

# Focus

The Enterprise **F1**

April 29, 2019

CONSTRUCTION

## INSIDE

### Construction Lists:

Architectural Firms  
page **F6**

Bonding Companies  
page **F12**

Commercial Contractors  
page **F18**

Engineering Companies  
page **F28**

Electrical Contractors  
page **F34**

Heavy Equipment Dealers  
page **F38**

Project Managers  
page **F40**

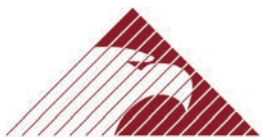
Rock, Concrete, Asphalt,  
Sand & Gravel Companies  
page **F42**

Structural Steel Companies  
page **F44**

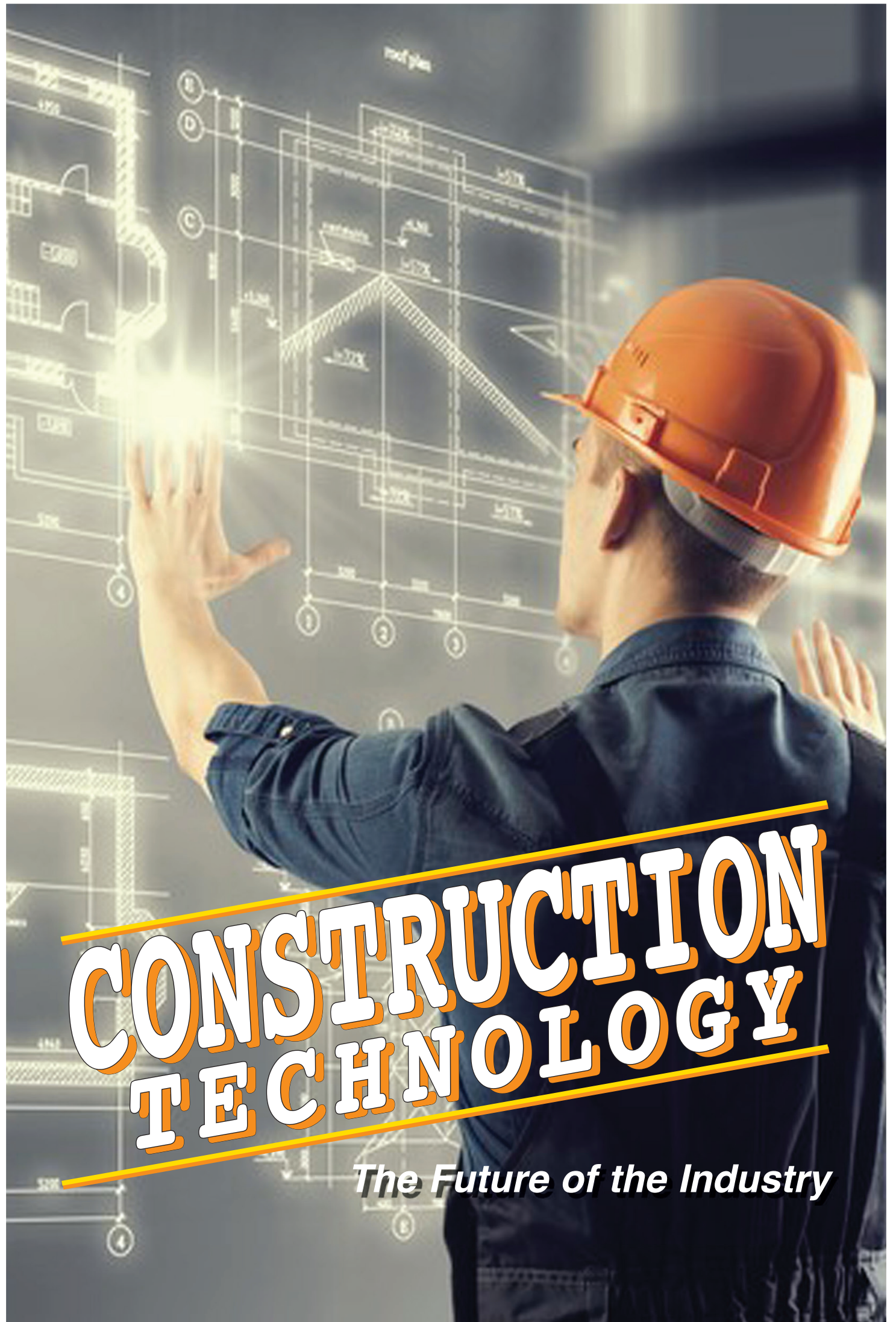
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# CONSTRUCTION TECHNOLOGY

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## Reshaping the construction industry through technology

The use of technology has transformed the landscape of every industry and construction is no exception. While the industry hasn't always been quick to adopt new technology, those days are changing and changing fast. Many contractors are starting to realize the time and cost efficiencies are worth the investment.

Technology has become an integral part of construction from tablets in the field to drones in the sky. In the near future, the use of technology in construction will be as commonplace as a hard hat and the biggest driver of change in the industry over the next few years.

One question we should ask ourselves every time we try to implement new technology: "Will this make workers' lives easier?" If technology isn't good for the front line, then it probably isn't going to be good for the bottom line. Change for change's sake doesn't make sense.

Project complexity is one factor driving the need for the sharing of real-time project information between the office and the field. Estimators and project managers are always looking to improve their speed and efficiency. Moving from paper to digital is viewed as a key way to improve productivity and rely less on paper blueprints, designs, orders and punch lists. Technology has made construction sites safer and workers more efficient. It has allowed for increased productivity, improved collaboration and the ability to tackle more-complex projects.

Here's a look at a few of the positive impacts technology is making in the construction industry:

### Mobile Technology

Smartphones and mobile apps have made communication and collaboration on projects easier. Instead of driving to the office for impromptu meetings, firms can use mobile technology to

facilitate a meeting of the minds that leads to definitive conclusions without interrupting the day's work.

Having jobsites that are disconnected causes communication delays among the job site, trailer, design office and engineering that can be costly and aggravating. In short, a disconnected jobsite can quickly burn up profits.

Fortunately, jobsite connectivity is catching up to becoming easier and easier to achieve. With a connected jobsite, everyone on the site has access to up-to-the-minute drawings and documents and holds the ability to file RFIs and issues in the palm of their hands. Likewise, everyone in the trailer and design and engineering has

immediate access to everything that is happening on the job site.

Communication around RFIs and issues is reduced from days or weeks to mere hours or minutes. Mistakes due to miscommunication are nearly eliminated. And change orders and rework are significantly reduced.

Being able to communicate in real time ensures that any issues on the job site get resolved quickly and effectively and that every stakeholder can have a say. Integrated solutions that sync in real time allow different stakeholders to add notes, change drawings and respond to RFIs instantly and then share that information with everyone involved with the project at the same time.

### BIM

Building Information Modeling (BIM) is a process that incorporates digital representations of buildings in 3D models to facilitate better collaboration among all stakeholders on a project. This can lead to better design and construction of buildings.

Changes to the BIM model occur in real time, so any changes or updates to the model are instantly communicated to all team members when they

access the model. Everyone is working with the most up-to-date information at all times. Because the schedule can be simulated, a visual representation of the construction process allows team members to plan out each phase of construction.

The type of immersive visualization made possible by virtual reality (VR) paired with BIM will lead to better collaboration and communication. Virtual reality will also lead to greater acceptance and implementation of BIM. Most virtual reality applications being developed for the AEC industry are using BIM models as the basis to create virtual environments.

### Off-site Construction

While prefabrication is hardly a new innovation in itself, new technologies are making the benefits of prefabrication easier to access and changing the way the construction integrates prefab into the process. Off-site construction is typically used on projects with repetitive floorplans or layouts in their design such as apartment buildings, hotels, hospitals, dormitories, prisons, and schools. Prefabrication is performed in a controlled environment, making it safer and job sites less congested. Prefabrication works similar to an auto manufacturing plant. At each station, workers have all the tools and materials to consistently perform their task, whether that be constructing a wall frame or installing electrical wiring. This assembly plant method of construction reduces waste and allows workers to be more productive.

Off-site construction typically comes in two forms: modular and prefabricated. With modular construction, entire rooms can be built complete with MEP, finishes and fixtures already installed. They can be rooms as small as bathrooms or modules can be fitted together on-site to create larger spaces like apartment units. The modular units are transported to the construction site

and then inserted and attached to the structural frame.

With prefabricated construction, building components are built off-site and then assembled or installed once they have been transported to the construction site. Prefabricated building components cover everything from framing, internal and external wall panels, underground duct banks, floor boxes, door and window assemblies, floor systems and multi-trade racks, which are panels with all the ductwork, wiring and plumbing packaged together.

### Drones

The possible functions completed by drones in the future will be significant. Drones won't just be used for taking pictures but have additional functions.

Drones can also be used for maintenance. An important application of drones in construction is related to detecting leaks using thermal imaging and providing aerial imaging to assess a building's performance.

For builders, an aerial view made possible with a drone allows them to better develop work plans, track progress and monitor and check for problems along the way. Drones are, after all, cheaper than flying manned aircraft. Other uses include mapping a construction site, building surveys, construction site inspections, etc.

Today, new technologies in construction are being developed at a breakneck pace. What seemed like future tech 10 or 20 years ago — like connected equipment and tools, mobile apps, autonomous heavy equipment, drones, robots, augmented and virtual reality and 3D printed buildings — are here and being deployed and used on job sites across the world.

Kyle Whitham is a project manager in the Salt Lake City office of Wilson Electric, a design/build electrical contractor that specializes in new construction and renovation projects for both public and private sectors.



KYLE WHITHAM





# The State of Our Industry

## A CONSTRUCTION ROUNDTABLE

Hosted by the Salt Lake City Law Firm of Babcock, Scott & Babcock



**Bob Babcock**  
Babcock, Scott & Babcock  
Moderator

### PARTICIPANTS

- Doug Welling**, CEO, Jacobsen Construction
- Cory Moore**, National President, Big-D Construction
- Mark Greenwood**, Environmental Manager, Granite Construction
- David Zimmerman**, Vice President and General Counsel, Brahman Group Inc.
- Taylor Scalley**, Director of Business Development, Cache Valley Electric
- Eric Stratford**, Director of Business Development, R&O Construction
- Danny Maruji**, Credit Manager, Wheeler Machinery
- Patty Fullmer**, Division Credit Director, BMC West
- Carl Tippetts**, President, Pentalon Construction
- Ron Dunn**, Chairman/Principal, Dunn Associates Inc.
- Tom Hurley**, Fabrication Manager, Nucor/Harris Rebar
- Chad Sorenson**, President, SCI



Doug Welling



Cory Moore



Mark Greenwood



David Zimmerman



Taylor Scalley



Eric Stratford





**Bob Babcock:** *What are you all seeing in the industry? What are the positive trends? What are your challenges?*

**Doug Welling:** Well, I guess I could weigh in on a couple of things. I was just looking at some economic forecasting from the Department of Commerce and it shows that nationally construction has declined moderately in terms of spending. But I think here in Utah we're not seeing that. At least for the foreseeable future. The next two or three years, for sure. We live in such a well-run state, it's really driving the prosperity of our community. We see people being attracted to Utah and businesses growing and developing within Utah. And that's really exciting. So, from our perspective, we're seeing that the construction industry will continue to be strong. The construction spending in the Intermountain West will continue to rise, not decline, over the next two or three years. It's a great place to be. That's what we're seeing. I would be interested to see if that's the way everyone else is seeing things.

**Tom Hurley:** I'll talk a little bit more from Nucor's perspective from our mill in northern Utah. I would say the demand is very high at our mill. As Doug said, I think that's a function of a robust economy and how things are really moving. It's in all sectors. We're especially seeing it in mid-rise, multi-family housing. It's pretty robust from the mill's perspective throughout the economy. From a mill perspective, we're seeing the top of the cycle or close to the top of the

cycle right now. From our fabrication-shop perspective it's pretty robust all over the Southwest, so we're seeing strong demand for our fabricated rebar across all our sectors. It's really strong. I would agree with Doug. It's a well-run state, and I think that helps. It's a great place to live. People are figuring that out. So, I think a lot of this is demand-driven. There's just a balance right now with the domestic producers of steel, based on the demand. We also don't see tariffs slowing anything down much. It's just demand-driven and seems to be strong everywhere right now and tariffs aren't necessarily affecting things. Pricing is stable.

**Cory Moore:** Overall material prices have gone up 20 percent to 22 percent since 2010, not focusing on steel alone but material prices in general — 6.6 percent over perhaps the past year. And I don't see that decreasing. I see 2 percent to 4 percent continuing over the next year or two because of the things that Doug talked about in that our construction GPD in Utah is robust. We're building more right now than we did in 2006 and 2007. I don't see a slowdown at leaving our pipeline and backlog. The other thing that's been increasing is just labor prices because we all know that that's the crutch of our industry right now. We can't find enough labor for the available work.

**Mr. Hurley:** I would agree with that, Cory. Harris Rebar has a turnkey fabricated and end-place product, and we've also seen actually a higher percentage of the increase on the install side.

**Mark Greenwood:** From Granite's perspective, probably our biggest challenge is keeping our aggregate bids competitive based on location. There's a lot of pressures from cities, counties and towns on limiting that presence. It's difficult for an industry to be able

in that position because it drives our competitiveness and getting projects and jobs. There was work on that in the Legislature this year with House Bill 288. Things like that help.

**Mr. Babcock:** *What are you seeing as far as workforce or labor-related challenges?*

**Mr. Moore:** I was reading that the average construction worker makes \$400 more a week today than they did in 2010. That's pretty awesome. That's a significant increase. And I think that's going to continue for a little while. Certainly, none of us really want costs to go up because we want to help property owners make successful projects. But in some ways, it's good for our industry because we have to attract more young people and more talent to our industry, whether that be high school or colleges, and that increase in pay should help us attract the talent. That's going to be absolutely key to our ability to take care of our clients and grow our industry.

**Eric Stratford:** At R&O, we see our labor force aging. The median age of our carpenters is probably somewhere in the high 40s or early 50s. So, I agree that's something that we're concerned about moving into the future. We need to bring that younger labor force to maintain years to come. We're making efforts. We're in high schools, we're in the colleges, trying to recruit and keep some of that talent in our industry because we see that as a big pinch point in the future.

**Patty Fullmer:** From the supplier point of view, we have the same issues trying to keep a young workforce, but also coming up with ways to use technology to improve our industry. For example, we've started ready-frame, which is a pre-cut product for residen-

tial and multi-family, so the framing time is reduced and there's less waste, it's "greener." So, we as a supplier are trying to be more conscientious and utilize technology, which I think will help attract that younger workforce.

**Carl Tippetts:** I really believe the technology is one big way we're going to have to solve the labor problem. We're not going to be able to offset the deficit in the labor force. Technology is eventually going to start getting creative. I think technology will need to catch up and offset that labor shortage. We're not going to keep up with it.

**Ms. Fullmer:** And I think that the younger generation wants to be more tech-involved. That is the way the future is going and as a supplier we're working really hard to come up with ways to use technology to enhance the opportunities for our younger folks and it helps with production time, too.

**Mr. Greenwood:** What we're seeing is trying to keep our employees and labor force from not going off somewhere else. At Granite, we are pushing to increase the number of women in the workforce, particularly on our craft side and giving them development opportunities, not just a job, but a place to grow in their careers as well. I think that's key. There's half of the workforce that the industry has historically somewhat not focused on at all.

**Ms. Fullmer:** I was actually going to bring up that if you look around this roundtable, you have one female representing the industry. And traditionally, construction hasn't been a female career path, but I do think we're in the process of finding good workforce,

see ROUNDTABLE page F8



Danny Maruji



Patty Fullmer



Carl Tippetts



Ron Dunn



Tom Hurley



Chad Sorenson



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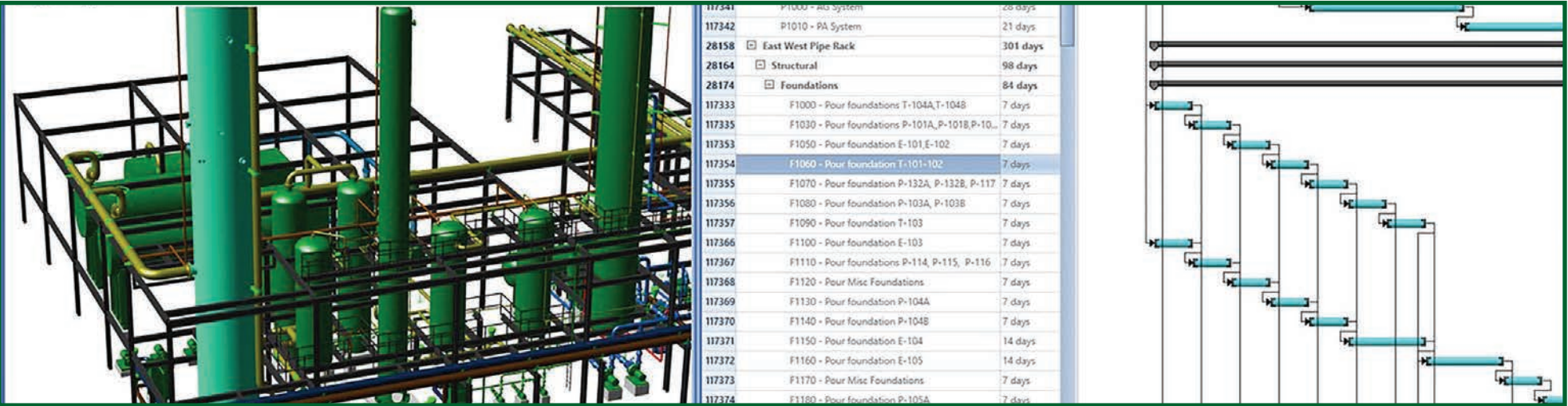


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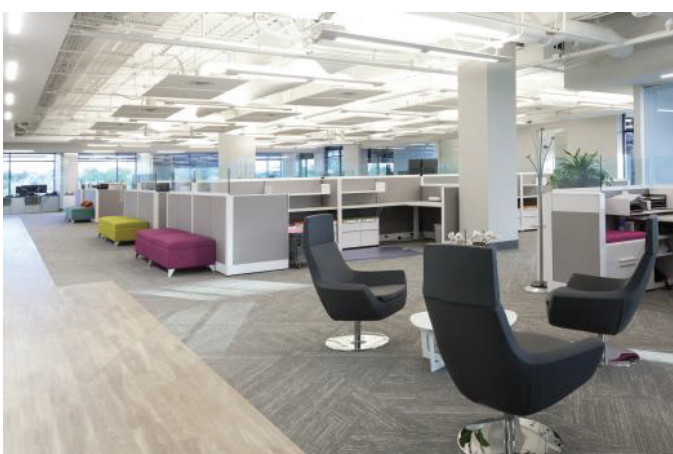
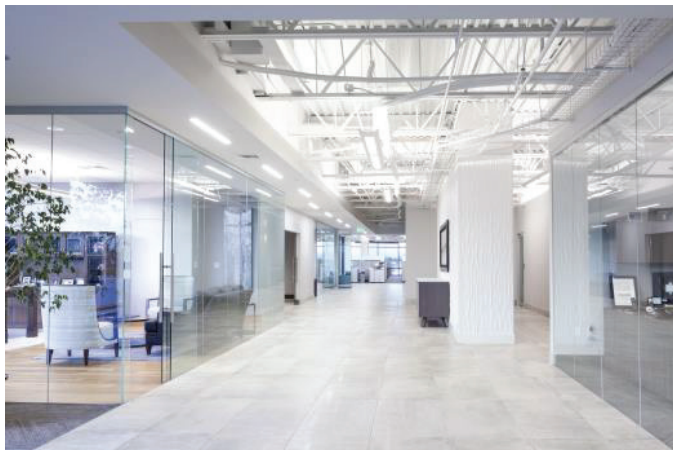
	Company Name Address	Phone Web	Number of Registered Architects	Number of Interior Designers	Group Sales in Utah 2018	Services	Top Local Executive
1	<b>FFKR Architects</b> 730 Pacific Ave. SLC, UT 84104	801-521-6186 ffkr.com	69	16	\$28M	Architecture, interior design, planning, landscape architecture	Roger Jackson, Jeff Fisher, Jim Lohse, Mark Wilson, Rick Frerichs, Eric Thompson, Greta Anderson, Russ Bachmeier, Dave Giles, Dave Rees, David Brenchley, Steve Goodwin, Jackson Ferguson, Kevin Mass, Mike Leishman
2	<b>MHTN Architects</b> 420 E. South emple, Ste. 100 SLC, UT 84111	801-595-6700 mhtn.com	39	7	\$23.8M	Architecture, interior design, landscape, master planning & pre-design	Peggy McDonough Jan President
3	<b>VCBO Architecture</b> 524 S. 600 E. SLC, UT 84102	801-575-8800 vcbo.com	29	10	\$24.9M	Architecture & interior design	*
4	<b>GSBS Architects</b> 375 W. 200 S., Ste. 100 SLC, UT 84106	801-521-8600 gsbsarchitects.com	25	11	\$30.4M	Architecture, landscape architecture, interiors, economic development, planning	Professional corporation
5	<b>Method Studio</b> 360 W. Aspen Ave. SLC, UT 84101	801-532-4422 method-studio.com	24	20	\$14.7M	Architecture, programming & planning, interior design & branding	Becky Hawkins, CEO Joe Smith, COO Kelly Morgan, CIO
6	<b>NWL Architects</b> 723 Pacific Ave., Ste. 101 SLC, UT 84104	801-355-5959 nwlarchitects.com	17	6	\$10.3M	Architectural design, programming, interior design, master planning	Christopher Lund
7	<b>AJC Architects</b> 703 E. 1700 S. SLC, UT 84105	801-466-8818 ajcarchitects.com	11	3	*	Planning, complete design & interior design services	Jill A. Jones Founding Principal
8	<b>Design West Architects</b> 795 N. 400 W. SLC, UT 84103	801-539-8221 designwestarchitects.com	9	3	\$4.9M	Architecture, master planning, interior design, landscape architecture	Blake Wright, Scott Olcott, Larry Hepworth, Joe Pienezza, Stephen Williams, Adam Zetterquist, Kimberly Johnson
9	<b>Prescott Muir Architects</b> 171 W. Pierpont Ave. SLC, UT 84101	801-521-9111 prescottmuir.com	7	0	*	Architecture, design, remodeling, planning, consulting, project management	Prescott Muir
10	<b>TSA Architects</b> 1486 S. 1100 E. SLC, UT 84105	801-463-7108 tsa-usa.com	6	1	\$1.6M	Architectural & design services specializing in healthcare	Tracy Stocking President Nathan Murray Vice President
11	<b>JRCA Architects</b> 577 S. 200 E. SLC, UT 84111	801-533-2100 jrcaarchitects.com	4	2	\$3M	Master planning, needs assessment, full-facility design	Jim Child Gordon Clark
12	<b>NJRA Architects Inc.</b> 5272 College Drive, Ste. 104 Murray, UT 84123	801-364-9259 njraarchitects.com	4	1	\$3.2M	Full architectural services	Selvam Rajavelu
13	<b>AE URBIA</b> aka J.M. Williams & Associates 909 W. South Jordan Parkway South Jordan, UT 84095	801-746-0456 aeburia.com	3	2	\$8M	Architectural, structural engineering & interior design services	James M. Williams
14	<b>Archiplex Group LLC</b> 255 Crossroad Square SLC, UT 84115	801-961-7070 archiplexgroup.com	2	1	*	Architectural design, sustainability, master planning, interiors	Ralph Stanislaw
15	<b>CRSA</b> 649 E. South Temple SLC, UT 84102	801-355-5915 crsa-us.com	*	4	*	Architecture, landscape architecture, interior design, planning	S Corp. owned by employee stockholders



\*Did not disclose. Please note that some firms chose not to respond, or failed to respond in time to our inquiries. All rights reserved.  
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## ROUNDTABLE

from page F5

and I think we need to target females in our colleges, in our high schools, to come in and step up and learn the industry.

**Mr. Tippetts:** I agree. I see the National Association of Women in Construction is doing good things with that. They're establishing a fairly deep local presence here in Utah, which is a good recruiting tool for us as an industry.

**Mr. Welling:** I think there's a good trend there. I think we're seeing an increase in female participation in the craft and in management and some senior management. I know on our executive committees we have two females on our executive committee. Five years ago, that would not have even been contemplated.

**Ms. Fullmer:** I think we have to change the environment of the construction industry so that it is more welcoming to the female employee. I think to some extent, in the past the environment, it was the "good old boy" network that goes on in the construction industry. I think we have, and need to continue, cleaning that up a little bit and really push for more of a professional environment, whether it's craft or in the office side of it.

**Mr. Greenwood:** There needs to be a culture shift.

**Mr. Hurley:** I think it's changing. It's getting traction. We have more women in leadership positions in Harris Rebar. I think we've got to get back to that high school level and get people interested in the technical part of the job. I've got a degree in engineering and I think there were two women in my entire class. Now, that was a while ago, but we need to change that and get the pipeline started sooner.

**Mr. Stratford:** I think it's started. We've spent time in the tech colleges recently and I think we're seeing a lot more women in those classrooms than we ever did before. At R&O, our female employees are very talented, very astute and very detail-oriented

and that's the type of individuals that we need.

**Mr. Greenwood:** I think diversity in the workforce will give you a better product.

**Mr. Babcock:** *What are you all seeing in terms of the market's response to the housing needs? There has been an increase in multi-family housing. Are you seeing that as a continuing trend?*

**Mr. Tippetts:** One of the things we're seeing is transit-oriented development in the multi-family arena. The density is increasing and locating next to transit, simply because of the infrastructure needs and addressing commutes and trying to get all of that in place, so the density is getting much denser. It's starting to get location-driven as far as transit.



**Ms. Fullmer:** I also think it's driven by our demographics. The younger folks don't want big yards. They want the amenities. They want movie theaters close by. They want shopping close by. They don't need that big yard that maybe we grew up with. I think we're catering more to that direction as well. And price is a concern.

**Mr. Tippetts:** If you look at the increase of multi-family, a lot of that is focused specifically upon a younger generation. It used to be that high-density housing was a transition to home ownership. But some people have changed what was the "American Dream." They've been through foreclosures or short sales and they don't want to be there anymore. So, they make the lifestyle choice that they want to — they want to go golf and water-ski as opposed to mowing the lawn.

**Mr. Welling:** The transit-oriented developments have been very, very successful and very strong, SOHO station, Sandy East Village, Farmington Station, among others, have been very successful.

**Mr. Moore:** With this trend, we're getting nicer units with better amenities. If you look at the downtown Salt Lake, especially the multi-family, it's different than we built 10 years ago. When we're having these bigger companies come to town like Goldman Sachs or Adobe, we're getting actually pretty high-end professionals who are choosing to live in a multi-family environment. So, I think there's a changing demographic that's allowing for more.

**Mr. Tippetts:** The quality continues to go up, the bar continues to go up and construction costs continue to go

1,200-square-foot house.

**Ms. Fullmer:** I think another big concern with housing is infrastructure. You go out to the growing areas in the Salt Lake Valley and you look at how they're building. I don't know if the infrastructure is in place to be able to adequately address the housing needs that we have.

**Mr. Greenwood:** That's true for entire northern Wasatch Front, even up into Box Elder County. The water and the sewer infrastructure is lacking and it's not set currently for that to get fixed.

**Mr. Sorenson:** With the age of our infrastructure in a lot of our current cities and towns it's time for replacement. We are seeing a lot of water main replacements in subdivisions that are 20 to 30 years old. They're getting new services, new water mains, new

everything because they're old and rotten and not functioning and there's a lot of that kind of work going on as well.

**Mr. Babcock:** *Is there any downside to the robustness in the industry that some of you commented on earlier?*

**Ron Dunn:** One downside is that you have to be careful the bar for quality doesn't drop a little bit. With all of the construction, particularly in the multi-family, wood is looked at as a lesser product from the engineering side and from the construction side. Everybody has dabbled in wood. You don't really weld or pour concrete in a backyard as a teenager, so everybody thinks that they can do wood,

but the skilled-labor depth chart is getting slim, as we've talked about. So, we're seeing the bar pretty low on a lot of the multi-family housing, both in design unfortunately as well as construction. Again, it speaks back to labor pool. We can't find qualified people to employ. And we're building a lot of the same kind of product that they're tearing down in California because it's not good. So, one downside of the robust economy is that the depth chart gets affected. And we've got to be careful of that.

**Mr. Moore:** I agree with you, Ron. I think there was a time not too many years ago that we didn't have to think as much about quality control. We had good subcontractors. They

up. The need for affordable housing is being left the behind. Well, the need is not being left behind, the need is being created, but it's being forgotten to a large degree because of the market demand for increased product. There needs to be some additional focus on affordable housing. We're doing a great disservice to a large sector of the economy.

**Mr. Stratford:** Many of the apartments rates that are happening right now, kids coming out of high school they can't afford it — and newly married couples.

**Chad Sorenson:** That's true. Young people are staying at home longer due to rising health insurance costs and wages not keeping pace, for example. Young adults in their 20s who want to buy a house may need to work multiple jobs just to afford something like a

see ROUNDTABLE page F10





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ROUNDTABLE  
from page F8

had good labor. Now, there's a much higher level of quality control needed throughout design and certainly through construction because there's not as much talented labor. So, I think you're right.

**Mr. Tippetts:** An extension of that also becomes how much more management do you put on a project? You have multiple layers of management on a large project now where you used to have one person who can supervise qualified subcontractors.

**Mr. Moore:** And I think that's at a higher level in multi-family than probably anywhere else right now. If it's a core-and-shell office building, especially if it's larger, then you're usually going to find pretty darn good subs and subs that are managing their backlog. But with some of those multi-family jobs, it's tough.

**Mr. Welling:** That's true along the Wasatch Front. It gets even more difficult as you start trying to go on the Wasatch Back. People don't want to travel anymore. Costs go up. The type of labor and sophistication of subcontractors drops a level, so that's also a challenge.

**Taylor Scalley:** I think it's an opportunity, speaking from the subcontractor standpoint, our reputation is on the line. More than ever, we have to invest in our employees more. And also, be more proactive in understanding what's coming down the pipeline to give you the assurance that we've got the labor pool. Not just the labor pool, but qualified labor pool to do your job. And that's — that's an opportunity. And where we see we have to be in that position to forecast out, to be on top of things as opposed to reactive to this market.

**Mr. Moore:** There's no doubt it's hard to travel. It's hard to be out of town. Nobody — the labor doesn't want to go. The companies don't want to go because you don't have to. And labor is not traveling between states. It used to be when we were building something and we didn't have enough labor in Utah, then we would pull from Arizona or we would pull from wherever. Now that's not reality. You're going to pull labor from another state, because

especially in the West, everyone is busy.

**Ms. Fullmer:** Another challenge with this is that we have subcontractors that want to have credit accounts with us as a supplier and we need to make sure that they're credit-worthy to be able to pay their bill back. So, on top of the labor challenge, you have the credit piece and a lot of them are difficult to qualify unless they're getting a joint check from whoever they're working for. And we're finding that things are slowing down on that payment side.

**Danny Maruji:** To follow along with what Patty said, I agree, our construction industry is strong in Utah. I know with Wheeler Machinery, we've seen a large increase of new customers for

us. But with people popping up with creating a new landscaping company or new construction company or whatever, they don't quite have the education of how to run their business. They do good work, but it seems that some don't know how to manage and pay their bills. We're having a more difficult time of collecting money, when you go look at their history.

**Mr. Welling:** In addition to the concern that Ron talked about with quality being things in a super-heated market, another concern is safety. You're bringing a lot of new employees into the industry and even your tried-and-true employees getting so busy and trying to be so much more efficient and more work to do and less amount of time. As

managers of that process, we've got to make sure that helping our people understand that safety is our highest priority. We can't do anything if those guys go home sick or injured. I know several of our companies have made some dramatic increases in our safety performance and it's been rewarding.

**Mr. Babcock:** *Are there any new trends you're seeing in the industry? For example, where is BIM (building information modeling) at in the industry, now that it's been around for several years? Is BIM*

see ROUNDTABLE page F14



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# BONDING AGENCIES

Ranked by Surety Premium Volume 2018

List Development Laneace Gregersen | laneace@slenterprise.com

	Company Name Address	Phone Web	Surety Premium Volume 2018	Year Est.	Number of Surety-Only Professionals	Number of Offices Nationwide	Bonded Contract Value	Owner/Managing Principal
1	<b>Marsh USA Inc.</b> 15 W. South Temple., Ste. 700 SLC, UT 84101	801-533-3600 marsh.usa	\$800M	1904	250	30	*	*
2	<b>Cobb Strecker Dunphy &amp; Zimmermann</b> 5 Triad Center., Ste. 350 SLC, UT 84180	801-532-5970 csdz.com	\$60M	1919	32	15	\$10B	Josh Loftis Grady Dotson
3	<b>Arthur J. Gallagher</b> 6967 S. River Gate Drive, Ste. 200 SLC, UT 84047	801-924-1400 ajg.com	\$20M	1927	2	70	\$300M	John Schlichte
4	<b>Moreton &amp; Co.</b> 101 S. 200 E., Ste. 300 SLC, UT 84111	801-531-1234 moreton.com	\$16M	1910	5	3	\$420M	Michael Wade Area COO
5	<b>The Buckner Co. Inc.</b> 6550 S. Millrock Drive, Ste. 300 SLC, UT 84121	801-937-6700 buckner.com	\$5M	1936	2	6	*	Terry Buckner
6	<b>Beehive Insurance Agency</b> 302 W. 5400 S., Ste. 101 SLC, UT 84107	801-685-6860 beehiveinsurance.com	\$4.5M	1961	3	2	\$867M	Doug Snow
6	<b>Leavitt Insurance &amp; Central Bonds</b> 199 N. Main St. Spanish Fork, UT 84660	801-798-7343 leavitt.com/licb	\$4.5M	1981	2	98	\$20M	Brett Palmer Mike Vowles Dave Smedley
8	<b>Dale Barton Agency</b> 1100 E. 6600 S., Ste. 400 SLC, UT 84121	801-288-1600 dalebarton.com	*	1948	7	1	\$5B	Sam W. Clark Sterling Broadhead Robert Bauman
9	<b>Universal Business Insurance</b> 9980 S. 300 W., Ste. 320 Sandy, UT 84070	801-943-8844 ubinsurance.com	*	1991	4	2	\$600M	Brett Mayer Kevin Andrews Jeff Shields
10	<b>USI Insurance Services LLC</b> 1100 E. 6600 S., Ste. 280 SLC, UT 84121	801-713-4525 usi.com	*	1994	55	140+	\$700M+	Chris Swensen



\*Did not disclose. Please note that some firms chose not to respond, or failed to respond in time to our inquiries. All rights reserved.  
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## ROUNDTABLE

from page F8

*modeling being used officially at this point? How are we doing in the industry to implement those types of things?*

**Ms. Fuller:** With BMC, the “ready frame” is our model. It comes out pre-cut and labeled, so the framing time is less. You can have actually a little less-experienced person because it’s all labeled and it’s just stand up and that’s been very successful in our Colorado market. In Salt Lake, it’s worked well. Our whole company is doing ready-frame now that has been a solution to some of the problems. And then our new truss plants that are automated are also benefiting the market. We’re getting things out quicker because it’s all automated — so less labor. But labor still going to be the issue forever.

**Mr. Zimmerman:** We don’t we have to go really large as far as projects before we use BIM. On the industrial side, the modeling is vital because piping is always interfering with the electrical. We frequently find ourselves, if we’re not getting both scopes, we’re finding ourselves at odds with the electricians, even more than guys on the commercial side and the residential side. BIM is huge for us, and I think the industry, in terms

of identifying conflicts and managing a project properly.

**Mr. Hurley:** We’re seeing some of our BIM-trained or technology-savvy employees from the college-educated workforce. But a lot of the detailed training is in-house. We do a lot of 3D modeling, solving conflicts, trying to be proactive. We’re seeing more of that than ever.

**Mr. Moore:** I think many, if not most of us, are using BIM. Ten years ago, we didn’t use BIM as much, but I think every year we get a little bit better at it. I think many of the larger contractors have in-house BIM departments and we use BIM on nearly every project now. Especially anything that’s over \$10 or \$20 million. Those projects take a lot of coordination, whether it be a healthcare project or a lab project. We’re using BIM on office building and multi-family, but we’re not really fully integrated and working between all disciplines perfectly yet. I think we have a long way to go, which is actually an exciting part of our business, because I think there’s a lot of efficiencies we’re going to find as we combine the BIM world with the prefab world.

**Mr. Greenwood:** I think “heavy-civil” guys are maybe five or 10 years behind. We have our first project with a BIM on a bridge structure on I-80. We do see the benefit, but it seems more suited to a vertical-structure program and I think it needs to be tailored to a civil application.

**Ron Dunn:** From our perspective, we had to rewind the use of BIM. The 3D

modeling and design can be an incredibly successful tool, but also the cause for all of your grief as well, because when it’s easy to make a change, you find that you just do the change. I remember starting out in my career, my boss told me never to draw more in the morning than you can erase in the afternoon, because you wouldn’t be ahead of the game the next day. You had to think about what you put down on the paper before you drew it. But now we’ll work many designs and will it be 10 or 12 architects working on the same model at the same time. And just like a picture, you can add a little bit here and add a little bit here to improve on it, which needs to be done, but that little change in flipping an elevator core, you can do with a keystroke, leaves all the rest of the consultants trying to catch up with it. It’s a wonderful tool and in its final stages, but it’s more difficult to work with in the design early on.

**Mr. Babcock:** *Are owners, either private or public, becoming more knowledgeable or sophisticated now regarding technology such as BIM? Are you finding they’re willing to pay for it?*

**Mr. Moore:** I would say the state agencies that we’re working with are probably more apt to pay for BIM than less. The private industry is about 50/50. If the developer or the owner has seen BIM work in the past and seen the benefits, then they’re pretty interested in it. If they haven’t seen that, they’re less interested in paying a little more for that service. But I think at least the DFCM, some of our cities and counties are certainly more interested in BIM. They’ve been sophisticated though; they build enough projects that they realize the benefit.

**Mr. Stratford:** And their standards lean towards it. They have very sophisticated and high energy standards that lean more towards the use of those products.

**Mr. Dunn:** The perfect use of it, from my perspective, would be that the model that we create as designers is one that contractors can use and it would be shop drawing, it would just fold out everything. But in most cases, our model is recreated by the contractor’s team and is not an exact reflection of what we have on our drawings. Now, we don’t model every clip or every this or that. And oftentimes, as we’re finalizing our drawings, stuff that doesn’t affect clash detection, we might make subtle changes. The drawings are actually the instruments

of services, but if we can get to that point to where the contractors don’t have to recreate the model or do their own version of it, and they can just give us enough time to make it to satisfy everything, then I think that’s where the real advantage would be.

**Mr. Babcock:** *What trends are you all seeing in project delivery methods? With design-build, CM/GC (construction manager/general contractor), design-bid-build, what do you see is the future for the industry here?*

**Mr. Moore:** Integrated Project Delivery (IPD) is new for Utah but it’s being used a lot throughout the country right now. I think a little bit — certainly more East Coast than West Coast, but there are some major projects — the federal government is pretty focused in certain areas in doing IPD and some larger institutions are focused on IPD. I think that’s a trend that will continue to head towards.

**Mr. Greenwood:** For Granite, our “bread and butter” is CM/GC. That’s where we’ve made our niche, so we’re rarely going to be the low bid. That’s typically not our business. But when it comes to the quality and safety of construction, that’s CM/GC. Owners looking at that want quality and they want innovation and that’s where we excel. We’re not having to compete with low bidders. We’re out of that game.

**Mr. Stratford:** I think that every project needs to be considered as an individual project with the delivery method chosen for that project. There are instances where a traditional design-bid-build project is necessary. But there’s also very many benefits to a CM/GC, a design-build or even IPD in larger stuff. And I think something that owners need to pay attention to is that there’s lots of options and they need to weigh the pros and cons of each delivery method and choose the one that works best for that particular project.

**Mr. Babcock:** *Are you able to provide input to them on those decisions early on? Are they getting you guys involved early enough to offer some input?*

**Mr. Stratford:** It depends on the relationship with the client. There are some clients that come to us and say: “Hey, what do you think this?”



see ROUNDTABLE next page





from previous page

But oftentimes we're brought in after they've chosen a design team and already made a decision on a delivery method. So, it varies.

**Mr. Tippets:** We talked about professionalism in our industry and I think one peripheral topic related to this is simply that the economy is attracting people to be developers that aren't qualified developers, either. For the most part, the systems that we're talking about are way beyond the reach of those people and I think most people at this table are steering away from those kinds of relationships. But we've got to be careful whom we do business with in order for us to be able to succeed, too.

**Mr. Babcock:** Any updates on some of the bigger projects in Utah right now? What is the status of the Salt Lake airport?

**Mr. Moore:** The first phase, the main terminal and one of the concourses, will open in the fall of 2020. Then the old terminals will shut down and demo will occur and work will then start on those. Meanwhile the Okland-Austin joint venture is doing a north concourse. I think that will be a little post-2020 fall opening. But the entire construction as a whole actually isn't done until 2026. We're basically building an airport on top of an airport, so there's a lot of logistical things that we have to work through as it relates to traffic and utilities and making sure that that airport runs as though we're not there, as much as possible. I feel like we're doing a pretty good job of it. That's the executive summary of what's happening at the airport.

**Mr. Stratford:** I think you have a lot of people licking their chops about the old prison site in Draper, but I think the plans there are yet to be determined.

**Mr. Moore:** I think it will be good for our state. I don't know how that will all turn out. But I think we've got that Lehi, Silicon Slopes area. If you drive down, it's almost amazing how many new office buildings are being built there every year. That's going to really make it so there's no gap between Utah County and Salt Lake County. There's going to be one continuous Wasatch Front.

**Mr. Greenwood:** There's a tremendous opportunity for our state to do some nice things there with the momentum of the Silicon Slopes and all that's happening with the tech industry that just plays right into the hand, will be fantastic. That, and the west corridor before the inland port and all of the industrial construction that will happen out there with the new infrastructure from the prison that's going out in the Northwest Quadrant there and just opens up all of that swampland into valuable, valuable property and it will continue to add to the acceleration and stimulation of the construction industry for years to come.



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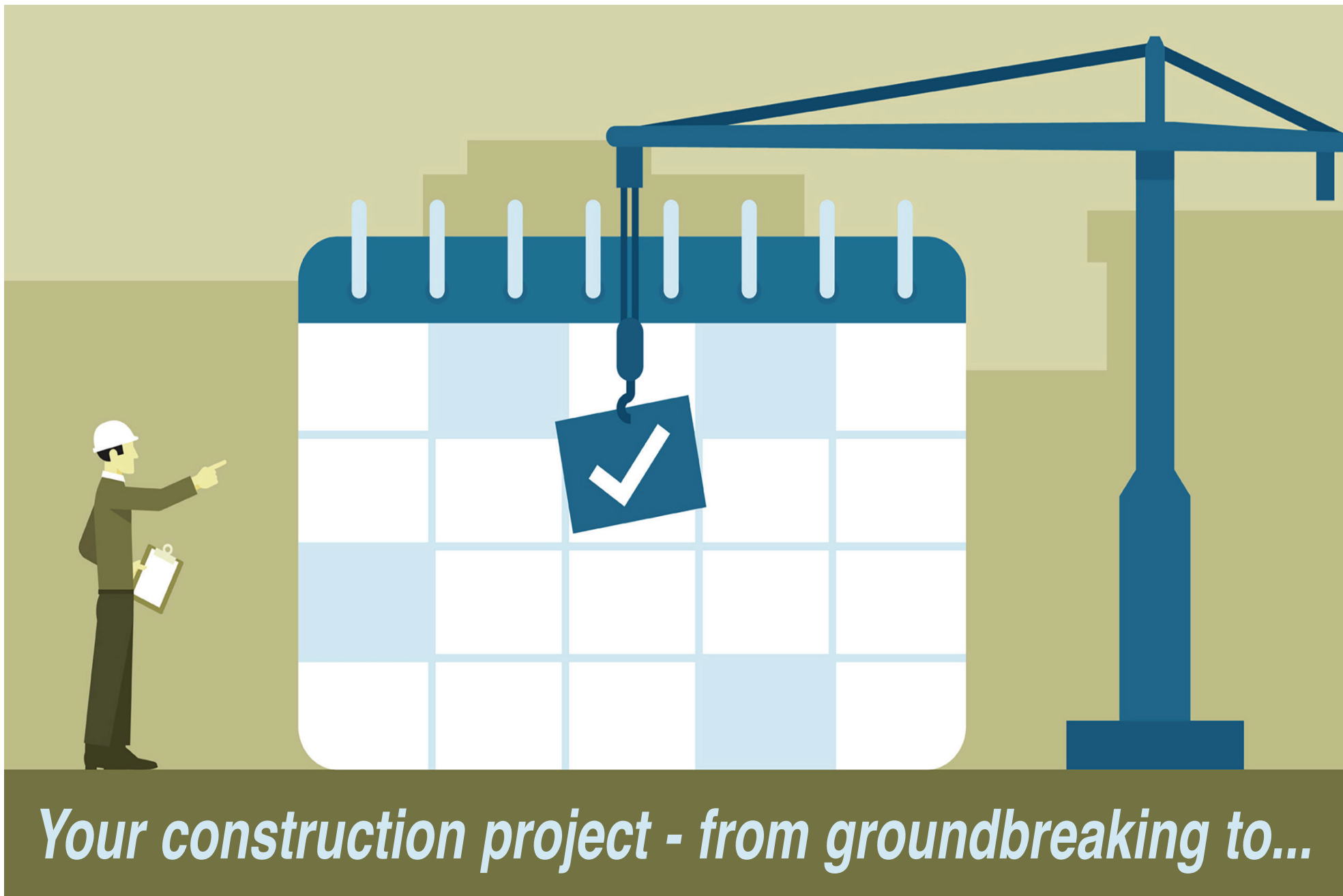
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## Your construction project - from groundbreaking to...

Here's what it takes to get your new building from here to there

For the past several years, we have been experiencing a great economic upswing in Utah. Economists continue to predict a bright future — or, at the very least, a continuation of what we have seen in the past few years. Consumers continue to purchase, businesses are thriving and we are enjoying low unemployment rates.

All of these factors combined should make embarking on a construction project to help your business take its next leap forward a snap, right?

Wrong.

While Utah has an exceptionally talented group of commercial contractors for you to choose from, we're also facing a labor shortage and consistent increases in material prices that complicate the construction of your next project. These two factors, aside from the myriad other challenges to getting a project off the ground, can slow down your big next step — or even kill it entirely.

So, what's a growing business to do? Here are some tips that will help

get the construction of your project going and set it up for success from groundbreaking through ribbon-cutting:

### Involve a general contractor from Day One

When you start working with a design team to conceptualize and/or design your building project, get a general contractor involved early on. If all you have is a “pie in the sky” dream about your building or even perhaps a “napkin drawing,” a GC can give you rough square-foot costs. If you're farther along in the design process, a GC can give you a more accurate budget as details are added to the design.

Keep in mind that not all cost models and budgets are created equal. Do your homework. Be sure that you are working with a contractor that provides accurate cost pricing. Ask colleagues and lenders for contractor references with a reputation for providing accurate information. If you know that you're working with a general contractor that will watch out

for your best interests and genuinely think through all aspects of your project, your budget will be more dependable. In the early stages of a project, you want a contractor that builds an incredibly accurate budget so that you are working with the best information possible to make critical decisions.

Understanding your costs isn't everything. A general contractor can weigh in on other project elements early on. They should be an expert on the advantages and disadvantages of various building types, constructability, materials selection and even site conditions and how they impact your budget, schedule and final product.

A really good general contractor will also have positive working relationships with permitting entities, such as cities and counties, to help move your project through government red tape more efficiently. If you involve a general contractor during the design and permitting phase, by the time you are ready to break ground, you will have worked out many of the kinks in your project and it will go

more smoothly during construction. This brings us to tip No. 2.

### Know what you care about and communicate it early

Some clients are focused on a reasonable return on investment for their business or investors. Others want a green or highly sustainable building that will last for years to come. Some are bursting at the seams and need space ASAP. Still others want the “wow factor” that comes with an ultra-modern, aesthetically pleasing building.

Here's a secret: Just about any reputable contractor can build a building to suit your needs. The *really* good ones want to understand what it is that you value most so they can give it to you in a way that makes the building process a good experience. Your priorities shape the way contractors approach a project. If you tell them the budget is tight and you want to find ways to save money, they will constantly look for more affordable materials or processes to



ERIC STRATFORD

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substitute (value engineering). If you indicate that building longevity is the most critical element then they will help analyze life cycle costs of materials and systems you put in the building. If you tell them it is critical to know what happens on-site during construction every single day, they will provide that information to suit your needs. The bottom line is that if you don't communicate what is most important to you, your general contractor can't give you the best possible customer service and an awesome building experience you desire and deserve.

**Have realistic expectations about the construction process**

If managing a construction project were easy, you would do it yourself, right? The truth is that managing the innumerable moving parts on a jobsite is both an art and a science. The goal of every contractor working today is to manage the costs, schedule and quality of a project within the bounds of the client.

Great construction companies set themselves apart by managing the construction process in a manner that is low-stress to you, the owner. A big part of that is helping owners understand that yes, things will go wrong, but that they have a solid team working to correct issues, both large and small, in real time. Every project will face some sort of challenge during construction; there is simply no way around it. Good general contractors are defined by how they handle and communicate solutions to these challenges. During design, your architect-contractor team understands your vision and priorities (because you took tips No. 1 and No. 2 seriously), so you should expect them to come up with creative proactive solutions to the challenges that arise on your project. They are experts who want to give you what you want, but they will be seriously limited if you aren't willing to let them explore some options to meet your needs.

The best general contractors will bring solutions to the table and approach them with a team spirit, asking for input from all the owner, architect and subcontractor team members. Having the expectation that a project will have challenges is realistic, but expecting your general contractor to help solve the challenge in a proactive teaming approach is an equally realistic expectation.

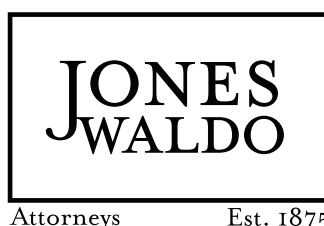
*Eric Stratford is the director of preconstruction and business development at R&O Construction in Ogden, a general contractor that deals in light commercial, multi-family, warehouse, retail, municipal, education and government projects.*



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# COMMERCIAL CONTRACTORS

Ranked by Gross Sales 2018



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	Company Name Address	Phone Web	Gross Sales 2018	Number of Utah Employees	Bonding Capacity	Notable Projects 2018	President/CEO
1	<b>Big-D Construction Corp.</b> 404 W. 400 S. SLC, UT 84101	801-415-6000 big-d.com	\$1.8B	752	\$1.7B	SLC Airport, Salt Lake Community College, Lindquist Hall (Weber State), Ritz Apartments, Hardware Village, Tucson LDS Temple	Rob Moore
2	<b>Layton Construction Co. LLC</b> 9090 S. Sandy Parkway Sandy, UT 84070	801-568-9090 laytonconstruction.com	\$1.5B	400	*	Innovation Pointe, Mountain View Village, UPS Regional Distribution Center, UVU Performing Arts Center	David S. Layton
3	<b>Jacobsen Construction Co.</b> 3131 W. 2210 S. SLC, UT 84119	801-973-0500 jacobsenconstruction.com	\$627M	521	\$1B	Utah Valley Hospital, One Empire Pass, Intermountain Gardner Transformation Center, UofU Garff Executive Education Building	Douglas C. Welling
4	<b>R&amp;O Construction</b> 933 Wall Ave. Ogden, UT 84404	801-627-1403 randoco.com	\$320M	165	\$200M	USU Center for Clinical Excellence-Logan, Kimball on Main-Park City, Remuda Elementary School-Farr West, The Hub of Opportunity-Salt Lake, Pinnacle Apartments-Herriman, North Branch Library renovation-No. Ogden, Mountain Tech office building-Lindon, Harmons Mountain View-Riverton	Slade Opheikens
5	<b>Rimrock Construction</b> 11635 S. 700 E., Ste. 100 Draper, UT 84020	801-676-7625 rimrock.us	\$312.1M	72	Unlimited	Lehi Tech Office, Neff Cultural Center, Millpond	Scott Miner
6	<b>Hogan &amp; Associates Construction Inc.</b> 940 N. 1250 W. Centerville, UT 84014	801-951-7000 hoganconstruction.com	\$305.8M	246	\$300M+	Brighton High School, Cedar Valley High School	Cris Hogan
7	<b>Ascent Construction Inc.</b> 310 W. Park Lane Farmington, UT 84025	801-299-1711 ascentconstruction.com	\$236.5M	100+	\$250M	Sugarmont, Station at Gardner Mill, DSD Schools, Liberty Peak Elementary	Brad L. Knowlton
8	<b>Zwick Construction Co.</b> 434 W. Ascension Way, Ste. 150 SLC, UT 84123	801-484-1746 zwickconstruction.com	\$178M	84	\$170M	Onset Financial, DFCU Operations Center, Marriott Advenire	Darin C. Zwick
9	<b>Hughes General Contractors</b> 900 N. Redwood Road North Salt Lake, UT 84054	801-292-1411 hughesgc.com	\$138M	226	\$350M+	Alta High School Performing Arts & Fieldhouse	Todd A. Hughes
10	<b>Bonneville Builders</b> 4885 S. 900 E., Ste. 208 SLC, UT 84117	801-263-1406 bonnevillebuilders.com	\$125M	35	45M	Springhill Suites Washington, 605 Place Student Housing	John Tebbs
11	<b>Pentalon Construction</b> 4376 S. 700 E. SLC, UT 84107	801-619-1900 pentalonconstruction.com	\$90M	45	*	City View Apartments	Carl Tippetts
12	<b>Stacey Enterprises Inc.</b> 3768 Pacific Ave. Ogden, UT 84405	801-621-6210 staceyc.com	\$37M	25	\$100M	Fresenius Medical Care, Ogden Regional Medical Center, Goldenwest Credit Union, Layton Legacy Stake Center, Ogden City-Stonehill, Parker Hannifin	Scott R. Dixon
13	<b>Paulsen Construction</b> 3075 S. Specialty Circle SLC, UT 84115	801-484-5545 paulsenconstruction.com	\$30M	39	\$60M	Wallace Bennett Federal Building - \$13M West Valley City Fire Stations #71, #72 & #76 - \$8M	John Paulsen
14	<b>Cameron Construction</b> 573 W. Billinis Road, Ste. 1 SLC, UT 84115	801-261-6158 cameronconstruction.com	*	28	\$30M	Meridian Engineering office building Cafe Rio Sugarhouse Valley Shopping Center Maverik-6 locations	Kevin Cameron



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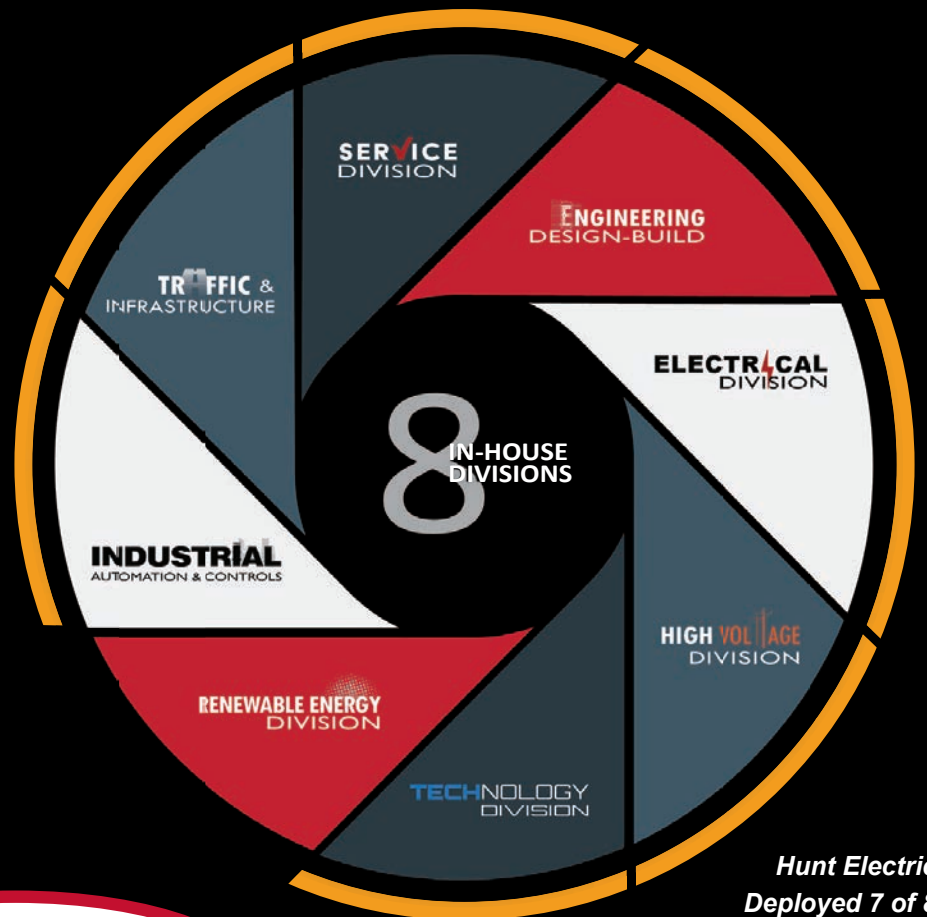


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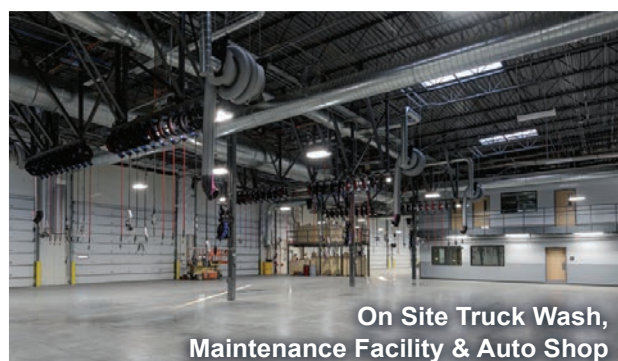
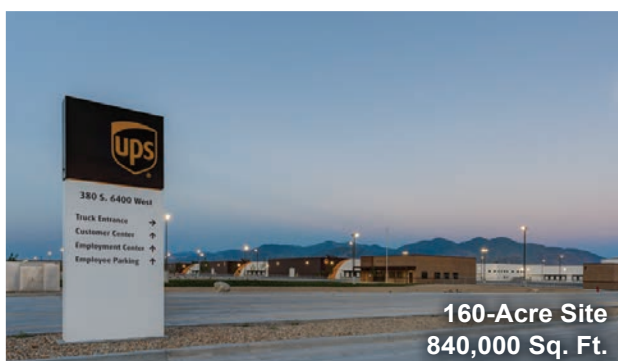
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# Church launches 4-year rebuild of Temple Square

Salt Lake City International Airport serves more than 25 million passengers a year from facilities that were designed almost 50 years ago to serve only half the current passenger load. The target date for the completion of the projects currently under construction is late 2024 with additional additions set to begin thereafter.

Church leaders declined to say how much the project will cost.

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Construction workers toil at a new apartment building that is part of the Summit Vista development in Taylorsville. Described as Utah's first life-plan senior living facility, the community eventually will have 1,600 independent living apartments in 15 residential buildings, three clubhouses and 300 healthcare beds.

## Taylorsville's Summit Vista senior living facility is being built to afford residents more options, including a marketplace and cafe, a fitness center and pool, a salon and spa, along with myriad healthcare options

**Brice Wallace**  
The Enterprise

"Boomers want more choice."

Those words are at the heart of what is being called Utah's first life-plan senior living facility, Summit Vista. Like the push for communities to have homes, workplaces, parks, recreation options and shopping within easy reach, Summit Vista in Taylorsville aims to offer seniors housing, classes, clubs, dining options and wellness facilities all in one place.

Mark Erickson, CEO and executive director, believes Summit Vista is on the cutting edge when it comes to the intersection of design and operations of senior communities. Summit Vista follows a concept that aims for "successful aging," which entails healthiness, high physical and cognitive functioning, and "continued engagement with life."

"For years, we told people when

they retired, 'Slow down; take your time,' and that's the worst advice you can give to people," Erickson said during a ULI (Urban Land Institute) Utah program focused on trends in housing for Utah's aging, active population.

"What we're learning is, the people who stay most active are the people who age most successfully. And so when you think about the design of these buildings and the programs and the people that we hire, everything goes back to 'how we do create those opportunities for engagement?'"

Those opportunities will grow as Summit Vista is built-out over the next seven to 10 years. The 100-acre property ultimately will have 1,600 independent living apartments in 15 residential buildings. Three clubhouses will be surrounded by buildings with 100 to 120 apartments each. Clusters of four to six residential buildings and clubhouses will be "neighborhoods," with the first having 600 apartments.

Summit Vista also will have 300 healthcare beds, and while it eventually will have on-site assisted living, memory care, nursing care and short-term rehab facilities, those services will be available through contracts with providers until then.

Those baby boomers seeking choices will have plenty available. Already in place are a 62,000-square-foot clubhouse, three restaurants, a marketplace and cafe, a lap pool, a fitness center, classrooms and an arts studio, a beauty salon and spa, a billiards and games room, and outdoor recreational options.

That blend of design and operations — and choice — is exemplified in the restaurants, Erickson said. While they provide for residents' nutrition needs, they also offer opportunities for socialization. "It's people coming down, eating, making new friends, talking and planning," he said.

The community refers to them as "restaurants" rather than "dining

rooms," according to Marcus Cordova, associate executive director at Summit Vista and director of culinary arts there. One restaurant offers 26 menu options. For a different ambience, a bistro/pub offers 16 and has an exhibition-style kitchen allowing diners to watch their pizzas being made. Diners have a choice of a large room, but smaller spaces provide more intimacy and can be used for private events.

Cordova said it's about meeting residents' expectations. The post-World War II generation was "happy with what they could get," he said.

"Now we have people that are moving in, have traveled all over the world and been all over," he said. "The whole food scene around the whole country and around the world has exploded, so people are intro-

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duced to different types of cuisine and have higher expectations.”

Offering variety is one change happening that is altering the perception of senior living, he said. It surprised some students at a culinary school when he visited to brief them about Summit Vista.

“When you first walk into a culinary school and you meet with these young culinarians and you say, ‘Hey, how would you like to go work in a retirement community?’ What do you think their first impression was? ‘What am I going to do at the retirement community all day? Run a blender all day? Serve mashed potatoes and meatloaf and that type of thing?’ So we have to change those perceptions.”

Eventually, the students bought into the vision. “The response I got was, ‘Yes, this is the environment that I want to work in,’ because it wasn’t that old-age home, the white corridors with the people sitting in the hallways with their wheelchairs. It feels like you’re walking into a resort or a fine-dining restaurant that you might see in downtown Salt Lake or Park City.”

Cordova said residents were heavily involved in the planning, providing input on the china, glassware, chairs and menu. “We challenged every little thing that we did in creating this community,” he said.

Mark Pace, partner at Gardner Co., one of three Summit Vista investors, said his company typically builds a building and a company then will sign a long-term lease to use it. “This is a different animal,” he said of Summit Vista. “This is all about construction — yes, it is — but it’s also everything about operations. You have to get them both right or you have nothing. We’re glad we got it right.”

So is Rachael Stephens, who has one of 73 units currently occupied. She and husband Jerry were once the owners of a single-family home and “we fussed, we fixed, we updated, we repaired” the place over the decades. Pride of ownership was one main reason why they shoveled snow, washed the patio, cleaned the patio furniture, tilled the flower beds and put flower pots on the patio.

“And we loved doing all of that stuff,” she said, with the effort made in order to be proud of where they lived and having a place where friends and family would feel comfortable coming over for visits. “And we found that here at Summit Vista” — but without all the work, Stephens said.

She eats at the main restaurant because the food is “spectacular” and offers a chance to enjoy friends and making new ones. The bistro offers a different environment. She enjoys having the option of using the fitness center and swimming pool, and using classrooms equipped with TV and Internet access, she said.

“We’re still learning and we’re able to participate with all of the things they have,” she said. As for clubs, “It doesn’t matter if you wanted to play bridge or you wanted to have a book club or you wanted to play ping-pong, there’s just a million of them.”

Wayne Harper, economic development director for Taylorsville, said the city had several options for the current Summit Vista site when considering its future a few years ago. It had been master-planned and zoned for a professional office park. Four uses were considered. One was for 1,200 single-family homes, which would have had a huge impact on local schools and caused rush-hour traffic on 6200 South to explode. Another was for a mixed-use development, with many similar issues. A corporate research-and-development building with some retail and residential also was an alternative.

But a senior retirement community ultimately won out because of its huge investment over time and relatively limited effects on schools and infrastructure. It also helped that Summit Vista would eventually be the best employer of the four options, with about 1,300 workers when completed.

“So, you can go through and say these retirement communities don’t make sense, they don’t benefit a city or school district or things like that. This a lot of new taxes going into schools without an impact on the public school system,” Harper said.

“As we did this as an analysis, it came out being very beneficial based on the bottom line for the city, the school district and the other groups. But more importantly, we saw a need that was not being met for seniors. ... It is a completely different ambience and benefit for the community.”

In addition to benefits to the community, those involved in its development see positives for the seniors who will call Summit Vista home.

“The reality is that people can live independently much longer in an independent living setting here than they could in their house because of the services they get,” Erickson said.

“It’s filling a niche that people need,” Pace said, “and it’s really quite remarkable to talk to the residents that are moving in, and it’s really quite a blessing in their lives.”

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