City Manager for the City of South Jordan, Kennecott Land’s goal of establishing a sustainable community is reflected in the master development agreement signed in 2003, which requires all stormwater to be retained within Daybreak.

“This has encouraged the developer and [South Jordan] to be innovative in their design and implementation of proposed concepts,” Tingey said.

By utilizing the landscape to pre-treat the water and flush the soil of the sulfate plume from Rio Tinto’s previous mining operations, James added, “Growth and development have helped to heal the land,

where water stays on site and pre-treating it has created a beautiful aesthetic.”

Adhering to the agreement, Terrall said, has saved the South Jordan money by reducing stormwater infrastructure and helped create a healthier community.

“Daybreak landscapes do multiple things,” he said. “It’s an aesthetic amenity, infrastructure, and recreation space. [...] it’s the biggest bang for your buck.”

To his point, landscapes serve yet another function as transportation infrastructure, creating a walkable community for Daybreak residents. Tingey said that 61% of respondents to a South Jordan resident survey indicated they visited the Daybreak Trail System in the past 12 months, making it the most-traveled system in South Jordan as it takes residents and visitors to churches, schools, parks, and commercial areas across Daybreak’s 4,100 acres.

Elizabeth Gray, Larry H. Miller Real Estate’s Senior Director of Marketing, said that design like this centers around the “five-minute life”, where there is “something within a five-minute walk from everyone’s front door that is engaging—a surprise and delight.”

Work Continues Under Larry H. Miller Ownership

Under the stewardship of owners Larry H. Miller Real Estate, who purchased Daybreak in 2021, plans continue to reap the rewards from prioritizing liveability.

Today, “Daybreak is one of the most successful master planned communities, and it has been for years,” said Terrall, and one he mentioned that is “replicable everywhere.”

James agreed, saying many ideas behind Daybreak aren’t new, but came from “memories of being free-range kids in small-town Logan,” referring to himself, Michael, and Terrall. Those three, along with a host of others across 21 years of project teams, wanted the same thing—a safe place where kids could be kids, where parents could walk to work, and where grandparents could age in place—a community where people came first.

“It’s about bringing people along and giving people a choice to opt in,” James said of Daybreak’s plans and their realization over 21 years and counting. “And people are choosing it because of its advantages.” ■



Brookside Park (pictured) is one of many examples of how parks, multi-purpose landscaping, green spaces, and amenities have made Daybreak into one of the fastest growing and most successful master-planned communities in the country (photo courtesy LHM).



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Marshall N. White Community Center



COMMUNITY FIRST

The newly rebuilt Marshall N. White Community Center emerges as a best-in-class community center emphasizing flexibility and diversity throughout the building.

By Taylor Larsen

Photos Courtesy: BHI/Jeremy Gudac



First. Best. Leader. These are some of the many positive ways people described the late Marshall White, the civic hero and namesake of Ogden's past and future community centers.

Marshall White is remembered as the first black police officer in Utah killed in the line of duty after being fatally shot in 1963. Equally important was his dedication to other causes outside of police work: the loving father of seven children; veteran and military doctor who helped establish a clinic at Hill Air Force Base post-WWII; youth mentor who partnered with the Elk's Club to establish the Wall Avenue Recreation Center; President of the Ogden chapter of the National Association for the Advancement of Colored People.

Marshall White embodied community, and the original Marshall White Community Center, constructed five years after he died in 1968, was its physical manifestation. The building became a safe haven for youth, especially those with darker skin and different ethnicities from those of Utah "pioneer" ancestry, to learn to swim, take art classes, and participate in sports.

But as time passed, the building fell into disrepair as Ogden's population shrank from the 1970s through the 1980s. Structural issues in the building appeared before a crack in the pool grew into a metaphorical chasm as COVID and its effects further disconnected society.

Ogden needed champions who would follow in White's footsteps to bring people together, and create a space that would continue his community-building legacy.

New Center; Relit Community Beacon
Salt Lake-based VCBO was hired in 2020 to evaluate the old facility and propose future alternatives. It began, as VCBO Principal Brent Tippetts described, "to replace a failing pool and building. [...] It quickly became apparent that this community revolved around the Marshall N. White Community Center as both a gathering space and a historical icon for all minorities and people of humble circumstances."

"Budget is always a challenge, but perhaps meeting all the affected parties' expectations was more so," said Tippetts. "What was originally a pool and gymnasium replacement became a versatile destination

with a plethora of participation options.

He and the VCBO team worked with an Ogden City-appointed steering committee of passionate residents who provided valuable input on the importance and utilization of recreation and community spaces.

"It was incredibly fulfilling to collaborate with the city officials who were passionate about providing a valuable resource for their community."

—Scot Marrot

"The Mayor, City Council, and City administration were committed to funding the project at the required level to achieve the grander vision for the facility," said Tippetts. »

The Ogden City Council initially set aside \$18 million and later increased the budget to \$32 million for a new, 68,900-SF community building, doubling the size of the previous structure.

Construction Challenges

But challenges arose as soon as excavation commenced. Construction teams led by Vernal-based BHI encountered a dark, organic-looking soil that was previously undiscovered in geotechnical test borings. The surprise soil raised immediate concerns due to its lack of stability and reliability in compaction.

BHI’s history as an industrial contractor, where safety and lightning-fast communication are treasured, escalated the soil problems immediately. They collaborated and aligned with ownership, geotechnical engineers, and designers amidst evolving conditions to create a plan. Instead of utilizing native soils as initially planned, excavation teams removed the unsuitable material and imported structural fill from Ogden and nearby Plain City to meet compaction and bearing requirements, all while maintaining oh-so-important project momentum.

“Working with Ogden City involved a different set of communication and coordination protocols than our typical projects,” said BHI Superintendent Scot Marrot. “There was a greater emphasis on public transparency and adherence to specific city regulations. However, it was incredibly fulfilling to collaborate with the city officials who were passionate about

providing a valuable resource for their community. The partnership fostered a strong sense of shared purpose and pride in the final outcome.”

Activities for All

On the design side, both Tippetts and Eric Peng, Project Manager at VCBO, said that design intent centered on flexibility and diversity of function. Designers envisioned the new center as accessible as possible for the community to host multiple types of activities.

“The City wanted a space to host various events and accommodate large gatherings,” Peng said of how those desires manifested in the 3,600-SF community room. “But they also wanted the flexibility to split the space into smaller, more intimate rooms that could function as classrooms, conference rooms, dance studios, etc.”

Two sets of movable walls open up the community room entirely, while roll-up doors allow for an even greater hosting component, where visitors can pass through those doors into the hallway and then into the gym.

Those choices helped create an unforgettable opening day, as Peng described how it felt like all of Ogden showed up in support.

“The parking lot was packed with community members eager to tour and experience the facility,” Peng said. “It was exciting to watch their interactions, showcasing the versatility of the space.”

But much like the old building, this is more than a recreation center. Peng

mentioned how many features from the old center are new and improved in the new facility. The Head Start program space for children is especially spacious, with massive windows bringing in a light and energy matched by the children who play there. The new ceramic studio is larger, too. It features pottery wheels, ample storage space, and a kiln for the emerging artisans of Ogden. On the other side of the wall from the ceramic studio is a full commercial kitchen designed, as Tippetts described, “as a teaching kitchen to share cultural dishes and basic cooking skills.”

Dipping into a New Pool

As Tippetts mentioned, the indoor pool was a starting point in early programming conversations. The center’s Myrtha pool system brought top-tier pool tech to Ogden. The stainless-steel prefabricated panels that form the pool structure were hot-rolled with a PVC laminate before being further bonded together with a PVC liquid that penetrates the joint between panels to create a superb seal and uniform finish across the 137,000-gallon pool.

To raise the standard of the pool facility, design called for an absolute jaw-dropper of a curtain wall on the building’s west side. It stretches 116 feet across and 27 feet high, bringing in so much passive light to the pool that you’d be forgiven for thinking you’re outside on a cloudy day.

Marrot said the pool sits at a comfortable 86 degrees, while the air moving through the aquatic center is slightly warmer at 88 degrees, thanks to a

massive RTU system. The Superintendent joked that the team working this scope performed “a true labor of love”, punching out air intake holes by hand across 250 SF of composite wood slat siding. Their work is excellent—the wood slat air intake combines perfectly with the other walls to keep systems out of sight and out of mind for patrons.

Athletics Remain Focal Point

Athletic facilities extend just past the locker rooms and continue the flexible design intent to meet diverse athletic needs.

The 8,500-SF Nordic Oak basketball court features six hoops along with court markings for both basketball and pickleball. Dividers can drop from the ceiling to split the floor into two smaller courts for a future Damien Lillard or Tom Chambers to hoop it up.

Further down the hall is the synthetic turf field set up for soccer and the next Michele Vasconcelos or Taylor Booth. The project team pointed out how the netting above the fieldhouse can drop down to

form a half dozen batting cages for the next softball great, like Amy Hogue, or baseball legend, like Bill Buckner.

Up the stairs to the second level and one gains an appreciation for the resources devoted to nearly doubling the space of the new center.

“The goal, Tippetts said, “was to create an enegetic, open, and inviting space [...] that has visibility throughout the interior of the building.

Beyond an exercise studio for yoga, spin, barre, or other classes, free weights, machines, boxing equipment, and squat racks allow participants a wide range of workout options. The 10 millimeter-thick Mondo flooring, double thick in the boxing and squat rack areas, spans 12,000 SF across the gym and then out and around the floating track that circles the basketball court and indoor field.

As the building tour looked out over the fields from the track, Marrot detailed another challenge confronted by the construction team during erection of

the steel joist just above. Discrepancies between shop drawings and fabricated joist thickness required field adjustments from the steel erector to ensure proper alignment and structural continuity.

“Our team quickly adapted by reworking affected beams in coordination with the erector and structural engineer to minimize schedule delays and preserving design integrity,” said Marrot. “The experience reinforced the importance of sharing finalized production details when available in projects with tight structural coordination zones.”

Project Reaches Finish Line

Much like a diverse group can bring out the best of everyone, materials like the 13,500 SF of clay-faced and copper matte brick masonry, 39,000 CMU blocks, 13,700 SF of glazing, and others combine to create a diverse and gorgeous community center. The 145 metal panels near the entrance—in Ogden blue—work hand in hand with beautiful murals depicting the heroic life»



Art in the Marshall N. White Community Center (pg. 38 top) that depicts the life of Marshall White is seen at the facility entrance (pg. 38 bottom) and again in the hallway (pg. 40 left). The center has upgraded aquatic facilities (pg. 39), as well as an expansive weight room (pg. 40 right) and elevated running track (pg. 42 top).



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of Marshall White to add city-specific notes that live up to the legacy he started nearly a century ago.

But before the grand opening, the project partnership received one final test two months before the new community center wrapped up.

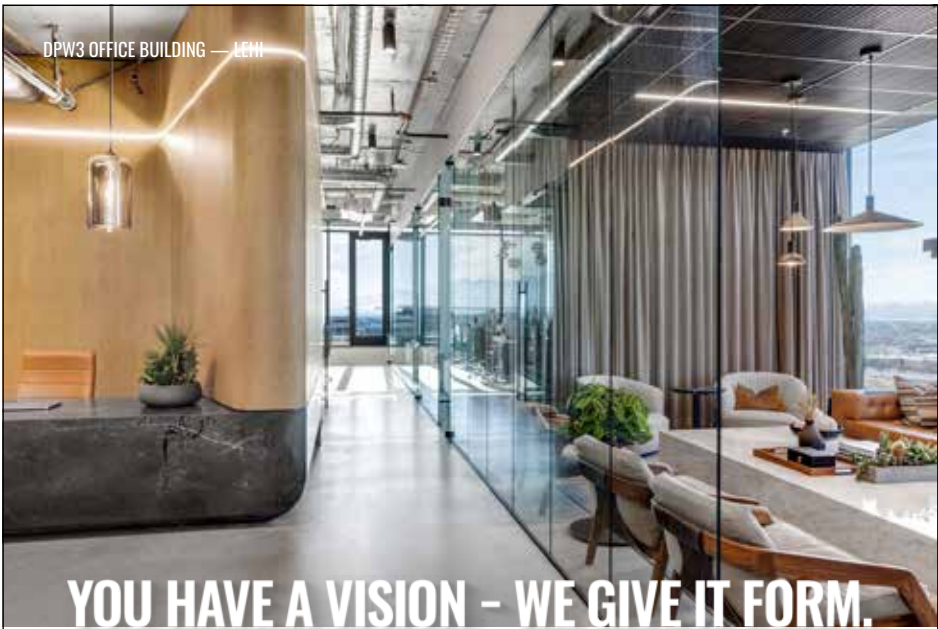
“They didn’t have it in their initial budget,” said Peng of the additions, “but they received some grants that allowed us to polish off the final parts of the project.”

The new scope included outdoor pickleball courts, a soccer field and perimeter fence. Beyond sporting

amenities, construction teams also replaced the western sidewalk and installed an additional food truck pad on the eastern edge of the parking lot. These additions round out an incredibly diverse set of activities and features for patrons and Ogden City residents.

“It was challenging,” said Marrot of the 11th-hour additions. How challenging? It’s hard to say, considering all the new features tie in so well with the community center that one would never know that it wasn’t planned this way from the start. “But it was exciting to see that finished product be completely finished.”

Ogden City representatives agreed. “The Marshall N. White Community Center is a space built for all of Ogden—especially our youth,” said Edd Bridge, Recreation Director for Ogden City. “It reflects the city’s commitment to providing a place for residents to come together, stay active, and grow—and it honors the legacy of Marshall White and what he stood for: service, opportunity, and community.”



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Much like its namesake, the Marshall N. White Community Center continues a legacy of bringing diverse people from across the area together to experience the joy of sport and community. ■

Marshall N. White Community Center

Location: 222 East 28th St, Ogden

Cost: \$33,000,000

Delivery Method: Lump Sum

Project Team

Owner: Ogden City

Owner’s Reps: Edd Bridge; Justin Anderson, Taylor Nielsen

Design Team

Architect: VCBO Architecture

Electrical Engineer: ECE Engineering

Mechanical Engineer: Heath Engineering Company

Structural Engineer: ARW Engineers

Civil Engineer: Great Basin Engineering

Landscape Architect: Prime Landscape Architecture

Geotech: Ninyo & Moore

Pool Design: Water Design, Inc.

Food Services: Jedrzejewski Designs

Construction Team

General Contractor: BHI Co.

Concrete: Cornerstone Concrete

Plumbing: Advanced Plumbing & Mechanical

HVAC: Stellar Mechanical

Electrical: Ludvik Electric

Masonry: Allen’s Masonry Company

Drywall/Acoustics: HD Build

Painting: Painter Bros

Tile/Stone: Wall 2 Wall

Carpentry: Cheney Brothers Construction

Flooring: Wall 2 Wall; Comfloors

Roofing: Redd Roofing

Glass/Curtain Wall: Gordon’s Glass

Waterproofing: Rocky Mountain

Waterproofing

Pool/Aquatic Features: CEM Aquatics

Steel Fabrication/Erection: Prestige

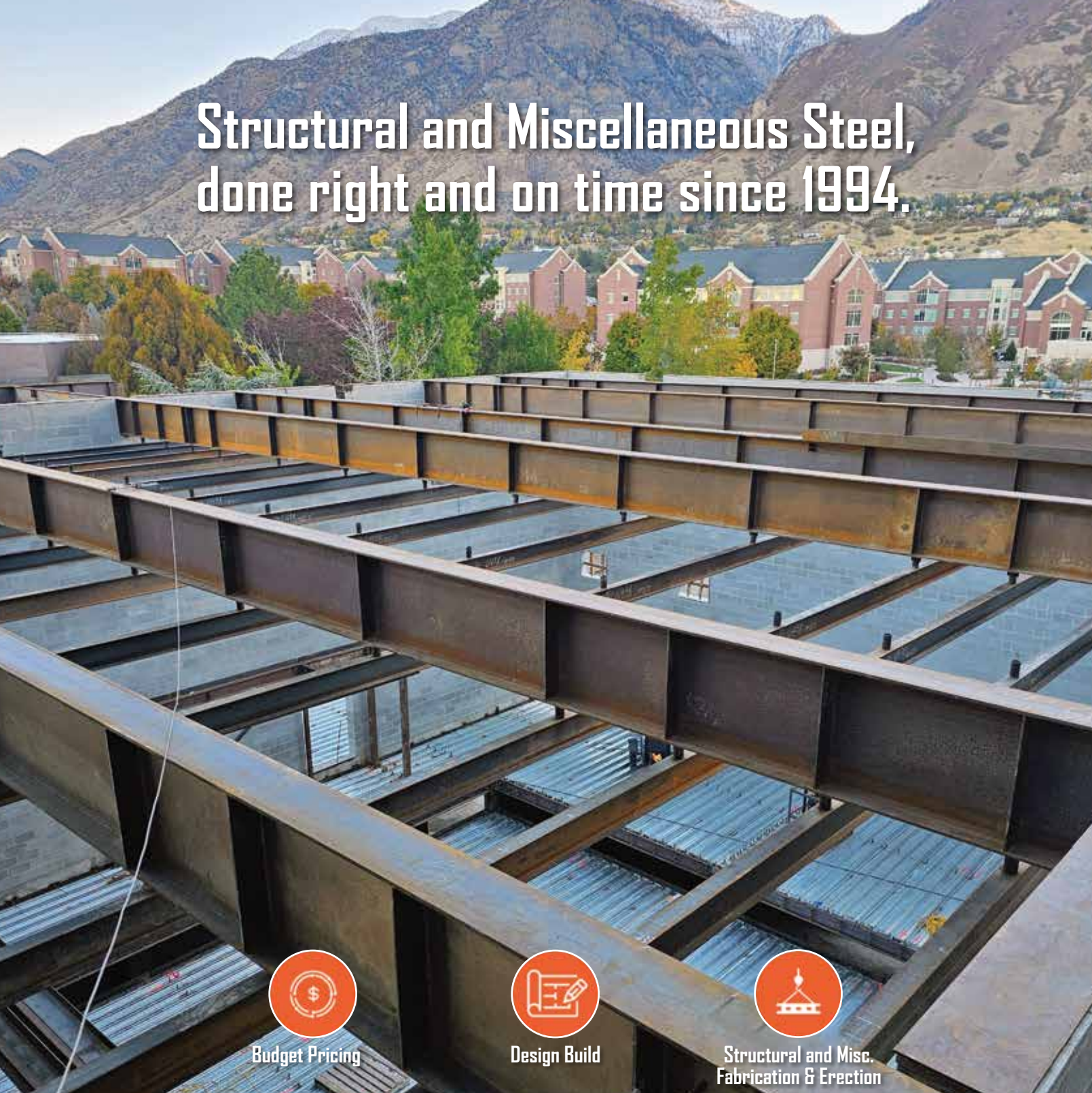
Constructors

Excavation: Next Construction

Demolition: Perez Company LLC

Precast: Allen’s Masonry Company

Landscaping: Modern X Landscape



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ONE

FOR THE AGES

Few individuals have positively impacted Utah's A/E/C industry quite like Ralph L. Wadsworth, whose legacy includes the heavy/highway firm that bears his name, along with three other industry-related firms founded and operated by his posterity.



Brandon Squire



Con Wadsworth



Mike MacArthur



Scott Gubler



Tod Wadsworth



By Brad Fullmer

Fifty years after founding his seminal heavy-highway construction company in 1975 in Draper, the legacy of Ralph L. Wadsworth is truly remarkable and one-of-a-kind.

Indeed, few people who have spent their careers in the architecture, engineering, and construction industry can match the accomplishments of the 90-year-old Wadsworth, who mid-career switched from being a talented, highly-respected structural engineer into a general contractor that initially built small park projects before blossoming into a

company revered as one of the elite general contractors in the Intermountain West.

Rugged Upbringing Fosters a Can-Do Attitude

Ralph L. Wadsworth didn't have it easy growing up in Eastern Idaho. As the fifth and youngest child of Lawrence and Hilda Wadsworth, Ralph was raised in a hardscrabble environment outside Idaho Falls. He learned the value of hard work at a young age, working for Arrington Construction, in addition to working for his older brother, Golden, who started a

construction company in 1950 when Ralph was 16.

Ralph was tough and not afraid of hard work—a fact driven home when he earned a full-ride boxing scholarship to the University of Idaho, where he pursued a degree in structural engineering on the Moscow, Idaho campus.

"You better be in shape and have a hard head," quipped Ralph, recalling his college boxing days. "It gave me an opportunity to get an education and make something of myself."»

(opposite) Ralph L. Wadsworth watches demolition activity on the I-80/1300 East Bridge Slide in August 2023 with granddaughter, Bradyann Wadsworth (Tod's daughter), illustrating his genuine passion for construction. (all photos courtesy RLW Construction)



One memorable experience in the ring came when the University of Idaho boxing team went to Baton Rouge to compete in a tournament held as part of the renowned Sugar Bowl football game. Ralph took second place, maintaining his scholarship and proving his mettle as one tough hombre.

Ralph met his wife, Peggy, during his sophomore year in 1953, and together they built a strong family that eventually included seven strapping sons—the initial core of RLW Construction. After graduating with a Bachelor of Civil and Structural Engineering in 1957, Ralph worked in St. Louis for two years before landing a job in 1960 working for legendary engineer Hoffman Hughes at Salt Lake-based H.C. Hughes Company, one of the top structural engineering firms in Utah. It didn't take long for Ralph to prove himself as a top-flight, talented designer.

“Hoff was the top structural engineer at that time [in Utah]—he worked for most of the big architects,” Ralph recalled. “We designed churches, office buildings, and other big commercial projects. He had me design the first lift slab in Utah for BYU. After the five-story building had been designed and was out for bid, somebody from BYU came to our office and asked Hoffman if he knew what I was doing. Hoff said, ‘You’ll have to take his word—he knows what he’s doing.’”

Ralph’s confidence soared, and he was later tasked with helping design the Washington D.C. Temple for The Church of Jesus Christ Latter-day Saints, a landmark building for the Utah-headquartered faith, which was completed in 1968.

In 1970, Ralph founded Ralph L. Wadsworth Engineering, figuring it was time to spread his wings.

Within that first year, it quickly became obvious to Ralph that, while being an engineer was indeed a fine career, the real money was in construction. He’d visit job sites, see the kind of work being done on projects he designed, and figured he could do a better job than what the contractors he saw were doing. He had the engineering skills, the moxie to run his own show, and, by the time 1975 rolled around, he had four sons old enough to work for him. »

The I-80/1300 East Bridge Slide is the latest example of RLW's unmatched success in executing Accelerated Bridge Construction (ABC) projects for UDOT, including the move of this 5-million-pound superstructure. (Inset) RLW utilized self-propelled modular transports (SPMTs)—a Utah first—in 2008 on the replacement of the I-215/4500 South bridge.

The clincher came when his brother Golden moved to Salt Lake and helped Ralph win a small \$130,000 job replacing tile at the Veterans Affairs (VA) Hospital in Salt Lake. Ralph hired his friend to do the tile work, supervised the job, and walked away with a tidy profit.

“I made \$34,000,” Ralph remarked. “I had been designing some pretty nice buildings and not making that kind of money—it was an eye-opener. So, I went into construction full-time, mostly doing parks and small jobs working for the city and state, before moving onto bridges.”

A Hallmark Attention to Detail

When Ralph L. Wadsworth Construction officially began in 1975, Guy was 21, Cal was 17, Con was 15, and Tod was 14. Kip joined the crew two years later, followed eventually by Ty and Nic. Ralph gave his sons plenty of opportunities to learn the

various field trades, including carpentry, concrete forming and placement, and everything in between. And he held his sons accountable for the work they did, expecting nothing short of perfection—no matter how difficult the job was, or how inclement the weather.

“He had all these boys and had moved from Salt Lake City to Draper in 1966, buying a three-acre plot. He wanted to teach his boys how to work and be in the country. In hindsight, it was a bold measure to move that far out here,” said Tod, currently an Executive Vice President who, along with Con, has been working at RLW since its inception. “We were constantly remodeling the house as kids—we learned demolition, plumbing, electrical, carpentry, sheetrock, and the most fun of all, hand shoveling. He always believed in hard work, doing things yourself, and seeing what you can accomplish.”

“We built most of the city parks in Salt Lake County for a decade,” Con said. “He wanted things done right. If you can walk the talk, you’ll have success.”

Ralph was very demanding on jobsites when the situation required it, a no-nonsense man renowned for his attention to detail and reputation for prolific on-site upbraiding. If you weren’t doing the job 100% correctly, he wasn’t afraid to unleash his displeasure construction crews—his sons included. “He was not afraid to humiliate you and your crew,” said Con, who mentioned Ralph’s motto: anything worth doing once is worth doing right. “If he thought you were doing a bad job, he would not spare any of that with anybody. On the other hand, if you did a good job, he’d compliment you and tell you that you did a good job.”

Tod said Ralph’s engineering prowess, understanding of materials, and ability

to maximize quality offered numerous in-house advantages to RLW’s team when it came to bidding jobs.

“What made dad admired and respected was his ability to work hard and honor what he said we were going to do,” said Tod. “His engineering background taught him about concrete and rebar; he knew the ingredients to success in concrete and formwork.”

“Dad would visit jobs quite often and inspect your work. If it wasn’t up to par, he’d let you know it,” added Kip. “But he would also sit down with us and help us figure out how to tackle the problem. He was innovative in figuring out better and faster ways to solve problems.”

“At UDOT, trust is at the heart of everything we do, and I know Ralph shares that same belief,” said Carlos Braceras, UDOT Executive Director. “He created a culture that aligns with UDOT’s, which is centered on directness and honesty. Ralph has always understood that how we do things matters, both to our partners and the public. His legacy is a strong organization where trust enables innovation and excellence to flourish.”

Progression into Heavy/Highway Market; Bridge Expertise Quickly Grows

After seven-plus years of building parks and other smaller commercial projects, the company started ramping up its competitive juices in the early-80s and made its way into the heavy/highway arena, including work on box culverts and bridges for the Utah Department of Transportation (UDOT).

The I-215 Belt Route was being built throughout Salt Lake County at that time, and more work was made available to local contractors. Kip recalls being “the small kid on the block competing with the big boys. We wanted to prove that we knew what we were doing.”

RLW Construction landed one of its largest contracts in 1983 to build two bridges for the B-line D-ramp on I-215 at 900 East, and it was off to the races in the transportation market.

“We soon learned all aspects of the business,” said Kip. “You couldn’t pull the wool over our eyes. All the boys were »



Within the past decade, RLW Construction has expanded into the water resources market, showcasing its expertise on technical water and wastewater treatment plant projects like the City Creek WTP.

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starting to learn everything about the business. Our vast field experience also gave us an advantage in estimating. A lot of estimators haven't worked in the field. An estimator who came up through the field was invaluable, especially back then when you didn't have software programs that could break it out by production rates and man-hours."

"What made dad admired and respected was his ability to work hard and honor what he said we were going to do."

—Tod Wadsworth

RLW Construction chased heavy/highway work in both the Utah and Arizona markets throughout the 80s, achieving solid success in both states. During that period, Guy essentially served as Ralph's right-hand man in the office, with Kip also assisting with estimating and project management. Meanwhile Con, Tod, Ty, and Nic worked in the field, initially as laborers before moving into foreman and superintendent roles.

One of the company's standout projects during the decade was the Eagle Canyon Bridge in Emery County, a project that tested the firm's mettle from top

to bottom, particularly Con, who served as Superintendent in 1985-1986 on the ambitious, high-risk job.

"It was one of the first steel arch bridges in Utah; we teamed with Olsen Beal for the steel erection," said Con. "It was a difficult job, to say the least."

Another important project for the firm during the 80s was a bridge replacement in Glacier National Park in Montana, a job Ralph said ranks as "one of the most difficult we ever built, with three piers that were six-feet by 20-feet and 150-feet tall and holding up a 1,000-foot-long bridge.

By the end of the 80s, the company had become experienced and trusted enough doing high-quality concrete work that it landed the complete structural concrete package for the Delta Center, a job that ran from 1989 - 1990. At the time, it was one of the most significant projects in Utah's history as it marked the new home of the wildly popular Utah Jazz.

The concrete scope on the Delta Center was supremely challenging and pushed crews to the edge of their expertise and determination.

"It was fast-paced, with huge sheer walls, big cranes, big form work—it challenged us every day," Tod recalled. "Dad designed the forms perfectly, with chamfer edges, relief of ties. He was fanatic about inspecting the forms, making sure they were clean, the chamfer was perfect, the Bondo

was perfect—he was very peculiar about it. In watching him on that job, I realized he was preaching duality. He's out there disciplining everyone, making sure work got done right."

Con and Tod played key roles on the Delta Center project. Con was a nightshift superintendent building walls, while Tod was a laborer trying to do a little bit of everything, realizing the value of having effective "supers" on larger jobs—guys that managed the work as opposed to physically building the project.

1990s: Fierce Brotherly Competition Drives Progress, Expertise

Shortly after completing the Delta Center concrete work, Guy decided to strike out on his own, with a firm resolve that he could also compete in the heavy/highway market as Wadsworth Brothers Construction, while benefiting exclusively on his own merits, rather than sharing the pot with a handful of other siblings.

The new dynamic immediately thrust additional responsibilities on Ralph and the remaining five sons, with Con and Tod assuming project management/field supervision, Kip taking over the estimating, finance, and business development role, and Ty and Nic upping their field duties, as well.

Throughout the 90s, the two firms regularly went head-to-head on numerous projects for UDOT and other municipalities. Competition made both firms sharper, while also directly benefitting the taxpayers who ultimately fund public transportation work.

"That was another level of competitiveness—now you're bidding against your brother," Kip remarked about the sibling rivalry. "When you look back on it, it was a good thing—it made us both more successful. That competition was one of the key elements in helping us rise above and be at the top of our game. We've saved UDOT tens of millions, if not hundreds of millions of dollars by now. It's been great for owners and the public in general."

Diversifying into Real Estate Development a Shrewd Business Decision

By the mid-90s, Ralph was intent on building a new company headquarters closer to the

family home in Draper. He also got wind of a future new I-15 interchange at the south end of Salt Lake County, prompting the company to invest in a four-acre plot that became Wadsworth Business Park, the family's first foray into real estate development.

Ralph said he collaborated with an architect friend, Winter Delamar, who had worked as a draftsman at RLW Construction, on the design of the four-building project.

Kip continued to work full-time at RLW Construction during the first few years of Wadsworth Development Group's existence, before transitioning over permanently in the early 2000s.

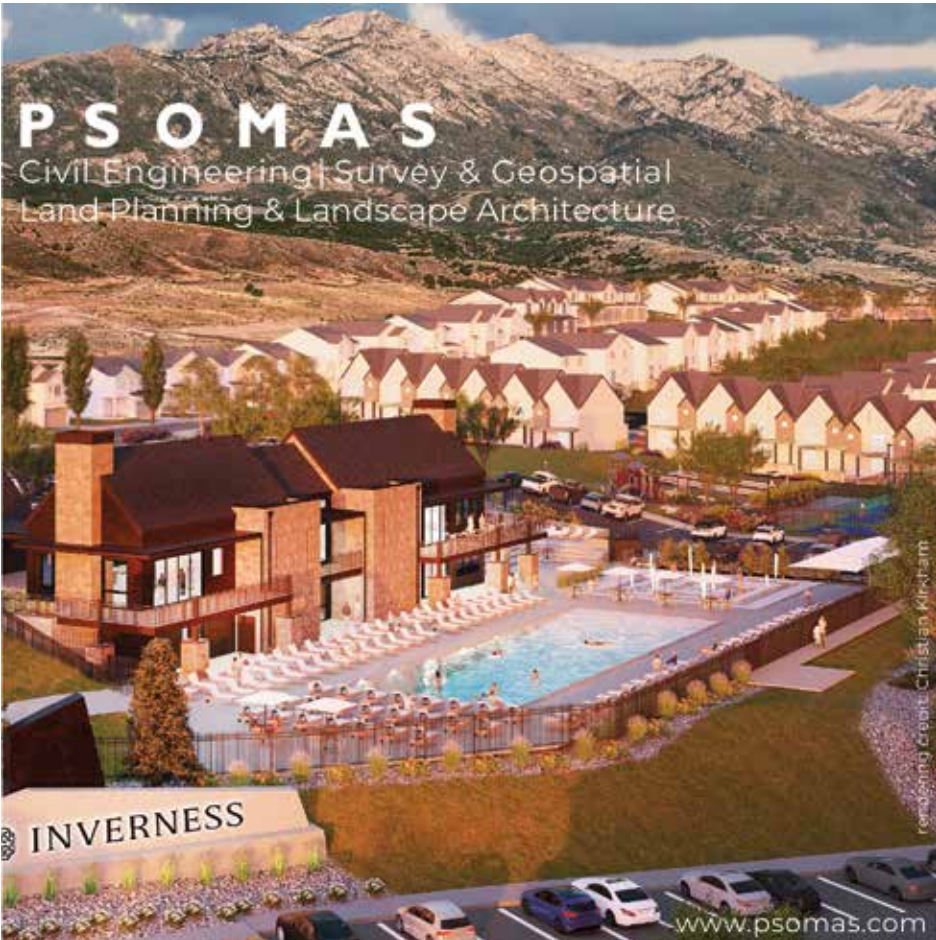
"Kip wanted to rent buildings out," said Ralph. "He figured he could do it as well as anyone else. His thought was, 'We'll make more money than in the construction business and we'll have another company to fall back on.' Kip is a visionary guy—he's smart as hell, and a hard worker."

Olympic Bobsled/Luge Run Drives Innovation; Company Adds Divisions

By the dawn of the 21st Century, Ralph L. Wadsworth Construction continued its aggressive approach to the construction industry, taking on perhaps the single most challenging project in its history—the Utah Olympic Park Bobsled/Luge Run in Park City in 1999-2000, billed as one of the fastest tracks in the world and a model of innovative design and construction.

"That was a big part of our legacy," said Con. "I worked physically on every aspect of that project. Everything was complex. For the piping system, we had to build a jib in the shape of the run, and every 20 feet, there was a metal jib. We would follow with soffit forms, and the pipe crew would lay pipe behind it. Every section of track was different in mass, size, height; expansion joints were based on length of pipe. What made it tough was that on some of those [concrete] pours, we had to pour 300 feet of track. From when you started to when you were finished was 24 hours. The grout had to be perfect, as did your scraping. We did shotcrete by hand and then pull the board off. That was the toughest job I ever did physically."

"Pours would last 20 hours—it was >>



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so difficult,” added Nic, with extreme challenges associated with finishing concrete inverted in some parts. Ultimately, the job stands as a hallmark for RLW Construction, with strong memories for those who built it, and a sense of pride that is unparalleled considering the magnitude and social significance of the 2002 Salt Lake City Winter Olympics.

“One of the [bobsled racers] said it’s the smoothest track he’d ever been on,” said Nic. “That’s hard to do when you’ve never done something like that before.”



One of the firms’ signature projects is the Utah Olympic Bobsled/Luge Run in Park City, which required a Herculean effort from RLW crews, led by Con and Tod, among others. Ralph called it one of the single most difficult jobs his company ever built.

Pioneers of Accelerated Bridge Construction

It’s been nearly 17 years since the Utah Department of Transportation (UDOT) made a big splash into Accelerated Bridge Construction (ABC) when crews from Ralph L. Wadsworth Construction methodically removed the old 4500 South I-215 bridge and slid a new four-lane, 172-ft., three million-pound concrete and steel bridge superstructure into place in a single weekend (October 27-28, 2007) utilizing self-propelled modular transporters (SPMTs), a historic first for UDOT.

Championed at the time by Jim McMinimee, former UDOT Director of Project Development, the use of SPMTs—multi-axle, computer-controlled platform vehicles manufactured by Netherlands-based Mammoet—was a major leap of faith for all parties involved, considering the inherent risk on a project of that size.

“When it first came to us [...] we thought it was impossible,” said Tod, whose firm moved seven bridge structures into place via SPMTs on the I-80 Reconstruction project, building the legendary “bridge farm” directly northeast of I-80/1300 East. “From the initial concept, we had to figure out how to build something of this magnitude and then move it. The geometry was very complicated.”

“There were so many unknowns,” Tod added. “We spent a long time educating ourselves and the design team and concluded that it was possible to do. Moving a structure of that magnitude—without damaging it—was a major feat.”

Following its success with SPMTs, the firm performed its first “bridge slide” in 2009 on SR-66 over the Weber River in Morgan that utilized a unique dead man pulley hoisting system.

“We’re always looking for innovative ways to push or pull a bridge,” said Tod. “By process of elimination, we came up with simpler methods by pulling the bridge.” Most recently, RLW performed two flawless bridge slides as part of the I-80/I-215 Reconstruction in 2023, including a five-million-pound superstructure on 1300 East that Tod said was slid into place utilizing just two elastomeric bearing pads instead of four, making it easier to control the bridge during the slide.

To date, RLW has moved more than 40 bridges into place via ABC methods.

Transitioning to the Next Wave of Leadership; Looking Ahead to the Next 50 Years

In December 2009, Houston-based Sterling Construction acquired 80% of Ralph L. Wadsworth Construction for \$64.7 million. The transaction allowed the family to cash out, with Con, Tod, and Kip still serving as top executives and running things the way they always did. >>



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Current company President Brandon Squire is an 18-year veteran of RLW Construction, hand-picked to serve in the company’s top executive position in February 2016. Squire spent a decade at the Utah Department of Transportation (UDOT) as a construction engineer and construction manager, and began working directly with the Wadsworth family in 1999. He quickly captured the Wadsworth family’s attention with his straightforward way of doing things and insistence on high-quality work. He met with Con, Ralph, and Kip regarding a project, and then worked with Ty on another project, and realized the sum of their parts was greater as a whole.

“Each one of them were very unique,” said Squire. “They all had different skillsets. Kip was obviously the businessman, very savvy, refined, and well-spoken. Con was down to earth, very construction savvy, the builder of the group. Tod was very energetic, and is just an optimistic, very positive individual. Ty was very into the details, very analytic, not as much emotion, but if you listened to him, he brought up valuable points. It was very interesting to see their dynamic together. They were a very powerful team, those four brothers, with complementary skillsets.”

Squire said major decisions between the brothers were often heated but never got personal.

“There were definitely times when they had some heated disagreements, but at the end of the day, they would hear each other out and come together and still pull towards a common solution. That’s one thing I’ve valued. As I’ve built my team to have different personalities and skillsets, my job is to hear out differing opinions and listen to the pros and cons of the different personalities.”

Con said Squire’s ability to gather information from multiple people before making key decisions is one of the reasons they pursued him when it was time to bring aboard new talent back in 2007, when the company was starting to hit its stride.

“If you don’t have good people, you don’t have jack,” said Con. “We’ve raised a lot of guys and made key hires over the past 20 years. Brandon is a perfect example of that. We aggressively went after Brandon [Squire], Mike MacArthur, and Scott Gubler. We saw it as an opportunity to get some great people, and these guys are all great workers and very competitive, but not so competitive that they do stupid shit on bid days. You can’t run a company like this without great employees.”

Con continued, “It’s not a one-man show by any means—there are three guys capable of running this company right now. Brandon has the right personality for it, the right temperament. Mike and Scott are

more than capable leaders and also not afraid to take on new challenges. To me, it’s like the ‘Dream Team’—they work hard, they know how to win, they’re driven. We have a lot of great practices in place, we have a lot of fun, and we treat our employees well. It’s essential for people to feel like they’re part of something, that they understand what it’s all about.”

Squire, along with MacArthur and Gubler, have been eager to expand RLW’s services and overall capacity, along with maintaining its geographical footprint throughout the Intermountain West. The firm differentiates itself with its ability to provide top-shelf services and excel in a wide array of building markets, including heavy/highway, transportation, aviation, commercial building, water resources, and railroad. RLW also excels in geotechnical solutions, alternative project delivery methods, mission critical, and design and preconstruction services.

And while the company will always be renowned for its outstanding bridge construction capabilities, its current leaders want existing and prospective clients to know RLW Construction can serve as a “one-stop shop” for a litany of construction needs. The executive team has its sights set on doubling current revenues within the next 10 years and topping the coveted \$1 billion mark in annual revenues. It’s a bold outlook, but one they’re confident in.

“We’ve made strategic decisions to broaden our horizons and get into other markets that provide opportunities for employees to grow,” said MacArthur. “One of our top traits is fearlessness. We’re not afraid to take on most anything.”

“In the 1980s and 1990s, we were known as a bridge contractor,” said Squire. “In the 2000s, we took on more work in other areas. Some people still view us as just a bridge contractor, and yes, we’re the best at building bridges and utilizing ABC methods. But I view that expertise as just part of our skillset. We’re way more than that.”

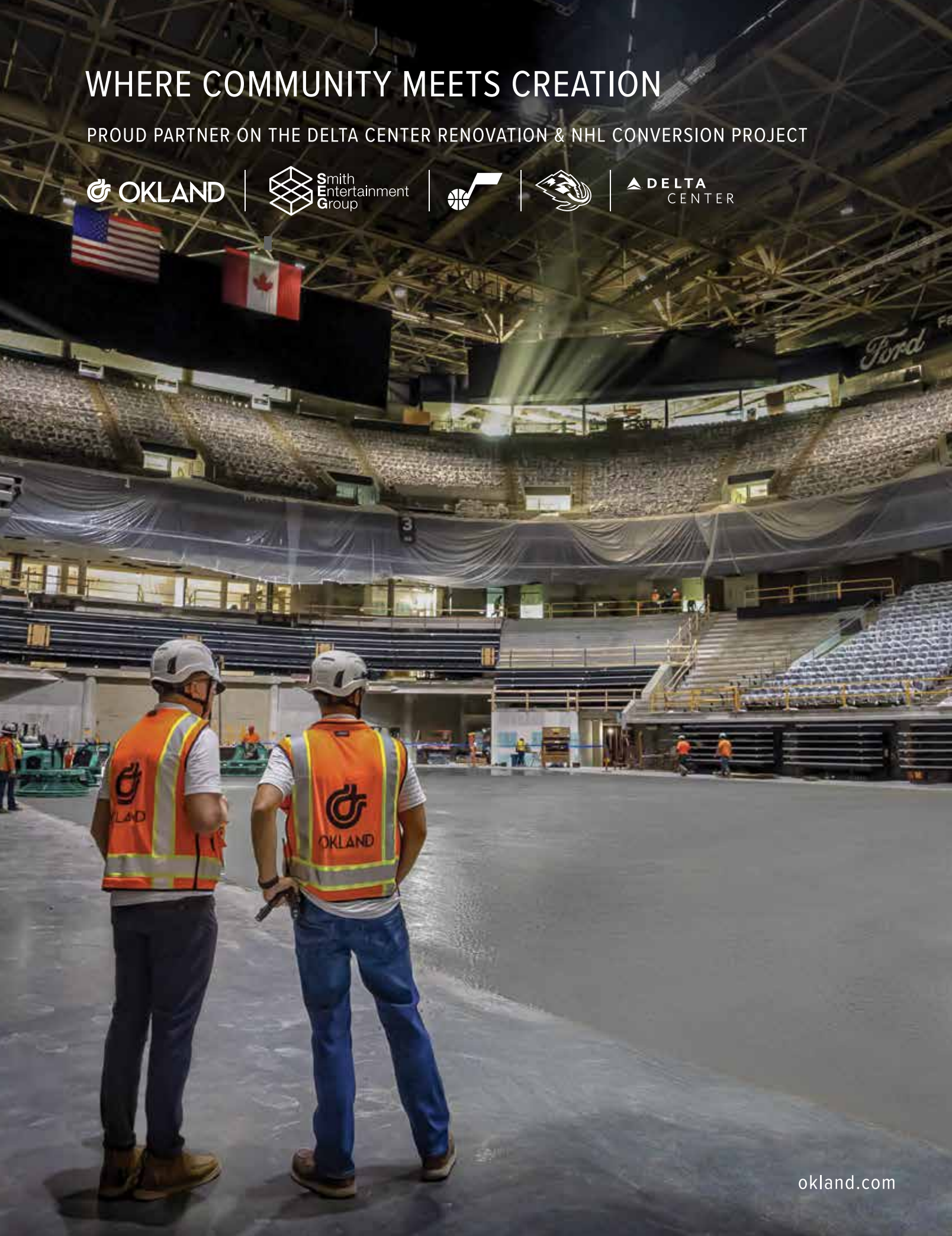
Indeed, with their storied past and strong foundation across so many disciplines, RLW’s future has never looked brighter. ■



Bridge building remains RLW’s forte, including this complex replacement of the Yellowstone River Bridge located at Tower Junction (Wyoming). The project calls for the replacement of the 60-year-old bridge with a new, one-quarter mile (1,285-foot) steel girder bridge, along with realigning a mile of the Northeast Entrance Road.

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TOWARD THE PROMISED LAND



With more people in Utah, how will mass transit figure into state plans to move residents and visitors toward the proverbial promised land of seamless and fast transportation?

By Taylor Larsen

“What gets you out of Egypt doesn’t take you to the promised land.”

The quote, as I first heard it, came from Ron Dunn, Founder of Salt Lake structural engineering firm Dunn Associates.

While he was talking about the differences between founding and growing a company, the same principle holds true in developing a robust transportation infrastructure.

In other words: “What got us here will not take us there.”

What has taken us here has been development dedicated to personal vehicles and last-mile freight—a stellar network of roads and highways from massive investments in horizontal construction.

But what will get us “there” to the promised land? What will bring us to a future where Utahns can have the freedom to move without a car?

Unified Plan for a Connected Utah?

We’ll certainly wander in the West Desert without a plan. Lucky us, we have hundreds of agreed-upon proposals across metropolitan planning organizations, cities and towns, counties, and even the Utah Department of Transportation.

The Beehive State’s guiding document toward long-term transportation plans, whether for cars or not, is found in the Utah Unified Transportation Plan, also known as

the Unified Plan. The visionary document aims to prioritize funding across multiple transportation options and give residents choices, ranging from personal vehicles to mass transit and active transportation. Residents and metropolitan planning organizations across the state have added their input to further unify the state’s trajectory.

Key in Utah’s Unified Plan, as documented, is analyzing and ultimately determining how transportation projects in Utah should be funded between 2023 - 2050. With projected needs across that timeline estimated at \$153 billion in today’s dollars, current revenue sources generating just

under a projected \$95 billion, and future revenue streams projected to generate just over \$18 billion, we’re going to be short.

But where is that money going? Most often, it’s funding roads. According to the Unified Plan, transportation needs from road capacity, maintenance, preservation, and operations project at a whopping \$110 billion between 2023 - 2050, with a \$29 billion funding gap in revenue. Funding future mass transit capacity (\$14.8 billion) and operations (\$19.8 billion) over the next 25 years costs a fraction of the projected costs for roads and highways.

It’s an apples-to-oranges comparison,

admittedly, as massive funding for highways and freeways has created so much, but where do state priorities lead?

Budget at a Glance

Utah continues to tread the asphalt and concrete highway to prioritize highway funding. UDOT’s FY2026 funding document shows \$2.5 billion in funding. Estimated Transportation Investment Fund (TIF) expenditures, primarily used for improving or optimizing capacity, are projected at \$1.2 billion. Within the TIF, Class B & Class C Roads, county roads and city streets, respectively, will receive \$261 million, >>

Highway Systems Construction \$205 million, and Operations/Maintenance \$254 million. It makes sense when \$883 million in projected revenue for FY2026 comes from user-based fees, permits, and gas tax revenues (set to be 40 cents per gallon in 2026).

On the other hand, UDOT-funded mass transit receives a bulk of its budget from the above-mentioned Transportation Investment Fund—35% of the index fuel tax sales tax goes into the Transit Transportation Investment Fund. For FY2026, transit and commuter rail projects will receive \$103 million.

John Gleason, UDOT’s Sr. Public Information Officer, said there is a major shift happening within UDOT over the last decade-plus to give some “gas” to other forms of transportation.

“All transportation is important to us. For every project we undertake, we are looking at the different components across all modes—cars, transit, bikes, trails,” Gleason said. “We need to keep an eye on how the entire transportation system can function across the state.”

The words and shift in priorities are welcome, but what “Keeps Utah Moving”, will not be more highway lanes or highway construction that receives the lion’s share of transportation funding. Utah highways, like those in so many other states, are the victims of induced demand.

The phenomenon is a matter of economics. For vehicle transportation, each lane added, highway developed, or road widened helps to expand capacity on these

newly modified transportation corridors. However, expanding capacity does not mean solving traffic concerns. While capacity expands, more people are “induced” to use these freshly expanded corridors, lanes fill back to capacity, and commutes return to their sluggish nature.

This never-ending quest to meet our transportation needs is set to play out again on I-15. UDOT is set to add another lane on I-15 from Farmington to Salt Lake, and do so at a multi-billion-dollar price tag. Surely this lane will be “The One” that fixes the traffic problem on Utah’s busiest transit corridor?

Utah may still be adjusting to roundabouts, but will we ever get out of this circle?

Riding Toward a New Trajectory

Alternatives exist. Even if they don’t get the same funding dollars, mass transit continues to change the transportation conversation.

In Utah mass transit circles, UTA receives a bulk of the attention and state dollars. Their buses, light rail cars, trains, and more move thousands of people each day across the Wasatch Front. UTA ridership exceeded 40 million in 2024, and the agency has recovered to 91.5% of its pre-pandemic ridership—significantly above the national average of 79%, according to the American Public Transportation Association.

UTA’s 2025 budget is divided between operations (\$650 million) and capital projects (\$330 million). Nearly 80% of operations are funded from sales tax, while the capital budget’s most significant funding comes from grants (39% of that budget).

Gavin Gustafson, UTA’s Sr. Public Information Officer, said that investing in

transit is a win for everyone. “Even if there are only five people on the bus, that’s five cars not on the road,” he said. “And then [UTA is] taking hundreds of cars off the road with FrontRunner.”

FrontRunner, the commuter rail system, has helped connect cities across the Wasatch Front since opening in 2008. Today, the rail system has a daily average of 14,000 riders.

Think of the traffic it has saved!

Those who plan our transportation networks certainly have. Gustafson said UTA Moves 2050 Vision Network (UTA Moves) is UTA’s long-term plan that looks to bring additional mass transit choices to Utah over the next 25 years. UTA Moves includes plans for new rail stations to Bluffdale, Springville, and Brigham City, new bus routes in West Valley and Magna, and many potential routes and services in an ambitious plan to take us “there”.

How ambitious? Implementing it all would require \$6.7 billion in transit infrastructure and \$225 million annually (in 2023 dollars) to operate it. UTA Moves documents are clear that these plans are fiscally constrained, stating, “Investments in the 2050 UTA Moves Vision Network must be prioritized to determine which best meet regional mobility needs.”

Much like the Unified Plan, “It’s a matter of funding,” Gustafson said about UTA’s long-range plans to further connect riders to destinations. “We would love to do everything, but we need a stronger ridership and more funding to accomplish some of those ambitious goals.”

The message is clear to help move Utah in a new direction. It’s in big letters on the UTA Jordan River Trail Service Center: Ride The Train.

Or take the bus, streetcar, On Demand, or vanpool.

FrontRunner Double Tracking; New TRAX Line Incoming

Gustafson and Josh Van Jura, UDOT Director of Trails and Transit, are excited about a future transit development: double-tracking FrontRunner. Since just 26% of the 82-mile train line is double-tracked, the UDOT-led project, known as Fronrunner 2x, will add double tracking in 11 strategic locations to

take the amount of double-tracked line to 58%. Doing so will decrease the wait times for the next train from 30 minutes to 15 minutes during peak hours. And by 2050, FrontRunner riders can wave to drivers as the train zooms past them on I-15, as the commuter rail service is expected to outperform I-15 travel times—something it already does on occasion.

The project is capital-intensive, Van Jura noted. Currently, Utah has allocated \$845 million to Fronrunner 2x and has applied for the federal Capital Investment Grant as a “Core Capacity” project. Van Jura said that this grant will subsidize \$2.1 billion of the project.

Much like ongoing efforts with Fronrunner 2x, Utah must continue to expand on its mass transit success to help clean the air, reduce the amount of Utah’s notorious drivers on the road, and build additional transit infrastructure to “Keep Utah Moving”.

As FrontRunner double-tracking and new stations come to fruition, UTA’s light rail system has additional plans in the works with another UDOT-led project: TRAX Orange Line.

Gustafson and Van Jura said that the Orange Line has passed through a few of the initial development phases. Van Jura said that \$6 million was recently allocated to the project’s National Environmental Policy Act (NEPA) review process. Once NEPA proposals are reviewed in full by UDOT, the department will issue a final decision on the route, which aims to take riders directly from the Salt Lake City Airport (another form of mass transit!) to the University of Utah’s Research Park.

The Orange Line will require a realignment of the TRAX Red Line and will then modify TRAX Blue and Green Line operations. Passengers and officials hope that TRAX service is fully operational, new routes and all, before the 2034 Winter Olympics.

The future of light rail is exciting, especially for what it means for ongoing development in Salt Lake County and beyond.

Bus Rapid Transit Lines Move Along

This placemaking component is central to Utah’s embrace of bus rapid transit (BRT). >>

\$153 Billion Transportation Needs 2023-2050



The Unified Plan lists projected transportation needs on the left and currently prioritized funding on the right, with all totals planning-level estimates. All totals in billions, sum total rounded.

\$113 Billion Prioritized Needs 2023-2050



FrontRunner, the commuter rail service operated by UTA, has been a major success since opening in 2008—pictured in operation (pp 66–67) and under construction (pictured). A daily average of 14,000 riders choose to utilize it to meet their transportation needs. (photos courtesy UTA)

The concept is straightforward: buses run on a route, usually with dedicated roadways, where they receive priority at intersections where they may interact with other traffic.

Ted Knowlton, Wasatch Front Regional Council Chief Planner & Deputy Director, said, “BRT offers the placemaking aspect of rail with the stations. It’s telling the community, ‘We’re stopping here and we’re investing here.’”

According to Knowlton, BRT is a critical piece of how transit can grow in Utah. “BRT projects can be delivered with much lower costs than rail, can get you ‘there’ as fast as rail, and have great flexibility,” he said. “For example, BRT can deviate from its route to deal with things like a traffic accident or a parade.”

Investments like these are in operation, with more on the way. Of the two BRT lines currently up and running, the Utah Valley Express (UVX) has buses running every six minutes at its most frequent intervals, taking over 5,000 daily riders across the metro area between Provo Central Station and Orem Central Station. UVX has been UTA’s most popular bus route since it began service in 2018.

The second BRT line in operation is the Ogden Express Line (OGX), which began running in 2023. OGX takes over 2,600 daily riders across Ogden in 10-minute intervals. The five-mile route starts at Ogden Central Station before heading east on 23rd Street and 25th Street, and then south on Harrison Boulevard and onto Weber State’s campus and on to a final destination at McKay-Dee Hospital. In its first year of service, OGX

moved nearly one million riders. BRT has benefitted the community in other ways, too. Metropolitan planning organization MAG Utah found that, since opening in 2018, UVX and surrounding infrastructure along the route may have played a key part in a 40% reduction in annual car crashes. The University of Utah found that UVX may help to take a conservative average of 1,500 car trips off the road every day.

Building and growing transportation capacity via bus? Maybe induced demand isn’t *all* bad.

Additional BRT Lines Move Forward

Two more BRT lines are in design or construction. The first, the Midvalley Express (MVX), will feature an all-electric bus fleet to transport future riders between Murray Central Station intermodal hub, Taylorsville and the expanding SLCC Redwood campus, down 4700 South—with portions of this part of the route on dedicated bus lanes—and on to the intermodal hub at West Valley Central Station. Riders will be able to board the dedicated bus stops on the seven-mile route in spring 2026, almost a year ahead of schedule.

Construction of BRT infrastructure is fairly straightforward, according to Maverick Gibbons, Project Manager for transit contractor Stacy Witbeck on both projects in the works. “At their core, these are road projects with enhanced bus stops.”

While BRT may be simple to build, its indirect effects are massive.

Returning to construction, the key

to success on a straightforward scope, Gibbons explained, starts with considerable time in preconstruction to identify utilities and plan the various systems required to enhance these bus stops.

Case in point is the second BRT line progressing toward construction: SR-224 BRT for High Valley Transit in the Wasatch Back. The project is the recipient of \$25 million in federal DOT funding as part of the 2021 Bipartisan Infrastructure Law. It aims to transport 5,000 riders per day between the Kimball Junction Transit Center and Old Town Park City, and multiple new and existing stops in between, utilizing dedicated BRT lanes between Kimball Junction and Kearns Boulevard in Park City.

Design work began in January 2025, and Gibbons said the team will soon pre-stage the project by installing five miles of fiber-optic cables on the BRT route through Park City. This winter, Gibbons and the Stacy Witbeck team will later work with trade partners to remove landscaped islands near the Canyons Resort.

Gibbons said that ongoing work on the MVX line has encountered a few speed bumps as its path moves from West Valley City to Taylorsville to Murray.

“Cities all have different ways they want to see things done,” he said, before stating that following UDOT specifications or even a standardized approach could help move projects like these along in a more timely manner without having to work through three cities’ public works expectations. “We miss the consistency,” he said.

The Choice is Ours

Utahns value freedom. While cars are a great symbol of freedom, investing in additional transportation options is how leaders can continue to give residents and visitors the freedom to move however they please.

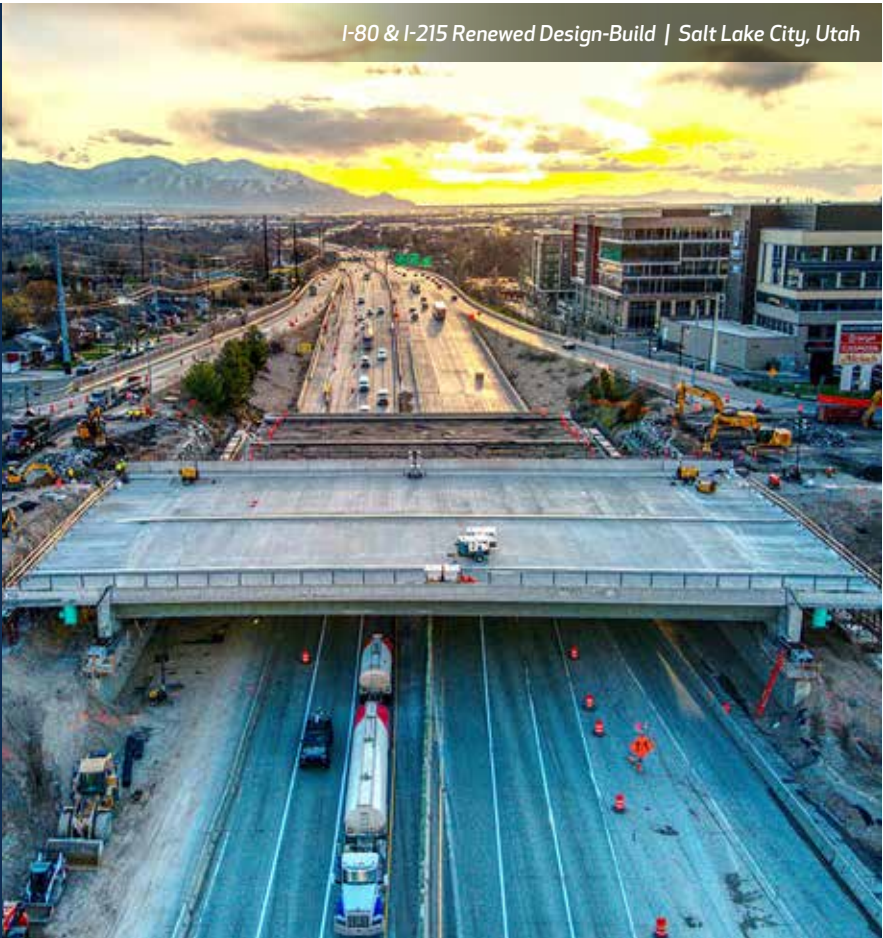
Plans like the Unified Plan, UTA Vision, and others hold promise, but it remains to be seen whether state transportation leaders will continue to drive in circles of car dependency for 40 years, or embrace a change in transportation funding and prioritization to emphasize mass transit—and take Utah to the proverbial promised land. ■

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UTA's TRAX light rail system (pictured) carries thousands of riders to the SLC Airport, West Valley, Draper, South Jordan, the University of Utah, and so many destinations in between. Transportation officials are excited for the future TRAX Orange Line, which is progressing in design—hopefully ready for passengers in time for the 2034 Olympics.



SHOWSTOPPER

A year since moving from a retrofitted downtown synagogue into the first floor of the award-winning Baltic Pointe, HB Workplaces employees say their new space has delivered everything they could ask for and more as both a Class A office and world-class showroom.

By Taylor Larsen

Commercial office is *not* dead. The market is alive and well, according to the design pros at HB Workplaces team. Their new office and showroom in Draper, and what it has done for employees and clients, is a case in point.

All it took was a change in scenery.

Transitioning from the B’Nai Israel Temple, built in 1890, to a new space was a welcome change for the team.

“I just remember working between 2015 and 2020, and it was just,” Keilian Meyer trailed off as he described the former office, a historic religious building converted into an office and showroom in 1987. Minimal natural lighting, rooms and layouts misaligned for team needs—their space wasn’t bringing out anyone’s best work. Meyer, Marketing Director for HB Workplaces, said going to work didn’t engender a sense of engagement. “It was kind of punch in and punch out.”

But everything coalesced with their move.

“The timing aligned perfectly,”

Meyer said of the June 2024 move and their rebrand from the year before from Henriksen/Butler to HB Workplaces.

Dual Purposes Come to Life

It aligned with every real estate broker’s favorite word: location. Planting the HB Workplaces flag in the award-winning Baltic Pointe made perfect sense, especially with its epicenter locale between the booming economies of Salt Lake and Utah counties.

HB Workplaces CEO Dave Colling summed it all up succinctly: “Our new headquarters is not just another building; it’s a statement of our appreciation and stewardship of design, built upon decades-long heritage of our own, along with MillerKnoll, underscoring our commitment to excellence.”

The mass timber ceilings in HB Workplaces’ first-floor office in Baltic Pointe—the first of their kind for a commercial building in Utah—are part of that commitment. Everything seems warmer, healthier, and better under the all-lumber ceiling.

“Together with HB’s furnishings,»

the mass timber creates an inviting environment that draws employees in and encourages them to come to the office,” said Kim Webb, Associate Principal for Method Studio, who served as the architect on the project. “There’s a natural warmth, softness, and subtle, natural scent of wood that distinguishes it from conventional office environments.

“Our new headquarters is not just another building; it’s a statement of our appreciation and stewardship of design, built upon a decades-long heritage of our own.”

—Dave Colling

“We’ve always been drawn to inspiring architecture, and the natural warmth and intentionality of this structure made it a natural fit,” said Meyer.

HB Workplaces sought to make their mass timber home a showpiece for the beautiful and wide-ranging possibilities of today’s commercial interiors, serving as an office for the HB Workplaces team and a showroom for interior designers and architects looking to envision their next project.

That dual nature comes through perfectly across the space, with the showroom piece especially highlighted in the “Living Room” and its 382 SF of mid-century modern glory.

The unforgettable Eames Lounge chair catches the eye, but closer inspection reveals some nods to the B’Nai Israel Temple’s stained glass windows and other homages to the deep histories of the Herman Miller and Knoll brands. The room’s mid-century-style lounge chairs, couches, ottomans, and side tables—all MillerKnoll line, of course—combine with gentle lighting to create the perfect spot for hosting.

Brit Badger, HB Workplaces’ VP of Client Development, explained how the Living

Room is ideal for getting to know their design partners and clients, especially for a first meeting.

“It’s not all the same seating everywhere, like it would be at a conference room,” she explained of how the varied seating choices—the Nelson Coconut Lounge Chair is often first dibs—help to create a relaxed and comfortable environment. “It’s cool to see who chooses what. It’s a fun way to start.”

Envisioning the Working Office

That get-to-know-you vibe was critical for HB Workplaces as they envisioned building out world-class office and began by engaging internally in 2022. High-level strategy sessions with leadership and more detailed discussions with individual departments helped determine what would be best for the 75 team members across various departments and office needs.

“Our goal was to listen deeply and ensure that staff felt seen and heard as we shaped a workplace that reflects their values and needs,” said Melanie Charlton, >>



former Workplace Strategist for HB Workplaces who now serves as Strategic Relationship Executive at MillerKnoll.

That listening ear heard simple needs—connection, flexibility, access to natural light. Charlton continued, “They craved spaces that encouraged community and eliminated barriers to



collaboration, along with autonomy in how and where they work.” In other words, “a workplace with design solutions that empower people to do their best work.”

“Every detail was influenced by what we heard from our people,” said Charlton.

The plan came together brilliantly as HB Workplaces met multiple office needs

with a strong emphasis on wellness, choice, and inclusivity.

While sales and marketing have the openness required of more collaborative work, accounting and HR have more individualized work environments with additional desk space and storage in Knoll Autostrada Spine and Dividends Horizon Reff workstations. Each of the three separate work areas across the floor features different-colored furniture and finishes to delineate the work done there. The healthy mix of gathering spaces in each work zone runs the gamut from informal to formal.

The expansive lounge area, in a charming and vibrant yellow, is exemplary. Geiger Reframe Lounge seating and an ottoman are ready for someone to kick back and lounge. A lengthy Knoll Rockwell Unscripted modular couch joins an assortment of chairs lining the various tables—café, high-top, and desk-style—welcoming folks for a coffee break and good conversation. Meyer and Badger, top-notch tour guides, mention that this area is a team favorite due to its versatility.>>



Nicknamed “The Forum”, this larger meeting room sits between two work zones, much like the ancient Roman forum sat in the town center. The room contains three styles of seating that descend in height from back to front, giving meeting attendees an array of seating choices and the illusion of stepping down in an amphitheater. (photos courtesy HB Workplaces except where indicated)

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Private offices continue the theme, featuring a wide array of art pieces, walls, desks, and seating arrangements to meet the needs of teams across 13 different offices. The emphasis on gathering spaces continues, with many private offices featuring additional furniture to welcome teammates for a quick huddle or meeting.

Meyer explained the subtle, intentional choice to have private office furniture face toward the wall instead of looking out over a workplace domain. With offices located closer to the core, the whole team benefits from the natural light shining through the

curtain wall shell and the unbelievable views across the Salt Lake Valley. “The space truly speaks for itself and is working exactly as intended,” said Meyer. Participation is up, teams and departments are more engaged, and collaboration is thriving—without any return-to-office mandate. “We’ve created an environment people genuinely want to be in our team.”

Showroom? Showstopper

Beyond internal needs, HB Workplaces’ new home needed to move product and act as a go-to resource for A/D pros. A stellar

in-house team worked to align with local designers. It included Badger, Charlton, and Claire Keane, HB Workplaces’ Creative Director and designer of the space.

Badger, a seasoned vet in commercial furniture, wouldn’t take the bait when asked who did the best work.

“There are so many good firms and designers here,” she emphasized. “We wanted them all to be bought in on this.”

Badger detailed how HB Workplaces’ internal expertise meshed perfectly with conversations and workshops with 30 different designers, drawing from their >>



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HB Workplaces new office resides on the first floor of the award-winning Baltic Pointe building (top), most notable for its warm mass-timber ceilings. While the space functions as a showroom, employees are encouraged to use every space, whether for quiet meditation (pictured), coworker connection and collaboration (middle right), or to focus in one of the many private offices (bottom right).



respective knowledge and experience. They identified the product types, settings, finishes, and applications designers would want to see in a showroom.

Said Meyer, “Designers are our collaborators on everything—this couldn’t be a solo venture.”

Webb said that Method Studio valued the opportunity to collaborate with an industry partner to bring their vision to life.

“The resulting space is one we’re proud to share with clients — serving both as a forward-thinking showroom and a hub for collaboration.”

With an entire floor of wonderful spaces resulting from this alignment, “The Forum” stands out. Its similarities to an ancient Roman gathering spot are unmistakable. Prefabricated wall panels in blue and green feature integrated electrical systems and lighting while delineating the space’s central nature between two work zones. But the eye-catching feature is the furniture layout. Expert design gives The Forum an illusion of verticality as multiple seating options descend in height—high-top tables to traditional desks to a couch—as one moves from the entryway toward the front of the room.

Required attendance at an all-hands doesn’t mean choice goes out the window, Badger explained. “Giving people options, even something as simple as where to sit, is so important. They can decide where they are most comfortable in the uniformity.”

High design and excellent placement have earned HB Workplaces plenty of acclaim. They won the 2025 IIDA Intermountain BEST Furniture award, and MillerKnoll’s #1 Platinum-Certified Dealer in North America for fiscal year 2024.

The Show Goes On

The latter award is dear to them for what it symbolizes: the HB Workplaces team is thriving in their new office and doing their best work.

As the tour winds down, the two show the HB Build space, which is currently under construction, and detail how the department’s work in prefabricated interior construction is booming. Meyer pointed out the different STC-rated prefabricated panels

filled with varying amounts of recycled shredded denim visible behind the glass.

It begs the question: what brand of jeans are in these walls?

“They couldn’t be True Religion,” laughed Badger.

Meyer joined in, “There’s actually not enough denim in those once you unravel them.”

Jokes aside, companies looking to standardize their portfolios or move a project forward at speed and without errors have an answer in prefabrication.

Much as prefabrication is here to stay, Badger mentioned the hoteling concept, “work points” in HB Workplaces’ parlance, are moving toward the same timeless status. Companies continue»

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HB Workplaces Office & Showroom

to maximize their office budgets for workforces operating on diverse schedules. Subarchitectural products, like the Herman Miller Work Bay Pod and others in the showroom, are integrating “heads-down” work points into open office plans, enabling employees to perform at their highest level.

Marketwise, both said that healthcare growth is fastest, with technology, advanced manufacturing, and education close behind. Meyer reiterated the key for HB Workplaces as they help designers across all markets build the next showstopping commercial interior: “Clients are looking for environments that people choose to come to.”

HB Workplaces is that and more—a working environment and an inspiration to build places where people want to be. ■

HB Workplaces Corporate Office

Cost: \$2.25 Million
Delivery Method: CMAR
Square Feet: 15,588

Project Team

Owner: HB Workplaces
Owner’s Rep: David Colling (Principal, CEO)
Developer: Gardner Highline Office GPC, L.C.

Design Team

Architect: Method Studio
Electrical: JT Electric LLC

Construction Team

General Contractor: Layton Construction
Plumbing: PVE, Inc.
HVAC: MJ Mechanical
Mechanical: PVE, Inc.
Electrical: JT Electric LLC
Drywall: DNA Contracting
Acoustical Ceiling: Alternative Acoustics
Painting: Fisher Painting Inc.
Tile/Stone: Dowland Tile
Carpentry: Boswell Wasatch
Flooring (Carpet): Spectra Contract Flooring
Flooring (Polished Concrete): Professional Flooring & Design
Glass/Curtain Wall: NGI Glass
Reception Desk Cladding: Modern Craftsman



HB Workplaces' new office contains furniture for both gathering and individualized job functions for the dozens of team members that work there, visible here in the work zone for the Design and Speciality Storage teams. The office and showroom's private offices (middle image), lounge area (bottom left), and subarchitectural products (bottom right) show the range of possibilities for designers in today's office environments.



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100 YEARS & FIVE GENERATIONS



Historic photo of the Paul Paulsen family (left). Paul founded Paulsen Construction in 1925 after immigrating from Norway 16 years prior. Sprague Library in Sugar House (above) was originally built by Paul, and then restored nearly 100 years later, led by current President John Paulsen. Three generations of Paulsen's (below) are pictured: (left to right) Craig, the third-generation leader from 1976-2010; John, current President (since 2010); Steiner, who along with brother Jorgen (not pictured) represent the fifth generation of the Paulsen family.

Celebrating its centennial anniversary this year, Paulsen Construction has quadrupled revenues over the past decade, with sights on a prosperous future and the eventual passing of the torch to a fifth generation in the Paulsen family.

By Brad Fullmer

Over the course of 100 years in the construction industry, Salt Lake-based Paulsen Construction has navigated through myriad ups and downs while developing a rock-solid reputation over multiple generations as a general contractor willing to take on difficult projects that other firms may not have the gumption to tackle.

As the company celebrates hitting the historic—and highly coveted—century mark this year, it finds itself in an enviable position with record annual revenues the past three straight years, a string of successful, high-profile public and private projects in the past decade, and a fifth

generation of Paulsen's in line to ultimately take over the reins from John Paulsen, President of the 40-person company since 2010.

"We're doing some really great things, but we're always going to be judged on the last project we did, or how good our trade partners are," said John, 56. "Our focus is always on customer service and satisfaction—it has to be maintained from start to finish on every project."

Paulsen Construction has seen revenues spike more than five-fold since 2014, from \$11 million in 2014 to a projected \$60 million this year. The growth has been fueled by a combination of hiring the

right people and expanding its reach into multiple building markets.

The company has long been renowned for its work on historical restoration projects, particularly under the direction of Craig Paulsen, John's father and the third-generation leader of the company for 35 years, who served as President from 1976 to 2010. Both Craig and John admit to being construction "lifers" and remember being on jobsites and doing "gopher" work as early as they can remember.

"We were all really good at construction—it's true," said Craig, 78, whose career spans six decades and dates back to projects like Gold Miner's Daughter

lodge at Alta Ski Resort in 1966, his first job as a Project Manager at age 19. "That was the first job I had on my own. I remember pouring foundation walls on August 23, and it was snowing cats and dogs."

Paul Paulsen Set Tone of Hard Work, Determination for All Paulsen Generations

Paul Paulsen was a brawny, hardworking fisherman who grew up in a remote village in the Lofoten Islands, an archipelago located above the Arctic Circle in Norway. Craig described his grandfather as "a big Norwegian" who had strong hands and knew how to use them. Paul joined the Church of Jesus Christ of Latter-day Saints and moved to Utah in 1909 in hopes of a better life.

Paul landed work as a millwright at Fetzer's, a woodworking company (now Fetzer's Architectural Woodwork) founded in Salt Lake City by German immigrant Kasper Fetzer in 1909. Paul also spent time during that period working for Morrison-Merrill Lumber before building projects on

his own in 1919. By 1925, he had founded Paulsen Construction. He mainly focused on smaller commercial projects in the downtown Salt Lake area, building two- and three-story masonry apartment buildings and earning a reputation as an honest, reputable contractor. Sprague Library in Sugar House—originally built in 1928—is one of Paul's notable projects, and a

building that Paulsen Construction later restored in 2021.

Paul was ambitious and unafraid to take on projects that fell outside his traditional skill set. As an example, John said his great-grandfather led the charge on building SR-92 (originally SR-80) through American Fork Canyon in 1935, a Herculean feat at the time, especially since constructing with heavy equipment like bulldozers was still a developing concept.

The can-do attitude of being willing to build anything—no matter how difficult or risky—ultimately became the company's hallmark.

"Not everybody has an interest in building really difficult projects," said John. "But that's been our forte forever. I've always said Paulsen Construction is willing to do the work that nobody else will."

Paul had four sons, with Byron ultimately taking over as the second-generation President in the early 1950s.

Under Byron's watch, Paulsen became a leading general contractor in the state, one capable of building large, high-profile »





Paulsen recently completed the replacement of the rooftop at the Salt Lake City Main Library.



The Midvale Fire Station project showcases the firm's commitment to building quality municipal projects.

projects. John said his grandfather shrewdly developed strong relationships with leaders from the State of Utah’s building program, along with the LDS Church, which led to significant work at Brigham Young University.

Byron had Craig working by age 8; he recalls working on Highland High School, which finished in 1956. Byron also ran ACME Crane (a company started by Paul), which Craig said opened the door into the tilt-up concrete market.

“My father did [mostly] large commercial work, and he was successful over many years,” said Craig. “When I was first running jobs (late 60s/early 70s), we did a lot of tilt up concrete because we had the cranes.”

John cited the Farnsworth Peak Broadcast Tower project—on top of the rugged Oquirrh Mountains—as one of the most challenging jobs under Byron’s watch. It required the construction of seven towers to support a used tramway for easier access from the west slope. As crews were pulling up the last cable via an old World War II Jeep, it lost connection and slid a mile or so down the mountain, wreaking havoc on

anything in its path.

“It was a disaster, but they got it fixed, eventually. We seem to get involved in really complex projects,” John chuckled. “They’re always one-offs. They’re important projects with a lot of inherent risk. That’s what we’re known for.”

“Not everybody has an interest in building really difficult projects. But that’s been our forte forever. I’ve always said Paulsen Construction is willing to do the work that nobody else will.”

—John Paulsen

Craig attended the University of Utah (U of U) and studied architecture, fine art, and geology, but pivoted back to construction simply because that’s what he felt he knew best, in addition to being

what he truly loved. But his interest in design is evident in his passion for historical restoration and renovation, and Paulsen has completed dozens of unique projects in that arena over 50-plus years.

“It’s in our blood,” said Craig of the construction profession. “It’s nothing I wanted to aspire to be growing up—anything but that. But in the end, it came naturally. Throughout my life, I’ve enjoyed working hard. My heart was in historic structures; I was more interested in that than large volume projects like my father built.”

Craig became the heir to the keys of the company—the only one of Byron’s seven children to pursue a career in construction—taking over as President in 1976. Byron remained firmly involved with day-to-day activities through 1990, even serving as President (now Chairman) of the Associated General Contractors (AGC) of Utah in 1984. Byron sadly passed away from Leukemia in 1991, less than a year after retiring.

Under Craig’s leadership, the company began pursuing heavy/civil projects, particularly wastewater treatment

plants—a savvy business move to counter brutal economic conditions and 20% interest rates in the late 1970s and early 1980s. Constructing wastewater plants was no picnic, but it kept the doors open.

“Work was hard to come by, unless you were willing to work for nothing,” Craig recalled of that period. “We had to be adept to figure out what kind of project we could do and make a living. That’s why I got into the wastewater market—they were profitable jobs. They are not ideal projects to build, but we made good money.”

Like Father, Like Son—x 4

Working in the field at a young age—a very young age at that—was a Paulsen tradition for at least three generations, as Byron, Craig, and John all can stake a claim to working with their respective fathers around eight years old on. It’s just what you did as a Paulsen.

John was running projects by the time he graduated from North Sanpete High in 1987. Like Craig, he has experience across virtually every major building market, with a genuine passion and specialty in renovations and restorations.

“John has significant expertise because he worked with me for so long and did a lot of historic work, plus he’s also more adept at today’s ways of doing business,” said Craig.

In addition to Sprague Library, John said the company renovated a McCune daughter house at 235 A Street in Salt Lake City, with both projects originally built by Paul nearly 100 years prior. Sprague was one of the most unique projects John has ever seen, and certainly tested the company’s construction chops.

“It was definitely sentimental that a previous family member built it—there was a lot of motivation within our firm,” said John. “In this city, 100-year-old buildings are just torn down. The library has been such an iconic piece to Salt Lake City. To be a part of this project, knowing it will be around another 100 years, is special.”

One of the most meaningful projects the firm has restored—at least in Craig’s mind—is the transformation of Spring City’s “Old School” (originally built in 1899) into the Spring City Community Center. Craig moved his family to Sanpete County in 1983 and is personally responsible for the

restoration of more than 100 buildings in the city of 1,100.

Bringing in a “Right-Hand Man” Spurs Diversity, Revenue Growth

Finding work through difficult economic periods is another hallmark of the firm, and something John learned well from Craig. The company made it through the 2008 recession by identifying unique opportunities to ply their craft. That included creating a separate seismic rehabilitation company in 2007, John said, that focused on K-12 MEP upgrades, along with doing work for the NSA, Jordan Valley Water Conservancy District, and other public entities.

John was named President in 2010 and trudged through four years of trying to do too much before ultimately bringing in Harold Saunders as Business Development Director in November 2014. That role has morphed over a decade into more of a “right-hand man” role, with Paulsen and Saunders strategically pursuing considerable work in the public sector. The company has been rewarded with several notable projects since 2015, including: >>



The 650 South Trax Station illustrates Paulsen's ability to take on difficult projects in unique building markets.

—Seven new fire stations in Utah for municipal clients, including West Valley City (three stations) and Midvale.

—A \$13 million GSA Consolidation that included the renovation of six floors of the eight-story, federally-owned Wallace F. Bennett Building in Salt Lake City.

—Two new UTA TRAX Stations—600 South Station in Salt Lake and South Jordan Downtown in South Jordan. The latter opened in March, a Bo Jackson laser throw from the new Salt Lake Bees Stadium and Downtown Daybreak’s entertainment complex.

—A \$5 million renovation Salt Lake City Main Library rooftop terrace (completed in May 2025);

—A new \$20 million Antelope Island Visitors Center for the State of Utah DFCM (November 2025 completion).

—Two historic restoration projects in Yellowstone—a \$23 million Laurel Dorms rehab in Wyoming and a \$20 million renovation of Fort Yellowstone in Montana.

“When John took over the company, there was a shift in direction,” said Saunders, a 30-plus year construction veteran. “We’ve grown strategically, not just

by dollar volume. The size of our projects has gotten larger. When I started, we were doing \$4-5 million jobs. That’s why John brought me in—he wanted to get the company back to where it was in the late 80s/early 90s and pursuing \$15-20 million projects.”

Training Up the Fifth Generation

Two of John’s three sons—Steiner (age 30) and Jorgen (27)—are being primed to one day take over the family business as the fifth generation of Paulsen Construction leaders. Steiner earned a Bachelor of Mechanical Engineering from the U of U in 2017, while Jorgen earned a Bachelor of Marketing from the U of U in 2020. Both started “officially” working at Paulsen by age 15, but have been around jobsites for as long as they can recall, particularly tagging along with Grandpa Craig on old Spring City home projects.

“I was officially on the payroll at 15, but I feel like I’ve been working on house projects and going to jobsites my whole life,” said Steiner, currently a Project Manager with a half dozen projects on his plate. “I definitely remember going down in

some nasty, dusty basements on old house projects,” he said. “[Grandpa] has always been very hands-on—he liked to do the work. He taught me some good skills.”

Jorgen’s path has been a little more circuitous, he admits, and considerably more challenging due to a serious scooter accident last summer that left him in a coma with a traumatic brain injury for six days and in the hospital for two months. At the time, doctors said he may not live, and if he did, his mobility would be impacted, among other potential long-term complications. Somewhat miraculously, he’s fully recovered—and says he feels better than ever. Mostly, he appreciates where he’s at and the opportunity to contribute to the family’s construction legacy.

“Going through an experience like that really opened my eyes to what I have in my life, and I want to be part of the next generation,” said Jorgen, who is currently a Project Coordinator on the Laurel Dorms in Yellowstone. “I’m learning a lot about myself, about construction, about historic renovation. It’s been a big learning curve, but I’ve learned a lot.” >>

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(photo by Dana Sohm, Sohm Photographx)

Craig Paulsen continues to work on projects in his adopted hometown of Spring City, having restored more than 100 buildings in the small Sanpete County town, including the “Old School” that was originally built in 1899 and restored as the Spring City Community Center in 2017.

The significance of seeing his grandsons earning their wings is not lost on Craig.

“I think it’s just super,” he said of Steiner and Jorgen. “The business is not getting any easier, but I’m proud of them.”

“When you instill trust with somebody, put them in charge of a particular aspect of a project; it gives them skin in the game, as opposed to punching a clock,” added Saunders. “They’re doing a great job and it’s rewarding for John, and for Craig, to see them grow.”

Onward and Upward

When Saunders came aboard near the end of 2014, Paulsen Construction was wrapping up an \$11 million year—good, but not great. Via Saunders’ proposals, the company made the shortlist on the first seven projects submitted, and he’s had free rein since to pursue anything he feels fits Paulsen’s skill set. The company expects to top \$50 million this year, and \$60 million in 2026.

Having worked for much larger firms in the past, Saunders appreciates being at a mid-sized, family-owned company—one that genuinely appreciates his efforts—something he felt was lacking at previous

stops along his career path.

“It’s nice to find your niche in a family-owned company,” said Saunders. “You’re acknowledged for doing a good job, and you have more opportunities to show what you can do, rather than just being a number. John and I are like best friends—that’s an anomaly in any business, much less construction.”

“It’s great to be a part of a family and group where stories are told,” said John. “The stories are the projects we build. When you look back on certain periods,

there is always a story tied to the project you’re working on. That’s what makes the connection and fosters the camaraderie between people, and it makes our jobs worthwhile. It’s about remembering the people, the supers, the subs; all the partnerships we had along the way. The rewarding part is we’re leaving behind an amazing legacy.”

“It’s so rare that a company would last that long with family ownership,” added Craig. “It does my heart good.” ■

Top Paulsen Construction Projects

Project	Location	Year Completed
Sprague Library; Renovation	Salt Lake City	1928; 2021
Highland High School	Salt Lake City	1956
BYU School of Law	Provo	1972
LDS Missionary Training Center	Provo	1976
Devereaux House Restoration	Salt Lake City	1983
Butch Cassidy Home	Circleville	2016
Spring City Community Center	Spring City	2017
Midvale Fire Station	Midvale	2023
UTA TRAX Stations	Salt Lake City; South Jordan	2023; 2025
Salt Lake Library Roof Replacement	Salt Lake City	2025
Antelope Island Visitors Center	Antelope Island	2025

ASCE 2025 REPORT CARD FOR UTAH

The Beehive State maintains its “C+” average in latest infrastructure report card from the American Society of Civil Engineers—one of only four states to receive that grade, and better than the national average.

By Brad Fullmer

Bragging about a “C+” might seem gauche, but Utah is one of only four states to earn that high a grade, according to the May 28 release by the Utah Section of the American Society of Civil Engineers (ASCE) of the 2025 Report Card for Utah’s Infrastructure.

The cumulative “C+” for the Beehive State is the highest mark ever given by ASCE to any individual state—the report card itself spans 12 categories of infrastructure and is virtually unchanged from 2020 (ASCE issues report cards every four years). Utah’s grade is also one step higher than the national infrastructure average grade of “C”

in the ASCE 2025 Report Card for America’s Infrastructure, which dropped in March.

Roads (B+) and Bridges (B) remain the stars of the class, as the Utah Department of Transportation (UDOT) continues to receive consistent state funding in furthering its aggressive program of building new projects to meet ongoing demand, while diligently maintaining existing infrastructure.

“Our transit and transportation are doing fabulous,” said Anna Lisonbee, President of ASCE Utah and an Engineer-in-Training at South Jordan-based Hansen, Allen & Luce. “UDOT and UTA are lauded as

some of the most efficient [organizations] nationwide, so we’re doing very well in that category.”

Aviation infrastructure was the only category to see a grade increase—somewhat predictable given the sheer amount of capital investment made over the past decade at Salt Lake International Airport, Provo Airport, and other regional airports statewide. Three categories—bridges, stormwater, and transit—saw grade decreases. The remaining eight categories held steady from 2020.

“Utah is one of the fastest-growing states in the country, and state leaders have taken steps to ensure the reliability of infrastructure systems as more people move here to enjoy Utah’s thriving communities, amazing outdoors, and high quality of life,” said Craig Friant, Utah Civil Practice Lead for South Jordan-based Wilson & Company and Chair of the 2025 Report Card for Utah’s Infrastructure.

Roads and Bridges Earn Top Marks

Investing in transportation infrastructure has been a priority for Utah leaders for years, spurring the state to earn high marks for roads and bridges, a testament to UDOT’s ability to appease lawmakers—and the ever-finicky traveling public—and maintain consistent funding by efficiently building top-shelf projects via innovative delivery methods, while keeping traffic flowing during construction.

“You can see our transportation system is well above [the] national average, which is due in part to Utah’s leadership recognizing the need,” said Friant, adding that the state is well-positioned to maintain a high transportation score because it doesn’t depend on federal funding, which can wildly fluctuate. “80% of transportation funding comes from the state. In other states, it’s reversed.”

Per ASCE’s report, Utah roads earned a “B+” grade, which is markedly better than the national “D+” average. In 2023, state lawmakers approved a record \$14 billion in upgrades and new construction over six years to build or expand roads and highways in

all parts of the state, but especially areas seeing increased traffic because of Utah’s rapid population growth. Roughly 95% of roads in the state are in good or fair condition, and the state’s transportation asset management plan has prioritized proactive maintenance on the state’s busiest highways.

Utah’s bridges saw a one-step grade decrease to a “B” in the 2025 report card—while markedly better than the national “C” bridge grade, current data could indicate worsening conditions. In 2020, 38% of bridges were in good condition, compared to 22% in 2024. While the state has worked diligently to prioritize the preservation, rehabilitation, and replacement of bridges, rapid increases in construction costs and an aging bridge inventory mean that existing funding levels can no longer support the number of bridge projects the state has historically supported. Approximately 35% of bridges in Utah are more than 50 years old, which is the projected service life of a bridge. Over the last decade, UDOT has replaced an average of 23 bridges per year. If the state does not accelerate bridge construction, it would take more than a century at the current pace to replace all existing bridges statewide.

Water Resources Earn Solid Grades

As communities across the West grapple with concerns about reliable water supplies due to ongoing drought conditions and increased demand, Utah’s drinking water grade is unchanged at a “B-”. Respectable, but not fantastic.

And keeping up with Utah’s projected growth poses potentially mammoth concerns about how future water-related projects will actually be funded. Lisonbee said the federal Infrastructure Investment and Jobs Act (IIJA), passed in 2021, helped fund a handful of new infrastructure projects, but a lot more is needed, and the state needs to start looking at putting »

UTAH GRADES PER CATEGORY:

Grade	Categories
B+	Roads
B	Bridges
B-	Drinking Water, Solid Waste, Transit
C+	Aviation, Dams, Hazardous Waste
C	Stormwater, Wastewater
D+	Canals
D-	Levees

aside money now to meet the needs of a population that is expected to double to seven million by 2060.

“We were lucky enough to receive a once-in-a-generation grant from IJJA. But to make a dent, we need to see sustained federal investment, said Lisonbee. “We’re hoping IJJA gets renewed at the end of the cycle. We’re also looking at public-private partnerships—we’re going to have to be really creative with federal, state and private funding to meet future water system needs.”

“We’re going to have to be really creative with federal, state and private funding to meet our future water system needs.”

—Anna Lisonbee

Utahns are doing their part to preserve precious water supplies by reducing home water usage by 20% over the last two decades. However, existing water sources are facing additional stress due to harsher drought patterns, decreased winter snowpack, and an increasing number of people and businesses in Utah. It means the state—via its 38 water conservancy districts—must find additional water sources, many of which are located far from population centers, requiring water utilities to build costly new pipelines and distribution systems.

The Utah State Water Plan estimates that needed improvements and repairs to the state’s water infrastructure will total \$38 billion from now to 2060—an average of more than \$1 billion per year.

“A growing population and more frequent droughts also mean our water supply faces ongoing threats,” added Friant. “While Utahns have drastically reduced their water usage, there are ongoing challenges, and leaders need to be proactive with solutions.”

Dams Need Work; Canals and Levees an Afterthought

Even as Utah contends with water shortages, the state’s dams, levees, and canals are being tested by intense storms and flooding events. The grade for Utah’s dams remained a “C+”, with just 52% of Utah’s high-hazard potential dams considered in satisfactory condition.

One concern is that the state currently budgets a mere \$3.8 million per year for high-hazard dam rehabilitation work, a fraction of the approximately \$450 million required to bring these dams up to a satisfactory level.

Utah’s levees received the lowest grade on the report card, a “D-“. These levees protect more than \$13 billion worth of property and infrastructure, including densely populated communities and key facilities such as the Salt Lake City International Airport. Most levees in the state are 60+ years old, and little is known about their current condition or the details of their construction.

Utah’s canals received a “D+”. While they are also part of the state’s flood management plan, most were built in the 1800s for irrigation purposes. Since many are privately owned, there is limited information on their present condition.

Aviation Grade Jumps

Utah’s investment in aviation infrastructure helped bump its grade to a ‘C+’, one mark up from 2020. The dazzling new terminal at Salt Lake City International Airport has bolstered Utah’s biggest airport with four construction phases totaling over \$5 billion, including two new state-of-the-art concourses, a multi-level parking garage, and new runways/taxiways. Upon completion of Phase IV in October 2026, the airport will boast a capacity of 34 million passengers annually; in 2024, it had 28.3 million passengers, a 5% jump from the previous year.

Implementing Feedback

If Utah wants to earn higher marks and remain top of the national class, leaders should follow the recommendations laid out in the 2025 Report Card for Utah’s Infrastructure, which include:

• **Plan for the future**

As Utah’s population grows, the state must conduct regular, comprehensive analyses of its future infrastructure needs. This is especially critical for water resources, canals, transportation, and waste management. The state must provide consistent, reliable funding to support improvements, maintenance, resiliency, and risk reduction.

• **Prioritize funding for bridges**

Many bridges built during Utah’s early population growth are facing the end of their service lives and are now in fair or poor condition. The state needs to increase the number of bridge replacement projects and create ongoing, dedicated funding sources to preserve, rehabilitate, or replace aging bridges.

• **Focus on future water needs**

Utah’s water future depends on maximizing the use of available water resources. Water systems should collaborate with agencies and other stakeholders to ensure the Great Salt Lake is restored to healthy conditions. These efforts include strengthening Utah’s canal infrastructure through funding for transitioning from open channel to piping, while reducing losses from seepage and evaporation.

• **Increase dam safety funding**

By increasing funding to \$10 million annually, the state would be able to rehabilitate all high-hazard dams within 50 years. An increase to \$20 million per year would enable faster repairs, but it would still take 25 years to complete all required repairs.

The report card was created as a public service to inform citizens and policymakers about the infrastructure needs in Utah. Civil engineers use their expertise and school report card-style letter grades to condense complicated data into an easy-to-understand analysis of Utah’s infrastructure network. ■



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Construction on a range of projects continues, with industrial projects accounting for a significant share of incoming work profiled here. Exciting projects in multiple verticals continue toward completion, enhancing the areas they serve across the Beehive State.



West Valley City Veteran's Memorial Expansion

Owner: West Valley City
Architect: EDA Architects
GC: Oakland Construction
Estimated Completion Date: September 2025

The West Valley City Veterans’ Memorial, which opened in 2021, is undergoing an expansion to introduce a new tribute to World War II veterans. At the heart of the expansion is a steel corona that encircles a granite chalice, symbolizing solidarity and the bond between those who served. A bronze statue of a Navajo Code Talker stands as a centerpiece, honoring the vital contributions of Native Americans during World War II.

Crafted from bronze, steel, concrete, and natural stone, the memorial’s design draws meaning from both history and nature. Materials sourced from Utah’s canyons deepen the connection to the region, with sandstone from Summit County and granite from Little Cottonwood Canyon.

Once complete, the expanded memorial will offer a renewed space for reflection, education and remembrance.



Alpine School District High School

Owner: Alpine School District
Architect: VCBO
GC: Hogan & Associates Construction
Estimated Completion Date: Alpine School

District broke ground on a new 400,000-SF, three-story high school on a 56-acre site near the corner of Mountain View Corridor and Ensign Drive in Saratoga Springs. The new high school, which will be one of the biggest in the state, will provide a modern, future-ready learning environment for a growing community within the current Westlake and Cedar Valley High School boundaries.

The design will build on the district’s latest middle school models, such as the recently opened Sage Canyon Middle School, but thoughtfully scaled and adapted to meet the needs of a larger high school population. The campus will feature specialized STEM as well as career and technical education programs, flexible classrooms, collaborative learning suites, and community-focused gathering spaces. The facility will incorporate an abundance of natural light and integrate safety measures, cutting-edge athletic amenities, and an efficient floor plan.

These efforts will optimize district resources while planning for long-term enrollment growth, academic achievement, and extracurricular excellence for decades to come.>>



Sandy Community & Recreation Center

Owner: Sandy City Hall
Architect: VCBO
GC: Layton Construction
Estimated Completion Date: Spring 2027

Sandy City is transforming the Alta Canyon Sports Center into a modern community recreation hub, honoring the original 1984 complex while taking inspiration from the beauty and spirit of the nearby Wasatch Mountains.

The 48,000-SF build will bring a new gymnasium, field house, walking track, expanded program spaces, and inviting outdoor social areas—all while preserving the much-loved outdoor pool. The first floor will feature an indoor court and field, a group fitness studio, a community gathering room, and a family-friendly locker room. Above, the spacious fitness zone will overlook the action below and connect to the walking track, offering expansive, east-facing mountain views.

The facility will integrate sustainable systems, meaningful community input, and state-of-the-art recreation amenities designed to enrich the lives of residents for generations to come.



Stockman Flats

Owner: Caspian Investment 2 LLC
Architect: AE URBIA
GC: Tom Stuart Construction
Estimated Completion Date: June 2026

Stockman Flats is a new business and industrial park in Spanish Fork on the historic site of a former cattle stockyard on Stockman Road.

Blending its agricultural past with modern design, Stockman Flats will honor the legacy of the land while creating a space for new business growth, incorporating nods and references to its stockyard roots. The master plan calls for four million SF of planned development with Class A finishes as well as efficient and cost-effective designs across the 205-acre property.

As a cutting-edge industrial hub, Stockman Flats will offer state-of-the-art facilities designed to support manufacturing, warehousing, and logistics. The development has ambitious plans to be a cornerstone for industrial business in southern Utah County, serving commerce traveling along I-15 and other nearby corridors. Phase 1 broke ground in June—five buildings totalling one million SF—and is set to deliver in 2026.»

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Doppelmayr USA Headquarters

Owner: Doppelmayr USA
Architect: GSBS Architects
GC: R&O Construction
Estimated Completion Date: July 2026

Doppelmayr USA's new headquarters will nearly double the size of its current headquarters, located in a new build adjacent to the existing facility.

The new build will feature approximately 120,000 SF of indoor manufacturing, production, and warehousing space, 68,000 SF of covered outdoor staging and storage on three sides and 40,000 SF of two-story office and training space, allowing the innovative rope-propelled mobility company to take an even larger role in manufacturing. The building envelope will comprise concrete tilt-up walls and insulated metal sandwich panels, providing highly efficient and durable materials to reduce energy usage and extend the facility's lifespan.

Conveniently located near the expanding Salt Lake International Airport, this project represents a significant investment in Doppelmayr USA's commitment to strengthening its North American position and helping to accommodate its rapidly growing workforce.



South Salt Lake Public Works Campus

Owner: City of South Salt Lake
Architect: Method Studio
GC: Layton Construction
Estimated Completion Date: Spring 2027

South Salt Lake Public Works Campus is designed to centralize city operations and modernize aging infrastructure with upgraded, purpose-built facilities spanning 82,697 SF.

The campus includes two concrete tilt-up buildings and three covered outdoor storage facilities. The two-story south building will house South Salt Lake's Public Works administration offices, customer service areas, break rooms, and workspace for Water, Stormwater, and Street divisions. It also features an indoor truck wash station and maintenance bays tailored to service City vehicles. The south building will also feature solar panel installations, pre-manufactured covered parking, and automated gate access for enhanced security.

The north building will be a single-story structure with mezzanine levels, built to accommodate South Salt Lake's Fleet and Wastewater divisions. This building consolidates all vehicle and equipment maintenance under one roof, with dedicated repair bays and modern servicing equipment.

A focal point of the project is the revitalization of South Salt Lake's iconic water tower. After more than a decade of planning, this long-awaited project signals a major investment in the operational future of the "City on the Move".»



Après Condominiums at Big Cottonwood Canyon

Owner: Solstice Homes
Architect: Beecher Walker
GC: Solstice Homes
Estimated Completion Date: Spring/Summer 2027

Après Condominiums is the newest addition to luxury living at the mouth of Big Cottonwood Canyon, providing unmatched access to world-class ski resorts and all that Salt Lake City and Cottonwood Heights have to offer.

Located next to the Courtyard Salt Lake City Cottonwood, the project consists of 36 high-end units in two- and three-bedroom options, each with a balcony. Two units on the main level feature expansive, private exterior patios. Two units on the top level have large private patios adjacent to the common area’s rooftop deck, providing even more indoor/outdoor living space.

Après Condominiums is four stories above underground, secure parking, which will contain EV chargers and large tenant storage closets. The project will boast desirable, resort-like amenities, including a wellness/fitness center with sauna, steam room, cold plunge, and fitness equipment. Other amenities include a social room lobby for tenants as well as the previously mentioned rooftop deck—with seating, fire pits, hot tubs, and TVs—all for residents to enjoy a mountain modern lifestyle near Big Cottonwood Canyon.



St. George Airport Air Traffic Control Tower

Owner: St. George City
Architect: Woolpert
GC: Layton Construction
Estimated Completion Date: Mid-2027

Since St. George Airport relocated to its current site in 2021, the airport’s air traffic operations have been remotely managed by controllers at Los Angeles International Airport. However, as one of the fastest-growing cities in the country, St. George has seen a dramatic surge in flights, creating an urgent need for on-site air traffic control and a new tower.

St. George’s air traffic control tower will be built on drilled concrete piers and grade beams, reaching 80.5 feet to the top of the parapet; 95 feet to the top of the antennas. It will be erected with structural steel with an exterior skin of fiber cement and metal panels, encompassing 5,000 SF of space.

The new air traffic control tower is expected to attract more airlines and expand flight services, supporting economic growth and increased regional connectivity via St. George. More importantly, it will significantly improve the safety and efficiency of both commercial and general aviation flights in and out of the airport. While this air traffic control tower will be Utah’s fourth, this will be the first located outside the Wasatch Front. ■





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Limitless Sky

Salt Lake City’s skyline-busting Astra Tower soars at 41 stories and 451 feet, with a sleek, modern style and unmatched 40,000 SF of amenity space.

By Brad Fullmer

Standing atop the now-tallest building in Utah—the dynamic 451-foot, 680,000-SF Astra Tower in downtown Salt Lake City—Lance Shields was succinct in describing the otherworldly, 360-degree views available from the 41st-floor rooftop patio.

“Pretty amazing, isn’t it?” mused Shields, a Principal with Salt Lake-based HKS Architects and one of a half-dozen architects on HKS’ team who contributed to the design of Astra Tower, which features 377 total units, two levels of penthouse suites, and more than 40,000-SF of top-shelf amenity space. Peering southeast to majestic views of the Wasatch Mountains, Shields referenced the striking cantilever structure gracing the building’s southeast corner—a concession that preserved the breathtaking view by eliminating what would have been a structural column. Adding this approximately \$2 million change to the bottom line only further illustrated the owner’s desire for a world-class luxury apartment tower. »

Optimum tranquility: The other worldly view from Astra Tower’s 41st floor is complimented with a cozy public space for residents to just chill and relax. (photos by Jason O’Rear unless specified; courtesy HKS)

“The uninterrupted views of the valley are really breathtaking at the top floor and is the one thing that visitors I have taken through the project consistently comment on as the best experience they have had,” said Shields, adding that it would have been easy to justify a column in that corner. “I have to hand it to the vision of our team and the owner to see the value of the views and taking steps to preserve it.”

Indeed, Boston-headquartered Kensington Investment Company (KIC) had been eyeing the Salt Lake market since 2017, ready to make a splash. In 2018, it purchased the site once home to Carl’s Jr. and hired HKS in 2019 to get the ball rolling on the design side. The pandemic forced KIC to pause its timeline, with construction formally kicking off in January 2022, led by Salt Lake-based Jacobsen Construction.

“I have to hand it to the vision of our team and the owner to see the value of the views and taking steps to preserve it.”

—Lance Shields

“We were taking an enormous risk and writing a massive check while making sure we had as many people with experience on our team as we practically could,” said Ed Lewis, CEO of KIC. “We asked ourselves if Salt Lake City was ready for this kind of product—with no [like-building comparisons] to look to—while making the project financially successful. Putting together the capital stack with no comps in the state, and ensuring the team knew what they were doing, was challenging.”

Engagement with the community was a priority from the start, said Shane Rensmon, President of Real Estate Development for KIC, as was finding local A/E/C firms with the moxie to take on a unique hybrid design-build project of this magnitude, a delivery method “not common in Salt Lake City, but common across major markets,” he said.

“Ownership wanted to utilize local consultants and vendors as much as>>



Aerial view looking down on the amazing 10,000 SF outdoor urban park on Level 8, one of the amenity space highlights of Astra Tower.

possible to get the community involved and engaged with the project, which presented new challenges in designing and constructing Astra Tower,” said Rensmon. “We leveraged [KIC’s] skills and experiences to help guide the design and construction teams on issues that they have not seen before or had little to no experience in.”

Hotel-like Vibe with Unmatched Amenities

Emir Tursic is no stranger to massive projects, having cut his teeth in the hospitality realm as a draftsman-turned-project architect for HKS on Block A of the enormous \$10 billion MGM City Center project in Las Vegas from 2007-2008, which included the 61-story, 600,000-SF Aria Hotel. “It was a project I grew up very quickly with,” recalled Tursic, Office Director for HKS’ Salt Lake office, who ended up managing part of the project before it ended. “After this, I could go to the moon and not be scared of anything.”

Even amidst the challenges for Tursic and his team, Astra Tower proved to be one of the most exciting, generational opportunities in the realm of world-class residential high-rise design that—ho-hum—also sets a record as the state’s tallest-ever building. “We wanted to create a sustainable urban community that focuses on wellness and sustainability,” said Tursic. “Sustainability is not just about energy and carbon footprint, it’s also [about] health and wellness and the environment. We have this huge amenity program—40,000 SF of indoor and outdoor amenities space focused on physical and mental health.” Tursic said dispersing major amenities across three building levels was a key functional design consideration. Level 8 kicks things off with an expansive club lounge that includes a demonstration kitchen and entertainment area, a state-of-the-art fitness center where views overlook Gallivan Plaza, a remote office space with a conference room and meeting rooms, and

what Tursic calls “The bonus space”—an expansive 10,000 SF outdoor urban park. “Instead of a roof on top of the eight-story parking structure, we created a space with an outdoor lawn, hammocks, fire pits, grills—it’s a great social space for Astra’s residential community,” he said. Level 23 includes the outdoor pool and indoor spa, highlighted by a wellness center, steam room, sauna, recovery spas, treatment rooms, and private locker rooms. The pool deck overlook offers excellent views of the Oquirrh Mountains to the west. Level 41 tops the amenity spaces—literally—with an outdoor kitchen, entertainment area, and a spacious outdoor viewing deck that looks down on Salt Lake’s adjacent tallest buildings. “We wanted to provide a variety of experiences,” said Tursic. “The 41st floor is meant for quiet and solitude.” ROAM Interior Design of Los Angeles provided interior design on every level. “With Astra Tower, we set out to design interiors that reflect both the soul and

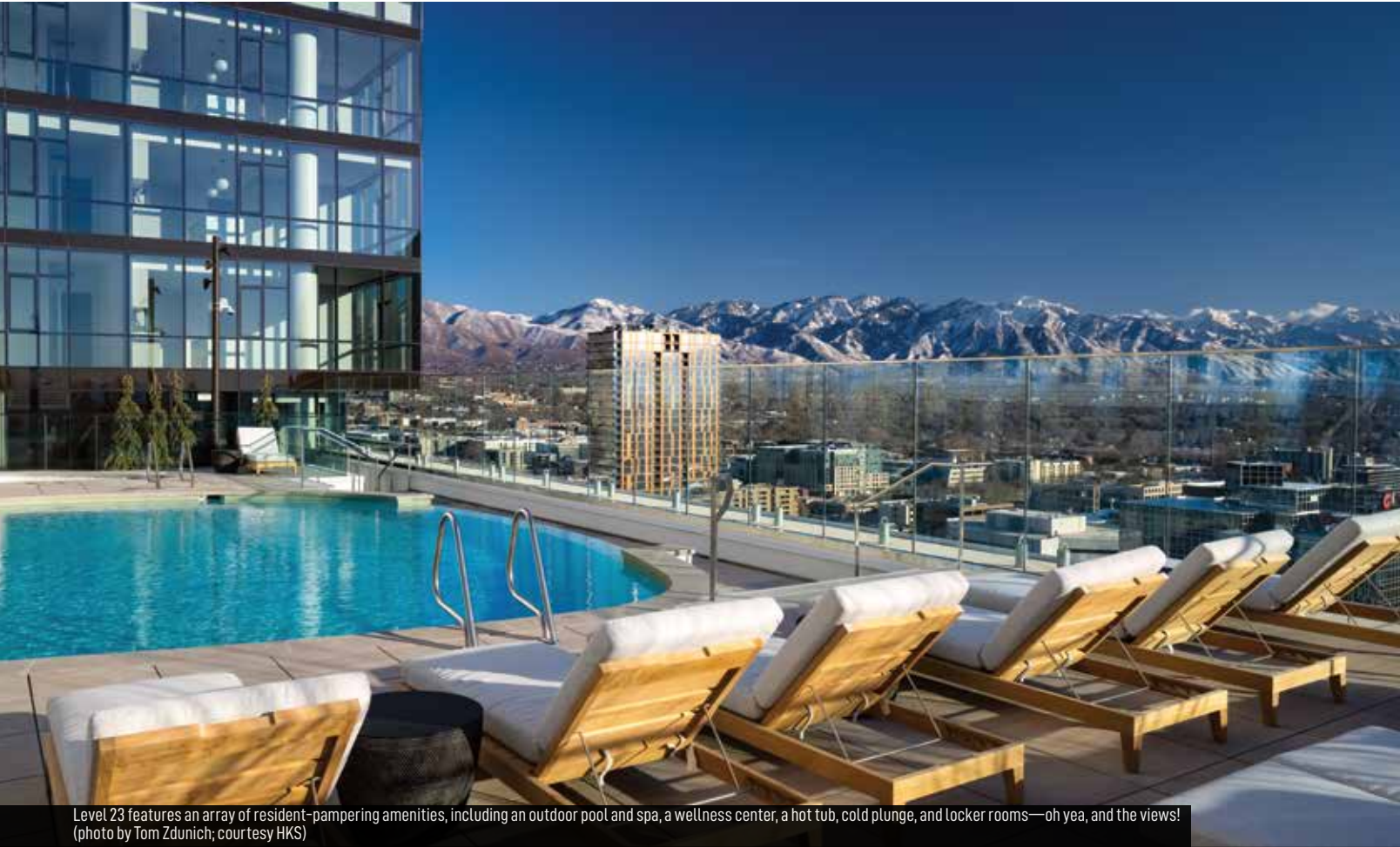
natural beauty of Utah, infused with the energy of modern city living,” said Deanne Teeter, Design Director at ROAM. “Every amenity—from the tranquil spa on the 23rd floor to the rooftop lounge with panoramic views—is intentionally crafted to foster wellness through biophilic connection and a true sense of home in the sky.”

“A key priority was achieving a sustainable design that meets or exceeds the LEED Gold standard.” —Joe Bird

“Astra Tower was purposefully designed to exemplify KIC’s commitment to operating market-leading apartment buildings, featuring state-of-the-art amenities and an unwavering dedication to service excellence,” said Joe Bird, Vice

President of Real Estate Development for KIC. “This intentional design ensures an unparalleled living experience, blending sophisticated facilities with exceptional resident-focused service to set a new standard for urban residential excellence in Utah.” **Project Targets LEED Gold and WELL Certification** To top it all off, one of the greatest “amenities” is typically not viewed as a perk: a sophisticated air filtering system. Using hospital-grade MERV 13 filters, the system filters air from a singular location before distributing it to units and public areas. Each room also features thermostats with air quality sensors and operable windows. Another unique environmental feature that has rightfully garnered attention is Astra Tower’s custom air quality beacon—hailed as the first of its kind—that sits atop the building. The beacon connects to Utah Clean Air (UCAIR) sensors that report current conditions via color-changing LED lights, an

effective way to educate the public on real-time air quality. Sustainability has long been one of Lewis’s hot buttons as company CEO, with Astra as a towering example. KIC went all-out in an effort to achieve LEED Gold certification (slated for 2026), a worthy goal for a project of this magnitude. “A key priority was achieving a sustainable design that meets or exceeds the LEED Gold standard,” said Bird. “This commitment reflects the Lewis Family’s dedication to environmental responsibility, occupant well-being, and long-term operational efficiency.” Additional environmental stewardship measures include low-flow water fixtures, which help the project achieve a 35% reduction in baseline water usage. Energy-efficient MEP systems, LED lighting, low-VOC materials, and electric charging stations further contribute to sustainability. In addition to LEED Gold, Astra Tower has earned WELL Certification for its wellness initiatives focused on occupant>>



Level 23 features an array of resident-pampering amenities, including an outdoor pool and spa, a wellness center, a hot tub, cold plunge, and locker rooms—oh yea, and the views! (photo by Tom Zdunich; courtesy HKS)

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health and well-being, highlighted by cool biophilic spaces and the mid-level urban park.

Overcoming Construction Challenges & Logistics

Having completed the nearby 24-story Liberty Sky high-rise apartment tower in December 2021, Salt Lake-based Jacobsen Construction had a pretty good idea of what

to expect on another high-rise, other than the fact that Astra Tower was considerably higher at 41 stories tall. The owner also expected a phased completion.

According to Doug Carley, Jacobsen Sr. Project Manager, the team spent 10 months developing a logistics plan associated with early occupancy to establish fire/life safety systems, public access, fire access, and construction access. The team engaged

in early conversations with city officials, fire marshal representatives, key trade partners, KIC, and the property manager to identify buffer levels, parking requirements, laydown and staging areas, elevator availability, shared use with back-of-house areas, and more. The plan was finalized and approved by all interested parties in preparation for the early opening of the low/mid-rise portion as active construction progressed on upper sections.

“The challenges with phased opening required all team members, including the local municipalities, to collaborate in a way that ultimately benefitted Astra Tower and the built community,” said KIC’s Rensmon. “It shows that large-scale projects like this can be opened safely and in a way that benefitted the ownership team and early move-in tenants.”

Vertical transportation and site logistics, Carley continued, were ever-present concerns. “We knew from the beginning that getting materials, equipment, and manpower to work areas was critically important to meet schedule expectations and work cost-effectively,” he said.

The biggest logistical challenge was determining adequate crane coverage to build the tower while maintaining public safety.

“Optimally positioning the crane on site was a complex undertaking,” said Carley. “We worked to ensure there was reach to all areas of the property without swinging across property lines to the north or east. We worked closely with neighboring businesses, local authorities, and our crane company to select the right crane for the project.”

Construction utilized a luffing crane for its ability to work in tight spaces, Carley added, without having the boom crossing over site boundaries. Periodic lane closures on 200 South, with strategic ingress and egress points, helped facilitate construction access while minimizing disruptions. Pedestrian canopies installed over public sidewalks helped maintain public safety and navigation around the site.

Multiple material man hoists were installed and used to transport materials and workers safely. The crane and hoists were active during all available working hours and proved key to meeting the

project schedule. Once the elevators achieved functionality, teams removed the material hoists from the building to allow for the installation of the curtain wall, glazing, and GFRC panels on the exterior to finish envelope construction.

The team determined early on that reducing concrete cycle durations for the superstructure would aid the project. Another strategy involved starting exterior façade and interior build-out earlier, relieving pressure on overall schedule. Jacobsen began these efforts by developing a concrete pour schedule, clearly communicating with key trades (concrete, rebar, and MEP) with specific hour-by-hour rundowns of the deck cycle.

Jacobsen also utilized wireless sensors that were cast into each deck pour for temperature monitoring and real-time concrete strength measurements. These live updates allowed deck stressing to occur without delay, keeping the project on schedule.

“Together, all this detailed coordination ultimately resulted in a five-day deck cycle on the single tower from levels 24 to 40—a huge accomplishment for the team,” said Carley.

During peak construction, Jacobsen had 80 to 120 of its own employees, while the project itself topped out at 600 trade workers per day.

Hybrid Design-Build Offers Unique Challenges to MEP Firms

Lewis said KIC decided to go with a “hybrid design-build” delivery method to help the firm get better real-time cost analysis and more accurate assumptions, along with a more prepared general contractor (three were sent a RFP) who could then bring on board key subcontractors for value engineering and best-built solutions.

This delivery method was also key in facilitating KIC’s wish for phased occupancy, with residents occupying floors 1-20 while the rest of the building was under construction. This tested the mettle of every trade partner on the job, particularly the electrical and mechanical subcontractors. These teams received schematic and partial (up to 50%) drawings from Portland-based PAE Engineers, allowing the local design->>



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Interior spaces (above) are quaint, comfortable, and inviting. Lightning reflects off an intricate façade facing 200 South—inviting guests and residents alike inside. (Interior photos courtesy KIC)

build teams to apply their respective expertise and provide definite cost and schedule benefits.

Salt Lake-based Hunt Electric utilized its in-house engineering team to complete the design and then turn it over to its construction, lighting, and technology teams.

“It’s one of the most challenging projects we’ve done,” said Adam Brownell, Project Engineer. “A lot of the core design concepts were done, but we took it from various points to completion—we had to fill in gaps, things that were partially designed.”

From a building standpoint, “navigating the high-rise and hauling material up and down was difficult; it was a lot of manpower for us,” said Colton Windfelder, Technologies Project Manager, adding that even small details like workers finding parking and extra attention to safety because of the nature of the project added to the grind. Scheduling materials was done as an on-time basis; if you needed it that day, it was shipped and immediately staged to the right floor. At times, that meant trades stacking materials around other trades in tight floor spaces.

Three 4,000-amp generators provide

the tower with permanent power and ensure resilience during potential outages. Low-blue light and intuitive lighting systems run on a circadian rhythm, adjusting to optimal levels based on natural daylighting.

On the mechanical side, Salt Lake-based Archer Mechanical brought on board Colvin Engineering of Salt Lake for its design expertise and performed all plumbing construction, while also overseeing HVAC contractor B2Air Systems of Lindon.

Archer and Colvin thrived with the design-build process, with the two firms working together to produce optimal results within their scope with types of systems and mechanical processes.

“We had the framework for what the owner wanted up front, including acoustical design. They wanted a smooth system that provided best-in-class comfort for tenants while also being energy efficient,” said Tony Rickards, President/CEO of Archer. “With design-build, there are no excuses for why something didn’t go well. [Design-build] gives us an opportunity to build a relationship and be an integral part of a project allows us to understand what an owner’s intent is; what risks we can mitigate early on. We’re more aware of the unique

challenges of the project.”

Rickards said a heat pump system offered many advantages, including efficiency, low noise, and a long system life span, while giving each tenant unit-specific temperature control. Pressure variations per floor had to be factored in and accommodated, which involved utilizing a Sivent system. This engineered single-stack drainage system processes waste and venting by slowing the velocity of liquids and solids through a series of aerator fittings and double offsets.

Jarrett Capstick, a Principal at Colvin and Project Manager on Astra, said the flow of information between his firm and Archer was efficient and effective, which led to better results in the field. Because Archer was able to factor in specific equipment on its bid, Colvin was able to design around that equipment.

“We could design around specific pieces of equipment. In a mechanical room, [factoring in specific equipment] can lead to more accurate models, especially in individual apartments that helped dial in space requirements, clearance, air flow, [and] noise,” said Capstick, who oversaw a team of six designers. “We had a really good process transferring design updates to Archer and getting quick feedback with costs or adjustments to streamline installation.”

Capstick also had high praise for the heat pump system, saying one of the benefits is during “shoulder season” when buildings heat up in the morning and then cool in the afternoon. This system can, he said, “transfer heat from one place to another, to shift the load throughout the building. The end result is limiting energy consumption and boiler emissions.”

Building Supported by Gravity Structural System

A robust gravity structural system was designed by Thornton Tomasetti’s San Francisco office, according to Mark Koenigs, Associate Principal, and consists of concrete post-tensioned flat plate slabs supported on cast-in-place concrete columns. The use of flat plate construction allowed for a thin structural depth, which reduced the floor-to-floor height while creating the tall

ceilings desired by the developers for the high-end residential units.

Since the concrete slabs are the tower’s largest structural component of the structure, the design team focused on material efficiency and a highly constructable design, said Koenigs. Column locations and slab openings were designed in coordination with HKS to produce an efficient post-tensioning layout with minimal additional reinforcement requirements. With 40 slabs to construct, engineers worked closely with Jacobsen on construction sequencing to maintain speed on the floor pour cycle and keep the overall schedule on track. Special reinforced concrete shear walls form the lateral system of the building. These walls extend from the foundation to the top of the structure and resist lateral loads.

With Salt Lake City located near the Wasatch Fault, the seismic demands are high, rivaling those of the most seismically active regions. To provide an efficient structural design, Thornton Tomasetti followed a performance-based seismic design (PBSD) process. The process allowed the team to utilize a shear wall-only lateral system at building heights above the limits

for a prescriptive code-based seismic design approach. PBSD helped Astra Tower meet and exceed code requirements, optimizing the structural system to resist seismic loads derived from anticipated events at the building, based on the evaluation of local geological conditions and adjacency to nearby faults. The PBSD process allowed the design team to align building performance with specific criteria and provide the required resiliency during a potential seismic event.

Regarding the cantilever, Carley said of the million-dollar-plus cost, “[It was] not a cheap endeavor but worth the price to have a fully unobstructed view from the viewing deck.” The weight of this beam, he added, was a driving factor when selecting which type of crane to use when accounting for size and picking capacity. A temporary column was used to support and stabilize the cantilever beams and then removed after full pen welds were successfully performed and inspected.

Keeping the building plumb was achieved via deck scanning by Jacobsen’s VDC team and surveying to prism points positioned on neighboring buildings. Slab edges were verified during each required

deck scan. Deck scanning was verified using benchmarks and surveying equipment, with sight lines to prism targets positioned on neighboring buildings.

Dazzling Glass Curtain Wall System Tested Contractor

Salt Lake-based Steel Encounters added to its burgeoning reputation as a premier high-rise glazing contractor with the completion of Astra Tower. Led by Project Manager Pourya Golzar, the company was responsible for the curtain wall system, glass windscreens, window wall, louvers at the penthouse levels, and operable glazing.

The custom window wall system included 137,480 SF of glazing and guardrails consisting of more than 9,100 individual pieces of mid-iron glass chosen for its neutral appearance and superior sound performance. The project required three different custom louver finishes to coordinate with surrounding materials.

Celebrating the Grand Achievement

At a May 13 ribbon-cutting ceremony hosted by KIC—appropriately in front of the largest mural in Utah that spans the western wall >>



Street level view (opposite) of the front entrance on 200 South, looking north. Aerial view of Astra Tower looking northeast shows the large mural on the west wall, as well as pool on Level 23.

At a whopping **451 feet** (137.5 meters), Astra Tower is the tallest building in the Beehive State, and one of only 16 buildings over 300 feet in Salt Lake City. Outside SLC, Utah Valley Hospital’s 12-story Todd and Andie Pedersen Patient Tower is 212 feet.

Project	Stories	Height (ft.)	Year Completed
Astra Tower	41	451	2024
Wells Fargo Center	26	422	1998
LDS Church Office Building	28	420	1973
95 State at City Creek	25	395	2022
111 South Main	23	387	2016
99 West on South Temple	30	375	2010
KeyBank Tower	26	351	1975
One Utah Center	24	350	1991
Worthington Tower	31	335	2024
Gateway West Tower	20	335	1998
Grand America Hotel	24	328	2001
Hyatt Regency Hotel	25	327	2022
American Tower North	26	324	1982
American Tower South	26	324	1982
World Trade Center at CC	22	320	1986
222 South Main	22	316	2009

of the tower, a bold artistic statement that underscore’s the project’s commitment to culture and creativity—Rensmon said “Astra Tower is more than just a building—it’s a milestone in Salt Lake City’s evolution. Our goal was to create a place that elevates urban living while contributing to the health, vitality, and long-term sustainability of the city. This project reflects our deep belief in the transformative power of thoughtful development and long-term community investment.”

“Astra Tower was brought to life by a highly skilled, ambitious construction workforce that is powering Utah’s growth,” said Gary Ellis, Jacobsen Construction President and CEO, praising his team and the 86 trade partner firms who contributed to the project’s success. “This project successfully demonstrated that the professional builders in our market are truly ready for whatever the future holds in Salt Lake City.”

Beyond its architectural and environmental contributions, Astra Tower will play a key role in stimulating downtown Salt Lake City’s economic development. By attracting professionals and businesses to the downtown area, it fosters a vibrant community and supports local enterprises. The project’s emphasis on sustainable urban living serves as a model for future developments, aligning with the city’s vision for growth and innovation.

Those who worked on it remark how great it is to be able to see it from all over the Salt Lake Valley.

“It’s a signature project,” said Shane Sidwell, Project Manager for Hunt. “To do that project in the time frame we did it, and still have a good relationship with the GC, is amazing. I see everybody—and it’s family. Even though we may have screamed and yelled along the way, we completed it as a team. Forever friendships with people I worked with on that project.”

“It was an opportunity to build a staple building that stands out—it’s like an award for us, a proud monument to the work we do,” said Rickards. “It’s a reminder of who we are and what we’re capable of accomplishing.”

Jacobsen’s Carley concluded that this project has been the highlight of his career.

“This type of project hasn’t happened very often in our market, and it was something that Jacobsen wanted to do. It’s gratifying to know that all future high-rises will be compared to Astra for quality, height, and speed of construction—setting the stage for the future of a new skyline in Salt Lake City.” ■

- Owner:** Kensington Investment Company
- Architect:** HKS Architects
- General Contractor:** Jacobsen Construction
- Civil Engineer:** Great Basin Engineering
- Electrical Engineer:** PAE (Design Documents), Design Build - Hunt Electric (Construction Documents)
- Mechanical Engineer:** PAE (Design Documents), Design Build - Archer Mechanical (Construction Documents), Colvin Engineering Associates
- Structural Engineer:** Thornton Tomasetti
- Interior Design:** ROAM Interior Design
- Landscape Design:** Dig Studio
- Geotech:** Atlas, Consolidated Engineering Laboratories
- Structural Concrete:** Jacobsen Construction, FABco
- GFRC Panels & Precast:** Willis Construction
- Plumbing:** Archer Mechanical
- HVAC:** B2 Air Systems
- Electrical:** Hunt Electric
- Masonry:** Allen’s Masonry Company
- Tile/Stone:** Dowland Tile & Stone
- Glass/Curtain Wall:** Steel Encounters
- Flooring:** Jacobsen Flooring Services
- Roofing:** Utah Tile & Roofing, Inc.
- Steel:** Precision Welding & Fabrication, SPR Steel Erectors
- Excavation:** Jones Excavating Co.
- Metal Framing & Drywall:** Daw Construction
- Other Specialty Contractors:** TID Inc., Guaranteed Waterproofing & Construction, Grow Painting, Fisher Painting Inc., Mitchell Acoustics, Sinc Constructors, Artisan Millwork, Finish Specialties Inc., Beacon Commercial Door & Lock, CEM Aquatics, Bigge, Mountain Crane, The Finish Guys, Inc., BHI Co., Keller North America, R. Phillips Plastering, Schindler Elevator Corporation, Western Automatic Sprinkler, American Trash Management, Cannon Sales, Colton, Inc., GE Appliances, MINER, Winsafe, All Pro Security



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Heather West | CEO, Wellnest Fertility Clinic

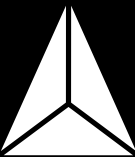


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2025 Most Outstanding Projects Competition

SUBMISSION DEADLINE: OCTOBER 16th, 2025

UC+D is proud to announce its 13th Annual Outstanding Projects of the Year competition for 2025, which honors the very best commercial construction and design projects in the State of Utah that were 90-100% completed within the 2025 calendar year (Jan. 1 to Dec. 31). Projects will be considered in a wide range of categories including (but not limited to) the following:

Project of the Year (Overall Most Outstanding Project)

Commercial/Mixed-Use
Commercial/Office
Commercial/Retail
Community/Cultural
Concrete/Structures
Concrete/Tilt-Up
Design/Build
Entertainment
Green/Sustainable

Healthcare (Large)
Healthcare (Small)
Higher Education
Highway Over \$10 M
Highway Under \$10 M
Hospitality/Resort
Industrial
K-12
Mass Transit/Airport
Multi-Family
Municipal/Utility

Private Over \$10 M
Private Under \$10 M
Public Under \$10 M
Publisher's Pick
Renovation/Restoration
Specialty Contracting: Electrical
Specialty Contracting: Masonry
Specialty Contracting: Mechanical
Sports/Recreation
Tenant Improvement
Water/Wastewater

Submittals will be judged by a panel of A/E/C industry professionals and awarded based on a number of criteria.

ELIGIBILITY

1. The project must be located in Utah.
2. The project must be 90-100% completed in 2025
3. Firms can submit multiple projects in multiple categories. The most successful entries include input from various team members, including the A/E firms, general contractor, & owner.

JUDGING CRITERIA

1. Contribution to the Industry and Community
2. Innovation in Design and Construction
3. Overcoming Unique Challenges/Obstacles
4. Safety, Quality and Craftsmanship
5. Aesthetics/Design

SUBMISSION/ENTRY FEE

All entries must complete the submission overview document. **This document may be found at www.utahcdmag.com/events.** Entries should be submitted electronically, either by email/email delivery service (such as DropBox/Google Drive, etc.). Submissions emailed should be sent to: lmarshall@utahcdmag.com. Questions may be emailed to Ladd Marshall at: lmarshall@utahcdmag.com

There is a \$70 entry fee per submitted project. Fees will be invoiced after project submissions are received.

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2025 Top Utah General Contractor Rankings

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Utah Construction + Design is pleased to publish its 13th annual list of the Top General Contractors in Utah, based on revenues generated in 2024 by firms with offices in Utah. Firms with Utah headquarters are ranked by overall revenues (all U.S. offices). Firms who chose not to disclose revenues (DND) are listed after revenue-disclosing firms based on No. of employees. Firms with headquarters outside Utah are listed at the bottom of the overall rankings, while Utah office revenues are included in the discipline specific Utah rankings. Every effort was made to contact respective GC firms and encourage their participation.

TOP UTAH GENERAL CONTRACTORS (Ranked by Total Office Revenues; Must have Headquarters in Utah; All Disciplines)

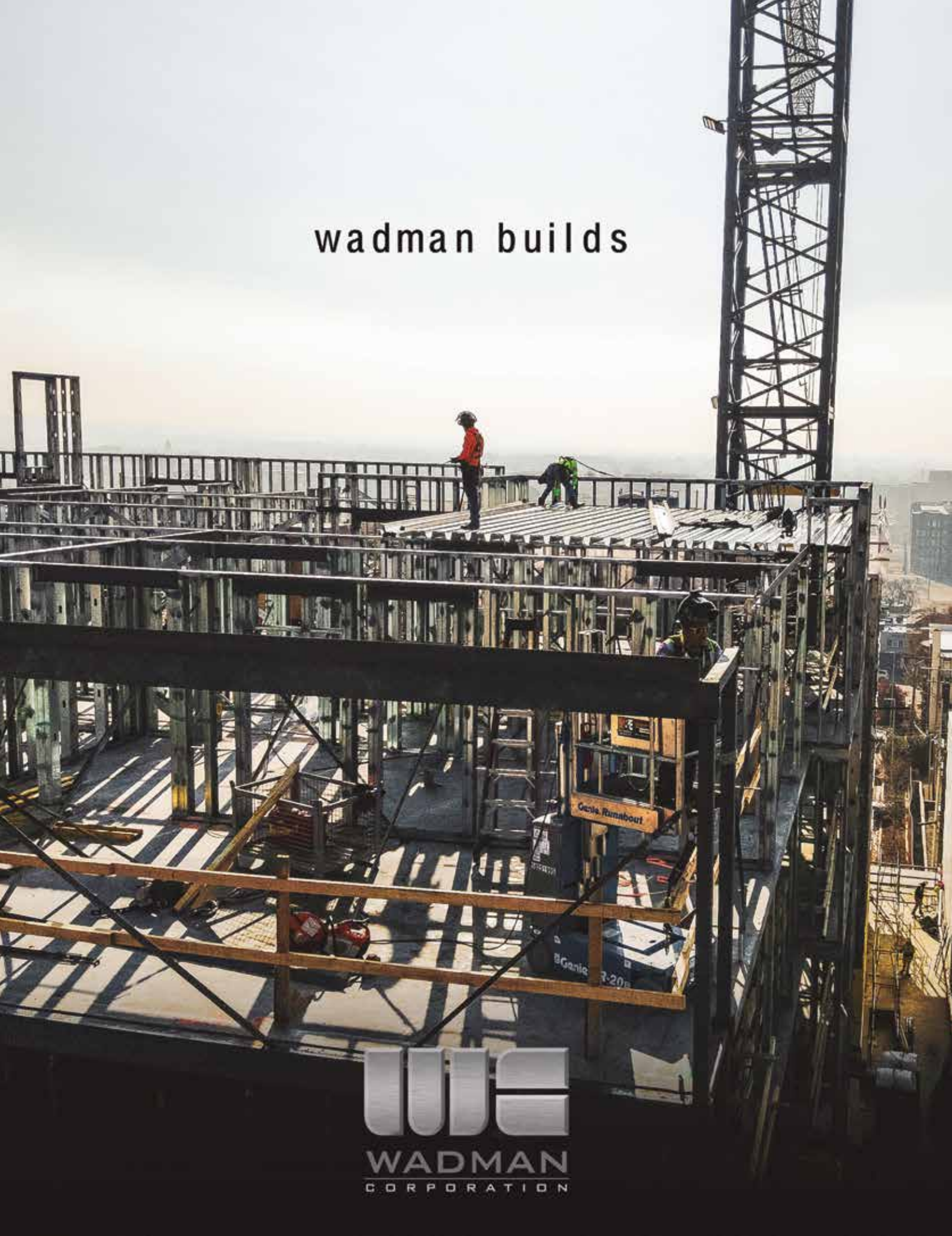
Firm Name Address (HQ) Phone / Website	Year Est. # of Employees (UT/ALL)	Top Executive Title Years at Firm	Largest Utah Project Completed in 2024 Largest Utah Project started in 2025	Annual Revenues (millions)			Top Markets	%
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1. Layton Construction Co. 9090 S Sandy Parkway Sandy, UT 84070 (801) 568-9090 laytonconstruction.com	1953 860/1,800	David S. Layton President & CEO 46	The Worthington Residences, SLC Huntsman Cancer Institute, Vineyard	\$746.0 \$4,871.0	\$721.0 \$3,871.0	\$799.0 \$3,493.0	Healthcare Industrial Other Multi-Family	27% 24% 14% 13%
2. Big-D Construction Corp. 404 W 400 S SLC, UT 84101 (801) 415-6000 big-d.com	1967 1,000/2,100	Cory Moore CEO 26	Copper Crossing @ I-80 Building 7, SLC Data Center Power Generation Facility, West Jordan	\$1,467.9 \$2,922.6	\$1,206.0 \$2,619.6	\$1,133.2 \$2,469.4	Comm/Retail Multi-Family Industrial Telecomm	31% 21% 15% 15%
3. Okland Construction Co. 1978 S West Temple SLC, UT 84115 (801) 486-0144 okland.com	1918 DND/1,157	Brett Okland President 31	U of U DESB Impact Prosperity Epicenter Housing, SLC Delta Center NHL Conversion, SLC	\$896.3 \$1,814.7	\$776.7 \$1,554.6	\$663.3 \$1,373.0	Civic/Inst. Industrial Higher Ed Healthcare	20% 19% 19% 12%
4. Clyde Companies 730 N 1500 W Orem, UT 84057 (801) 802-6900 clydeinc.com	1926 3,756/5,879	Jeremy Hafen President & CEO 20	I-15 Widening and new interchange, Washington City Alpine Aqueduct Reach 1, Orem	\$542.6 \$1,066.2	\$560.2 \$1,036.7	\$517.9 \$1,066.8		DND
5. Jacobsen Construction Co. 5181 W Amelia Earhart Dr SLC, UT 84116 (801) 973-0500 jacobsenconstruction.com	1922 754/800	Gary Ellis President & CEO 24	Grand Hyatt Deer Valley, Park City Cormont at Deer Valley East Village, Park City	\$990.0 \$1,007.0	\$935.0 \$1,006.0	\$767.0 \$862.0	Civic/Inst. Higher Ed Multi-Family Resort/Hosp	37% 27% 12% 8%
6. Hogan & Associates Const. 940 N 1250 W Centerville, UT 84014 (801) 951-7000 hoganconstruction.com	1945 275/275	Cris Hogan President/CEO 32	West Field High School, Taylor Alpine School District New High School, Saratoga Springs	\$714.0	\$679.0	\$467.0	DND	
7. Westland Construction 1411 W 1250 S Ste 200 Orem, UT 84058 (801) 374-6085 westlandconstruction.com	1992 260/275	Chris Houghton CEO 33	St. George Temple Rebuild, St. George Provo Rock Canyon Temple, Provo	\$648.8	\$577.6	\$485.5	K-12 Religious Sports/Rec. Retail	49% 33% 5% 5%
8. BHI 1175 E 2000 S Vernal, UT 84078 (435) 789-5252 bhico.com	1996 1350/1,720	Erik Haslem CEO 23	Black Desert Resort, Santa Clara R Plus Green River Solar, Emery County	\$260.5 \$606.3	\$149.1 \$372.8	\$96.2 \$250.1	Industrial Oil & Gas Comm/Retail Underground	40% 30% 10% 5%

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10. Ralph L. Wadsworth Const. 166 E 14000 S Ste 200 Draper, UT 84020 (801) 553-1661 wadsco.com	1975 650/750	Brandon Squire President 19	SLC Airport DP 11 1800 North, Davis County	\$480.0 \$568.0	\$410.0 \$453.0	\$372.0 \$420.0	DND	
11. R&O Construction 933 Wall Avenue Ogden, UT 84128 (801) 627-1403 randoco.com	1980 135/175	Slade Opheikens President & CEO 37	Roy Innovation Center 2, HAFB Pioche Wye Hotel, Park City	\$283.0 \$463.0	\$237.0 \$434.0	\$308.0 \$468.0	Industrial Comm/Retail Resort/Hosp. K-12	34% 26% 9% 49%
12. Whitaker Construction Co. 44 S 1050 W Brigham City, UT 84302 (435) 723-2921 whitcon.com	1953 665/911	Brett Nielsen President 30	NDSO Final Effluent Pump Station, Syracuse Bear Lake Marina, Garden City	\$287.9 \$351.7	\$272.4 \$322.8	\$245.0 \$293.9	Wastewater Underground Heavy Civil Water	30% 20% 20% 20%
13. Wadman Corporation 2920 S 925 W Ogden, UT 84401 (801) 621-4185 wadman.com	1951 159/159	David L. Wadman CEO 46	HCA FSER Medical, Syracuse Metro, Salt Lake City	\$308.0	\$238.0	\$225.0	DND	
14. Hughes General Contractors 900 N Redwood Road North Salt Lake, UT 84054 (801) 292-1411 hughesgc.com	1958 292/293	Todd A. Hughes President 42	Waste Transfer Station, Spanish Fork New Elementary School #2, Syracuse	\$269.0 \$269.1	\$283.2 \$283.2	\$256.0 \$259.7	K-12 Comm/Retail Sports/Rec Water	76% 10% 6% 3%
15. Bonneville Builders 8610 Sandy Prkwy Ste 210 Sandy, UT 84070 (801) 263-1406 bonnevillebuilders.com	1998 68/68	John Tebbs President 27	Cascade Springs, Cedar City Midvale Townhomes, Midvale	\$200.8	\$106.2	\$85.1	DND	
16. Kier Construction 3710 Quincy Avenue Ogden, UT 84403 (801) 627-1414 kier.org	1986 83/83	Clint Costley President 20	Novel Daybreak The Silos Building #3, SLC	\$193.0	\$170.0	\$162.0	Multi-Family Higher Ed Comm/Retail	80% 15% 5%
17. Zwick Construction Co. 434 W Ascension Way Ste 150 Salt Lake City, UT 84123 (801) 484-1746 zwickconstruction.com	2007 70/76	Darin C. Zwick President & CEO 18	Camber, SLC GEM Apartments, West Jordan	\$148.0 \$178.0	\$205.0 \$230.0	\$215.0 \$242.0	Civic/Inst. Multi-Family Comm/Retail Higher Ed	43% 26% 24% 3%
18. RVC Construction 510 S 600 E SLC, UT 84109 (801) 355-6881 rvconst.com	1984 41/52	Dennis Van Leeuwen President & CEO 38	DND DND	\$161.0	\$152.0	\$114.0	DND	

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					2024 (Utah offices) (All U.S. offices)	2023	2022		
19.	Ivory Commercial 3401 N Center St Ste 300 Lehi, UT 84043 (801) 407-6813 icocompanies.com	2009 146/146	Jim Seaberg President 16	Devon II Multi-family , University Place Mall ICO Holbrook, Lehi	\$131.0	\$187.0	\$169.0	Multi-Family Comm/Retail	90% 10%
20.	Pentalon Construction 4376 S 700 E Ste 100 SLC, UT 84107 (801) 619-1900 pentalonconstruction.com	1993 61/61	Carl Tippetts CEO 32	Jackson Station Apartments, SLC Liberty Corner, SLC	\$129.0	\$122.0	\$91.0	Multi-Family Healthcare	85% 5%
21.	United Contractors Inc. 1414 S Main St Salt Lake City, UT 84115 (801) 485-5533 buildwithunited.com	2004 40/DND	Matt/Marc Menlove Owners 25	Ken Garff Ford Truck Center, American Fork UT KMC Office Building, Provo	\$51.0 \$98.0	\$29.0 \$90.0	\$22.0 \$60.0	Comm/Retail. Multi-Family Industrial	55% 35% 10%
22.	Watts Construction 795 S Factory Dr Ste B St. George, UT 84790 (435) 673-9096 wattsconst.com	1968 28	Chris Boudrero CEO 24	Voco by IHG, Moab Washington Co. & US Federal Courts Remodel, St. George	\$95.7	\$62.0	\$65.3	Multi-Family Resort/Hosp. Civic/Inst. Comm/Retail.	48% 16% 12% 10%
23.	Cameron Construction 573 W. Billinis Rd. Salt Lake City, UT 84115 (801) 268-3584 cameronconstruction.com	1973 27/27	Kevin Cameron President 40	DND Crescent Junction	\$57.0	\$70.6	\$61.5	Comm/Retail.	100%
24.	Engage Contracting 295 Jimmy Doolittle Dr. Salt Lake City, UT 84116 (801) 395-4500 engagecontracting.com	2001 40/40	Donavon Minnis CEO 24	Frulact, Logan FHBP Phase 1, Clearfield	\$50.9	\$50.9	\$43.0	Industrial Civic/Inst. Other Healthcare	67% 21% 6% 4%
25.	Center Point Construction 289 E 400 N Morgan, UT 84050 (801) 845-1100 centerpointut.com	2002 34	Ron Hales President 23	Young Subaru Dealership, Ogden Island Road Development, Morgan	\$38.3	\$33.6	\$21.8	Comm/Retail. Other Underground Industrial	68% 24% 4% 3%
26.	Eckman Construction 3032 S 1030 W STE 101 South SLC, UT 84119 (801) 908-0604 eckmanconst.com	1918 29	Cooper Eckman President 11	General RV, South Weber American Leadership Academy, Spanish Fork	\$27.5	\$15.9	\$59.2	Comm/Retail. Civic/Inst. K-12	70% 15% 15%
PARTICIPATING FIRMS WITH HEADQUARTERS OUTSIDE UTAH									
	Sundt Construction 1970 N Redwood Rd. SLC, UT 84116 (801) 853-8070 Sundt.com	1890 213/4,460	Jasen Bennie Regional Mgr. 6	Appaloosa Solar I - Cedar City	\$516.5 \$3,090.6	\$242.1 \$2,253.9	\$94.7 \$1,677.0	Power Wastewater Highway Underground	67% 15% 14% 4%
	ARCO Design/Build 155 N 400 W Ste. 310 SLC, UT 84103 (385) 479-9753 arcodb.com	1995 11/2,096	Rob Steigerwald CEO 26	Lakeshore Learning Materials Distribution Center, Garland Nucor Towers and Structures, Brigham City	\$111.7 \$1,660.0	\$49.4 \$2,200.0	\$37.5 \$2,250.0	Industrial Sports/Rec Multi-Family	81% 10% 5%



Top Utah General Builders (Ranked by Utah Office Revenues)

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Top Heavy/Highway & Municipal/Utility (Ranked by Utah Office Revenues)

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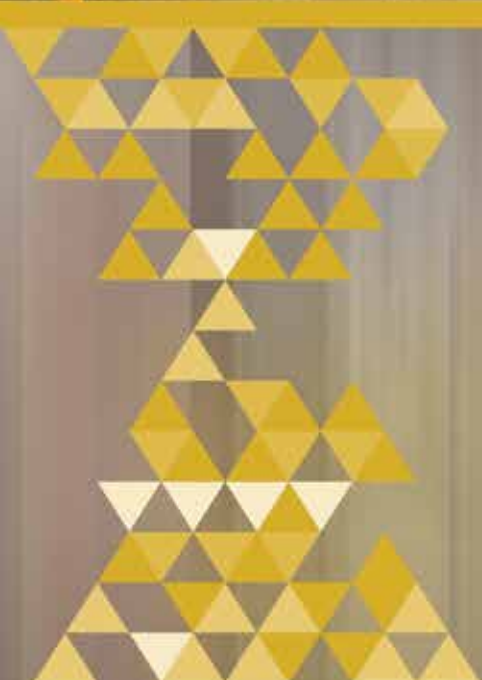


INDEX OF ADVERTISERS

Archer Mechanical	3
Babcock Design	38
Babcock Scott & Babcock	19
Beecher Walker	13
BHI	9
Big-D Construction	11
Bowen Studios	49
Cache Valley Electric	115
CCI Mechanical	69
Center Point Construction	5
Century Equipment	111
CFC Supply	4
CFC Supply	75
Cole West	7
Contech Engineered Solutions	49
Dunn Associates, Inc.	109
Eckman Construction	2
Engage Contracting	19
Flynn	47
GSL Electric	67
HB Workplaces	37
Helix Electric	69
Hogan & Associates Construction	81
Hughes General Contractors	12
Hunt Electric	96
Industrial Supply	63
Intermark Steel	76
Jacobsen Construction	8
Kier Construction	33
Michael Baker International	57
Midwest D-Vision Solutions	116
Mountain States Fence	65
National Trench Safety	57
Northern Utah Economic Alliance	65
Okland Construction	51
PSOMAS	47
R&O Construction	6
Ralph L. Wadsworth Construction	10
RVC Construction	14
Sanpete Steel	39
Sean Campbell Construction	17
Snell & Wilmer	95
Sohm Photografx	86
Staker Parson Companies	101
Steel Encounters	13
Sundt	114
SunTec Concrete	113
Timber Works	109
TSA Architects	100
UDOT Zero Fatalities	85
UMC, Inc.	45
Wadman Corporation	107
Westland Construction	86
Wheeler Machinery	103
Whitaker Construction	89
Willmeng	113
Zwick Construction	27



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